

Commissioning Framework

1. Purpose

The purpose of the Department for Child Protection (DCP) Commissioning Framework is to provide a clear and standardised child protection-specific approach to commissioning to ensure the best outcomes for children and young people who receive DCP services. The framework informs how DCP:

- identifies the current and future needs of children and young people and those caring for them
- designs services to meet these needs
- implements, monitors and evaluates services to ensure they deliver the intended outcomes.

The Commissioning Framework Process Flow in Appendix 1 outlines the process. Underpinning this framework is a forward plan of commissioning activity based on strategic priorities. Review and refresh of the forward plan for commissioning activity occurs annually or as needed.

2. Scope

The framework applies to all elements associated with commissioning and applies to services delivered by DCP staff or funded by DCP. Application of the framework is a requirement when commissioning services.

For the purpose of this framework stakeholders is defined to include the following groups:

- Children and young people, families, carers and communities
- Industry – current and potential not for profit organisations and for profit service providers
- DCP staff
- Advocacy and oversight bodies and peak bodies
- Researchers and research institutes
- State and Commonwealth government agencies
- Philanthropic and charitable organisations.

When the term Aboriginal is used in this document, it should be read as inclusive of Torres Strait Islander people, their culture and communities. It is acknowledged that Torres Strait Islander people have a separate and distinct culture, identity and country to that of mainland Aboriginal peoples.

When the term service is referenced in this document in the context of commissioning, it should be read as inclusive of services, programs and systems.

3. Authority

3.1 Legislative context

DCP governs its operations through compliance with relevant state legislation, including but not limited to:

- [Children and Young People \(Safety\) Act 2017](#)
 - In accordance with the guiding principles in section 4(4) of the [Children and Young People \(Safety\) Act 2017](#), the administration and operation of the Act, including the development of

services, should be done in collaboration with and with the cooperation of, children and young people and those caring for them.

- [Adoption Act 1988](#)

With particular regard to the following sections:

- Section 3 Objects and guiding principles
- Section 8A Court must consider opinion of child.
- [Family and Community Services Act 1972](#)
 - With particular regard to Part 4 Community aides.
- [Public Sector Act 2009](#)
 - With particular regard to Part 3 Public sector principles and practices.

3.2 Whole of Government requirements

- [National Framework for out-of-home care](#)
- [National Standards for out-of-home care](#)
- [South Australian Industry Participation Policy](#)
- [Treasurer's Instruction 8, 11 17 and 18](#)
- [Premier and Cabinet Circulars 27, 33 and 44.](#)

3.3 DCP requirements

This framework aligns with the DCP Strategic Plan priority of 'Designing a needs based system' and the key direction of 'Implement a strategic commissioning approach to be applied throughout the system'.

The framework has been designed to complement and align with existing DCP frameworks including [Procurement Governance Framework](#), [Policy Governance Framework](#), [Contract Management Framework](#) and [Risk Assessment Framework](#)

3.4 Principles

The framework establishes a commissioning approach that builds on existing policies, processes, tools and templates and is underpinned by the following principles:

- **Needs driven:** commissioning activities are driven by current and anticipated future needs of children and young people and those caring for them.
- **Outcomes focused:** intended outcomes of commissioning activities are clearly defined and measurable.
- **Child centred:** children and young people must be consulted on development of services that affect their lives.
- **Evidence informed:** commissioning of services is supported by systematic analysis of current and emerging evidence of best practice and what works.
- **Value for money:** commissioning pursues the delivery of maximum public value.
- **Culturally responsive:** the direct or indirect impact on Aboriginal children and young people will be considered and the views and experiences of Aboriginal staff, families, communities and agencies sought to address the over-representation of Aboriginal children in contact with the department.

- **Market contestability:** benchmarking, market testing and market development will occur as part of determining delivery of services.
- **Transparent:** the commissioning process will be clear, impartial, accountable and defensible.
- **Collaborative:** best outcomes are achieved through collaboration with stakeholders.
- **Innovative:** new and creative approaches are encouraged.
- **Inclusive:** services are inclusive and accessible to people with a disability.

4. Framework requirements

DCP has a responsibility to undertake early and effective planning, prioritisation and coordination of public sector initiatives based on clear and shared long-term strategic directions. This helps to ensure that services are delivered where and when needed, for a cost that represents 'value for money', within budget capacity, and that provides for the sound management of risks.

Commissioning decisions can arise for multiple reasons including, among other reasons, Commissions and reviews (for example the Royal Commission, Coroner's reports, etc.), government, Ministerial and departmental priorities, budget and election commitments and procurement and contracting cycles.

DCP undertakes commissioning on two levels, the system level and the service level. System level commissioning focuses on designing the best service system as a whole. It considers the entire span of services provided by DCP, and the needs of children and young people at a population level. System level commissioning involves examining the service mix and the role of the department and external service providers in delivering services. Service level commissioning focuses on individual DCP services and the needs of children and young people and/or their carers within a target population and designing the service to best meet the needs of the target group and deliver desired outcomes.

This framework acknowledges Aboriginal children and young people and children and young people with disability and developmental delay are overrepresented in the child protection system, and that the commissioning process should specifically consider the direct and indirect impacts of services for these cohorts.

When to apply the framework

The framework has been developed to manage commissioning of varying scale and complexity. It is a practical guide which is supported by adaptable tools and templates. Its level of use is determined by the size and complexity of the commissioning activity.

The commissioning cycle

The commissioning cycle consists of four interdependent stages. These include:

1. Current state analysis
2. Future state design
3. Service establishment and implementation
4. Monitoring, review and evaluation.

Each stage includes a number of corresponding steps and activities. Stages and steps may be pursued concurrently depending on the size and complexity of the commissioning project. Prior to commencing any commissioning initiative, a proposal for the commissioning activity must be prepared using the [Project concept brief template](#), noting to determine the size of the commissioning initiative, the [Project sizing tool](#) must also be completed.

The Project Concept Brief and the size of the commissioning initiative must be endorsed by the Commissioning Sponsor (director level or above) and approved by the relevant governance group (if applicable) prior to commencing any part of the commissioning cycle. For commissioning projects assessed as small using the Project Sizing Tool, the approver of the Project Concept Brief may be the Commissioning Sponsor.

Depending on the size and complexity of the commissioning project a working group may need to be established to support the commissioning project. Where a working group is established, clear terms of reference should be developed and membership should comprise representation from all directorates/business units that will be impacted by the commissioning project.

For commissioning initiatives assessed as a strategic project, the approved Project Concept Brief must also be sent to the Project Management Office at DCPPMO@sa.gov.au for recording in the Strategic Projects Register and approved by the Senior Executive Group.

Once the Project Concept Brief has been approved the following must be developed:

- [Project plan](#) (for small projects the Project Concept Brief may suffice)
- [Work plan](#)/Project schedule
- [Communications plan](#)
- [Stakeholder matrix](#)
- [Risks, issues and change \(decisions\) register](#).

These are living documents and should be updated over the course of the commissioning process to reflect progress and any changes to the project's scope, resourcing or timeline. They are required to be endorsed by the Commissioning Sponsor and approved by the designated governance group.

When developing these documents identification of scale of change, change impact and risks are important. Identification and formulation of change and risk preventative strategies early in the commissioning process is critical and should be ongoing. For further information on identifying risks, creating a risk register and managing risks refer to the DCP [Risk Management Resources](#). For more information on change management refer to the DCP [Change Management Framework](#).

During the commissioning process there may be changes to scope, budget and/or timeline. For strategic commissioning projects where there are changes to the original scope, budget or timeline, a [Project change request template](#) should be completed and endorsed by the Commissioning Sponsor (Director level or above) and approved by the position they report to (i.e. the Deputy Chief Executive or the Chief Executive).

For more information on project management, please refer to [Project Management Templates](#) on the intranet, or contact the Project Management Office (PMO) at DCPPMO@sa.gov.au.

Stage 1 – Current state analysis

There are four steps involved in undertaking a current state analysis. Depending on the size and complexity of the commissioning project these may be pursued concurrently and include:

1. Identify population needs
2. Review existing services and identify gaps
3. Research best practice
4. Confirm current resourcing.

The amount of time dedicated to this stage is dependent on the size and complexity of the commissioning project, available resources, and anticipated risks. The larger and more ambiguous the service need and the larger the risks, the longer this stage of commissioning is likely to take.

Findings from Steps 1 to 4 will inform the content of the current state analysis. The findings should be presented using the [current state analysis template](#).

1. *Identify population needs*

To create a thoroughly informed plan for a service it is essential to have a clear understanding of the service need. This will involve analysing [existing and new data \(data and analytics\)](#) and includes identifying:

- Who the target group is?
- What are their needs now and in the future?
- What are the desired outcomes, individual and system-wide?
- Whether the existing services are meeting their needs?
- What might be the best alternatives for meeting those needs?

Data used to identify population needs may be quantitative, such the number of children and young people in kinship care by age, or qualitative, such as information captured through carer surveys. Where possible, existing data sources should be used to help identify the needs of the target population. The [Stakeholder matrix](#) should identify those who will be consulted over the course of commissioning, including review of existing services and identifying gaps. This matrix should be periodically reviewed to ensure all relevant stakeholders are captured and considered as part of the commissioning process.

Available quantitative data sources include the [DCP Data and Analytics Hub](#) or national level data, such as the [Report on Government Services](#) or [Child Protection Australia](#). In addition, service providers may have access to other data not collected by DCP that may offer a unique perspective. In some circumstances, the data required may not exist and may require collection. Where no data exists, focus groups, face-to-face meetings, roundtables or the use of questionnaires and surveys may be used to gather information.

To determine what information is needed and whether this is available, contact Performance, Reporting and Evaluation at DCPPerformanceReporting@sa.gov.au. The use and distribution of DCP data is strictly governed and staff must adhere to the [Information Governance and Systems Policy](#).

At a minimum a record should be kept of consultation undertaken, that includes details of who participated, outcomes and any data sources used. This information should be included as part of the documented references in the [current state analysis](#).

2. *Review existing services and identify gaps*

To determine if there are any service gaps a review of existing services and their capacity should be undertaken. This should take into account service type, eligibility criteria, capacity, current outcomes and location. For example, if the focus is transition from care, this would involve identifying how many services are provided to young people who are transitioning from care, who delivers these services, how long service providers have been delivering them, what are the eligibility criteria, how many young people they service, the services they provide and the regions they are provided.

When determining service gaps the following should be considered:

- Are there existing services that can fill the gap, if so what is the capacity and capability of these services and what outcomes they are achieving?
- Does the service location meet the needs of the target population?

- Is there an eligibility criteria that excludes some of the target population?
- What are the barriers to market entry or risks associated with the delivery of the service:
 - is there a high entry cost - is a significant investment required by providers for service start up?
 - is there a lack of certainty regarding future service demand?
 - does the service have a high purchase cost?
- Provider and market maturity, including market depth and breadth.

It is important to engage with service providers to gather this information. Review of existing services and service gaps may involve stakeholder consultations such as focus groups, workshops, face-to-face meetings, and roundtables. Consultation for the purpose of identifying target population needs and service gaps should ideally occur through the one consultation process.

If the review of existing services is foreshadowing changes to current contracting arrangements that may involve changes to DCP's web-based contract content, it is important to contact the Business Improvements Team in Finance and Corporate Services at DCPBusinessImprovements@sa.gov.au early in the commissioning process for advice.

DCP is required to undertake a consultation and an acceptance process for any changes to the web based contract content that may affect services provided by non-government organisations (NGOs). This process is set out in the [Contractual web content management framework](#). As part of the assessment process, the Business Improvements Team will identify and manage the consultation and acceptance requirements for changes to the [Service Providers Area of the DCP website](#) in line with the [Management of the Service Provider area of the DCP website procedure](#). For additional information relating to the contract performance specification and measurement refer to [Contract Performance Management Service Provision](#) and [Contract Management Framework](#).

Findings from the review of existing services and analysis of any gaps in services must be included in the documented current state analysis.

3. *Research best practice*

The term best practice refers to the preferred technique or approach for achieving a valued outcome. To identify best practice the needs of the target population and operating context need to be clearly understood. Using a best practice, evidence-based approach can increase the likelihood of achieving goals and desired outcomes. It can also promote confidence among key stakeholders that the best approach possible is being pursued. When identifying best practice, it is also important to note that a service achieving positive results for a specific population group or in a specific location or operating context might not be directly transferrable to a different population group or location.

Information on best practice can be sourced from resources ranging from research literature and grey literature through to speaking with subject matter experts and can include:

- journal articles and research papers focusing on services that work for population groups
- program and service evaluations
- randomised control trials where a service has been tested with a control group
- DCP services and services in other jurisdictions that are currently or have previously been delivered that have achieved positive results
- systematic reviews that critically analyse and summarise evidence from evaluations of specific approaches or interventions.

When researching best practice, the source of the evidence, (for example systematic review, journal articles, or non-academic literature such as reports by government or non-government organisations), the approach it suggests, and the evidence behind the approach should be documented in the [current state analysis](#).

DCP subscribes to a number of [electronic journals and databases](#) that may assist in sourcing suitable evidence. For more information on what information sources are available contact Performance, Reporting and Evaluation Team at DCPEvaluation@sa.gov.au. Findings from research into best practice should be included in the documented current state analysis.

4. Confirm current resourcing

This step identifies the current resources used or available to deliver the service. When confirming resourcing the following should be considered:

- current number of DCP staff delivering or required to deliver the service
- staff classifications, experience and skill sets
- funding allocated to service providers and expenditure against funding
- allocated future budget
- ICT systems used
- training that is required.

The DCP Finance Team can assist with identifying current resourcing. Before requesting information from the DCP Finance Team, approval should be sought from the Commissioning Sponsor. The directorate business partner and the DCP Finance Team should be contacted to help understand cost implications of new and the recommissioning of any existing service, including any costs associated with transitioning from the current service to the newly commissioned service, or costs associated with a proposed new service.

Findings from review of current resourcing should be included in the documented current state analysis.

Once Steps 1 to 4 are completed the current state analysis should be finalised. At the end of stage 1, the needs of the target population, the best practice services required to meet needs, and the current resourcing (i.e. funding and expertise available) will have been confirmed. The current state analysis must be presented to the designated governance group for consideration and approval.

For strategic projects, a current state analysis should be completed and endorsed by the Commissioning Sponsor and approved by the position they report to (for example the Deputy Chief Executive or Chief Executive). Endorsement of the current state analysis and the broad directions for future state design should be recorded in the governance group's meeting minutes with the outcomes entered in the risks, issues and change (decisions) register for the commissioning project.

For strategic commissioning projects, this information must also be sent to the Project Management Office at DCPPMO@sa.gov.au for recording in the Strategic Projects Register.

Stage 2 – Future state design

This stage of the commissioning process involves designing the service based on the information collected in Stage 1. Stage 2 involves:

5. Determine outcomes and commence service design
6. Scope service and delivery options
7. Seek approval of preferred service and delivery option (internal or external)
8. Develop detailed specification.

Similar to Stage 1 - Current state analysis, the amount of time dedicated to this stage is dependent on the size and complexity of the commissioning project, available resources, the policy and procedural guidance required to be developed, scale of change to IT systems and anticipated risks.

5. Determine outcomes and commence service design

Once the current state analysis is approved, the next step is determining the outcomes and commencing the design of the service. This step involves developing a high-level program logic that represents how a service is intended to work. It provides a visual representation of how inputs, activities, outputs and short to long-term outcomes link to deliver the intended commissioning objectives (goals). Program logic may be presented using a placemat format or developed using the [Program logic template](#). The program logic helps to inform what data needs to be collected to monitor progress towards desired outcomes and objectives. This data can then be used later as part of any review or evaluation of the service.

For example, an objective may be to grow family based care. The desired outcome may be a specific increase in the number of foster or kinship carers. To measure the effectiveness of activities carried out to grow family based care, growth in both the number of children placed in family based care and the number of family based carers with children placed with them would need to be measured.

The draft program logic must be approved by the designated governance group. Approval of the program logic must be recorded in meeting minutes of the governance group and then entered in the risks, issues and change (decisions) register for the commissioning project.

6. Scope service and delivery options

Step 6 of the commissioning process involves investigating service delivery options. This includes reviewing information and evidence gathered in Stage 1 and may involve contestability. Contestability informs whether a service should be delivered internally or provided by external providers or a combination of both. Undertaking contestability needs to consider that while sourcing service delivery from external providers may provide cost savings for government, there is likely to be a cost related to managing the relationship with the external provider. For example, the cost of managing the contract should be included in the overall cost comparison.

Changes to existing services may result in unintended and unforeseen impacts. Therefore, a thorough assessment of likely impacts should be undertaken as part of scoping service delivery options. The greater the size and complexity of the commissioning project and the greater the scale of change, the more in-depth this assessment should be. Information gathered through the current state analysis should be used as a starting point for this assessment and at a minimum, should include consideration of:

- availability of expertise required to deliver the service
- potential size of the financial commitment and length of this commitment
- changes to policy and processes and related timeframes for changes to these
- changes to existing work practices
- changes to existing contractual arrangements and negotiation timeframes and the development of new KPIs and timeframes related to this
- workforce configuration and related consultation timeframes
- business technology improvements and ICT changes required and timeframes for these
- start-up timeframes to implement the service
- the criticality of having a last resort

- procurement timeframes (if applicable).

The assessment of service delivery options or service proposal should be presented in the form of a business case. In the case of a single proposal, the proposed service should be assessed against a do nothing scenario. The [Business case template](#) can be used for this.

7. Seek approval of preferred service and delivery option (internal or external)

At minimum the program logic together with the business case should be presented to the designated governance group for approval of the preferred service and delivery option. This information will then be used as a basis for developing the detailed service specification and supporting processes, practices and systems.

Additional approvals for the preferred service and delivery option may be required depending on a number of factors, such as cost/value of the service, its size and complexity, method of delivery, scale of policy change required and associated risks.

Depending on these factors, approvals may be required from one or more of the following:

- Cabinet
- Minister
- Senior Executive Group (SEG)
- Out of Home Care Reform Steering Group (OOHCRSG)
- Procurement and Contract Management Governance Committee (PCMGC) – for services that will be delivered externally
- Technology Information Governance Subcommittee – where new ICT systems or changes to existing ICT systems are required
- Policy Governance Committee – where new governing documents or change to existing governing documents is required
- Strategic Projects Initiation Group (SPIG).

For projects assessed as ‘public sector initiatives’ and in accordance with Treasurer’s Instruction 17, approval to proceed with a proposal can be granted by Chief Executive, Minister and/or Cabinet depending on the total estimates cost of the proposal. For further information, refer to [Treasurer’s Instruction 17](#).

Documented approvals including approved changes must be recorded in governance meeting minutes and entered in the risks, issues, change (decisions) register for the commissioning project.

All decisions and the dates of these should be recorded in the risks, issues and change (decisions) register with the project plan, work plan and communication plan reviewed and refreshed if required. For strategic commissioning projects oversighted by SEG, an [Aboriginal Impact Statement Template](#) must also be completed and submitted with the business case and the program logic.

For strategic commissioning projects, this information must also be sent to the Project Management Office at DCPPMO@sa.gov.au for recording in the Strategic Projects Register.

8. Develop detailed specification

Step 8 requires the translation of the high-level program logic into a clear statement of needs and requirements. Business units should comprehensively consider their requirements and any changes to, or development of new processes and systems as part of developing the detailed specification.

For larger commissioning projects this step will generally involve the establishment of a working group to support the development of the detailed specification and any policy, procedure and/or systems changes required to support the commissioning project, if this has not already occurred. The program logic and business case should inform the detailed specification.

It is important that any stakeholders identified as being impacted by the commissioning project in the business case are either represented on the working group or consulted as part of developing the detailed specification.

The detailed specification needs to clearly define:

- the targeted population the service is for, as well as eligibility criteria and exclusions
- outcomes expected from the service
- constraints that DCP or the service providers need to take into account (for example statutory requirements, legislation, established processes and systems)
- activities, services or outputs that specifically have to be delivered, and for services delivered by external providers what can be determined by the provider and what is determined by DCP (for example referrals)
- short, medium and long-term key performance indicators that will be used to track impact, how these will be monitored and who will be responsible for this.

In the case of services that will be delivered by an external provider, this will be in the form of a Service specification using the Service Specification Template. The Service Specification Template can be requested via DCPProcurement@sa.gov.au. For services involving procurement, the DCP [Procurement Governance Policy](#) must be followed.

For services delivered internally, developing the detailed specification will involve identifying which area of DCP will be responsible for either administering or delivering the service and confirming the organisational structure. Where this involves change to current structures, roles and reporting arrangements the Human Resources Directorate must be consulted and engaged in the process.

Where implementation of the service requires the development of new (or change to existing) governing document (for example a policy or procedure) the [Policy Governance Framework](#) must be followed. For more information on the process to follow when developing or amending a governing document, contact the Operational Policy Team at DCPPolicyGovernanceCommittee@sa.gov.au.

Where implementation of the service is likely to require changes to ICT systems, ICT should be consulted as early as possible to assist with determining required changes and associated timeframes to make these changes. Changes to ICT systems will need to be formally sought via the online [IT Change Request Form](#) portal.

At the end of Stage 2, the preferred option to deliver the service will have been confirmed and the detailed specification for the service developed.

Stage 3 – Service establishment and implementation

Stage 3 involves moving from the concept development and design stages to the establishment and implementation stage. No matter how thoroughly Stages 1 and 2 are carried out, for large and complex commissioning projects that are implemented over an extended timeframe it is likely that new information will emerge and unanticipated issues and risks will arise over the course of the commissioning process. Where this occurs, it is important the project plan, work plan, communication plan and the risks, issues, change (decisions) register is updated where required to reflect new developments and changes.

Changes to project scope, budget or timeline must be approved by the Commissioning Sponsor and/or designated governance group. For strategic projects, a [Project change request template](#) should be

completed and endorsed by the Commissioning Sponsor and approved by the position they report to (for example the Deputy Chief Executive or Chief Executive).

This stage involves steps 9 to 12 of the commissioning process:

9. Secure the service (including any procurement process, if applicable)
10. Define roles, responsibilities and deliverables (document agreement if applicable)
11. Lead service establishment
12. Coordinate transition to new service.

While communication is a critical component throughout the commissioning process, it is particularly important during the service establishment and implementation stage. The stakeholder matrix developed as part of Stages 1 and 2 (analysis and design stages) will provide base level information to develop a suitable communication and engagement strategy to address communications, training, change resistance management and coaching requirements.

9. Secure the service (including any procurement process, if applicable)

For services that will be delivered internally, this step will involve clearly defining the service priorities and confirming the service offer. As this step is often an iterative process, consultation with service recipients, DCP staff and business units as well as funded service providers and partner agencies where there are dependencies is critical.

For services that will be procured, the DCP Procurement and Contracts Team should be consulted to identify the appropriate procurement option and correct service provider engagement protocols. Based on advice received from the DCP Procurement and Contracts Team this step may involve developing tender documentation and establishing a tender evaluation panel. DCP procurement processes are undertaken in accordance with the [South Australian Industry Participation Policy](#) and the [DCP Aboriginal Procurement Policy](#). The [DCP Procurement Quick Guide](#) will help to identify which documents to complete. It is the responsibility of the DCP Procurement and Contracts Team to facilitate the procurement process and complete all relevant documentation in partnership with the area leading the commissioning project.

Commencement of the tender process will be dependent on the outcomes of the NGO impact assessment and the level of consultation and acceptance required with NGOs delivering existing services. Generally, the tender cannot be publically released until the NGO consultation and acceptance process is completed (if this is required). As part of the tender process the Business Improvement Team will facilitate any pre-tender and tender briefings. All pre-tender and tender briefing material must be endorsed by relevant business units and approved by the Commissioning Sponsor.

A NGO impact assessment is also required for services that will be delivered directly by DCP that impact on NGOs delivering on behalf of DCP (including agency staff working in a DCP residential care site). It is important to note that for large and complex commissioning projects, the full implications on existing business operations and processes may not be fully known at this point and may continue to emerge and evolve as part of the Define roles, responsibilities and deliverables and the Lead service establishment steps of the commissioning process.

10. Define roles and responsibilities and deliverables

Step 10 should occur concurrently with Step 9. For services that will be procured, the roles and responsibilities of the service provider will be included in the tender documentation. No matter how detailed the service specification is, further clarifications regarding roles and responsibilities are likely to arise during the tender process. This can result in additional changes to, or development of new governing documents

(for example policy or procedures), and/or ICT systems and may even necessitate a change to the original scope, resourcing and timelines of the commissioning project.

Defining roles and responsibilities can include:

- developing business rules
- developing administrative protocols (for example MoAAs)
- developing new or revising existing governing documents (for example policy and procedures)
- confirming data and reporting requirements
- defining the roles and responsibilities of all relevant staff
- if the service is being procured, negotiating the service agreement including any setup milestones and associated key performance indicators.

Regular and effective consultation is critical during this step. It ensures that stakeholders have an opportunity to provide input and are kept informed, especially on how their input has influenced decisions. It is also essential for establishing trust and understanding and acceptance of any changes that will occur as a result of commissioning.

It is important to take the time to update the project plan, work plan and communication plan and risks, issues and change (decisions) register and have these approved through the designated governance group to reflect changes and the stage of the commissioning process. The stakeholder matrix should also be reviewed and revised to ensure that no stakeholders are overlooked as part of the change management planning. This is particularly important for large, complex commissioning projects that are being implemented over an extended timeframe. This will ensure that all involved have a clear, comprehensive and practical understanding of the activities that need to be progressed to support successful commissioning.

By this stage, a clearer understanding of the full business and change impacts of the commissioning project across DCP and other relevant stakeholders should be known. It is important to fully understand change readiness and develop change management strategies to address concerns as they arise and support the changes that need to occur.

For services that are procured this may involve developing an implementation schedule which includes key milestones. For example, a new residential care service being delivered by a new service provider will likely include anticipated timeframes to bring on-line new facilities, including anticipated timeframes for licensing and setup of the facility as well as timeframes for recruiting and on-boarding of new staff.

This step will also involve developing new (or change to existing) governing documents (policy or procedures). These must be developed in accordance with the [Policy Governance Framework](#) and submitted to the Policy Governance Committee (PGC) for approval.

For internally delivered services where there will be changes to organisational structures and operational practices the Public Sector Association and other relevant professional associations will need to be consulted. If not already engaged, the Human Resources Directorate must be involved if there are changes that impact DCP employees.

In the case of new ICT functionality, this step may involve business user acceptance testing to ensure the new functionality is fit for purpose before going live as well as providing training to system users ready for the go live date.

Information defined in this step, will inform the implementation plan that will be executed in Step 11 – Lead service establishment. The implementation plan is required to clarify roles and responsibilities during implementation and ongoing operations and assist in preparing for Stage 4 – Monitoring, review and evaluation.

11. *Lead service establishment*

To establish the service, the sequence of implementation tasks and activities will need to be determined and the service establishment approach confirmed. Service establishment may be incremental and staged or involve a 'big bang' approach. If a working group has been established, the membership and Terms of Reference may require review to determine if changes are required to support establishment and implementation.

For contracted services this step will involve conducting an induction session for service providers who will be delivering the service. For services delivered internally this may involve the training of staff in new processes and practice. For new services or services that have undergone extensive change, this may also involve establishing a regular forum with the service providers and relevant internal staff to proactively respond to service implementation and transition issues as they arise.

The [work plan](#) should be used as the basis for developing establishment and implementation work plan. The implementation and establishment work plan provides the information needed for coordinating transition to the new service.

Review and/or evaluation of new or recommissioned services, particularly those that are new or have undergone significant change, are important for building a needs based system. As the implementation and establishment work plan is refined, the inclusion of review and evaluation activities should be added in. The program logic will form the basis for developing more detailed measures of success, how they will be captured and monitored and how the service will be reviewed, and if relevant, how it will be evaluated.

The communication plan and change management activities should be considered when developing the implementation and establishment work plan. The implementation and establishment work plan must be developed in consultation with relevant business units and other stakeholders and approved by the designated governance group.

The implementation and establishment work plan should:

- outline critical activities, timeframes to support implementation and establishment and who is responsible for these
- identify monitoring, reporting and quality controls to be used during implementation and establishment
- outline change management activities including what needs to be communicated and how.

Reviewing the implementation and establishment work plan regularly while the service is being established and implemented will ensure tasks are not missed and activities are completed as planned.

12. *Coordinate transition to new service*

Planning for transition should occur as early as possible with transition executed concurrently with establishing the service. The larger and more complex the commissioning project, the longer transition to the new service is likely to be.

Once the implementation and establishment work plan has been approved by the relevant governance structure, it should be made available to key stakeholders. Client and contract transition are likely to be part of recommissioning a service and requires careful planning which should start as early as possible and include all relevant stakeholders including service recipients. Messaging is critical during the transition period. Where possible meetings should involve all relevant stakeholders to ensure collaboration and that there is a consistent understanding of transition tasks, their timing and responsible persons.

For services that involve children and young people in care that involve external service providers, transition should be managed through Placement Services and involve Service Contracts and Licensing to ensure that transition of children and young people and contract transition are aligned. For large recommissioning projects involving the transition of many children and or young people, it is recommended that a children and young people transition lead from operations be appointed to oversee this aspect of the commissioning process. As part of the transition process, it is important to keep key advocacy and oversight bodies formally informed of transition progress.

As part of transitioning to the new service the risks, issues and change (decisions) register and communication plan should be regularly reviewed and updated to reflect implementation progress and any new and emerging risks and issues, and their mitigation strategies. As coordination progresses, managing and controlling commissioning work, resources, budget, and performance continues together with handing over of completed deliverables as well as capturing lessons learnt and feedback in preparation for Stage 4 – Monitoring, review and evaluation.

To progress to Stage 4 – Monitoring, review and evaluation requires formal acceptance of project deliverables (documented in the approved Project plan). For large complex commissioning projects, this will require completion of a project closure report. The [Project closure report template](#) can be used for this. For small and standard commissioning projects, completion of the [Project closure checklist template](#) may be sufficient to close the project.

The project closure report should be submitted to the Commissioning Sponsor for endorsement and/or approval by the designated governance group to officially close. The report should cover:

- performance to plan (against project objectives and deliverables)
- risk and issues management (that arose during the project)
- follow on actions and recommendations
- a summary of expenditure against budget and ongoing required costs
- [lessons learned](#), including strategies to eliminate or minimise the impact of the issues on subsequent projects
- closure recommendation.

For commissioning projects identified as strategic, the project closure report should also be submitted to the Project Management Office at DCPPMO@sa.gov.au for the relevant closure information to be recorded on the Strategic Projects Register.

At the end of Stage 3 the service will have been implemented.

Stage 4 – Monitor, review and evaluation

Monitor, review and evaluation comprises establishing the service monitoring cycle, review method and, if relevant, the evaluation, and involves Steps 13 to 16 of the commissioning process:

13. Monitor and report on performance
14. Negotiate service improvements
15. Review and evaluate service mix, service effectiveness, outcomes and impact
16. Continue, recommission or decommission the service.

13. Monitor and report on performance

For large and complex commissioning projects, the working group may continue to operate for some time after the establishment of the service. A part of the new service's operation, monitoring and reporting mechanisms should be put in place. This includes detailing the frequency of monitoring the service, who is responsible for this and the reporting arrangements i.e. who the reporting information is provided to. In the case of procured services, Service Contracts and Licensing will generally be responsible for monitoring of performance against service agreement key performance indicators. For more information on the monitoring of procured services, refer to the [Contract Management Performance Framework](#). In the case of internal services, this may include the development of specific reports and dashboards to track service performance and may form part of the responsible directorate's quarterly performance reporting cycle or other approved reporting arrangements.

Once the service has been operating for a few months, a preliminary post-implementation review should be undertaken. This should occur during the early stages of the new service's operation. For services delivered externally this may involve convening forums to identify what is working and what needs improvement, this could also include the use of online surveys and feedback loops through the regular contract reporting cycle.

Information gathered through the preliminary post-implementation review should be used to make minor adjustments to support the early operation of the service. Where there is a working group overseeing operations, any findings from the preliminary post-implementation review should be actioned by this group.

Information captured through the preliminary [post-implementation review](#), should feed into the formal process review, if one is planned.

14. Negotiate service improvements

As part of the monitoring and reporting, service delivery issues may arise and require action including negotiating service improvements and in some cases changes to the initial service. If significant improvements and changes are identified as being required, a formal review and/or evaluation of the service should be initiated. The level of negotiation related to implementing service improvements is dependent on the scale of change required. Simple service improvements may be able to be negotiated and implemented quickly whereas large and complex improvements may take many months of consultation and negotiation. Where large and complex service improvements are anticipated, it is recommended that a formal process review is completed before embarking on negotiating any significant service improvements and/or changes.

The formal process review should include thoroughly examining information collected through the preliminary post-implementation review as well as data collected during the establishment, implementation and operation of the service. This can include review of how well the work plan was followed during implementation and establishment and how effective the processes and systems that support the operation of the service are.

The program logic should be referred to confirm the intended goals and desired outcomes of the service and measures implemented to track the service performance. Data to support a process review can be collected using a variety of methods including participant and performance data gathered through formal contract reporting, reporting dashboards and information recorded on departmental administrative systems such as C3MS, Baseware, etc. Other data sources can include information collected via workshops, focus groups, surveys and interviews with stakeholders involved in commissioning of the service.

For new services or where recommissioning a service has resulted in extensive changes, a comprehensive process review should be conducted 12 to 18 months after the service has become fully operational. This review may be either undertaken internally or externally by someone with relevant skills and experience in the area.

At a minimum, this review should include those who are responsible for providing the service, those receiving the service and those who have an interface with it. The documented review should contain:

- a brief background of the project
- relevant information from project documentation and the project closure report including how service operation is governed, monitored and reported
- processes put in place to support the operation of the service and who these are functioning
- output data
- diagnosis of any gaps and areas for improvement
- lessons learnt that could contribute to an evaluation
- recommendations on areas for improvement and follow-up actions.

Implementing significant service improvements may require consultation with the Public Sector Association and or other professional bodies. Advice should be sought from the Human Resources Directorate to assist with identifying staff consultation requirements. For services delivered externally, the [Contractual web content management framework](#), must be followed and a NGO Impact Assessment undertaken by the Business Improvements Team who will identify and manage the consultation and acceptance requirements for each change request. For further information, contact them at DCPBusinessImprovements@sa.gov.au.

Depending on the scale of change required to improve, project documentation may need to be developed together with a change management plan to implement the service improvements. These documents should be endorsed by the Commissioning Sponsor and approved by the relevant governance group.

15. Review and evaluate service mix, service effectiveness, outcomes and impact

Step 15 aims evaluate how well the service is achieving the goals and intended outcomes. The program logic should be considered to confirm what the original intended goals and desired outcomes of the service and measures put in place to track service performance and outcomes.

When choosing how the service will be evaluated, measures and approaches that may have been used to review or evaluate similar services can be a helpful starting point. Factors such as cost, availability, timing, expertise, how evaluation findings will be disseminated and used all need to be considered when proposing a preferred evaluation approach. Depending on the complexity and method of evaluation proposed the engagement of external consultants or researchers offering strategic market and social research may be required.

This information can be collected using various collection methods, for example focus groups and surveys, online, or one-on-one interview conducted or over the telephone or face-to-face.

A separate project plan and associated project documentation may need to be developed to support the evaluation. The project documentation and proposed evaluation approach (including funding if an external provider is to be engaged to conduct the evaluation) must be endorsed by the Commissioning Sponsor and if applicable approved by the relevant governance group.

Once evaluation report is completed, the report and any findings including proposed actions must be endorsed by the Commissioning Sponsor and relevant governance group.

Just as the findings from a formal process review informs service improvements evaluation findings can also inform service improvements. The overall results recorded through routine performance monitoring and reporting processes and findings from any process review and/or evaluation of the service help to determine the effectiveness of the service to stakeholders.

16. Continue, recommission or decommission the service

Step 16 will review past decisions and use outcomes from all steps in Stage 4 to determine what worked well and what could be improved and help to decide if DCP should continue, recommission or decommission the service.

Results from completed reviews and evaluations can be used to identify positive changes and ensure the service commissioned is best fit. The combination of service performance data, review and evaluation findings as well as current service priorities should be used to assess service suitability and decide if DCP should continue, recommission or decommission the service. If the original problem still exists and the service has achieved its outcomes, this is a strong indication the service remains needed. If not, decommissioning may be considered.

Consideration of options should occur well before the operating period ends to allow time to communicate service direction to all stakeholders and allow time for transition. This allows time to wind down a decommissioned service over time, so as not to disadvantage clients receiving the service and staff delivering it. Contact the [DCP Procurement and Contracts](#) Team to identify the appropriate options for the service.

Decommissioning occurs when services become obsolete as clients and their needs change due to new approaches, theories and technology to meeting those needs. Other circumstances include:

- ending a service completely
- part of a wider service redesign, where a service is no longer provided and is decommissioned or combined with other services i.e. service reform
- financial restrictions.

Any proposal to decommission or recommission the service needs appropriate approval. For strategic projects, SEG needs to approve the proposed action with the decision recorded in the Strategic Projects Register.

At the end of Stage 4, a decision will have been made as to whether the service should continue, be recommissioned or decommissioned. If the decision is to continue the service any relevant service improvements should be negotiated and implemented through the monitoring and review processes.

5. Compliance, monitoring and evaluation

This framework will be reviewed and updated by Strategy, Partnerships and Reform in accordance with the requirements stipulated in the Policy Governance Framework.

The effectiveness of this framework will be monitored and evaluated by Strategy, Partnerships and Reform as part of this process.

6. Related documents

Related documents, forms and templates
Project sizing tool template
Project concept brief template
Project plan template
Current state analysis template

Project change request template
Business case template
Program logic template
Risks, issues, change (decisions) register
Change impact assessment template
Stakeholder matrix template
Detailed work plan template
Communications plan template
Project closure report template
Post implementation review template
Lessons learned register
Project closure checklist

7. Roles and responsibilities

Role	Authority/responsibility for
Senior Executive Group (SEG)	<p>Senior Executive Group supports the Chief Executive in discharging responsibilities as the accountable officer and provides leadership, system direction and decision-making for the department on strategic priorities.</p> <p>Ensuring that all policies, practices, programs, contracts, reforms and initiatives are culturally safe and responsive to meet the needs of Aboriginal children, young people, families and communities.</p>
Strategic Project Initiation Group (SPIG)	<p>The Strategic Project Initiation Group (SPIG) is responsible for overseeing the capture of Department for Child Protection (DCP) strategic project information to enable greater transparency and strategic alignment of projects delivered across DCP.</p>
Project Management Office (PMO)	<p>Responsible in supporting the development, implementation and maturation of a consistent approach to project management within the Department for Child Protection (DCP), including review and updates to the Commissioning Framework and templates.</p>
Commissioning Sponsor	<p>The Commissioning Sponsor, must be Director level or above and is the person designated with overall accountability for the project, including delivery of the agreed outcomes and benefits.</p>
Policy Governance Committee (PGC)	<p>Responsible for overseeing the timely and consistent development, review, approval and retirement of governing and related supporting documents.</p>



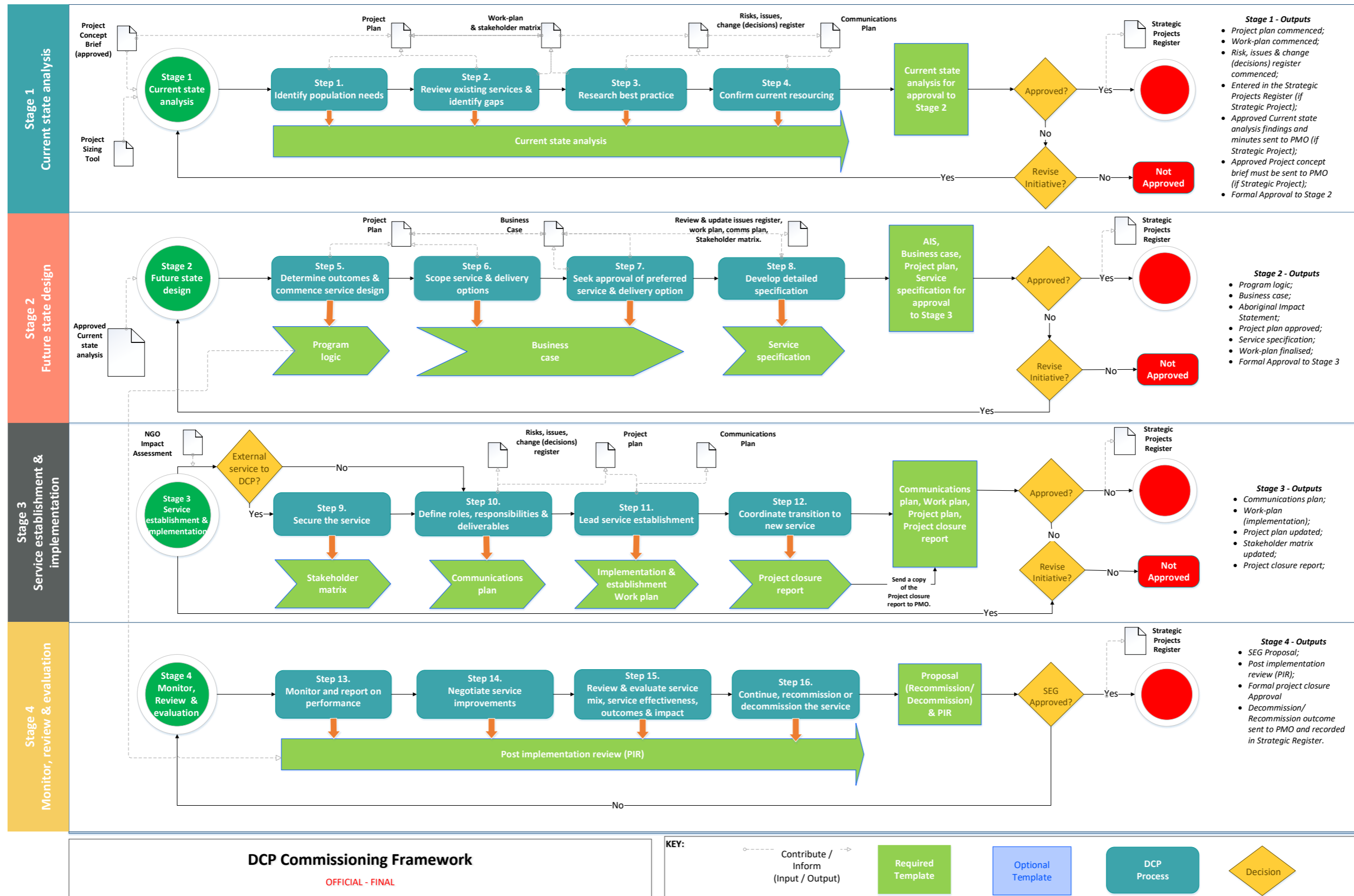
Document control

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Accountable Director: Karen McAuley, Executive Director Strategy, Partnerships and Reform		Senior Manager, Child Protection Reform	
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Risk rating	Consequence Rating	Likelihood	Risk Rating
Risk Assessment Matrix	Moderate	Possible	Moderate

REVISION RECORD		
Approval Date	Version	Revision description
1 April 2022	V1.0	New document

Appendix 1: Commissioning Framework Process Flow

DCP Commissioning Framework



DCP Commissioning Framework

OFFICIAL - FINAL