Making commissioning work for communities

Zoe Zeller

Social Innovation Council Project Team
Department of Finance, Services and Innovation

August 2018

Social Innovation Council

Who we are

A **partnership** between the NSW Government and Forum of Non-Government Agencies.

What we do

Help **foster innovation** in the way human services are developed, delivered and measured.

Fast track the delivery of innovative projects that significantly improve customer outcomes.

Our projects include

- Human Services Agreement
- Human Services Outcomes Framework
- Human Services Capability Building Tool

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What we will discuss this afternoon…

Making commissioning work for communities

1. Overview of the projects the Social Innovation Council developed in partnership with agencies and NGOs

2. Workshop together methods to report on outcomes data

3. Hear from you about capability development in the Human Services sectors

What is commissioning and how does it relate to my community?

The NSW Government's [Commissioning and Contestability Policy](#) is platform for NSW Government agencies to explore ways to create better service outcomes for individuals, communities and the wider NSW population

'Commissioning' is a process that government agencies use to plan, procure, deliver and evaluate services for local residents

→ Previously – *Prescriptive Contracting*

- Services must do x, y, and z
- Based on inputs and activities

→ Moving towards – *Commissioning for Outcomes*

- Government defines the outcome but not how to do it
- Intended to encourage greater innovation
- Ensuring collaboration and joint responsibility for NGOs, Government and Private sector

Finance, Services & Innovation

# We want to know the impact your service has in your community

We know that (insert program) is a success …because we can see (insert outcome) …for (insert target client)

Transition to the Human Services Agreement is underway

One template for all human services contracts that will:

- **Make it easier for NGOs** to do business with NSW Government by streamlining contract arrangements with government agencies

- Make it **cheaper and faster** to engage NGOs

- Be simple, **user friendly** and reduce legal uncertainty

- Reflect the **partnership** between NGOs and government agencies to delivery better human services outcomes

- Evolve annually in response to NGO and government agency **feedback**.

Resources are available to help you transition
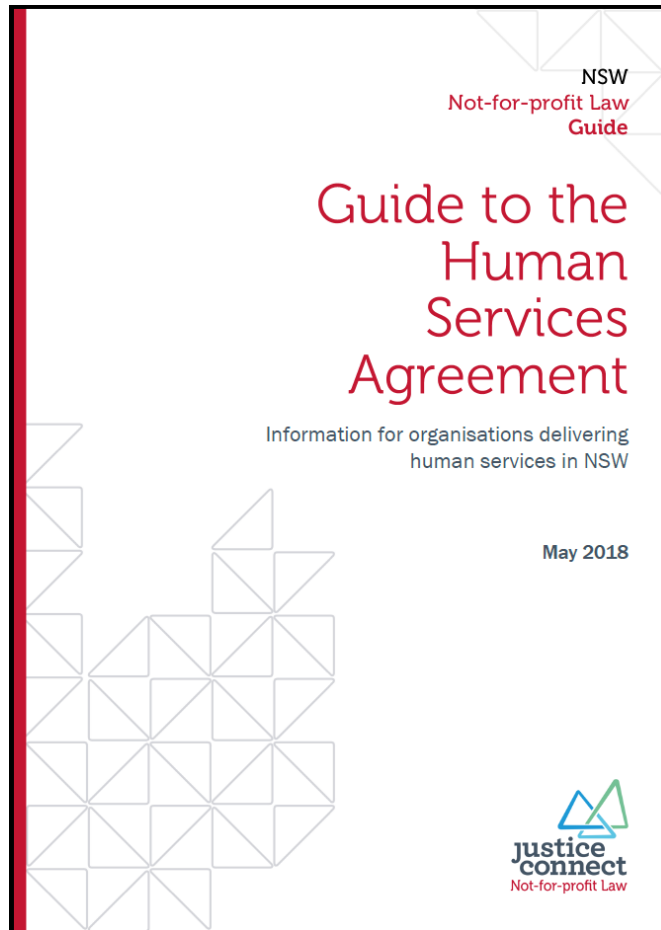
You can find resources to help you transition to the Human Servicers Agreement on the NSW Procurement website:

https://www.procurepoint.nsw.gov.au/before-you-supply/ngos-providing-human-services

Location Based Reporting requirement under the Human Services Agreement

- An improved location-based reporting process is being developed as part of the implementation of the Human Services Agreement.

- Once the reporting process is established, agencies will require NGO service providers to report the:

  - service delivery location – this is the Local Government Area (LGA) where the service is delivered to the service user. It may not be the registered address of the service provider.
  - service user location – this is the LGA where the service user resides at the time the service is provided.

- To do this we are collaborating with agencies and NGOs to trial new technologies to make it easier to collect and report location based information across the sector.

We have technology that transforms service delivery location and user information….
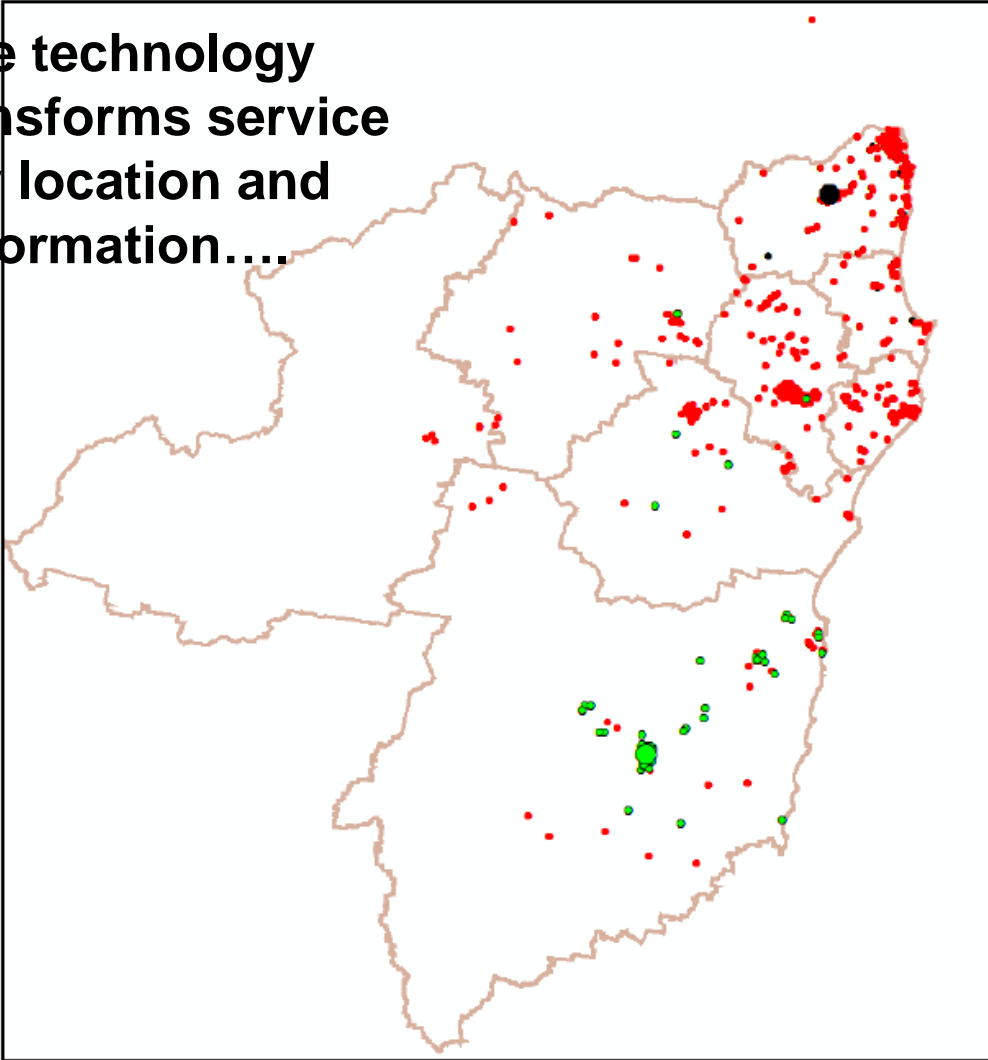
…into deidentified service demand information.
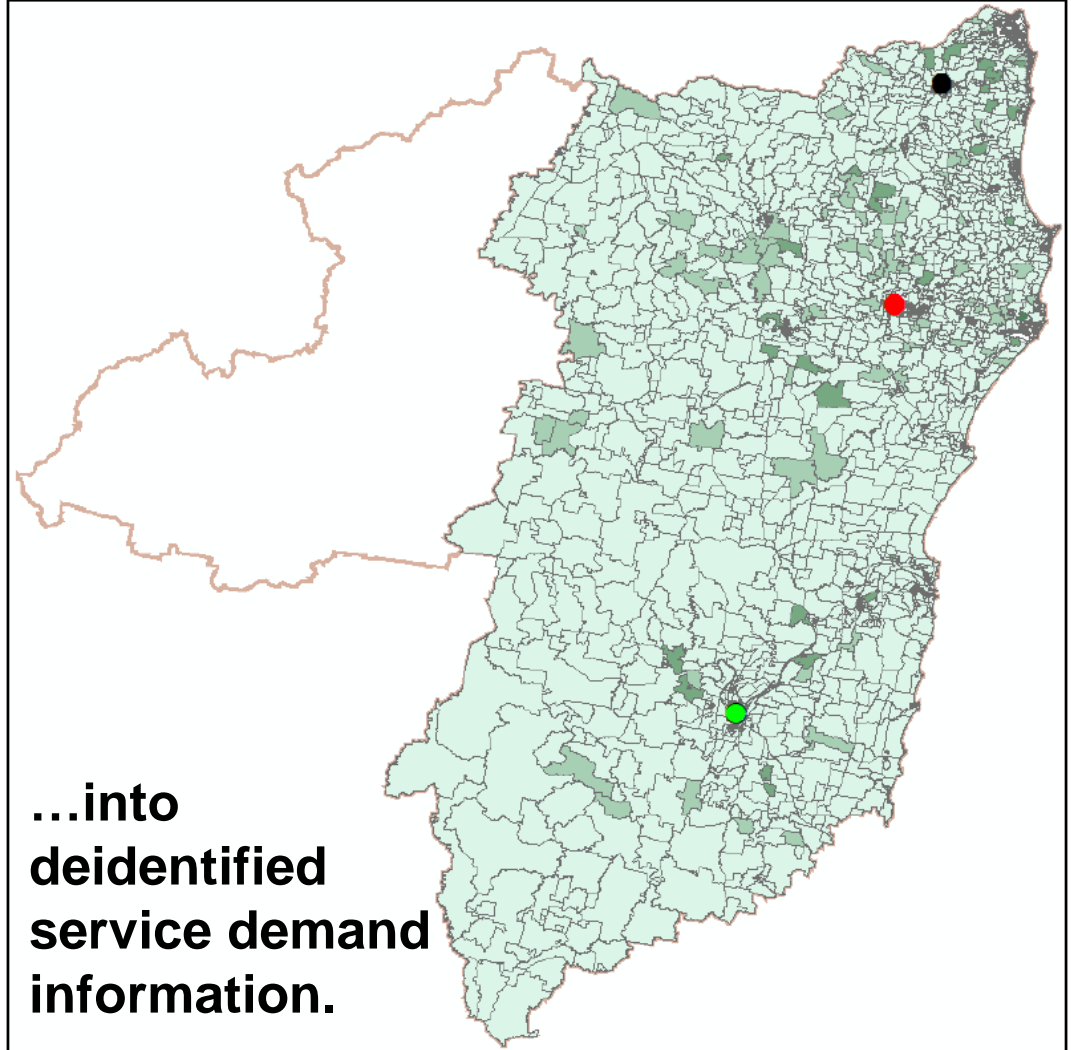
Checking in… making commissioning work for communities

So far we have covered

1. Procurement – new Human Services Agreement

2. Data – location based reporting under the new Human Services Agreement

We will now discuss

3. Reporting – demonstrating the impact of programs in the new commissioning environment

- What NSW Government agencies are doing to demonstrate program impact
- What this means for NGOs

…. any questions/ comments?

Human Services Outcomes Framework

Available online: https://www.innovation.nsw.gov.au/social-innovation/human-services-outcomes-framework

Example: Future Directions for Social Housing in NSW

- [Future Directions](#) sets out the Government's vision for social housing over the next 10 years and aims to break the cycle of disadvantage associated with social housing.

- The FACS program logic embeds the HSOF to illustrate how each program is hypothesised to impact on outcomes for clients.

- Embedding the HSOF in the planning and development of programs allows FACS to:
  - consistently measure and report on outcomes across similar cohorts, programs and agencies
  - rigorously evaluate interventions (by testing the hypothesis in the logic)
  - collect better evidence of what works

Example: Smart, Skilled and Hired, NSW Department of Industry

Youth employment can fit under one or more domain under the Outcomes Framework

The Human Services Outcomes Framework:

- allows for improved data sharing on outcomes

- creates a common language for measurement that was not previously available

Practical example:
Developing program logics to facilitate evidence-based program design

Practical example:
Using the HSOF to collect data and evaluate service delivery

	Program Registration	Immediate	6 m	Short Term	1 y	Medium Term	3 y	Long Term	25 y
Economic	Centrelink enrolment		Increased income from employment		Increased income from employment	Financial security & independence / Government Reduced centrelink payments			
Employment	Job Network enrolment / Work experience or internship / Job / apprentice placement		Increased working hours (3 / 6 months) / Participant in role appropriate to skills & training / Nominated working hours increase 3 months		Increased working hours (3 / 6 months)	Employers Lower vacancy rates for employers / Employers Increased satisfaction / quality of hires			
Education	Increased literacy & numeracy / Compliance Certificate obtained (e.g. RSA, WWCC) / Consistent pattern of mentoring setup		Year 10 / 11 / 12 completion / Completion of training program						
Empowerment	Demonstrated interest / aspirations for future / Increased confidence & self esteem / Increased social inclusion & community Inclusion		Increased volunteering in community		Youth Survey (confidence, inclusion, esteem etc.)				
Social & Community	Provision of care for dependents / Transport barrier addressed e.g. driving license / Clothing & equipment arranged				Government Reduced opal card concession				
Health	Reported success in managing drug & alcohol issues		Reported success in managing addressing mental health issues		Government Mental health residential support reduction / Government Pharmaceutical scheme concession reduction / Government Low income healthcare card reduction				
Home	Support to find accommodation				Government Reduced social housing usage / Government Reduced energy rebate usage / Government Reduced gas rebate usage				
Safety							Government Reduced court events / Government Reduced incarceration rates		

Data accessibility will limit which outcomes are included in evaluation

Key

Govt. Data, Control Adjusted	Surveys, No Control	Prime Outcome, No Control

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Program Logic

Available online: https://www.innovation.nsw.gov.au/social-innovation/human-services-outcomes-framework

Free online guide to help you demonstrate the impact of your services

Available online: https://www.innovation.nsw.gov.au/social-innovation/human-services-outcomes-framework

Afternoon activity

- How to change conversations with clients into data that measures service impact

Imagine this client:

- Male
- Born 1948
- Raised in Great Britain
- Married
- Successful
- Wealthy
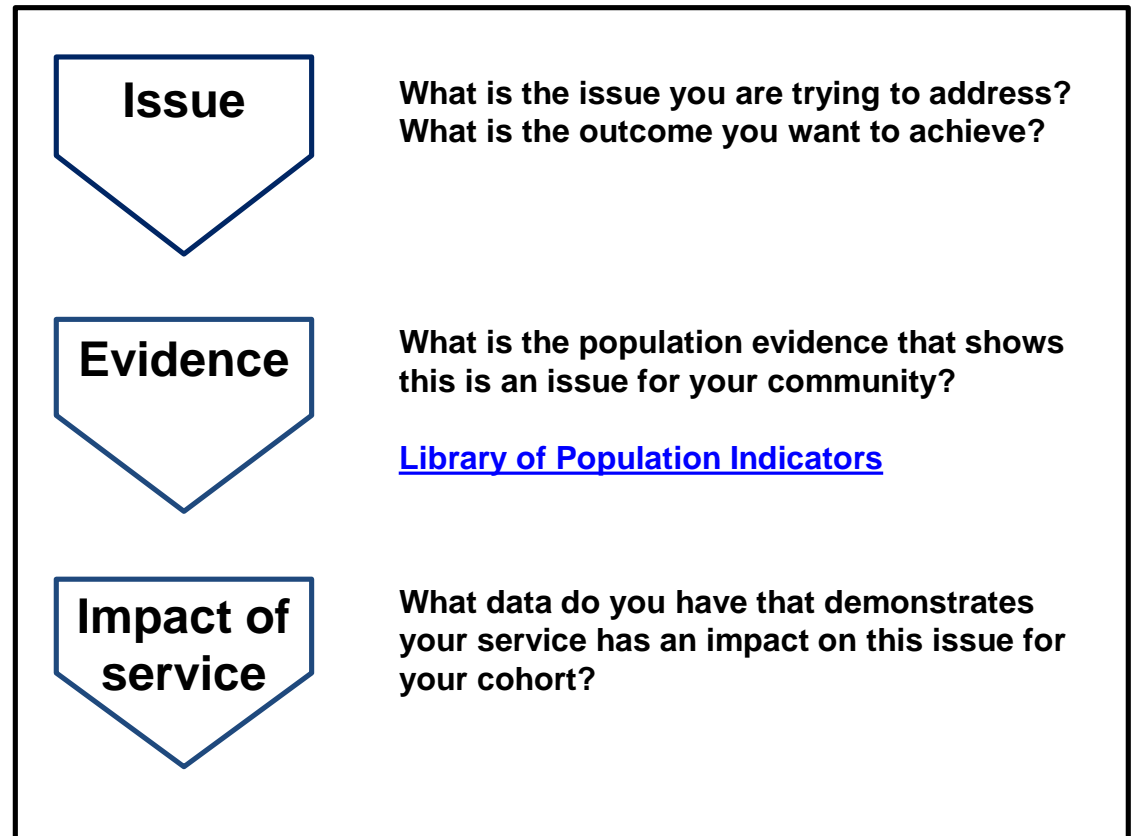- Two children
- Likes dogs and holidays in the Alps

Source: This is Service Design Thinking. Stickdorm & Schneider, 2010

One of the most common pieces of feedback we hear from the sector is surprise that we are not asking service providers to go out searching for extensive amounts of data…..
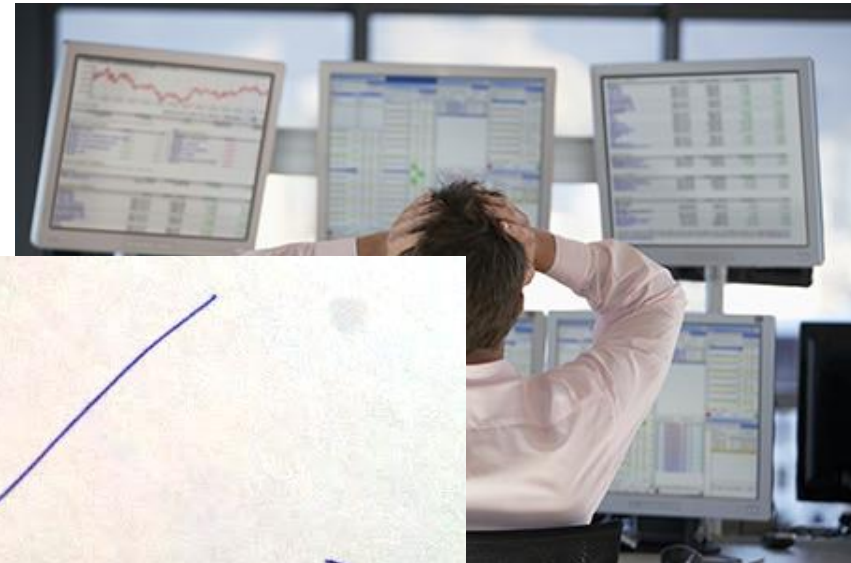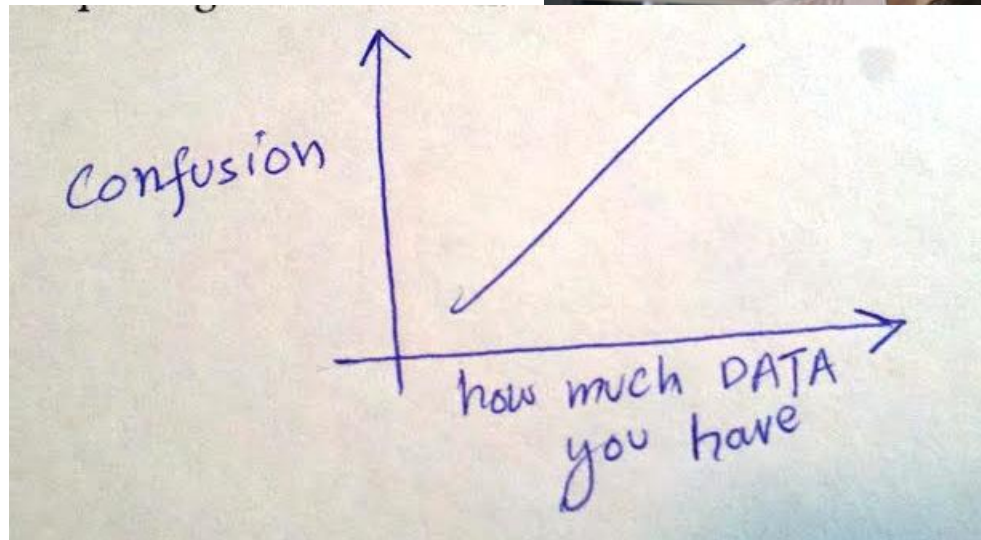
An outcomes focused approach focuses on specific issues and whether or not a service is having an impact.

Issue
What is the issue you are trying to address?
What is the outcome you want to achieve?

Evidence
What is the population evidence that shows this is an issue for your community?

Library of Population Indicators

Impact of service
What data do you have that demonstrates your service has an impact on this issue for your cohort?

What if I was asked to help you stick to your **New Year's Resolution**?

HAPPY 2018 NEW YEAR

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The services I offer are:

Communication courses to help you negotiate less hours at work

Cooking classes to help you spend less money eating out

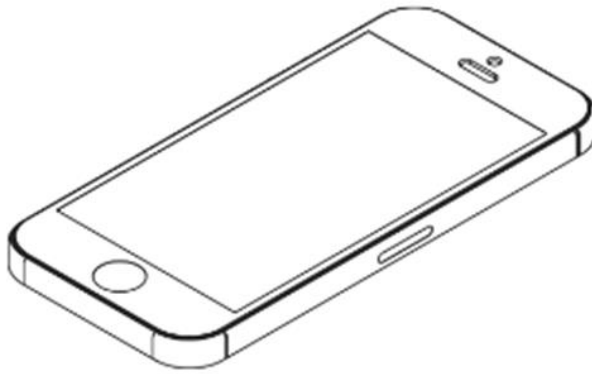Meditation classes to help you feel more in control
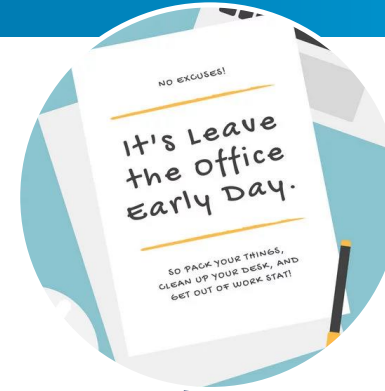
I need to report on:

- how well my services have helped you stick to your **New Year's Resolution**

- what action I need to take to improve user outcomes

- how I am going to evaluate my interventions

5 minute activity….

- Share your chosen New Year's resolution with the person next to you, include why you find it hard to accomplish.

- As you listen to the person next to you, write down a couple of reasons why did your colleague finds their New Year's resolution hard to accomplish.

- I've gone ahead and designed my service based on my original assumptions….

Click here →

Go to **www.menti.com** and use the code **28 84 34**

1 Grab your phone

2 Go to www.menti.com

3 Enter the code 28 84 34 and vote!

- Here are the activities that I am offering
  – I would like everyone to enrol into one.

Communication courses to help you negotiate less hours at work

Cooking classes to help you spend less money eating out

Meditation classes to help you feel more in control

- The output – x amount of people receiving New Years Resolution related training.

What impact did my interventions have?

Would the intervention you enrolled in help you keep your New Year's resolution?

- Yes ☺
- No ☹

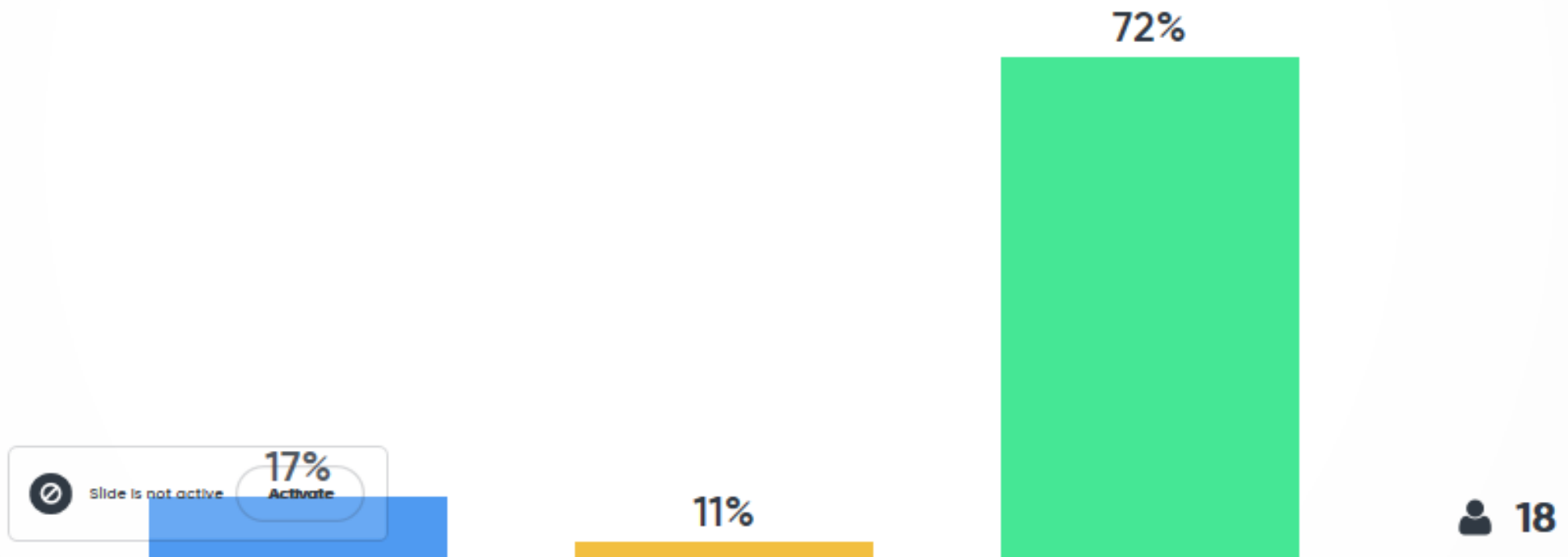This anecdotal information, organised in this manner is data…!

I can use this data to:

- Report on the impact of my programs
- Demonstrate how and why I am going to adapt my programs to suit the needs of my customers
- Evaluate the impact of my new interventions.

JUST BECAUSE IT'S NOT HAPPENING RIGHT NOW, DOESN'T MEAN IT NEVER WILL.
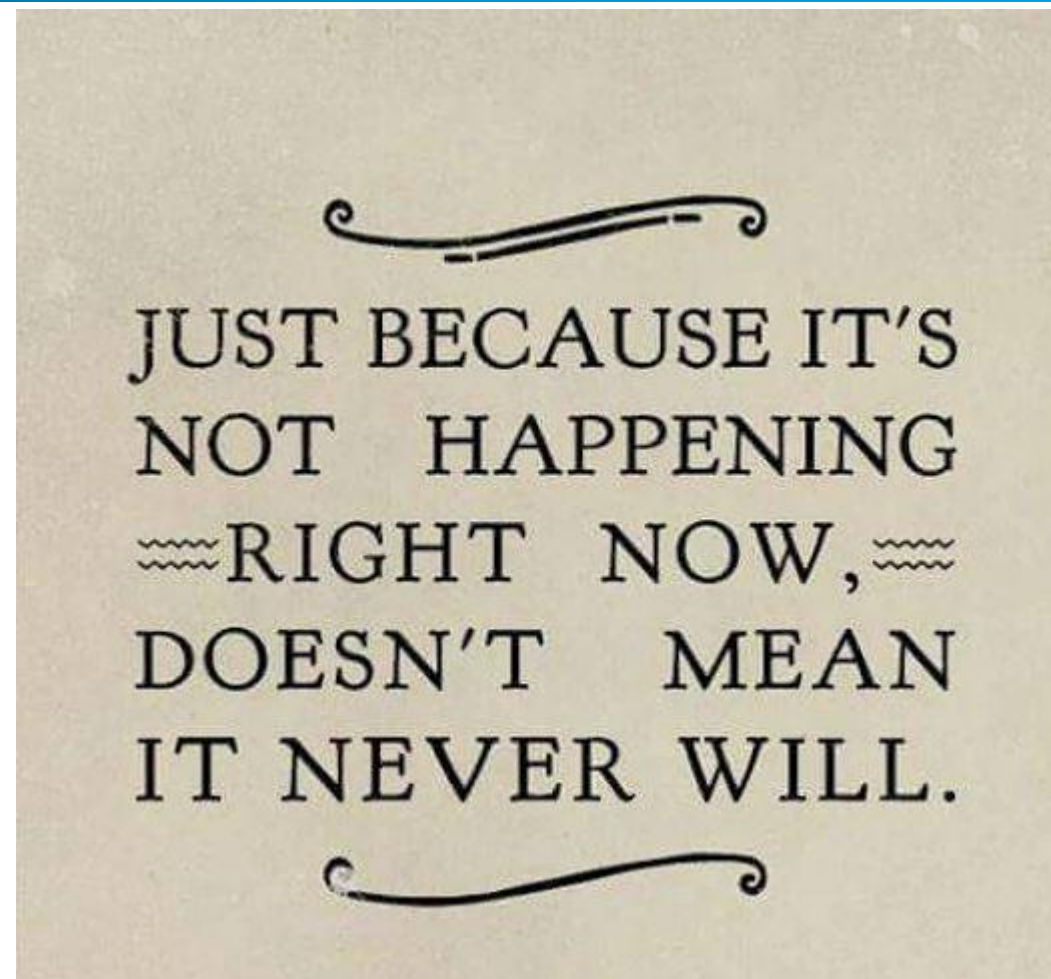
Free online training in designing services that respond to customer feedback

Free Human Centred Design Training
https://www.finance.nsw.gov.au/sites/default/files/policy-documents/hcd_toolkit.pdf
https://www.youtube.com/watch?v=4FtAcNQwc-0&t=9s

- The secret behind good (public) products and services
- Adopting a human-centred design mindset
- What types of research are we talking about?
- Discovery tools and activities
- Prototypes and other tools

Finally…..

- We want to hear from you about capability building in the Human Services sectors

Last year 255 NGOs from 19 different sectors participated in our online capability building tool

- As a response to the feedback we received from participants we targeted sector wide training in

  [Commissioning for Outcomes](#) and [Human Centred Design](#)

- Feedback from participants on the training reported:

    - a good balance of theory and hands-on activities
    - simple and easy to understand problem solving activities
    - easy to use tools to help participants implement the capability standards.

The online capability building tool will re-open at the end of 2018

Customer-centred standards	
1	services designed around customer experience
2	customer engagement
3	reporting back to the community
4	collaborative work practices and partnerships
5	innovation leading to adaptive change and better customer outcomes
6	equity and cultural proficiency
Corporate governance standards	
7	leadership and strategic business planning
8	governance and management
9	continuous improvement
10	data management

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We want to hear from your where the current need is for development in the Human Services sector

"The process was a healthy reminder to maintain commitment towards client-centric approaches and to ensure we have robust continuous improvement processes." [NGO survey respondent]

Standards rated most relevant in 2017:

- services designed around customer experience (Standard 1)

- customer engagement (Standard 2)

- governance and management (Standard 8)

- continuous improvement (Standard 9)

Standard rated least relevant in 2017:

- data management (Standard 10)

Questions?

Zoe Zeller, Senior Policy Officer, DFSI
Zoe.Zeller@finance.nsw.gov.au

Contact the Social Innovation Team using: socialinnovation@finance.nsw.gov.au