



# LISTENING REPORT 3

SECTOR SUSTAINABILITY PROGRAM  
START UP PHASE 2023-2024

**FUNDING EFFICIENCIES**  
MAY 2024

2022-2024 Commissioning for Outcomes

## CONTENTS

<b>1. SUMMARY .....</b>	<b>1</b>
<b>2. WHAT WE DID, DISCUSSED AND EMERGING THEMES .....</b>	<b>4</b>
<b>3. PARTICIPATION.....</b>	<b>7</b>
<b>4. APPENDIX 1 - OPTION TO STREAMLINE PROCUREMENT.....</b>	<b>9</b>
<b>5. APPENDIX 2 - SHORT-LIST OF FUNDING EFFICIENCIES.....</b>	<b>10</b>
<b>6. APPENDIX 3 - FUNDING EFFICIENCIES TO BE INCORPORATED INTO DEVELOPMENT OF HUMAN SERVICES COSTING TOOLS AND RESOURCES.....</b>	<b>12</b>
<b>5. APPENDIX 4 - FUNDING EFFICIENCIES TO BE PROGRESSED THROUGH IMPLEMENTATION OF CLOSING THE GAP PRIORITY REFORMS.....</b>	<b>13</b>
<b>6. APPENDIX 5 - LONG-LIST OF POTENTIAL FUTURE FUNDING EFFICIENCY MEASURES.....</b>	<b>14</b>

# 1. Summary

The ACT Government Sector Sustainability Program 2023-2028 (the SSP) announced in February 2023 commenced with a start-up project (the Project) funded from July 2023-December 2024. This Project is being delivered by a community based Co-Lead working in partnership with an ACT Government based Co-Lead and is focused on progressing implementation of the recommendations accepted in principle by the ACT Government, as documented in the [ACT Government Response to the Counting the Costs report](#).

This Listening Report provides an update on progressing the following recommendation:

*Recommendation 3: Continue to encourage efficiencies, to reduce cost pressures.*

This recommendation stated: "...where efficiencies are possible, they may help relieve some cost pressures. Examples may include collectively negotiating discounted rates for services (e.g., insurance); longer contracts that reduce costs of retendering; and removing unnecessary red-tape or reporting requirements." (p 13)

Collective negotiation of discounted rates for services procured by NGOs needs to be scoped and governed by the NGO entities that purchase services and has not been a focus in the Project. The Project has explored opportunities to reduce unnecessary red-tape and reporting.

The ACT Government Response to this recommendation identified a range of current measures and future options for improving the efficiency of funding arrangements:

<i>Efficiency Measure</i>	<i>Mechanism</i>	<i>Focus in Project</i>
Provision of longer-term contracts with appropriate review points built-in	Investment phase of Commissioning for Outcomes	Monitor and report on number of contracts that are 5 years or longer in duration
Consideration of a change in approach to return of underspends which may support sector sustainability	Human Services Transition Policy	Input to development of policy Incorporate policy in updated Funding Managers Guide
Changes to contract management arrangements	Project consultation and policy advice	Identify practical changes to funding administration procedures and embed in updated Funding Managers Guide
Impact of payment schedules		
Opportunities to shift to focusing less on costs and more on value	Incorporated into work on tools and resources to fully cost human services	Additional guidance material on procurement, tailored to human services partnership between ACT Government and NGOs, to be incorporated into updated Funding Managers Guide
Opportunities to streamline procurement processes	ACT Government <a href="#">Procurement Reform 2022-2025</a>	
Efficiencies for organisations that are regulated by the Office of the Human Services Regulator	Dialogue with Office of the Human Services Regulator	Identify specific measures required in addition to generic measures outlined above and incorporated into updated Funding Managers Guide and other guidance materials

Consultations in July-December 2023 identified a number of potential measures that could be adopted in the short-term to achieve efficiencies in funding arrangements that could be incorporated into an updated Funding Managers Guide, or considered in longer term in the work to develop costing tools and resources, implement Closing The Gap Priority Reforms and implement Commissioning for Outcomes.

Across February-April the SSP Co-Leads worked with ACT Government Officials and consulted further with NGOs about the utility and feasibility of efficiency measures proposed in consultations.

This report includes:

- A summary of consultation activities
- A procurement streamlining measure that could be incorporated into an updated Funding Managers Guide (Appendix 1)
- A short-list of funding efficiencies that can be delivered within current resourcing and delegations by including them in an updated Funding Managers Guide (Appendix 2)
- A list of efficiency measures that can be incorporated into development of Human Services costing tools and resources (Appendix 3)
- A list of efficiency measures that can be progressed through implementation of Closing The Gap Priority Reforms (Appendix 4)
- A long-list of potential funding efficiency measures focused on improving reporting arrangements (Appendix 5)

Next Steps:

- SSP Co-Leads have recommended allocation of SSP resources in July-December 2024 to updating the ACT Government Funding Managers Guide to implement initial steps in procurement streamlining and efficiencies in funding administration that can be achieved within current funding and delegations
- Share insights regarding efficiencies to be delivered through changes in reporting requirements with ACT Government Commissioning Senior Officials Group
- Include further work on streamlining procurement, efficiencies in funding arrangements and improved reporting arrangements in advice on future priorities for investment in the Sector Sustainability Program 2025-2028

WE DID THIS	WE DISCUSSED THIS	EMERGING THEMES
<p>Explored procurement streamlining options with ACT Government Stakeholders</p>	<p><i>What streamlining could occur, in line with the ACT Government Procurement Reforms 2022-2025</i></p>	<p>Need to focus on what can be delivered within current resourcing</p> <p>Standardising the questions asked in procurement processes could deliver efficiency gains for both procurement managers and NGOs engaging in procurement processes</p> <p>Current privacy requirements, data software and cross-Directorate information sharing protocols do not enable whole of Government sharing of information</p>
<p>Consulted with NGOs via individual meetings</p>	<p><i>What would streamline procurement?</i></p>	<p>Set procurement approach to match what changes are being sought in the eco-system of service provision – to reduce unnecessary disruption to service system</p> <p>Implement Closing The Gap Priority Reforms</p> <p>Enable NGOs to consolidate funding, and co-ordinate service delivery, across a range of programs/sources of funding/population groups to create a response to deprivation, exclusion and adversity that is person centred, transcends systemic constraints and responds to intersectional risks and needs.</p> <p>Value cross-program integration when it is done within an organisation, as highly as partnerships/collaboration between organisations are valued. Eg co-located services in multifunction settings are convenient, simple to navigate especially for service users with barriers to access</p> <p>Don't expect partnerships for the sake of it – partnership models need to be fulfilling transparent objectives, and there should be room to enable NGOs to propose different approaches to fulfilling those objectives</p> <p>Need to fund partnerships between voluntary orgs and providers to build social capital and strengthen voluntary sector capacity to sustain their work</p> <p>Pool entire Budget that is allocated across related programs, then negotiate with providers about who will do what activities and how cross-system co-ordination will occur.</p> <p>Funders need to be transparent how property/facility costs will be incorporated into assessment of proposal – considering access of provider to org-owned infrastructure, peppercorn rent, ACT Property Group tenancy and market-based rent</p>

WE DID THIS	WE DISCUSSED THIS	EMERGING THEMES
<p>Consulted with NGOs via individual meetings</p>	<p><i>What changes in funding arrangements would deliver efficiencies for your organisation?</i></p>	<p>Single funding agreement between organisation and ACT Government, with separate schedules to cover different funding program allocations, grants and any other funding arrangements.</p> <p>Simplified and streamlined acquittals of ACT Government funds.</p> <p>Consistent adoption of funding management arrangements including funding managers procedures and indexation</p> <p>Lower compliance and other transaction costs</p> <p>Ensure adequate funding of negotiation/liaison/risk mitigation and issues resolution when funding requires cross-agency collaboration</p>
<p>Consulted with NGOs via individual meetings</p>	<p><i>What changes in reporting requirements would deliver efficiencies for your organisation?</i></p>	<p>Funding reporting needs to support holistic, intersectional models of care and service responses delivered by ACCOs</p> <p>Include in reporting the experience of eco-system navigation burden on service users</p> <p>Report data on how community engagement/social capital building interventions outside of designated funding stream have been facilitated/leveraged by provider and have delivered improved experience by service users and wider community</p> <p>Reporting requirements are set according to assessment of risk regarding maturity and capacity of provider and scale/size of funding partnership – this will determine scope and frequency of data provision</p> <p>Consistent guidance material available to providers and government officials on adoption of ACT Well-Being indicators in funding reports – and method for assessing provider attribution and contribution to these</p> <p>Increase infrastructure investment to support automation of data collection, provision and analysis</p> <p>Increase timeliness and depth of feedback to funded organisations to support service development, quality improvement, future planning (model of care, evaluation methodology, costing) and eco-system collaboration</p>

WE DID THIS	WE DISCUSSED THIS	EMERGING THEMES
<p>Background Briefing paper distributed and Stakeholder Workshop in October 2023</p> <p><a href="https://www.comunityservices.act.gov.au/data/assets/pdf_file/0009/2335617/Briefing-Paper-for-Workshop-Outcomes-on-funding-efficiencies.pdf">https://www.comunityservices.act.gov.au/data/assets/pdf_file/0009/2335617/Briefing-Paper-for-Workshop-Outcomes-on-funding-efficiencies.pdf</a></p>	<p><i>What improvements do you want to see in funding arrangements?</i></p> <p><i>Do you have information and/or examples from your experience of negotiating improved funding arrangements that you would be willing to share?</i></p> <p><i>Could these improvements you want to see be incorporated into the proposed Actions listed in this paper? If not, what additional actions would you suggest?</i></p>	<p>Efficiencies via red tape reduction can be implemented through updating the Funding Managers Guide. There is a short-list of measures that may be implemented within current resources and delegations (Appendix 2)</p> <p>Some efficiencies can be incorporated into the work on costing tools and resources (Appendix 3).</p> <p>Efficiencies can be delivered via implementation of Closing The Gap Priority Reforms (Appendix 4).</p> <p>A long list of potential efficiency gains (Appendix 5) via improved Commissioning processes (Items 1-5) and streamlining reporting (Items 6-13) requires a more detailed feasibility analysis and additional resources inside ACT Government, to inform what could be implemented in what timeframe and through what process.</p> <p>Efficiency gains through changes to reporting arrangements, including aligning Program and NGO reporting requirements with Commissioning for Outcomes, requires significant investment of time, expertise and resources by ACT Government in:</p> <ul style="list-style-type: none"> <li>- Mapping current data collection</li> <li>- Improving data governance (eg resolving barriers to consent and information sharing)</li> <li>- Aligning ACT Government Human Services Program logics with ACT Wellbeing Framework domains and indicators</li> </ul>
<p>Outlined priorities for Action in start-up phase of SSP</p>	<p><i>Consideration by Commissioning Senior Officials Group of these actions</i></p>	<p>Report on progress of recommendation to provide longer-term contracts with appropriate review points built-in.</p> <p>Improve efficiencies in funding arrangements being progressed within current legislative, regulatory and policy settings. Updating the Funding Managers Guide will include identifying specific actions and agreeing the roles and responsibilities of officials in ACT Government and staff in NGOs.</p> <p>Implement change in approach to return of underspends which may support sector sustainability, and ensure changes flow through to contract terms for all new SFAs and Deeds.</p> <p>That future business case/s arising from the Sector Sustainability Project support implementation by ACT Government and NGOs of measures that improve funding efficiencies overall, but may lead to ACT Government incurring additional costs.</p> <p>Enable focusing less on costs and more on value for money by developing more explicit and tailored guidelines for proponents to articulate value for money criteria and for procurement and grant evaluation panels to assess value for money in funding proposals</p>

WE DID THIS	WE DISCUSSED THIS	EMERGING THEMES
Consulted with ACT Peaks Forum	<i>Proposed short-list and long-list of funding efficiencies</i>	Priorities for action from Peaks perspective are: <ul style="list-style-type: none"> <li>- Reducing NGO transaction costs associated with administering and reporting on funding agreements</li> <li>- Adoption of good practices more consistently across Directorates</li> <li>- Achieving practical improvements during 2024</li> </ul>
Consulted with Senior Officials in ACT Human Services Directorates	<i>Scope of actions that would be implemented by ACT Government</i>	Focus on actions that can be implemented within current resourcing and seek funding for further implementation of funding efficiencies through ACT Budget process



## 2. Participant summary

<b>Name</b>	<b>Stakeholder Group</b>	<b>Engagement Channel</b>
<i>Peaks Forum</i>	<i>Peak Bodies</i>	<i>Presentation at meeting 28 September 2023</i>
<i>Mental Health Services Forum</i>	<i>Specialist Services</i>	<i>Participated in sector Forum 4 October 2023</i>
<i>Our Booris, Our Way Forum</i>	<i>ACCOs</i>	<i>Attended to hear from ACCOs about their priorities for action on funding efficiencies</i>
<i>SSP Workshop</i>	<i>See attendance list below</i>	<i>ACT Gov and NGO Workshop 24 October 2023</i>
<i>Carmel Franklin, Care Financial Inc</i>	<i>Specialist Services</i>	<i>Individual feedback provided in response to Briefing Paper</i>
<i>Vic Fraser, A Gender Agenda</i>	<i>Specialist Services</i>	<i>Individual feedback provided in response to Briefing Paper</i>
<i>SSP Sounding Board</i>	<i>NGO and ACT Government</i>	<i>Email invite feedback on ideas generated at Workshop, distributed on 14 November 2023</i>
<i>CSD Commissioning Hub</i>	<i>ACT Government</i>	<i>Online presentation to invite feedback on ideas generated at Workshop November 2023</i>
<i>Commissioning Senior Officials Group – CSD, ACT Health, JaCS, EPSDD and CMTEDD</i>	<i>ACT Government</i>	<i>Briefing Paper to meetings in December 2023 and March 2024</i>
<i>JaCS Commissioning Hub</i>	<i>ACT Government</i>	<i>Online presentation Online presentation to invite feedback on ideas generated at Workshop April 2024</i>
<i>ACT Health Commissioning Hub</i>	<i>ACT Government</i>	<i>Online presentation Online presentation to invite feedback on ideas generated at Workshop April 2024</i>
<i>CSD Relationships Management Executive Branch Manager</i>	<i>ACT Government</i>	<i>Briefing Paper May 2024</i>

### *DETAILED FEEDBACK IN RESPONSE TO INVITATIONS NOTED IN TABLE ABOVE*

*Lisa Kelly (Carers ACT), Will Mollison (Families ACT), Jo Huxley (National Disability Services ACT Office), Sue Webeck (DVCS), Travis Gilbert (Shelter ACT), Morgan Eddy (ACT Government)*

### *WORKSHOP PARTICIPANTS 24 October 2023*

*Peaks: Devin Bowles(ACTCOSS), Heather Fitt (ACTCOSS), Wendy Prowse (ADACAS), Anita Mills (ATODA), Jean Giese (VolunteeringACT)*

*Generalist Services: Erin Mcarthur (Marymead Catholic Care), Kylie Burges(UnitingCare Kippax)*

*Specialist Services: Tim Bavington (SHFPACT), Leah Dwyer(YWCA)*

*ACT Government Participants: Kate West, Louise Bassett, Fiona May, Kelly Jones, Michelle Waterford, Nicole TerHorst, Jancye Winter, Jessica Turk, Alicia Newman, Helen Harcourt-Cooze*

# APPENDIX 1

## STREAMLINING PROCUREMENT

STAGE 1	STREAMLINING MECHANISM	STREAMLINING MEASURE OF SUCCESS
Implement Standard Questions for procurement activities, in line with legislative, regulatory and policy settings. <i>Common questions about core topics standardized so NGO's do not have to tailor answers repeatedly.</i>	Standard Questions included in updated Funding Managers Guide that are tailored to: Grants Select Tenders Open Tenders	Organisations able to prepare some answers once and use them for multiple procurement processes, only updating if things change within the organisation.
Stage 1 Evaluation	<i>Number of procurements that used standard questions</i>	<i>Survey of NGOs who have participated in procurements that used standard questions, to determine whether this approach reduced costs of engaging in procurement</i>
Evaluation Report to NGOs and ACT Government stakeholders via Commissioning for Outcomes report	Key lessons learned regarding reductions in NGO repetitive work to participate in human service procurement Feedback on capacity in Government to meet all reporting and audit requirements with information included in standard questions Feedback on capability in Government to identify flags for concern and need for more thorough verification of information Recommendation regarding need for further streamlining to improve efficiency and effectiveness of procurement methods and processes	

## APPENDIX 2

### SHORT-LIST OF FUNDING EFFICIENCIES THAT CAN BE DELIVERED WITHIN CURRENT RESOURCING AND DELEGATIONS

	Issue/Action	Further details to consider/resolve	Notes re implementation
1	Change payment of grants and contracts from quarterly schedule to two payments/year in July and January <b>EFFICIENCY GAIN: larger block of funding available to NGO early in the financial year, reduced transaction costs for ACT Gov and NGOs</b>	Timeline for briefing and supporting funding administration teams to adopt this change	Implementation of this measure can free up time in funding administration teams in ACT Government to enable design and delivery of other changes listed in this table
2	Use consistent funding instruments – consistent clauses in Deed of Grant and Service Funding Agreement <b>EFFICIENCY GAIN: Lower transaction costs for NGO and ACT Government</b>	Consistency of funding instruments used across Directorates	Joint Hub Working Group to progress standard templates. GSO will need to be involved.
3	Remove requirement for wet ink signatures to enable collection of Electronic signatures <b>EFFICIENCY GAIN: Digitisation of signatures streamlines process for both ACT Gov and NGO, reducing unfunded administration activities and improving timeliness of payment processing</b>	Alignment of changes in this requirement to ASIC and other regulator requirements <a href="http://lawpath.com.au">Can individuals Sign a Deed Electronically (lawpath.com.au)</a>	Include in the updated Funding Managers Guide when it is possible to use electronic signatures.

	Issue/Action	Further details to consider/resolve	Notes re implementation
4	Streamlined acquittal processes: Organisation wide acquittal with each stream of funding provided as a separate program line in audit instead of program specific and separate audit.  <b>EFFICIENCY GAIN: Lower costs for audit fees, reduced complexity of reporting requirements reducing unfunded administration activities</b>	SSP to identify how many ACT Gov Funding Programs require individual audit statements /acquittals.  Note good practice already underway in CSD - has reduced expectation for individual audited financial statements on many programs already. To what extent could this be adopted by other Directorates?	Incorporate streamlined protocol in updating of Funding Managers Guide  Ensure consistency within contract and deed templates
5	Enable adoption of Recipient Created Tax Invoice to reduce need for NGOs to create invoices. <b>EFFICIENCY GAIN: Lower transaction costs for NGO (monitoring multiple, different invoicing dates across funding programs) and streamlined process for milestone payment processing</b>	Some funding programs already do this Do we know how much of a problem/value proposition this is? Can we find out more and then action a change of practice?	Could be included in updating of Funding Managers Guide
6	Update the Funding Managers Guide and ensure all relevant staff in ACT Gov and in NGOs have consistent training on funding management processes <b>EFFICIENCY GAIN: Lower transaction costs for both NGO and ACT Gov Funding Managers as a result of clarity of expectations and consistency of practice</b>	Who can authorise this work being prioritised? How would training be provided and updated over time?	Updating could be completed through allocation of resources from SSP in July-December 2024  Implementation will require ongoing review and capability development program for both ACT Government and community sector – include these costs in future funding proposal re SSP 2025-2028

# APPENDIX 3

## FUNDING EFFICIENCY MEASURES TO BE INCORPORATED INTO WORK ON COSTING TOOLS AND RESOURCES

1	<p>More fairly share risks between NGO and ACT Government partners when commissioning human services</p> <p><b>EFFICIENCY GAIN: Potential suppliers are able to more efficiently assess risk appetite and build full costs of risk mitigation and responses into funding negotiations to reduce unexpected costs arising during the contract</b></p>
2	<p>Evaluations of funding proposals should be guided by a fit for purpose approach to assessing value for money in provision of Human Services. Including</p> <ul style="list-style-type: none"> <li>- Intersection with/ leveraging of non-ACT government funding eg does the potential supplier have other funding that creates an economy of scale or increased capacity for effective service delivery?</li> <li>- Whether funder intends to fully fund a service or only make a contribution. If the latter, the extent of the contribution should be made explicit so the potential suppliers can consider value for money from their perspective</li> <li>- Cross-program integration, including when it is done within an organisation, and when it is done via partnership/collaboration between organisations. Example- co-located services in multifunction settings are convenient, and simple to navigate especially for service users with barriers to access.</li> </ul> <p><b>EFFICIENCY GAIN: Potential suppliers have better information to determine whether and how they engage in procurement process, reducing time wasted on engagement in unsuitable procurements</b></p>
3	<p>Ensure adequate funding of negotiation/liaison/risk mitigation/issues resolution when funding requires cross agency collaboration.</p> <p><b>EFFICIENCY GAIN: Potential suppliers are able to build full costs of cross NGO collaboration into funding proposal and avoid unplanned costs in delivery</b></p>

# APPENDIX 4

## FUNDING EFFICIENCY MEASURES TO BE IMPLEMENTED THROUGH CLOSING THE GAP PRIORITY REFORMS

1	<p>Embedded cultural competency in service contracts will improve service outcomes for Aboriginal and Torres Strait Islander people.</p> <ul style="list-style-type: none"> <li>- Cultural competency clauses to mainstream organisations (small organisations would need funding for this)</li> <li>- Specifications in program requirements regarding dedicated and identified Aboriginal and Torres Strait Islander workforce.</li> <li>- Community- controlled organisations have a dedicated, reliable, and consistent funding model designed to suit the types of services required by communities. Sustained capacity building and investment. (CTG commitment)</li> </ul> <p><b>EFFICIENCY GAIN: Capacity to deliver culturally competent services built in to Program funding requirements, reducing the risk of unsuitable providers accessing ACT Gov funding</b></p>
2	<p>Closing The Gap Priority Reform -Strengthen national effort on: Early childhood care and development, housing, health, and disability.</p> <p><b>EFFICIENCY GAIN: Less resources spent on sourcing NGO suppliers for ACT Gov funded services that are not able to deliver improved self determination for First Nations peoples</b></p>
3	<p>Closing The Gap Priority Reform Build the Aboriginal Community-Controlled sector.</p> <p><b>EFFICIENCY GAIN: Less resources spent on sourcing NGO suppliers for ACT Gov funded services that are not able to deliver improved self determination for First Nations peoples</b></p>
4	<p>Closing The Gap Priority Reform: Shared Access to Data and Information at Regional Level</p> <p>There will be 6 data projects that will enable Aboriginal and Torres Strait Islander communities and organisations to access and use location-specific data on the Closing the Gap outcome areas.</p> <p><b>EFFICIENCY GAIN: Better data to inform decisions</b></p>

# APPENDIX 5

## LONG-LIST OF POTENTIAL FUNDING EFFICIENCY MEASURES

1	<p>Develop advice and resources to support ACT Gov Officials and NGO partners to assess capacity and maturity of service ecosystem during the Discover phase of Commissioning to ensure procurement approach matches human services eco-system development objectives.</p> <p><b>EFFICIENCY GAIN: Potential suppliers understand the expectations of funder re both program beneficiary and ecosystem outcomes and can reduce costs by better targeting their engagement in procurement</b></p>
2	<p>Offer all ACT Government funding through a Single funding agreement with an NGO, with separate schedules to cover different funding program allocations, grants, and any other funding arrangements.</p> <p>Consolidate funding management across programs so NGOs have one funding manager and contract administrator per Directorate.</p> <p>Enable organisations with multiple funding streams from ACT Gov to negotiate a streamlined reporting timeline and frequency across all funding streams to reduce reporting burden</p> <ul style="list-style-type: none"> <li>- Material provided to NGO explains rationale for reporting timelines and frequency, so negotiation is based on mutual understanding of audiences and timing imperatives</li> </ul> <p><b>EFFICIENCY GAIN: Lower transaction costs for NGO (monitoring multiple, different funding administration requirements), streamlined process for adding new/additional programs to partnership between ACT Gov and NGO, streamlined monitoring/reporting/feedback processes for ACT Gov</b></p>
3	<p>Increase financial certainty</p> <p><b>EFFICIENCY GAIN: Less resources spent on sourcing NGO suppliers for ACT Gov funded services that ACT Gov agrees are being delivered by NGOs that are compliant with expectations of funders, increased capacity to refine and improve services with existing supplier arrangements, increased capacity to attract and retain appropriately skilled workforce</b></p>
4	<p>Update the Indexation Formula to more accurately reflect inflation in costs of human services delivery</p> <p><b>EFFICIENCY GAIN: Build capacity to recover costs of investing in capability and infrastructure that improves productivity eg ICT</b></p>

5	<p>Pool entire budget that is allocated across related programs, then negotiate with providers about who will do what activities and how cross system co- ordination will occur.</p> <ul style="list-style-type: none"> <li>• Prioritise partnerships between ACT Gov and NGOs that have demonstrated they are able to consolidate funding, and co- ordinate delivery across a range of programs, sources of funding and/or population groups to create a response to deprivation, exclusion and adversity that is person centred, transcends systemic constraints and responds to intersectional risks and needs.</li> <li>• Prioritise investment in wrap- around person centred care- treat the person not the problem eg fund capacity to support people across many service settings/needs eg Centrelink, AMC, DV, Child Protection, employment, AOD etc.</li> <li>• Enable integrated service delivery through investment approaches and contracting arrangements that do not specify to significant degree what method the organisation is going to use</li> </ul> <p><b>EFFICIENCY GAIN: Lower transaction costs for NGOs partnering with ACT Gov across multiple funding streams, streamlined process for Commissioning of Programs with similar beneficiary groups, streamlined monitoring/reporting/feedback processes for ACT Gov for Programs with intersectional impacts</b></p>
6	<p>Reporting responsiveness – timely and useful feedback from ACT Gov on reports provided by NGOs</p> <p><b>EFFICIENCY GAIN: Opportunity for learning and continuous improvement, positive return on investment by NGO in providing reports</b></p>
7	<p>Streamline granting extensions.</p> <p><b>EFFICIENCY GAIN: Lower transaction costs for both NGO and ACT Gov Funding Managers</b></p>
8	<p>Streamline and where possible automate funding report assessment.</p> <ul style="list-style-type: none"> <li>- Review Government workflow once report received from funded organisation to determine how to streamline, with key objective being faster turnaround times for gov feedback on reports and faster Gov decisions on NGO requests for use of surplus to ensure issues can be resolved in a timely manner and surplus funds expended</li> <li>- This review should also determine what aspects of compliance monitoring and report analysis could be automated: Receive, Acknowledge, Read, Audit completeness, Write back, Clearance process, Collate data, Report to Executive/Ministers</li> </ul> <p><b>EFFICIENCY GAINS: Digitisation/automation of data and data sharing will reduce manual handling to reduce unfunded administration activities</b></p>



9	<p>Create data base accessible to all Directorates to</p> <ul style="list-style-type: none"> <li>- Enable all funding managers to see all current funding instruments with NGOs delivering human services</li> <li>- Respond to ad hoc requests/out of reporting cycle data reporting to minimise seeking data from NGOs when responding to requests for information from Minister, Senior Executives, Legislative Assembly processes etc</li> </ul> <p><b>EFFICIENCY GAINS: Digitisation and pooling of data and data sharing will reduce manual handling to reduce unfunded administration activities, will streamline analysis and enable report-once-use-often for different audiences/purposes.</b></p>
10	<p>Reduce compliance and other transaction costs, including for ACT Government and NGOs</p> <ul style="list-style-type: none"> <li>- Improve mutual value of service visits to all providers</li> <li>- Continue annual meeting on all relevant material because this is a key valuable part of the reporting relationship.</li> </ul> <p><b>EFFICIENCY GAINS: Improved service visits will ensure effective and efficient use of leadership resources in both ACT Gov and NGO parties to the funding agreement.</b></p>
11	<p>Maximise standardisation across funding programs/managers of reporting requirements based on agreed assessment of risks that are being managed through reporting requirements.</p> <ul style="list-style-type: none"> <li>- Shared Risk assessment tool (as noted above, to be developed and agreed during Sector Sustainability Project) included in grant guidelines and funding managers handbook</li> <li>- Transparent protocol for assessing maturity and capacity of provider and scale/size of funding partnership- and use this to determine scope and frequency of reporting requirements including data provision.</li> <li>- Adopt consistent template to presenting case studies (CYFSP is preferred template for NGOs)</li> <li>- Maintain provision of Annual performance reports 4 weeks after end of funding period/year</li> </ul> <p><b>EFFICIENCY GAIN: Consistent requirements across Programs and Directorates reduces NGO transactions costs and enables efficient approach to compliance by ACT Gov</b></p>
12	<p>Develop protocols for information sharing to support “report once/use often” principle.</p> <p><b>EFFICIENCY GAIN: Lower transaction costs for NGOs partnering with ACT Gov</b></p>
13	<p>Systematic sharing of NGO reporting data across ACT Government portfolios. Technology solution to remove manual processes (will require investment and careful scoping) would address nearly all areas raised to improve efficiency in reporting.</p> <p><b>EFFICIENCY GAIN: Lower transaction costs for NGOs partnering with ACT Gov</b></p>

2022-2024 Commissioning for  
Outcomes



**ACT**  
Government