



Coordinated Commissioning

Frequently Asked Questions

Why are we moving to this approach?

Communities funds several programs and services that support at risk young people and their families. Communities developed and is responsible for implementing the [At Risk Youth Strategy 2022-2027](#).

- Community consultation consistently highlighted the need for more integrated, coordinated and locally responsive services. While At Risk Youth, Home Stretch WA, and Target 120 all support vulnerable young people, they have historically been commissioned separately.
- Communities has aligned the contract end dates to mid to late 2027, creating a unique opportunity to recommission the programs together while maintaining program elements and intent of each program.
- This approach also provides an opportunity to strengthen Aboriginal Community Controlled Organisation (ACCO) participation, where appropriate, recognising consultation feedback on the important role of ACCOs in delivering culturally responsive, community led services.

What are the potential benefits of this approach?

The intent of this commissioning approach is to improve service delivery for young people and make it easier for providers to focus on delivering quality services, by reducing the administration burden of navigating multiple commissioning processes. In addition:

- Stronger place-based services create more opportunities for providers to work together and deliver coordinated support that reflects the needs of local communities, rather than individual program boundaries. Whilst also supporting pathways for ACCOs to play a stronger role in place-based service delivery.
- Reducing duplication means greater alignment across commissioning, reporting and engagement activities, helping to reduce administrative burden. This was a consistent theme throughout our consultations.
- Clearer partnerships provide greater certainty about roles, responsibilities and how organisations work together.
- We're also aiming for more meaningful engagement. Rather than multiple consultation processes across programs, we want more strategic conversations with the sector that value providers' time and expertise.

Ultimately, these changes are intended to support better outcomes by encouraging a more coordinated service system that is easier for young people and families to navigate.

What does this mean in practice?

Between March and April 2026, considering the feedback received, Communities undertook a rapid internal exploratory process to examine opportunities for a complementary commissioning of Target 120, At Risk Youth services and Home Stretch

WA. This process involved a series of workshops that focused on collating cultural and community context from Aboriginal Outcomes and regional stakeholders, young people demographics, Communities funded programs and other government funded services into a service ecosystem map. From there broad opportunities with key considerations were conceptualised. **The commissioning approach will not apply a single model across every location;** the key considerations include alignment to:

- Approved program funding – no changes to existing funding
- Budget decisions – working within current budget parameters
- Retaining program elements – the key service model components will remain the same for each program
- Current service locations and reach – all current locations will still be serviced by each program
- Current contract cessation dates (mid-late 2027).

The objective is to build on existing strengths while improving coordination, reducing fragmentation and creating more seamless pathways for young people and families.

Why is there is no single commissioning approach across every location, why are they different?

The approach proposed for each location has been informed by local context, program requirements and opportunities to strengthen ACCO participation where appropriate.

Importantly this is not a one size fits all approach. Communities has considered locations individually to determine the most appropriate commissioning approach for each, noting the proposed approach continues to be developed and is subject to approval by the Community Services Procurement Review Committee.

What are the proposed commissioning approaches?

Communities is proposing two commissioning approaches across Western Australia, tailored to location and local context.

1. In selected locations, one, two or three programs are proposed to be commissioned together through a single procurement process. This approach supports more coordinated service delivery while maintaining the program elements and intent of each individual program. This approach also provides an opportunity to assess the effectiveness of the model in selected locations before considering wider application.
2. In all other locations, programs are proposed to be commissioned separately. The proposed procurement approach will be determined by the individual program and local circumstances. This provides flexibility to respond to local circumstances and ensures locations can be addressed through the most appropriate commissioning mechanism.

What's happening in my location?

The anticipated recommissioning locations and the programs are listed below.

ARY = At Risk Youth

HS = Home Stretch WA

T120 = Target 120

Anticipated Coordinated Commissioning
Albany (all)
Broome (HS and T120)
Carnarvon (all)
Esperance (ARY and HS)
Fitzroy Crossing (all)
Geraldton (all)
Halls Creek (all)
Hedland (all)
Karratha (HS and T120)
Kununurra (HS and T120)

Anticipated Commissioning Separately
Kalgoorlie (HS)
Metropolitan Perth (HS)
South-West region (HS)
Wheatbelt region (HS)
Northam (T120)
Newman (T120)
Derby (T120)
Bunbury (T120)

Why is my location proposed/not proposed for a certain approach?

Communities has applied a consistent consideration process across all locations, drawing on stakeholder engagement, local data and context, and place-based assessment. This assessment reflects Communities' current thinking based on the information available and the engagement undertaken to date. As implementation progresses, we will continue to consider new information and local circumstances to support effective implementation of the agreed approach.

Each geographical location was considered against a range of factors rather than applying a single rule or threshold. These factors included existing commissioning arrangements, local service context, stakeholder feedback, opportunities for place-based delivery, and the extent to which coordinated commissioning would add value and support sustainable service delivery.

These considerations were assessed collectively, recognising that local circumstances vary across Western Australia. No single factor determined whether a location was included or excluded.

Does this replace existing services?

Communities recognises there is a need for ongoing service delivery; however, service contracts may be awarded to new service providers, dependent upon the outcomes of the procurement process. In all approaches, the intent is to retain local expertise, relationships and community knowledge. In some locations, services will be brought together into a more integrated model. In others, services will continue to operate independently. This ensures that the strengths of the current system are maintained, while addressing the issues identified through stakeholder engagement.

Which At Risk Youth, Home Stretch WA, and Target 120 services and sites are included in this anticipated commissioning?

All services in the proposed sites listed above are included in this anticipated commissioning process. For those not included:

- At Risk Youth services will be re-commissioned separately and in line with government advice and approvals. Further details are expected to be provided about this approach in early 2027.
- There are currently no planned commissioning activities for At Risk Youth Night Patrol services in Broome and Kununurra, Arclight, Home Safe and Nyoongar Outreach Services. However, these services may be considered as part of future commissioning activities.
- Target 120 metropolitan sites will retain a Communities-led service model to ensure consistency across service delivery and maintain an efficient and sustainable operating model. These sites are not included in this commissioning.

How many At Risk Youth, Home Stretch WA and Target 120 current agreements are in place?

At Risk Youth currently holds 65 agreements which comprises largely of Service Agreements. Funded services provide a range of supports for at risk young people including prevention, early intervention, engagement, outreach, counselling, diversionary, and culturally responsive services for vulnerable young people. There are 56 services included in this commissioning process.

Home Stretch WA is being delivered in every region across the State through 14 grant agreements, 11 agreements are delivered by 10 ACCOs.

Target 120 currently hold 15 Grant Agreements across 13 service providers, 12 of which are delivered by ACCOs.

Last year a re-design of At Risk Youth services was mentioned. Are we still doing this?

No, a full redesign of the At Risk Youth service specifications is not planned as part of the current commissioning process. The focus of this commissioning activity is on maintaining service continuity and recommissioning existing services, rather than undertaking a formal review or redesign of service models or specifications. However, supporting better outcomes for young people remains an important focus.

Stakeholder feedback provided through previous consultation processes remains valuable and will continue to inform future policy, service reform, and commissioning considerations. While a full redesign of service specifications is not proposed, the recommissioning process is proposed to, where possible, incorporate updates to better align services with the At Risk Youth Strategy and contemporary service delivery practice. This includes modernising language and refining service delivery expectations to reflect current policy settings and evidence-informed approaches. These changes may represent a shift for some providers, particularly in relation to age cohorts and target population focus; however, they are intended to strengthen alignment across the service system while maintaining the core purpose and intent of existing programs.

The Department will continue to consider opportunities for service improvement and innovation as part of ongoing program development and future commissioning activities.

How are diverse voices being included (e.g., lived experience?)

The At Risk Youth Strategy 2022-2027 outlines the importance of including the voices of young people with lived experience of being at risk to identify ways to reduce barriers to seeking help and staying engaged with support services.

Communities will work with place-based service providers and stakeholders to identify the best approach to engaging with young people with lived experience. It is proposed for, where possible, the recommissioning process to incorporate the voices of young people.

How are the voices of young people considered through this process?

The voices of young people have been an important consideration in both the development of the At Risk Youth Strategy and the recommissioning approach. The lived experience of young people at risk provided valuable insights, views and ideas that directly informed the priorities and actions within the At Risk Youth Strategy 2022-2027.

In addition, this commissioning work builds on significant engagement already undertaken across the At Risk Youth (ARY), Home Stretch WA (HSWA) and Target 120 (T120) programs. Throughout 2025, the ARY team undertook extensive statewide consultation with service providers, district leadership and key stakeholders to identify challenges, opportunities and future service needs. As part of this process, service providers were invited to seek feedback from young people accessing their services where it was appropriate and safe to do so. To support this engagement, Communities partnered with the YACWA, which facilitated workshops and provided guidance to service providers on approaches for gathering and incorporating the views of young people. Insights from this engagement, alongside broader stakeholder feedback, will be considered throughout this process.

Consistent with the coordinated commissioning approach, Communities is seeking to ensure services respond to the needs of young people within their local communities. The feedback and lived experience insights gathered through the At Risk Youth Strategy and subsequent consultation activities have helped shape the commissioning approach, including a focus on local need, service accessibility, coordination and supporting positive outcomes for young people experiencing vulnerability.

While this commissioning process is primarily focused on service continuity and recommissioning existing services, Communities will continue to consider the perspectives and experiences of young people as part of ongoing program development, service improvement and future commissioning activities.

Last year at Home Stretch sector information sessions, the proposed procurement process was a two-stage Expression of Interest and Request for Tender, with a Partnership phase to follow the Expression of Interest stage, is this still happening?

This proposed procurement process is a one-stage Request for Tender process. A partnership phase with potential Respondents is not planned at this stage.

What is the timeline for the anticipated commissioning approach?

All current program contract cessation dates are mid-late 2027, Communities is seeking to commission services by this date. Communities will provide regular updates on progress to stakeholders through email and through this website.

If you would like to register to receive project updates, please contact the Strategic Services At Risk Youth project team on StrategicServicesARY@Communities.wa.gov.au.

How much funding will be available for services in each location?

Funding amounts per location will be provided following government approvals of this anticipating commissioning process. The proposed Tender document release will contain funding amounts per location. Communities will also offer non-mandatory briefing sessions following the Tender release in which the funding amounts and more information about the proposed Tender document will be provided. It is important to note that there are no changes to approved funding envelopes, and we are working within current budget parameters.

What happens now?**Anticipated Coordinated Commissioning locations**

As this is a new and innovative approach face-to-face sector Information Sessions will be run in all anticipated coordinated commissioning locations. Registrations are required; you can register on our [webpage](#) using the relevant location Humanitix link.

Anticipated Commissioning Separately locations

For Home Stretch WA only locations, previous information sessions about the program were completed in 2025, this program information remains relevant and a further information session is not required. However, a pre-tender briefing is expected to be held following approval of the procurement process to provide prospective respondents with information on the forthcoming approach.

Target 120 only sessions will be run in Bunbury and Derby.