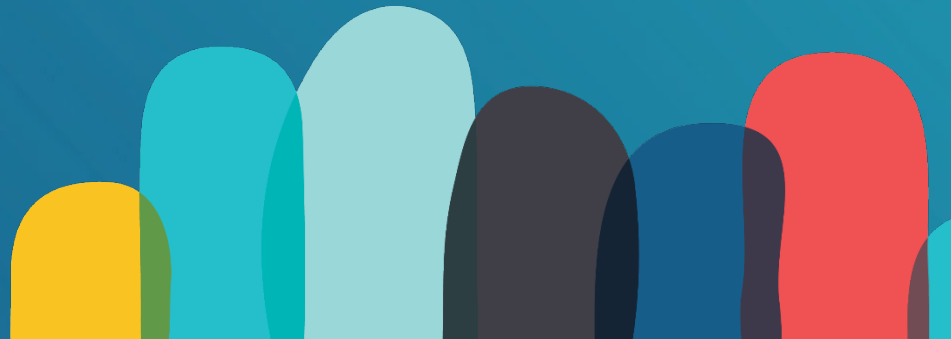
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Sector Information Session

Commissioning of At Risk Youth, Home Stretch WA, Target 120

September - October 2026



Acknowledgement of Country



The Department of Communities proudly acknowledges Traditional Custodians throughout Western Australia and recognises their continuing connection to the lands, waters and communities.

We pay our respects to Aboriginal people, cultures, and to Elders past, present and emerging.

What we will cover in this session

Part 1: "Getting to know the programs"

Item
Acknowledgement of Country
Introductions
Background on anticipated commissioning approach
At Risk Youth • Background and program
Home Stretch WA • Background and program
Target 120 • Background and program

Part 2: "The Procurement process"

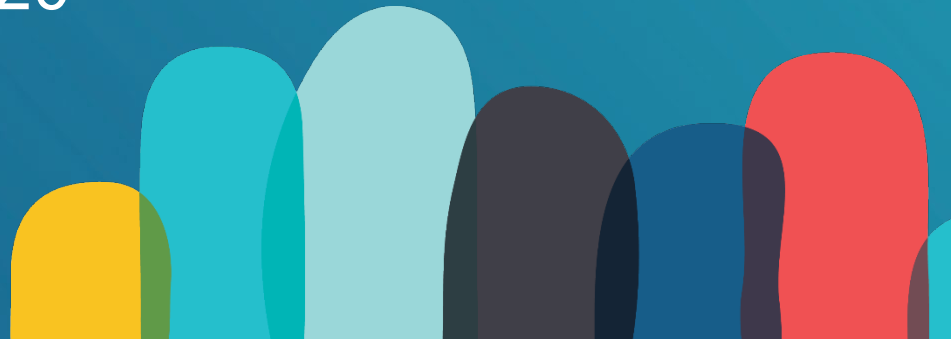
Item
Coordinated Commissioning Framework
Procurement Strategy and Methodology – anticipated date
Tenders WA requirements
Summary and support Questions and Answers
Close

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Department of **Communities**

Part 1: Getting to Know the Programs

Commissioning of At Risk Youth, Home Stretch WA, Target 120

September - October 2026



Why are we reviewing the commissioning approach?

Community consultation consistently highlighted the need for more integrated and coordinated services. The alignment of the contract end dates in 2027 provides an opportunity to respond to this feedback.

2025



Statewide consultation and evidence identified opportunities for stronger coordination and more flexible, local response

Current State



Three distinct programs, delivered through separate contracts, are operating to support vulnerable young people.

2027 Opportunity



Contract end dates align in mid 2027 creating opportunity to recommission selected services using placed-based approach.

Benefits for young people and providers

A simpler, more coordinated commissioning approach.



Reduce duplication
greater alignment across commissioning process, reporting and engagement



More meaningful engagement
fewer consultation processes and more strategic conversations with government



Clearer partnership
greater collaboration between organisations, with clearer roles



Stronger place-based services
more opportunities to deliver coordinated support that reflects community need



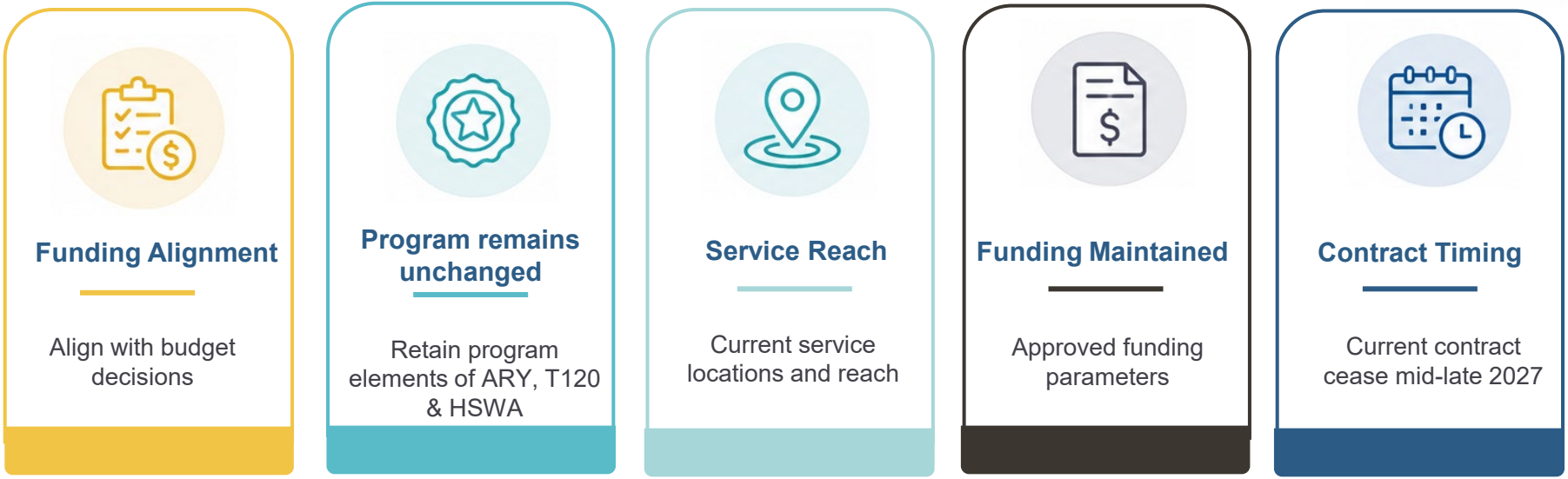
Better outcomes for young people
integrated services make it easier for young people and families to access the right support at the right time



Greater service certainty
Moving eligible services from grants to Service Agreements provides greater certainty for workforce planning, service continuity and organisational development.

New Commissioning

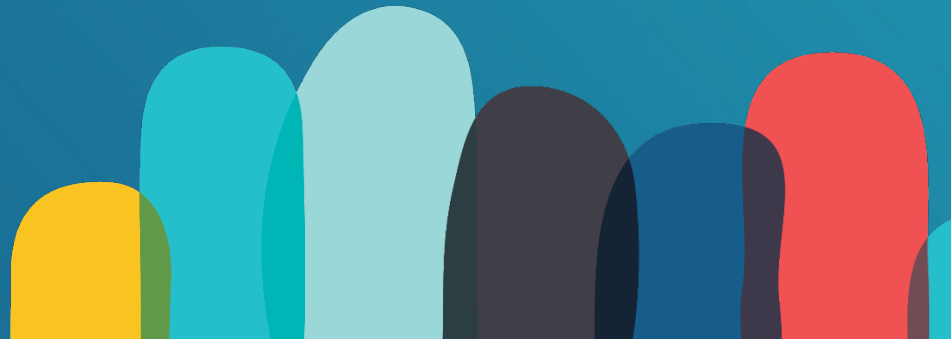
What is guiding the proposed commissioning approach?



- We have applied a consistent consideration process across locations, drawing on the engagement undertaken to date alongside local data, service context, and opportunities to strengthen ACCO participation where appropriate.
- In selected locations including this one, it is proposed services will progress through a coordinated commissioning approach.

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At Risk Youth



At Risk Youth Strategy 2022–2027 (the Strategy)

- The Strategy was released in September 2022 and aims to strengthen responses for young people:
  - aged 10 to 24 years
  - with multiple and complex problems
  - who are at risk of harm
  - with increased vulnerability experiencing poor life outcomes
  - with an increased risk of requiring a tertiary and/or statutory response (child protection, police, justice, and acute mental ill-health: including social, emotional and spiritual wellbeing).
- The Strategy provides a high-level framework to improve responses for at risk young people and their families across four interrelated focus areas:

Focus Area One: Partnerships, collaboration and integrated responses

Focus Area Two: Targeted initiatives to improve long term outcomes

Focus Area Three: Strengthening the services system for at risk young people

Focus Area Four: Services and supports for Aboriginal young people

Guide to defining young people at risk

Encompassing all communities and identities in society – including vulnerable Aboriginal young people and young people from multicultural backgrounds or those identifying as LGBTIQA+

Impact

- Criminal justice contact
- Early or lifelong mortality
- Becoming victims or perpetrators of crime
- Chronic unemployment, poverty and homelessness

Indicators

- Adverse childhood experiences, intergenerational trauma
- Chronic health conditions including mental health conditions
- Alcohol and other drug use
- Truancy and not engaged in employment, training or education
- Experience of primary, secondary or tertiary homelessness
- Lack of connection to culture, identity and community
- Cognitive and neurodivergent disabilities
- Intergenerational out-of-home care
- Unsafe family environment or living arrangements
- Poor mental health including self-harm and suicide ideation
- Experience with the child protection system
- Early parenthood
- Impact of social media
- Experiences of FDV

Protective/resilience factors

- Connection to family, community, culture
- Trauma-informed supports

Aligning the future service system with At Risk Youth Strategy



A broader framework that responds to feedback while strengthening shared outcomes.

01 Aligned to the ARY Strategy

- Keeps young people at risk and their families at the centre.
- Reflects the Strategy's focus on coordinated, culturally safe and locally responsive support.

02 Shaped by what we heard

- Consultation feedback is informing the design, not a predetermined service model.
- Changes are being made where possible within existing program, funding and service constraints.

03 Focused on shared outcomes

- Draws on the Program Logic and Outcomes Framework to strengthen alignment across programs.
- Supports clearer pathways, collaboration and consistent outcomes while retaining what is working.

What this means

A more connected service system, with greater alignment around outcomes and local need, without assuming every program or service must look the same.

Current ARY Service Delivery



Engagement Activities

Engagement Activities strengthen protective factors and social connectedness.

Recreational and diversionary activities, workshops and other activities that engage young people.



Outreach and Connection

To build confidence, provide emotional support, assist in problem solving.

Outreach and mentoring to support young people.



Case Management

Holistic, proactive and trauma informed support.

Individual support for young people experiencing multiple or complex needs.

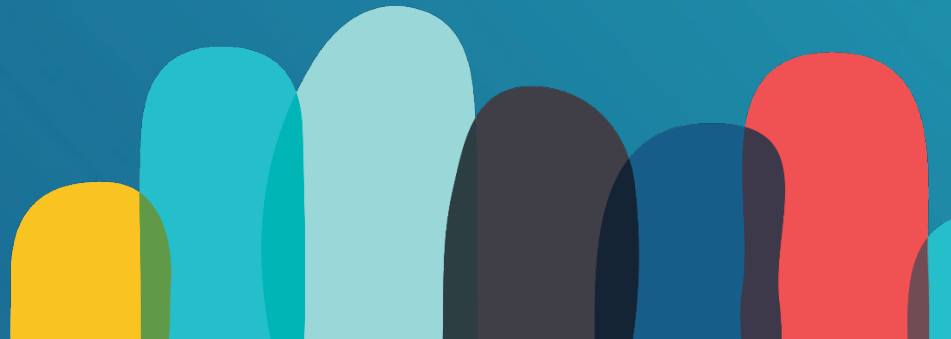
The commissioning approach will retain the flexibility to reflect the existing requirements and context of each location

The right supports, at the right time

Service Stream Continuum	Prevention	Early Intervention	Intensive Support
	Building connection and reducing risk	Responding when risks and needs increase	More coordinated and sustained support for complex needs
Level of Risk	Medium	High	Very High
Service Focus	• Provision of engagement activities • Connection to community support • Early referral where additional support is needed	• Targeted support in response to emerging needs • Connecting young people with the right service supports • Supporting stability and preventing escalation	• Coordinated support for multiple or complex needs • More intensive, individualised support • Supporting stability, safety & sustained positive outcomes.

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Home Stretch WA



Home Stretch WA Background and Co-design

- Communities has legislative responsibility under the *Children and Community Services Act 2004*.
- Ongoing service need identified – Home Stretch WA developed, co-designed with lived experience young people.
- WA Government commitment in 2021.
- Home Stretch WA Community of Practice & roll out of opt in program to provide support to young care leavers.

Why we need Home Stretch WA – young people leaving care statistics



96% had at least one Emergency Department presentation *(Navigating Through Life 2024)*

91% recorded at least one hospital admission (*Navigating Through Life 2024*)



80% did not complete high school education (*OAG Report 2018*)

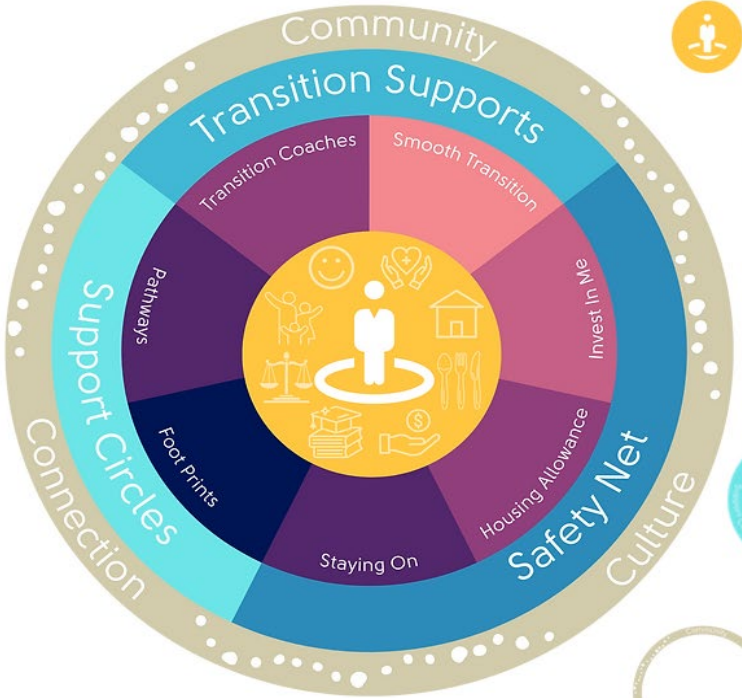


54% were not linked to training or employment (*OAG Report 2018*)



43% did not have stable accommodation (*OAG Report 2018*)

Home Stretch WA – what is it?



Young people are at the centre of support. Everyone is treated as an individual

Support or connection is offered in all areas of life

Support is delivered in specific ways (Practice Approaches) that work for young people

Service Offer is focused on three Key Elements of support

Home Stretch WA's greater purpose is to connect young people with their community and culture

- Supporting young people in care to smoothly transition from age 17.5.
- Opt in and out model
- Referral from age 17
- Service until age 21

Home Stretch WA – what we want to achieve

Young people need….

Individualised 1:1 support for:
- Education
- Training or employment
- Stable accommodation
- Building cultural knowledge, learning and connection

Home Stretch WA provides…

Transition Supports
- Transition Coach
- Smooth Transition

Safety Net
- Housing Allowance/Staying On Subsidy
- Invest In Me Funding

Support Circles
- Footprints
- Pathways

To achieve….

SLO 1: Support received by young people is enabling successful transition to adulthood.

SLO 2: Home Stretch WA is responsively addressing service users' needs and expectations.

SLO 3: Service users gain:
- **Access to stable housing and health care**
- **Education, training, employment opportunities**
- **A sense of identity and connection**

SLO 4: Services are shown to be culturally responsive, place-based and person-centred.

SLO 5: Service providers work with the Community of Practice, collaborate and share data.

Case Study

“My life has changed for the better and my Transition Coach has had a positive impact on my life. Some positive outcomes I have had over the last few months have helped me feel more in control of my life. This involves taking charge of many different aspects of my life including finance, mental health, physical health, relationships and social connections. My Transition Coach also helped me with applying for Disability Support payments.

I now have an understanding of the Centrelink system and this has assisted with alleviating stress and I am now able to access the necessary financial support. I also had assistance with engaging with different services such as disability support, support for me to be a mum, and healthcare. This has made me learn how to take charge and navigate through challenges with a newfound confidence.

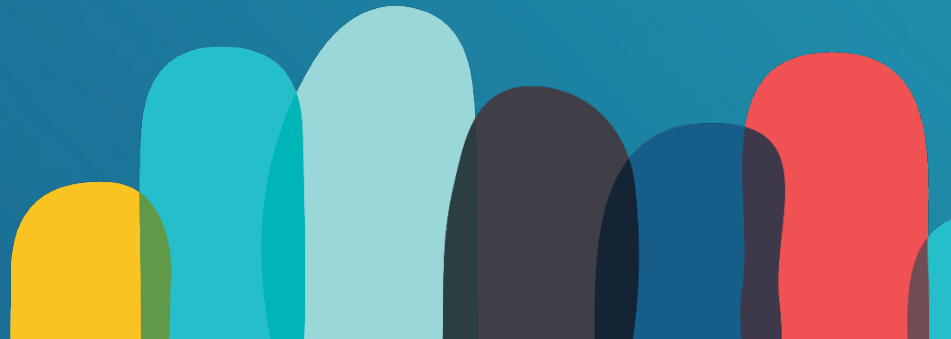
I have learned how to maintain my independence such as cleaning and cooking healthy options for myself and my child. This has helped me with being more self-reliant. I have practiced these skills and intend to focus on becoming more independent in time”.

In Summary

- The State Government has committed $29 million per annum to deliver Home Stretch WA across the state.
- Home Stretch WA has been designed and tested over several years and is showing to be resulting in significant positive change for young people who have participated.
- We'd like to acknowledge the integral efforts of our lived experience consultants and current service providers.
- From commencement to June 2026, the program has delivered support to over 1000 care leavers state-wide.
- This has been supported by a strong, self-sustaining sector-wide Community of Practice, which was developed to encourage and facilitate continued service improvements.

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Target 120



Target 120

2017 election commitment

- Community Youth Officer (CYO) led sites
- Aboriginal Community Controlled Organisation (ACCO) led/supported sites
- Community Sector Organisation (CSO) led/supported sites

An early intervention program supporting young people at risk of becoming repeat offenders by addressing underlying issues that lead to offending.

Eligible

- At-risk young people who have had one or more contacts with WA Police
- Are between 10 and 14 years of age
- Live in a Target 120 roll-out location

Ineligible:

- A child in the care of the CEO
- Open to Intensive Family Support at intake
- Current Youth Justice related orders

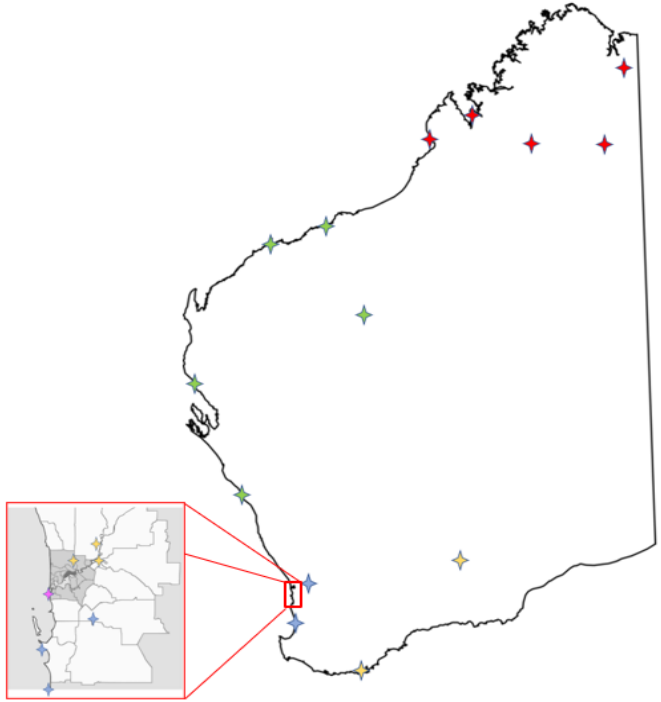
Using WAPOL, CPFS and Justice data
to identify and prioritise young people

Operational Capacity
10 young people and their family members

Governance
Executive Committee and Local Interagency Groups (LIGs)

Target 120 Locations

Sites	
Albany	Kalgoorlie
Armadale	Karratha
Broome	Kununurra
Bunbury	Mandurah
Carnarvon	Midland
Derby	Mirrabooka
Ellenbrook	Newman
Fitzroy Crossing	Northam
Geraldton	Port Hedland
Halls Creek	Rockingham



Local Interagency Group (LIG)

Directs and guides the implementation of the Target 120 program

Who is at the table

- **Target 120 Site Lead** – DoC, ACCO or CSO
- CPFS
- Education
- Housing and Works
- Health
- Justice
- WA Police

What the LIG does

- Endorses and prioritises candidates
- Connects services across agencies
- Escalates and resolves issues
- Upholds shared standards

The Client Journey



New policy changes

Children in the care of the CEO and open to Intensive Family Support will be eligible

Young people with Community Based Orders will be eligible to the program

Intake age increased to 17 years

LIG membership broadened

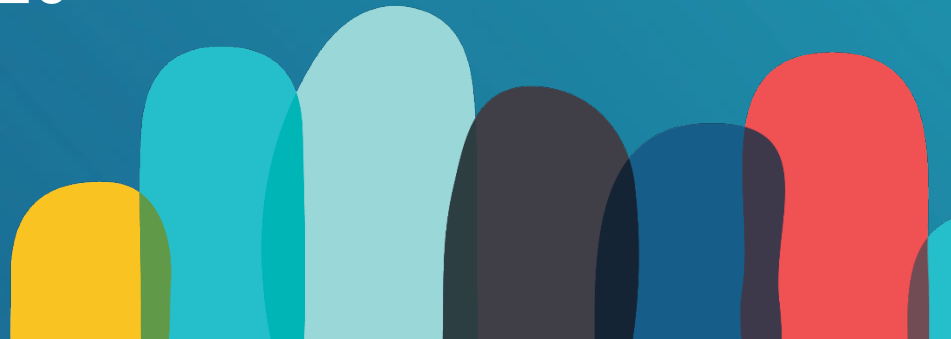
Transition supports for up to 12 months for young people who successfully exit the program

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Part 2: The Procurement Process

Commissioning of At Risk Youth, Home Stretch WA, Target 120

September - October 2026



What we will cover in this session

Part 2: "The Procurement process"

Item
Coordinated Commissioning Framework
Procurement Strategy and Methodology – anticipated date
Tenders WA requirements
Summary and support Questions and Answers
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Coordinated Commissioning Framework

Domain 1: Safe	**Outcome 1**: Children and young people are not at risk of harm and are safe and connected
Domain 2: Stable	**Outcome 2**: Children and young people transition positively into adulthood
Domain 3: Healthy	**Outcome 3**: At risk young people can access trauma-informed, effective services that have capacity to respond to their diverse needs
Domain 4: Equipped	**Outcome 4**: Families, carers and community members have the knowledge, skills and confidence to access supports they need to support their young people
Domain 5: Connected	**Outcome 5**: Children and young people at risk are engaged in positive community-based activities.
Domain 6 : Empowered	**Outcome 6**: Young people have the confidence, skills and opportunities to make informed decisions about their lives.

Proposed Coordinated Commissioning

- One request document
- Opportunity to demonstrate how those services could work together more effectively.
- Each program retains their individual program requirements and intent.
- The aim is to provide flexibility for providers, while creating opportunities for greater coordination.

Coordinated or individual application – Albany

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Albany	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Coordinated or individual application – Broome

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Broome	X	Yes	Yes	X	X	Yes	X

Coordinated or individual application – Fitzroy Crossing

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Fitzroy Crossing	X	X	X	X	X	X	Yes

Coordinated or individual application – Carnarvon

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Carnarvon	X	X	X	X	X	X	Yes

Coordinated or individual application – Geraldton

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Geraldton	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Coordinated or individual application – Esperance

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Esperance	X	X	NA	Yes	NA	NA	NA

Coordinated or individual application – Halls Creek

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Halls Creek	X	X	X	X	X	X	Yes

Coordinated or individual application – Kununurra

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Kununurra	X	Yes	Yes	X	X	Yes	X

Coordinated or individual application – Hedland

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Hedland	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Coordinated or individual application – Karratha

ARY = At Risk Youth HS = Home Stretch WA T120 = Target 120

Location	ARY	HS	T120	ARY + HS	ARY + T120	HS + T120	ARY + HS + T120
Karratha	NA	Yes	Yes	NA	NA	Yes	NA

Procurement Strategy

- Communities' is committed to supporting ACCOs and Aboriginal businesses, particularly to meet regional needs where young people accessing services are predominantly Aboriginal.
- Communities commits to policies from National, State and Departmental level aiming to support the building of the ACCO sector and increasing ACCO-led service delivery. These include:
  - National Agreement on Closing the Gap
  - Aboriginal Empowerment Strategy 2021–2029
  - Aboriginal Community Controlled Organisation Strategy 2022–2032.
  - Aboriginal Community Controlled Organisation Commissioning Framework

Proposed Coordinated Request for Tenders

Location	Proposed procurement approach
Albany	Request for Tender
Broome	
Carnarvon	
Esperance	
Fitzroy Crossing	
Geraldton	
Halls Creek	
Hedland	
Karratha	
Kununurra	

Process	Anticipated Date
RFT Advertising	Early 2027

What can I do now to prepare?

- All providers are encouraged to register on Tenders WA prior to the tender release date. The link to register is Tenders WA | Register New Business.
- If you are registered on Tenders WA, please ensure your contact details are up to date and correct.
- We will look to confirm ACCO status through your constitution and registration through Office of the Registrar of Indigenous Corporations, ORIC.

RFT Writing Top Tips

- Read all the information provided in the RFT carefully, including links to policies, think about how this information relates to your organisation and the program/s you are applying for.
- Explain your connection to the region, partnerships you have forged that may aid in the delivery of the program/s.
- Substantiate your claims – provide examples. If you have not delivered the program/s before, explain how the skills/experience you have from other programs is relatable. If there are identifiable gaps in what you have delivered before in comparison to the program/s, explain how you will close those gaps.
- State how you are going to do something, not just that you will do it.
- Some of the program/s have elements which are fixed, think about how your organisation is placed to work within this model/s e.g. what recruitment might be necessary and how you plan to do this.
- We cannot accept RFT submissions after the closing date.
- Ensure that you apply for the right RFT in your location, we cannot move responses from different response boxes.
- For Aboriginal businesses supplying to government, support is offered through the Department of Treasury and Finance.

Summary

- Department of Communities will be commencing with recommissioning of At Risk Youth, Home Stretch WA and Target 120 in these locations, with the RFT likely to be released in early 2027.
- There may be different procurement approaches, both open and restricted and as such separate RFT processes for different locations.
- All existing grant and service agreements (where relevant) are proposed to be extended to align to the procurement timelines.
- More RFT information at a non-mandatory pre-tender briefing session.

Please note that Communities has outlined a proposed commissioning process including timelines.

Whilst Communities does not anticipate any changes, if there are any changes they will be communicated, and we will endeavour to contact you via your registered email address.

Next steps

- Commissioning site - Coordinated Commissioning Project: At-Risk Youth, Home Stretch WA and Target 120
- Please contact the StrategicServicesARY@communities.wa.gov.au for any questions.



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Department of **Communities**

Thank you

Working together to deliver the right supports, at the right time, for young people at risk across Western Australia.

