Government of **Western Australia**
Department of **Communities**

Coordinated Commissioning

Frequently Asked Questions from Information Sessions held during September and October 2026

Proposed commissioning approach and arrangements

Why wasn't there a direct negotiation approach given the limited number of Aboriginal Community Controlled Organisation's (ACCOs) in Karratha?

The procurement approach for locations included in this commissioning process has not yet been determined. The Department of Communities (Communities) will continue to engage with stakeholders and consider feedback received through recent consultation activities across the proposed service locations to inform final commissioning and procurement decisions.

Further information regarding the procurement approach, including any associated requirements and timelines, will be provided once the procurement process has been approved and formally commenced. Procurement activities are currently anticipated to commence in early 2027.

Will there be preference given to organisations who tender for all three services, instead of organisations tendering for individual services?

Regardless of the number of programs an organisation applies to deliver, respondents should demonstrate their capacity to work collaboratively with other relevant services and supports operating within the location, and how their service model will contribute to a coordinated service response that achieves positive outcomes for young people and families.

Can organisations apply through a partnership or consortium arrangement?

Yes, organisations may choose to apply through a partnership or consortium arrangement. However, regardless of the arrangement proposed, applicants will need to demonstrate their capacity to effectively deliver services, achieve outcomes, and establish and maintain appropriate local connections. The Requests for Tender documentation will provide further detail on the requirements and expectations for all applicants.

What evidence of community feedback was used to inform decisions about the commissioning approach?

In 2025, Communities undertook extensive engagement to inform the future commissioning of At Risk Youth and Home Stretch WA services and locations. For At Risk Youth services, this included 53 one-on-one meetings with service providers, attendance at 15 district leadership meetings, and 30 workshops across metropolitan and regional locations. Home Stretch WA engagement included 12 information sessions with service providers and an online briefing session for internal stakeholders and an independent evaluation. The strength of Target 120 is also considered, which relies on close collaboration between local service providers and government agencies to support

improved outcomes for young people and reduce youth offending and associated risks. Target 120's ongoing stakeholder engagement, service delivery experience and findings from its 2024 independent evaluation were also used to inform the commissioning approach.

Feedback consistently highlighted the need for greater service integration, improved coordination, streamlined access to support, and stronger local collaboration.

Stakeholders also emphasised the value of existing place-based approaches, including strong local service networks, established providers relationships, and groups such as the Local Interagency Groups, which support coordinated responses to local needs.

These themes informed the development of the proposed coordinated commissioning approach. Importantly, this is not a one-size-fits-all approach. Communities has considered each location individually to identify the most appropriate commissioning approach, recognising the differing service systems, needs, and opportunities across the State. The proposed approach continues to be refined and remains subject to Government approvals.

Further engagement through the 1 September 2026 webinar and information sessions held between late September and early October 2026 provided additional opportunities for service providers and community members to understand and provide feedback on the proposal. This feedback continues to inform Communities' planning and decision-making.

Why would Communities recommission a new organisation rather than build the capacity of an existing organisation that is already delivering services in the community?

Communities recognises the significant contribution existing service providers make in supporting young people, families and communities, and acknowledges the value of local knowledge, experience and established relationships. However, Communities has an obligation to ensure commissioned services are achieving the best possible outcomes for young people and families and continue to meet current and future service needs. Competitive procurement processes provide an opportunity for organisations to demonstrate their capability, service model, local partnerships and value for money.

The recommissioning process also provides an opportunity to review longstanding arrangements. Many At Risk Youth service contracts have been in place for a significant period of time and have evolved over many years. Through this process, Communities is seeking to ensure commissioning arrangements remain fit for purpose, responsive to local needs, and aligned with contemporary commissioning practice.

In addition, programs such as Target 120 and Home Stretch WA have traditionally been funded through shorter-term grant arrangements. Subject to procurement outcomes and available funding, Communities intends to move towards longer-term service arrangements where appropriate. Longer contract terms can provide greater certainty for providers, support workforce stability and retention, enable long-term planning, and strengthen service continuity for young people and families.

Importantly, Communities recognises that local contexts vary across the State. As such, the commissioning approach is not intended to apply a single model in all locations. The

proposed procurement arrangements intend to reflect local service system, program requirements, and community needs.

Existing providers are well placed to draw on their experience, local connections and understanding of community needs when responding to Requests for Tender. However, Communities must assess all submissions on their merits and cannot guarantee the continuation of funding arrangements with any particular organisation.

What supports are there to help with applications once open?
The Requests for Tender (RFT) are expected to be released in early 2027, subject to government approvals. The RFT documentation will include information to support respondents, including service specifications, qualitative criteria, and tender requirements.

Prior to the release of the RFTs, and following receipt of the necessary government approvals, Communities will provide an update on the outcome of the procurement approach in each location.

Following the release of the RFTs, Communities will offer a non-mandatory online briefing session for interested providers. The session will outline the RFT requirements and provide an opportunity to seek clarification.

The Department of Treasury and Finance can also provide support to ACCOs and Registered Aboriginal Businesses (RABs) intending to tender for any of the locations.

Will this be open to all service providers?
Any decision on procurement approach will align with the relevant policies and frameworks, including the Aboriginal Community Controlled Organisation Commissioning Framework, as well as other applicable procurement requirements.

The engagement process will assist in identifying and assessing potential procurement options, including opportunities for ACCOs. In locations where a high proportion of eligible young people identify as Aboriginal, a Limited Sourcing (Restricted to ACCO and/or RAB process) may be applied to ensure service delivery approaches are responsive to local community needs and circumstances. Following government approvals, the RFT documentation for each location will specify whether the procurement process is open to all service providers or restricted to ACCOs and/or ARBs.

Regardless of whether a procurement process is open or restricted, respondents will be expected to demonstrate their organisational capacity to deliver quality services and achieve outcomes, and ability to establish and maintain appropriate local connections.

Prior to the release of the RFTs, and following receipt of the necessary government approvals, Communities will provide an update on the outcome of the procurement approach in each location. Following the release of the RFTs, Communities will offer a non-mandatory online briefing session for interested providers. The session will outline the RFT requirements and provide an opportunity to seek clarification.

Can organisations located outside the service area apply?
Yes. Respondents from outside the service area may apply; however, will be expected to demonstrate their capacity to effectively deliver services in a location and in a coordinated manner, achieve outcomes, and establish and maintain appropriate local connections.

What will the Service Agreement term be?
The Service Agreement term is intended to be for an initial period of three years, with the option to extend for up to two additional one-year periods.

Will reporting for each service be separate if an organisation is successful in delivering multiple programs?
One of the benefits of the Coordinated Commissioning approach is to enable reporting efficiencies for service providers delivering multiple programs. This is intended to include whole of organisation reporting while ensuring that reporting requirements appropriately capture outcomes against each program's objectives.

Will the financial acquittal for programs be consolidated if an organisation is delivering multiple services?
Yes. Financial acquittals are expected to be consolidated for organisations delivering multiple services.

If an organisation applies for all three services but later decides it would prefer to deliver only one or two services, can this be discussed with Communities if they are identified as the preferred applicant?
The Requests for Tender will provide respondents with the option to propose delivery of one, two, or all three services. Respondents will also be able to indicate whether they wish to be considered for fewer services. If an organisation’s preferences change during the procurement process, including after being identified as a preferred applicant, it should advise Communities as soon as possible.

Communities will consider the request through the negotiation process, taking into account the procurement requirements, service needs of the location and whether the organisation remains best placed to deliver the services. Any changes would be subject to agreement with Communities.

Will cultural competency, compliance and capability be considerations in the Request for Tender, given the importance of young people remaining connected to culture?
Yes, the Requests for Tender is intended to require respondents to demonstrate their ability to deliver culturally safe and responsive services, support young people to remain connected to culture, and maintain appropriate organisational governance and compliance.

Does a Community Sector Organisation partnering with an Aboriginal Community Controlled Organisation satisfy the requirements to demonstrate cultural competency?
Not necessarily. Respondents will need to clearly demonstrate how services will be delivered in a culturally appropriate and place-based manner, regardless of any partnership arrangement proposed. This includes providing evidence of the policies, practices, governance arrangements, workforce capability and mechanisms that support culturally safe and responsive service delivery and positive outcomes for Aboriginal young people, families and communities.

Who checks service provider compliance? If we are moving to 3-year service agreements, who checks if the service provider is doing what they are saying they are doing?
Compliance and performance of a Service Provider is managed by the Relationship and Contract Officer(s) (RACOs) within Communities' Contracting and Commissioning team. RACOs are responsible for monitoring service delivery and ensuring providers meet the requirements other service agreement and relevant legislative, government and department policy requirements.

Would consortium applications be viewed more favourably during assessment?
Not necessarily. All respondents will be assessed against the criteria outlined in the Requests for Tender and are expected to demonstrate their capacity and capability to deliver the service in a place-based and coordinated manner, achieve outcomes, and meet the requirements of the procurement process.

All submissions will be assessed on their merits against the criteria.

General

How can we access evidence demonstrating the effectiveness of services in each location?
The Home Stretch WA and Target 120 evaluation reports have recently been made available:

- Home Stretch WA report 2024
- Home Stretch WA report 2026
- Target 120 report

What are the acceptance rates for young people referred to Target 120 and Home Stretch WA?
For Home Stretch WA, once referred, approximately 80% of eligible young people continue to opt in and participate in the program state-wide.

Across the sites being procured, 3,023 young people were referred to Target 120 between February 2019 and October 2026. Of these, 1,240 (41%) were endorsed by the Local Interagency Group, and 481 (39% of those endorsed) commenced in the program with family consent.

Is there a location-specific or place-based report that captures community feedback? If so, can it be shared?
Communities undertook extensive engagement in 2025 to inform the future commissioning of At Risk Youth services underpinned by the At Risk Youth Strategy 2022-2027 (At Risk Youth, Target 120, Home Stretch WA). Feedback consistently highlighted the need for greater service integration, improved coordination, streamlined access to support, and stronger local collaboration. These themes informed the development of the proposed coordinated commissioning approach.

While engagement findings have been captured in internal planning documents, these reports are not publicly available. If you require further information, please contact StrategicServicesARY@communities.wa.gov.au with your request.

Is the Department of Communities coordinating commissioning and service delivery with other government departments?
This Coordinated Commissioning approach is for Community Services only at this stage. Communities continues to work collectively with Department of Justice and Department of Treasury and Finance to identify future opportunities for coordinated commissioning processes, where relevant.

How are young people and community members being supported to feel culturally safe when providing feedback on these programs?
Following sector information sessions, the Home Stretch WA and Target 120 evaluation reports have recently been made available:

- Home Stretch WA report 2024
- Home Stretch WA report 2026
- Target 120 report

The evaluations include significant input from young people with lived experiences. Communities ensures that culturally safe and responsive practices are incorporated into service delivery and evaluation processes to support positive outcomes for Aboriginal people, families and communities.

Housing was referenced multiple times throughout the presentation for both programs. What supports is government providing to assist services in addressing housing-related issues?
At Risk Youth, Home Stretch WA and Target 120 recognise the importance of a stable home environment as a key component to successful outcomes.
Communities works closely with relevant government agencies, including the Department of Housing and Works, to advocate for and support the housing needs of clients young people and families, where appropriate. Service providers are also encouraged to work collaboratively with local housing and support services to help connect young people and families with available housing-related assistance.

Will the service be delivered across the entire Great Southern region or only in Albany?
Each program will continue to be delivered within its current service boundaries.

How are we consulting with ACCOs? If we are asking for the service to be culturally safe, how are we funding ACCOs to be part of this process?
Communities recognises that culturally safe service delivery is strengthened through meaningful involvement of ACCOs and Aboriginal led perspectives in service design, commissioning and implementation.

Communities can link ACCOs into internal Communities' Aboriginal Outcomes division. This division has commenced long-term work in building ACCO capacity and capability.

Communities Aboriginal Outcomes is leading significant reform activity to strengthen relationships with ACCOs and build sector capacity through the ACCO Strategy 2022-2032, Aboriginal Economic Participation and Growth Policy and the Aboriginal Business Engagement Strategy, which aims to improve how Communities engages and partners with Aboriginal people, communities and ACCOs across policy, program and service design initiatives.

As part of the coordinated commissioning process, Communities will continue to engage with Aboriginal stakeholders and ACCOs to inform service design and ensure cultural safety requirements reflects local needs and cultural considerations.

Communities is committed to identifying opportunities to support ACCOs involvement through existing partnerships and capacity building initiatives under the ACCO strategy.

The commissioning approach will also encourage service providers to demonstrate how they will partner with Aboriginal people, communities and ACCOs to deliver culturally safe and responsive services.

If an organisation is registered as an Aboriginal organisation but is not registered with ORIC and is instead registered with ASIC, would this affect its ability to apply?
No. Respondents should clearly outline their organisational and registration status within their submission and demonstrate how they meet the requirements set out in the procurement documentation.

Communities will verify an organisation's registration through the relevant database identified by a respondent and review its constitution. Where any questions arise regarding eligibility or status as an ACCO, further advice will be sought before a determination is made.

Funding

What is the budget, and how much will they get if they go for all three services?
Applicants may choose to apply for one, two or all three services where available. There are no changes to approved funding envelopes, and Communities are working within current funding parameters. Respondents will be required to demonstrate how they will use the available budget for each service to deliver the required outcomes effectively and efficiently. The budget available for each program will be outlined in the RFT documentation.

If we are awarded the contracts and learn that there is more demand in the location than what the funding can allow as population grows over time, will we get more funding?
Communities is working within existing approved funding parameters. The budget available for each program will be outlined in the RFT documentation.

What is the projected budget commitment for these programs?
Each program is now funded on a recurrent basis.

Will funding be increased to reflect the service needs of individual locations, as discussed during the At Risk Youth consultation sessions in 2025?
The extensive At Risk Youth engagement undertaken in 2025 has informed the coordinated commissioning approach. Feedback consistently highlighted the need for funding models that better reflect local service needs, greater service integration, improved coordination, streamlined access to support, and stronger local collaboration.

Communities has carefully considered this feedback in the development of the commissioning approach, however, Communities is currently working within the existing

approved funding parameters. The funding available for each program will be outlined in the RFT documentation.

Applicants will be expected to demonstrate how they will deliver the required service outcomes within the available funding, while responding to local needs and circumstances.

Will there be allocation for regional housing allowance in the funding given the high-level rent and living?
Communities is working within existing approved funding parameters. Funding allocations will be determined through established budget processes and are subject to available funding and program requirements.

Is there additional funding for a sub-contracted ACCO for admin?
Communities is working within existing approved funding parameters. There is no specific additional allocation or allowance provided for this specific purpose.

How much is the contract for Esperance?
This information will become available in the RFT document; the RFT document will be released following government approvals.

At Risk Youth

Why is there not an At Risk Youth service in Karratha?
There is currently no At Risk Youth service in Karratha. At this time, there is no intention to establish an At Risk Youth service in Karratha as Communities is only able to work within the current funding parameters and service footprint. Accordingly, only Home Stretch WA and Target 120 will be commissioned in Karratha. Karratha and other locations are being considered as part of the longer-term planning for At Risk Youth services.

Why is At Risk Youth not included in this commissioning process in Kununurra?
The At Risk Youth service in Kununurra is not in scope for place based commissioning in this location. The service remains in place and there is no intention to cease the delivery. It will simply be commissioned through a separate process.

Does the At Risk Youth service in Kununurra have recurrent funding?
Yes.

During consultation with providers last year, including visits to Fitzroy Crossing and other locations, proposals were discussed that would have resulted in a significant redesign of services and a different service delivery model.
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.

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

Target 120

Given there is increased scope, will the targets be changed for Target 120?
Any changes resulting from policy updates, including changes to service requirements, performance measures or expected outcomes, will be clearly outlined in the RFT documentation. Applicants will be provided with detailed information on the service expectations and any revised requirements as part of the RFT process.

Given the policy changes regarding increased eligibility for young people aged up to 17 years, it is believed that this will open up 200 more eligible young people. Will there be an increased staff allocation?
The caseload for Target 120 will remain at 10 active young people at any one time. While eligibility for the program has expanded, service requirements and funding allocations will be outlined in the RFT, and respondents will be required to demonstrate how they will effectively deliver the service within the available funding.

When do the new policy changes for Target 120 start?
The new policy changes for Target 120 will commence in line with the new service agreements which are expected to commence 1 October 2027.

We had a trial for Target 120 in Esperance, is there a report for this available?
There is no public report available for this trial.

Is there a possibility for Target 120 to be added to Esperance?
At this stage, Communities is working within existing service locations and current funding parameters. There are no current plans to expand service delivery to additional locations, with the current focus remaining on maintaining and delivering services within the existing footprint and available funding allocations.

How does Communities decide who is invited to LIG meetings?
Local Implementation Group (LIG) membership is outlined in the Terms of Reference and includes service providers responsible for site delivery; representatives from Communities; representatives from key government agencies including the Department of Education, Department of Health (Child and Adolescent Health, Child and Adolescent Mental Health and/or Youth Mental Health), Department of Justice (Youth Justice Services), and the WA Police Force. Other relevant stakeholders may be invited to participate at the discretion of the Chair, including local not-for-profit organisations, Aboriginal Community Controlled Organisations (ACCOs), organisations funded by Communities to deliver Target 120 services, and local government authorities.

Are ACCOs currently part of the LIG?
ACCO's who deliver Target 120 act as the Chairpersons of the LIG.

Home Stretch WA

Why doesn't Home Stretch WA commence at age 16?
From 15 years until 18 years of age, a young person is still in care. All young people in care are offered leaving care planning services through the relevant Communities District Office from the age of 15 years. In addition, the Home Stretch Trial 2021 and co-design process, which consulted young people with lived experience, indicated that young people at 17 years are more ready to make informed decisions about participating in the program.

Will Home Stretch WA Staying On Facilitator roles continue, as they were not included in the staffing structure presented?
Staffing levels will reflect the number of funded participant places in individual locations. Specific staffing requirements and expectations for each location will be clearly outlined in the Requests for Tender.

Can we get Esperance data for Home Stretch WA? The number of eligible young people from the past 3-4 years and their Aboriginality.
Communities is unable to provide information regarding the personal circumstances, eligibility status or participation of individual clients. Information relating to the demand of the service will be included in the RFTs.

How much is the current contract that Goldfields hold?
Communities is unable to share current individual contractual information publicly. Information relating to funding for all regions included in this commissioning process will be provided as part of the RTFs.

How many young people in this service are eligible for NDIS?
Communities is unable to provide information regarding the personal circumstances, eligibility status or participation of individual clients, including whether they are eligible for or receiving support through the NDIS. Any information relating to NDIS eligibility is considered personal information and is not reported at a service level.