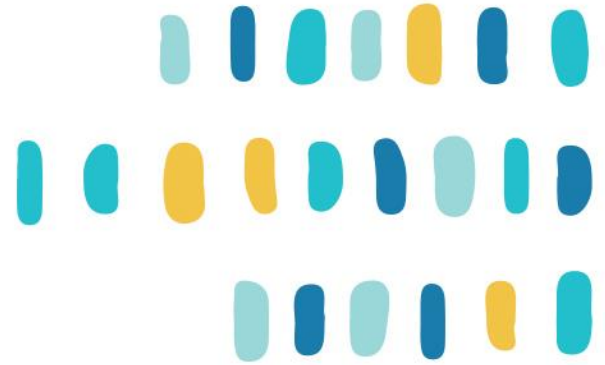




Government of **Western Australia**
Department of **Communities**



Department of Communities Commissioning Plan

As at November 2021

Table of contents

Introduction	4
Background	5
Strategic Alignment	6
Commissioning Principles/Objectives	6
Commissioning Scope	7
Commissioning Approach	9
Commissioning builds capability across the system	10
Integrated Operating Model	10
Communication/Partnerships	11
Communities Partnership Roundtable (CPR)	11
Commissioning Sub-Group.....	11
Data Sharing Sub-Group.	11
Commissioning information on wa.gov.au	11
Cross-agency commissioning and collaboration	12
Commissioning pipeline 2021-22 to 2026-27	12
Future Procurement Planning	12
Delivery Approach 2021-22	13
Contract changes and reforms	14
Closing the Gap	14
Head/Master agreements	14
Outcome based agreements with reduced reporting requirements	14
Encouraging Innovation	14
Review of Contract Management.....	15
Portfolio areas	15
PRIORITY AREA: Child Sexual Abuse Therapeutic Services and Indigenous Healing Services	15

PRIORITY AREA: Family and Domestic Violence	17
PRIORITY AREA: Homelessness	18
PRIORITY AREA: Out of Home Care (OOHC)	20
Other portfolio areas	22
Disability Services	22
Ongoing Commissioning of Disability Services	23
Community Services	23
Housing	24
Resourcing Capacity for the 2021-22 Plan	25
Communities Budget 2021-22	26
Appendix 1 – Strategic Alignment	28
Better outcomes for Aboriginal Western Australians.....	28
The National Agreement on Closing the Gap.....	28
Aboriginal Community Connectors Program.....	29
Homelessness Strategy	29
The Path to Safety – Family and Domestic Violence Strategy 2020-2030.....	30
Building A Better Future: Out of Home Care Reform in Western Australia.....	30
Youth Action Plan.....	30
Appendix 2 – Procurement Pipeline 2021-2026	30

Introduction

The Department of Communities (Communities) is committed to deliver better outcomes for children, young people, their families, and communities in Western Australia.

Communities is responsible for the delivery of a wide range of community and family services through direct service delivery and via contract and grant agreements to various non-government partners, collectively known as community sector organisations (CSOs), community housing organisations (CHOs) and Aboriginal Community Controlled Organisations (ACCOs).

Communities Agency Commissioning Plan (the Plan) is being delivered in-line with the development of the Western Australian State Commissioning Strategy (the Strategy) for community Services. The Strategy is being developed to ensure greater cohesion between Government, service providers, peak bodies and consumer advocates around the development and delivery of services. The aim is to ensure all services remain contemporary and are agile enough to change to meet the needs of services users.

This abridged version of the Plan is being released publicly for feedback from the community services sector, community housing sector, ACCOs and people with lived experience that access Communities' services. Communities is committed to progressing this work in an open and transparent manner and welcomes any feedback that will improve the commissioning of services in the future.

The Plan will work towards encompassing all services with the initial focus on the following priority service delivery areas:

- Out of Home Care
- Family and Domestic Violence
- Homelessness
- Child Sexual Abuse Therapeutic Services

The Plan also outlines initial plans for other services areas within community services, housing and disability services.

Communities recognises that this Commissioning Plan outlines the first step in an ongoing commissioning approach to the delivery of services. The Plan provides insight into how the approach will progress over time and will be updated as required to ensure it captures the totality of services delivered to the community.

Communities will work in partnership with other government agencies and the community services sector, community housing sector and ACCOs to inform a commissioning approach.

The planning process will build on previous consultations and reference groups, plus relevant Government or Communities' strategies including, but not limited to, *All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020-2030* and

Path to Safety: Western Australia's strategy to reduce family and domestic violence 2020-2030 with a particular focus on the National Agreement on Closing the Gap 2020.

Background

In April 2021, Communities submitted information regarding the future commissioning needs for services contracted under the Delivering Community Services in Partnership (DCSP) Policy, as a draft commissioning plan to the Department of Finance.

The draft commissioning plan was reviewed by an independent panel, that included representatives from the community services sector.

Feedback from the independent panel included the need to address the large number of contracts that have been in place for over five years (some considerably longer) without consideration of whether they remain contemporary, sustainable and appropriate and continue to meet the needs of the clients.

Communities acknowledges this feedback and agrees that many services and contracts have not been opened up for consultation and redesign for many years. As a result, some are experiencing sustainability issues and many have not had the opportunity to adopt a contemporary approach to service delivery. Additionally, the contracts have not been amended to incorporate more up-to-date contracting approaches like a focus on outcomes and a reduction in administrative burden on service providers. It is now vital that we address these issues and bring the lived experience point of view into service design, to ensure services are culturally safe for all Western Australians and to meet Closing the Gap targets.

The current commissioning approach centres around doing as much as is possible to address the issues within the timeframe available without jeopardising service delivery. Commissioning work has commenced and is ongoing while service delivery continues.

Other recommendations from the independent panel on the Draft Commissioning Plan included:

- Identification of government priorities and how they impact commissioning activities.
- Internal capacity and capability to deliver on commissioning activities.
- Commitment to culturally appropriate services (ACCOs; Closing the Gap).
- Funding issues and mitigation strategies.
- Alignment with community need.
- Cross-agency commissioning.
- Outcome focused commissioning.
- A focus on commissioning could reduce the need for service provision over the longer term (for example focus on early intervention, reduced tertiary services)
- Improve co-design processes

- Consider how to strengthen the service users voice as part of improvements in co-design processes
- Gaps in evaluation/feedback loop for services that could help inform better commissioning

Communities has progressed work on development of a commissioning approach with delivering services to the community and is taking into consideration the recommendations and feedback from the independent panel, although not all of it can be addressed in this version of the Plan.

In parallel with the delivery of the Plan the Department of Finance has been working on delivery of the Strategy, including public consultations on its initial discussion paper. Once the Strategy is completed, Department of Finance will also deliver a State Commissioning Strategy. It is likely that these documents will be fundamental in Communities delivering on its Commissioning Plan for 2022-23.

Strategic Alignment

A key objective of adopting a commissioning approach is to produce a stronger tie between existing services and service models and the key strategic priorities and electoral commitments of government. The commissioning approach includes stages of work associated with identifying need, communicating intention and service design.

Government strategies relevant to services being commissioned will be key inputs into these stages, ensuring that outputs from later stages are in alignment. Further, the commissioning approach is cyclical, meaning that as the service agreement comes towards its end, any new strategies or priorities that have emerged over the life of the agreement can be injected into the next commissioning approach along with the cumulated information from service reviews and evaluation (Refer Appendix One).

Commissioning Principles/Objectives

The underpinning principles of Communities' commissioning plan are:

- Building collaborative partnerships to deliver innovative services.
- Embedding a consistent commissioning approach grounded in outcomes.
- Planning and designing place-based services that respond to user needs.
- Prioritising the leadership of Aboriginal people and organisations in the planning, design and delivery of services.
- Ensuring sustainable services that provide value to the taxpaying public.
- Shifting focus towards early intervention and prevention.
- Strengthening monitoring, evaluation and review of services.

Commissioning Scope

The Commissioning Approach will apply to all new and existing services delivered by community sector organisations, community housing organisations and ACCOs under a service level agreement or grant agreement with Communities. The Plan will cover all commissioning occurring within the period of the forward estimates within the current budget (in this Plan up until 2024-25), with a focus on work required to recommission the large number of agreements due to expire between June and December 2022.

The following are the portfolios & service agreements expiring in 2022 and make up the focus areas of this version of the Plan. A variety of other service agreements not included below are included in the procurement pipeline of work and will be commissioned and recommissioned between 2022 and 2025.

Further work and engagement with the sector is required prior to detailed planning beyond the services listed below.

Portfolio	Existing and New Service Agreements
Family Support Services	Child Sexual Assault Therapeutic Services Indigenous Healing Services
Family Domestic Violence Services	Accommodation & Support for Perpetrators FDV Accommodation FDV Counselling FDV Coordinated Response FDV Industry Development FDV Outreach Keeping Women Safe in Their Homes Kimberley FV Service National Initiatives Local Coordinator National Initiatives Safe at Home Safe at Home FDV Hubs (NEW SERVICES)
Homelessness	Children in Family Homeless Accommodation Crisis and Transitional Accommodation in Collie Foyer Oxford Fremantle Tent City

Portfolio	Existing and New Service Agreements
	<p>Homeless Accommodation and Support Services</p> <p>Homeless Assessment and Referral</p> <p>Homelessness Accommodation Support Workers</p> <p>Housing Support Workers – Various Programs/Target Groups</p> <p>Passages Resources Centre – Peel</p> <p>Remote Rough Sleepers</p> <p>Street to Home Assertive Outreach Services</p> <p>Street to Home Supportive Housing Services</p> <p>The Beacon</p> <p>Tranby Centre</p> <p>Youth Accommodation and Support Services</p>
<p>Out of Home Care</p>	<p>Disability Placement Support Program</p> <p>Family Group Homes – Various Programs</p> <p>Indigenous Healing Services</p> <p>Placement Services (Various)</p> <p>Specialised Fostering Program</p> <p>Transitional Needs Program</p> <p>Youth Accommodation Services (At Risk Youth Accommodation Service)</p>
<p>Community Services (currently being scoped and not included in the initial four priority areas)</p>	<p>Cadets WA</p> <p>Carers</p> <p>Community and Neighbourhood Development Services</p> <p>Financial Counselling Services</p> <p>Parenting Services</p> <p>Parenting Support Services</p> <p>Rural Early Education and Care Services</p> <p>Seniors</p> <p>Services for Young People</p> <p>Volunteering</p>

Portfolio	Existing and New Service Agreements
	Youth Development and Support

Commissioning Approach

Commissioning seeks to improve the design and delivery of services that provide better services to Western Australians that:

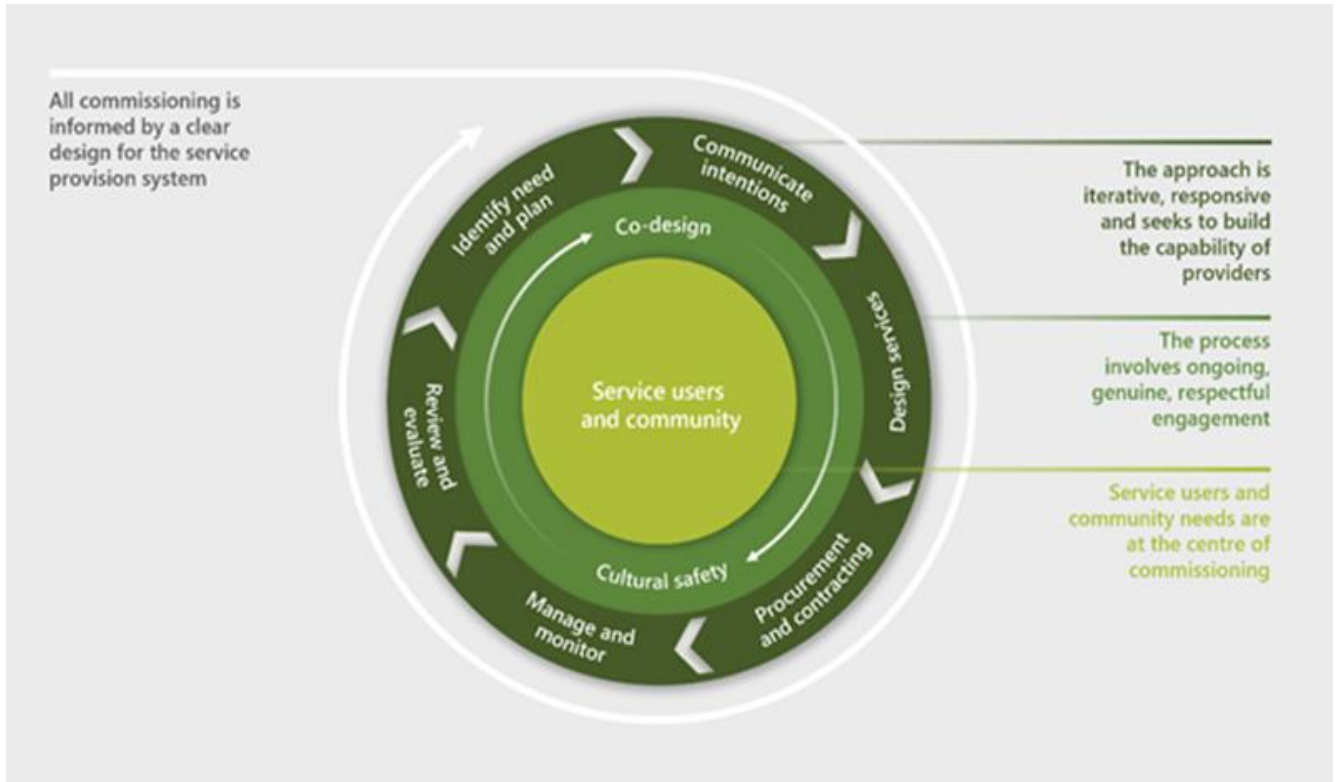
- Meet the needs of the people that use them, at the right time and in the right place;
- Are sustainable and delivered by organisations that have the right staff and systems in place;
- Are based on evidence of what works and robust quality standards; and
- Are culturally safe and tailored to local community need.

At the heart of commissioning are two goals:

- To deliver targeted and higher quality services that deliver outcomes to service users, particularly those who are most vulnerable.
- To promote efficient delivery of services and get better outcomes from investment.

Commissioning represents a collaborative approach to developing services in partnership with service users and service providers through better relationships and new ways of working by:

- Assessing the needs of service users in collaboration with service users and providers.
- Defining the most pressing priorities and communicating these to relevant stakeholders.
- Designing services with service users, drawing on available evidence about what works.
- Allocating resources to the most appropriate provider to deliver the services.
- Continuous monitoring and evaluation of service effectiveness.



Commissioning builds capability across the system

Commissioning is fundamentally about collaboration between service users, providers and government and how each provides value.

It considers the capabilities and arrangements required to support delivery and recognises that many community services are interconnected and are seeking to achieve common goals. Each 'round' of the commissioning cycle represents a variety of opportunities to make changes to the system and build the capability of actors within the system.

Communities will build on all the information and expertise provided previously and move forward to develop solutions to support better outcomes for some of the most vulnerable Western Australians. Communities will work in collaboration with other agencies to support better outcomes for clients.

Integrated Operating Model

A key initiative to support future procurement is the current development of an Integrated Operating Model for Communities. The Integrated Operating Model will clarify tasks, deliverables and accountabilities across Communities for each aspect of the commissioning process. It will create the functional alignment necessary to embed a commissioning for outcomes framework into the policy and service design functions, which will in turn better specify the services to be procured.

Evaluating the service outcomes and comparing those to the needs and demands, policy intent and service design is critical to achieving the goal of the Integrated Operating Model. The evaluation process provides the feedback loop necessary for service

improvement and to ensure policy, service design and service delivery are responsive to changing needs in the community and achieving the design outcomes.

Achieving the intent of the Integrated Operating Model will require a sustained focus on the capacity and capability in key functional areas and the underlying business processes. Although challenging, realising the intent of this work will greatly improve Communities commissioning process and procurement timelines.

Communication/Partnerships

Communities Partnership Roundtable (CPR)

The CPR includes representatives from Communities and the Sector who meet regularly to discuss common issues in delivering services to the community. On 16 September 2021, the formation of the following working groups was agreed:

Commissioning Sub-Group

A Working Group, including members of the CPR, has been established to partner with Communities' to help shape its approach to delivering the Agency Commissioning Plan. Led by the Finance Division within Communities and co-chaired with a community sector representative, this work will include;

- Outcomes based contracting
- Co-design and co-production
- Tendering and contracting
- Including a Lived experience
- Aligning commissioning with other agency priorities i.e. Closing the Gap targets and Child Safe Organisations

Data Sharing Sub-Group.

A Data Sharing Sub-Group of the CPR has been established to partner with representatives from the Governance, Integrity and Reform Division, to develop principles for, and approaches to, data sharing between Communities and the community services sector.

Commissioning information on [wa.gov.au](http://www.wa.gov.au)

Communities have created a specific web page in support of its communication to the wider audience of how it plans to commission services. This web page is being updated regularly and include key dates and recording of any presentations.

[Department of Communities Commissioning Plan \(www.wa.gov.au\)](http://www.wa.gov.au)

Cross-agency commissioning and collaboration

Communities has initiated discussions with other Government agencies that commission services to the community to commence collaborating to harness synergies or opportunities for joint approaches on current and future commissioning. Communities has facilitated this process and hosted an initial meeting of the Working Group with representatives from each agency. The Working Group will discuss and make decisions that will have an impact on how services will be commissioned.

Commissioning pipeline 2021-22 to 2026-27

Communities has identified the following objectives as part of its commissioning plan:

- Commit to reviewing all service agreements and contracts within this Commissioning Pipeline. All existing service agreements and contracts will be subjected to a review before the end of 2026/27.
- Commit to commencing review and consultation process 18 months prior to expiry of contracts to allow sufficient time for consultation, redesign and planning processes.
- At a minimum, review the Commissioning Plan annually in partnership with stakeholders.
- Work towards a reduction in administrative burden with contracts.

Future Procurement Planning

The Procurement Pipeline will be used to inform a planning process to identify what actions are required, and when, to inform future procurement. (See [Appendix 2](#))

All program areas will be provided with an individual schedule which outlines the work required for review and procurement, commencing at least 18 months prior to the expiry date.

Reviews will also identify any opportunities for reforming services and partnership opportunities with other State Government agencies.

A key aspect of all reviews will be the co-design or consultation with relevant community service sector organisations, community members with lived experience and other key stakeholders.

The first examples of this work will be the proposed reform of the homelessness service system, family and domestic violence and continuing work on the out of home care program area.

Delivery Approach 2021-22

Communities is currently progressing a coordinated approach to four priority areas with large numbers of contracts expiring between June and December 2022:

- Child Sexual Assault Therapeutic Services (CSATS)
- Family Domestic Violence Services (FDV)
- Homelessness Services
- Out of Home Care Services (OOHC).

This approach has been initiated following internal recognition that recommissioning so many contracts at once poses a large capacity challenge for both Communities and service providers. Communities also wishes to avoid situations where multiple consultations (for different services) occur at the same time, or where confusing communications come out from different teams. The common approach includes a certain amount of commonality around consultation and engagement – specifically the design and running of design labs for program areas.

However, content of design labs and procurement and contract extension processes will vary across the priority areas depending on:

- Work already completed in each area to consult and co-design on service models.
- Pre-agreed approaches to developing new service models – like the Homelessness pilot which will go ahead as planned.
- Variations in current contract expiry date and availability of extensions on existing contracts.
- Feedback and engagement from service providers and other stakeholders in each service area.

A webinar was held for all stakeholders on 23 September 2021 for Communities to provide detailed information of the commissioning approach, and an update on planning for each area to date.

At present Communities is working towards ensuring that service agreements are awarded no later than three months prior to contract expiry dates. The CSATS team has already achieved this milestone, having completed a preferred service provider process in recent months to extend contracts for two years to give Communities and stakeholders time to partner on commissioning new services with contemporary service models. FDV and Homelessness services are working towards contract award by 31 March 2022. OOHC is targeting a date for contract award later in 2022, and may to utilise the short-term extensions available for managing the transition after contract award.

A variety of other contracts in the Youth, Community Services and Housing space are also expiring in 2022. In all cases work has commenced to ensure that service providers are

provided with 3 months' notice prior to expiration that their service agreements will be likely be extended or in some cases procured.

Contract changes and reforms

As a part of the 2021-22 delivery approach, Communities will seek to begin the implementation of a number of reforms with an aim to implement across all contracts over the next five years as Communities works through commissioning all its current contracts.

Closing the Gap

Delivering the Closing the Gap targets will take time. In the shorter-term Communities will consult with peak bodies, service providers, ACCOs and local communities regarding any short-term goals that can be achieved now.

Communities recognises that a staged implementation of transferring service delivery to an ACCO may have funding implications and this will be identified during the planning and co-design phases of commissioning. Any implementation or transition costs will be identified and submitted to Government for consideration.

Head/Master agreements

Many of Communities service providers have multiple contracts within the same portfolio area. A smaller, but still significant number of providers have multiple contracts spanning several portfolios. Presently each contract is administrated separately, and a single organisation may be dealing with several internal contract managers. This results in conflicting or duplicate communications and increased administrative burden. For example, organisations reporting against more than one contract are often required to submit the same information two (or more times) in a reporting period.

Communities will propose that, where service providers are in agreement, both parties will commence moving to head or master agreements that contain schedules for each type of service that the provider is contracted for.

Outcome based agreements with reduced reporting requirements

Communities has been working in partnership with peaks and service providers for some time to move towards outcome-based agreements. This work will continue under the commissioning approach, with each contract that is recommissioned having its reporting requirement reviewed and streamlined.

Encouraging Innovation

Communities is keen to move away from a 'set and forget' approach to service agreements, even within the timeframe of the contract. Communities will seek to negotiate in, or add to new contracts, a provision for innovation or improvements that allows Communities and service providers to work together through the life of each contract to keep service models contemporary, and to implement local innovation as it becomes sensible to do so.

This will be particularly important in the transitional phase, where there may need to do shorter-term contracts and contract extensions to make time for planned commissioning processes, inclusive of place-based co-design across the state that take time to deliver. The intent is to provide opportunity for both Communities and service providers to make small changes over the life of these contracts as we move towards full refresh of the service model.

Review of Contract Management

Communities will centralise contract management and review existing processes to reduce duplication and provide more effective and contemporary contract management. Some early initiatives include:

- Review of reporting requirements and other red tape reduction initiatives.
- Improved Contract record keeping and early notification of contract milestones and expiry.
- Improved governance and accountability by creating a portfolio reference group with representatives from across the department to support service delivery and improved outcomes.
- Increase relationship management and active contract management.
- Data sharing and outcomes focussed

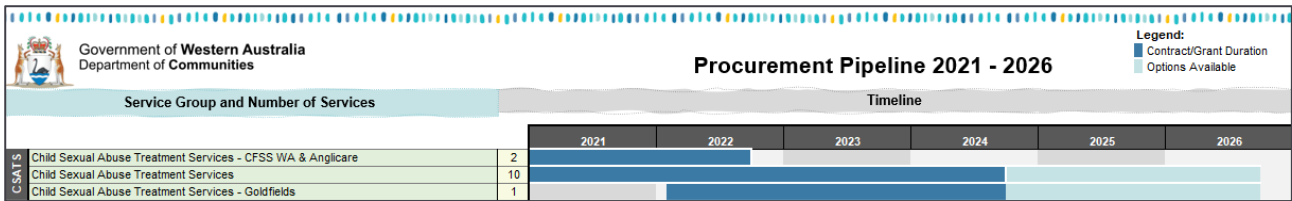
Portfolio areas

This section contains a description of commissioning work within each of the key portfolio areas that is either currently being worked on or will commence in 2021-22 financial year, with a focus on the identified priority areas.

PRIORITY AREA: Child Sexual Abuse Therapeutic Services and Indigenous Healing Services

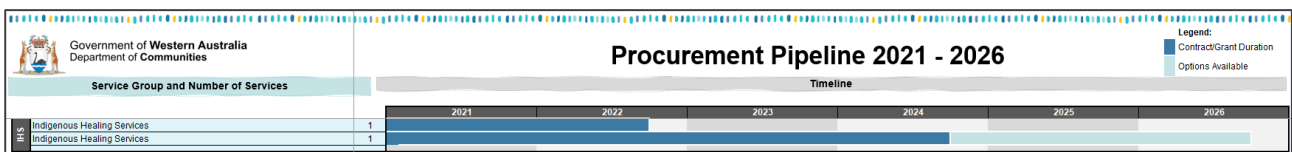
Current Child Sexual Abuse Therapeutic Services (CSATS), and the closely aligned Indigenous Healing Services (IHS), service group contracts are valued at \$5.2 million per annum representing 15 service agreements with 11 organisations. Communities current approach to these contracts, is to develop a commissioning plan to set out a blue-print for progressive reforms in the provision of child sexual abuse therapeutic services in line with findings of the Royal Commission into Institutional Responses to Child Sexual Abuse volumes 9 and 10 (Including Recommendations 9.1-9.3, 10.2-10.7).

Current Procurement Pipeline for CSATS



This diagram above shows the current situation, with current service agreements due to expire on 30 September 2024. Communities has recently extended 11 service agreements from 1 October 2021 to 30 September 2024, with two, one-year extension options, via a Preferred Service Provider process. Two services were extended for 12 months to enable business improvement and improve service capability. Should the identified issues be satisfactorily resolved (which is expected to be settled shortly), the services will be offered further extensions for two years with two, one-year extension options by September 2022 via a new Preferred Service provider process. An open tender procurement process was recently completed for the remaining service, in the Goldfields, where a suitable respondent was not found. Contracting will work with the Royal Commission Implementation Team, Aboriginal Outcomes and Goldfields district staff to design and commission a service for the area.

Current Procurement Pipeline for IHS



The diagram above shows Communities has recently extended one service from 1 October 2021 to 30 September 2024, with two, one-year extension options, via a Preferred Service Provider process. One service was extended for 12 months to enable business improvement and improve service capability. Should the identified issues be satisfactorily resolved (which is expected to be settled shortly), the service will be offered a further extension for two years with two, one-year extension options by September 2022 via a new Preferred Service provider process.

A commissioning plan for child sexual abuse therapeutic services will set out a blueprint for progressive reforms toward:

- evidence based, fit for community purpose, service models;
- outcomes based contracting;
- improved capacity and capability to address harmful sexual behaviours; and
- culturally informed and culturally secure services for Aboriginal people.

System reforms are required to support CSATS and IHS providers to deliver services, working alongside partner agencies in government and community services, support safety, healing and recovery for children and families in the Western Australian community who have experienced child sexual abuse.

To support the successful implementation of the new service models and agreements by September 2024, Communities will work with the sector to develop a commissioning blueprint during 2021-22.

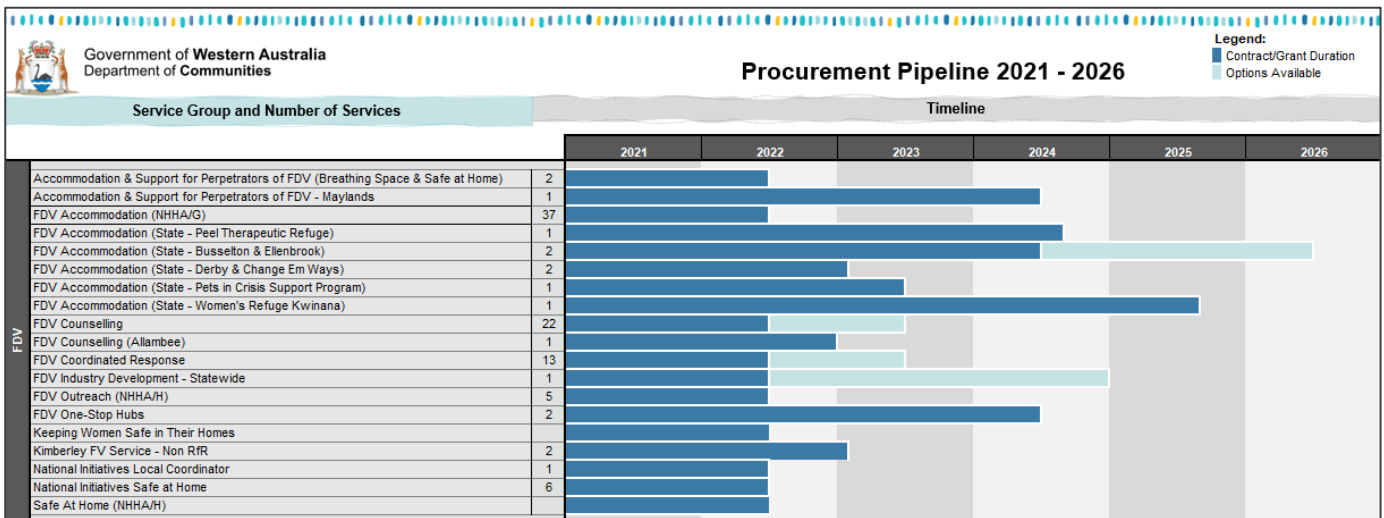
Indicative timeframes for this work is as follows:

- August 2021: New contracts in place for the majority of CSATS providers
- September 2022: Service models developed by September 2022
- December 2022: Implementation of key practices and quality safeguards to be negotiated by contract variation including the unique place-based elements for each community. This will provide time to trial elements and refine the service models before procurement in 2024
- January 2024: Complete the procurement strategy for new contracts with consideration to funding and service sustainability.
- January 2024: Procure services in accordance with co-designed models and outcomes
- September 2024: New contracts in place

PRIORITY AREA: Family and Domestic Violence

Communities has 232 FDV Contracts, with 65 different service providers. 97 of these contracts are expiring in June 2022.

Current FDV Recommissioning Pipeline by service agreement



Communities is currently commencing consultations with FDV Service Providers with a view to recommissioning most expiring FDV services contract variation or extension with the intention that agreements will be for 5 years. The FDV Commissioning Team aims to ensure that new contracts are in place for these critical services by 31 March 2022.

The exception are 13 agreements for the Coordinated Response Services (CRS) that work alongside the Multi-Agency FDV Response Teams made up of WA Police and Communities child safety officers. These contracts have an available 12-month extension option that will be exercised. An in-flight project, which is addressing issues with the Multi-

Agency Team model, will additionally work on recommissioning of the CRS contracts to fit in with the new processes.

Consultation on the service model is still required, but Communities vision for the Multi-Agency FDV Response Teams now includes placing the CRS providers at the centre of the Multi-Agency Case Management (MACM) approach, providing a non-government coordinator for collaborative case management. Communities is keen to take a procurement approach that will ensure that these services are culturally safe for all Western Australians, and that where it is appropriate due to the nature of the community being services, that contracts are awarded to ACCOs.

A commissioning roadmap, developed in partnership with the sector will:

- Define service outcomes including indicators of success. Outcomes must align to Closing the Gap targets 12 and 13.
- Strengthen an integrated FDV service system that is easy to navigate.
- Create a blueprint for an 'ideal state' service system to inform the current recontracting process and future investment.
- Consider service models to inform the immediate procurement process.
- Look to increase market share for Aboriginal Community Controlled Organisations and Aboriginal businesses, to achieve priority two of the National Agreement on Closing the Gap.
- Make recommendations about streamlining contracts.
- Develop a family and domestic violence capability requirement for allied funded services.
- Include a plan for strategic asset management.

The co-design process to inform the commissioning roadmap will build on learnings from:

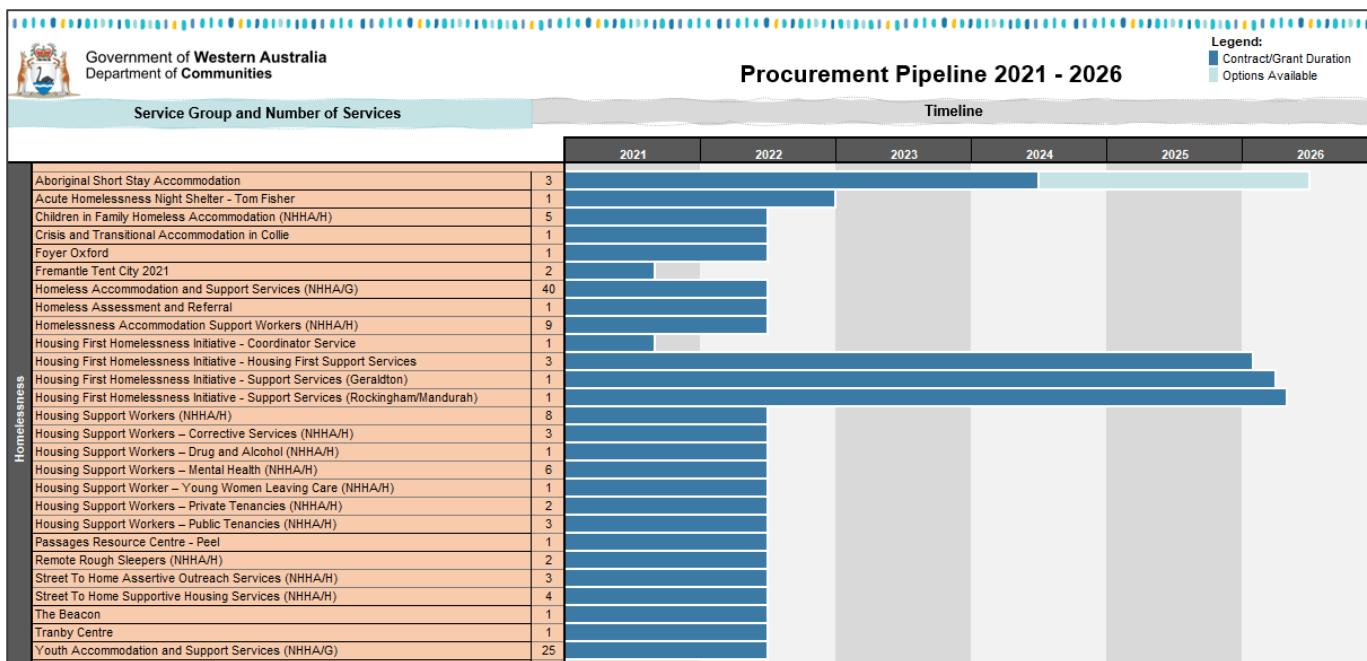
- co-design of the Kalgoorlie and Mirrabooka one stop hubs;
- co-design of the Kwinana and Therapeutic (Peel) refuges;
- sector and community engagement to inform Path to Safety;
- development of the ACCO Strategy; and
- sector and community engagement to inform the Aboriginal Family Safety Strategy.

PRIORITY AREA: Homelessness

Communities provides funding to community sector organisations to deliver a range of specialist homelessness services that assist families, women and children affected by family and domestic violence, young people and single adults. This includes crisis and transitional accommodation, outreach, and housing and tenancy support workers.

Most Homelessness contracts will expire on 30 June 2022. The combined value of these expiring contracts in 2022-23 is \$50.5 million and impacts 116 contracts with 51 service provider organisations.

Current Homelessness Recommissioning Pipeline by service agreement



Communities is taking the opportunity presented by all these contracts expiring simultaneously to commence the transition to a new homelessness service system aligned to All Paths Lead to a Home: Western Australia’s 10-Year Strategy on Homelessness 2020–2030. The new services are envisaged to be place-based and person-centred.

As this is not just one new service model but an entire system change, Communities is proposing to commence a two-year trial in the South West of WA on 1 July 2022. Communities has commenced consultations with current service providers and other stakeholders in the South West to develop the new services. Following this, Communities plans to enter into direct negotiations with current providers to establish contracts for the trial.

All other Service Agreements expiring in June 2022 will be extended for two years. During the two years of the trial Communities will design and implement a commissioning process to implement the reform across the entirety of the State. The aim is that the new services will commence roll-out in June 2024 with a minimum term of five years. It is possible that the roll-out will occur in a staggered manner across the state, which may result in some of the services outside the South West being extended or re-procured on the current models again in order to allow time for the implementation.

Parallel with the work to re-commission homelessness services in WA, the State government will be negotiating the new National Agreement on Housing and Homelessness (NAHH) with the Commonwealth to secure funding for these critical services. The current State-Commonwealth Agreement expires in June 2024, meaning that beyond this date there is considerable uncertainty regarding funding for these services.

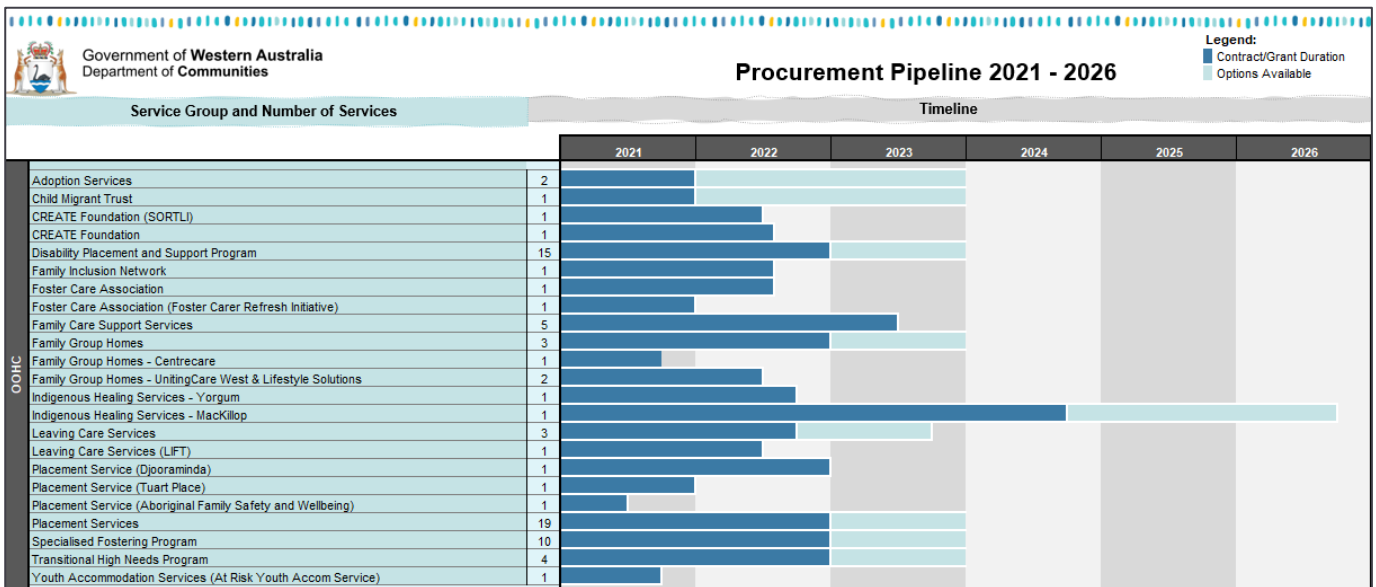
PRIORITY AREA: Out of Home Care (OOHC)

Communities is responsible for the provision of child protection services which includes: protecting children and young people from abuse and neglect; supporting families and individuals who are at risk or in crisis; and enabling children and young people in the Chief Executive Officer’s (CEO) care to live in safe, stable and nurturing environments and support them to achieve good life outcomes.

Communities currently has service agreements for over 700 care arrangements, inclusive of several different care models. Communities also provides funding to a range of secondary and tertiary support services to support vulnerable children, young people, families and communities in the child protection system.

These contracts have been extended to 31 December 2022 to allow for the commissioning of services including stakeholder engagement.

Current Out of Home Care Recommissioning Pipeline by service agreement



Communities will be utilising current funding arrangements through block funded placements, special purpose funding, transitional high needs placements, disability funded placements, and specialised foster placements to procure a range of different placement options.

This will increase the block funded contracting amounts whilst also reducing the need for high cost individual placement contracts that Communities is currently engaged in. The aim of this will be to create savings from the current individual placement contracts to enable a larger funding amount to procure block funded contracts.

The procurement will focus on four service types that were previously designed with the Out of Home Care Reform Independent Reference Group. The service types are:

- Temporary Care Homes that allow for a stay of up to three months. This model is designed for children and sibling groups who enter care or for those who have a

placement breakdown. The houses will be located within a particular district allowing for minimal disruption to a child's routine and schooling. There is a current pilot across three districts which is not recurrently funded. Funding for this will be achieved through savings from current individual contract arrangements.

- Community Based Care. This is the traditional community-based foster care model where children and young people stay with approved families within their home.
- Group Foster Care. This model will replace current Family Group Home model. Emphasis will be made on the placement of sibling groups within this care model – which is staffed by employees of CSO's.
- Complex Care. This will be a block funded model of care that will reduce the need for individual contract arrangements. This will include the step-up, step-down model that has been previously recommended through numerous reviews. Given the ability and capacity of CSO's to care for children with these high needs, it is expected the amount of placements offered within this model will be low.

As part of the project, design labs were held in September and October 2021 with key stakeholders to seek their input into refinement of the proposed out of home care service models. A separate workshop is being held for ACCOs in November 2021 to discuss issues specific to their sector.

The Commissioning approach objectives for OOHC will be:

- Needs driven - Children's needs are identified and addressed, and trauma is treated through use of the Needs Assessment Tool (NAT) and Care Arrangement Support Costs (CASC).
- Early reunification - Greater stability for children when entering care and improved opportunities for early reunification and strengthened family and cultural connections.
- Siblings remaining together - Greater stability, connection and continuity for sibling groups to remain together through-out their time in care.
- Cultural connection - Aboriginal children remain on country, with Aboriginal carers, connected to family, community and culture, in culturally safe care arrangements.
- Leave care prepared - Children leave care prepared with the skills and resources to lead stable, healthy and productive lives.
- Build on community strengths - Services meet local community needs and are built on the strengths of the community.
- Flexible system - The service system is flexible and responds to the needs of the child rather than the child fitting within the limitations of the service.
- Aboriginal led - Aboriginal led child protection service system design.
- Improved accountability OOHC is regulated and has strong oversight mechanisms.

Due to the scale of the change proposed in this portfolio, and the age of current contracts Communities is currently considering the most appropriate procurement approach which will be informed by the stakeholder consultations.

Other portfolio areas

Disability Services

The Western Australian disability sector has been going through a significant change for a number of years with the continued roll out of the National Disability Insurance Scheme (NDIS) in WA. Communities continues to hold a number of residual contracts with a reduced number of service providers while the transition to the NDIS continues.

As eligible people with disability have transitioned into the NDIS, the State's role in delivering and funding services has reduced. This has seen a reduction in procurement and contract management of disability service providers.

On 3 December 2020, A Western Australia for Everyone: State Disability Strategy 2020-2030 (the State Disability Strategy) was launched. The State Disability Strategy outlines the vision and direction for a more inclusive WA that acknowledges and promotes the value of diversity in our community. Four pillars of change underpin the State Disability Strategy: participate and contribute, inclusive communities, living well, and rights and equality.

The State Disability Strategy will be implemented through a series of two-year Action Plans, the first of which outlines whole of community commitments including the State Government, industry, community, and the disability services sector.

To ensure continuity of supports for people with disability in Western Australia, the State will continue to commission the following services in financial year 2022:

Individually funded services for:

- people in receipt of Disability Justice support
- people aged under 65 who are currently receiving State funded services and who are not eligible for the NDIS, or are eligible but yet to transition
- children in voluntary Out of Home care arrangements

Block funded services for:

- Individual and Systemic Advocacy
- ACROD and Companion Card
- Community Aids and Equipment (CAEP)
- Continence products for adults
- Sexual Health and Relationship Support
- Family support
- Non-residential respite for individuals, families and carers

- Emergency residential respite for people with disability in both organisation and state-owned properties

Ongoing Commissioning of Disability Services

Communities will continue to work through how services required in the Disability Sector will transition to a commissioning approach that may require further extension of existing contracts.

In addition to the State Government's annual NDIS contributions of more than \$900 million per annum through 2021-22 to 2023-24, the Government is committed to maintaining essential State-run disability services that are outside the scope of the NDIS.

As part of the 2020-21 Budget, the Government committed an additional \$22.7 million for non-NDIS disability services which includes individual advocacy.

\$237.5 million has been committed for both ongoing and transitional costs to continue the delivery of non-NDIS services over the period 2021-22 to 2023-24.

This funding will support the provision of direct services to people with a disability and facilitate ongoing sector support and market development functions.

In 2020-21, the Government committed \$14 million for the WA Sector Transition Fund to safeguard the Western Australian disability sector's sustainability as it transitions to the NDIS. A further \$9 million will be available in 2021-22.

Prior to the introduction of the NDIS, the Commonwealth provided around 15 per cent of the State's total expenditure on disability services. After the NDIS is rolled out, the Commonwealth's share of funding will increase to 50 per cent and this will be paid directly to the NDIA by the Commonwealth.

Community Services

There are a number of additional community services expiring between June and December 2022.

Included in this cohort are:

- Cadets WA
- Carers
- Community and Neighbourhood Development Services
- Financial Counselling Services
- Parenting Services
- Parenting Support Services
- Rural Early Education and Care Services
- Seniors

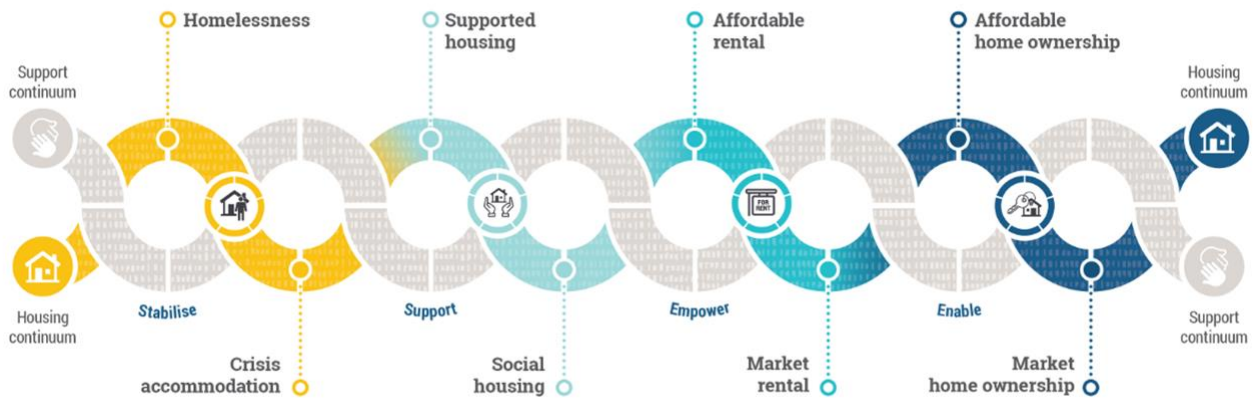
- Services for Young People
- Volunteering
- Youth Development and Support

A range of commissioning processes and communications have been initiated for these service groups. Many of the program areas will require a collaborative review of service model and outcomes to ensure that community need is still relevant. Extensions to existing services are likely to be required for many of these contracted services to enable this to occur effectively

All work is being undertaken in alignment with current strategies such as *Beyond 2020 – WA Youth Action Plan 2020-22*; and *WA-Volunteering-Strategy*.

Housing

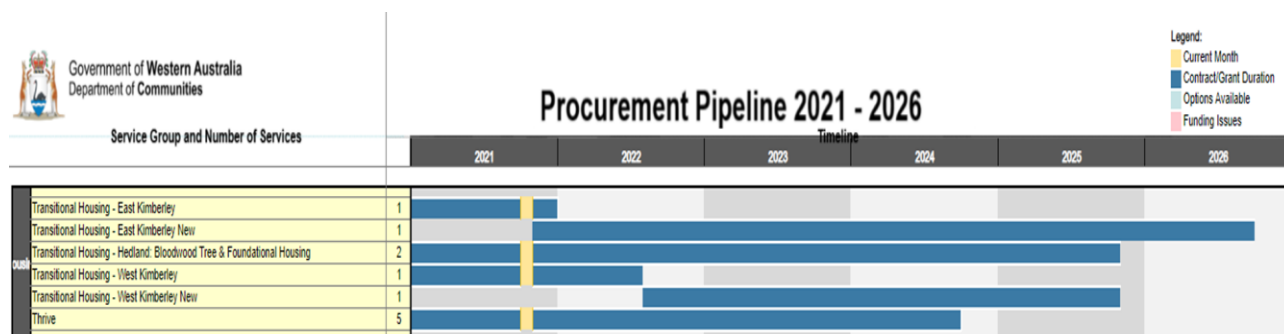
The Housing portfolio covers a broad range of supply and support services across the housing continuum aimed at providing Western Australians with accessible and affordable housing. The *WA Housing Strategy 2020-2030* sets out actions to improve housing choices and access to suitable and affordable homes – particularly for the most vulnerable. The diagram below shows how the nature of assistance changes along the housing continuum, with more intensive housing and support assistance required for people on very low to low income with greater needs.



Within the current Plan work on Housing is focused in the Homelessness portfolio and aligns heavily with the *All Paths Lead to a Home: Western Australia’s 10 Year Strategy on Homelessness 2020 to 2030*.

Other key activities associated with the delivery of the *WA Housing Strategy* are those associated with the \$319 million Social Housing Economic Recovery package and other initiatives to refurbish, maintain, purchase and construct public housing. This work is associated with Communities asset portfolio and sits outside the scope of the Agency Commissioning Plan.

The image below shows the current housing support contacts from the Supported housing section of the housing continuum. As can clearly be seen, the Transitional Housing Program has already been successfully recommissioned through to 2025 and 2026 and Thrive will not expire until late 2024. Future Commissioning plans will provide details on the recommissioning of these services when appropriate.



Resourcing Capacity for the 2021-22 Plan

To deliver the schedule for 2021-22 for commissioning of services Communities needs to complete the following work:

- Ten design labs across the priority areas in 2021 with more planned for 2022.
- Further consultation processes for non-priority portfolios.
- A minimum of four procurement plans, including those for the key priority areas and another four for other portfolio areas.
- Some 300 plus contract reviews that will inform the contract extensions.
- Six direct negotiation processes for new contracts for the South West Homelessness trial.
- Over 100 preferred service provider procurements.
- One open tender process, for the new Out of Home Care service models that is expected to receive over 100 submissions for evaluation.
- One open tender for FDV services that is expected to receive close to 20 submissions.

While the intent is to stagger this work as much as practical this schedule of work is over and above Communities business as usual work for 2021-22.

Where practical Communities are looking to streamline procurement processes to reduce administrative burden.

Communities will look to the Department of Finance for central guidance and support to deliver this schedule of work.

Communities Budget 2021-22

In 2021-22, Communities will have annual budget expenditure of \$3.2 billion, including around \$1.5 billion in contracts, grants and subsidies for the community services sector.

Service Summary

Expense	2019-20	2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
	Actual \$'000	Budget \$'000	Estimated Actual \$'000	Budget Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000	Forward Estimate \$'000
1. Community Services.....	137,355	170,879	150,344	204,728	159,865	152,282	153,616
2. Homelessness Support Services.....	56,462	67,169	59,281	74,640	74,010	51,018	48,023
3. Earlier Intervention and Family Support Services.....	88,793	96,190	87,390	93,025	93,336	93,185	99,261
4. Preventing and Responding to Family and Domestic Violence.....	53,178	76,190	69,113	54,675	43,675	29,510	30,679
5. Child Protection Assessments and Investigations.....	91,657	91,454	85,784	109,139	105,849	115,941	125,716
6. Care Arrangements and Support Services for Children in the CEO's Care.....	466,032	429,585	474,211	481,121	489,105	521,354	543,854
7. Rental Housing.....	915,994	923,779	808,765	957,537	902,137	886,249	874,220
8. Home Loans.....	105,302	68,946	54,530	82,564	77,123	80,404	80,065
9. Land and Housing Supply.....	130,609	127,097	123,551	59,514	63,085	121,693	131,508
10. Supporting People with Disability to Access Services and Participate in Their Community.....	165,289	119,656	75,024	60,417	52,850	52,700	53,056
11. Living Supports and Care for People with Disability.....	451,154	311,752	168,066	130,400	117,025	116,828	118,069
12. NDIS Contributions (a).....	611,144	607,805	885,732	920,238	946,280	980,845	1,023,357
Total Cost of Services.....	3,272,969	3,090,502	3,041,791	3,227,998	3,124,340	3,202,009	3,281,424

(a) Cash payments to the National Disability Insurance Agency (NDIA). Note that this reflects the State's cash contributions only. Other State Departments also provide in-kind contributions through existing services and programs.

Spending Changes

Recurrent spending changes, other than cashflow timing changes and non-discretionary accounting adjustments, impacting on the Department's Income Statement since presentation of the 2020-21 Budget to Parliament on 8 October 2020, are outlined below:

	2020-21 Estimated Actual \$'000	2021-22 Budget Estimate \$'000	2022-23 Forward Estimate \$'000	2023-24 Forward Estimate \$'000	2024-25 Forward Estimate \$'000
COVID-19 Response					
National Partnership Agreement on COVID-19 Domestic and Family Violence Responses.....	(904)	8,122	-	-	-
Social Housing Rent Freeze.....	-	2,353	-	-	-
State Welfare Incident Coordination Centre.....	1,443	3,162	-	-	-
Support for Pilbara Aboriginal Remote Communities (From Rio Tinto and Woodside).....	350	-	-	-	-

Election Commitments					
Access to Regional Childcare.....	-	483	1,431	1,432	1,433
Caring Dads Program.....	-	110	-	-	-
Elder Rights WA.....	-	1,000	1,000	1,000	1,000
Empowering Communities (Neighbourhood Centres).....	-	-	1,370	1,400	1,430
Family and Domestic Violence (FDV) Initiatives					
Counselling Program for Young People.....	-	600	612	625	639
One-Stop Hubs.....	-	1,060	-	-	-
Pets in Crisis Support Program Expansion.....	-	195	259	456	386
Prevention Services.....	-	506	747	1,026	1,107
Rapid Rehousing Pilot.....	-	-	1,068	1,092	1,116
Respectful Relationships Expansion.....	-	68	721	741	760
Safe at Home Expansion.....	-	100	1,041	1,064	1,187
Safer Pathways Expansion.....	-	400	408	417	426
Subsidised Driving Lessons and Dental Services for Women Exiting Refuges.....	-	374	381	387	397
Training for First Responders.....	-	70	510	521	533
Grandcarers Support Scheme.....	-	1,500	1,529	1,563	1,602
Home Stretch Expansion.....	-	8,766	9,176	9,471	9,823
Local Government Homelessness Fund.....	-	1,500	1,500	1,500	1,500
Men's Shed					
Baldivis.....	50	1,000	-	-	-
Northern Suburbs.....	1,000	-	-	-	-
Perth Aboriginal Short Stay Accommodation Business Case.....	-	300	-	-	-
Safety and Security for Seniors Rebate.....	-	3,000	3,000	3,000	3,000
Scouts Hall - Tapping.....	-	3,000	-	-	-
Small Commitments.....	4,063	-	-	-	-
State Disability Strategy Initiatives					
Changing Places Network Expansion.....	-	500	1,500	-	-
Innovation Fund.....	-	1,250	1,250	1,250	1,250
Micro-Enterprise Support.....	-	500	-	-	-
Provision of All-Terrain Wheelchairs.....	-	100	-	-	-
Teenagers in Need of Crisis Accommodation Facility.....	-	820	836	854	876
Volunteering WA Digital Platform.....	-	100	45	15	15
New Initiatives					
Asset Maintenance Business Case.....	-	1,000	-	-	-
Boorloo Bidee Mia - Perth Homelessness Facility.....	715	7,298	5,679	4,341	-
Community Services Contracts Uplift.....	-	9,000	-	-	-
Connected Beginnings - Roebourne.....	400	736	736	-	-
Criminal Law (Mental Impairment) Bill 2021.....	54	161	-	-	-
Disaster Recovery Arrangements - Severe Tropical Cyclone Seroja.....	2,072	-	-	-	-
Kimberley Juvenile Justice Strategy.....	-	204	-	-	-
National Centre and WA Centre for the Prevention of Child Sexual Abuse.....	1,457	1,499	457	457	457
North West Aboriginal Housing Fund					
Jalbi Jiya (Your Home) Program.....	1,038	851	531	2,352	1,201
Yindjibarndi Ganallil Accommodation and Transitional Housing Program ...	60	4,818	1,223	84	84
Yura Yungl Employee Accommodation and Career Development Program ...	207	1,932	1,176	-	-
Office of Disability.....	-	3,756	3,778	3,074	2,812
Pioneer Park Homelessness Response.....	3,355	-	-	-	-
Safe Night Spaces - City of Perth Homelessness Centres.....	-	2,150	2,150	-	-
Social Housing Strategy ^(a)	(32,167)	(16,465)	(41,202)	165	54,506
Women's FDV Refuge Expansion in Peel and Kwinana.....	-	805	826	848	871
Woorloo Fire Recovery.....	-	323	-	-	-
Ongoing Initiatives					
Aboriginal Community Connectors Program.....	-	6,841	7,208	-	-
Child Protection - Cost and Demand Growth.....	-	444	(2,898)	26,185	52,484
Civil Litigation Claims and National Redress Scheme Resourcing.....	3,182	2,102	-	-	-
Community Neighbourhood and Development Services.....	-	1,653	-	-	-
Extension of Service Agreements.....	-	15,532	-	-	-
Ministerial Youth Advisory Council.....	-	21	21	22	22
National Disability Insurance Scheme (NDIS) Worker Screening.....	(293)	221	269	263	-
National Housing and Homelessness Agreement.....	2,581	12,404	13,777	5,563	7,806
National Rental Affordability Scheme.....	619	394	(732)	11,097	9,016
Resolution of Native Title in the South West of Western Australia (Settlement)....	(1,100)	13,734	10,282	10,282	10,282
Step Up/Step Down Facility - Broome.....	5,831	-	-	-	-
Other					
Disability Services (Including NDIS Contributions).....	68,582	36,316	26,729	25,731	26,775
Government Regional Officer Housing.....	242	518	504	476	573
Housing Authority Outlook Update.....	25,642	(45,161)	(91,074)	(49,520)	(49,158)
METRONET Social and Affordable Housing and Jobs Package.....	(24,764)	(3,744)	(10,568)	(5,922)	(2,548)
Non-Government Human Services Sector Indexation.....	-	(1,049)	(1,110)	(1,212)	1,752
RiskCover Insurance Premiums.....	-	5,790	3,266	709	3,230
Voluntary Targeted Separation Scheme.....	33,241	-	-	-	-

(a) Recurrent spending changes only. The changes largely relate to non-cash expenditure from repurposing properties previously targeted for sale as social housing.

Appendix 1 – Strategic Alignment

Better outcomes for Aboriginal Western Australians

Communities is delivering a number of reforms to improve service delivery and deliver better outcomes for Aboriginal Western Australians.

- The Aboriginal Strategic Advisory Group will support the Communities Leadership Team with cultural advice and embed cultural practices across the agency's functions and service activities.
- Communities Aboriginal Cultural Capability Reform Program that will drive a cultural reform agenda within the organisation, and improve the cultural competence of Communities' workforce, systems, and processes.
- Aboriginal Community Controlled Organisations (ACCO) Strategy, which will include transitioning services to ACCOs to get better outcomes for Aboriginal people. Initial priority areas are Child Protection and Out of Home Care, Disability Support Services, Family and Domestic Violence and Housing and Homelessness.

The National Agreement on Closing the Gap

The Western Australian Government is a signatory to the National Agreement (the Agreement) on Closing the Gap 2020, which was ratified **on 27 July 2020**.

Communities has accountabilities in the following Socio-economic Outcomes:

- Outcome 3 – Aboriginal and Torres Strait Islander children are engaged in high quality, culturally appropriate early childhood education in their early years. (Co-lead with Department of Education)
- Outcome 4 – Aboriginal and Torres Strait Islander children thrive in their early years. (Support agency, with the Department of Education as lead agency)
- Outcome 9 – Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and need (Lead agency)
- Outcome 12 – Aboriginal and Torres Strait Islander children are not over-represented in the child protection system (Lead agency)
- Outcome 13 – Aboriginal and Torres Strait Islander families and households are safe (Lead agency)
- Outcome 14 – Aboriginal and Torres Strait Islander people enjoy high levels of social and emotional wellbeing (Support agency, with the Mental Health Commission as lead agency).

A working group has been established to progress Chief Finance Officer accountabilities in respect to:

- Section 113 - Identify spending on Aboriginal programs to determine reprioritisation opportunities to the ACCO sector
- Section 55 - Government funding/procurement policy for services to Aboriginal people with a 'meaningful portion' allocated to Aboriginal Community Controlled Organisations.

Communities is acutely aware that in order to deliver on these outcomes and targets much change is required in service delivery, both by internal teams and service providers. We do not currently know exactly how we will deliver the required approach but are confident that adopting a commissioning approach will allow us to collaboratively refresh services and update service models, by putting service users (many of who are Aboriginal) at the heart. It will additionally allow us to address sustainability issues in partnership with providers and open doors to Aboriginal Community Controlled Organisations who wish to step up and become providers.

Aboriginal Community Connectors Program

The Aboriginal Community Connectors Program (ACCP), formerly known as Aboriginal Community Patrols Program and managed through the Department of Aboriginal Affairs, provides critical front-line services to clients facing issues with alcohol consumption, use of other drugs and substances, anti-social behaviour and mental health in 14 locations across Western Australia and assists local responses to crime and anti-social behaviour.

On 30 June 2021, service agreements with ACCOs in 12 locations across WA, including Metropolitan Perth, will expire. The Connectors program services are community-led, and providers are local Aboriginal organisations that employ local respected people.

ACCP supports the development of Aboriginal Community Controlled Organisations (ACCOs) across Western Australia, helping to build their capability to deliver culturally appropriate services to Aboriginal families and communities.

The State Government committed to one-year of funding to support the continuation of the service in 2020-21 and facilitate the changed focus of the ACCP as it transitions away from the prior 'patrols' model. With the development of a comprehensive new model, Communities will be better placed to seek ongoing funding for ACCP.

Communities will reprioritise existing internal resources initially, to bridge the gap between 1 July 2021 and notification of a successful business case for additional funding from government as part of the 2021-22 Budget Process (if approved).

Homelessness Strategy

All Paths Lead to a Home: Western Australia's 10-Year Strategy on Homelessness 2020-2030.

<https://www.wa.gov.au/government/document-collections/all-paths-lead-home-western-australias-10-year-strategy-homelessness-2020-2030>

The Path to Safety – Family and Domestic Violence Strategy 2020-2030

Path to Safety – Family and Domestic Violence Strategy 2020-2030 has been published and a number of co-design workshops have been held for the FDV Hubs and the work to commission two new refuges which can inform the co-design process.

<https://www.wa.gov.au/government/publications/family-and-domestic-violence-reduction-strategy>

Building A Better Future: Out of Home Care Reform in Western Australia

Building A Better Future: Out-of-Home Care Reform Roadmap 2019-2023 was developed in 2019 following concerns raised by the sector in relation to the proposed models particularly the financial modelling and costings presented by Communities.

<https://www.wa.gov.au/system/files/2021-10/OOHC-Reform-Program-Roadmap-2019-2023.pdf>

Youth Action Plan

The ‘Beyond 2020 – WA Youth Action Plan’ pulls together actions across government that are aimed at assisting young people aged 10-25 years.

<https://www.wa.gov.au/organisation/departments-of-communities/beyond-2020-wa-youth-action-plan>

Appendix 2 – Procurement Pipeline 2021-2026

Note: Appendix 2 is generated directly from contract data systems as of November 2021, so contract numbers and groupings may vary due to timing and scope.