Your place in the new market



Support Coordination and Connection

Win your place in the new market, without carrying the contract alone.

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CoAct CEO foreword

Dear prospective partner,

SUPPORT COORDINATION IS CHANGING. YOUR PLACE IN IT DOESN'T HAVE TO.

From 1 July 2028, the Australian Government proposes to commission Support Coordination by region, rather than funding it through participant plans. Today's open market of around 11,000 support coordinators will become a market of far fewer contracted providers.

For established local and specialist providers, competing for a large regional contract alone is hard, even when you know your participants and your community better than anyone bidding against you.

Prices for Support Coordination haven't risen since 2019, and we're not banking on that changing. Sustainability will come from sharing the cost of running a service, not from higher prices. That's what a network does well.

At CoAct, we believe you shouldn't have to choose between going it alone and getting out.

For 29 years, CoAct has led government contracts on behalf of community organisations. We hold the contract and carry the accountability. Our partners deliver in their own communities, under their own names. It's a model built for commissioned markets. One accountable organisation, delivering through local and specialist providers.

We're now talking with a select group of Support Coordination providers about a CoAct bid. We're not looking to be the biggest. We're looking for providers whose practice, community connections and regional presence give participants real choice and quality support.

Government is still settling the detail of the new model. But the decisions that shape who stays in this market are happening now. If you want to keep delivering Support Coordination, I'd welcome the conversation.



"As a CoAct partner, you keep your organisation's identity, your participants' trust and your local know-how. We bring the tender, the contract, the compliance, the systems and the voice with government."

Simon Brown
| Chief Executive Officer, CoAct

Why now

The September 2026 consultation paper sets out a very different market.

What government has proposed so far:

- Commissioned by region. Support Coordination funding moves out of participant plans. The National Disability Insurance Agency (NDIA) contracts providers directly, region by region.
- Lead organisation favoured, for now. The consultation paper says the NDIA's early thinking favours one lead organisation per region, delivering directly, through other providers, or both. A multi-provider model is still under consideration.
- Two service levels. Support Coordination and Connection (SCC), and SCC+ for participants with very complex circumstances.
- Clear separation. SCC providers and workers aren't expected to routinely deliver other supports funded by the National Disability Insurance Scheme (NDIS).
- Far fewer providers. The paper is explicit that some current providers will not continue after mid-2028.
- Specialist and hard-to-reach areas served through partnerships. This includes Aboriginal Community Controlled Organisations and other specialist organisations.

WHAT IT MEANS FOR YOU

A large regional contract asks for regional coverage, contract and performance management, quality assurance, systems, reporting and the money to carry the risk. Most local providers have never had to show all of these at once.

- Prices for Support Coordination haven't risen since July 2019. We're pushing for a fair price, but we're not banking on it. With thin margins and rising compliance costs, sustainability will come from lower overheads and steady volume. That's hard to achieve alone.
- If you want to keep delivering Support Coordination after mid-2028, now's the time to plan your pathway, before the procurement opens.
- Based on the Support Coordination and Connection Reform consultation paper (September 2026). Government is yet to confirm final settings, including the commissioning model, regions, eligibility and funding.



CoAct is a for-purpose lead provider.

For 29 years we've held government contracts on behalf of community organisations, and partnered with them to deliver services in their own communities.

We're not a delivery giant looking to absorb local services. We're the accountable lead that helps local and specialist providers win, and keep, contracts they couldn't hold alone.

OUR PURPOSE

To help people create positive, lasting change in their lives and communities. We believe in the power of many. By bringing together our people, partners and communities, we unlock opportunities no one could achieve alone.

We collaborate as one team, and we lead with kindness, respect, inclusion and integrity. That's how we work with partners, not just what we say.

In Support Coordination, it means participants keep access to coordinators who know them, their supports and their community.



What we bring to Support Coordination

- A lead provider model that already works. We already run the kind of lead provider model being considered for SCC. One accountable organisation holds the contract. Many local and specialist partners deliver, and participants choose between them.
- We know how to manage partners, not replace them. Large organisations that win regional contracts tend to deliver most of the work themselves. Our model is built on partners delivering.
- Continuity for participants. If a delivery partner can no longer deliver, we can support a planned handover to another partner, so participants aren't left without support.
- We're already in Support Coordination. Through CoAct Support Coordination, we're a registered NDIS provider of Support Coordination.
- A trusted government contract-holder. We hold contracts with the Australian Government across several programs and manage them to government's standards for quality, compliance and reporting.

WE'RE ALREADY SPEAKING UP FOR PROVIDERS

In our submission to the reform consultation in October 2026, we asked government for:

- a price that covers the full work of coordination, with extra funding for complex needs, SCC+, hard-to-reach areas and transition
- a predictable share of regional demand, so providers can plan and stay viable
- fair terms, so delivery partners don't carry the full risk of a government contract
- funded transition and contract terms long enough to justify providers' investment
- real participant choice of worker and provider, with an independent complaints pathway.

We'll keep making the case for local and specialist providers as the model is finalised.

The opportunity

A new market is opening. We could take it on together.

From mid-2028, Support Coordination is set to move to regional contracts. That's a big shift, and it brings a real opportunity for providers who want to keep doing this work. We see a pathway where we lead and you deliver, sharing the weight and the cost of a government contract rather than carrying them alone.

Government is still working through the detail, so we'll confirm the final model as the picture becomes clearer.

WHAT THE OPPORTUNITY COULD MEAN FOR YOU

- A way into the new market. We'd lead the bid and hold the contract, giving you a pathway into a regional contract you might not reach bidding alone.
- A more sustainable service. Shared systems and services lower your overheads, so more of every dollar goes to coordination.
- More time on coordination, less on finding participants. We're seeking a predictable share of regional demand, so partners can plan their workforce with confidence.
- Your people at the centre. Your coordinators and the local knowledge that makes you valuable are the reason we want to partner with you.
- A lighter load. We'd look to take on much of the contract, compliance and reporting work around delivery, so your coordinators can focus on participants.
- An early conversation. Register interest now and you'll be among the first to hear how the model is taking shape.



The support we expect to offer

The exact support will depend on government's final model and funding. Based on how we work today, it's designed to lower your costs as well as your risk.



ENTER

A way into the new market through a CoAct-led bid. We'd bring bid leadership, procurement expertise, financial modelling and service design, so you avoid the cost of bidding alone.



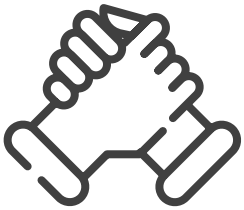
DELIVER

A shared service model and practice framework, workforce training through CoAct Academy, practice supervision, and a clear roadmap from contract award to day one. Ready-made frameworks and training mean you don't pay to build your own.



PROTECT

We'd carry the contract, compliance and risk. That includes contract and performance management, quality and safeguarding assurance, complaints and incident management, claims and payments, conflict-of-interest support and a collective voice with government. Subject to the final rules, we could manage audit and certification across the network, saving partners the cost and effort of doing it alone.



CONNECT

Shared technology and data, managed centrally, and the buying power of a network. You get systems and services that would cost far more to fund alone, plus the chance to learn from like-minded providers in a non-competitive network.

THE DIFFERENCE

Our model is a genuine service partnership, designed so partners are better off together than going it alone. Providers work together, not against each other, for better outcomes for participants.

CoAct leads. Partners deliver. Participants keep a choice.

	CoAct as lead provider	You as delivery partner
Contract	Bids for and holds the regional contract. Accountable to the NDIA.	Delivers Support Coordination in agreed areas or for agreed participant groups.
Participants	Protects participant choice and continuity across the network.	Works with participants day to day, under your own name.
Quality	Sets the practice framework and provides assurance.	Delivers to the framework, drawing on your local and specialist expertise.
Money	Receives contract funding, manages claims and pays partners for delivered activity.	Records activity in the shared platform and is paid for the work delivered.
Government	Reports to and engages with government on behalf of the network.	Contributes local insight and participant stories.

Partnering terms that protect participants

Partnering terms will focus on what protects participants and the contract. That means quality and safeguarding, conflict-of-interest compliance, confidentiality, and a supported handover if a partner leaves.

Flexible to government's final model

Government hasn't yet confirmed whether it will appoint one lead per region or several providers. It's also still designing funding and payment arrangements. Our model works either way. We will shape the final offer, including the level of central support, around what government decides and funds.

Local and specialist, side by side

In each region, we expect to bring together generalist partners and specialist partners, such as First Nations, psychosocial, neurological or complex-needs specialists. Partners can join for one region or several.



Who we're looking for

If you're weighing up whether to stay in Support Coordination or step away, talk to us first. Partnership may be the pathway that lets you keep doing the work you're good at.

We want partners who share our purpose and bring something participants need.

You don't need to be big to partner with us. The network gives you scale. We're partnering with a small number of providers in each region, so every partner has a clear role and participants still have a real choice.

You may be a good fit if you:

- deliver Support Coordination today, or have strong case-management experience with people with disability
- have deep roots in one or more regions, with years of local relationships behind you
- bring specialist capability, such as First Nations, psychosocial, neurological, culturally and linguistically diverse, housing and homelessness, or complex support needs
- have the staff and capacity to take on more participants
- are financially sustainable, in good standing with your regulators and funders, and committed to quality and safeguarding
- want to keep delivering Support Coordination after mid-2028, but don't want to carry a government contract alone.



Proof that the model works

CoAct leads. Partners deliver. Participants keep a choice.

In employment services, we bring together 12 community organisations. Each keeps its name, its local relationships and its knowledge of the people it serves.

We hold the contract and carry the accountability, and our partners deliver in their communities. Partners also share the cost of technology, compliance and training. It's the same model we'd bring to Support Coordination. Five Bridges and MCM both used it to enter a commissioned program for the first time.

Proof that the model works

FIVE BRIDGES ENTERED A NEW PROGRAM, READY FROM DAY ONE

Five Bridges is a Queensland First Nations community organisation. With CoAct as lead, it entered Workforce Australia for the first time as an Indigenous specialist provider, in Fitzroy and Brisbane South. CoAct's systems, compliance and knowledge transfer meant it could deliver from day one of the contract.

> **Caseload** 1,453 (25 percent growth since contract start)
> **Placements** 1,896
> **Net Promoter Score** 55

Why it matters for Support Coordination. The consultation paper proposes that specialist and First Nations organisations take part through partnerships. Five Bridges shows this works in practice.

MCM SCALED SPECIALIST EXPERTISE INTO A GOVERNMENT CONTRACT

Melbourne City Mission's (MCM) youth employment service had deep expertise with young people facing disadvantage, but no employment services contract. Through CoAct, MCM secured Inclusive Employment Australia contracts across five Melbourne regions. An 18-month co-designed service model and CoAct's operational backbone let MCM focus on the young people it supports.

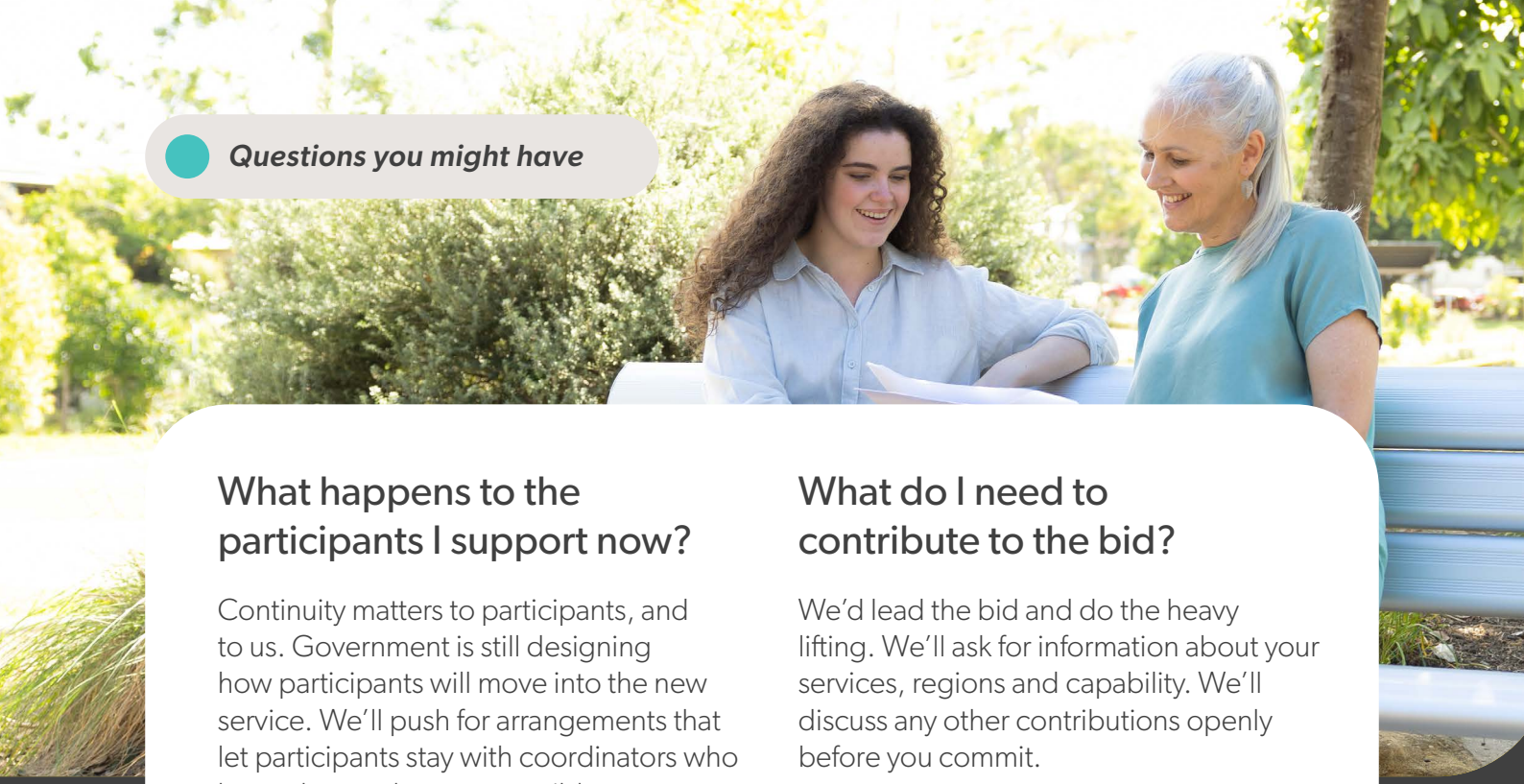
> "Through a genuine co-design process with CoAct, we've developed a collaborative and innovative service delivery model tailored to the real-world needs of young people with disability." Sean Spencer, General Manager, MCM

Why it matters for Support Coordination. Participants need specialist expertise. MCM shows how a lead can help a specialist organisation turn that expertise into a government contract, without building the systems alone.

A Support Coordination provider's view

"Support Coordination is relational work. Our coordinators know the people they support and the communities they live in. Partnering with CoAct means we can keep doing that work without carrying a government contract on our own. That matters to our team, and it matters to participants."

Sam Hill | CEO & Founder, Real Life Community Group



Questions you might have

What happens to the participants I support now?

Continuity matters to participants, and to us. Government is still designing how participants will move into the new service. We'll push for arrangements that let participants stay with coordinators who know them, wherever possible.

What happens to my staff?

Your coordinators are a big part of why we want to partner with you. As a partner, you'd continue to employ your own team. We'd support them with induction, training and practice support through CoAct Academy.

I also deliver other NDIS supports. Can I still take part?

Government proposes that SCC providers don't routinely deliver other NDIS-funded supports. How this applies to related organisations isn't settled yet. We'll help you understand the rules as they're confirmed, and what they mean for you.

What will it cost, and how will I be paid?

We can't confirm costs until government sets the funding model. The model has to leave partners better off than going it alone, with shared services that lower your costs. Partners should be paid fairly and promptly for the work they deliver, and shouldn't carry the full risk of a government contract. We'll be upfront about costs before you commit.

What do I need to contribute to the bid?

We'd lead the bid and do the heavy lifting. We'll ask for information about your services, regions and capability. We'll discuss any other contributions openly before you commit.

What will you do with the information I share?

We'll use it only to understand your organisation and plan a potential bid. Only the small CoAct team working on the partnership will see it. We won't share it with other providers without your permission, and you can ask us to delete it at any time.

Does registering interest commit me to anything?

No. Registering is free, confidential and non-binding. We'll agree partnering terms with each provider before the bid.

Interested in tendering for Support Coordination and Connection with CoAct?

Register your interest to start the conversation.
It's free, confidential and non-binding.

WHAT HAPPENS NEXT

1. **Register your interest** at **coact.org.au/scc**. It takes about 10 minutes.
2. **Tell us about your organisation.** Share where you deliver, your current Support Coordination caseload, your staff and specialisations, and your registration status. What you share stays confidential.
3. **Talk with our team.** We'll call to walk you through the reform, what's still unknown, and how a partnership could work for you.
4. **Shape the bid together.** As government releases more detail, we'll work with interested providers on regions, service model and partnering terms.

KEY DATES

Now to March 2027	CoAct talks with interested providers
2027	Government procures SCC providers
Early 2028	Transition of participants and providers
1 July 2028	New SCC service begins

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