



Request for Proposal

RFP-2627-04 – headspace Batemans Bay



Activity	Date
Release date	23 October 2026
Industry Briefing and Q&A session Click here to register	12:00 – 12:45 pm 02 November 2026
Last day for Q&As on online Tenderlink forum	5pm 24 November 2026
Closing date and time <i>Note: late applications will not be accepted</i>	5pm 27 November 2026
Shortlisting	December 2026
Clarification / negotiation	December 2026 – January 2027
Funding awarded	January 2027
Indicative contract start date	February 2027
Transition period	Contract start – 30 June 2027
Service delivery commences	1 July 2027

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1. Introduction

The headspace model is based on removing barriers to service access and increasing the likelihood that young people will seek help. The aim is to ensure young people receive accessible, appropriate and effective services within a sustainable service system. The first 10 headspace centres were established across metropolitan and rural Australia in 2007, and the program has since grown into a national network of centres. Since then, headspace has provided more than 3 million occasions of service and supported over 1 million young people through its national network of more than 170 services, online supports and clinical programs.

headspace Batemans Bay is an established youth mental health service supporting young people aged 12–25 years in Batemans Bay and the surrounding Eurobodalla region. Since opening in 2021, the service has played an important role in providing accessible early intervention support and connecting young people with the care and services they need. The current funding arrangement concludes on 30 June 2027.

This Request for Proposal (RFP) has been developed by COORDINARE – South Eastern NSW Primary Health Network (South Eastern NSW PHN) in partnership with headspace National Youth Mental Health Foundation (headspace National). The RFP forms part of the commissioning process to select and engage a suitably qualified Lead Agency to continue operating headspace Batemans Bay from 1 July 2027 to 30 June 2028.

Through this competitive procurement, COORDINARE is seeking a Lead Agency that can continue to build on the strengths of the existing service while responding to the changing needs of young people, families and communities. A transition and implementation period will commence following contract award to support service continuity, operational readiness and delivery of contract requirements. Where a change in provider occurs, the successful Lead Agency will work collaboratively with COORDINARE and the outgoing provider to support a smooth transition. Maintaining continuity of care and access to services will be a key priority throughout this period.

Respondents may be individual legal entities or consortia with a nominated Lead Agency. Funding is provided through COORDINARE to the Lead Agency. To operate the local headspace service, the Lead Agency must also enter into a Trade Mark Licence Deed with headspace National.

2. Background

headspace

headspace was established in response to growing evidence about:

- the high prevalence of clinically relevant mental health problems among young people aged 12–25 years
- the low level of help-seeking among young people in that age group.

Funding was first provided in 2006 to headspace National Youth Mental Health Foundation Ltd, which established headspace National and funded the first wave of headspace centres across Australia.

headspace centres provide integrated, youth-friendly early intervention services across four core streams: mental health; physical and sexual health; alcohol and other drugs; and work and study. Services are designed to respond to the needs of young people aged 12–25 years and support connections with other services where required. Services are provided at no or low cost to young people. Centres also play a proactive role in engaging family members and carers, and in promoting awareness and understanding of youth mental health in their local communities.

headspace services are designed with local young people to ensure they are relevant, accessible and effective. As a result, services are tailored to meet their local needs and resources. Further information about the headspace model is provided in Section 4.

Commissioning

A key function of PHNs is commissioning services, using funding provided by the Department of Health, Disability and Ageing, to meet the health and wellbeing needs of people in their regions. Commissioning is a continual cycle of planning, procurement, monitoring and evaluation, and involves a linked set of activities including:

- health needs assessment (through stakeholder consultation and data analysis)
- priority setting
- service design and co-design with stakeholders
- procurement, through tender processes and contracting with service providers
- monitoring of service delivery
- review and evaluation of service effectiveness.

COORDINARE – South Eastern NSW PHN

COORDINARE, as the South Eastern NSW Primary Health Network, is dedicated to fostering healthier communities. Our role is to improve the health and wellbeing of our community which is one of the largest rural and regional populations in NSW. To do this, we collaborate with the community, general practices and other stakeholders to design solutions that make it easier for people to get the health care they need. We also use our knowledge and commissioning expertise to attract new funding partners to expand our impact.

Our region stretches from Helensburgh in the north to the Victoria border in the south and inland to Cooma/Monaro, Queanbeyan, Yass and Goulburn.

More information about COORDINARE can be found on our [website](#), including [COORDINARE's Strategic Directions 2024-2027](#).

PHNs and headspace collaborations

Since 2016, the Australian Government has provided funding to PHNs for the establishment and operation of local headspace services as part of their broader commissioning role in primary care. Appendix 5 – COORDINARE Contract for Services (sample) provides information on the general contracting arrangements between COORDINARE and headspace Lead Agencies.

The Australian Government also directly funds headspace National, which continues to lead the development and implementation of the headspace model, including licensing the Lead Agencies commissioned by PHNs to operate headspace centres in their regions.

COORDINARE and headspace National work collaboratively, under guidance from the Department of Health, Disability and Ageing, to commission headspace services. Further information about the relationship between PHNs and headspace National is provided in **Appendix 6 – headspace Information for New Services**.

3. Batemans Bay and surrounding regions

headspace Batemans Bay opened in January 2021 following an open market procurement process, and is one of nine headspace centres and satellites commissioned by COORDINARE across South Eastern NSW. The service has continued under successive commissioning arrangements since then, and the current contract ends on 30 June 2027.

This procurement allows COORDINARE to test provider capability, local partnerships, youth participation, cultural safety and alignment with the headspace model for the next service period. Continuity of care for young people and families currently engaged with the service is a priority throughout the procurement and any transition.

headspace Batemans Bay serves the Eurobodalla Shire Local Government Area (LGA). More information about the LGA, including council services and Census data, can be found on the Eurobodalla Shire Council website.

Population health summary – Eurobodalla Shire LGA

Selected key metrics	Eurobodalla	SE NSW PHN	NSW
Total youth population aged 10–24 years	5,765	37,741	1,702,530
Youth population aged 10–24 years as % of total population	14%	6%	20.1%
High or very high psychological distress (persons), ASR per 100	13.5	13.1	12.4
Mental and behavioural problems (persons), ASR per 100	22.6	21.6	18.8
Suicide deaths, ASR per 100,000	22.1	13.6	10.9
Psychologist FTE per 100,000	81.9	99.0	104.8
Youth unemployment benefit recipients (% of 16–21 year olds)	7.1%	4.2%	3.4%
Socio-economic disadvantage compared with national figures	985	1,002	1,000

Source: COORDINARE Population Health Profile [September 2026]. Bold figures indicate a measure that is worse than the NSW average.

Insights from past stakeholder and community consultations

Insights gathered from past stakeholder and community consultations across the South Eastern NSW region highlight several issues to consider when designing mental health services for young people. With perceived rising rates of mental and behavioural problems and psychological distress among young people, consultations have identified the need for a range of stepped care services that better match the level of need and reduce reliance on acute care. This is particularly relevant to hospital admissions, as a young person's first contact with the health system for a mental health issue is often through an emergency department presentation.

Barriers that make it difficult for young people to access mental health services include:

- long wait lists
- the need to travel long distances to access services
- lack of the right services at the right time (stepped care)
- gaps in service availability across many parts of the region
- ongoing challenges in workforce recruitment and retention.

headspace represents a small proportion of the physical and sexual health, mental health, alcohol and other drug, and vocational services available in any region. Service design and delivery should respond to local need and prioritise integration and collaboration with existing health and social services across the four headspace streams, to support continuity of care and avoid duplication.

General practitioners have told COORDINARE they would like a more integrated and collaborative relationship with headspace services, to provide better wrap-around care for young people and their families.

4. The headspace model and expectations of Lead Agencies

The successful Lead Agency will be required to deliver headspace Batemans Bay in alignment with the headspace model and enter into a Trade Mark Licence Deed with headspace National.

Respondents must review the headspace documents attached to this RFP and use them to inform their proposed service model, governance arrangements, workforce, partnerships and approach to youth and family participation. These documents include:

- Information for New headspace Services (**Appendix 6**)
- The sample headspace Trade Mark Licence Deed (**Appendix 7**)
- Evidence for the headspace Model (**Appendix 8**)
- Australia's innovation in youth mental health care: The headspace centre model (**Appendix 9**)

Service objectives

headspace Batemans Bay will provide accessible, youth-friendly and integrated early intervention support for young people aged 12–25 years, and their families and carers, in Batemans Bay and the surrounding Eurobodalla region. The headspace model is built around four core streams of support:

- Mental health – early intervention to support and promote mental health and wellbeing.
- Physical and sexual health – youth-friendly general health care and advice.
- Alcohol and other drugs – support for young people with concerns about their own or others' alcohol and other drug use.
- Work and study – support for young people to take part in education, training and employment.

Together, these streams provide integrated, youth-friendly and 'wrap-around' services, ensuring young people seeking support from headspace can have their needs addressed in a safe, accessible and supportive environment.

The service will be expected to reduce barriers to care for young people and strengthen local pathways across primary care, specialist mental health, alcohol and other drugs, Aboriginal health, education and broader community services.

Headspace Service Model and Model Integrity Framework

The headspace Centre Services Model comprises 16 components that must be brought together, resourced and actively managed to deliver a headspace service. These components are:

1. Youth Participation
2. Family Participation
3. Community Awareness and Engagement
4. Enhanced Access
5. Early Intervention
6. Appropriate Care
7. Evidence Informed Practice
8. Four Core Streams
9. Service Integration
10. Supported Transitions
11. National Network
12. Lead Agency Governance
13. Consortium
14. Multidisciplinary Workforce
15. Blended Funding
16. Monitoring and Evaluation.

The successful Lead Agency will be required to align service delivery with the headspace model and participate in assessment through the headspace Model Integrity Framework. Respondents should refer to Appendix 6 - Information for New headspace Services for information about the 16 components of the model.

headspace Trade Mark Licence Deed

The successful Lead Agency must enter into and maintain a Trade Mark Licence Deed (TMLD) with headspace National to operate headspace Batemans Bay and use the headspace trade marks, materials and systems.

TMLD includes requirements relating to delivery of the headspace model, use of the headspace brand, governance, workforce, data, service locations, child safety, privacy and other Lead Agency obligations. The successful Lead Agency will be required to work directly with headspace National in relation to licensing. TMLD establishes the licensing arrangement and contains those identified areas of the above obligations.

The sample Trade Mark Licence Deed (Appendix 7) is provided for information only. Respondents must review Appendix 7 in full when preparing their submissions. The final Trade Mark Licence Deed will be issued by headspace National to the successful Lead Agency.

Location, premises and operating hours

The headspace centre in Batemans Bay has been operated by Relationships Australia Canberra & Region Incorporated since it was commissioned in 2020 and established in 2021. The area covered by the headspace centre and associated services supports the communities of the Eurobodalla Local Government Area. This currently includes:

- headspace Bateman's Bay: 1/11 Clyde Street, Batemans Bay, NSW 2536
- headspace Narooma (outpost): Suite 2/183 Princes Highway, Narooma NSW 2546
- Moruya Outreach: 39 Vulcan Street, Moruya NSW 2537
 - Please note: A dedicated physical location is not required for outreach services. Providers may propose alternative service delivery arrangements, including delivering services from suitable existing community facilities.

The Narooma outpost and Moruya outreach each operate on a regular schedule for at least two days per week, are supported by no fewer than two FTE of staff (pro rata) and provide mental health stream services.

Operating hours:

- The Centre must be operational for at least 38 hours per week, including at least 34 hours of direct service delivery, except for public holidays, end-of-year service closure (between Christmas and New Year) and occasional whole-of-team professional development days.
- The service must provide at least 4 hours of service delivery outside standard business hours for each week
- The Narooma outpost is expected to be operational for at least 7.5 hours per week, except for public holidays, end-of-year service closure (between Christmas and New Year) and occasional whole-of-team professional development days.

Transition period

The contract is expected to commence by February 2027 with full service delivery from 1 July 2027.

Should there be a change of Lead Agency as a result of the commissioning process, the incoming Lead Agency will be required to participate in a formal transition of business process with the PHN, outgoing Lead Agency and headspace National following contracting. This process will include, but is not limited to, transition and service continuity planning, transfer or assignment of relevant leases, utilities and assets, workforce transition, appropriate transfer of client information and records, and other activities required to support continuity of service. The incoming Lead Agency will be required to meet headspace licensing requirements and obtain a TMLD prior to commencing service delivery.

It is expected that the services will continue to operate from their current locations, subject to the successful assignment or transfer of the relevant leases to the incoming Lead Agency.

During the transition period, the successful Lead Agency will be required to work with COORDINARE and headspace National to obtain the required approval for the headspace service locations. If a change to an approved location is proposed, the Lead Agency must provide COORDINARE and headspace National with at least six weeks written notice and obtain any required approval before implementing the change.

Reporting

The Lead Agency must meet the data collection and reporting requirements specified by COORDINARE and headspace National. The Lead Agency must prepare and maintain an Implementation Plan and Budget, and an annual Service Plan and Budget. It will also deliver six-monthly performance and financial reports, and annual audited financial statements, in a format specified by COORDINARE.

The successful Lead Agency will be required to collect and submit data for headspace services via the headspace Application Platform Interface (hAPI) in accordance with headspace National's requirements. This includes data required to meet the Primary Mental Health Care Minimum Data Set. The Lead Agency will also be required to provide reports to COORDINARE on request.

Additional measures and key performance indicators may be developed to monitor delivery against the headspace Model Integrity Framework and support ongoing service improvement.

5. Child safety

Delivery of headspace services involves contact with children and young people, including people under 18 years of age. Respondents must demonstrate that they have appropriate child safety arrangements in place and can comply with relevant child safety legislation and the child safety requirements contained in the headspace Trade Mark Licence Deed.

The sample Trade Mark Licence Deed includes requirements relating to Working with Children Checks, the National Principles for Child Safe Organisations, child safety risk assessment and risk management, training and monitoring of compliance.

6. Indicative funding

Indicative funding amount and duration

This service is supported by funding from COORDINARE – South Eastern NSW PHN through the Australian Government’s PHN Program. Core funding of up to \$1,250,000 (ex GST) is available for headspace Batemans Bay including outreach to Moruya from 1 July 2027 to 30 June 2028.

Enhancement funding for headspace Batemans Bay currently supports the Narooma outpost. Enhancement funding for 2027-28 is subject to confirmation by the Department of Health, Disability and Ageing. Any confirmed allocation will be reflected in the contract, in accordance with Departmental guidance.

In addition, a one-off establishment budget of up to \$250,000 (ex GST) will be available to support the transition of the headspace service to the successful provider where required.

Anticipated service budget

2027-28 Core ex GST	2027-28 Enhancement ex GST	Total ex GST
\$1,250,000	To be confirmed	\$1,250,000 (plus enhancement once confirmed)

See clause 8.17 in Appendix 5 for information regarding ineligible expenditure and funding restrictions.

Note: COORDINARE reserves the right to determine whether proposed expenditure is eligible for funding, consistent with the objectives and requirements of this funding opportunity. Respondents are encouraged to seek clarification on any expenditure items where eligibility is uncertain before the application closing date.

Respondents are asked to provide an indicative budget for 2027–28 in their proposal using Appendix 1 – Budget template.

7. Obtaining further information

Submitting questions online

After registering on Tenderlink, you can submit questions about the RFP process or content anonymously via the online forum. All questions will receive a response within **three (3) business days**. Questions, answers and points of clarification will be shared with all Respondents participating in the RFP, with any identifying information about the organisation that submitted the question removed.

Questions can be submitted before and after [Industry Briefing session](#) (See below). The last day for questions to be submitted via Tenderlink is 20 November 2026.

Industry briefing session

An optional industry briefing and Q&A session will be held to provide further clarification about the RFP process, and attendance is strongly encouraged. The session will include a presentation from headspace National on the headspace model.

Date	02 November 2026
Time	12:00 – 12:45 pm
Mode	Microsoft Teams (online)
Registration	Registration via link

The session will be recorded. Questions, responses and any clarifications raised during the briefing will be shared with all registered Respondents, in a de-identified format, through an addendum published on Tenderlink and the COORDINARE website.

8. Assessment of submissions

Successful Respondents will be selected through a competitive process. An assessment panel will consider each submission against the mandatory eligibility criteria, the information in this RFP and the weighted assessment criteria below. Responses must not exceed the stated word limits, and attachments must not exceed six pages (see Section 6).

Mandatory eligibility criteria

Respondents must meet the following mandatory eligibility requirements to be considered for funding. Organisations that do **NOT MEET** the below 'Eligibility criteria' are encouraged not to apply.

The eligibility criteria will be assessed on a **pass/fail basis**. Respondents must provide sufficient information and evidence to demonstrate compliance with each criterion. Applications that do not satisfy all mandatory eligibility requirements may be deemed non-compliant and excluded from further evaluation.

The table below outlines the key eligibility areas.

Eligibility criteria	Guidance
Legal Entity Status	<p>Respondents must:</p> <ul style="list-style-type: none">• hold a valid Australian Business Number (ABN)• be registered for GST <p>Consortium and partnership applications are welcome. A Lead Agency must be nominated and will be responsible for the application, contract, and delivery of services. COORDINARE will contract only with the Lead Agency. Any participating partner organisations will be considered subcontractors to the Lead Agency.</p>

Ineligible entity	Applications from state-run entities such as Local Health Districts, NSW Ambulance, or other government-operated services are ineligible to apply , unless explicitly permitted under the PHN Grant Program Guidelines.
Geographic location	<p>The applicant organisation must demonstrate the ability to deliver headspace Batemans Bay from a physical site located in Batemans Bay.</p> <p>The proposed location must be accessible to young people in Batemans Bay and surrounding communities and support safe, visible and youth-friendly service delivery in accordance with the headspace Model Integrity Framework.</p>
Accreditation	<p>Accreditation certificates must demonstrate the respondent's eligibility to deliver services in their chosen fields</p> <p>Respondents must provide evidence that they hold accreditation, or are actively working towards accreditation, against the relevant safety and quality standards applicable to the proposed service model, including:</p> <ol style="list-style-type: none"> National Safety and Quality Health Service Standards; National Safety and Quality Mental Health Standards for Community Managed Organisations; and National Safety and Quality Digital Mental Health Standards. <p>Respondents must provide copies of current accreditation certificates. Where accreditation is not yet held, respondents must demonstrate progress towards accreditation within 12 months, including evidence of engagement with an approved accrediting body and any identified barriers to compliance.</p> <p>Evidence of accreditation under recognised standards, such as QIC Health and Community Services Standards, may also be provided where relevant.</p>
headspace Trade Mark Licence Deed (headspace TMLD)	<p>Respondents must confirm they will enter into, and comply with, the headspace Trade Mark Licence Deed (TMLD) with headspace National and its associated documents, including the headspace Model Integrity Framework.</p> <p>The TMLD must be signed by the Lead Agency before headspace services can be delivered. Refer to Appendix 7 for sample headspace Trade Mark Licence Deed.</p>
Insurances	<p>Respondents must hold and maintain appropriate insurance coverage, including:</p> <ul style="list-style-type: none"> Public Liability Insurance - A minimum cover of \$20 million for each and every occurrence. Professional Indemnity Insurance – A minimum cover of \$10 million per claim and in the aggregate of all claims.

	<ul style="list-style-type: none"> • Workers Compensation Insurance (or equivalent). • Cyber liability insurance (where applicable). • Other insurance appropriate to the nature and scale of the services proposed. <p>All insurances documents must be current and valid at the time of application.</p>
Financial Capability	<p>Respondents must demonstrate they have the financial capability to establish and deliver the proposed service. Respondent must provide either:</p> <ul style="list-style-type: none"> • Audited Financial Statements for the last 2 years, • a Statement of Financial Viability, • or other supporting documentation acceptable to COORDINARE. <p>Applicants must declare any circumstances that may impact their financial capacity to deliver the service.</p>
Child Safety Credential Declaration	<p>Respondents must submit a completed Child Safety Credential Declaration Form (Appendix 3) to self-declare their child safety governance, compliance arrangements, and the availability of supporting documentation. Supporting evidence is not required at the time of submission but must be available for review by COORDINARE upon request.</p>
Professional Reference	<p>Applicants who have not previously received funding of \$100,000 or more from COORDINARE must provide a minimum of two (2) professional referees from external organisations.</p>
Conflict of Interest	<p>Applicants must declare any actual, perceived or potential conflict of interest.</p> <p>Applications involving conflicts that cannot be appropriately managed may be excluded from assessment.</p>
Complete and Accurate Submission	<p>Applications must be complete and include all required information and supporting documentation. Applications containing false, misleading or incomplete information may be excluded from assessment.</p> <p>Respondent must complete:</p> <ul style="list-style-type: none"> - Online Tenderlink application - Appendix 1 – Budget template - Appendix 3 – Child Safety Credential Declaration - Appendix 4 – Proposed Staffing Profile - A Risk Management Plan - Any mandatory compliance documents specified in the Tenderlink application form. - Any relevant supporting document to evidence any statements made in the RFP application (6 pages maximum/document)

Submission method	<p>Applications must be submitted via Tenderlink.</p> <p>Respondents register themselves via Tenderlink – registration is free and required to access the portal. Please see Appendix 2 – Tenderlink User Guide for Supplier Response for more information.</p> <p>Submission via other channels will not be accepted.</p> <p>Late or non-compliant submissions will not be considered.</p>
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Weighted assessment criteria

Submissions that meet the mandatory eligibility criteria will be assessed against the following weighted criteria.

Weighted assessment criteria	Guidance
<p>1. Service Delivery Model</p> <p>Weighting: 30%</p> <p>Word limit: 1,500 words</p>	<p><i>The service delivery model clearly articulates the organisation’s vision for how the centre and services will operate, including how it will optimise access and operate across the four core headspace streams in an integrated way at headspace Batemans Bay.</i></p> <p><i>The service delivery model clearly details effective strategies to deliver integrated and coordinated care.</i></p> <p>Provide an overview of the proposed service delivery model, including:</p> <ul style="list-style-type: none"> • Your vision for how the centre will operate across Batemans Bay and the surrounding Eurobodalla region. • Features of the model that will enhance access generally, and specifically for Aboriginal and Torres Strait Islander young people, culturally and linguistically diverse (CALD) young people, LGBTIQA+ young people, and young people who are homeless or at risk of homelessness, and their families, carers and communities. • How the four core headspace streams will be sustainably offered in an integrated way. • How services will be extended across the Eurobodalla, including the Narooma outpost and Moruya outreach. • Proposed workforce profile that will meet or exceed demand for services and the headspace model and TMLD requirements. • The mechanisms you will put in place to deliver integrated and coordinated care, providing a seamless experience for young people and service providers regardless of funding stream. • Existing skills and expertise your organisation will contribute. • Proposed hours of operation based on improving access to meet young people’s needs.

Weighted assessment criteria	Guidance
	<ul style="list-style-type: none"> If you are not the existing Provider, please describe your organisation's experience and proposed approach to transitioning an established service from an outgoing provider. Your response should address continuity of care, workforce transition and retention, client records, premises and assets, information and data systems, stakeholder communication, consortium continuity, project governance and collaboration with the outgoing provider, COORDINARE and headspace National.
<p>2. Governance and Leadership</p> <p>Weighting: 25%</p> <p>Word limit: 1,000 words</p>	<p><i>The proposed governance and leadership structure demonstrates strong existing clinical governance and operational management arrangements that can be integrated with the headspace service.</i></p> <p><i>The proposed governance structure includes a strategically identified consortium, including partnerships with Aboriginal Community Controlled Organisations, that will result in service integration and enhanced service delivery through in-kind support.</i></p> <p>Outline the proposed governance (including clinical governance) and leadership structure, including:</p> <ul style="list-style-type: none"> Proposed consortium partnerships that bring strategic value to service delivery and in-kind support and service contributions. Include evidence that the proposed consortium arrangement is supported by the partners. Provide an overview of your organisation's existing operational, cultural and clinical governance and management arrangements, and how these will be integrated within the headspace service. An outline of how you will ensure all reporting requirements are met, including data submission via hAPI to meet Primary Mental Health Care Minimum Data Set (PMHC-MDS) requirements. An outline of how you have met or exceeded the requirements for the headspace TMLD, or an equivalent licensing or accreditation standard.
<p>3. Clinical Care</p> <p>Weighting: 25%</p> <p>Word limit: 1,000 words</p>	<p><i>The response clearly articulates how the organisation will ensure that services, inclusive of the four core streams of headspace, are evidence-based and that clients are provided with appropriate interventions and services based on their level of need.</i></p> <p><i>The response clearly articulates how the experiences of young people and their families are incorporated into quality improvement processes in a formalised way.</i></p> <p>Describe how your proposed service model and workforce profile will ensure appropriate clinical care, including:</p>

Weighted assessment criteria	Guidance
	<ul style="list-style-type: none"> • Services that are developmentally and culturally appropriate and proportional to the stage of health or illness and level of need. • Consumer pathways detailing the young person journey through referral, intake and subsequent points of clinical decision-making, including handovers, escalation of care and referrals. Responses should demonstrate how a positive risk culture, including a 'no wrong door' approach, will be embedded across these pathways to support engagement, warm referral and shared responsibility for ensuring young people are appropriately connected to care • Quality improvement mechanisms that take into consideration young person outcomes and experience. • Proposed approach to managing a multidisciplinary workforce, including professional development, recruitment, clinical supervision and credentialing.
<p>4. Engagement and Participation</p> <p>Weighting: 10%</p> <p>Word limit: 500 words</p>	<p><i>The response clearly identifies relevant priority population groups and appropriate strategies, and is supported with evidence.</i></p> <p><i>Proposed strategies to engage with young people, their family and community are evidence-based and effective.</i></p> <p>Outline the proposed strategies for engagement and participation, including:</p> <ul style="list-style-type: none"> • Proposed strategies to reach and meet the needs of identified priority population groups of young people, including Aboriginal and Torres Strait Islander, CALD, LGBTIQ+ and homeless (or at risk) young people, and their family and community. • Proposed strategies to engage young people, their family and community in further developing the headspace centre.
<p>5. Financial and Risk Management</p> <p>Weighting: 10%</p> <p>Word limit: 500 words</p>	<p>The amount of funding available is:</p> <ul style="list-style-type: none"> • \$250,000 (ex GST) establishment cost for transition of the service (one-off, where relevant) • \$1,250,000 (ex GST) core funding for 2027-28 for operation of the service <p>The applicant must:</p> <ul style="list-style-type: none"> • ensure that you have completed and included the budget template provided with your application (Appendix 1), • ensure that your budget includes an estimated cost of the service, including outreach and establishment costs if applicable, and represents value for investment, and

Weighted assessment criteria	Guidance
	<ul style="list-style-type: none"> • ensure that the budget for administration costs is reasonable, justified, and explained clearly • describe how funding will support achievement of intended service outcomes • describe how the budget contributes to financial sustainability across the contract period • describe any assumptions underpinning the budget <p>Applicants should use both the budget template (Appendix 1) and their written response to respond to this criterion.</p> <p>Provide a detailed risk management plan for the service, including mitigation strategies.</p>
Respondents are required to provide a completed Proposed Staffing Profile (Appendix 4) as part of response to above assessment criteria	

9. Application guidance and requirements

Respondents are advised to carefully review all sections of this RFP document and follow the outlined instructions, timelines, and documentation requirements to ensure a complete and compliant submission.

Requirement	Details
Important documents	<p>The appendices listed below form an integral part of this RFP Guideline. Copies of these documents can be downloaded from TenderLink and/or the COORDINARE website.</p> <ul style="list-style-type: none"> • Appendix 1 - Budget template • Appendix 2 - Tenderlink User Guide for Supplier Response • Appendix 3 - Child Safety Credential Declaration • Appendix 4 -Proposed Staffing Profile template • Appendix 5 - COORDINARE Contract for Services (sample) • Appendix 6 - Information for New headspace Services V5 2025 • Appendix 7 - Sample TMLD 2025 for information only • Appendix 8- Evidence of the headspace model • Appendix 9 - Australia's innovation in youth mental health care - The headspace centre model

<p>Developing and submitting your proposal</p>	<p>The online application form is available on COORDINARE's procurement portal, Tenderlink, at www.tenderlink.com/COORDINARE. You will need to register on the site before you can access the form. Registration is free. You will receive a time and date stamped confirmation after a successful submission. Appendix 2 – Tenderlink User Guide for Supplier Response provides further information.</p> <p>Please submit your proposal using the online application form. Read each question carefully and answer every component of the form, respond to all components within the specified word limits, taking into account all the information in this RFP, including the conditions and assessment criteria. Submissions via other channels will not be accepted.</p> <p>Attach only documents that directly support your application, such as diagrams or additional resources, and the required templates. Supporting document must not exceed six (6) pages unless otherwise specified. Where supporting documents are lengthy, clearly identify the relevant page numbers or sections. Word, Excel, PDF and JPG files are accepted. The attachment areas are not to be used to upload your full response as a separate document.</p> <p>This RFP identifies a specific population group, and COORDINARE will be looking for proposals that target their needs.</p> <p>Proposals will be accepted that:</p> <ul style="list-style-type: none"> • are received on or before deadline through Tenderlink (late applications will not be accepted) • meet the mandatory eligibility criteria and conditions outlined in this RFP • include documents as required under Complete and Accurate Submission section
<p>Other resources to write effective submissions</p>	<p>COORDINARE has developed a series of webinars and practical tools with University of New England (UNE) Partnerships, to provide primary care with foundation skills and knowledge to write effective tenders and submissions. Potential respondents may access these resources via our website. These resources are designed to help potential Providers confidently respond to funding opportunities and improve their chances of success.</p> <ul style="list-style-type: none"> • Please note: This is a guide only and does not guarantee success in tender applications. We encourage practices to use these resources as part of a broader strategy for professional development and business planning.
<p>Further clarification with Respondents</p>	<p>Successful Respondent will be selected through a competitive process. Submissions will be evaluated by a panel against the mandatory requirements and the selection criteria outlined Section 8. Assessment of submission.</p> <p>During the evaluation process, COORDINARE may seek clarification of a submission or request additional information from respondents. This may include written responses, interviews, presentations, site visits, or participation</p>

	in a Best and Final Offer (BAFO) process. Respondents must provide all requested information within the timeframe advised and at no cost to COORDINARE.
Site Visit	COORDINARE may conduct site visits, either in person or virtually, as part of the evaluation process. Site visits may be used to verify information provided in a proposal, assess service delivery capability, and gain a better understanding of the respondent's proposal. Respondents will be provided with reasonable notice should a site visit be required.
Best and Final Offer (BAFO)	COORDINARE reserves the right to invite one or more respondents to participate in a Best and Final Offer (BAFO) process. A BAFO process may be conducted where clarification, refinement of service offerings, budget, or other aspects of a proposal are required to support the final evaluation and selection process.
Contracting with COORDINARE	<p>The successful Respondent will be required to enter into a Contract for Service with COORDINARE (see Appendix 5) from 1 July 2027 to 30 June 2028. Final terms will be negotiated with shortlisted Respondent(s). Funding recipient must provide progress reports aligned to agreed milestones, with reporting formats tailored to the size, cost, complexity, and risk of the project.</p> <p>Although the final contract and schedule will be subject to negotiation with the preferred Respondent, it is assumed that by applying for this RFP, the Respondent is committed to, and has the capacity to deliver, the full scope of activities proposed in their submission, in accordance with their proposed budget.</p> <p>The Lead Agency must carry out each activity in accordance with the contract, including meeting milestones and other timeframes specified in the schedule and agreed Implementation Plan. The contract will also set out the record keeping, reporting and acquittal requirements that apply. Progress reports will be aligned to agreed milestones, with reporting formats tailored to the size, cost, complexity and risk of the service. Activities must be carried out diligently, efficiently, effectively and in good faith, to a high standard, to achieve the aims of the service and meet COORDINARE and headspace service objectives.</p>

10. Conditions of this request for proposal

ABN/Taxation requirements	COORDINARE will only deal with Respondents who have an Australian Business Number (ABN).
Acceptance	Non complying submissions may be rejected. COORDINARE may not accept the lowest priced proposal and may not accept any proposal.
Additional information	COORDINARE reserves the right to request additional information from respondents. If additional information required by COORDINARE, written information and/or interviews may be requested to obtain such information.

	Respondents are required to provide additional information at no cost to COORDINARE. COORDINARE may also provide additional information or clarification.
Assessment	COORDINARE reserves the right to engage a third party to carry out assessments of a Respondent's financial, technical, planning and other resource capability. COORDINARE is entitled to consider all information known to COORDINARE in relation to a respondent and their submissions when assessing submissions.
Conflicts of interest	<p>A conflict of interest, or perceived conflict of interest, may exist if a Respondent or any of its personnel or consortia, any member of an advisory or evaluation panel and/or any COORDINARE staff:</p> <ul style="list-style-type: none"> • has a relationship (whether professional, commercial or personal) with a party who is able to influence the application assessment process, such as a member of the selection panel; or; • has a relationship with, or interest in, an organisation, which is likely to interfere with or restrict the applicants from carrying out the proposed activities fairly and independently; or; • has a relationship with, or interest in, an organisation from which they will receive personal gain as a result of the organisation receiving funding under this program. <p>Respondent will be required to declare as part of their application existing conflicts of interest or that to the best of their knowledge there is no conflict of interest, including in relation to the examples above, that would impact on, or prevent, the applicant from proceeding with the project.</p>
Expenses	All expenses and costs incurred by a Respondent in connection with this RFP including (without limitation) preparing and lodging a submission, providing COORDINARE with further information, attending interviews and participating in any subsequent negotiations, are the sole responsibility of the Respondent.
Explanations	Verbal explanations or instructions given prior to acceptance of a proposal shall not bind COORDINARE.
General	Respondents should familiarise themselves with this document and the separate online Submission Form and ensure that their proposals comply with the requirements set out in these documents. Respondents are deemed to have examined statutory requirements and satisfied themselves that they are not participating in any anti-competitive, collusive, deceptive or misleading practices in structuring and submitting the proposal.
Legal entity	COORDINARE will only enter into a contract with an organisation or individual with established legal status (e.g. under Corporations Law, Health Services

	Act, Trustee Act), or a natural person at least 18 years of age with mental capacity to understand the agreement.
Lobbying	Any attempt by any Respondent to exert influence on the outcome of the assessment process by lobbying COORDINARE staff, directly or indirectly, will be grounds for disqualification of the proposal from further consideration.
Ownership	All submissions become the property of COORDINARE once lodged. COORDINARE may copy or otherwise deal with all or any part of a submission for the purpose of conducting evaluation of submissions.
Negotiation	COORDINARE reserves the right to negotiate with short-listed Respondents after the RFP closing time and allow any Respondent to alter its submission. Contract negotiations are strictly confidential and not to be disclosed to third parties.
No contract	Nothing in this RFP should be construed to give rise to any contractual obligations or rights, express or implied, by the issue of this RFP or the lodgement of a submission in response to it. No contract will be created unless and until a formal written contract is executed between COORDINARE and a Respondent. Respondents will not be considered approved until a final service agreement is in place.
Notification of Probity Breach	Should any supplier feel that it has been unfairly excluded from responding or unfairly disadvantaged by the process, the supplier is invited to write to the Business Team at commissioning@coordinare.org.au
Part applications	COORDINARE reserves the right to accept applications in relation to some, and not all of the scope of activity described, or contract with one, more than one or no Respondent on the basis of the proposals received.
Probity Advisor	COORDINARE has engaged Procure Group to provide probity advice and guidance throughout the RFP process to support fairness, transparency and integrity of the procurement process.
Process	COORDINARE reserves the right to withdraw from, or alter, the RFP process described in this document for whatever reason, prior to the signing of any agreement/contract with any party.
Relevant information	COORDINARE reserves the right to consider any information in its possession which it considers may be relevant to a decision to enter into a contract with a successful Provider.
Related Party	<ul style="list-style-type: none"> (a) an entity that controls or has significant influence over Respondent at any time; (b) an entity that the Respondent controls or has significant influence over at any time, including the Respondent's subsidiaries; (c) a person who is a member of the Respondent's board or governing body, other than in their capacity as an employee;

	<p>(d) a member of the board of an entity referred to in clause (a) or (b), other than in their capacity as an employee;</p> <p>(e) a member of the Respondent Staff, other than in their capacity as an employee; or</p> <p>(f) a spouse or immediate family member of:</p> <ol style="list-style-type: none"> i. a member of the Respondent's Staff; or ii. a person specified in (c) or (d), <p>other than in their capacity as an employee.</p>
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11. Interpretation

Definition of key terms

The following table includes key term definitions relevant to this RFP.

Term	Meaning
COORDINARE	The South Eastern New South Wales Primary Health Network and the organisation responsible for the RFP and the RFP process.
Closing time	The time specified by which RFP responses must be received.
Response(s) to RFP	A document/s lodged by a Respondent in response to this RFP containing a response to provide Goods or Services sought through this RFP process.
Respondent	An entity that submits a response to this RFP.
RFP process	The process commenced by the issuing of this RFP and concluding upon formal announcement by COORDINARE of the selection of a preferred respondent(s) or upon the earlier termination of the RFP process.
Request for Proposal (RFP)	This document and any other documents designated by COORDINARE.
Child	A person under 18 years of age.
Lead Agency	The organisation contracted by COORDINARE and licensed by headspace National to operate headspace Batemans Bay (also referred to as the Provider).

Acronyms used in this document

Acronym	Full form
ABN	Australian Business Number
BAFO	Best and Final Offer
CALD	Culturally and linguistically diverse
DHDA	Department of Health, Disability and Ageing
FTE	Full-time equivalent
GP	General Practitioner
GST	Goods and Services Tax
hAPI	headspace Application Platform Interface
hMIF	headspace Model Integrity Framework
hN	headspace National Youth Mental Health Foundation (headspace National)
LGA	Local Government Area
LGBTIQA+	Lesbian, gay, bisexual, trans and gender diverse, intersex, queer, asexual and other sexuality and gender diverse people
MBS	Medicare Benefits Schedule
NSW	New South Wales
PHN	Primary Health Network
PMHC-MDS	Primary Mental Health Care Minimum Data Set
RFP	Request for Proposal
SE NSW	South Eastern New South Wales
TMLD	headspace Trade Mark Licence Deed