Gippsland PHN – Headspace Demand Management and Enhancement
2026 – 2027 Activity Work Plan Annual Update

Submitted: 30 April 2026 Approved: 13 July 2026

Gippsland headspace wait time reduction program

Activity Priorities and Description	
Program Key Priority Area	Mental Health Priority Area 2: Child and youth mental health services
Aim of Activity	Reduce high wait times for clinical services, support long term sustainability of the headspace program by improving access to services, increase access to clinical support through dedicated online support and enhance and modernize headspace premises through capital works.
Description of Activity	Demand management funding was supported by the following activities in 2024/2025: • Increase walk-in clinic staffing (Bairnsdale) • Increase clinical staffing to enable wait list reduction (Bairnsdale) • Increase GP to deliver one 4-hour session per week (Bairnsdale) • Increase walk-in clinic staffing (Sale). Contracts are subject to the collection of hapi data and service delivery within the headspace Model Integrity Framework and headspace Trademark License Deed. Gippsland PHN monitors the delivery of services each month and undertakes a robust assessment of service delivery against the outcomes based KPIs every three months. This funding schedule ceased on the 30/06/2025. Gippsland PHN will support the headspace Centres to manage the wait times internally. **Engagement with Local Hospital Networks and/or State government:** headspace Centres in Gippsland have local hospital Area Mental Health Child & Youth service representation on their consortium membership. Collaboration also occurs with the Gippsland Local Health Services Network, State Department and Department of Health, Disability and Ageing. **Activities to promote and improve the update of practice accreditation:** All headspace Centres work towards maintaining their headspace Model Integrity Framework (hMIF) accreditation. The hMIF is referred to and updates are given at consortium meetings. Gippsland PHN refer to the accreditation tasks through hMIF at quarterly meetings with service providers and seek an update of progress towards completion. **Collection of PMHC-MDS data** includes collection of data extensions or tags for service activity. The approach for collection is: Gippsland PHN seeks data to be submitted from headspace Centres monthly via the headspace data system HAPI. This data includes occasions of service and DNAs and number of young people on waitlists. Gippsland PHN also accesses Tableau reporting on a regular basis to review and monitor progress and reporting and relevant information. **Impact:**

	The impact of the demand management activities has improved the reduction of wait list times for young people entering headspace services. The increase of GP FTE has supported an increase in numbers of young people who can access a GP onsite at a headspace site. However, in the current climate, there are continuing high numbers of 12–25-year-old cohorts with presenting mental health needs.
Needs Assessment Priorities	
Needs Assessment	Gippsland-NA-2025/26-2027/28-V1

Priority – *refer to **DOC/25/1618**: Health Needs Assessment 2025-28 Opportunities and Priorities for guidance when selecting the correct priority*	Page reference
Mental Health and Wellbeing, including Suicide Prevention Growing up healthy (0-25 years)	

Activity Demographics	
Target Population Cohort	12-25 year olds
In Scope AOD Treatment Type	No
Indigenous Specific	No
Indigenous Specific Comments (if answered yes to above)	-
Coverage Whole Region?	Yes

SA3 Name	**SA3 Code**
Gippsland wide	

Activity Consultation and Collaboration	
Consultation	Consultation had previously occurred with headspace Bairnsdale and headspace Sale in order to determine needs under the grant opportunity
Collaboration	The lead agencies for Gippsland headspace services collaborate closely with their local service providers via their governance consortiums. Membership of these consortia include Area Mental Health Service Child and Youth Mental Health (via Latrobe Regional Health); rural health services; community health services, welfare and support organisations such as Quantum Support, Berry Street, and Anglicare; ACCOs; education, employment, and Local Learning Employment Networks; and alcohol and other drug service providers. Collaboration also occurs with the Gippsland Local Health Services Network, Gippsland Mental Health Alliance, State Department and the Department of Health, Disability and Ageing. Collaboration with relevant primary and mental health service providers to address and improve integrated care pathways and the delivery of seamless, effective and efficient care: Collaboration is achieved through the membership and involvement of relevant primary and mental health providers on headspace consortiums. Service providers give service updates at consortium meetings and highlight any discussion that may require a collective solution. headspace centres also provide space for relevant primary and mental health service providers to work from within their headspace Centre to provide easy access and a collaborative approach to the care of young people.

Activity Milestone Details/Duration	
Activity Start Date	22/06/2020
Activity End Date	30/06/2026
Other Relevant Milestones	-
Activity Commissioning (intended procurement approach for commissioning services under this activity)	
Procurement Approach	Direct contract extension
Is this activity being co-designed?	No
Is this activity the result of a previous co-design process?	Yes
Do you plan to implement this Activity using co-commissioning or joint-commissioning arrangements?	No
Has this activity previously been co-commissioned or joint-commissioned?	No
Decommissioning	No
Decommissioning details?	
Co-design or co-commissioning comments	headspace centres were consulted on the opportunities available under this funding stream.

Headspace - Capital Enhancement and Infrastructure

Activity Priorities and Description	
Program Key Priority Area	*Mental Health Priority Area 2: Child and youth mental health services*
Aim of Activity	The purpose of this stream is to enhance the quality of service, improve access to services and support headspace services by appropriately accommodating current and future staffing needs at headspace sites identified as highest need. Two Gippsland headspace Centres were granted funding under this stream.
Description of Activity	In the final months of 2024/2025, Gippsland PHN received funding under this stream for capital enhancement and infrastructure at 2 headspace sites: Wonthaggi and Morwell. Gippsland PHN is supporting the following: **headspace Wonthaggi** headspace Wonthaggi identified the need to refurbish the current reception area, group room and counselling rooms. This has been identified by the Youth Advisory Group (YAG) at YAG Meetings, where they identified the need to update the reception area and counselling rooms to be more youth friendly and welcoming. Further, the current configuration and purpose of these rooms has changed and are no longer meeting the needs of the service. The reception area and counselling rooms were originally designed to accommodate 2-3 young people/their families waiting in the reception area; and provide space for up to 5 young people being seen at the one time in the counselling rooms. With increased staffing FTE and expanded activities, there is now a need for additional counselling spaces and improved privacy, particularly important for delivering both telehealth and in person appointments. Refurbishing the reception area will increase client throughput, as the current front desk can only greet one person at a time. A larger, more efficient space will support timely service delivery and allow for better use of the waiting area, accommodating more young people and their families. Refurbishment of the group room will support hybrid service delivery of groups and improve the overall sound quality, which is currently a concern when more than four young people gather in the space. Overall, enhancements to these areas—including an additional counselling room, updates to existing rooms to support privacy and telehealth, expanded group room capacity, and a more functional reception area—will significantly improve the Centre's ability to meet client needs efficiently and comfortably. The Centre is expecting to increase workforce with the introduction of the proposed demand management project activities and addition of new co-locators, including the Gippsland Youth Enhanced Service. This will enable the centre to accommodate additional services and appointments. To ensure continuity of services during the refurbishment, the Centre would ensure that activities do not occur during peak times and have discussed using the back door to enter the service during refurbishments. The headspace Centre has the capacity to undertake this activity within 6 months of receiving the funding. These activities align with the headspace model by providing welcoming and accessible spaces for young people and their families and increasing the throughout through the Centre.

	Works have been delayed due to accreditation to the hMIF 3rd tranche. Works are due to commence April 2026. This is expected to be finished by 31/12/2027 as per the schedule requirements. **headspace Morwell** headspace Morwell propose to relocate to a larger, modern facility that will address existing constraints and support the provision of expanded services. A new, spacious centre would enable the headspace team to see more clients simultaneously, offering private consultation rooms and designated group spaces. These enhancements would improve accessibility, reduce wait times, and provide young people with a welcoming and comfortable environment tailored to their diverse needs. With dedicated areas for individual therapy and group activities, the new facility will allow for uninterrupted, high-quality services. Creation of specialised spaces for LGBTIQA+ youth, First Nations clients, and those seeking quieter areas, enables a more inclusive, responsive therapeutic environment. Additionally, expanded facilities will support larger workshops, community events, and support groups, promote community connections and enhance overall service accessibility. The relocation will allow for provision of improved technology and expand the capacity for co-located services. The integration will further enhance the holistic approach to youth mental health, providing young people with seamless access to comprehensive support in one location. Enhanced visibility and accessibility at the new site will attract more young people, ensuring they can access timely and effective services. To maintain service continuity during the transition, headspace Morwell will implement a phased relocation plan, ensuring minimal disruption to clients. Temporary offsite locations and digital sessions will be provided as needed to support ongoing care. Staff and clients will be kept informed throughout, and they will maintain close coordination with headspace National to ensure alignment with the Model Integrity Framework and facility guidelines. headspace Morwell has had trouble in locating an appropriate building. Currently, they are looking to secure more space in their current location which will see a refurbishment of the centre and the newly acquired space. This will be intended to be finalised by 31/12/2027 as per the schedule date. Impact: Both headspace Morwell and headspace Wonthaggi will be able to accommodate additional services and appointments and will provide welcoming and accessible spaces for young people and their families. The upgrades will also further enhance a holistic approach to youth mental health. Collection of data: NA for this activity Engagement with Local Hospital Networks (LHN) and/or State government: NA for this activity
Needs Assessment Priorities	
Needs Assessment	Gippsland-NA-2025/26-2027/28-V1
Priority – *refer to **DOC/25/1618**: Health Needs Assessment 2025-28 Opportunities and Priorities for guidance when selecting the correct priority*	Page reference
Mental Health and Wellbeing, including Suicide Prevention	

Growing up healthy (0-25 years)	
Activity Demographics	
Target Population Cohort	12–25-year-olds
In Scope AOD Treatment Type	No
Indigenous Specific	No
Indigenous Specific Comments (if answered yes to above)	-
Coverage Whole Region?	No

SA3 Name	**SA3 Code**
Latrobe Bass Coast (Gippsland South West)	

Activity Consultation and Collaboration	
Consultation	Consultation had previously occurred with headspace Wonthaggi and headspace Morwell in order to determine needs under the grant opportunity
Collaboration	The lead agencies for Gippsland headspace services collaborate closely with their local service providers via their governance consortiums. Membership of these consortia include Area Mental Health Service Child and Youth Mental Health (via Latrobe Regional Hospital); rural health services; community health services, welfare and support organisations such as Quantum Support, Berry Street, and Anglicare; ACCOs; education, employment, and Local Learning Employment Networks; and alcohol and other drug service providers. Collaboration also occurs with the Gippsland Local Health Services Network, Gippsland Mental Health Alliance, State Department and the Department of Health, Disability and Ageing. Collaboration with relevant primary and mental health service providers to address and improve integrated care pathways and the delivery of seamless, effective and efficient care: Collaboration is achieved through the membership and involvement of relevant primary and mental health providers on headspace consortiums. Service providers give service updates at consortium meetings and highlight any discussion that may require a collective solution. headspace centres also provide space for relevant primary and mental health service providers to work from within their headspace Centre to provide easy access and a collaborative approach to the care of young people.
Activity Milestone Details/Duration	
Activity Start Date	01/07/2025
Activity End Date	30/06/2027
Other Relevant Milestones	NA
Activity Commissioning (intended procurement approach for commissioning services under this activity)	
Procurement Approach	Direct Approach, as per guidelines
Is this activity being co-designed?	No
Is this activity the result of a previous co-design process?	No
Do you plan to implement this	No

Activity using co-commissioning or joint-commissioning arrangements?	
Has this activity previously been co-commissioned or joint-commissioned?	No
Decommissioning	No
Decommissioning details?	No
Co-design or co-commissioning comments	-