

# NDIS Sustainability – 26-27 Budget Taskforce

## Purpose

s47E(d)



## Suggested resourcing and reporting lines

- Reporting through the Health Secretary to Minister Butler
- Led by an SES B2 from a central agency
- With strategic policy and project management support from Australian Government Consulting
- Supported by a team of ELs and SESB1s from central agencies and Health
- With specialist support as needed from the NDIA and the Australian Government Actuary.

## Next steps

- Health and central agency Secretaries to finalise structure and secondment arrangements by 13 February 2026.
- First update to Government – framework for decision making –in early March (with briefing to Minister Butler required ahead of that).

**From:** [DC Executive](#)  
**To:** s47E(c), s47F  
**Subject:** FW: NDIS sustainability taskforce [SEC=PROTECTED CABINET - Legal-Privilege]  
**Date:** Tuesday, 17 February 2026 12:14:39 PM  
**Attachments:** [image001.png](#)

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FYI – any intel re ToR?

s47E(c), s47F (she/her)  
Executive Officer to Mary Wood  
Department of Health, Disability and Ageing

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**From:** Long, Anthea  
**Sent:** Tuesday, February 17, 2026 12:09 PM  
**To:** DC Executive  
**Cc:** s47E(c), s47F  
**Subject:** RE: NDIS sustainability taskforce [SEC=PROTECTED CABINET - Legal-Privilege]  
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~~PROTECTED//CABINET//Legal-Privilege~~

Thanks s47E(c), this is very helpful! Is there a draft Terms of Reference for the Taskforce? I had heard on the grapevine that something was being worked on. I don't know when I will be commencing, am hoping to speak to my Deputy today about that and will let you know. Given timeframes I think we should get cracking and think it would be good set up a meeting with AGC asap even if I haven't properly started. My EA, s47E(c), cc'd, can assist with availability.

A.  
**Anthea Long** — **First Assistant Secretary**  
Social Policy Division  
P s47E(c), s47F M s47E(c), s47F

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~~PROTECTED//CABINET//Legal-Privilege~~

**From:** DC Executive <s47E(d)@protected.health.gov.au>  
**Sent:** Tuesday, 17 February 2026 11:07 AM  
**To:** Long, Anthea <Anthea.Long@TREASURY.GOV.AU>  
**Cc:** DC Executive s47E(d)@protected.health.gov.au  
**Subject:** NDIS sustainability taskforce [SEC=PROTECTED, CAVEAT SH: CABINET, ACCESS - Legal-Privilege]

You don't often get email from s47E(d) e@protected.health.gov.au. [Learn why this is important](#)

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Good morning Anthea, and welcome!  
I hear you accepted Blair's offer to head up our new Taskforce, internally referred to

as either the Cross-Agency Taskforce or the NDIS Sustainability Taskforce. I look forward to working with you as Mary Wood’s EO.

Mary asked me to reach out and share some of our initial thinking, in confidence. Please find attached the following products which have been iterated with Minister Butler’s office over the past week in preparation for the Taskforce coming online – the intent is that these would form the basis of the work for the taskforce:

1. Issues overview paper
2. Detailed reform options
3. Reform options placemat

Below my signature are also some initial thoughts we’ve pulled together re resourcing / governance structures etc which you may want to build on. We’ve also been engaging with AGC – Blair, Mary and I met with Andrew Nipe on Friday, and we had further discussions with one of his B1s yesterday – I’ve included notes from our discussions with AGC on how AGC will be able to help the taskforce. We’ve shared the attached documents with them so they can start thinking through workstreams. It would be good to set up some initial meetings – with Andrew and his team and Mary to start, to establish key priorities and establish next steps. Let me know when you will be available for this, and I’ll book something in. Do you have an idea of when you will commence? I understand s47E(c), s47F will be assisting getting you onboarded, but don’t hesitate to reach out to me if I can assist in any way.

Yindamara (respect),  
s47E(c), s47F

If using assistive software, the message ends here. Email signature below.

s47E(c), s47F (she/her)  
Executive Officer to Mary Wood  
Disability and Carers  
Australian Government Department of Health, Disability and Ageing  
T: s47E(c), s47F  
Living and working on Ngunnawal/Ngunawal/Ngambri Country

**Resourcing**

- Suggested resourcing below – to be discussed with Taskforce Head (TF B2) when in place to ensure alignment with their expectations
- Taskforce to be seconded into DHDA
- Taskforce to be co-located in Woden if possible
- ACG support to be in addition / separate to other PM&C secondees proposed below

Department	Suggested resourcing
Department of Health, Disability and Ageing	<ol style="list-style-type: none"> <li>1. s47E(c), s47F (EL2)</li> <li>2. s47E(c), s47F (EL2)</li> <li>3. s47E(c), s47F (EL1)</li> <li>4. s47E(c), s47F (expert on NDIS Act, EL2)</li> <li>5. s47E(c), s47F (modelling expert, a/g EL2)</li> <li>6. s47E(c), s47F / another representative from Markets, Workforce &amp; Pricing Branch TBC</li> <li>7. Comms expertise? – potentially needed only for the last 4-6</li> </ol>

	weeks
National Disability Insurance Agency	8. Actuary expertise – NDIA to nominate 9. Actuary expertise – NDIA to nominate 10. Legal expertise – NDIA to nominate 11. Operational expertise – NDIA to nominate 12. s47E(c), s47F another central coordination point
Treasury*	13. s47E(c), s47F 14. EL1/APS6 from shadow team 15. Other expertise to be discussed with TF B2 s47E(c), s47F
Department of Finance*	16. s47E(c), s47F 17. EL1/APS6 from shadow team 18. Other expertise to be discussed with TF B2
Department of the Prime Minister & Cabinet*	19. s47E(c), s47F 20. EL1/APS6 from shadow team 21. Other expertise to be discussed with TF B2

\*Centrals resourcing needs to be requested via Secs / Dep Sec. If we were to expand the taskforce to ~25 people suggest each central provide additional 1-2 EL1 or APS6 staff.

#### Taskforce ways of working

- Workstreams to be established with TF B2 / advice from Australian Government Consulting (AGC)
- Taskforce to lead on prioritisation / Cab Sub and NPP drafting etc but use a hub-and-spoke model to reach out to SMEs or other support (e.g. communications) within DHDA and NDIA as required.
- Dep Sec messaging to SES cohort that staff should prioritise requests from the taskforce when required

#### Governance

- Minister Butler - lead Minister
- Weekly TF B2 meetings with Butler MO advisers (s47F )
- Butler MO will handle consultation with McAllister MO and central MOs
- Weekly TF B2 meetings with Secretary
- Fortnightly meetings with centrals – suggest this be Dep Secs, TF B2 and other key B2s from centrals
- Draft submissions/NPPs to be shared with relevant NDIA/centrals SES for feedback through key contact points in the taskforce prior to Exposure Drafts
- Ad-hoc meetings with external reviewer to test ideas and share materials - Mary Wood following up with Lucas de Toca to agree and appoint external reviewer (e.g. s47F )

s47F

#### First steps

- TF B2 / AGC / DHDA to meet to establish key priorities and agree next steps, such as:
  - Liaising with MO / PM&C to agree ERC dates as key milestones
  - Develop work plan for 3 months
  - Make offers to staff and begin onboarding
  - Agree workstreams and TF structure

#### AGC involvement

- AGC have taken people off projects to be ready to help set up the taskforce immediately. TBC

how many people but will include Andrew Nipe (B2) and Joanne Rossiter (B1).

- AGC can assist with the following:
  - Taskforce establishment – governance structure, project workplan, analytical process etc.
  - Structured analysis – e.g. facilitating process of working through packages of reform options and developing this into the slide deck that Blair wants (likely would be attached to first Cab Sub)
  - Comms products for Budget
- AGC wouldn't be seconded as taskforce staff but be an additional support resource.
- Kick off meetings:
  - AGC would like meet with us + the B2 as soon as they are in place to discuss roles and responsibilities between the taskforce and AGC – particularly noting the number of SES involved. Joanne suggested Wednesday if the B2 has accepted by then.
  - Joanne also suggested an early meeting with the MO to get their input to a workplan to ensure they are comfortable with the approach and that they will have sufficient input at key points (I think this is a good way to transition away from providing products to the MO every couple of days).

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NDIS Sustainability Taskforce members

Stream/role	First Name	Surname	Home age	level	start date	end date	onboarding forms filled in	Notes
<b>SES</b>								
SES team - lead of TF	Anthea	Long	Treasury	B2	s47E(c), s47F		s47E(c), s47F	
SES team - strategy and analytical	Adam	Bogiatzis	Treasury	B1				
SES team - impl, design and PM	Simon	O'Brian	NDIA	B1				
<b>Analytical</b>								
Analytical - actuary	s47E(c)	s47F	NDIA	EL2	TBC		s47E(c), s47F	
Analytical - modelling			DHDA	EL2	TBC	s47E(c), s47F	N/A	
analytical - finance/costing			Finance	EL1	TBC		s47E(c), s47F	
analytical - AGA	TBC	?	AGA	EL1	TBC			
analytical -	s47E(c)	s47F	Treasury		TBC			
<b>Implementation and Design</b>								
I&D - legal	s47E(c)	s47F	DHDA	EL2	s47E(c), s47F		N/A	
I&D - operations			NDIA	EL2	TBC		s47E(c), s47F	
I&D - markets, pricing, fraud			DHDA	EL1	TBC		N/A	
I&D - legal	TBC		AGS	?	TBC			
<b>Policy and Strategy</b>								
P&S - strategy/budget coord/disability	s47E(c)	s47F	DHDA	EL2	s47E(c), s47F		N/A	
P&S - financial policy and strategy			DHDA	EL2			N/A	s47E(c), s47F
P&S - policy			DHDA	EL1				
P&S - policy			PMC	a/g EL2			s47E(c), s47F	
P&S - policy	TBC		PMC	EL1	TBC			
<b>Project management, coord and engagement</b>								
PMCE -	s47E(c)	s47F	NDIA	EL1	TBC		s47E(c), s47F	
PMCE -	TBC	?	NDIA	APS6	TBC			
PMCE -	TBC	?	PMC	EL1	TBC			
PMCE - comms	TBC	?	?	?	TBC			

s47E(c), s47F  
 tbc  
 3/03/2026

EA/EO/exec support

N/A

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Name	Contact	Location / WFH Days	Start Date	End Date	Home Agency / Department	Lvl
Anthea Long	s47E(c), s47F	CBR - WFH Wed	s47E(c), s47F		Treasury	B2
Simon O'Brien		CBR			NDIA	B1
Adam Bogiatzis		CBR			Treasury	B1
s47E(c), s47F					DHDA	APS6
					DHDA	EL2
					DHDA	EL2
					DHDA	EL2
					DHDA	EL1
					NDIA	EL2
					PMC	EL2
					Finance	EL1
					Treasury	EL2
					NDIA	EL1
					DHDA	EL1
					PMC	EL1
					NDIA	EL1
					DHDA	EL2
					DHDA	EL2
					DHDA	EL1
					DHDA	EL1
					DHDA	EL1
					PMC	EL1
					AGG	
					AGG	
					AGG	
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Acting

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As at 05/05

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# NDIS Sustainability Taskforce

## Structure

**Anthea** is taskforce lead, responsible for

- Overall policy direction
- Managing Ministers' offices and Secretaries
- Clearance of key Cabinet products (for Dep Sec/Sec and Minister final clearance)
- Ensuring timely delivery of taskforce products
- Taskforce staffing and operations

**Simon** is responsible for *Evidence, analysis and policy design* work stream

**Adam** is responsible for *Cabinet, strategy and engagement* work streams

## Analysis, costing and policy design work streams (Simon)

### Evidence, costings and analysis

This workstream generates the evidence to support policy options and decisions and generates the individual policy options.

#### Key Responsibilities:

- Participant growth modelling
- Cost drivers
- NPP costings
- Cameos and distributional impacts
- Costings of NPPs and packages
- Key relationships – scheme actuary, finance
- One pagers
- NPP drafting
- Legal advice
- Key relationships – NDIA, broader DHDA, AGS, AGC

#### Staffing

- s47E(c), s47F
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

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## Strategy, engagement and project management (Adam)

This workstream translates the reform options ready for government consideration and runs the machine of the taskforce in terms of project management.

### Key responsibilities

- Cabinet products: Submissions, talking points, slides
- Overall narrative / strategic framing
- Fiscal task
- Budget comms
- Packaging of options (in-consult with policy design team)
- Key relationships: Centrals, broader DHDA SES, Ministers Office, DHDA comms team.

## Project management and engagement

### Key responsibilities

- Project management – keep Kanban updated
- Ensure workstreams are coordinated
- Understand pressures and tracks delivery risks.
- Supports key engagement: supporting Sec IDC; internal comms
- Timelines and deadlines

### Staffing

s47E(c), s47F

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## Operating model

### Communication strategy

- Daily standups within taskforce
- Oenote primary source to share meeting notes and debriefs
- Open and free sharing of information with broader DHDA colleagues
- Weekly IDC with centrals
- Sharing all materials with centrals as they go to MO.

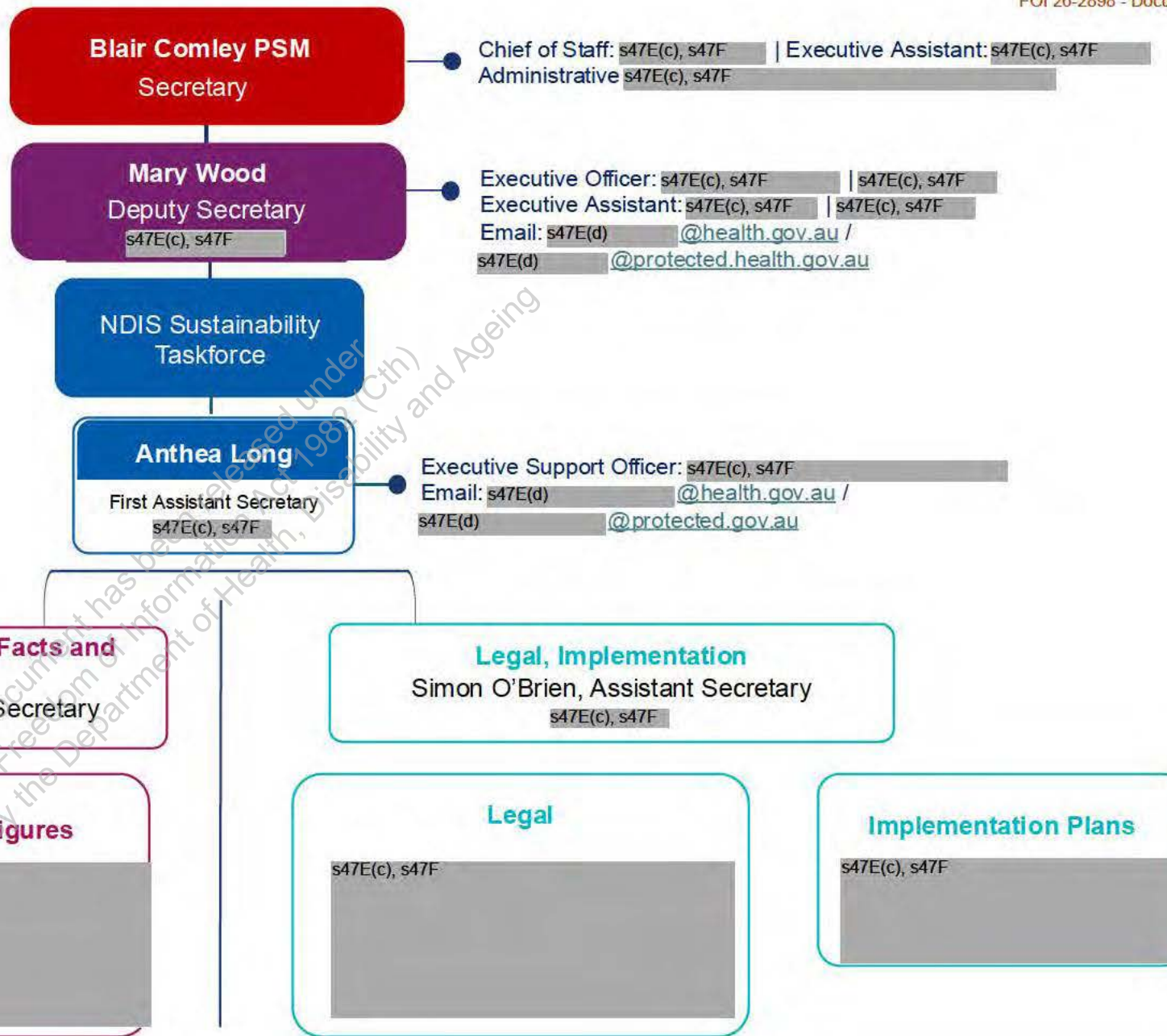
### Workstreams

- Hub and spoke – we should leverage broader expertise from the department and NDIA
- Workstreams and not teams. EL2s are expected to be hands-on and lead drafting
- AGC supporting with bespoke requests mostly around policy design and strategy.
- Workstreams need to be agile and work across streams. They are not rigid structures.

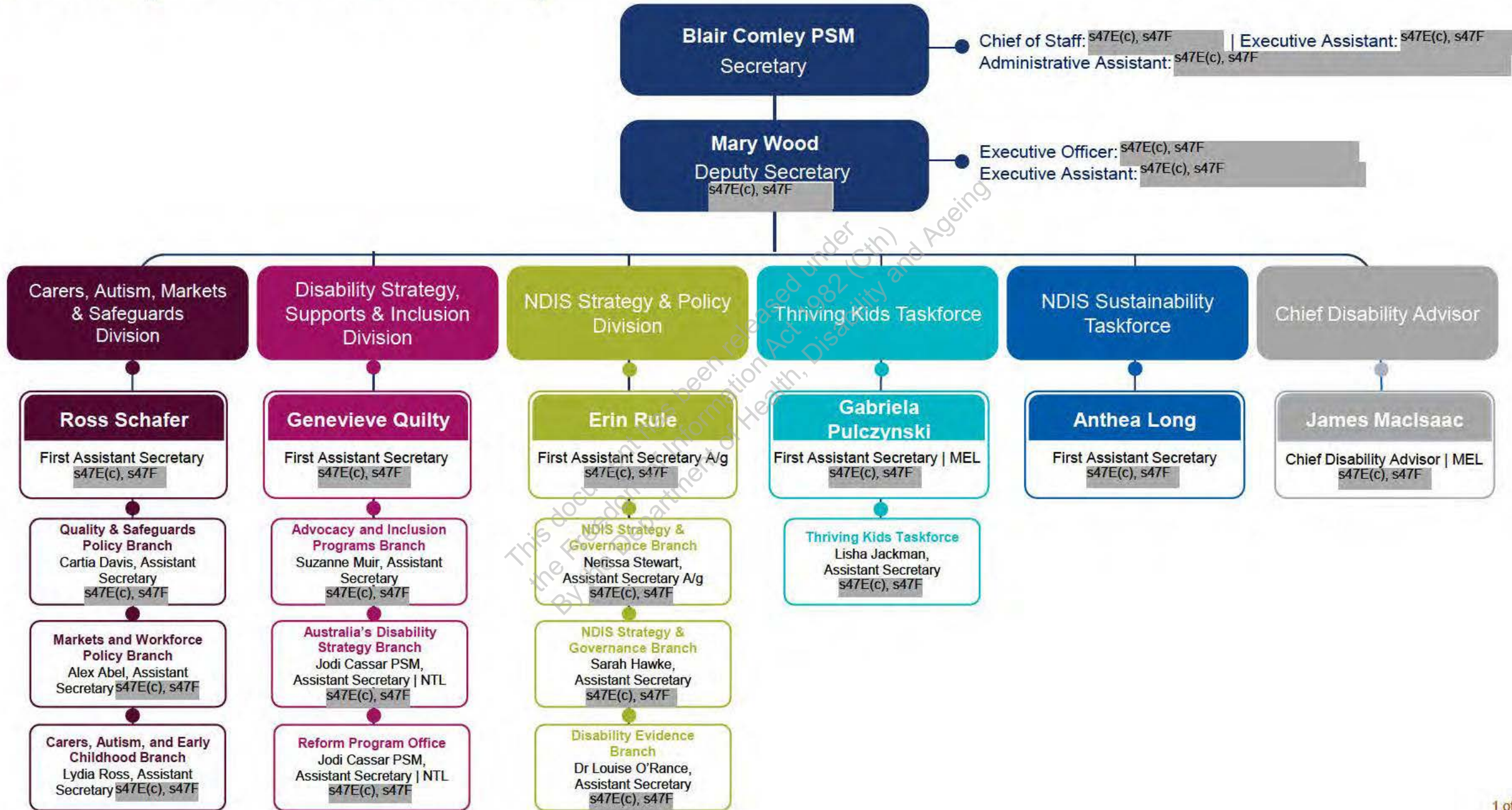
### Clearances

- All SES have vis of all products going to office, Secretary or Dep sec. However, Adam and Simon will clear along their own lines. Anthea clear all product unless otherwise told.
- Dep Sec and Secretary will also clear major products and need visibility across work. Taskforce to work closely with their EOs so that any clearance requirements and timing is understood.

# NDIS Sustainability Taskforce



# Disability and Carers Group



From: [BOGIATZIS, Adam](#)  
 To: s47E(c), s47F  
 Cc: [LONG, Anthea](#); "[andrew.nipe@pmc.gov.au](mailto:andrew.nipe@pmc.gov.au)"; [Rossiter, Joanne](#)  
 Subject: Workplan, task tracker and structure. ~~[SEC-PROTECTED, CAVEAT-SH: CABINET, ACCESS-Legal Privilege]~~  
 Date: Thursday, 12 March 2026 8:32:16 PM  
 Attachments: [image002.png](#)  
[NDIS Sustainability Taskforce .docx](#)  
[TF Tracking - NPP and Timelines.xlsx](#)

~~PROTECTED~~

Hi all,

As flagged at the standup, we are intending to use two key documents to track deadlines and tasks management.

The first is the spreadsheet linked below sets out key timeframes (as we know them at the moment!) under key deliverables. I appreciate there currently a couple of other trackers around (one note, word docs etc). But for the purposes of keeping a single source of truth can we all please use the spreadsheet below. It will be the place <sup>s47E(c),</sup> <sub>s47F</sub> and I will update as we get new information. You will see there is a tab that is specific to NPPs and all the steps we need to jump through – for all the NPP coordinators please use this. I have attached a version in case some can't access the link, noting it will be won't be a static document.

[TF Tracking - NPP and Timelines \(link\)](#)

Separately, to track more specific tasks under broad stream and individual workloads we'll look to use MS Team Planner. <sup>s47</sup> <sub>E(c),</sub> and I are making final tweaks to populate it and will circulate it tomorrow. Imp <sup>s47 antly it will be for each individual to input and/or allocate tasks. It will operate within the protected environment within teams, via its Planner application. If you need assistance to use the tool <sup>s47</sup> <sub>E(c),</sub> an <sub>s47F</sub> assist.</sup>

Finally, attached is the Taskforce structure that we discussed at our standup on Tuesday. This reflects our two workstreams along with our operating model. My apologies for not circulating it sooner.

Please reach out if there are any questions or concerns.

Adam

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# NDIS sustainability Taskforce – Project Management Overview

March 2026

## Artifacts

- [NPP track and Timeline](#)
- [MS Team Planner – Workload and activities tracker](#)

### Measure of success

#### Overall

- Existing trackers are absorbed into artefacts with minimal downtime.

#### NPP tracker

- NPP is team has ownership to input and make suitable changes.
  - Organisation is shifted to the tracker (not word documents)
  - Updates are completed by the team in real time.
- TF gains high level overview of progress.
- Maps **all** relevant components and criteria surrounding NPPs.

#### Timeline

- TF review to understand critical deadlines and adjusts workload accordingly.
- Remains up to date and new input maintained.

#### MS Team Planner – Workload and activities tracker

- Captures individual actions to achieve outcomes.
- Provided a more detail timeline.
- Informs daily stand ups.
- Informs executives of progress and current priorities / status.
- Users track their own activities and allocate to others.
- Workload is distributed appropriately throughout the TF.
  - Workload capacity is informed and managed.

### Strategies for engagement within the high-volume environment.

- High level summary where suitable for each bucket. If there isn't time for the details, individuals can edit this to keep everyone informed - linked to reporting.
  - Driver: high level updates for Anthea, Adam and Simon without having to look at all the details and if individuals at maxed capacity can work to this at a minimum.
    - Negative consequences: enables lack of detail and comprehensive picture.
- Tag with 'Flag for standup discussion' – use it within the meeting.
  - What's needed to support this? Anthea 15-minute rundown once people have populated mid next week?
  - Value of this easier to demonstrate once tracker is populated.
- Daily(?) reporting to Simon, Adam and Anthea. Identified for daily reporting tag or high-level summaries a. I send it at night (9pm?) for review of flagged tasks.
  - Yes
- Optional
  - §47E(c), §47F est with 1-2 others to perfect – who's best?
  - Bucket for 'Suggested tasks yet to allocate' §47E(c), §47F or anyone) can draft a task they are aware of but don't know the full details or know where it sits.

### Rolling questions / next steps

- Workstream – change to lead name or keep at Policy Design and Strategy?
- Which engagement strategies to implement (above)
- Identify other needs in scope.
  - §47E(c), §47F 'nothing missed' email assists for next criteria.
- ---
- Input §47E(c), §47F email re Legislative bid process and drafting resources
- NPP tracking, identify next tracking requirements post 18th what happens to this post received back and with MO, tracking feedback-how to do this.

Next Steps –

Legislation

Add tag – legislation 1ST SUBMISSION HIGH LEVEL OVERVIEW

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## NDIS sustainability Taskforce – Project Management Overview

March 2026

### Artifacts

- [NPP tracker and Timeline](#)
- [MS Team Planner – Workload and activities tracker](#)

### Measure of success

#### Overall

- Existing trackers are absorbed with minimal disruption.
- Team uses shared tools consistently <sup>s47E</sup>(c), maintains overall structure and support.

#### NPP tracker

- Team owns updates and can make needed changes.
- Organisation shifts from word documents > into the tracker > informs output.
- Updates occur in real time.
- Provides a clear high-level view of progress.
- Captures **all** relevant NPP components and criteria, including priority shifts.

#### Timeline

- Team monitors critical deadlines and adjusts workload accordingly.
- Timeline stays current, accurate, and continuously maintained.

#### MS Team Planner – Workload and activities tracker

- Captures individual actions required to deliver outcomes.
- Provides a detailed timeline and supports daily stand-ups.
- Feeds executive visibility on priorities and status.
- Team members track their own work and assign tasks to others.
- Enables appropriate workload distribution and informs capacity.

### Strategies for engagement within the high-volume environment.

- High level summary where suitable for each bucket. If there isn't time for the details, individuals can edit this to keep everyone informed - linked to reporting.
  - Driver: high level updates for Anthea, Adam and Simon without having to look at all the details and if individuals at maxed capacity can work to this at a minimum.
    - Negative consequences: enables lack of detail and comprehensive picture.
    - Yes
- To review need with task populated:
  - Tag with 'Flag for standup discussion' – use it within the meeting.
    - What's needed to support this? Anthea 15-minute rundown once people have populated mid next week?
    - Value of this easier to demonstrate once tracker is populated.
- Daily reporting to Simon, Adam and Anthea. Identified for daily reporting tag or high-level summaries a. I send it at night (8pm) for review of flagged tasks.
  - Yes

### Rolling questions / next steps

- Workstream – change to lead name or keep at Policy Design and Strategy?
  - Keep
- Which engagement strategies to implement (above)
  - Updated
- Identify other needs in scope.
  - Ongoing
- Input <sup>s47E(c),</sup><sub>s47F</sub> email re Legislative bid process and drafting resources
  - Completed
- NPP tracking, identify next tracking requirements post 18th what happens to this post received back and with MO, tracking feedback- how to do this.
  - <sup>s47E(c),</sup><sub>s47F</sub> 'nothing missed' email assists for next criteria in NPP tacker.

## NDIS sustainability Taskforce – Project Management Overview

March 2026

### Artifacts

- [NPP tracker and Timeline](#)
- [MS Team Planner – Workload and activities tracker](#)

### Measure of success

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    - Negative consequences: enables lack of detail and comprehensive picture.
    - Yes
- Daily reporting to Simon, Adam and Anthea. Identified for daily reporting tag or high-level summaries a. I send it at night (8pm) for review of flagged tasks.
  - Yes

### Rolling questions / next steps

- Daily Reporting review
  -

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## Stakeholder engagement approach

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### Key considerations

- MO suggested a half-day workshop with stakeholders to:
  - Test ideas: Use key experts as ‘critical friends’. Consideration will need to be given to the stage at which this happens and whether it is across all reform options or fewer large options.
  - Build buy-in: Brief key stakeholders ahead of Budget announcements to support communication of reforms.
- **DHDA recommends MO-led individual discussions with trusted stakeholders closer to Budget.**
  - There is not sufficient time to run an ideas testing workshop.
  - It will be difficult to have meaningful engagement in the short timeframes, which will raise sensitivities with stakeholders.
  - Proposals are all Cabinet-in-Confidence – a earlier workshop with larger numbers of participants risks options under consideration becoming public.
  - Political framing of sensitive reform options is best handled by the MO.
  - MO meetings could be staggered to do:
    - Some testing of ideas with trusted experts (aligned with Finance Minister’s proposal for an external reviewer)
    - Briefing of key stakeholders/advocates close to Budget to build buy-in

### Identifying stakeholders

- **Experts vs advocates**: Depending on primary purpose will need to target different groups. There is only some overlap of the “experts” and “advocates”, e.g. s47F.
- **Advocates**: Suggest stakeholders the MO/DHDA have established relationships with given sensitivity of reforms, e.g. s47F
- **Experts**: There are a range of academics/economists and former senior public servants who would be suitable for testing ideas with in-confidence.
- **Government advisory groups**: Will need to consider approach to engaging/briefing key government advisory groups, e.g. NDIS Reform Advisory Committee.
- **Providers**: Likely to emphasise reforms targeting price levers and may be disappointed if reforms do not address differentiated pricing. Providers will need to be engaged around SDA/SIL commissioning.

### Indicative stakeholder list

This list will need to be further refined/expanded, based on purpose/format of engagement.

Name and Position	Organisation	Category	Rationale/Considerations
[Redacted content]			

s47C