

From: [MANSFIELD, Luke](#)
To: [DEVELIN, Liz](#); [SHANNON, Robyn](#)
Cc: [RODDAM, Mark](#); [MCCABE, Daniel](#)
Subject: Thriving Kids Taskforce - suggested arrangements for testing [SEC=OFFICIAL:Sensitive]
Date: Friday, 29 August 2025 7:24:19 PM
Attachments: [image001.png](#)
[FS-Thriving Kids Taskforce arrangements - draft.docx](#)
Importance: High

OFFICIAL:Sensitive

Liz, Robyn

Please find attached a draft of the proposed Foundational Supports/Thriving Kids Taskforce arrangements for consideration. I am happy to discuss with you over the weekend as needed to settle ahead of discussions with the Secretary. If this is not in line with your thinking, please give me a call and I will re-calibrate.

I consider there is a need for 2 SESB1s to drive this very significant work program with me in the very short timeframe and to manage the significant and diverse stakeholders/complex negotiations.

s47E(c)

The Taskforce model presumes a core team that would do heavy lifting but will also need to work back with broader teams and structures to deliver detailed elements.

- Staff in Lisha's branch have been identified, but not approached.
- Individuals from Primary and Community Care and Medicare Benefits and Digital Health have not been identified. This can be settled between the 2nd branch head working with Mark, Daniel and I with some guidance from you as to the appropriateness of the overall staffing level and team structure.

I would work with both SESB1s to determine the appropriate split of responsibilities/staffing/spans-of-control between them, leveraging their strengths. Separately, keen to also get a steer from you on commencement timing as soon as possible. I am conscious about the staff communication, change management and handover aspects – both for those that would join the TF, and the restructuring of my current division.

Robyn – I will send to you separately what this looks like internally to the group in relation to the residual functions and staffing from Lisha's branch that I propose would remain. Happy to discuss these aspects with you and s47E(c), s47F as soon as you are ready.

Kind regards

Luke

Luke Mansfield (he/him)

First Assistant Secretary – Disability Reforms and Royal Commission Division

Australian Government Department of Health, Disability and Ageing

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Executive Officer: s47E(c), s47F [@health.gov.au](mailto:s47E(c), s47F@health.gov.au)

Executive Assistant: s47E(c), s47F [@health.gov.au](mailto:s47E(c), s47F@health.gov.au) Ph: s47E(c), s47F

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I strive to ensure inclusive arrangements where everyone can participate. If there is an adjustment required to support you in an upcoming meeting with me, please let my office know.

OFFICIAL:Sensitive

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SeFoundational Supports and Thriving Kids Taskforce

Overview

The Australian Government has committed to work with states, experts and the community to establish an effective national system of support for parents and children outside the NDIS.

The Commonwealth will contribute \$2 billion over 5 years towards a program for Thriving Kids, with funding matched by States. ^{S47C}

The Taskforce will be responsible for leading the policy design for Thriving Kids and supporting the Commonwealth-state negotiation. The Taskforce is envisaged to run until the end of December 2025.

The Taskforce will be led by Luke Mansfield PSM, reporting to Deputy Secretary Liz Develin. Two SESB1s (Lisha Jackman + XXXX (TBC)) will lead a core team with responsibility for:

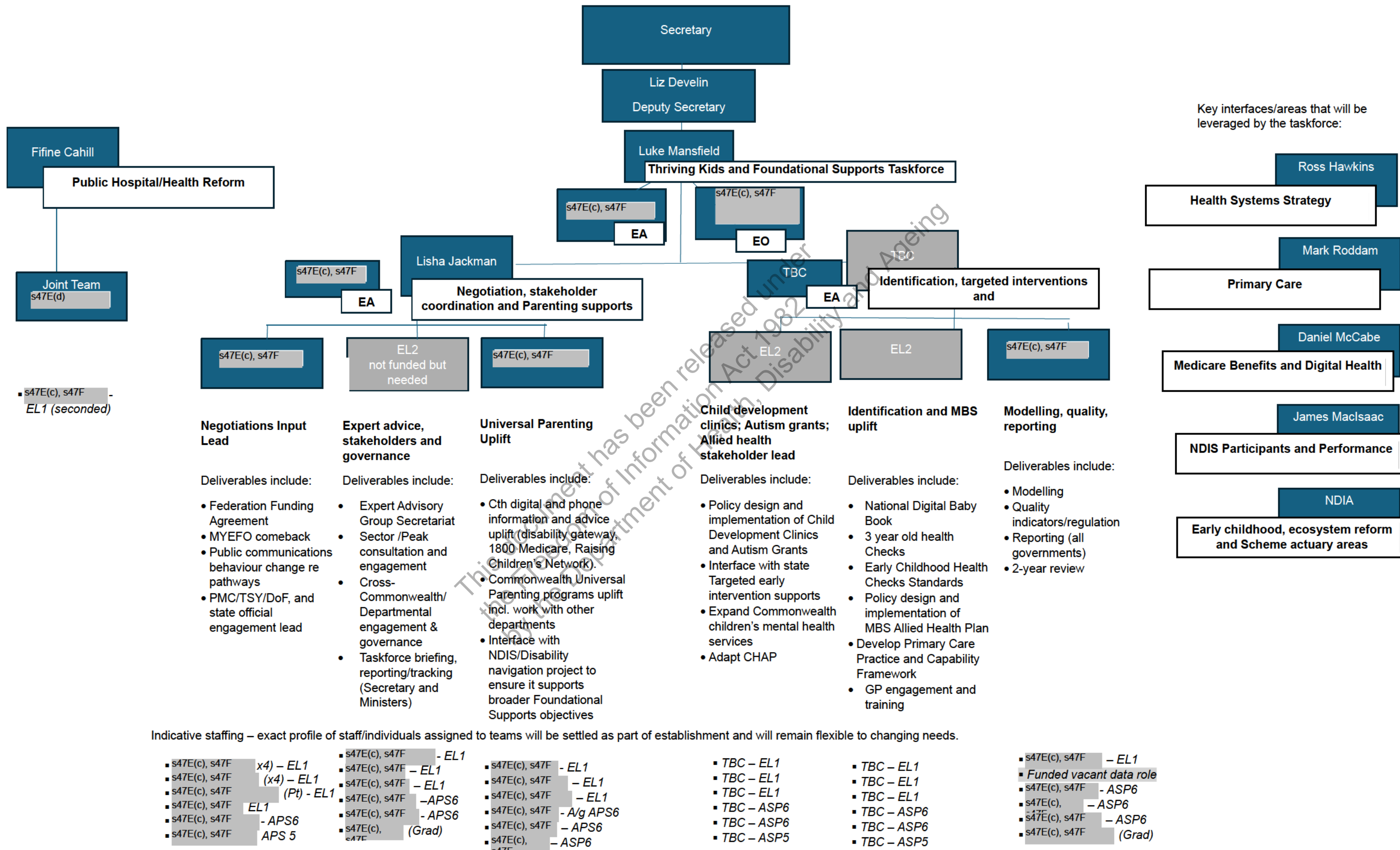
- input to the Cross Portfolio Negotiation Group via the Public Hospital and Health Reform Team
- Minister/executive briefing
- whole-of-government governance (Cth: Edu, DSS, NDIA, Centrals; Cth/State: negotiating group for Thriving Kids)
- funding agreement development
- design of model/s elements
- MYEFO comeback
- secretariat for the expert group
- external stakeholder management and public communications
- modelling, costing, reporting
- project management and planning for implementation
- ministerials/FOIs etc

This core team will be drawn from primary and community care, disability and carers, and health resourcing groups. Staff will be expected to return to their pre-taskforce role unless otherwise agreed.

The broader capabilities of the department and the NDIA will be leveraged to support this work, including hand-offs to relevant areas for implementation/detailed work.

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Thriving Kids and Foundation Support Taskforce



From: [WOOD, Mary](#)
To: [MANSFIELD, Luke](#)
Subject: RE: Disability and Carers - organisational arrangements - suggestions [SEC=OFFICIAL]
Date: Thursday, 18 December 2025 10:17:19 AM
Attachments: [image001.png](#)

OFFICIAL

Thanks Luke, and great to meet you too.

The run down below looks eminently sensible to me – the only bit I’m not sure about is Liz D/Blair’s intentions re TK Taskforce, and whether Liz wants to retain responsibility for it after new org chart takes effect mid Feb. But I’m in a couple of meetings with Liz today so will hopefully flush out views, including about the staged approach.

OK if we share below plans with Robyn?

Kind regards,

Mary

OFFICIAL

From: MANSFIELD, Luke
Sent: Wednesday, 17 December 2025 9:50 PM
To: WOOD, Mary
Subject: Disability and Carers - organisational arrangements - suggestions [SEC=OFFICIAL]

OFFICIAL

Hi Mary

Great to meet you this morning. I look forward to working with you.

A time has been scheduled for you to chat with div heads on Monday 22/12. We will also pull together some key info to provide to you ahead of the break.

In terms of organisational structure change timing and sequencing, I have consulted with

s22

- From 19 Jan to 1 Feb: I act for you as Deputy Secretary, Disability and Carers (and keep direct management of Foundational Supports/Thriving Kids supporting Lisha Jackman and reporting across to Liz Develin).

s22

s22

- From 2 February:

- I could go offline from 2-26 February to support Liz and Lisha on Foundational Supports/Thriving Kids agreements with states, public comms and transition activities.
- Group structure changes implemented:
 - Disability and Carers Program Division ceases.
 - National Disability Data Asset Branch ceases.
 - NDDA data functions transfer to Health Economics and Research Division, other NDDA functions retained in Australia's Disability Strategy Branch.
 - 'New' **Disability Strategy, Services and Inclusion Division** (**Genevieve Quilty**) includes:
 - Advocacy and Inclusions Branch
 - Australia's Disability Strategy Branch
 - D&C Reform Program Office and accessible communications shared services capability
 - 'New' **Carers, Autism, Markets and Safeguards Division** (**Ross Schafer**) includes:
 - Carers, Autism and Early Childhood Branch
 - Markets and Workforce Policy Branch
 - Quality and Safeguards Policy Branch
 - 'New' **NDIS Strategy and Policy Division** (**James MacIsaac/his replacement**) includes:
 - NDIS Strategy and Governance Branch
 - NDIS Legislation, Policy and Engagement Branch
 - Disability Evidence Branch

Note: the names of divisions and branches are suggested by division heads to reflect movements in functions, but have not been canvassed with staff.

- From 2 March:

- Possible commencement of Thriving Kids Taskforce under s47F reporting to Liz Develin?
 - If this occurs, I proposed to Liz that Foundational Supports and Early Childhood Reform Branch (AS - Lisha Jackman) would move into her group.
 - If taskforce doesn't happen, I presume that Lisha's branch would stay with Genevieve?

As discussed, s47E(c), s47F I would go on leave, commencing in the new role on Monday 6 April.

Hope this helps and happy to walk you through it.

Kind regards

Luke

Luke Mansfield (he/him)

First Assistant Secretary – Disability Reforms and Royal Commission Division

Australian Government Department of Health, Disability and Ageing

M: s47E(c), s47F | E: luke.mansfield@health.gov.au

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Executive Assistant: s47E(c), s47F [@health.gov.au](mailto:s47E(c), s47F@health.gov.au) Ph: s47E(c), s47F

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[SEC=OFFICIAL]

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From: s47E(c), s47F
To: s47E(c), s47F; [Disability and Carer Group FBP Team](#)
Subject: FW: Departmental Restructure - Changes to Financial and HR Systems [SEC=OFFICIAL]
Date: Thursday, 22 January 2026 10:02:37 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.jpg](#)

OFFICIAL

s47E(c), s47F
 Hi

FYI - Looking at this email, can we ask for the new Thriving Kids Taskforce from 2 Feb.

Kind regards,

s47E(c), s47F

Finance Business Partner | Disability and Carers Group

Financial Performance, Advice and Analytics Branch | Financial Management Division

Australian Government Department of Health, Disability and Ageing

T: 02 5132 s47E(c), s47F E: s47E(c), s47F [@health.gov.au](mailto:s47E(c), s47F@health.gov.au)

PO Box 98 s47F Canberra ACT 2601, Australia

MTWThF

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OFFICIAL

From: QUILTY, Genevieve

Sent: Wednesday, 21 January 2026 5:09 PM

To: s47E(c), s47F

Subject: RE: Departmental Restructure - Changes to Financial and HR Systems
 [SEC=OFFICIAL]

OFFICIAL

Thanks so much s47E(c), s47F for our meeting today and your quick response to these check in questions.

Re the Taskforce establishment – I assume this is a decision of Mary however Luke has informed his current branch that he will move across from 2 Feb: please see extract from any email from Luke to his Division:

“Between 2 February and 27 February, I will work exclusively work with Liz, Lisha and team to ensure we have everything in place to support agreements with state and territories on Foundational Supports and Thriving Kids.”

Warm regards Genevieve

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

Genevieve Quilty (She/Her)

First Assistant Secretary

Disability and Carers Group

Australian Government Department of Health, Disability and Ageing

T: s47E(c), s47F | E: genevieve.quilty@health.gov.au

Executive Officer – s47E(c), s47F | T: s47E(c), s47F | E: s47E(c), s47F @health.gov.au

Executive Assistant – s47E(c), s47F | T: s47E(c), s47F | E: s47E(c), s47F @health.gov.au

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Location: Aviation House, Level 7



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OFFICIAL

From: s47E(c), s47F @Health.gov.au>

Sent: Wednesday, 21 January 2026 12:00 PM

To: QUILTY, Genevieve <Genevieve.QUILTY@Health.gov.au>

Cc: s47E(c), s47F @Health.gov.au>; Disability and Carer Stream Finance Team s47E(d) @health.gov.au>

Subject: RE: Departmental Restructure - Changes to Financial and HR Systems
[SEC=OFFICIAL]

OFFICIAL

Hi Genevieve

Comments below for you.

Kind regards,

s47E(c), s47F

Partner Disability and Carers Group

Financial Performance, Advice and Analytics Branch | Financial Management Division

Australian Government Department of Health, Disability and Ageing

T: 02 5132 s47E(c), s47F | E: s47E(c), s47F @health.gov.au

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MTWThF

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OFFICIAL

From: QUILTY, Genevieve <Genevieve.QUILTY@Health.gov.au>

Sent: Tuesday, 20 January 2026 1:41 PM

To: s47E(c), s47F @Health.gov.au>

Cc: s47E(c), s47F @Health.gov.au>

Subject: FW: Departmental Restructure - Changes to Financial and HR Systems
[SEC=OFFICIAL]

OFFICIAL

Hi there s47E(c), s47F

I am contacting you about this email – can I triple check with the standing up of the new Disability Strategy, Supports and Inclusion Division which will include

- Advocacy and Inclusion Programs Branch - **correct**
- Australia's Disability Strategy Branch- **correct**

Foundational Supports and Early Childhood Reform – will move to a newly created Thriving Kids Taskforce. Can I ask about the date of effect as Luke today mentioned 2 February and not the 16th.

Do I need to do anything with respect to;

Elements of the NDDA branch coming to the ADS branch (just the community engagement functions) – **Luke has approved the budget transfer allocating \$0.975m this year to ADS and . Attached for your information.**

- The splitting off of the Carers and Early Childhood branch to transition to Carers, Autism, Markets and Safeguards Division. – **Carers Branch and its budget will move without change.**

Thanks for any advice

I know I owe you some advice on the matters you raised last week – I have asked Suzanne and Lydia to meet and come to an agreement on this

Thanks so much

Genevieve

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

Genevieve Quilty (She/Her)

First Assistant Secretary

Disability and Carers Group

Australian Government Department of Health, Disability and Ageing

T: s47E(c), s47F | E: genevieve.quilty@health.gov.au

Executive Officer – s47E(c), s47F | T: s47E(c), s47F | E: s47E(c), s47F @health.gov.au

Executive Assistant – s47E(c), s47F | T: s47E(c), s47F | E: s47E(c), s47F @health.gov.au

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Location: Aviation House, Level 7



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OFFICIAL

From: HICKS, David <David.Hicks@health.gov.au>

Sent: Tuesday, 20 January 2026 12:33 PM

To: DL Executive Deputies <DLExecutiveDeputies@health.gov.au>; DL All First Assistant

Secretaries s47E(d) @Health.gov.au>; DL All Assistant Secretaries

s47E(d) F@Health.gov.au>

Cc: DL DL FMD FPAAB Section Heads s47E(d) @health.gov.au>;

SESSupport s47E(d) @health.gov.au>

Subject: Departmental Restructure - Changes to Financial and HR Systems [SEC=OFFICIAL]

OFFICIAL

Good afternoon all,

I'm writing to advise on the methodology to reflect the departmental restructure for financial and HR data and reporting.

On 21 November 2025, the Secretary announced a draft departmental structure. After a period of consultation, a revised structure was communicated by the acting Secretary on 18 December 2025.

While most moves will functionally take effect from 16 February 2026, for the purposes of financial reporting, the Executive Committee has agreed that changes will be reflected for the full financial year. Wherever possible, organisation units impacted by the departmental structure changes will be 'lifted and shifted' as they are. Importantly, this will include the movement of associated financial history including year-to-date actual costs and existing budget allocations.

Where this is not possible (for example, if people against a single organisation unit need to be reassigned to different existing organisational units), Resource Exchange Agreements (REAs) will need to be agreed between the two areas at the FAS Level, addressing how the associated costs and budgets would be allocated.

Reporting on the new structure will be available for end-of-month February 2026 reports in early March 2026.

As this is a manual process and system changes will be made progressively to reflect the new structure accurately, you may see changes occurring at different rates. You and your staff can expect to see all changes finalised from March 2026.

Finance and HR business partners will assist with coordinating all changes required to reflect the restructure.

Regards,

David Hicks FCPA

First Assistant Secretary | Chief Financial Officer

Financial Management Division | Corporate Operations Group

Australian Government Department of Health, Disability and Ageing

David.Hicks@health.gov.au

s47E(c), s47F or 02 5132 4495

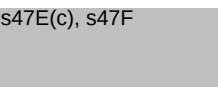
GPO Box 9848, Canberra ACT 2601

Executive Officer – s47E(c), s47F @health.gov.au

Executive Assistant – s47E(c), s47F @health.gov.au

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OFFICIAL

From: s47E(c), s47F
To: 
Cc: [Disability and Carers Group FBP Team](#)
Subject: RE: Thriving Kids – next steps for Disability and Carers Group staff [SEC=OFFICIAL]
Date: Thursday, 22 January 2026 3:59:58 PM
Attachments: [image002.png](#)
[image003.png](#)

OFFICIAL

Hi s47E(c), s47F

Yes, that is correct. I understand it has been more about reporting lines than funding and once the s47C  it will report back to DC Dep Dec.

Kind regards,

s47E(c), s47F

Partner | Disability and Carers Group

Financial Performance, Advice and Analytics Branch | Financial Management Division
Australian Government Department of Health, Disability and Ageing

T: 02 5132 s47E(c), s47F E: s47E(c), s47F [@health.gov.au](mailto:s47E(c), s47F@health.gov.au)

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From: s47E(c), s47F
Sent: Thursday, 22 January 2026 3:52 PM
To: s47E(c), s47F
Subject: FW: Thriving Kids – next steps for Disability and Carers Group staff [SEC=OFFICIAL]

OFFICIAL

Hi s47E(c), s47F

FYI – You probably were already aware of this but I was a little confused with the Secretary's Organisational Chart.

No impact on restructure Thriving Kids will stay in Disability for financial reporting.

Kind regards,

s47E(c), s47F

Finance Business Partner – PCCG

Financial Performance, Advice and Analytics Branch
 Financial Management Division | Corporate Operating Group
 Australian Government Department of Health, Disability and Ageing
 T: 02 6289 s47E(c), s47F E: s47E(c), s47F [@health.gov.au](mailto:s47E(c), s47F@health.gov.au)

Location: Yaradhang Building L6 South

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OFFICIAL

From: s47E(c), s47F [redacted] <[redacted]@Health.gov.au>
Sent: Thursday, 22 January 2026 3:42 PM
To: s47E(c), s47F [redacted] <[redacted]@health.gov.au>
Subject: FW: Thriving Kids – next steps for Disability and Carers Group staff [SEC=OFFICIAL]

OFFICIAL

Apologies – very slow to send this to you. But see below as context to our discussion earlier.

OFFICIAL

From: DEVELIN, Liz <Liz.DEVELIN@Health.gov.au>
Sent: Thursday, 15 January 2026 4:43 PM
To: DL DRRC Found Supp and Early Cldh Rfms BR s47E(d) [redacted] <[redacted]@Health.gov.au>
Cc: WOOD, Mary <Mary.WOOD@Health.gov.au>; s47E(c), s47F [redacted] <[redacted]@Health.gov.au>; s47E(c), s47F [redacted] <[redacted]@Health.gov.au>; s47E(c), s47F [redacted] <[redacted]@Health.gov.au>; DRRC s47E(d) [redacted] <[redacted]@health.gov.au>; Foundational Supports & Early Childhood Reforms Coord s47E(d) [redacted] <[redacted]@health.gov.au>; MANSFIELD, Luke <Luke.MANSFIELD@Health.gov.au>; JACKMAN, Lisha <Lisha.JACKMAN@Health.gov.au>
Subject: Thriving Kids – next steps for Disability and Carers Group staff [SEC=OFFICIAL]

OFFICIAL

Good afternoon all,

You would have received the Secretary's all-staff email earlier today. Mary and I wanted to reach out to advise of immediate next steps and the intended arrangements for your important work on Thriving Kids in 2026.

Until negotiations are concluded Thriving Kids work will remain reporting to me as a dedicated Taskforce, within the Primary and Community Care Group. We are tentatively expecting this to occur by late February 2026. Keeping Thriving Kids within the Primary and Community Care Group for this period will help us maintain momentum and continuity. When negotiations conclude, our intention is that the Taskforce will return to the Disability and Carers Group, led by a dedicated Band 2 and reporting to Mary.

Establishing a Taskforce reflects the priority, focus and cross-team effort behind Thriving Kids, even though the work itself will continue for several years.

As we work through this transition, please continue with your current priorities and ways of working. Your lines of reporting remain unchanged for now. We will share further detail on the transition and leadership arrangements as negotiations progress.

I also want to personally thank you for the quantum of work, with speed, so quickly after the Minister's announcement and for sustaining such strong momentum since joining the Department. Your work will have a real and lasting impact for Australian children and families.

With thanks for your continued work on Thriving Kids.

Kind regards,
Liz and Mary

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From: s47E(c), s47F
To: [Master Data](#)
Cc: [Disability and Carer Group FBP Team](#); s47E(c), s47F
Subject: Disability and Carers Group Dept Restructure COSM effective from 16 February 2026 [SEC=OFFICIAL]
Date: Wednesday, 28 January 2026 10:02:45 AM
Attachments: [Disability and Carer Programs DIV - COSM - 1 February 2026.xlsx](#)
[Disability Rfms and Royal Commission DIV - COSM - 1 February 2026.xlsx](#)
[NDIS Markets and Safeguards DIV - COSM - 1 February 2026.xlsx](#)
[NDIS Participants and Performance DIV - COSM - 1 February 2026.xlsx](#)
[image001.png](#)

OFFICIAL

Good Morning

Please find attached the Disability and Carers Group Dept Restructure COSMs effective from 16 February 2026.

Key changes include

- Creation of new Thriving Kids Taskforce Division
- Creation of new Chief Disability Advisor Division
- Ceasing of Disability and Carer Programs Division with Branches moving to different divisions
- Ceasing of NDDA Branch with functions being split across DC Group and Systems Strategy Group
- Ceasing of NDIS Finance and Performance Branch with functions being split across different Branches within DC Group
- Range of new Division and Branch names

Happy to answer any questions you have in relation to our updates.

Kind regards,

s47E(c), s47F

Finance Business Partner | Disability and Carers Group

Financial Performance, Advice and Analytics Branch | Financial Management Division

Australian Government Department of Health, Disability and Ageing

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MTWThF

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OFFICIAL

From: [WOOD, Mary](#)
To: ["gabriela.pulczynski@ndis.gov.au"](mailto:gabriela.pulczynski@ndis.gov.au)
Subject: FW: Thriving Kids leadership role as discussed
Date: Thursday, 12 February 2026 6:02:00 PM
Attachments: [image001.png](#)

Basic PD below – talk soon!

- Overall – lead implementation of commitments to stand up Thriving Kids services from 1 Oct 2026, with scaling by 1 Jan 2028. Thriving Kids will support children aged 8 and under with developmental delay and/or autism (without a diagnosis) with low to moderate support needs, and their families, carers and kin.
- To excel in this high-profile role, you will need highly developed negotiation and collaboration skills, able to rapidly broker pragmatic implementation arrangements across Cwltth, States and Territories and health and disability sector in a way that ensures effective delivery and community confidence. This includes standing up new services and working to shape markets to operate effectively.
- The role will lead a core team and leverage broader expertise across the department to:
- Complete detailed service designs in consultation with key stakeholders and commission new/reformed services
 - Establish a comms campaign and engagement strategy. This will target both parents and families, the sector and professionals.
 - Establish reporting and developmental evaluation with states to assure delivery, with a review two years later.
 - Establish discipline project, risk and financial management ensuring clear accountabilities.
 - Provide regular briefings to maintain ministerial and executive awareness.
- The deliverables of the core team are communications campaigns, community engagement, media management, evaluation, reporting, design on future cohorts s47C s47C interface management with the states and NDIS/NDIS, response to Thriving Kids inquiry, ministerial management, project management.
- The deliverable where the core team will lead design but then hand off for implementation are likely to be: national online service finder resources, first nations program, redesigned national early childhood program, workforce programs (eg upskilling GPs, early childhood workers).
- This role will also need establish governance/reporting to ensure other parts of the agency are delivering child health records, MBS items, changes to 1800 medicare, GP supports. They will also need to ensure other agencies deliver – modelling of market impacts, activities in schools/childcare.

The role will be in the Disability and Carers Group, but work very closely with primary care teams, MBS teams, NDIS, Mental Health, and Health Workforce.

We expect this very focussed role would be 18mths – 2 years

Mary Wood

Deputy Secretary, Disability and Carers Group

Australian Government Department of Health, Disability and Ageing

M: s47E(c), s47F

Executive Assistant: s47E(c), s47F

Executive Officer: s47E(c), s47F

Group inbox: s47E(d) [@health.gov.au](mailto:s47E(d)@health.gov.au)

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From: [DRRC](#)
To: [Thriving Kids Taskforce](#)
Subject: FW: Change to senior staffing for Thriving Kids Taskforce [SEC=OFFICIAL]
Date: Wednesday, 18 February 2026 4:41:00 PM
Attachments: [image001.png](#)

s47E(c), s47F

Executive Assistant to Luke Mansfield PSM
 First Assistant Secretary, Thriving Kids Taskforce

Thriving Kids Taskforce Division | Primary & Community Care Group
 Australian Government Department of Health, Disability and Ageing
 E: s47E(c), s47F [@Health.gov.au](mailto:s47E(c), s47F@Health.gov.au) M: s47E(c), s47F

This email comes to you from Ngunnawal Land

Location: Aviation House

PO Box 9848, Canberra ACT 2601, Australia

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From: DEVELIN, Liz

Sent: Wednesday, 18 February 2026 4:19 PM

To: DL TKTD Foundational Supports Reform BR

Cc: WOOD, Mary ; s47E(c), s47F ; DRRC; Foundational Supports & Early Childhood Reforms Coord ; MANSFIELD, Luke ; JACKMAN, Lisha ; s47E(c), s47F

Subject: Change to senior staffing for Thriving Kids Taskforce [SEC=OFFICIAL]

OFFICIAL

Good afternoon all,

We are very pleased to let you know that Gabriela Pulczynski will shortly commence as First Assistant Secretary, Thriving Kids Taskforce. This follows Luke taking leave from s47F s47F, ahead of his move to the Ageing and Aged Care Group.

Gabriela joins us from the National Disability Insurance Agency, where she is currently General Manager, Scheme Interfaces and Intergovernmental Relations. Prior to joining the NDIA in 2023, Gabriela held senior executive roles with the Victorian Department of Justice and Community Safety, leading significant justice system reforms. She has also worked with Victoria Legal Aid in criminal law practice and service reform, and was the founding Director of the Sustainable Business Forum in New South Wales.

I would really like to thank Luke for his significant contribution over more than 5 years working on disability strategy and reform. During this time, Luke has played an instrumental role in the COVID-19 response, the establishment of the Disability Services and Inclusion Act 2023, Australia's first National Autism Strategy, the Government's response to the Disability Royal Commission, and most recently the development of Foundational Supports and the Thriving Kids program. Luke has proved to be an invaluable colleague full of wisdom, good advice, and a sense of humour. Luke, Lisha and all the TK team have put in some extraordinary hours of late....so we're not letting him get on the plane just yet!

Once the important milestone of finalising Thriving Kids bilateral agreements with states has been reached, Thriving Kids Taskforce reporting lines will transition to the Disability and Carers Group. Until then, please continue with current reporting arrangements. Please join us in welcoming Gabriela, and in thanking Luke for his leadership and contribution over the last 5 years.

Liz Develin and Mary Wood

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Thriving Kids Taskforce

The plan below outlines a devolved model of Thriving Kids Taskforce.

Assumption - It assumes that **areas that have already been managing projects** that will be scaled under Thriving Kids will **maintain their responsibility** for those projects, while the taskforce offers overarching guidance and direction for the Commonwealth (i.e. via a project Governance board, managing the Commonwealth implementation plan and other projects). This applies to:

- 1800 Medicare- Thriving Kids element
- MBS child development check for 3 year olds
- Digital child health record- funding from TK
- CHAP and Primary Care Practiced skills uplift and capability Framework

s47E(d)

- Responsibility for National Early Childhood Program, Information Linkages and Capability Program, Disability Gateway, psychosocial and legislation policy also remain with their current areas (i.e. listed as these are projects that may be Foundational Supports 'like'/have connections to this work).

Ideas for possible changes / sharing of projects.

For other areas to discuss:

- s22
- While the taskforce could design the new **Autistic focused national helpline and Autistic peer support grants**, running the grant round and grant management may be better placed with another grant area. (This is being funded under the NECP program authority). This could be the area that manages NECP/National Autism Strategy but no discussions have been had, and if the Taskforce need to run these rounds this is an option too. If work was picked up elsewhere we could send across a APS staff member (s47E(d))
- **The taskforce will develop and manage the child development online portal with resources, tools and national service finder (Raising Children Network)** for the first year as states will have a significant interest/ there is work connected to Thriving Kids workforce measures and service finding nationally and via state offers, but this could be handed over in year 2 to a grant area.
- **Mental Health in Primary Schools (MiPS) funding for a hub** – further conversations could yield a alternative 'home' s47E(d)

Changes for the Taskforce

The Taskforce will take on new responsibility for:

- **A range of Cwth workforce measures** (bar those run by Department of Education – DoE)
- **Autism representative origination funding for engagement on Thriving Kids**
- **Leading to support a whole of government coordinated approach to Commonwealth implemented measures**
- **Working with states on implementation of Thriving Kids** including data, evaluation, and joined up approaches between Commonwealth and state measures, managing the National Agreement and bilaterals
- s47C, s47E(d)

Items in yellow are for negotiation as they are ideas on how to spread around implementation of new items under Thriving Kids.

Thriving Kids Taskforce	Projects driven by other responsible area
Implementation - Desing, commission and manage <u>new</u> workforce measures (Budget measures) of: Tools and resources to improve referrals to Thriving Kids and online Face to face training and resources to uplift to contemporary practice on child development including child development micro credential s47C, s47E(d) - Promote and Embed National Best Practice Framework for ECI This will involve liaison with GPs, Allied Health, ECEC and School (where other workforce measures do not cover), Work with DoE, mainstream parenting programs (i.e FRSA peak) etc. Design only – (hand over management of grant round, and management of grant/implementation) for Autistic focused national helpline* <i>Taskforce will help grant team facilitate engagement with DSOG to ensure navigation at state level is connection to national.</i> Design only– (hand over management grant round, and management of grant/implementation for) Autistic peer support* - Desing, manage grant round, and management of grant/implementation online portal with resources, tools and national service finder. <i>Once design and key elements which states will have vested interest in are established (year 1) grant could be handed over to another team.</i> - Desing, manage grant round and grant for MiPS* - Manage National Agreement on Foundational supports, Bilateral and monitoring of milestones Potential other procurements and grants as s47E(d)	s22 Taskforce is keen to be informed as work progresses to ensure people who are non-participants are covered adequately in this reform work (i.e. Foundational Supports cohort) We understand Genevieve has offered to take over this role. Psychosocial Foundational Supports (NMSPA) s47E(d) s47E(d) Ensure connections back to Taskforce. May involve presentations to DSOG. As: Kristen Price FAS: Gavin Matthews s47C, s47E(d) AS: Lydia Ross FAS: Ross Schafer s47C AS: Lydia Ross FAS: Ross Schafer Communications Campaign s47E(d) s47E(d) This work will have close connections to the taskforce who will contribute re policy directions.

Governance

- Lead **design and implementation engagement with states and territories** on Thriving Kids and Foundational Supports- DSOG and DRMC, (HCF/HMM).
(i.e. joint workplan, joint communications, s47E(d) support approach for needs assessment and triage approaches, data etc)
- Lead **across Commonwealth** to ensure a **joined-up approach** to implementing Thriving Kids (NDIA, DoE, across DHDA), noting that implementation of components are dispersed.
This will include:
 - Secretariat for a Commonwealth Project Board
 - Leading Commonwealth approach to additionality
 - Leading collation of Commonwealth input for its implementation plan, reporting against the plan and additionality statements
- Engagement with **DROs/ NDIS RAC and other groups**
- Desing and manage new **grant round, and manage relationship/s with Autistic lead organisation/s** to work with as part of implementing Thriving Kids (Budget measure)

Data collection and reporting

- Work with states on developing data collection framework
- Collate and prepare annual reporting (collate Cwth data and states to allow for aggregate annual public report)

Evaluation and 3 year review

- Desing with states
- Commission provider
- Manage evaluation and review

Communications and engagement

- Roadmap of implementation (post Implementation plans in May)
- Q and A and fact sheets other national information needed

AS: Amy Laffan
FAS: Jodie Grieve- TBC name of FAS

MBS three year old health check

Desing/consultation and implementation, issues management and engagement at DSOG if needed to ensure alignment with Thriving Kids. Reporting for Thriving Kids updates and involvement in three-year review and evaluation.

AS: Louise Riley
FAS: Daniel McCabe

1800 Medicare – Thriving Kids elements

Desing/ implementation, issues management and engagement at DSOG if needed to ensure alignment with Thriving Kids. Reporting for Thriving Kids updates and involvement in three-year review and evaluation.

AS: Matthew Castle
FAS: Daniel McCabe

National Digital Health Record

Desing, implementation, issues management and engagement at DSOG if needed to ensure alignment with Thriving Kids. Reporting for Thriving Kids updates and involvement in three-year review and evaluation.

AS: Simon Cleverly
FAS: Daniel McCabe

Adaptation of the Comprehensive Health Assessment Program (CHAP),

Desing/implementation, issues management and engagement at DSOG if needed to ensure alignment with Thriving Kids. Reporting for Thriving Kids updates and involvement in three year review and evaluation.

AS: Nisette Anderson
FAS: Mark Roddam

Primary Care Practiced skills uplift and capability Framework,

Desing/implementation, issues management and engagement at DSOG if needed to ensure alignment with Thriving Kids. Reporting for Thriving Kids updates and involvement in three-year review and evaluation.

AS: Nisette Anderson
FAS: Mark Roddam

s47C

need under NDIS Rules/

Department of Education

Child development micro credential implementation, issues management, alignment with Thriving Kids. Report three-year review and evaluation. Thriving Kids implementation.

Department of Education

s47E(d)

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From: [WOOD, Mary](#)
To: [QUILTY, Genevieve](#)
Subject: FW: Thriving Kids Taskforce role [SEC=OFFICIAL]
Date: Wednesday, 11 March 2026 11:39:00 AM
Attachments: [Document2 \(003\).docx](#)

For info as discussed – I have not read yet.

From: JACKMAN, Lisha
Sent: Friday, 6 March 2026 5:33 PM
To: WOOD, Mary
Cc: PULCZYNSKI, Gabriela ; s47E(c), s47F
Subject: Thriving Kids Taskforce role [SEC=OFFICIAL]

OFFICIAL

Hello Mary

Apologies for the delay. Please see attached a document based on our chat last week that seeks to show what the role of the Thriving Kids Taskforce could look like based on some early conversations you had with Luke, and some subsequent engagement Gaby has had with Genevieve.

To date we have assumed that of the initiatives that the Commonwealth will be implementing under Thriving Kids, responsibility for a portion of these would remain with areas that already manage these projects (i.e. Where funding is extending an existing initiative like 1800 medicare to including a Thriving Kids aspect), while some other new initiatives will be run by the Taskforce (i.e. new workforce initiatives). While we and other branches have made these assumptions we wonder if it may be worth formalising this in some way?

In terms of the request of – are there any other things that could ‘sit elsewhere’ - While the taskforce could design the new **Autistic focused national helpline and Autistic peer support grants**, we could either manage the grant round and grant, or could send this to another team after we designed the project – however no conversations have been had with other areas on this idea. Similarly on the **Mental Health in Primary Schools (MiPS) funding for a hub** – further conversations could yield an alternative ‘home’ s47C

s47C

s47C

I hope the layout attached is ok – very happy to re-work if needed.

If you wanted to see the Taskforce team structure as we move to implementation, I can share this. s47C

s47C

Kind regards

Lisha

OFFICIAL

From: [WOOD, Mary](#)
 To: [DIV-Disability Strat Supports and Inclusion; DL Carers Autism Markets and Safeguards DIV; DIV-NDIS Strategy and Policy; DIV-Disability and Carer Programs](#)
 Cc: [QUALITY Governance](#); **s47E(c), s47F**
 Subject: Hello! I'm looking forward to working with you [SEC-OFFICIAL]
 Date: Wednesday, 21 January 2026 11:25:47 AM
 Attachments: [inspo01.png](#)
[Thriving Kids next steps for Disability and Carers Group.pdf](#) [SEC-OFFICIAL.mpg]

OFFICIAL



Hi all c??
s22

As you know, our Foundational Support colleagues and Luke have been working closely with Liz Develin while they progress the important consultation and design work for Thriving Kids. The org chart now reflects that this area will continue reporting to Liz, as a dedicated taskforce, within the Primary and Community Care Group until negotiations with state and territories are concluded. Establishing a Taskforce reflects the priority, focus and cross team effort behind Thriving Kids. Once negotiations conclude, the intent is for the Taskforce to return to the Disability and Carers Group. Liz and I sent further information to Foundational

s22

s22

Thank you for the warm welcome I've already received. I'm excited for what we will achieve together.
Kind regards,
Mary

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From: DEVELIN, Liz
To: RODDAM, Mark
Subject: Fwd: Restructure between our teams [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy] [SEC=OFFICIAL]
Date: Friday, 13 March 2026 12:19:59 PM
Attachments: image002.png
 image004.png
 image005.png

FYI

 Sent from [Workspace ONE Boxer](#)
 ----- Forwarded message -----

From: WOOD, Mary [mailto:Mary.WOOD@Health.gov.au]
Date: 13 March 2026 at 11:19:58 am AEDT
Subject: RE: Restructure between our teams [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy]
To: DEVELIN, Liz [mailto:Liz.DEVELIN@Health.gov.au]
Cc: S47E(c), [mailto:S47E(c)]

OFFICIAL:Sensitive//Personal-Privacy

All sorted at our end – my EO is asking Genevieve to talk to Mark to get the consultation started on Mon.
 Thanks for your patience

M

Mary Wood
Deputy Secretary, Disability and Carers Group

Australian Government Department of Health, Disability and Ageing

M S47E(c), S47F

Executive Assistant: S47F(c), S47F

Executive Officer: S47F(c), S47F

Group inbox: S47E(d) @health.gov.au

OFFICIAL:Sensitive//Personal-Privacy

From: DEVELIN, Liz
Sent: Wednesday, 11 March 2026 8:22 PM
To: WOOD, Mary
Subject: RE: Restructure between our teams [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy]

OFFICIAL:Sensitive//Personal-Privacy

Thank you. From what I can tell, S47E(c)

S47E(c)
 LD

OFFICIAL:Sensitive//Personal-Privacy

From: WOOD, Mary <Mary.WOOD@Health.gov.au>
Sent: Wednesday, 11 March 2026 5:25 PM
To: DEVELIN, Liz <Liz.DEVELIN@Health.gov.au>
Subject: RE: Restructure between our teams [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy]

OFFICIAL:Sensitive//Personal-Privacy

Sorry I haven't looked at this yet Liz – Genevieve sent me a proposal today, my EO is unpacking it with her – I'll look at tmrw and drop around.
 Completely agree with the objective of wrapping it up and consulting shortly.
 Will come back to you this week,
 Mary

OFFICIAL:Sensitive//Personal-Privacy

From: DEVELIN, Liz <Liz.DEVELIN@Health.gov.au>
Sent: Wednesday, 11 March 2026 10:29 AM
To: WOOD, Mary <Mary.WOOD@Health.gov.au>
Subject: Restructure between our teams [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy]
Importance: High

OFFICIAL:Sensitive//Personal-Privacy

Hi Mary,
 I understand our team are getting close to an agreed arrangement. Hoping that we can short circuit this, with a view to going out to consultation next week.
 That way, we could have it all wrapped up, and people informed of the outcome well before the planned handover date of end March?
 I am comfortable with where this is heading – and if you are, then I suggest we proceed to consultation ASAP.
 Liz

OFFICIAL:Sensitive//Personal-Privacy

OFFICIAL:Sensitive//Personal-Privacy

From: ANDERSON, Nisette <Nisette.ANDERSON@Health.gov.au>
Sent: Wednesday, 4 March 2026 5:09 PM
To: QUILTY, Genevieve <Genevieve.QUILTY@Health.gov.au>
Cc: RODDAM, Mark <Mark.Roddam@health.gov.au>; SCHAFER, Ross <Ross.SCHAFER@Health.gov.au>; RULE, Erin <Erin.RULE@Health.gov.au>; MACISAAC, James <James.MACISAAC@Health.gov.au>
Subject: FW: FAS discussion outcomes [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy]

OFFICIAL:Sensitive//Personal-Privacy

Hi Genevieve
 Thanks for getting back to us. Mark and I have gone through the proposed allocations and have included some comments in yellow highlight for your consideration.
 Happy to discuss further and we agree with your proposed next steps.
 Regards
 Nisette

OFFICIAL:Sensitive//Personal-Privacy

OFFICIAL:Sensitive//Personal-Privacy

From: QUILTY, Genevieve <Genevieve.QUILTY@Health.gov.au>
Sent: Wednesday, 4 March 2026 6:10 AM
To: RODDAM, Mark <Mark.Roddam@health.gov.au>; ANDERSON, Nisette <Nisette.ANDERSON@Health.gov.au>
Cc: SCHAFER, Ross <Ross.SCHAFER@Health.gov.au>; RULE, Erin <Erin.RULE@Health.gov.au>; MACISAAC, James <James.MACISAAC@Health.gov.au>
Subject: FAS discussion outcomes [SEC=OFFICIAL:Sensitive, ACCESS=Personal-Privacy]

OFFICIAL:Sensitive//Personal-Privacy

Hi there Mark and Nisette

I have chatted further to my FAS colleagues in the Disability and Carers group.

We have agreed the following recommendations which I wanted to now share with you both for any views and / or adjustments.

I have only verbally briefed Mary at a whole of SES meeting yesterday with our Group as an awareness raising exercise as I recall the next steps would be for you both to consider the staffing considerations I have in this email and then we settle how we brief our respective R3s.

s22

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5. NOTE that the Thriving Kids Taskforce is considering the availability of ^{s47F}, director for the Health and Disability Reform Section we are proposing the split in two – currently the Taskforce has a staff member from the PCD. There is potential to swap out this seconded staff member and relocate ^{s47E(c), s47F} into the Taskforce which would be a decision for the Taskforce.
- ^{s47E(c), s47F} has expressed interest in moving on from working on disability issues. We would recommend that the currently seconded EL2 staff member (^{s47E(c), s47F}) be made permanent in the Disability Group with ^{s47E(c), s47F} current FTE position number and ^{s47E(c), s47F} remain in PCD.
6. NOTE that if B3s agree to the above proposals that staff affected will be consulted in accordance with the Enterprise Agreement and any adjustments considered following this consultation. This process would be conducted by Mark and Nisette.
7. NOTE that all staff ASL and administered funding would transfer from PCD to the Disability and Carers Group following agreement.
8. AGREE these arrangements commence on 30 March 2026.

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

Genevieve Quilty (She/Her)

First Assistant Secretary

Disability Strategy, Supports and Inclusion Division

Disability and Carers Group

Australian Government Department of Health, Disability and Ageing

T: ^{s47E(c), s47F} E: genevieve.quilty@health.gov.au

Executive Officer – ^{s47E(c), s47F} T: ^{s47E(c), s47F} E: ^{s47E(c), s47F} @health.gov.au

Executive Assistant – ^{s47E(c), s47F} T: ^{s47E(c), s47F} E: ^{s47E(c), s47F} @health.gov.au

This email comes to you from Nggunawal Country

Location: Aviation House, Level 5 (Room R.5.04)



The Department of Health, Disability and Ageing acknowledges First Nations peoples as the Traditional Owners of Country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to all Elders both past and present.
I strive to ensure inclusive arrangements where everyone can participate. If there is an adjustment required to support you in an upcoming meeting with me, please let my office know.

OFFICIAL::Sensitive//Personal-Privacy

[SEC=OFFICIAL]

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From: [DEVELIN, Liz](#)
To: [WOOD, Mary](#)
Subject: Thriving Kids - arrangements post Luke & possibility for appointment of s47F SEC=PROTECTED, ~~CAVEAT - SH: CABINET, ACCESS - Legal Privilege~~
Date: Friday, 12 December 2025 12:00:25 PM
Attachments: [Thriving Kids Implementation Taskforce - draft scope of role.docx](#)

~~PROTECTED//CABINET~~

Mary,

Luke has done a great job of mapping Thriving Kids for next year once he's gone. This would be the role that Blair has been talking to me about s47F [REDACTED] being brought in for.

See what you think – I think you and I could both make a very sound narrative of why this makes sense to stay with disability....

I will try and raise with BC next time I see him.

LD

~~PROTECTED//CABINET~~

From: MANSFIELD, Luke
Sent: Friday, December 12, 2025 12:23 AM
To: DEVELIN, Liz
Subject: RE: Thriving Kids arrangements next year - confidential ~~[SEC-PROTECTED, CAVEAT - SH: CABINET, ACCESS - Legal Privilege]~~

~~PROTECTED//CABINET~~

Hi Liz – sincere apologies for the delay in getting back to you on the below.

Attached is a potential scope of job role, functions and key areas involved. If this hasn't hit the mark or you want more or less detail, let me know in the morning and I will turn around changes quickly to support your discussions tomorrow PM.

On who goes who stays – Lisha's branch's only deals with foundational supports/Thriving Kids so my view is that you should bring Lisha and her whole branch across (she used to have other functions but we moved them a few months

ago).

There will be interfaces back with Disability and Carers Group. The National Early Childhood Program sits in D&C as does the disability and carer gateways (web portals). I would recommend design of reform of NECP sits with Lisha (as it needs to closely link with state activities) and is then passed to D&C to do the grant implementation. Same with the information program. NDIS policy will also be relevant in the context of the Thriving Kids interface with the NDIS ^{s47C}

^{s47C}

Happy to discuss

Kind regards

Luke

~~PROTECTED//CABINET~~

From: DEVELIN, Liz <Liz.DEVELIN@Protected.Health.gov.au>

Sent: Wednesday, November 26, 2025 6:55 PM

To: MANSFIELD, Luke <Luke.MANSFIELD@protected.health.gov.au>

Subject: Thriving Kids arrangements next year - confidential [SEC=OFFICIAL]

OFFICIAL

Hi Luke,

The Secretary and I were chatting about what's needed to drive TK post your departure and how we might establish appropriate organizational arrangements.

And I again flagged that the department's structure does nothing to resolve the current issue of yourself and Lisha being in disability....

If we were so minded to create a FAS level role/function focused on TK (even if only for a defined period) – can you provide me advice on:

- What you would see as the scope of that role (from early next year onwards).

Which bits of your current portfolio would come with it – Teams/SES. ((And which would stay in disability)).

This might feel like we are going full circle to earlier conversations – but I think the Secretary is now ready to think about it more fulsomely, and arguable be prepared to dedicate some senior focused resources even if they don't have the same span of control as elsewhere in the department.

Your wisdom by the end of next week would be great – means I can deal with it post the consultation period on the department's structure and place it in the wrap up conversations.

LD

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Role scope – Thriving Kids Implementation

You will lead implementation of National Cabinet commitments to stand up Thriving Kids services ^{s47C}
^{s47C}. Thriving Kids will support children aged 8 and under with developmental delay and/or autism with low to moderate support needs, and their families, carers and kin. You will also support coordination of ^{s47E(d)}
^{s47E(d)}

To excel in this high-profile SES Band 2 implementation role, you will need highly developed negotiation and collaboration skills—able to rapidly engage and broker pragmatic implementation arrangements across the Commonwealth, states, health and disability sector in a way that ensures effective delivery and builds community confidence. This includes standing up new services and working to shape complex systems, service interfaces and markets to operate effectively together to support positive outcomes.

You will lead a core team and leverage broader expertise across the department to drive concurrent work to:

- complete detailed service designs in consultation with key stakeholders; and commission reformed and new services that effectively support the target group including intersectional cohorts.
- establish a communications campaign and engagement strategy that reaches parents and families, the disability community, health professionals and educators. This will need to provide clarity around how Thriving Kids will work, how services will be accessed, counter misinformation and ease community concerns. Communications will also need to clarify transitional impacts and reinforce new pathways that effectively divert children with low to moderate support needs from entering the NDIS.
- establish reporting and a developmental evaluation with states to assure delivery and outcomes, enabling improvement over time ^{s47E(d)}
- establish disciplined project, risk and financial management, ensuring clear accountabilities, anticipating issues and driving progress against National Cabinet commitments and timelines.
- provide regular briefing to maintain ministerial and executive situational awareness, and to support engagement with stakeholders and media.

Functions	Deliverables*
Detailed design and service commissioning	• National Digital Child Health Record • MBS 3-year old health check • National online self-service finder and online resources • 1800 Medicare Family Helpline • Redesigned National Early Childhood Program • Hubs National Framework and capability building backbone organisation • First Nations parental programs and MBS Child Development Plans •
Workforce and markets	• Professionals upskilling training package and resources ^{s47E(d)} • GP Supports to work with children with neurodevelopmental differences • Modelling of market impacts
Public communications	• Communications campaign • Communications messages, fact sheets, client journey maps • Ongoing community engagement re implementation • Media management
Monitoring and evaluation	• Developmental evaluation • Reporting arrangements (Cwth and states) • ^{s47E(d)}

s47C

[REDACTED]	
Interface management	• States: rollout coordination, governance. • Disability and Carers: access reforms for children, youth and psychosocial; disability and carer gateways, National Early Childhood Program. • NDIA: Thriving Kids rollout and access reforms; Early Childhood Partner re-design; navigation. • Education – school and ECEC measures; ISP reform. • Social Services – Family and Community Activity reform
Other	• Response to Thriving Kids Inquiry • Ministerial and executive briefings/updates • Projectmanagement • [REDACTED]

*TBC

Key

[Black square]	Core team lead
[Blue square]	Core team lead design, with handoff for implementation
[Orange square]	Other team lead
[Green square]	Other department lead

Core team

- Foundational Supports and Early Childhood Reform Branch, AS Lisha Jackman.

Other teams directly involved in delivery

- Primary Care, FAS, Mark Roddam
- Medicare Benefits & Digital Health, FAS, Daniel McCabe
- NDIS Policy and Strategy, FAS, James MacIsaac
- Carers, Autism and Safeguards, FAS, Ross Schaffer
- Mental Health & Suicide Prevention, FAS, Gavin Matthews

Other key internal stakeholders

- Chief Medical Officer, Prof. Michael Kidd AO
- Chief Nursing & Midwifery Officer, Prof. Alison McMillan
- Chief Allied Health Officer, Anita Hobson-Powell
- Health Workforce, FAS Eliza Strapp
- Disability Communication, A/g AS Jo Hegerty

Key external Commonwealth Stakeholders

- Children, Specialised Services and Scheme Interfaces, NDIA
- Partners and Providers, NDIA
- Teaching, Learning and Youth Division, Schools and Youth, Department of Education
- Improving Student Outcomes, Schools and Youth, Department of Education
- Evidence and Reform, Early Childhood, Department of Education
- Building Early Education Fund Taskforce, Department of Education
- Family Wellbeing, Families and Communities, Department of Social Services