

From: [Nipe, Andrew](#)
To: [LONG, Anthea](#); [RULE, Erin](#)
Cc: [WOOD, Mary](#)
Subject: RE: s47C [SEC=PROTECTED, CAVEAT=SH:CABINET, ACCESS=Legal-Privilege]
Date: Friday, 27 March 2026 6:27:20 PM
Attachments: s22
[AGC Client Terms of Engagement DHDA.docx](#)
[AGC Terms of Engagement - Attachment A Engagement Proposal NDIS Taskforce.docx](#)

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~~Legal Privilege~~

Hi all,

Thanks Anthea, I had on my to do list to come back re some of the below, so appreciate the nudge.

Yes, confirming we're on board for the three things you mentioned.

s47C

- Assisting to develop an implementation map and timeframe:** to make rapid progress on this, we're proposing to convene relevant people on Tuesday next week. We'd aim to collect relevant information (deliverables, workstreams, milestones and interdependencies) in that meeting and draft a few visuals for validation later next week.

I would suggest we touch base after this point to discuss who/how best to tackle detailed implementation planning (and relatedly where AGC is best placed to contribute to the broader Taskforce agenda). I expect 'detailed implementation planning' will need initiative owner involvement (and urgency should be balanced with other NPP priorities next week). Erin: s47C

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s47C

s47C

Cheers

Andrew

Andrew Nipe (He/Him)

Chief Consulting Officer | Australian Government Consulting

p. (02) 6228 6766 | m. s47E(c), s47F

From: LONG, Anthea

Sent: Friday, 27 March 2026 2:31 PM

To: RULE, Erin ; Nipe, Andrew

Cc: WOOD, Mary

Subject: RE: s47C

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Hi Andrew,

Further to Erin's email, I wanted to clarify what we have discussed AGC assisting the taskforce with and get your confirmation on these.

If you could also let us know whether proceeding with any of this work might impact the proposed weekly charge rate that would be good, so that we can rescope and agree as relevant. It would also be good to make sure we have a contract or agreement in place regarding AGC's work (we have an FOI that has just come in, which has triggered me to make sure we have appropriate records and contracts in place for taskforce establishment and operations).

Based on my discussion with you on Wednesday and your discussion with Adam yesterday, my understanding of where AGC are assisting is:

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- Assisting develop an implementation map and timeframe that presents more detailed implementation arrangements for taskforce/policy teams and a high level overview s47C – On this one you were going to get back to me on whether you were happy to progress.

Please let me know if any of this isn't in line with your understanding and happy to refine.

Anthea

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From: RULE, Erin s47E(c), s47F <protected.health.gov.au>

Sent: Friday, March 27, 2026 12:00 PM

To: 'Nipe, Andrew' <andrew.nipe@pmc.gov.au>

Cc: LONG, Anthea s47E(c), s47F <protected.health.gov.au>; WOOD, Mary

s47E(c), s47F [@Protected.Health.gov.au](#)>

Subject: s47C [SEC=PROTECTED,
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Australian Government Consulting Client Terms of Engagement

This Agreement forms the basis of the relationship between Australian Government Consulting (AGC) and the party that has requested the services (**'the client'**). They are standard terms and will be supported by an engagement plan (to be provided by **5 September at our Project Commencement meeting**). The engagement plan will contain terms tailored to each project's requirements.

1. Provision of Services

- a. AGC provides services in accordance with the engagement plan (Attachment A). As per the engagement plan, AGC will:
 - i. undertake the requested services (**'the project'**) in accordance with the scope outlined in the engagement plan or as otherwise agreed with the client;
 - ii. comply with any timeframes agreed with the client;
 - iii. comply with any client service standards and guidelines agreed between the client and AGC;
 - iv. meet at agreed intervals with the client to review AGC's provision of services; and unless otherwise agreed, provide the client with regular status reports.
- b. The client will reimburse AGC for any expenses and/or disbursements incurred in connection with the requested services [on the basis set out in the engagement plan or as otherwise agreed prior to incurring the expense]. This might include, for example, any expenditure for domestic travel costs (including air fares, cab fares, accommodation and travel allowance etc.) associated with the project. AGC will provide the client with an invoice for any such expenses in a form and manner agreed at the commencement of the project. Payment must be made by the client within 30 days of the issue of the invoice.
- c. The client will:
 - i. provide any resources, access or support in accordance with the engagement plan or as otherwise agreed with AGC; and
 - ii. provide guidance on the project and alert AGC to any substantial changes.

2. Changing the Agreed Scope of Services

- a. The client may at any time and in its absolute discretion reduce the scope of, or terminate, any requested services. The client may request that an agreed scope of services is expanded at any time. All change of scope requests must be in writing and supported by the client's SES sponsor. AGC will work with the client to revise the scope of the requested services and agree any revised timeframes where possible.

3. AGC Personnel

- a. AGC will advise the client of the AGC personnel who will be primarily responsible for providing the requested services. AGC will consult with the client in relation to any substantial personnel changes in writing.
- b. AGC may involve other APS personnel or specialists where necessary or appropriate.

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4. Protecting client information

- a. AGC will treat non-public information in relation to the project, including information provided by the client or third parties or material produced by AGC, as confidential and subject to any specific confidentiality or secrecy requirements set out in the engagement plan.
- b. AGC will secure all confidential client information in its possession against unauthorised access, use, or disclosure.
- c. AGC may be legislatively required to disclose project information under various frameworks, including Freedom of Information requests, parliamentary processes and corporate reporting. AGC will inform the client whenever their project information is disclosed under one of these mechanisms.
- d. AGC may also be required to respond to media requests relating to projects. AGC's disclosure of any project information will be agreed with the client where possible.

5. Reliance

- a. AGC's advice is for the benefit of the client and may not be shared with or relied on by any other party without AGC's consent.

6. Conflict of Interest

- a. Except where appropriate arrangements are put in place with the client's consent, AGC will endeavour to avoid a conflict of interest or duty. If a conflict of interest or duty does arise, AGC will inform the client of the existence of the conflict and consult with the client as to how best to manage or eliminate the conflict.

7. Managing Complaints

- a. If an issue arises in relation to AGC's performance in providing the requested services, AGC will work with the client to resolve the issue in a timely manner. The relevant client officer should promptly raise the issue with the AGC contact responsible for the requested services, and provide AGC with a reasonable opportunity to remediate the issue. If the issue cannot be resolved within a reasonable time, the issue will be referred to the Chief Consulting Officer and the Accountable Authority of the client (or their delegate) for resolution.

8. Signatures

- a. I have read and understood the terms of engagement and accept the terms as stated:

Client Organisation Name		
Department of Health, Disability and Ageing.		
Insert Full Name and Title of delegate	Signed	Date
Anthea Long, Taskforce Lead		

Service Provider Name		
Australian Government Consulting		
Insert Full Name and Title of delegate	Signed	Date
Andrew Nipe, Chief Consulting Officer		

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Attachment A: Engagement proposal

1. Our understanding

The NDIS Sustainability Taskforce has been established within the Department of Health, Disability and Ageing to support the development of reforms to be brought forward in the 2026 Budget context.

2. Our team and proposed approach

AGC has put forward a senior team comprising: Andrew Nipe (Chief Consulting Officer); Jo Rossiter (Deputy Chief Consulting Officer); s47E(c), s47F (Project Director); s47E(c), s47F (Director); s47E(c), s47F (Director); s47E(c), s47F (Senior Consultant); s47E(c), s47F (Consultant).

AGC's project team will be part of the Taskforce, and will work at the direction of the Taskforce Lead. AGC contributions will be considered by AGC SES before being provided to the Taskforce Lead.

Additional AGC resources may be added to the project if required and by agreement between AGC and the Taskforce Lead.

3. Client contacts

Client sponsor: Anthea Long, First Assistant Secretary and NDIS Sustainability Taskforce Lead

Client project contact: s47E(c), s47F, Director, NDIS Sustainability Taskforce

4. Engagement price

AGC charges fees to recover its costs. Given the rapid and evolving nature of the project, we propose pricing on a time and materials basis. This will be calculated on our daily rates (or part thereof), up to a maximum charge out rate of 7.5 hours per day. This equates to a weekly maximum of \$53,000.

AGC will invoice DHDA at the conclusion of the engagement.

AGC is for the APS and welcomes the opportunity to discuss pricing details if you have any questions.

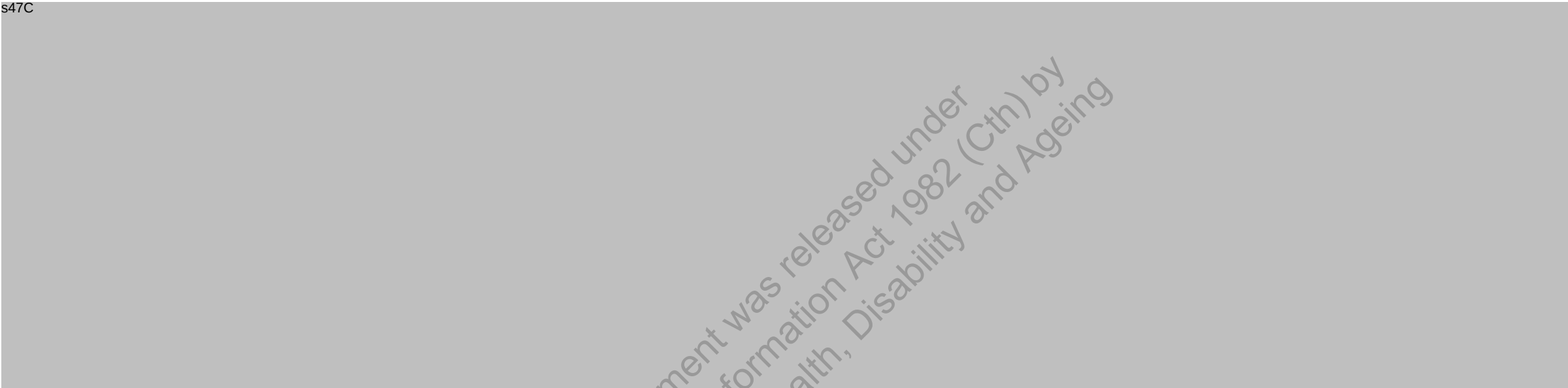
NDIS Sustainability Taskforce | High-level workplan

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NDIS Sustainability Taskforce | Proposed AGC support

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[Other workstreams (captured on previous slide) to be led by broader TF; limited AGC involvement]

PROPOSED AGC TEAM

AGC’s project team would comprise ~4 full-time members, with oversight from AGC’s SES. We recommend 1-2 DHDA personnel are embedded in the team.

Biographies for key AGC personnel are included here.

AGC works on a cost-recovery basis. Our weekly run-rate is ~\$50k.

s47E(c), s47F



Andrew Nipe
Chief Consulting Officer

Andrew was previously the Victorian Chief Data Officer and has held leadership roles in Victoria (Premier & Cabinet and Education) and the UK. Andrew has also worked at Bain & Co in Australia, and McKinsey & Co in the US.

Andrew holds a Master’s degree in Public Policy from the Harvard Kennedy School.

s47E(c), s47F



Jo Rossiter
Deputy CCO

Jo has held leadership roles in the APS and management consultancy. She previously worked on fiscal policy and intergovernmental reform in PM&C and has experience providing budget strategy advice in a Ministerial office.

Jo holds a Master’s degree in Public Policy from the University of Oxford.

s47E(c), s47F



s47E(c), s47F
Project Lead

s47E(c), s47F



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Senate Committee: Community Affairs Committee**Budget Estimates 2026-27****Outcome: 4 - Disability and Carers****EXECUTIVE BRIEF****NDIS Sustainability Taskforce: Establishment & Administration**

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Was any external support provided to the Taskforce?

- The Taskforce drew on expertise from across the APS with support from Australian Government Consulting and the Australian Government Solicitor as needed.
- Australian Government Consulting:
 - The Taskforce was supported by Australian Government Consulting (AGC) from 3 March to 2 April 2026.
 - AGC's support reflected the ambitious work program needed to deliver on the Taskforce's mandate in rapid Budget timeframes.
 - AGC assisted the Taskforce to meet critical deliverables and provided access to specialist skills without diverting staff from core Departmental functions.
 - AGC also brought expertise from similar projects across the APS, which strengthened the policy development process and reduced delivery risk.
 - Overall, this ensured the Taskforce could deliver on its mandate within tight timeframes while maintaining quality, discipline, and the integrity of the policy development process.
 - The total cost of AGC support was \$200,000.

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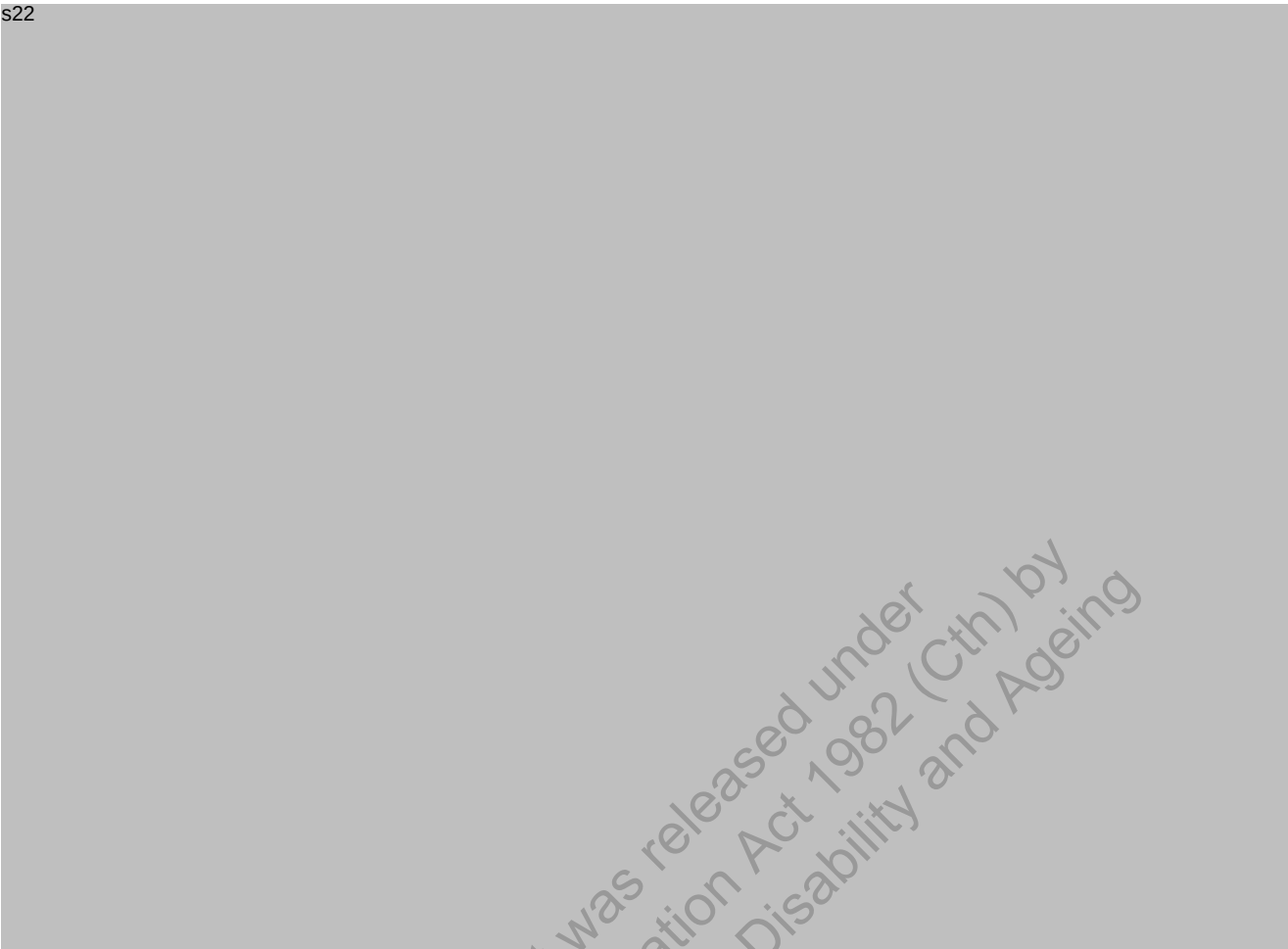
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Contact Officer:	Simon O'Brien
Cleared by First Assistant Secretary:	Anthea Long

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From: s47E(c), s47F
To: s47E(c), s47F
Cc: s47E(c), s47F; [Rossiter, Joanne](#); [Nipe, Andrew](#)
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Date: Thursday, 2 April 2026 5:38:31 PM
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Good afternoon s47E(c), s47F,

Sending through a few documents that may be useful to the taskforce (or department) s47C

The attachments compile the some of the work and thinking AGC has done to date.

Separately, I've also attached an Excel workbook that collates the responses to the recent request re: implementation dates (i.e. those sent through to s47E(c), s47F on Tuesday and Wednesday). s47C

s47E(c),
 s47F
 Project Director
 Australian Government Consulting



p. (02) 6228 s47E(c), s47F
 @pmc.gov.au
 Ngunnawal Country, Ten National Circuit Barton ACT 2600

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