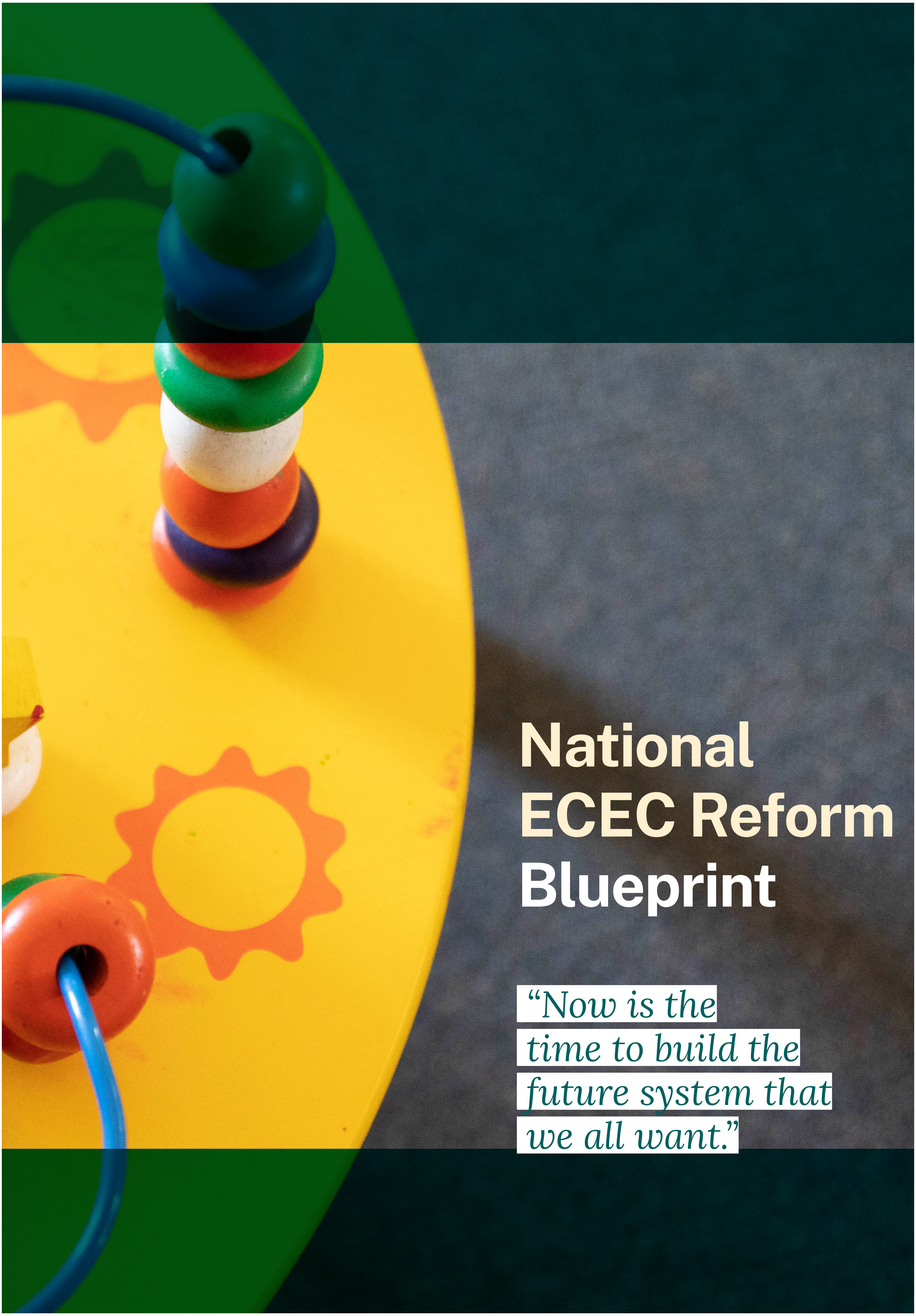


National ECEC Reform Blueprint

“Now is the time to build the future system that we all want.”

Contents

National ECEC Reform Blueprint

Thrive by Five partners, representing a broad cross-section of the early childhood community, have come together in strong alignment to support the development of a National ECEC Reform Blueprint. Partners have united behind this targeted and time-limited investment to consolidate momentum and provide Government with a clear pathway forward for a comprehensively reformed system.

Australian Government

To support the Government's commitment to universal Early Childhood Education and Care (ECEC), Thrive by Five partners stand together to call on the Commonwealth to invest $4 million in 2026-27 to develop a National ECEC Reform Blueprint. This proposal builds on the Government's substantial reform record in ECEC, including expanded subsidised access and strengthened system settings. This submission also complements the earlier submission (see Appendix A) by Minderoo Foundation and The McKell Institute, provided as part of the pre-budget process which notes options for reform.

Over the past decade, extensive reviews and reform processes have generated a strong evidence base and clear reform directions. As Commonwealth investment in ECEC continues to grow, maximising the impact of this expenditure requires a disciplined shift from review to delivery.

Thrive by Five partners, representing a broad cross-section of the early childhood community, agree that the development of a National ECEC Reform Blueprint is the strongest and most critical next step forward in building a robust early childhood development system for all.

Partners are united behind this targeted and time-limited investment to consolidate momentum and provide Government with a clear pathway to a comprehensively reformed system. Partners are clear that the reform pathway emerging from the Blueprint must constitute substantive, system-wide reform, rather than incremental refinement of current settings.

The proposed Blueprint would strengthen national stewardship, clarify accountability across jurisdictions, and better align funding, regulation and workforce policy across the breadth of the system. It would convert existing reform commitments into a deliverable plan capable of supporting universal access while improving system performance.

In supporting this ask, Thrive by Five presents two sets of guiding principles for this work. These reflect the values of Thrive by Five, its partners and the communities they represent. The Blueprint Development Principles set the framework for the development of the architecture. The Architecture Principles guide the system design outcomes the Blueprint must achieve.

The outcome from the Blueprint must modernise governance, improve coordination and ensure that current and future ECEC expenditure delivers accessible, safe and high-quality services for all Australian children, supported by a sustainable and valued workforce.

A modest, time-limited investment of $4 million in 2026–27 will equip the Commonwealth with a disciplined, nationally aligned reform Blueprint capable of translating ambition into implementation and securing the long-term performance of Australia's ECEC system.

Thrive by Five partners stand ready to work with the Commonwealth to develop and deliver this Blueprint, ensuring that the next phase of early childhood reform is coherent, ambitious and built to endure to the benefit of every child.

Penny Dakin	**Jessica Bukowski**
Executive Director, Communities Minderoo Foundation	Executive Director, McKell Institute, WA

Purpose

To support the implementation of universal, high-quality Early Childhood Education and Care (ECEC), Thrive by Five calls on the Commonwealth to invest $4 million in 2026–27 to develop a National ECEC Reform Blueprint (Blueprint).

This work builds on the substantial body of existing reviews and reform recommendations by shifting the focus from problem identification to a single, integrated implementation plan.

In making this united call to action, Thrive by Five partners wish to provide the Government with two sets of guiding principles. The Blueprint Development Principles guide how the Blueprint is designed and delivered. The Architecture Principles outline what the system reforms recommended in the Blueprint must achieve.

The Blueprint must provide Government with a clear, implementation-ready pathway to strengthen stewardship, coordination and performance across the entirety of Australia's early childhood education and care system in support of universal access. The Blueprint should modernise governance, accountability, and ensure public investment delivers accessible, safe and high-quality services for all children, with a supported and valued workforce.

"We need broader system reform, but it doesn't change that we need to start somewhere."

National ECEC Reform Blueprint

Blueprint Development Principles

How the National Reform Blueprint is designed and delivered

1. **Independent and credible**
   Expert-led, with strong governance to ensure objectivity, trust and sector confidence led with strong governance to ensure objectivity, trust and sector confidence.

2. **National and inclusive**
   Structured, transparent engagement with families, workforce, providers and governments to ensure reforms are practical and implementable.

3. **Evidence driven**
   Grounded in robust data, cost modelling, workforce projections and international best practice driven.

4. **Implementation ready**
   Clear sequencing, transition pathways and risk management — especially for thin markets and workforce supply ready.

5. **Fiscally responsible**
   Full costings, efficiency analysis and long-term sustainability to support disciplined public investment.

6. **Transparent and accountable**
   Clear documentation of assumptions, consultation input and performance measures to build public trust.

7. **Bold but deliverable**
   Focused on solving structural problems, not rediagnosing them — ambitious reforms with a clear path to delivery.

"We are in a watershed moment. Yes, there are significant systemic ECEC failures, but there are also incredible strengths to uplift. It is important we build on these and don't lose the good that we currently value."

National ECEC Reform Blueprint

Architecture Principles
What the system reform must achieve

1. **Universal access, fairly delivered**
   Affordable, available, inclusive ECEC for all children, with targeted action for underserved communities.

2. **Safe by design**
   Regulation and assurance systems that actively safeguard children, not just monitor compliance.

3. **High quality education and care**
   A strengthened quality framework focused on what matters most for children's learning and development quality education and care.

4. **A valued, capable workforce**
   Workforce planning, pay, conditions and professional capability embedded at the heart of system design.

5. **Active public stewardship**
   A shift from market led settings to government shaping supply, setting expectations and coordinating actors — while supporting a high-quality, mixed provider system.

6. **Outcomes focused performance**
   Success measured by children's outcomes, equity of access and service sustainability, not compliance activity alone focused performance.

7. **National coordination, shared accountability**
   Strong Commonwealth–State alignment through a renewed, outcome focused national partnership agreement.

8. **Clear system boundaries**
   A well defined ECEC system, with intentional links to the broader early childhood development ecosystem defined ECEC system, with intentional links to the broader early childhood development ecosystem.

9. **Independent oversight and transparency**
   Independent advice, public reporting and accountability mechanisms to build confidence and sustain reform.

The following Thrive by Five partners met to discuss this proposal, informing these design principles

Caroline Croser-Barlow
The Front Project

Samantha Page
Early Childhood Australia

Penny Dakin
Minderoo Foundation

Anne Hollonds
The Early Learning and Care Council of Australia

Esme Yates
Coaxial

Michele Carnegie
Community Early Learning Australia

Cara Nolan
Brotherhood of St. Laurence

Patricia O'Donovan
Playgroup Australia

Chris Twomey
WA Council of Social Service

Danielle Toon
The Bryan Foundation

Susan Irvine
Queensland University of Technology

Sarah Wight
Early Childhood Australia

Martel Menz
The Front Project

Jenny Stevenson
Royal Far West

Debbie Williams
Toy Libraries Australia

Ros Baxter
Goodstart Early Learning

Heather Richardson
Minderoo Foundation

Rosie Hodson
Social Ventures Australia

Sandra Knowles
Australian Council for Educational Research

Julia Steward
Social Ventures Australia

Mandy Taylor
SNAICC

Jen Jackson
Tomorrow Today

Matthew Cox
The Bryan Foundation

Amy Graham
Minderoo Foundation

Karen Forde
Minderoo Foundation

"We must respect and treat children as citizens. This work is about ensuring their rights in our early years system."

Appendix A
ECEC Reform Pathways

Background and rationale

Australia's ECEC system is not currently optimised for quality, productivity, or equitable access. The market-based approach has led to uneven service distribution, variable quality outcomes, workforce instability and limited transparency over the use of public funding. These challenges are compounded by fragmented Commonwealth–State responsibilities, which diffuse accountability, slow reform implementation and weaken system-wide leadership and coordination. As Government policy settings increasingly move toward universal access, stronger national stewardship and clearer intergovernmental alignment will be essential to ensure these structural weaknesses are resolved rather than amplified.

In 2024, the Productivity Commission recommended the establishment of an independent ECEC Commission to advise, monitor and guide progress toward universal access, including through evaluation, investment planning and trials of alternative funding and delivery models. While initial sector response was mixed due to overlap concerns with ACECQA, subsequent quality and safety failures in 2025 have materially shifted stakeholder sentiment.

Recent regulatory failures and high-profile media reporting have reduced public confidence in the system and exposed the limitations of the current model in delivering consistent quality and safeguarding outcomes. There is growing recognition across jurisdictions that existing governance and stewardship arrangements are no longer fit for purpose nor meet community expectations. The Government's commitment to universal access to ECEC creates both urgency and opportunity for structural reform. Without strengthened governance and market stewardship, system expansion risks entrenching existing inefficiencies rather than delivering equitable, high-quality access.

We need reform to ensure:

- Children are at the heart of the system
- There are mechanisms to strengthen responsibility, oversight and accountability in the sector
- Educators have the time, training and support to spot risks and act early
- Systems incentivise providers to take appropriate and timely action when they receive information or complaints from staff or parents
- Systems are designed to prevent risk and abuse, not just respond to it
- There is clarity and alignment between federal and state responsibilities
- The funding model incentivises safe, high-quality care–not the pursuit of profit
- Continuous improvement at system, provider and service levels

"Universal access is not a one size fits all approach, it's universal, diverse and represents all. Time to define what this looks like for every community over the coming year is key."

Appendix A
ECEC Reform Pathways

A pathway to structural reform: a National ECEC Reform Blueprint

Numerous reviews and strategies — including Productivity Commission inquiries, the ACCC and South Australian Royal Commission Report — have articulated shared objectives.

SYSTEM CONSTRAINTS	REFORM OPPORTUNITY AND MOMENTUM
Regulatory rigidity under the National Law • The current framework limits timely response to emerging quality, safety, and integrity risks.	**Federal Govt commitment to universal ECEC** • Recent policy commitments and investments create a timely opportunity for aligned structural reform.
Institutional inertia and reform fatigue • Resistance to structural change has constrained innovation and stalled progress on workforce sustainability and affordability.	**Erosion of public confidence creates reform mandate** • Recent quality and safety failures have elevated expectations for stronger national leadership.
Narrow stewardship mandate of ACECQA • The current service-level compliance focus limits influence over provider behaviour, market integrity and system-wide outcomes.	**Growing cross-jurisdiction alignment** • Shared dissatisfaction with current arrangements presents a rare window for cooperative reform.
Fragmented accountability across jurisdictions • Split responsibilities between Commonwealth and States dilute leadership and slow coordinated reform.	**Policy timing alignment** • The extension of the Preschool Reform Agreement provides a natural reform transition point from 2028.

To support implementation of universal, high-quality ECEC, this submission proposes a targeted Commonwealth investment of $4 million in 2026–27 to develop a **National ECEC Reform Blueprint** — a structured national design and scoping process focused on reform sequencing, delivery readiness and investment discipline. This work responds to the substantial body of existing reviews and reform recommendations by shifting the policy focus from problem identification to execution, providing Government with a clear, evidence-based pathway to modernise governance and stewardship arrangements and deliver a coordinated, high-quality and accountable ECEC system at scale.

Appendix A
ECEC Reform Pathways

Minderoo and Thrive by Five partner capability to support system design

Minderoo Foundation and Thrive by Five partners bring deep subject-matter expertise in early childhood policy, strong cross-sector networks, and trusted relationships across the ECEC ecosystem. Together, we have practical experience supporting complex reform processes and are well placed to assist Government in designing, testing and sequencing system reform in a way that is informed by evidence, sector insight and community expectations.

We can support Government through the National ECEC Reform Blueprint process by facilitating structured, targeted consultation with key system stakeholders — including providers, workforce representatives, families, peak bodies and jurisdictions — ensuring reform design reflects on-the-ground realities and delivery constraints. This approach supports stronger policy alignment, builds sector confidence and reduces implementation risk.

Our support can include:

- **Structured sector engagement and alignment:** Coordinating targeted consultation processes to support broad policy alignment across providers, workforce groups, families and jurisdictions.
- **Technical policy design support:** Providing specialist input on governance models, regulatory settings, funding mechanisms and implementation sequencing.
- **Evidence generation and analysis:** Undertaking or commissioning targeted research, including international comparisons of stewardship and national commission models.
- **Implementation planning:** Supporting development of phased delivery frameworks aligned with Government priorities and system capacity.

This collective capability is demonstrated through recent national convening and evidence-led reform work. Minderoo and Thrive by Five partners convened national Early Years Alliances 'Better Together' workshops with leaders from more than 60 child wellbeing organisations, including an in-person Canberra session with the Minister for Health, the Hon Mark Butler MP, to align reform priorities and messaging relating to the Government's Thriving Kids Initiative. Separately, Minderoo supported the development of The State of Australia's Children with UNICEF Australia and ARACY — Australia's first national snapshot of child and youth wellbeing — combining more than 100 datasets with the voices of over 2,000 children to translate complex evidence into actionable insights for government investment targeting, system design and reform sequencing.

Together, this combination of convening power, technical expertise and data-driven policy capability positions Minderoo and Thrive by Five partners to support Government in delivering a robust National ECEC Reform Blueprint — one that is grounded in evidence, informed by sector experience, responsive to community expectations and designed for long-term system sustainability.

Reform options for consideration

The three reform pathways below represent distinct, though not mutually exclusive, approaches to strengthening Commonwealth stewardship while balancing speed of implementation, system impact and fiscal sustainability and reflecting community expectations.

Each option contains distinct functional components that can be reconfigured, combined, or scaled depending on Government priorities, implementation capacity and fiscal constraints. Accountability mechanisms, CCS-based provider stewardship, system oversight functions and long-term governance reform can be sequenced or layered in different combinations to achieve both short-term stabilisation and long-term structural change. This modular approach allows Government to adopt a tailored reform pathway that delivers early safety, quality and affordability improvements while progressively transitioning toward a more integrated, universal ECEC system architecture.

Appendix A
ECEC Reform Pathways

OPTION 1

National Transition Taskforce > National Early Childhood Services Commission

This option establishes a time-limited National Transition Taskforce (2026–2028) to design a universal ECEC system and address short-term inefficiencies, transitioning to a permanent statutory National Early Childhood Services Commission responsible for long-term system stewardship.

The Commission would operate as a joint Commonwealth–State/Territory body with responsibility for coordinating policy, funding frameworks, supply planning, workforce integration and national quality objectives, while ensuring any improved regulatory model is consistent with the needs and expectations of the community. This pathway enables comprehensive system redesign that is aligned with community expectations, including the potential introduction of an entitlement-based funding model and integrated early childhood development governance. This option delivers the deepest reform and requires significant intergovernmental coordination and longer implementation timelines.

Key features include:

- National consultation and system mapping
- Development of a new intergovernmental agreement
- Legislative establishment of a statutory Commission
- Integrated workforce, quality, and supply stewardship
- Long-term governance consolidation

How this option could be implemented:

- Establish a National Transition Taskforce with a formal consultation mandate
- Undertake national market mapping and supply-demand analysis
- Develop community-level service planning frameworks
- Design a new intergovernmental agreement to replace existing National Partnership arrangements
- Develop Terms of Reference and governance model for a permanent Commission
- Test funding and financing models drawing on lessons from health and education pricing authorities
- Design transition pathways for underperforming and unviable providers
- Partner with child safety experts and law enforcement agencies to strengthen safeguarding frameworks

Potential savings and efficiencies

A National Transition Taskforce that moves to a National Early Childhood Services Commission, could produce potential savings and efficiencies over time, including:

- **Consolidation of national functions:** If ACECQA functions are absorbed into the Commission (as assumed in the costing), there may be efficiencies from consolidating overlapping national coordination, reporting and corporate functions and avoiding duplication of effort across two bodies. Any savings are likely to be primarily redeployment of capacity unless there is an explicit decision to reduce resourcing
- **Reduced duplication in policy development and reporting:** A single national stewardship body leading system oversight, evaluation and advice may reduce duplicated work across agencies and jurisdictions (e.g., parallel policy processes and ad hoc reviews), and improve coordination of national reporting.
- **Better sequencing and targeting of future investment:** Improved system planning and clearer transition pathways for underperforming providers may reduce the frequency and cost of reactive interventions over time. These effects are contingent on implementation decisions and are not quantified in the headline costing.

Indicative roadmap

SHORT TERM (0–12 MONTHS)	MEDIUM TERM (1–3 YEARS)	LONGER TERM (3–5 YEARS)
Announce Taskforce and consultation framework	Design Commission model and legislative framework	Implement national supply planning framework
Commence national consultations and system diagnostics	Test funding, quality, and workforce integration models	Transition toward entitlement-based funding architecture
Initiate National Agreement negotiations	Establish statutory National Early Childhood Services Commission and transfer stewardship functions	Expand stewardship to broader Early Childhood Development services
Develop transition safeguards for thin markets		

Appendix A
ECEC Reform Pathways

OPTION 2

Accountability Model (via States and Territory structures)

This option strengthens accountability using existing State and Territory regulatory structures. The Commonwealth would establish a national accountability authority (either through a re-scoped ACECQA or new body) and negotiate co investment approaches tied to quality oversight, inspection frequency and regulatory capacity uplift.

States would retain primary responsibility for system delivery and supply planning, supported by greater investment from system partners. This option prioritises speed and accountability uplift but offers limited leverage over affordability and long-term supply coordination.

Key features include:

- Rapid implementation using existing regulatory frameworks
- Increased assessment and rating frequency
- Enhanced Commonwealth oversight via closer contracting arrangements between jurisdictions
- State-led universal access rollout planning

How this option would be implemented:

- Establish a national accountability authority with performance monitoring functions (for example, a re-scoped ACECQA)
- Negotiate bilateral agreements linking funding to regulatory performance benchmarks
- Provide targeted funding to uplift State regulator capacity
- Introduce comparative national reporting on quality and compliance outcomes
- Support rollout of a National Educator Register and separate workforce institution

Potential savings and efficiencies

Strengthening accountability using existing State and Territory regulatory structures could lead to savings and efficiencies over time, including:

- **Better targeting of regulatory effort:** Increased national transparency and performance monitoring may improve how regulatory effort is targeted, reducing low-value activity, and improving productivity of visits over time.
- **Reduced duplication across jurisdictions:** Clearer national expectations and comparative reporting may reduce duplicated approaches and improve consistency, which may lower system friction and compliance burden.
- **Co-investment and contracting efficiencies:** If implemented through closer contracting arrangements, there may be efficiency benefits from aligning expectations, outputs, and funding across system partners. Any reduction in Commonwealth cost would depend on the final co-investment settings and is not reflected in the headline estimate.

Indicative roadmap

SHORT TERM (0–12 MONTHS)	MEDIUM TERM (1–3 YEARS)	LONGER TERM (3–5 YEARS)
Announce accountability framework and performance metrics	**Execute National Agreement and bilateral arrangements**	**Refine accountability benchmarks**
Commence bilateral negotiations with States and Territories	**Increase assessment and rating cadence**	**Align supply planning guardrails with universal access objectives**
Fund regulator capacity uplift	**Operationalise educator registration framework**	**Review preschool and outside-school-hours care interfaces**

Appendix A
ECEC Reform Pathways

OPTION 3

ACECQA+ with CCS Levers (Provider-Level Stewardship)

This option strengthens Commonwealth market stewardship by expanding ACECQA into an enhanced provider-focused body (ACECQA+) and tightening CCS eligibility, provider standards and locality planning controls.

The Commonwealth would directly shape market behaviour by using several funding levers across the system to improve quality, governance, workforce capability and service location criteria, while preserving State regulatory authority under the National Law.

This option does not require a standalone Commission to begin improving outcomes and offers faster provider-level reform but involves legislative complexity and transition risks requiring careful sequencing.

Key features include:

- Provider standards above baseline regulation
- CCS conditionality to manage market entry and expansion
- Targeted supply steering to underserved communities
- Lower steady-state Commonwealth cost profile

How this option would be implemented

- Amend CCS legislation to introduce strengthened provider eligibility and conditional funding powers
- Establish ACECQA+ with enhanced stewardship and market oversight mandate
- Introduce national Provider Standards covering governance, workforce capability, data reporting and integrity
- Establish an attached independent stewardship office
- Align CCS approvals with locality planning frameworks
- Integrate workforce registration and retention strategies

Potential savings and efficiencies

An enhanced ACECQA could potentially deliver savings and efficiencies over time, including:

- **Centralised, risk-based targeting**: A more centralised, data-driven approach to provider oversight may improve targeting of compliance effort and reduce low-value activity.
- **Reduced duplication and better information-sharing:** An educator register and improved analytics may reduce duplication in workforce and provider integrity checks and improve the timeliness of risk identification.
- **Avoided broad uplift in visit frequency:** By design, this option avoids the major system-wide cost driver of a broad uplift in physical inspection/ enforcement visits funded through jurisdiction grants, while still strengthening oversight through targeted mechanisms.

Indicative roadmap

SHORT TERM (0–12 MONTHS)	MEDIUM TERM (1–3 YEARS)	LONGER TERM (3–5 YEARS)
Seek Parliamentary Counsel advice on CCS legislative pathways	**Pass CCS amendments**	**Strengthen enforcement and market controls**
Develop ACECQA+ governance framework	**Implement provider standards with graduated compliance**	**Consolidate funding streams**
Publish draft provider standards and CCS conditionality principles	**Launch National Educator Register**	**Expand stewardship scope and refine standards**
Commence targeted provider audits	**Begin CCS-linked national supply stewardship**	

Appendix A
ECEC Reform Pathways

OPTION 4

Hybrid Model: Dual-Track Reform

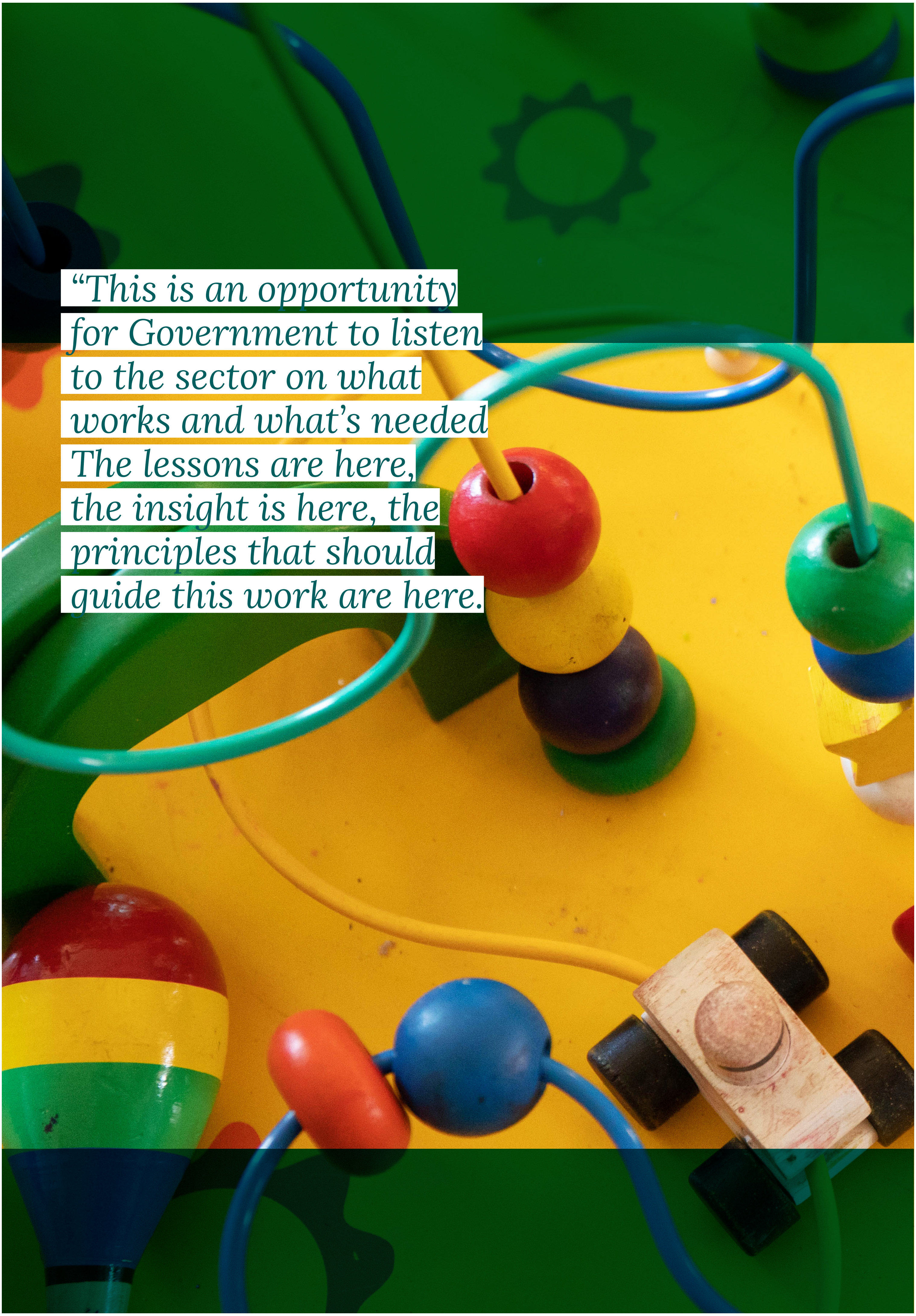
The below table outlines which ECEC reform functions can be delivered in parallel, those that require a sequenced transition or staged handover, and those that should not operate concurrently. Operational improvements, compliance uplift, data systems, consultation, CCS tightening functions can run in parallel, while statutory authority ownership, funding architecture, supply planning control, workforce governance, must be sequenced.

Function	Delivery Mode	Primary Owner (Stabilisation Phase)	Primary Owner (End State)	Notes / Rationale
Reporting to EMM / Cabinet	✓ Parallel	ACECQA / Dept	Commission	Continuous oversight function across all phases
National Accountability Mechanisms	✓ Parallel	Strengthened ACECQA	Commission	Performance reporting, benchmarking can run continuously
System Oversight (ECEC-wide)	↔ Sequential	ACECQA (interim)	Commission	Avoid dual stewardship mandates
Quality & Safety Assurance	✓ Parallel	State Regulators + ACECQA	Commission + States	Operational enforcement continues throughout
Regulatory Enforcement	✓ Parallel	States	States	Frontline enforcement remains State responsibility
Funding Coordination (ECEC programs)	↔ Sequential	Commonwealth Dept	Commission	Prevent fragmented funding governance
CCS Integrity Controls	✓ Parallel	Commonwealth Dept	Commission	Transitional tool for market stabilisation
Supply Stewardship / Market Shaping	↔ Sequential	States + CCS controls	Commission	Central planning authority introduced gradually
Infrastructure Planning	↔ Sequential	States	Commission (coordination role)	Requires joint planning frameworks
Data Integration & Analytics	✓ Parallel	ACECQA / Dept	Commission	Data capability supports both tracks
Evaluation & System Performance Monitoring	✓ Parallel	ACECQA / Dept	Commission	Continuous improvement function
Stakeholder Engagement	✓ Parallel	Taskforce + ACECQA	Commission	Consultation streams can operate concurrently
National Standards Development (Beyond NQF)	↔ Sequential	ACECQA guidance	Commission	Requires consolidated authority
Operational Guidance to Providers	✓ Parallel	ACECQA	Commission	Standards transition over time
Regulatory Levers (Funding-linked sanctions)	✓ Parallel	Commonwealth via CCS	Commission	Used as interim and long-term tool
Intergovernmental Coordination	↔ Sequential	COAG-style forums	Commission joint governance	Formalised under new authority
Workforce Strategy Integration	✓ Parallel	Workforce Unit / Dept	Commission	Policy coordination can run early
Educator Register Governance	↔ Sequential	Interim Workforce Unit / Dept	Commission	Must end with single institutional owner
Workforce Quality Improvement Programs	✓ Parallel	Commonwealth programs	Commission	Training investment can start immediately
Safeguarding & Prevention Systems	✓ Parallel	States + ACECQA	Commission	Immediate child protection priority
Provider Market Entry Controls	↔ Sequential	CCS gating	Commission authority	Gradual tightening avoids service disruption
Entitlement Funding Architecture	✘ Not Concurrent	CCS transitional	Commission model	CCS and entitlement cannot operate fully in parallel
Permanent National Stewardship Authority	✘ Not Concurrent	ACECQA interim	Commission	Avoid duplicate statutory mandates

Appendix A
ECEC Reform Pathways

Indicative roadmap

Year 1	Year 2	Year 3	Year 4	Year 5
System Stabilisation • Re-scope ACECQA into strengthened national stewardship role • Increase inspection cadence and regulator capacity via targeted funding • Introduce national performance dashboards and compliance benchmark • Tighten CCS integrity controls and enhanced due diligence for new provider approvals				
Structural Design (spans Years 1–2) • Establish National Transition Taskforce • Prioritise CCS supply-side reform design (provider eligibility, locality planning, thin market protections) • Define universal access parameters (entitlement scope, quality floor, affordability settings) • Design workforce integration and sustainability model • Develop Commission governance blueprint and legislative roadmap				
	National Early Childhood Services Commission implementation (spans Years 2–4) • Implement CCS reforms (conditional funding, provider standards, supply steering) • Establish statutory National Early Childhood Services Commission • Transfer stewardship functions from Taskforce and ACECQA where appropriate			
		Universal System Consolidation (spans Years 3–5) • Roll out entitlement-style funding architecture (if adopted) • National supply planning fully operational		



"This is an opportunity for Government to listen to the sector on what works and what's needed The lessons are here, the insight is here, the principles that should guide this work are here.