

**Our
priority is
you, this is
our plan.**



2019–23
corporate plan

ndis



Statement of preparation

We, the Board of the National Disability Insurance Agency (NDIA), as accountable authority, present the 2019–23 NDIA corporate plan, as required under section 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 177(1) of the *National Disability Insurance Scheme Act 2013* (NDIS Act). The corporate plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

The Board acknowledges the objectives of the Convention on the Rights of Persons with Disabilities.

The NDIA acknowledges 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 Elders both past and present.



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Foreword

The Board of the National Disability Insurance Agency (NDIA) commends its corporate plan for the continued roll-out of the National Disability Insurance Scheme (NDIS or Scheme), which is unprecedented in its scale and scope.

During the period of this plan from 2019 to 2023, covering the shift from transition to full Scheme, the core focus will continue to be on participants. The focus will be on participants realising the benefits of this visionary social reform, by ensuring choice and control are put firmly in their hands in a way and with an ease that works for them. It will be on helping ensure that participants are not just able to live an ordinary life, but that they have much greater access to employment and that the positive trends already being delivered in social inclusion and engagement continue and are enhanced.

Certainly, the rollout of the Scheme will continue so that every person eligible for the Scheme can expeditiously gain access. As at 31 March 2019, 280,000 participants are already in the Scheme, with more than 85,000 receiving supports for the first time. This is an unprecedented 915 per cent increase from just over 30,000 participants who had a plan at the beginning of transition on 1 July 2016. That pace will continue as full Scheme is reached and the service requirements for existing participants magnifies.

Notwithstanding the sheer magnitude of the volume of participants, the focus will be on getting it right for each participant, each time, every time. Even though participant satisfaction rates are high and improving, reaching 88 per cent in March 2019, we know that more needs to be done to make dealing with the Scheme easier for participants. Central to this improvement is the ongoing rollout of what has been called the 'pathways' work, designed to provide more empathetic and simplified interactions from a participant's perspective, delivered by more skilled and experienced staff.

To this end, we will continue the strong engagement with participants and stakeholders, which has been integral to the radical redesign of the pathways that is already underway. Enhanced engagement with

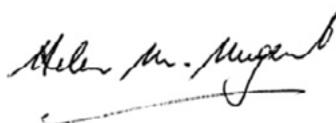
participants and the disability sector will be a feature of this corporate plan.

In addition, we will continue to work with providers to ensure they are able to offer participants services that increase their choice and control. Much has already been done in that regard, including enhanced information, adjustments to pricing, implementation of a customer relationship approach, and improved systems to make it easier to deal with the intractable problems the Agency experienced at the beginning of transition. Further enhancements designed to leverage technology and make it much easier for providers to deal with participants and the Agency will be a focus of this plan.

None of this will be possible, without the Agency having skilled and committed staff and partners dedicated to delivering on the promise of the Scheme for participants. We recognise and applaud our staff for all that has been done. Equally, however, we know that more is required to support them as the focus of the Scheme on delivering for participants intensifies. In increasing that intensity, our staff need to be supported with the training, systems and processes that allows the vision of this world leading Scheme to be delivered. This plan has a commitment to that end.

At the same time, we know that the Scheme must continue to be financially sustainable. That is also in the interest of participants, so that they, their families and carers and the community can have confidence that it will be there for them into the future.

In summary, getting it right for each participant, each time, every time, in a sustainable and engaging way will be the rallying call of this corporate plan. We ask all stakeholders to join us in fulfilling this sacred mission.



Dr Helen M. Nugent AO
Chairman

This is our plan for getting it right for each participant, each time, every time.

A plan to empower participants to use choice and control in pursuing their goals.

A plan for reinforcing the Scheme so that satisfaction rates are high and always improving.

A scheme that offers a range of high-quality services with real-life benefits and easy access.

A scheme that is financially sustainable and will provide value for money now and into the future.

This is our plan for creating lifetime value for participants.

Participants are, and always will be, our priority.



1. Introduction

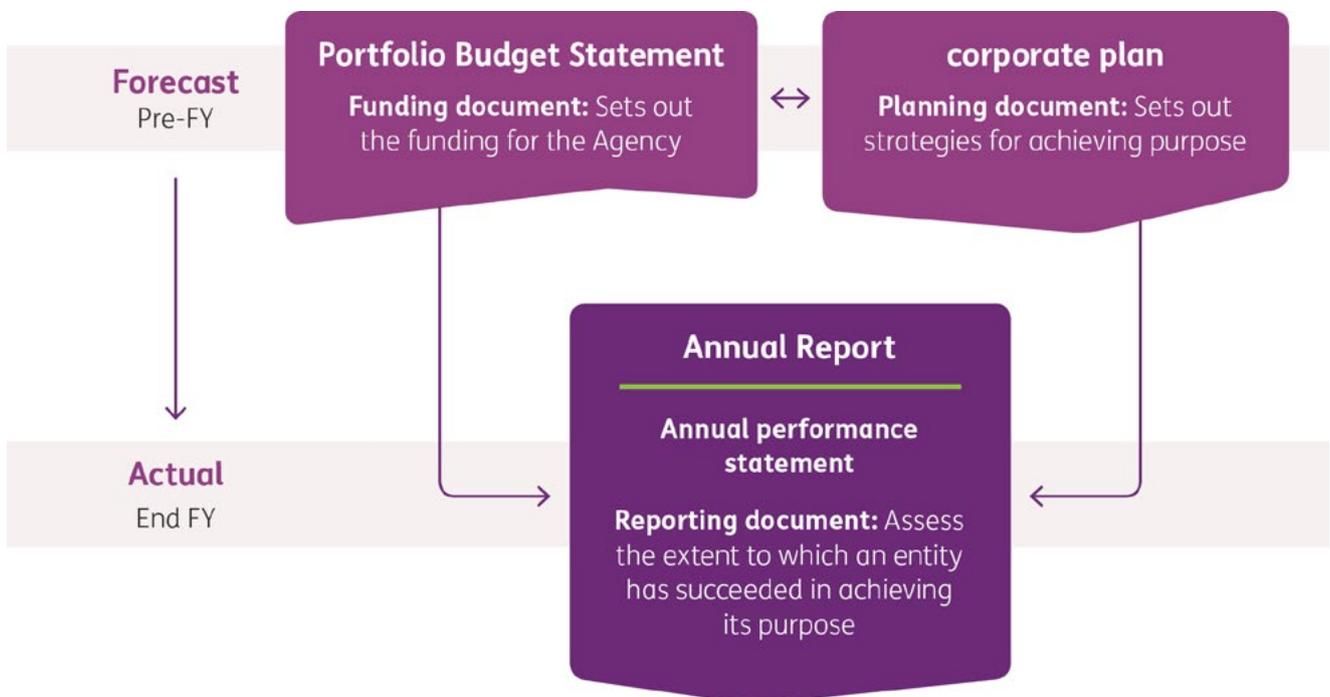
The NDIA's corporate plan provides strategic direction to guide our activities for the financial years 2019–20 through to 2022–23 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

2. Performance Framework

This corporate plan forms one of three elements of the Commonwealth performance framework. The framework provides guidance on corporate planning and performance reporting for Commonwealth entities, such as the NDIA, on an annual basis.

The corporate plan and Portfolio Budget Statement (PBS) together set out our plan for the coming financial year. The annual performance statement, which we release as part of the annual report at the end of the financial year, reports our performance against the metrics that we provide in the corporate plan.

Figure 1: Performance Framework



In preparing this corporate plan, we have been guided by the Council of Australian Government (COAG) Disability Reform Council's (DRC's) Statement of Strategic Guidance for the Board issued on 15 March 2017.

Our corporate plan lays out our aspirations and goals and the focus areas we will undertake over the next four years to achieve those goals.

Our annual plan details what we will do each year to move closer to achieving the goals and aspirations of our corporate plan.

We monitor and report on the annual plan monthly. Both the executive leadership group and the Board receive these monthly reports.

We review and amend the annual plan regularly, to better reflect changes in government policy and other strategic considerations.

In addition to these internal planning and monitoring arrangements, we also provide an annual performance report to the COAG DRC, and update them quarterly on Scheme performance.

3. Purpose

Our purpose

Our purpose is to:

1. Increase the ability of individuals with a significant and permanent disability (participants) to be more independent, and to engage more socially and economically
2. Deliver a financially sustainable NDIS that builds genuinely connected and engaged community and stakeholders.

Our aspirations

Drawing on the Council of Australian Government Disability Reform Council's (COAG DRC's) expectations, our purpose is supported by five aspirations, as detailed in Section 6 of this plan.

As we work to deliver on our purpose and aspirations, we will continue to build confidence and trust among our stakeholders through proactive and accessible communication and genuine engagement. In particular, we will harness the expertise of participants, their families and carers and the disability sector to build a scheme for all Australians eligible for the Scheme.

Applying our values

We are a values-driven organisation and recognise the importance of a values-based culture in delivering a world-leading Scheme. We developed our values in conjunction with our staff and partners. They reflect our passion and commitment to making a difference for people with disability.



We value people

We put participants at the heart of everything we do.



We grow together

We work together to deliver quality outcomes.



We aim higher

We are resilient and always have the courage to do better.



We take care

We own what we do and we do the right thing.

Who benefits?

Delivering on our purpose will benefit participants, their families, carers, providers, the disability sector, community, the Australian Government and state and territory governments, together with the broader Australian community.

- › **Scheme participants** will choose the supports they need to lead their daily life and improve their social and economic engagement. As consumers in a competitive, innovative marketplace, they will benefit from a range of high-quality services. As citizens, they will be empowered to optimise their independence and community involvement.
- › **All people with disability** will gain a greater awareness of the mainstream and community services available to them through our promotion of the services other organisations supply, as well as by facilitating research and innovation in the disability sector.
- › **Families and carers** will benefit from the flow-on effects of having people with disability in their lives, enjoying greater wellbeing, and social and economic participation.
- › **Providers** will benefit from increased demand for disability care and support services created by the Scheme in the new disability support services marketplace. The market-based approach of the Scheme represents a major shift from the way services have traditionally been funded and delivered.
- › **Community members** will have peace of mind that the Scheme will be here to help them if they need it. The Scheme will increase inclusion and community participation by people with disability and build a better, more inclusive community across Australia, reflecting the diversity of all Australians.
- › **The economy** will benefit from the Scheme's emphasis on early investment and intervention reducing the total future cost of disability for Australia. Other anticipated long-term economic benefits include improved employment outcomes for people with disability and their families, and a reduced demand on the health system.



4. Background to the NDIS and NDIA

Scheme overview

The Scheme is a fundamental shift in the way our country provides and funds disability support for Australians who have a significant and permanent disability and who are eligible to join before they turn 65 years of age.

Participant choice and control are core features of the Scheme's design. In this new market-based system, participants work closely with planners and Local Area Coordinators (LACs) to determine a plan that focuses on their individual goals. Participants can choose and move between their providers, rather than having providers selected for them.

The Scheme forms an important part of the Australian Government's *National Disability Strategy 2010–2020*, a 10-year policy framework for improving the lives of Australians with disability, their families and carers. Governments across Australia are working together to develop a new strategy beyond 2020. The current and future strategy will be the key way Australia implements the United Nations Convention on the Rights of Persons with Disabilities, making sure people with disability can participate in all areas of Australian life and fulfil their potential as equal citizens.

The Scheme provides specialist disability supports that complement mainstream services provided by the Australian Government's and state and territory governments. We will strengthen our existing relationships with governments, continuing to ensure that we build a disability network that works collaboratively to provide the support that participants require.

A scheme based on insurance principles

The Scheme is founded on insurance principles.

We draw on the practice of commercial and government social insurance companies, making evidence-based decisions on individuals' access to the Scheme. Statistical analysis informs our decisions, including:

- the extent of financial support a person needs
- other reasonable and necessary supports a person needs.

This approach means financial support is considered over the life of the participant, unlike the previous shorter-term welfare-based approach.

The Scheme has greater capacity for cost management than any previous social program. It maintains sustainability by calculating the total future cost of support for all eligible participants.

Four principles underpin the Scheme's insurance approach (see further detail in Appendix 1):

1. Develop actuarial estimates of the reasonable and necessary support needs of the targeted population.
2. Focus on lifetime value for Scheme participants.
3. Invest in research and encourage innovation.
4. Support the development of community capability and social capital.



NDIA overview

About the NDIA

The NDIA is the independent Commonwealth entity responsible for implementing the NDIS. We are responsible for delivering the Scheme in a way that allows participants to exercise choice and control, and improves participant experience and outcomes. We must do this while safeguarding the long-term financial sustainability of the Scheme.

We receive funds contributed by the Australian Government, and states and territories. As outlined by the NDIS Act, we:

- manage the Scheme's funds;
- administer Scheme access;
- develop and review participant plans, in consultation with participants; and
- approve the payment of individual support packages.

The NDIS Quality and Safeguards Commission (NDIS Commission) is progressively responsible for registration and regulation of NDIS providers.

The Australian Government established the NDIS Commission on 1 July 2018 as the independent statutory body that protects the rights of NDIS participants by regulating the NDIS services and supports they receive.

The NDIS Commission is operational in New South Wales and South Australia and from 1 July 2019, the NDIS Commission commences operations in Victoria, Queensland, Tasmania, the Australian Capital Territory and the Northern Territory in line with the planned transition to full Scheme. It will operate in Western Australia from 1 July 2020. Western Australia will continue to provide safeguards for all people with a disability until the NDIS reaches full Scheme.

While the NDIS Commission is responsible for registration and regulation of all NDIS providers, we have continuing responsibility to:

- set pricing and price controls;
- produce and communicate market signals;
- engage with and provide information to stakeholders; and
- support efforts to develop an e-market ecosystem.

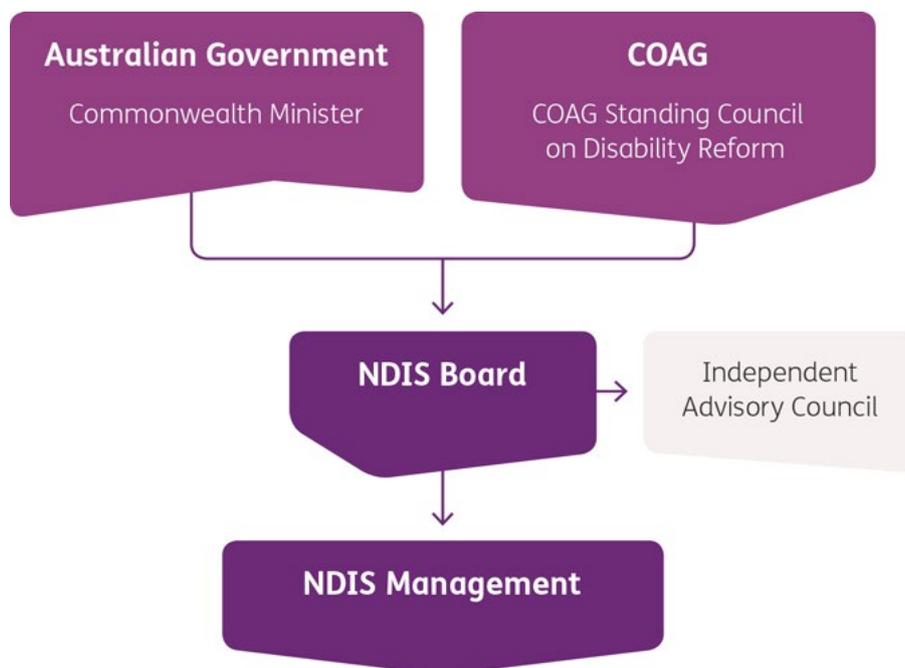
Without these mechanisms, flexible responses to emerging market developments would not be possible, thereby threatening the Scheme's viability.

NDIA governance

The NDIS Act sets out our governance model. Key elements of this model include:

- › **COAG DRC:** the ministerial council composed of the Australian Government, and state and territory Treasurers and ministers responsible for disability. The COAG DRC is the principal decision maker for Scheme's significant policy issues.
- › **Responsible Australian Government minister:** the Minister for the National Disability Insurance Scheme is responsible for administering the NDIS Act, and exercises statutory powers with the agreement of states and territories, including a power to make delegated legislation in the form of NDIS Rules, and a power to direct the NDIA.
- › **NDIA Board:** the Board has responsibility for ensuring the proper, efficient and effective performance of the NDIA's functions, and determining the objectives, strategies and policies followed by the NDIA and appointment of the Chief Executive Officer. The responsible Australian Government minister consults with the states and territories to determine Board membership.
- › **Independent Advisory Council (IAC):** the IAC's function is to provide the Board with independent advice, which the Board must take into account. The IAC is a statutory body the Minister formally appoints. It is comprised of people with disability, service providers, carers, and representatives from key peak bodies. It brings the crucial perspectives of these stakeholders to the work of the NDIA and the design of the Scheme.
- › **Chief Executive Officer and NDIA management:** The CEO is responsible for the day-to-day administration of the NDIA. The NDIA holds all funds contributed by the Commonwealth, states and territories in a single pool, manages Scheme funds, administers access to the Scheme and approves the payment of individualised support packages.

Figure 2: NDIA Governance



The NDIS Partners in the Community

We partner with organisations in the community across Australia to deliver the Scheme. Partners are the face of the Scheme in many communities.

Partners in the Community are suitably experienced and qualified organisations within the community that deliver Local Area Coordination (LAC) and Early Childhood Early Intervention (ECEI) services.

- › LACs provide support in planning and pre-planning activities and work with communities to improve accessibility and inclusion of people with disability. LACs play an important role in helping eligible participants navigate the Scheme and connect people with disability to community and other government and non-government services. Recent service improvements in the Participant Pathways are creating more opportunities for collaboration between NDIA planners and LACs. This is making a significant difference in the way we work with the LACs at all points in the planning and pre-planning phases.
- › Investment in early intervention is a key feature of the Scheme. Children aged 0–6 who are referred through the ECEI gateway, work with an NDIS ECEI Partner in the Community. The ECEI Partner works with families to connect them to mainstream and

community supports; provides early intervention supports for the child (outside of funded NDIS plans); and, if required, supports the family to access the NDIS and develop an NDIS plan.

- › A key design feature of the NDIS ECEI approach is appropriately skilled and focused partner organisations that are integrated in the community and are capable of leading and providing a strong interface between the NDIS, ECEI and other family and children's service systems.

Partners play an important role in delivering services to participants and interacting with local communities. We work closely with LAC partners to:

- manage delivery support;
- train Partners in the Community to become LACs; and
- monitor performance and integrity standards in our partners' delivery of agreed LAC and ECEI services.



5. Our Opportunities and Achievements

Our progress

At 31 March 2019, almost 280,000 people with disability (including ECEI) had joined the Scheme. This represents an increase of almost 32,500 participants over the prior quarter, which was more than the number of participants brought into the Scheme over the three years of Trial.

We exceeded our operational target for the nine months to 31 March 2019, with approved plans exceeding actionable records during this period.

The NDIS has reached into the community it serves. As of July 2019, the Scheme is now available in every region in Australia.

The scale and complexity of the rollout is unprecedented. Over the next five years, the NDIS will grow to an expected 500,000 participants at full Scheme.

There are 122 service delivery sites across the country, including 18 new sites that opened in the six months to March 2019. Along with Partners in the Community, we have now grown our workforce to more than 10,000 staff at the end of the March 2019 quarter.

There is a lot to celebrate

As of 31 March 2019, the NDIS achieved the following:

It is now accessible in every region

of every state and territory (except for parts of Western Australia).

277,155

people with disabilities, including **11,504** children in the ECEI approach, have joined the NDIS, a 915 per cent increase since 30 June 2016.

More than
85,000

people are now receiving support for the first time.

Overall, participant satisfaction is high at

88 per cent

20,208

registered providers are in the Scheme, a 574 per cent increase since 30 June 2016.

There are
\$10.1 billion

of committed supports in active participant plans.

We exceeded our operational target for

nine months

to end of March, 2019.

Participant outcomes

The Scheme's overarching purpose is to help participants improve their life outcomes. Such outcomes are starting to be seen. For instance, 94 per cent of surveyed parents/carers of children aged between 0 and 6 say the Scheme has improved their child's development.

As participants spend more time in the Scheme, longitudinal analysis shows that the NDIS is assisting. For example, as at 31 March 2019:

- Parents and carers of children starting school to aged 14 years thought their child was more independent as a result of the NDIS (65 per cent in the second year, compared with 56 per cent in their first year).
- Participants aged 15 to 24 years indicated that the NDIS had helped them with daily living activities (66 per cent in their second year compared with 59 per cent in their first year).
- Participants aged 25 years and over considered the NDIS helped them have more choice and control over their lives (75 per cent in the second year, compared with 68 per cent in their first year).

Engagement in social and community activities

There has been an increase in participant engagement in social and community activities, including volunteering.

The largest increases in social and community participation as at 31 March 2019¹ have been for participants aged 25 to 34 (14 per cent increase) and 19 to 24 (12 per cent increase), along with increases for participants with Down syndrome (18 per cent), cerebral palsy (16 per cent) and intellectual disability (13 per cent). Engaging in community activities is known to improve wellbeing, lower longer-term costs of care and support, and increase employment opportunities.

Participant Employment Taskforce

The NDIA and the Australian Government are committed to achieving better employment outcomes for people with disability. To help address some of the challenges facing people with disability seeking and maintaining employment, the Australian Government set up the Participant Employment Taskforce in 2018. The taskforce aims to improve employment outcomes for participants through a range of initiatives to strengthen the focus on employment supports in participant plans, support participants to find and retain employment, and to assist in creating disability confident employers.

The taskforce is also considering broader changes across government that may positively impact on employment for NDIS participants such as the intersection between the NDIS, and other employment supports funded by government.

New national office

In April 2014, we relocated from Canberra to establish offices in Geelong, Victoria. In the ensuing five years, the Geelong-based workforce has grown significantly, expanding to 13 offices across the city to support the rollout of the Scheme.

On 8 March 2019, more than 600 staff moved into the new national office located in the heart of Geelong.

The state-of-the-art and custom-designed five-storey building exceeds accessibility standards and promotes collaboration and engagement in open spaces designed for a diverse workforce.

We have installed sit-to-stand desks to support the health and wellbeing of staff. We have also fitted dual computer monitors at every desk to increase productivity and efficiency. The environmental elements of the building are exemplary by today's standards with a 5-star National Australian Built Environment Rating, and 6-Greenstar rating for energy efficiency, water efficiency, waste efficiency and indoor environment quality which allows for cost-effectiveness and sustainability.

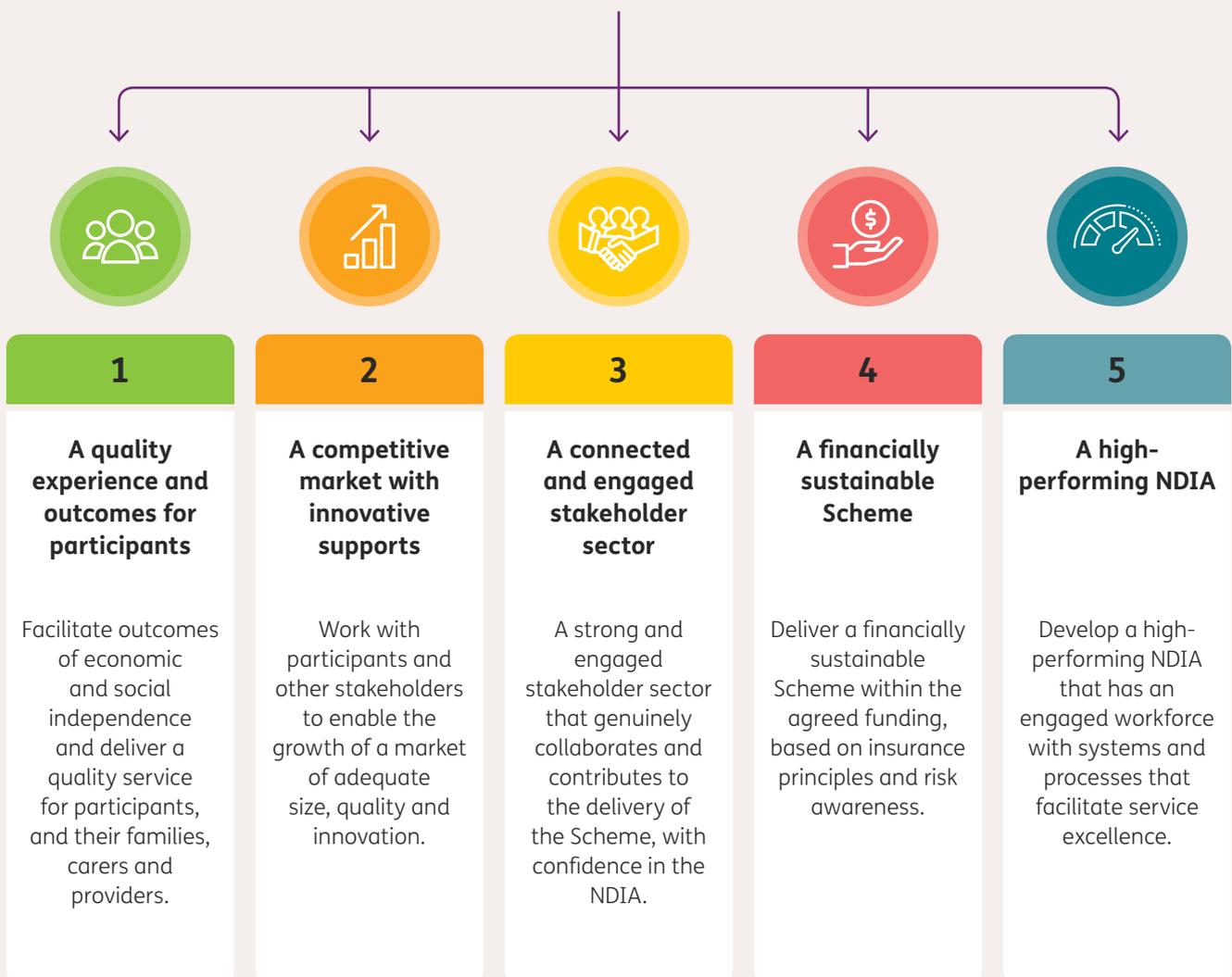
¹ For participants who have been participants for two years or more

6. Aspirations, Goals and Achievements

We are unequivocally committed to making a difference in the lives of participants. Our purpose is driven by five aspirations. The aspirations will be delivered through specific initiatives aligned to 13 goals that guide our work.

Purpose of the NDIA

To increase the ability of individuals with a significant and permanent disability (participants) to be more independent, and engage more socially and economically, at the same time as delivering a financially sustainable Scheme that inspires community and stakeholder confidence.



Aspiration 1: A quality experience and outcomes for participants



Facilitate outcomes of economic and social independence and deliver a quality service for participants and their families, carers and providers.

We will facilitate eligible people with disability to become more independent by supporting their social and economic participation. This will assist them to live an ordinary and fulfilling life. Enduring economic participation enables social independence.

We will help participants achieve this by providing them with access to reasonable and necessary supports and empower them to exercise choice and control in pursuit of their goals.

We will also promote the access and inclusion of people with disability, both participants and non-participants of the Scheme, more broadly to mainstream and community-based services. We will achieve this in partnership with LAC and ECEI services and Information, Linkages and Capacity Building (ILC) funding.

ILC funds will be available to organisations to carry out activities in the community that relate to any of the four activity areas in ILC policy:

- **Information, linkages and referrals:** people with disabilities are connected and have the information they need to make decisions and choices.
- **Community awareness and capacity building:** people with disabilities can participate in and benefit from community activities.
- **Mainstream capacity building:** people with disabilities have access to and use the same mainstream services.
- **Individual capacity building:** people with disabilities have the skills and confidence to protect their rights as well as actively participating and contributing in the community.

A quality experience and outcomes for participants Measures of success over the life of the corporate plan (four-year horizon)

Participants receive quality plans in a reasonable timeframe and understand the supports provided in their plans.

Participants have increased social and economic participation and choice and control over their supports.

Participants' enduring employment or training outcomes contribute to Scheme sustainability and positively influence the Australian macro economy through the multiplying effects of paid employment (less health cost, less welfare dependence, less carer welfare payments).

The NDIA rigorously monitors participant outcomes and ensures these insights drive continuous improvements in the way the Scheme is delivered.

There is public familiarity, confidence and pride in the Scheme as it is an embedded feature of Australia's social infrastructure.

There is greater community recognition and active inclusion of people with disability as the community becomes familiar with the Scheme.

The NDIA promotes the benefits of employment through communications and planning and seeks to influence policy to reduce disincentives to employment, for example, restrictive eligibility criteria to other Australian Government supports and services.

Goal

1.1 Plan volume and quality

Deliver high-quality plans and plan reviews at a rate that reflects the bilateral estimates and the number of actionable records we receive.

Focus areas

- › Develop plans in a timely way that deliver on the intent of the Scheme (i.e. goal-orientated plans that provide reasonable and necessary supports for participants to exercise choice and control in the pursuit of ordinary life goals).
- › Continue to improve the planning experience through full implementation of the Participant Pathway reforms including the introduction of joint planning meetings between participants, planners and LACs.
- › Improve the timeliness of ECEI supports and experience for children and their families.
- › Review and revise resource, capability and service models to meet transitional targets for bringing people into the Scheme.
- › Work with Partners in the Community to improve the consistency and quality of LAC services and planning support provided to participants as we move towards full Scheme.
- › Monitor and report on our productivity, our partners, and the quality of planning and plan review processes.

Goal

1.2 Quality participant experience

Design and implement robust processes that enable consistent participant experience across the pathway.

Focus areas

- › Strengthen the planning experience by enhancing our planners' collaboration with LACs and facilitating joint planning processes.
- › Increase consistency of participants' planning experience through face-to-face planning with the LACs, providing a consistent point of contact and opportunities to discuss how to best use the approved funding in plans.
- › Improve understanding of participants' satisfaction by rolling out our new survey tool which captures data across the pathway (access, pre-planning, planning and plan review) and which will allow us to analyse participant groups (e.g. age, disability and geography).
- › Continue the development of learning resources to broaden the knowledge of our planners and partners (LAC and ECEI) so we can all understand how to better connect participants with support options available in the local community.
- › Improve our systems to make it easier to access assistive technology aides and provide easier access to home modification arrangements so participants can increase their independence.

Goal

1.3 Improved participant economic outcomes

Support participants, their families and carers to implement plans that deliver employment outcomes.

Focus areas

- › Build participants' capacity to achieve employment outcomes, through purposeful interactions with LACs and conversations with planners that appropriately encourage independence and economic participation.
- › Work with employers to develop employment opportunities for participants and supports at work which are providing enhanced training for participants to get a job.
- › Enhance access to information about employment services and suppliers through multiple channels and relevant guidance for participants to access mainstream employment services (Disability Employment Services) when appropriate.
- › Refresh and build a national network of regional employment champions to drive local improvements and embed a 'work first' culture.
- › Monitor, analyse and report on participant employment and economic participation outcomes, which also show the performance of the provider market in getting enduring employment and economic outcomes.

Goal

1.4 Improved participant social outcomes

Support participants, their families and carers to implement plans that deliver social outcomes and promote linkages for people with disability to mainstream and community supports.

Focus areas

- › Build participants' capacity to engage in community and social activities, through meaningful interactions with LACs and planners and gain access to information about community and social engagement opportunities.
- › Promote the link between community and social activities as a contributor to building foundation employment skills. Develop and improve the approach towards ongoing ILC grants and programs to promote and support awareness of disability and inclusion.
- › Monitor, analyse and report on participant social and community engagement outcomes, including enduring social participation outcomes.
- › Implement the actions identified in the Young People in Residential Aged Care action plan in collaboration with Department of Social Services.
- › Implement and expanded community connector model to provide local supports to rural and remote communities, culturally and diverse communities and ageing parents of children with disability.

6.1.1 Opportunities and challenges

The scale and timing of the Scheme rollout is without parallel.

In the transition to full Scheme, we need to manage the increase in access, planning and review decisions. At the same time, we must build and evolve the Scheme's architecture with an increasing focus on refined planning to support participants realising their goals, and stewardship of the market to deliver quality social and economic participation outcomes.

We must recognise the mutual imperative to allow participants to achieve economic outcomes to as a central tenet of the Scheme, and a means to achieve maximum participant benefits and long-term Scheme sustainability.

We acknowledge that we must continue to improve our systems and processes so we become more responsive to participants, service providers and those who represent them.

While we must not sacrifice the quality of participant plans and the planning process for speed, we acknowledge that some participants, families and carers are currently waiting too long for decisions, funding and supports they need.

We need to reduce backlogs and wait times currently being experienced across the Participant Pathway, from access to reviews, complaints, and assistive technology. We know this is key to providing a quality NDIS for the almost 280,000 participants now in the Scheme, and those yet to join the Scheme.

We must also provide a safe environment for participants while recognising that we are funders, not providers, of support. We recognise that planning processes and engagement must be further refined to meet the needs of different cohorts of eligible people with disability.

Our localised delivery model is a core strength of the Scheme. However, such a large and geographically dispersed network has inherent complexity and risk that we must manage.

There must be a timely response in implementing ECEI supports and we understand the need for us to do more.

In some areas across the country we are aware that, families and children are waiting far too long for ECEI services. We are committed to addressing these challenges and reducing wait time as quickly as we can. To deliver LAC and ECEI services in a consistent and high-quality manner, we will continue to work closely with Partners in the Community.

In a number of these locations, ECEI Partners are managing their waiting lists in accordance with expected timeframes, and families are receiving the supports they require. While other Partners are experiencing pressures, ranging from being newly established, securing the right staff with the right skills, to the large numbers of children being transferred from state and territory systems.

Many disability-specific supports can only be effective in an environment where mainstream and community services are also in place. We need to leverage the ILC program to grow capacity and confidence within mainstream and community organisations to meet support needs that do not come within the remit of the NDIS.

In leveraging ILC, we will use LACs and ECEI Partners together with our participants to build a deep understanding of the community needs.

We will work with the Australian Government and state and territory governments to clarify how boundaries between the Scheme and other service systems are intended to operate and to ensure these boundaries are applied consistently at all levels of government.

Our goal of maximising outcomes for participants is always at the core of everything we do. Economic and social outcomes are critical factors in helping participants to achieve greater independence for their long-term future.

By developing the NDIS Participant Employment Strategy, we aim to provide a guiding framework and inform our efforts to:

- develop collaborative partnerships;
- influence and take action to strengthen the economic engagement of people with a disability; and
- increase the potential for Scheme funds to deliver real benefit and long-term outcomes for participants.

This strategy, in combination with our corporate plan, will guide us in helping evolve the Scheme beyond full rollout.

6.1.2 Building on our achievements

We have put new mechanisms in place to improve the experience for Scheme participants, providers and the workforce. Our comprehensive feedback and survey processes reveal that we are succeeding in improving participants' experiences and we remain strongly committed to ongoing improvement.

Improving participant experiences

Our focus on improving participant experiences has led us to make several changes and refine processes across many areas of the Scheme.

In early 2017, we embarked on a major improvement program—the Pathways Program. This was in response to feedback from people with disability, their families, carers and providers that the NDIS experience to-date had not met their expectations and aspirations. We engaged with thousands of participants, families, carers, providers and the sector to identify the areas causing the greatest concern, and to create new Pathway experiences that would overcome these issues. The Pathway refers to the experience participants and providers have from their first interaction with the Scheme to their ongoing engagement with the NDIS.

As part of the Pathways Program, the NDIS is rolling out:

- three specific Pathways: the NDIS participant (general), Complex Support Needs, and ECEI;
- two service streams: psychosocial disability, and hearing. These recognise the unique nature of both groups and deliver tailored support more suited to a participant's specific disability needs;
- service enhancements for Aboriginal and Torres Strait Islander peoples, Culturally and Linguistically Diverse people (CALD), remote and very remote communities, and people who identify as lesbian, gay, bisexual, transgender, intersex, queer, asexual (LGBTIQ+): These deliver services to people from different backgrounds or areas that meet their communication and engagement needs; and
- improvements for providers to interact with the NDIS and participants.

We piloted a number of key features and are implementing the following improvements nationally:

- a stronger focus in the new Participant Pathway on the broader system of supports during pre-planning; improved linkages between LACs and planners; a consistent point of contact; Easy English communication products; face-to-face pre-planning and plan implementation meetings; and a simplified participant plan format, which now provides participants with a single point of contact. This contact is listed in each participant's plan document and in the myplace participant portal;
- training for our staff and partners, including improvements to our standard induction training;

- the roll out of the Complex Support Needs Pathway, which began in select sites in Victoria and New South Wales in November 2018. From 4 March 2019, the Complex Support Needs Pathway began a progressive expansion across Australia; and
- Implementation of the psychosocial disability service stream with an initial focus on improved support pre-access.

Not all parts of Participant Pathways have yet been implemented, and work will continue over the coming year, within our available resources.

Statistics and participant feedback¹

Children aged 0 to before starting school

- **94 per cent** of parents and carers thought the Scheme improved their child's development, compared with **91 per cent** in their first year.
- **85 per cent** of parents and carers thought the Scheme helped increase their child's ability to communicate what they want, compared with **82 per cent** in their first year.

Children starting school to 14 years

- **65 per cent** of parents and carers felt their child had become more independent because of the Scheme in their second year of participation, compared with **56 per cent** in their first year.
- **50 per cent** of parents and carers felt the Scheme had improved their child's relationship with family and friends in their second year of participation, compared with **46 per cent** in their first year.

Young adults aged 15 to 24 years

- **66 per cent** of participants said the Scheme had helped them with daily living activities in their second year of participation, compared with **59 per cent** in their first year.
- **59 per cent** of participants felt the Scheme had helped them improve their participation in community and social activities, compared with **56 per cent** in their first year.

Adults aged 25 and over

- **75 per cent** of participants believed the Scheme helped them have more choice and more control over their lives in their second year of participation in the Scheme, compared with **68 per cent** in their first year.
- **80 per cent** of participants believed the Scheme helped them with daily living activities in their second year of participation, compared with **72 per cent** in their first year.

1 As reported in the Quarterly Report ending 31 March 2019



Jessie, a force to be reckoned with.....

Jessie loves life and is on a mission to be the best she can be, dreaming one day of joining the police force.

Dad, Paul, said his 13-year-old daughter, who has Down syndrome, is certainly a stickler when it comes to anyone in the family breaking the rules.

“I regularly get a stern warning when having a glass of wine of the dangers of drink-driving and ending up on the TV show, RBT,” he said with a laugh.

Paul said “Jessie has come a long way since joining the National Disability Insurance Scheme (NDIS) four years ago and he accredits the continuity of supports she now receives in her NDIS plan, in particular the fortnightly speech therapy she attends”.

Paul admits he never realised the extent of what regular speech therapy could offer.

“When Jessie started speech therapy, I thought it would be purely about how you pronounce words and the physical control needed to just get the words out. I soon realised Saskia, Jessie’s speech therapist, was teaching her a whole lot more, including questioning phrases and broader social skills”.

“For example, Saskia has been working with Jessie to phrase up questions including how, what, why and when. The importance of being able to ask questions and be inquisitive had never dawned on me previously. It’s certainly opened up a Pandora’s box for Jess, with the ability to ask questions, be inquisitive and to gain the knowledge she needs to be the best she can be in life”.

More recently Jessie has been learning how to enter a conversation, observing the social, verbal and body cues, before politely interjecting with the words ‘excuse me’, rather than just barging

in and interrupting! Interestingly, Jessie has noticed herself how people are more inclined to turn towards her and invite her into the conversation or the group if she follows these cues.

“It’s been working really well and it’s made a huge difference,” Christine (mum) said. “Jessie has just progressed to senior school and these skills have really helped her when it has come to fitting in and making new friends. We just can’t believe how smoothly the transition has gone”.

Christine said when Jessie was younger all she could say was ‘Umpt’.

“We thought at one stage she might never talk at all, but now, with the early interventions the NDIS has put in place; her ability to talk to people; deal with various social settings; ask questions; be curious and find things out... it’s been just awesome,” she said.

“Who knows anything’s possible with the right supports, Christine and I can’t wait to see her in police uniform following her dreams. She’s certainly getting the skills now, to have a much better chance of achieving her dream job.” he added.



Aspiration 2: A competitive market with innovative supports



Work with participants and other stakeholders to enable the growth of a market of adequate size, quality and innovation.

Successfully delivering the Scheme requires the establishment of a robust and innovative market of quality supports that meets the individual needs of participants.

Providers are individuals or organisations that deliver support or a product to a Scheme participant. The range of providers in the developing market is diverse and includes:

- existing disability organisations transitioning from state systems;
- various allied health professional groups and individuals including providers of assistive technology and home modification services;
- emerging non-traditional services such as financial intermediaries and online platforms;
- adjacent services seeking to interface with the Scheme; and
- industry or peak bodies representing different sub-markets and areas of specialisation.

In partnership with our stakeholders, we have developed and implemented a framework for monitoring and responding to a wide range of market issues. We design actions to support and shape the market to better respond to changing patterns of participant demand. We will also support providers to offer contemporary and innovative services that will drive good outcomes for participants.

As market enabler, our key activities include:

- **Monitoring:** we monitor and analyse data collected through the Scheme, as well as regional intelligence and other data sources to understand and evaluate market performance and trends.
- **Enabling:** we undertake initiatives that directly or indirectly influence demand for, and the efficient functioning of, the Scheme marketplace. This includes providing information, setting prices, developing systems and infrastructure to support market transactions, and comprehensively engaging with providers. We also encourage a diversity of supplier business models.
- **Commissioning:** where market gaps and risks emerge that may impact participant access to critical supports, we may directly source supports or establish preferred provider arrangements. We carry out commissioning activities in very limited circumstances where other market enablement activities are unlikely to be effective.

Market stewardship will evolve as the Scheme reaches full Scheme and the market matures.

Tables 1 and 2 summarise our view of success for participants and providers in the Scheme marketplace.

Table 1: Participants summary

Participants	Enabling environment
<ul style="list-style-type: none"> Improved access to reasonable and necessary supports Exercise informed choice and control to achieve outcomes Evidence of choice in mobility, responsive service models and new products Plans being self-directed and easily implemented Flexible plans allow for providers and/or support mix to be varied Increased capacity across life domains 	<ul style="list-style-type: none"> Typical support packages High-quality NDIA systems – supporting ‘light touch’ but comprehensive monitoring, measuring of outcomes and application of controls Technological infrastructure to facilitate efficient transactions and share information High quality, accessible information and support for participants to build their confidence as consumers Appropriate incentives – in funding and pricing

Table 2: Providers summary

Providers	Enabling environment
<ul style="list-style-type: none"> Diverse, competitive and relatively stable range of providers Providers compete to deliver the best outcomes Supply is sufficient to meet demand Participants predominantly directly commission services and supports. Central commissioning is by exception only Pricing becoming deregulated but adequate in the near term to encourage providers Provider confidence to grow and invest in the Scheme Other market ‘rules’ focused only where quality not readily observable Payments to providers are efficient 	<ul style="list-style-type: none"> High visibility of providers operating in the market High-quality market information for provider decision making Relative ease of provider entry and exit Visibility of provider contribution to outcomes Transparent principles and processes for interventions and decisions related to areas such as pricing and commissioning Social capital is preserved and developed, new forms and shift from charity to shared value models Outcomes and innovation in services and supports is recognised and supported

More specifically, our view of market success is of a self-supporting, vibrant ecosystem of participants and providers in the Scheme marketplace.

We are continuing to improve the digital experience for participants and providers and work is ongoing on a digital market system to transform the participant and provider experience through connectivity. This will allow the Scheme to become more flexible and open to innovation and change.

For participants, success includes the ability to exercise informed choice and control, to access supports, achieve outcomes and ultimately drive increased capacity across life domains.

For providers, success includes the establishment and maintenance of a sustainable competitive and stable market where participant interactions are seamless, and Scheme infrastructure is growing in sophistication.

Supports should be predominantly commissioned directly by participants (with NDIA direct commissioning only in limited circumstances), for pricing to be eventually mostly deregulated and other market 'rules' focused only where quality is not readily observable.

The enabling environment includes providers supported by information for decision making with relative ease to market entry and exit. Market interventions such as price caps will be evidence-based, transparent and promote good governance as the market moves toward progressive deregulation. The payments system must be efficient, easy to use and accessible with appropriate controls.

A competitive market with innovative supports **Measures of success over the life of the corporate plan (four-year horizon)**

The marketplace for disability support services is diverse, innovative, high quality and delivers the services required by participants.

Providers compete to deliver the best outcomes and supply is sufficient to meet demand.

The NDIA's role as a shared market steward is light touch and focuses on participant access to critical supports.

Scheme participants are informed consumers, with supports predominantly commissioned by participants directly, with central commission by exception only.

Scheme infrastructure and technologies are available to enable seamless business operations allowing providers to focus on providing participant supports.

There is greater clarity on pricing approaches and the move to price deregulation.

Goal

2.1 Available market of supports and services

Enable additional capacity in key markets where supply gaps are likely (collaborating with the Australian Government and state and territory governments) and ensure market settings and regulations (e.g. price controls) do not constrain the efficient supply of supports at the local market level.

Focus areas

- › Strengthen the NDIA's capabilities in fostering growth and innovation including regional and remote areas.
- › Address expected supply shortfalls in collaboration with key stakeholders (i.e. the Australian Government and state and territory governments).
- › Share detailed market information on supply and demand to help stimulate market growth across regions.
- › Ensure price limits support the sustainable supply of services to participants.

Goal

2.2 Provider sentiment and confidence

Design and implement robust processes and systems that enable consistent provider experience across the pathway.

Focus areas

- › Change core and supporting processes to reduce burden and complexity for providers and improve contact experience, including through ICT investment.
- › Support DSS and the NDIS Quality and Safeguards Commission in implementing the National Disability Insurance Scheme Quality and Safeguarding Framework.
- › Engage with providers and the sector to prioritise ongoing improvements to the provider portal that will further enhance its functionality and efficiency.

6.2.1 Opportunities and challenges

The Scheme requires existing providers of disability support services to make the transition from previous block-funding arrangements to providing services to consumers in a competitive and contestable market.

Creating an environment in which current service providers can be responsive to consumer demand, and new providers can enter the market, is a responsibility we share with the Australian Government, and state and territory governments.

As the market transitions, we continue to monitor the market for the necessary availability and quality of supports and services to participants, particularly in rural and remote areas, for specialised supports and individuals with complex needs.

We are committed to a transparent approach to the setting of price controls that is collaborative and draws on the expertise of providers, participants and the sector. An annual cycle of price reviews and specialist market reviews will ensure responsive,

best-practice price regulation that stimulates supply where it is needed, and ensures quality in participant supports in a transparent way.

As the NDIS market matures, market settings and conditions should create an environment within which innovation and contemporary practices that better meet participants' needs, can flourish. We have a role in enabling this environment to develop, and to celebrate examples of high-quality innovation.

We also understand the transition to the NDIS for providers can be difficult and we are prepared to manage provider exits from the NDIS, where necessary. These withdrawals might be partial (e.g. a provider consolidating its client base to a geographic area that it can manage effectively), or may involve a provider shutting down its disability services entirely. In these situations, we focus on participants, and we work to maintain delivery of supports for participants with as little disruption as possible.

Sometimes, little action will be required as alternative support providers will be readily available to participants. If alternative providers are not immediately available, or if there are challenges for participants in switching to new providers, we will take special actions to find appropriate support arrangements. For example, we might choose to subsidise payments for disability supports for short periods, if no other suitable options are available.

The Productivity Commission estimates that the Scheme will require about 70,000 additional disability support care workers (or about one-in-five of all new jobs created in Australia over the transition period). We will work with the Australian Government, and state and territory governments, to ensure investment in workforce development is sufficient to support projected workforce growth.

The rapid increase required in provider and workforce capacity highlights the importance of having a robust quality and safeguarding framework to ensure participants continue to receive high quality supports with adequate protection. We will continue to support DSS and the NDIS Quality and Safeguards Commission to promote, support and uphold participant safety and wellbeing, while recognising that we are a funder, not a provider, of supports.

6.2.2 Building on our achievements

We recognise the important role that providers play in supporting participants to achieve their goals. As the new market for disability supports under the NDIS grows and evolves, we maintain a role as a market steward. Our principle function is to monitor the market and ensure there is a sufficient supply of high quality and innovative supports to meet participant needs.

In November 2018, we published the Market Enablement Framework. As a consequence, we are building and testing complementary monitoring and intervention initiatives. Examples include local market monitoring for thin markets and sharing of regional data snapshots. Such initiatives will help build an understanding of existing patterns of demand and supply.

We continue to invest in developing mature market metrics to ensure market signaling is reliable and responsive to our growing understanding of market issues and trends. To ensure markets are not adversely affected, it is important that we can confidently develop comprehensive and robust data analysis.

In October 2018, we established the Pricing Reference Group (including independent members) in line with our commitment to a rigorous and transparent approach to price control decision-making under the NDIS.

This group has overseen the Annual Price Review, WA Market Review and other specialist reviews. The group has also made recommendations that we have implemented through the NDIS Price Guide 2019-20.

We have progressively implemented recommendations from the Independent Price Review and will continue to evaluate and roll out any remaining recommendations through the Pricing Reference Group.

Providers should feel confident and informed about the need for changes to price settings and understand their role in negotiating and agreeing on prices for the delivery of supports. Through the Pricing Reference Group, we now have a

formal process to continue to review NDIS pricing arrangements, including robust market reviews, and engagement with the sector.

We remain responsive to provider and participant needs and continue to work collaboratively with the sector to deliver a strong, vibrant and innovative market for quality disability supports.

We know that the transition to the NDIS represents a significant change for many disability providers, which is why we introduced Temporary Support for Overheads in 2018. We increased these (subject to conditions) in 2019 as part of attendant care price changes. We want to ensure prices are adequate to attract new suppliers into the market while maintaining the overall viability of the sector.

To complement recent enhancements to market settings under the NDIS, we are focusing on improving NDIS infrastructure including the NDIS myplace provider portal, provider finder and payments support.

These improvements include the introduction of service booking edit functionality in the NDIS myplace provider portal, improved mapping and saving features in the provider finder, and the establishment of a provider payments team to assist providers to resolve payment issues.

These examples represent some recent achievements, and acknowledge that there are further improvements to be made in these key areas. We are committed to ensuring providers and participants can easily connect and transact with us with minimal administrative burden.

We will ensure that we are engaging through regular forums with providers on the priority areas for improvement. We have implemented a relationship management approach to support providers who have the greatest impact on participant experience, giving them a consistent point of contact with the NDIA.

As we continue to assist providers in remediating payment issues in the short term, we are turning our focus to a medium and long-term payments strategy that will enable providers to focus on their core role of delivering participant outcomes.

We are also considering how we can best help establish high-quality, fit-for-purpose and accessible digital marketplaces that facilitate greater connection and information for participants, and provide opportunities for providers to market their service offerings.

We know specialist disability accommodation (SDA) is an important support for eligible participants, so we are continuing to improve planning, registration and enrollment processes as well as clarifying key SDA policy and publishing improved data every quarter.

Similarly, for assistive technology, we are testing a budget tool to further reduce the need for quotes; piloting a specialised assessment process for those with complex assistive technology and home modifications needs; and working with participants and industry on broadening the options for supply.

We will continue to support and inform providers. We will build clear points of contact and processes for escalation to enable providers to feel a sense of stability in their interactions with us, and maintain confidence in working with us.

Aspiration 3: A connected and engaged stakeholder sector



A strong and engaged stakeholder sector that genuinely collaborates and contributes to the delivery of the Scheme, with confidence in the NDIA.

We know the disability sector and community are integral to the success of the NDIS. We will continue to build and maintain collaborative relationships with the Scheme's stakeholders including participants, their families, carers, providers, disability sector, community, Commonwealth, and state and territory governments, to ensure we are delivering the best Scheme we can.

This is against the backdrop of our commitment to place participants, families and carers at the centre of everything we do.

We will build on our current approaches to developing stronger, genuine partnerships with our stakeholders which improve their confidence in the Agency, and allow us to identify ongoing issues affecting participants. We will do this by:

- seeking out opportunities to listen to participants and acting on their feedback, through the Participant Reference Group, CEO Forum and other formal and informal engagement bodies;
- leveraging the expertise of the Independent Advisory Council (IAC);
- delivering proactive and accessible communications that are transparent, timely and helpful;
- clearly explaining what we are doing and why that is the case;
- continuing open and meaningful engagement with our key stakeholders, including through relationship management, local and national events and our Members and Senator's Contact Officer Network;
- listening to stakeholders and responding expeditiously to the issues that matter to them;

- expanding who we engage with in the industry and sector, collaborating with those who intersect with the NDIS;
- strengthening our work with state and territory governments on specific issues; and
- creating consistency in communications and engagement, so that anyone in Australia can learn more about the NDIS.

We will be accountable and communicate in a transparent and timely way to the community about the Scheme's overall progress and performance. We are committed to working collaboratively with stakeholders to support participants, deliver the Scheme and improve the way we work.

A connected and engaged stakeholder sector Measures of success over the life of the corporate plan (four-year horizon)

Participants, families and stakeholders trust and have confidence in the NDIA to deliver an effective and equitable NDIS that enables individual participants to receive the disability supports they need to achieve the goals and outcomes they aspire to.

Together with our Partners in the Community, we engage and collaborate in meaningful partnerships within the community, the sector, and governments that build awareness and engagement of the needs of people with disability.

We genuinely listen to, collaborate and respond to the concerns and issues raised by sector stakeholders, which will help us become a world-leading service for people with disability, their families and carers.

Goal

3.1 Enduring stakeholder confidence and sentiment

Build and maintain stakeholder confidence and trust.

Focus areas

- › Ensure accessible, responsive and transparent communication with participants, their families, carers, service providers and disability service market through a range of channels.
- › Provide clear and helpful advice on the NDIS to participants, their families and carers, and communicate to stakeholders what we are doing and why. Collaborate thoughtfully and constructively with the range of stakeholders including government, the community, providers, peak bodies, sector stakeholders, and established reference groups to achieve optimal participant outcomes.
- › Engage effectively and in a customised way, no matter the location of a stakeholder in Australia.
- › Manage all participant and provider enquiries in a timely and effective manner and resolve issues expeditiously.
- › Provide streamlined and personalised contact for participants and providers to ensure timely resolution of enquires and issues when they arise, including through the establishment of improved escalation and issues resolution processes.
- › Ensure we use strong, effective, proactive and responsive media strategies to promote positive outcomes for participants.
- › Explore mechanisms to test public sentiment and confidence in the Scheme.

Goal

3.2 Meaningful partnerships and collaboration with key stakeholders – listening to what matters

Build on the relationship with our key stakeholders to be an equal partner, with shared endeavours and respectful exchange of perspectives.

Focus areas

- › Foster equal partnerships with our key stakeholders, valuing their expertise through formal arrangements to continually improve the Scheme.
- › Strengthen our existing relationships with state and territory governments, focusing on common jurisdictional issues and integration with other support systems.
- › Engage in a meaningful way in the external discussion on the NDIS, encouraging public debate on the issues that matter.
- › Clarify stakeholder groups' roles and responsibilities in relation to boundary issues, particularly where they provide mainstream and informal services.
- › Engage actively with the community and sector on opportunities for ILC grants.

Goal

3.3 Genuine collaboration with and influence from the broader sector to deliver a world-class NDIS

Establish stronger relationships with stakeholders which intersect with the NDIS to build a truly national and integrated approach, to influence better outcomes for participants.

Focus areas

- › Utilise market research to develop targeted, evidence-based campaigns to influence change where issues arise.
- › Explore opportunities to involve industry and sector in research, design and evaluation, to strengthen Scheme outcomes.
- › Enhance data sharing policies and continue to progressively release NDIS data and insights to a broad range of stakeholders.

6.3.1 Opportunities and challenges

Engaging and collaborating with key stakeholders continues to be critical to the successful delivery of the Scheme. We have developed the Stakeholder Engagement Model and Community Engagement Network to build collaborative and productive relationships with key stakeholders, particularly within the disability sector and advocacy groups. We have been improving our communications to provide clear and consistent messaging to stakeholders.

We will continue to focus on open and timely engagement and communication through a range of forums including the CEO Forum, community and mainstream engagement events, and NDIA-established reference groups including the Pricing Reference Group, and Autism Advisory Group. We will continue to leverage the expertise of the IAC.

These forums provide the opportunity for us to have two-way communication. These forums enable us to listen to the feedback from community and stakeholder groups on the design of, and their experience of the Scheme. The forums also provide an opportunity to share information and updates about the Scheme.

Where the opportunity presents, we will continue to involve the industry and sector through research, design and evaluation approaches.

We will continue to focus on resolving mainstream issues with the Commonwealth, states and territories. This will include, resolving interface issues in mental health and justice, increasing employment outcomes for people with disability through the NDIS Employment Taskforce and improvements to the hospital discharge processes to name just a few.

At full Scheme, it is more important than ever to make sure we communicate in a way that is inclusive and accessible. We are committed to becoming the leader of accessibility in the public service and we have developed Agency-wide minimum standards of accessibility.

We launched a new NDIS website to improve users' online experience. The website is presented in a simpler format aligned to the Participant Pathway making it easier for everyone to learn about the Scheme. It has inbuilt accessibility features to ensure everyone can engage with the NDIS. The website

was designed and tested in collaboration with participants, providers and the disability sector, and we are committed to continually enhancing the website to support participants, families, carers, providers and stakeholders.

We have implemented a proactive media approach and spokesperson model. This helps ensure we are an active member in the public debate over the NDIS and that we develop strong relationships with external commentators.

The Board and executive engagement plans have strengthened relationships with state and territory ministers and government agencies to resolve specific mainstream interface issues. They have also provided a framework to engage with key stakeholder groups.

We continue to engage and support Members of Parliament (MPs) and Senators, with a national network of MP and Senator Contact Officers (MASCOs) in place to assist with participant and community concerns raised with elected representatives.

We continue our commitment to work alongside state and territory governments to implement the critical services issue response arrangements, and to resolve challenges where we interact with other government and community services. These arrangements mean that there is a clear pathway to escalate challenging matters and support participant outcomes.

6.3.2 Building on our achievements

We use a service charter to help us build an equal partnership with stakeholders. We continue to listen to their expertise to improve the Scheme, and will be reviewing our current service charter to support the implementation of a new legislated NDIS Participant Service Guarantee.

We have also committed to engaging more strategically with stakeholders that intersect with our work, such as the education, employment, health and aged care sectors. This is critical to the long-term maturity of the Scheme. It ensures consistency of the Scheme across all jurisdictions and helps participants achieve their social and economic outcomes.

We will utilise market research to develop targeted, evidence-based campaigns to influence change where issues arise and explore opportunities to involve industry and sector in research, design and evaluation.

We will build on strategies and approaches to engage the sector, with a focus on creating consistency in regional and remote locations, and increasing opportunities for ILC grants.

We also continue to work closely with state and territory governments and the Australian Government to ensure a smooth transition to the Scheme and positive participant experiences and outcomes.

The Scheme is now available in every state and territory. This has been made possible by the hard work of our staff and Partners in the Community and with the ongoing support of our key stakeholders. We will focus on building consistency in, and building strategic relationship with, state and territory governments to collaboratively evolve and integrate the Scheme with other support systems.

Local disability provider serving up Paddock to Plate

A Rockhampton disability provider has found a creative way to engage their clients and give back to the local community, with their Paddock to Plate program getting participants to build, grow and maintain a sustainable vegetable and herb garden, while learning to cook with the produce and sell it locally.

Rockhampton National Disability Insurance Scheme (NDIS) provider Access Rec provides a range of support for locals living with a disability – including home supports, group activities and skill development programs – but it's Paddock to Plate that is having the biggest impact.

Access Rec Groups Coordinator Katrina Christensen said the program encourages education about food and food preparation.

"A typical day's activities start with our gardening session, which includes weeding, tending to the garden, pruning trees, watering and planting," Katrina said.

"Once we've completed our outdoor tasks we move inside to cook and eat lunch, which usually incorporates produce from the garden. This encourages healthy eating and reduces food waste."

Last year participants took the program a step further by creating the 'Herbie Pot' - pots that were painted, decorated and filled with herbs, then sold in a local café. The profits were used to purchase more plants and tools for the garden.

Katrina said the program is having a profound impact on their participants.

"All of the participants have benefited from being outdoors and being active in the garden.

"We have seen many smiles and had many laughs, the social aspect is also important, we've learned to work well together, support and assist each other."

Access Rec Manager Craig Osborne said with the increased demand for disability services as a result of the NDIS rolling out in the region, they had been able to get creative with their activities.

"Everything we do is based around the goals of the client, it's always about the client and what they can get out of it," Craig said.

"We've been busting for the NDIS to come to Rockhampton so we can provide these innovative programs to include participants in the community. The NDIS is actually opening people's eyes up to the possibilities for people with a disability.

"That's the approach we've taken here, it's about engaging in the community, learning new skills and providing social inclusion."

Along with Paddock to Plate, Access Rec runs choir and drama groups, life skills groups and even a touch football group which is competing in a local competition.

"All of our participants have just flourished and have been able to do things they don't normally get to do, it's just been wonderful how they've blossomed as individuals," Katrina said.

Disability Action Week will be held from 9-15 September in Queensland and aims to empower people with disability, raise awareness of disability issues and improve access and inclusion throughout the Queensland community.



Aspiration 4: A financially sustainable Scheme



Deliver a financially sustainable Scheme within agreed funding, based on insurance principles and risk awareness.

Our corporate plan must include details of the financial sustainability of the Scheme including risks and issues relevant to financial sustainability and the management of these risks and issues.

Scheme sustainability is defined as a situation where:

- Contributing stakeholders consider the Scheme to represent value for money both now and into the future.
- The Scheme is delivered within agreed funding.

We must safeguard the financial sustainability of the Scheme in a risk-aware manner, while also providing reasonable and necessary supports for all eligible participants. This will ensure that funding is available in the long term for people with disability and that we maintain public confidence in the Scheme.

Applying insurance principles (see Appendix 1) requires a whole-of-lifetime approach, using actuarial data and encouraging early investment and intervention to reduce the total future cost of disability for Australia as outcomes for participants improve.

We have a strong governance model that closely monitors Scheme data and identifies cost pressures that could impact Scheme sustainability in the medium-to-long term. This allows strategies to be put in place to address the pressures. We also monitor and evaluate interventions to ensure the Scheme is on track to achieve participant outcomes and continues to deliver value for money.

Scheme sustainability also relies on our ability to deploy effective processes and systems to maintain the integrity of the Scheme. We have strengthened our fraud and risk control arrangements and we continue to apply considerable effort to protect the Scheme's financial sustainability.

We will continue to create a strong risk culture to enable our staff and Partners in the Community to achieve our strategic goals and objectives. We will balance risks against opportunities to improve and innovate, and we will mitigate risks as they emerge.

For further details on our approach to risk management refer to Section 8.

A financially sustainable Scheme Measures of success over the life of the corporate plan (four-year horizon)

We continue to use the insurance approach.

The Scheme is delivered within agreed funding and is sustainable for taxpayers and governments over the short and long term.

We rigorously monitor strategic risks relative to our goals of helping participants to develop high-quality plans. This results in participants achieving expected outcomes, within the budgeted Scheme cost, and with minimal fraud or gaps in service levels. In doing this, we will maintain stakeholder confidence.

Goal

4.1 Scheme costs within funding envelope

Ensure plan funding is reasonable and necessary, links to broader systems (e.g. mainstream supports), and is consistent with the Scheme’s insurance principles (e.g. invest early, with a focus on lifetime cost).

Focus Areas

- › Consistently apply the Scheme’s insurance principles (Appendix 1) while continuing to refine planning tools and processes.
- › Continue to use access and planning data and analysis to predict the expected number of participants better and provide consistent and objective levels of funded supports.
- › Monitor and address any emerging cost pressures.
- › Work with governments on the National Disability Strategy to ensure broader community inclusion of people with disability.
- › Enhance and rollout the ECEI approach.

Goal

4.2 Robust risk management and control environment

Ensure robust processes, systems and assurance are in place. Ensure preventative measures are in place for improper payments due to error, mistake or fraud.

Focus Areas

- › Implement the Scheme Integrity Program including robust risk management systems and processes.
- › Enhance systems and processes to address inappropriate payments.

6.4.1 Opportunities and challenges

We must continue to deliver the Scheme in a financially sustainable way. At a high level, five key factors are driving the cost of the Scheme:

1. **Access:** the number of people who meet the access criteria to be a Scheme participant.
2. **Scope:** the scope of Scheme-funded supports that are available to participants.
3. **Volume:** the resources available to individual participants to purchase supports within the scope of the Scheme.

4. **Delivery:** the way supports are funded or provided, particularly how effectively, efficiently and economically this is done.
5. **Price:** the price it costs participants or the NDIA to purchase supports funded by the Scheme.

The Scheme insurance approach allows us to identify pressures on the Scheme early and put responses in place to manage these pressures.

We collect participant data (including the characteristics of the participants, costs and outcomes), and compare the actual experiences

of participants with baseline projections. This actuarial monitoring occurs continuously. As risks to Scheme sustainability emerge, we can put in place comprehensive management responses and monitor their effectiveness.

We capture a broad range of data for analytical purposes and this strengthens our work. We will continue to apply findings from our analysis to improve and enhance our understanding of participants and providers. It will also enhance our decision making as the Scheme matures.

In safeguarding Scheme sustainability, we note that there are several pressures that we can influence but not fully control. These include Administrative Appeals Tribunal or court decisions when they interpret:

- access criteria (to define who is eligible to be a Scheme participant); and
- the scope of supports provided to participants under the Scheme (what constitutes reasonable and necessary).

Other pressures include the responsiveness of mainstream support systems and the ability of people with disability to access mainstream supports in accordance with agreed COAG interface accountabilities. Although we have limited influence over these cost drivers, we undertake a comprehensive consideration of these risks as part of our strategic risk management responses.

6.4.2 Building on our achievements

The Scheme has been financially sustainable in each year of its operation, including the quarter ending March 2019 and the 2018/19 financial year.

At the same time, the Board recognises that pressures exist within the Scheme. In line with the Scheme's insurance approach, the Board and management have identified primary financial pressures which relate to:

- **Scheme access and on-going eligibility:** the number of children in the scheme is higher than expected and the number of participants

transitioning out of the Scheme who have entered under the early intervention criteria is lower than expected.

- **Participant costs:** plan budgets continue to grow by more than would be expected solely due to inflation and ageing. This is particularly the case for participants in supported independent living (SIL) and SDA, where costs are higher than expected.

We have initiated responses to address these which include:

- **Independent assessment:** our independent assessment pilot has been designed to standardise evaluations and generate equity and reliability in access and planning decisions.
- **Participant Pathway Review:** focusing on strengthening participant outcomes, the pathway review is aimed at improving satisfaction and enabling individuals to reach their goals.
- **Reference package and guided planning process:** ensures better assessment processes are being used to inform plan decisions and align support packages with participants' needs.
- **SIL and SDA:** we are enhancing processes to deliver more consistent and equitable decisions for those seeking access to SDA because they have access to SIL, which constitutes a large proportion of NDIS cost.

Maintaining a robust risk management and control environment is also a key element in ensuring the Scheme's on-going financial sustainability. We have made significant enhancements to our fraud and risk arrangements since July 2018.

The Australian Government established the NDIS Fraud Taskforce in July 2018 to respond to fraud and facilitate our overall fraud response. The taskforce oversees joint operations between the NDIA, Australian Federal Police and the Department of Human Services and is a key initiative in ensuring the integrity of the Scheme. Supporting this work is a Board-endorsed program called the 'Fraud roadmap' which is a two-year capability and capacity build. The Australian National Audit Office has finalised a performance audit on our fraud management.

Aspiration 5: A high-performing NDIA



Develop a high-performing NDIA that has an engaged workforce with systems and processes that facilitate service excellence.

We aspire to be a high-performing service delivery organisation that empowers and enhances the lives of participants. We will work to continually improve our systems, processes, data management and people capabilities to deliver the NDIS effectively. We will innovate and take opportunities to continually improve. We will always put the participant at the centre of everything we do

In 2018, the NDIA ICT Committee approved our technology strategy. This strategy will help us improve the way we work and enhance the online experience for participants. We are executing the technology strategy in three phases:

1. **Foundation:** improve core systems efficiency and effectiveness.
2. **Optimisation:** enrich core systems to reduce manual operations and, wherever possible, provide support for straight-through processing.
3. **Innovation:** build and implement automated tools, machine learning and artificial intelligence capability to simplify interactions with participants and providers.

In the foundation phase, we are focused on improving the openness, flexibility and usability of the NDIA systems.

We will continue to engage and train our workforce, ensuring systems, processes and tools are understood, efficient to use and allow planners and LACs to deliver a participant-centric service.

A high-performing NDIA

Measures of success over the life of the corporate plan (four-year horizon)

Our workforce is adequately resourced, engaged and capable of delivering the NDIS in a participant-centric way.

Efficient and effective systems and processes support our work and stakeholder have confidence that interactions are timely and efficient.

We are an employer-of-choice with a workforce that is truly representative of society.

We are an employer-of-choice for people with disability.

Goal

5.1 Engaged and capable NDIA

Build the capability, capacity and culture of our people.

Focus Areas

- › Develop a strategic workforce plan at scale which identifies capability needs and resources to support the successful delivery of the Scheme as it continues to evolve.
- › Improve accessibility and employment opportunities for people with disability within the NDIA.
- › Invest in leadership and capability building to support our workforce to deliver a consistent and positive participant experience.
- › Refresh the performance and reward framework to provide clarity of performance expectations and reward for high performance.
- › Embed our values and behaviours and recognise and celebrate individuals and teams who exemplify them.
- › Continue to strengthen our work health and safety practices, including implementing the Health and Wellbeing Strategy and Mental Health Framework actions so that our people feel safe and supported to come to work.

Goal

5.2 Efficient and effective processes and systems

Enhance and maintain the supporting infrastructure of systems, process and data to support our people to deliver service excellence.

Focus Areas

- › Enhance workflow processes and systems to understand service break points better, improve turnaround times and reduce errors as part of our commitment to operational excellence.
- › Embed an increased participant-centric culture across our workplace, assisting our people to better understand and act upon participant needs through our commitment to service excellence.
- › Enhance and invest in business systems functionality and overall system connectivity and performance.
- › Monitor and continually improve data and system security capabilities.

6.5.1 Opportunities and challenges

Our operating environment has had several changes as the Scheme has evolved. This includes the introduction of the new Participant Pathway and increased focus on internal reviews and fraud and assurance. These have impacted our initial resource and capability assumptions.

We continue to expand our workforce in a way that balances short-term requirements with long-term capacity building and training as we grow towards full Scheme. We are committed to investing in the leadership and capability development required to ensure we respond to the insights gained from Transition.

6.5.2 Building on our achievements

Our workforce is now over 10,000 strong, including a Partners in the Community workforce of approximately 5,000 people. We support a diverse and inclusive workplace and lead the way in disability employment.

In May 2019, we ranked third out of 23 participating organisations in the Australian Network on Disability's Access and Inclusion Index. This result highlights our hard work to become an inclusive and accessible workplace, but we know there is still more to be done.

Our first Health and Wellbeing Strategy, and Recognition and Celebration Strategy lay the foundations for us to continue to build and embed a culture that cares about safety and staff wellbeing and drives for high performance.

7. Performance Metrics and Targets

Aspiration 1: A quality experience and outcomes for participants

Performance metric	FY 18/19 ¹	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Source
Participants in work (%) ²	23	24	26	28	30	Baseline: Scheme actuarial reporting. Future state: The employment rate for people with disability in top 10 OECD countries is 50% (<i>OECD 2010; Sickness, Disability and Work: Breaking the Barriers</i>). Forecasts are based on this benchmark target.
Participants involved in community and social activities (%) ³	46	47	48	49	50	Baseline: Scheme actuarial reporting. Future state: The participation rate in community and social activities for the people without a disability is 65% (ABS General Social Survey, 2010). Forecasts are based on this benchmark target.
Operational targets (% met) ⁴	102	100	100	-	-	Baseline: Agency % of operational targets met at 31 March 2019 ⁵ . Future state: Agency projection for % of actionable records that the agency receives that reflect the bilateral estimates.
Participant plan reviews (% met)	93	>95	>95	>95	>95	Baseline: 93% met. Future state: Agency projection of the % of plan reviews completed within the agreed timelines as specified in the service standards.
Participant satisfaction (%)	88	>90	>90	>90	>90	Baseline: Participant satisfaction (national) survey conducted by contact centre. Future state: Metrics for participant satisfaction are being collected across the various touchpoints in the participant pathway. Incremental increase over life of plan expected ⁶ .

1 Scheme support costs are estimated actuals, all other values are as of 31 March 2019.

2 Measures people, aged 15 and over, who have been participants for two years or more. Data collection commenced 1 July 2016 on people entering the Scheme. From 1 July 2016 to 31 March 2017, the baseline is 21%.

3 Measures people, aged 15 and over, who have been participants for two years or more. Data collection commenced 1 July 2016 on people entering the Scheme. From 1 July 2016 to 31 March 2017, the baseline is 35%.

4 2018–19 year-to-date as at 31 March 2019.

5 The operational bilateral estimate is the number of participants who can progress to a plan at 31 March 2019. That is, the operational bilateral estimate takes into account the number of clients provided to the NDIA by state/territory governments and the Australian Government and the number of people who previously did not receive services approaching the scheme. It excludes people who do not meet the access criteria, could not be contacted, or declined to phase into the Scheme.

6 The Agency will move to a new satisfaction survey in 2019 and the metrics may change.

Aspiration 2 – A competitive market with innovative supports

Performance metric	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Source
% of Participants who choose who supports them	44	45	46	47	48	Baseline: Scheme actuarial reporting (outcomes report). Future state: Assumes that as the market continues to mature participants will be able to exercise more choice and control.
Provider sentiment and confidence	5.0	5.5	6.0	6.5	7.0	Baseline: Provider Sentiment and Satisfaction Survey. Future state: Assumes that provider sentiment will increase as the Scheme matures over the life of the plan.
Plan utilisation by region (% of regions that are more than 10 percentage points from the national benchmark) ¹	9	<8	<7	<6	<5	Baseline: Scheme actuarial reporting. Future state: Relatively lower utilisation in a region can indicate a thin market. Overtime the % of regions more than 10 percentage points from the national benchmark should decrease.
Market concentration (% of regions where the top 10 providers supply more than 85% of the supports \$) ²	11	<10	<8	<6	<5	Baseline: Scheme actuarial reporting. Future state: High market concentration can indicate a possible thin market and lack of choice and control. Overtime the % of regions with the largest providers providing a high proportion of the support should decrease.

Aspiration 3 – A connected and engaged stakeholder sector

Performance metric	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Source
Sector sentiment (rating out of 10)	5.3	5.5	5.5	5.5	5.5	Baseline/Future state: NDIS biannual sector survey. Future state: Sector rating is a new measure and reliability for scores is still being evaluated.
% of engagement activities completed	n/a	+50	TBC	TBC	TBC	Baseline: Over 50 engagement activities are scheduled for the FY19/20 period. Future state: The number of engagement activities will change year on year dependant on engagement requirements.
Total unique website users – ndis.gov.au in ('000's) ³	2,254	2,367	2,485	2,609	2,740	Baseline: Website visits as per Google analytics. Future state: Increase of 5% year on year from FY19 Baseline.

- 1 Utilisation is calculated assuming a three-month lag between when support is provided and when it is paid. Regions need to have commenced at least 9 months prior to the reporting date to be included in the metric. Maturity of the site and proportion of participants in supported independent living (SIL) are taken into account.
- 2 Regions need to have commenced at least 9 months prior to the reporting date to be included in the metric. The metric considers payments to providers and not to participants who self-manage.
- 3 Aspire to 5% growth per year in unique website visitors. A new website was launched in Jan 2019.

Aspiration 4 – A financially sustainable Scheme

Performance metric	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Source
Scheme support costs within budget for the year (\$m) ¹	11,752	16,262	20,903	22,116	23,361	Baseline/Future state: Based on Portfolio Budget Statements 2018–19.
Payment errors/ anomalies (% of program outlay) ²	5%	5%	TBC	TBC	TBC	Baseline: NDIA financial systems. Future state: Current target 5% is in line with other government agencies. Long-term target to be set once more data is available.

Aspiration 5 – A high-performing NDIA

Performance metric	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Source
Employee engagement ³	74%	76%	76%	78%	80%	Baseline: APS census survey. Future state: APS average was 70% in 17/18. Staff engagement with NDIA purpose anticipated to drive higher results.
Female representation in leadership ⁴	50	50	50	50	50	Baseline: APS guidelines
People with disability employment (%)	14	15	15	16	17	Baseline: NDIA Disability Strategy and Action Plan 2018-20. Future state: Work to refresh the NDIA Disability Strategy and Action Plan will commence in Q2 FY20 and will reflect the proposed metrics for FY21 and beyond.
Risk culture ⁵ (% staff agreeing Agency has positive risk culture)	50	50	50	50	50	Baseline: APS census survey

1 Scheme support costs are estimated actuals. All other values are at 31 March 2019.

2 The increase in the overall funding of the full Scheme in the forward estimates from 2020–21 to 2021–22 is 5.9%. The increase arises from indexation and a forecast increase in the number of eligible participants over the age of 65 in the Scheme. This methodology has been consistently applied.

3 Percentage of employees positive about working at the NDIA.

4 Female representation based on APS Guidelines for SES and EL employees. Target is 50%.

5 Initial risk culture score based on the average positive rating (agree or strongly agree) on risk culture questions in APS employee census. Overtime a new metric will be developed that covers the drivers of a healthy risk culture.

8. Risk Governance

We have identified the risk systems, capabilities and the culture needed to align with the scale, speed and rollout of the Scheme. We have embedded an understanding of risk in every aspect of the organisation, from business planning processes to day-to-day operations.

Approach to risk management

We have a structured approach to identifying and managing risks, with a focus on escalating and communicating key risks early.

The NDIS Risk Management Rules 2013 requires that the Board has a risk management framework and risk management strategy. The Board has also adopted Prudential Standard CPS 220 which is applied by the Australian Prudential Regulatory Authority (APRA) to banks and insurers.

We maintain strong central strategic oversight of risk, with a dedicated chief risk officer and we allocate clear accountability to officers for the management of key risks and opportunities.

We balance the need for appropriate controls to prevent fraud, promote compliance and manage risk associated with safeguarding public funds, with the need to allow choice, control and dignity for participants. We create and refine all systems, reporting and processes with this balance in mind.

Risk management governance

We have a robust governance framework to proactively monitor risk management efforts.

The Board is responsible for overseeing the proper, efficient and effective performance of our functions based on the views of management. The Board has dedicated risk and audit committees, supported by a chief risk officer and chief internal auditor, respectively. Management-level risk and audit committees are also in place and meet monthly.

The chief risk officer assists the Board and our executives by providing objective risk reviews, oversight, monitoring and reporting. The role reports directly to our chief executive officer in line with APRA's standards for independence and reporting.

The NDIS Act and the NDIS Rules establish the Scheme Actuary. The Scheme Actuary is responsible for assessing risks and issues impacting on the financial sustainability of the Scheme, and reporting those risks in the annual financial sustainability report.

The NDIS Act also requires us to have a reviewing actuary who is responsible for reviewing actuarial reports and the annual financial sustainability report. Both the Scheme Actuary and reviewing actuary have a statutory obligation to report significant concerns about our risk management processes to the Board's Sustainability Committee and the Board.

Risk management framework

Consistent with the NDIS Risk Management Rules 2013, the Board has formulated a risk management strategy. The strategy outlines managerial responsibilities and controls in relation to risk. It also outlines the risk governance relationship between the Board, Board committees and our senior management.

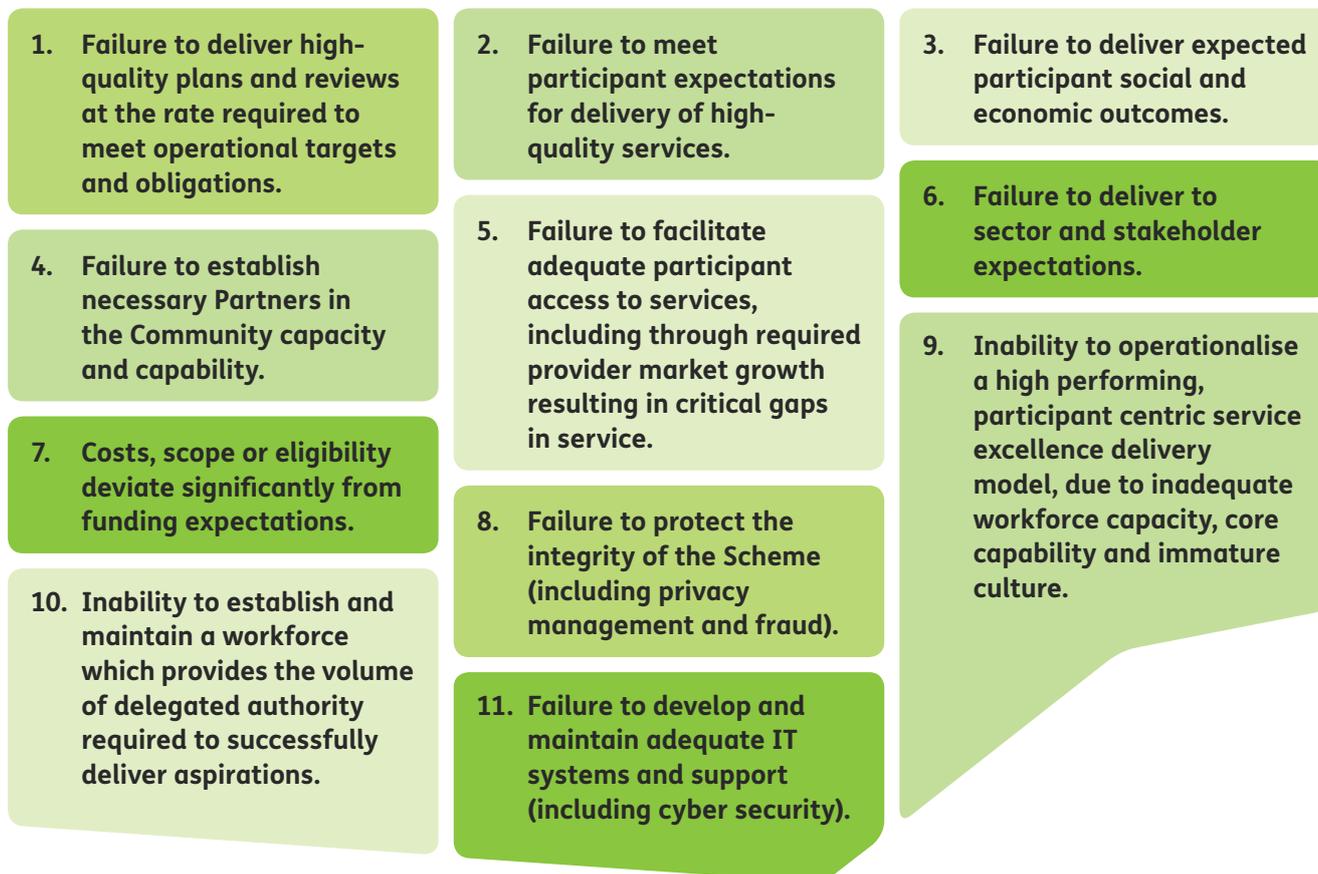
In addition, it outlines clear processes for the identification and ongoing management of risks and how we will ensure there is an appropriate risk culture within our organisation. The COAG DRC approves the risk management strategy and reviewing it at least annually.

We have in place a comprehensive enterprise risk management framework comprising key elements required to ensure effective implementation of the risk strategy. This includes a collection of toolkits to guide all levels of the NDIA to identify and manage risks and opportunities appropriately.

We acknowledge that as a young organisation, risk management maturity needs to continue to develop. We are implementing a ‘three lines of defence’ model for risk management, with a focus on educating staff on risk management and improving processes. Improved risk management tools and risk performance monitoring, including against our risk appetite statement, key risk indicators and fraud control plan, aid our endeavours.

Strategic risks

Consistent with our practice of identifying, escalating and mitigating key risks, we have identified 11 strategic risks that have the potential to adversely impact the achievement of one or more of our five aspirations.



Recognising the alignment between our strategic risks and aspirations, it follows that the goals and activities identified to achieve each aspiration are also the key mitigating activities for managing the strategic risks.

Risk appetite

Our success in delivering a world-leading Scheme relies upon a clear statement of risk appetite and a robust approach to managing risk. In recognition of our growth and the challenges we face with a national rollout, our risk appetite is conservative. In practice, this means we are committed to controlling risks through close monitoring and regular reviews.

All staff and Partners in the Community are expected to:

- take accountability for managing risks and help their colleagues to this end;
- communicate and escalate risks openly, honestly and quickly;
- openly share and learn from mistakes and successes; and
- understand and apply the NDIA's risk management principles, processes and reporting.

Appendix 1: Insurance Principles

The Scheme is premised on an insurance, not welfare, approach. This insurance approach is underpinned by four insurance principles:

1. **Develop actuarial estimates of the reasonable and necessary support needs of the targeted population:** The Scheme Actuary will estimate the aggregate annual funding requirements through analysis of reasonable and necessary support needs, including a buffer for cash-flow volatility and uncertainty. We will continually test the aggregate funding requirement against emerging experience.
2. **Focus on lifetime value for Scheme participants:** we will focus on lifetime value for Scheme participants, seeking opportunities for the most cost-effective allocation of resources through early investment in capacity building.
3. **Invest in research and innovation:** we invest in research and innovation aligned to its goals of improving social and economic participation, and independence of participants.
4. **Support the development of community capability and social capital:** we will invest at a systemic level, in addition to providing individual supports. This includes encouraging the use of mainstream services, building community capacity and social capital. These activities will benefit all people with disability, including people with disability who are not participants in the Scheme.

The NDIA Board will govern the insurance principles and assess, monitor, report and manage Scheme sustainability within a prudential framework.



Appendix 2: Scheme and NDIA Expenditure and Revenue

Table 9: Scheme and NDIA expenditure by program

Program	18/19 (\$m) Revised budget	19/20 (\$m) Forward estimate	20/21 (\$m) Forward estimate	21/22 (\$m) Forward estimate	22/23 (\$m) Forward estimate
Reasonable and necessary support for participants	11,752	16,262	20,903	22,116	23,361
Community inclusion and capacity development grants	114	132	133	135	137
Agency costs	1,479	1,456	1,249	1,302	1,340
Total¹	13,345	17,850	22,285	23,553	24,838

Table 10: Scheme and NDIA revenue

Program	18/19 (\$m) Current Year Revised budget	19/20 (\$m) Next budget	20/21 (\$m) Forward estimate	21/22 (\$m) Forward estimate	22/23 (\$m) Forward estimate
Australian Government (appropriations and contributions)	5,223	8,385	11,543	12,339	13,125
State and territory jurisdiction contributions (cash)	6,424	7,759	8,919	9,348	9,792
In-kind (Australian Government, state and territory governments) and other revenue ²	1,698	1,706	1,823	1,866	1,921
Total	13,345	17,850	22,285	23,553	24,838

1 Source: Based on Portfolio Budget Statements 2019–20 (Budget Related Paper No. 1)

2 Source: Based on Portfolio Budget Statements 2019–20 (Budget Related Paper No. 1)

Appendix 3: Glossary

community services	Activities and interests (not supplied by government groups), which are available to everyone in the community e.g. social, study and sporting interests
disability	Total or partial loss of the person's bodily or mental functions (The Disability Act 1992). This describes a person's impairment of body or function, a limitation in activities or a restriction in participation when interacting with their environment.
Early Childhood Early Intervention (ECEI)	Provides support early in life to reduce the effects of disability and to improve the person's functional capacity.
full Scheme	The point at which the National Disability Insurance Scheme will be available to all eligible residents across Australia.
Information, Linkages and Capacity Building (ILC)	The activities that will be supported by the Scheme to promote the social and economic inclusion of people with a disability.
Local Area Coordinators (LACs)	Local organisations working in partnership with the NDIA, to help participants, their families and carers access the Scheme.
mainstream services	The government systems providing services to the Australian public e.g. health, mental health, education, justice, housing, child protection and employment services.
National Disability Insurance Agency (NDIA, also 'the Agency')	The Australian Government organisation that administers the National Disability Insurance Scheme.
National Disability Insurance Scheme (NDIS also, 'the Scheme')	The new national insurance approach for providing support to Australians with disability, their families and carers.
NDIS market	A collection of providers offering products and services to Scheme participants.
NDIS Quality and Safeguards Commission (NDIS Commission)	The NDIS Quality and Safeguards Commission regulates NDIS providers including the quality and safety of NDIS supports and services in participating jurisdictions.
participant	A person who meets the Scheme access requirements.
participant plan	A written agreement worked out with the participant that states their goals, needs and the reasonable and necessary supports the Scheme will fund for them.
Partners in the Community (PITC)	Suitably experienced and qualified organisations within the community that will deliver LAC and ECEI services.
provider	A disability support provider that has met the Scheme requirements for qualifications, approvals, experience, capacity and quality.
supports	Services that help a person undertake daily life activities and enable them to participate in the community and reach their goals.



For more information about this plan, please contact:

National Disability Insurance Agency
Telephone 1800 800 110

For people with hearing or speech loss
TTY: 1800 555 677
Speak and Listen: 1800 555 727

For people who need help with English
TIS: 131 450

This plan can be accessed online at www.ndis.gov.au

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