



The Hon Christian Porter MP
Minister for Social Services
Parliament House
CANBERRA ACT 2600

Dear Minister

Firstly, I would like to congratulate you on your reappointment as Minister for Social Services.

I am pleased to provide you with a briefing on key issues and an overview of the National Disability Insurance Scheme (NDIS).

As at 30 June 2016, the trial of the NDIS came to a conclusion and met its critical purpose. The information from trial has overall validated the assumptions upon which the funding for the scheme is based. The trial finished below the overall trial funding envelope and scheme data projections indicate that the full scheme will operate within the full scheme funding envelope.

The trial has provided the National Disability Insurance Agency (the Agency) with the opportunity to test and refine service delivery design and operations. The Agency will continue to closely monitor implementation over coming years as it now grows the NDIS from seven trial sites to 100 sites, and from more than 30,000 participants at the end of June 2016 to more than 460,000.

As the scheme becomes a fully national scheme the Agency is focused on the key challenges ahead, including developing strong linkages with community partners, overseeing significant market growth, while remaining participant-centred and fiscally sustainable.

The Agency remains committed to delivering the scheme in line with the Government's priorities of contestability, innovation and economic growth. **Section 47C - Deliberative Material**

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Please do not hesitate to contact me on Section 47F - Personal Privacy or at David.Bowen@ndis.gov.au if you have any queries.

I look forward to briefing you on these matters at a suitable time.

Yours sincerely



David Bowen
Chief Executive Officer
National Disability Insurance Agency

19 July 2016



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National Disability Insurance Scheme

Incoming Minister Brief

July 2016

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Introduction

Purpose

This document provides an overview of the National Disability Insurance Scheme (NDIS). It also outlines the key challenges for the National Disability Insurance Agency (the Agency) going forward.

Key messages

The scope and scale of the NDIS makes it a nation building, social and economic reform, with major positive implications for workforce participation, productivity and efficiency in public expenditure.

NDIS spending is fiscally sustainable – the old system was inefficient and was financially unsustainable. The Agency is managing the NDIS and ensuring that it is financially sustainable through sound insurance principles. The Agency has developed a range of tools that assist with the equitable allocation of resources and management of NDIS sustainability.

The NDIS is equitable – due to the insurance approach and the NDIS being a demand-driven system, based on needs, any person with disability who meets the eligibility criteria is able to access the reasonable and necessary disability supports they require to live an ordinary life. The planning process takes account of family and community supports and seeks to nurture and sustain these informal supports. This is a different approach to the old rationed system where people with disability frequently had to exaggerate their incapacities in order to access the very limited pool of funds available for disability services.

The NDIS is not responsible for health, education and other universal services which people with disability need to access.

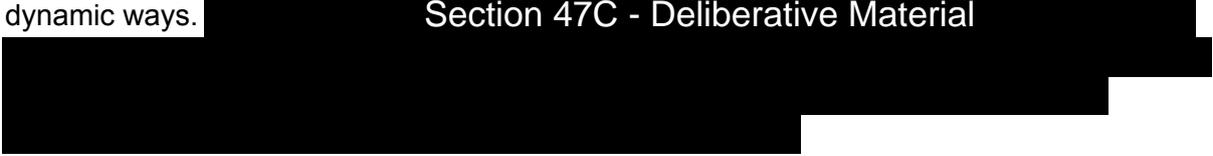
The NDIS is at the forefront of a new approach to delivering human services.

The recent Competition Policy Review, led by Professor Ian Harper, identified the NDIS, where support follows individual users rather than service providers, as a blueprint for future service delivery. The NDIS is already demonstrating the benefits of the practical application of the principles of contestability and direct user choice

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The NDIS is contributing to the Government's focus on jobs and growth – social and economic participation for people with disability is a key objective of the NDIS. The Agency is committed to addressing the broad range of barriers for NDIS participants to become more economically independent through employment. In addition, anecdotally the Agency has heard about carers and family members of people with disability re-entering the workforce as a direct result of support provided by the NDIS.

The NDIS is part of the innovation agenda, in particular through the use of technology. The Agency is committed to using technology to connect people in new and dynamic ways. **Section 47C - Deliberative Material**



National Disability Insurance Scheme

Key design principles

The NDIS is a new way of providing individualised support for people with disability, their families and carers. The NDIS provides participants with more choice and control over how, when and where their supports are provided. It also provides certainty that they will receive the support they need over their lifetime. The key design principles the NDIS follows are:

Insurance approach

The NDIS is an insurance scheme based on insurance principles. This means there is an investment made over a lifetime, and this includes capacity building and early intervention as a focus.

This insurance model is an important part of making sure the NDIS is sustainable into the future. The NDIS seeks to maximise opportunities over a participant's lifetime and minimise costs.

By investing in people with disability in ways that increase independence, economic participation and community participation, the insurance-based approach utilised by the NDIS will reduce future care costs and maximise scheme sustainability.

Choice and control

The NDIS provides each participant with an individualised package which is flexible in choice of supports and providers. The design of the NDIS is consistent with the move to consumer directed services, as recommended by the Harper Review (Competition Policy Review).

The NDIS is the major stimulus for a competitive, diverse and innovative services market (broader than just disability). In this way, it has the potential to expand choice and control for people with disability.

Evidence from other jurisdictions (and trial experience) demonstrates that people with Individual Support Packages (ISPs):

- overall make good choices;
- achieve better outcomes; and
- take more responsibility for prudent fund management.

Community connection

The Agency aims to nurture and sustain informal family care and connection to natural community supports.

A key design feature of the Agency is developing strong information, linkages and capacity building (ILC) supports. The development of these supports will serve as a form of preventative intervention ensuring that individuals can be supported in the community without unnecessary formal individualised support from the NDIS.

Three years in trial

Commencing on 1 July 2013, the NDIS has been in three years of trial, with four sites rolling out across Australia in 2013 and a further three sites rolling out one year later.

The trial has met its critical purpose of validating the assumptions upon which the NDIS is built, and allowing the Agency to test and build new ways of delivering services. But overall, and most importantly, it has been proof of the concept that the NDIS can deliver supports and services to people with disability in a way that allows them to exercise control and to be the architects of their own life.

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Transition to full scheme

On 1 July 2016, the Agency transitioned from trial to full scheme, bringing three years' work in trial to a close and expanding the NDIS from seven trial sites to 14 regional hubs.

The NDIS journey so far has been shaped by the lessons and insights from trial sites across Australia.

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Participants at the centre

Participants and people with disability are at the centre of the NDIS. Any person with a disability who meets the eligibility criteria is able to access the reasonable and necessary disability supports they require to live an ordinary life. The NDIS will help build an Australian society where participants and people with disability experience fairness, security and opportunity. The NDIS will also bring certainty to families and carers.

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NDIS and Agency governance

The governance model for the NDIS is outlined in the *National Disability Insurance Scheme Act 2013* (NDIS Act). The key governance arrangements are as follows:

- The NDIS is administered by the Agency which has been established under the NDIS Act and is governed by a Board.
- The Board is advised by the NDIS Independent Advisory Council (the Council).
- The Disability Reform Council (DRC) – a COAG Ministerial Council made up of treasurers and ministers responsible for disability from the Commonwealth and each state and territory – is the decision maker on NDIS policy issues.
- The Commonwealth Minister is responsible for administering the NDIS Act, and exercises statutory powers with the agreement of the states and territories, including a power to make the NDIS Rules and direct the Agency.
- The Commonwealth Board is chaired by the Secretary of the Department of Social Services (DSS), and includes members from the central agencies.
- The Parliamentary Joint Standing Committee on the NDIS is composed of six members of the House of Representatives and six senators.
 - After 30 June each year, the Committee presents an annual progress report to the Parliament on the NDIS – the Committee’s second Progress Report was tabled in November 2015.
- The Western Australia Joint Steering Committee is attended by officials from first ministers’ departments and departments and agencies responsible for disability, along with the Agency.

The Board

The Agency reports to an independent Board, the members of which are jointly nominated by the Commonwealth, states and territories. The Board is responsible for ensuring the proper performance of the Agency’s functions.

On 28 June 2013, the then Commonwealth Minister for Disability Reform issued the Statement of Strategic Guidance to the Board (available online on the [NDIS website](#)). The statement was issued with the agreement of state and territory governments in accordance with Section 125 of the NDIS Act.

The statement outlines government expectations of the Board and the Agency for the duration of the trial phase of the NDIS and transition to full scheme.

Membership

The Board members are:

- Bruce Bonyhady AM (Chair);
- John Walsh AM;
- John Hill PSM;
- Fiona Payne;
- Martin Lavery;
- Glenn Keys;
- Rhonda Galbally AO; and
- Geraldine Harwood.

Appointments

The NDIS Act requires that Board appointments are made by you, as the responsible Commonwealth Minister, with the agreement of all states and territories. The inaugural Board members commenced their appointments on 1 July 2013 for a period of three years. Originally the Board consisted of the Chair and eight members. There is currently one position vacant. In addition, Commonwealth legislation was passed in May 2016 to increase the size of the Board by three members, bringing the total number of Board positions which remain vacant to four.

DSS is responsible for administering Board appointments.

Term expiry

While all Board members, including the Chair, have been extended, their terms now end on varying dates, as agreed by the DRC in March 2016:

- re-appointing the Chair, John Hill, Geraldine Harwood and Fiona Payne for a period of six months from 1 July 2016 to 31 December 2016; and
- re-appointing Martin Lavery, Rhonda Galbally, John Walsh and Glenn Keys for a period of 12 months from 1 July 2016 to 30 June 2017.

The Independent Advisory Council

The role of the Council is to advise the Board of on-the-ground issues and experiences of providers and participants, including provision of reasonable and necessary supports for participants and enabling people with disability to exercise choice and control.

Membership

The members of the Council are:

- Rhonda Galbally AO (Principal Member);
- Sylvana Mahmic;
- Janet Meagher AM;
- Gerry Naughtin;
- Dean Barton-Smith AM;
- Jennifer Cullen;
- Joan McKenna-Kerr;
- Michael Taggart;
- Dale Reardon; and
- Ken Baker AM.

Appointments

The NDIS Act requires Council members to be appointed by you. The Council is to consist of the Principal Member of the Council and not more than 12 other members. The responsible Commonwealth Minister must consult on the appointment of the Principal Member with the states and territories, and must seek their support before appointing other members. The inaugural Council members commenced their appointment on 1 July 2013 for three years to 30 June 2016.

DSS is responsible for administering Council appointments.

There have been three resignations from the Council over the term, and these positions remain vacant.

Term expiry

All remaining Council members have been extended for 12 months, until 30 June 2017.

NDIS Quarterly Reports to COAG

The Statement of Strategic Guidance to the Board requests that the Board report against a set of ongoing and time-specific key deliverables quarterly. The Scheme Actuary prepares these quarterly reports on behalf of the Board, which are provided to the DRC for public release. The last report was for the quarter ending 31 March 2016, with the next quarterly report due by the end of July 2016 and covering the period 1 April to 30 June 2016.

Quarterly reports outline how the Agency is tracking against the key performance indicators defined in the Integrated Performance Reporting Framework, as per the Intergovernmental Agreements. The reports include information and statistics related to participants in each host jurisdiction, and the funding of supports by the Agency.

National Disability Insurance Agency

Role of the Agency

The Agency has the responsibility to deliver the NDIS. Since it was established, the Agency has pursued a vision of optimising social and economic independence and full participation for people with disability. The NDIS Act details all of the Agency's purposes.

Agency Executive

The Chief Executive Officer (CEO) of the Agency is David Bowen.

The Agency has had three Deputy CEOs since October 2015 which has increased the Agency's strategic capability and capacity to drive the successful transition of the NDIS across Australia:

- Louise Glanville, Deputy Chief Executive Officer – Stakeholder Relations
- Ian Maynard, Deputy Chief Executive Officer – Operations
- Carolyn Smith, Deputy Chief Executive Officer – Organisational Capability.

David Bowen, Chief Executive Officer Section 47F - Personal Privacy



Mr Bowen is the inaugural CEO of the Agency. As CEO, Mr Bowen is responsible for the day-to-day administration of the Agency. He has worked as a consultant to the insurance industry and health and disability sector. He is one of the architects of the NSW Lifetime Care and Support Scheme and as inaugural CEO was responsible for implementation of the initiative. Prior to this he was General Manager of the Motor Accidents Authority for 11 years.

Mr Bowen is a lawyer by profession with a strong background in administrative and insurance law. He has been actively involved in developing the disability reform program both as a member of the Independent Panel advising the Productivity Commission in its inquiry into the feasibility of a national disability insurance scheme, and as initial chair and ongoing member of the National Injury Insurance Scheme Advisory Group.

Louise Glanville, Deputy Chief Executive Officer, Stakeholder Relations

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Ms Glanville joined the Agency in February 2014 and is currently in the role of Deputy CEO, Stakeholder Relations.

In this role, Ms Glanville leads the areas of Scheme Transition; Media, Communications and Engagement, Market and Providers and Community Linkages.

Ms Glanville brings a vast range of public sector experience to the Agency and the NDIS, including three years at the Commonwealth Attorney-General's Department. She has also worked at the Victorian Department of Justice, and in local government, academia, the private sector and ministerial offices. As a lawyer and a social worker, Ms Glanville is interested in the intersection between public policy and the law. Much of her work has focussed on the areas of human rights and social reform.

Ms Carolyn Smith, Deputy Chief Executive Officer, Organisational Capability

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Ms Smith commenced as Deputy CEO, Organisational Capability with the Agency in October 2015.

In this role, Ms Smith looks after Governance and Parliamentary, Legal and Risk Management, Finances, People and Culture, Shared and Enabling Services, and Technology and Digital Innovation.

Ms Smith has wide ranging experience in complex structural change, policy development and implementation, program management and regulation. Most recently, she led Commonwealth property management and consolidation in the Department of Finance. Prior to that as acting Deputy Secretary and Division Head in DSS, Ms Smith was responsible for ageing and aged care. This included responsibility for the implementation of major aged care reform. Ms Smith's responsibilities over many years in aged care spanned policy, program management and regulation of the aged care system.

Mr Ian Maynard, Deputy Chief Executive Officer, Operations

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Mr Maynard joined the Agency in October 2015 as the Deputy CEO, Operations.

Mr Maynard is responsible for service delivery design and operations, and the management and stand up of all sites, including current and future sites.

Mr Maynard's previous role was Director-General of Queensland Health and prior to this the Commission Chief Executive of the Queensland Public Service Commission. Mr Maynard has held senior executive positions in diverse industries across both private and public sectors in Australia and New Zealand, and has significant experience in the areas of change management and business improvement initiatives. His preceding roles include CEO of Queensland Urban Utilities, Chief Operating Officer for the Brisbane City Council, senior risk management and strategic procurement roles with Fonterra Ltd, the world's leading exporter of dairy products, and Fletcher Challenge Ltd, in New Zealand.

Organisational Structure

The Agency has been structured to deliver the rollout of full scheme, comprised of three Groups, each reporting to a Deputy CEO (Senior Executive Service Band 3). Each Group has three to four General Managers (Senior Executive Service Band 2) that manage key components of the transition.

The Agency is actively engaging with the Australian Public Service Commission to ensure that its structure and approach is consistent with best practice and appropriate for both a Commonwealth service delivery organisation and an innovative, community embedded enabler of economic and social participation for all people with disability (for example, by undertaking co-design and fostering inclusive relationships with sector partners, peaks and participants).

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Enterprise Agreement

The Agency was in the final stages of approval for its first Enterprise Agreement, working with the Australian Public Service Commissioner under the existing bargaining framework. The caretaker period commenced before it could progress to a vote.

Shared services

The Agency receives ICT, shared and some business services from the Department of Human Services.

Listen Learn Build Refine Improve

The Agency has been built on the platform and narrative of “Listen Learn Build Deliver”.

With full scheme rollout commencing from 1 July 2016, the Agency is now looking at an approach that will see it continue listening, learning and building, with an enhanced focus on continuous improvement and incorporation of lessons learnt in trial to refine scheme delivery. The Agency will “Listen Learn Build Refine Improve”, where evidence informs refinement and improvement.

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Administrative Appeals Tribunal

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Appendices – Key Issue Briefs

- A. NDIS Trial Performance
- B. Scheme Sustainability
- C. Full Scheme Implementation

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Key Issue Briefs

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Incoming Minister Brief

NDIS Trial Performance

Issue

The National Disability Insurance Scheme (NDIS) ran trials from 1 July 2013 to 30 June 2016. The trials tracked on time and on budget, and with high levels of participant satisfaction.

Quarterly reporting requirements

The National Disability Insurance Agency (the Agency) has a legislative requirement to provide quarterly reports on the NDIS, as per Section 174 of the *National Disability Insurance Scheme Act 2013* (NDIS Act):

- (a) the Board members must prepare a report on operations of the Agency for each period of 3 months starting on 1 July, 1 October, 1 January or 1 April; and (b) give the report to the Ministerial Council within 1 month after the end of the period to which the report relates.*

In practice, the Board provides the quarterly report to you, as Ministerial Chair of the Council of Australian Governments (COAG) Disability Reform Council (DRC), and you then provide the report to DRC members. The data from the quarterly report is then made public by you. The report for the quarter ending 31 March 2016 is published on the [NDIS website](#).

Scheme performance to 31 March 2016

Trial sites

This section provides an overview of Agency performance as at 31 March 2016 across the seven trial sites. These seven locations are the first four trial sites which commenced on 1 July 2013:

1. the Hunter trial site – Newcastle, Lake Macquarie, and Maitland Local Government Areas (LGAs) in New South Wales (NSW);
2. the Barwon trial site – Greater Geelong, Surf Coast, Queenscliff and Colac-Otway LGAs in Victoria;
3. the South Australian trial site – 0-14 year olds; and
4. the Tasmanian trial site – 15-24 year olds,

and the following three, which commenced on 1 July 2014:

5. the Australian Capital Territory trial site;
6. the Perth Hills trial site – Swan, Kalamunda and Mundaring LGAs in Western Australia (WA); and
7. the Barkly region trial site in the Northern Territory.

Other sites

In addition to the seven trial sites, transition to full scheme commenced in the Nepean Blue Mountains in NSW on 1 July 2015. The LGAs in the site are Blue Mountains, Hawkesbury, Lithgow and Penrith. Information on this site is included in this brief and in quarterly reporting.

There are five further NDIS sites not included in the quarterly reporting.

- Concurrent trials are underway in the South West and Cockburn-Kwinana in Western Australia based on the WA NDIS My Way Model. Information on the WA NDIS My Way Model trial sites is published separately by the WA Disability Services Commission.
- In March 2016, transition to full scheme commenced in Townsville, Palm Island and Charters Towers in Queensland. As at 31 March 2016, there were 16 participants in Queensland.

Key points

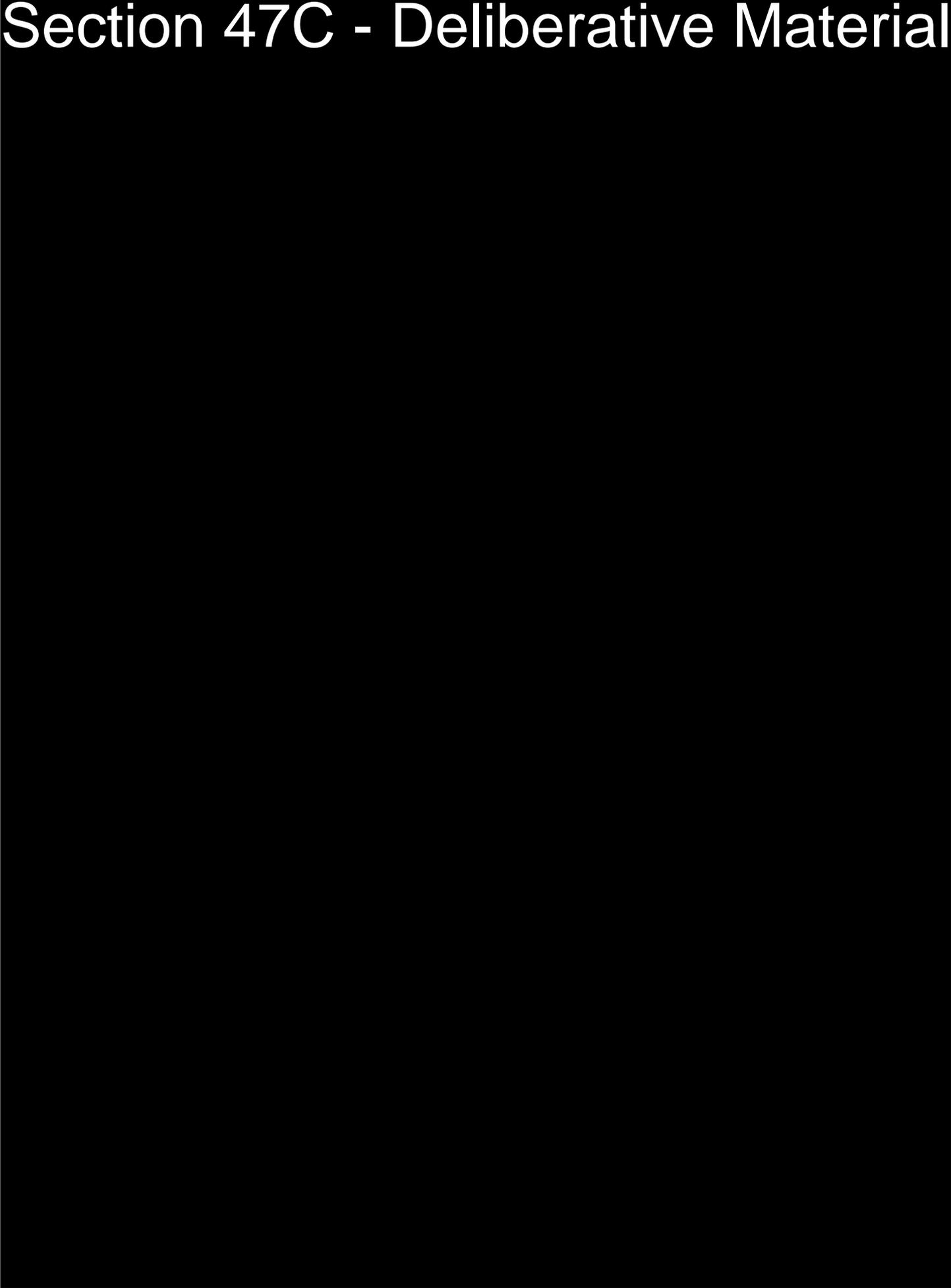
The most recent publicly available data is for the period 1 January to 31 March 2016.

The key findings from this quarterly report were:

- **Participant satisfaction:** Participant satisfaction remains high. On a scale of very poor (-2) to very good (+2), with neutral being 0, participant satisfaction is at 1.63. This is consistent with previous quarters.
- **Participant numbers:** 29,769 participants were eligible for the NDIS (100 per cent of the bilateral target). This is an increase of 3,894 participants over the quarter. 24,866 participants had an approved plan (83 per cent of the bilateral target), which

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SCHEME SUSTAINABILITY

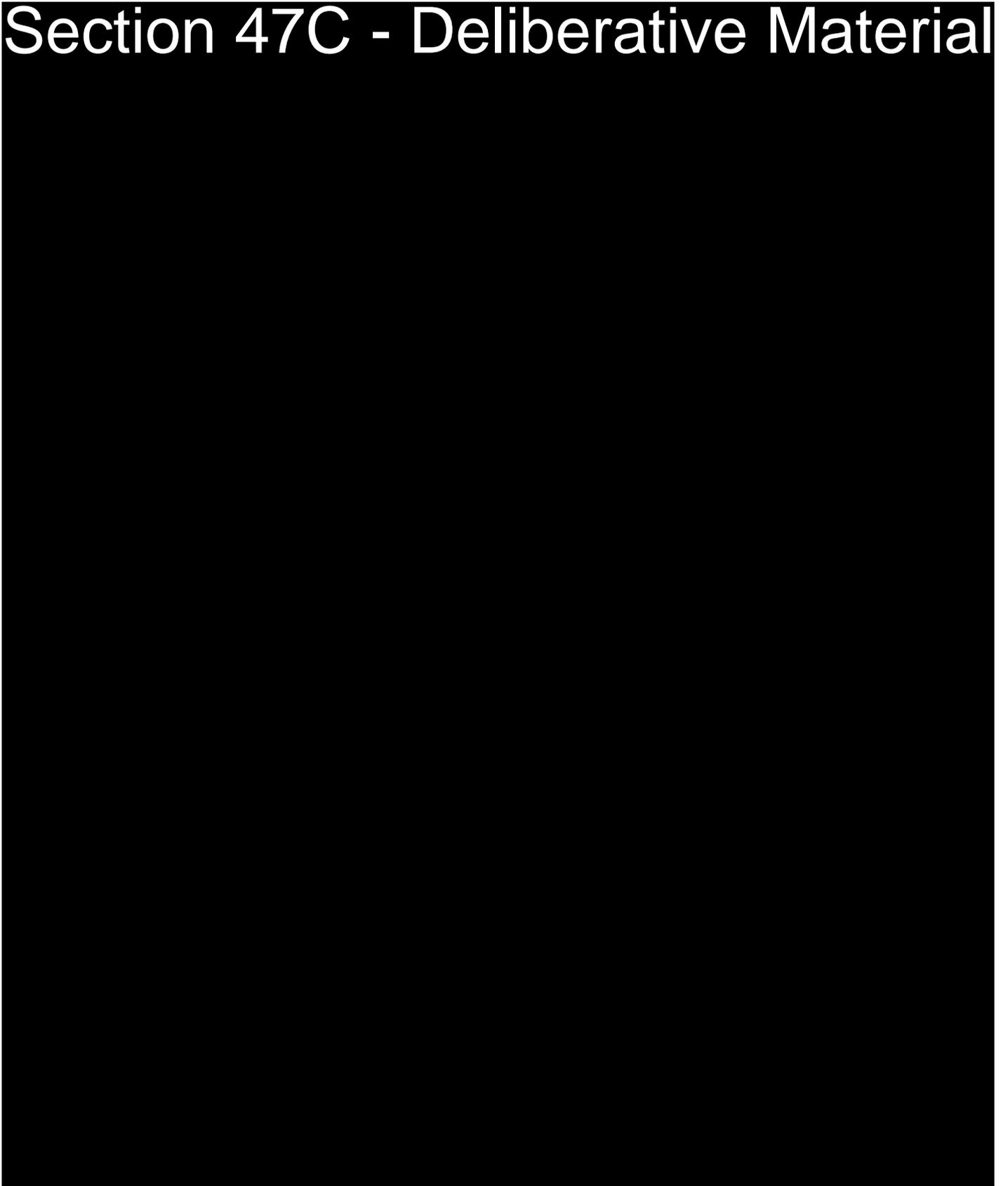
Issue

The National Disability Insurance Scheme (NDIS) is underpinned by an insurance-based approach which is supported by robust actuarial data and analysis to ensure financial sustainability. The insurance approach is embedded in both legislation and key operational documentation.

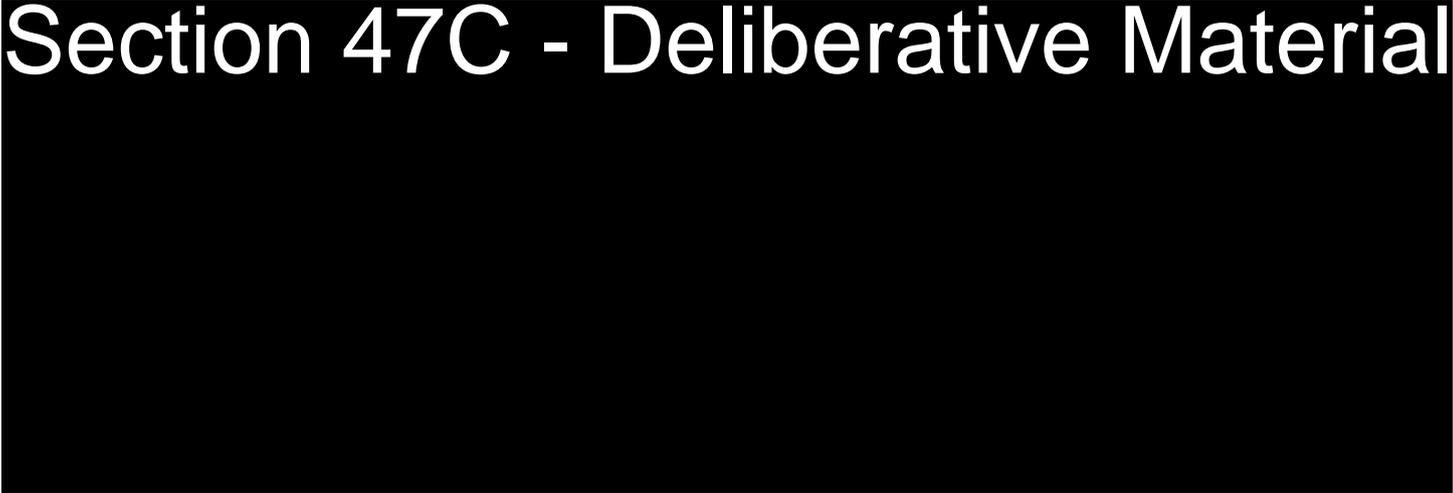
An ongoing key priority for the National Disability Insurance Agency (the Agency) is monitoring scheme cost drivers and controls to ensure ongoing financial sustainability. The Agency has developed a range of tools that assist with the equitable allocation of resources and management of scheme sustainability.

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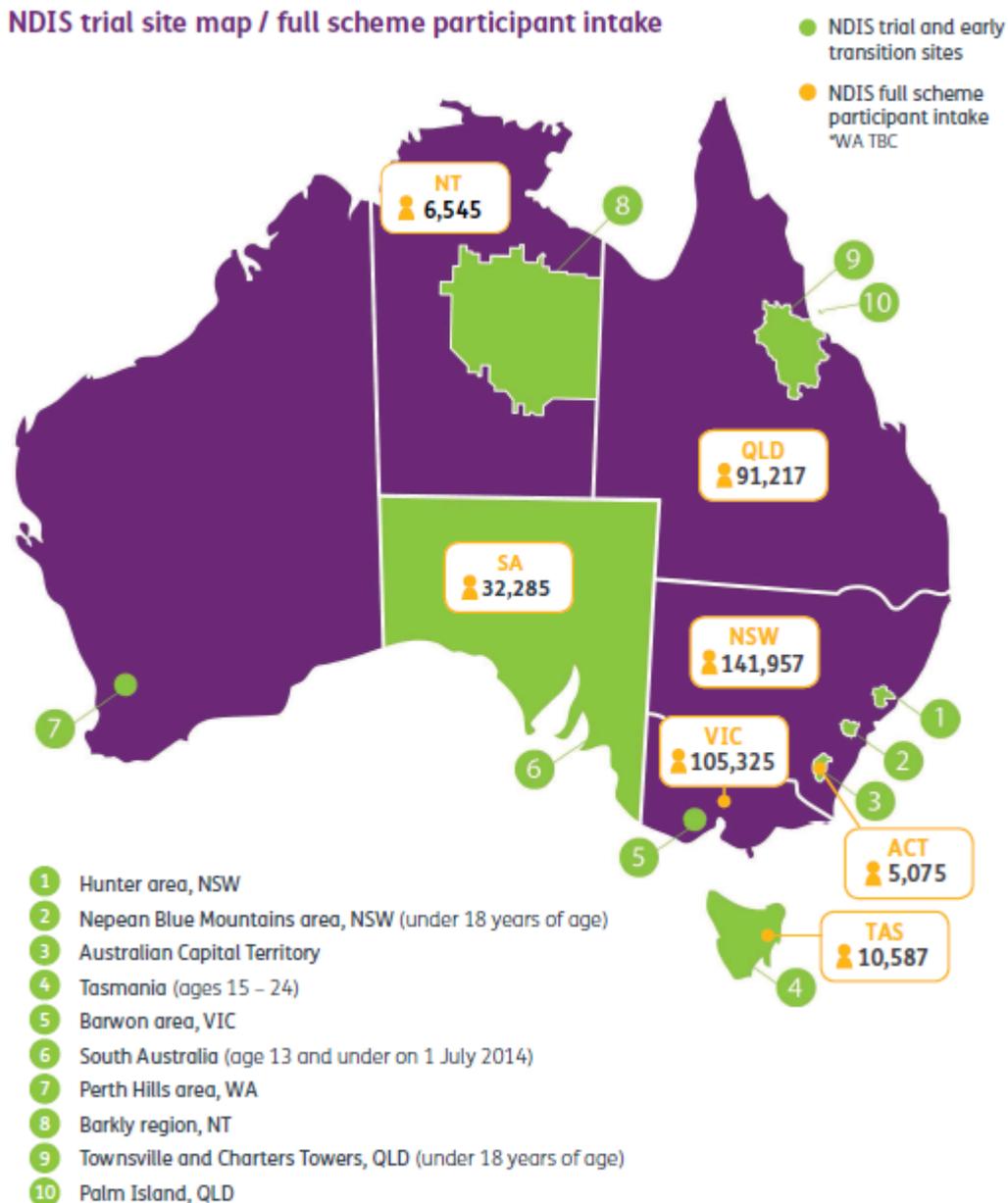
Incoming Minister Brief

FULL SCHEME IMPLEMENTATION

Issue

The National Disability Insurance Scheme (NDIS) commenced the transition to full scheme on 1 July 2016. The transition to full scheme will take three years, and is being introduced in stages around the country, as the number of participants grows from approximately 30,000 to 460,000 across Australia. Existing Commonwealth and state-based services and supports will continue until eligible people start their plans with the NDIS.

Diagram 1. NDIS participant intake by state and territory



Jurisdictional overview

The transition to full scheme varies by jurisdiction:

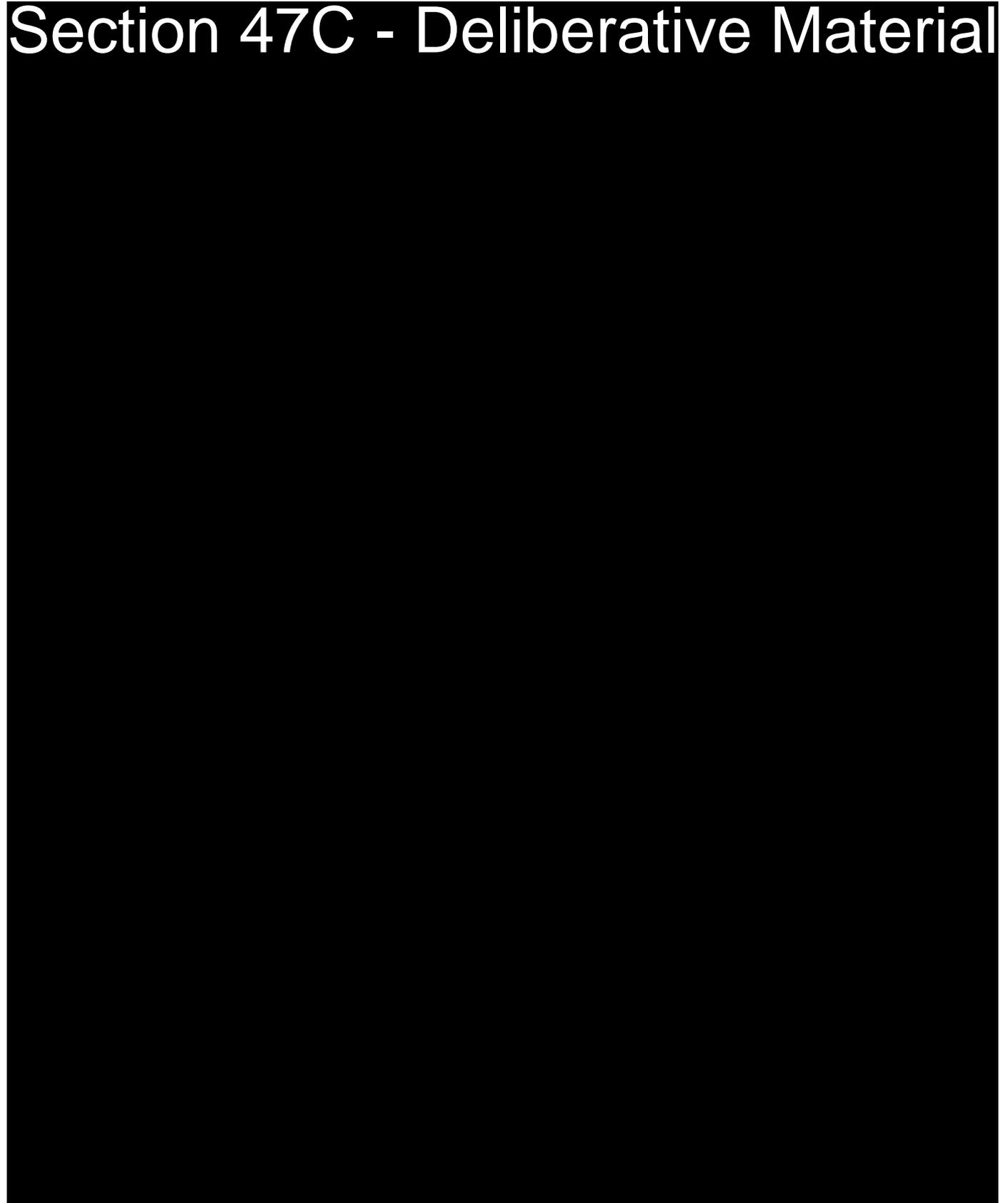
- **New South Wales (NSW):** In NSW, the NDIS will be rolled out by district. The speed of rollout in NSW is particularly fast, given that 103,442 people currently receiving supports through NSW Government specialist disability services become part of the NDIS in the first two years. Metropolitan districts are the focus for 2016-17, and rural and regional districts in 2017-18 (with 60,220 participants). New participants in NSW enter the NDIS across the state in the third year.
- **Victoria:** The NDIS is also being rolled out by district in Victoria, with three districts commencing in year one. The rollout in Victoria builds across the three years of transition, starting with 15,103 participants in 2016-17.
- **Queensland:** Queensland also has the NDIS rolling out by district, with a similar phasing to Victoria (14,366 participants in 2016-17 over three districts). Queensland did not have a trial site, but has had the benefit of an early transition site in Townsville, Charters Towers and Palm Island.
- **South Australia (SA):** Rollout in SA is by age and district. Year one of transition will focus on all SA participants aged 0 to 14, year two will be all participants aged 15 to 17, and the final year will be the remainder of ages staged across various districts.
- **Tasmania:** The Tasmanian rollout is by age, with two distinct age groups being phased into the NDIS across each of the three years of transition.
- **Northern Territory (NT):** The NT's 6,545 participants will be rolled out in stages by district, commencing in the Barkly Shire and East Arnhem and moving to urban Darwin by year three.
- **Australian Capital Territory (ACT):** As the whole ACT spent three years in trial, it has around 797 participants remaining to be brought into the NDIS in 2016-17.

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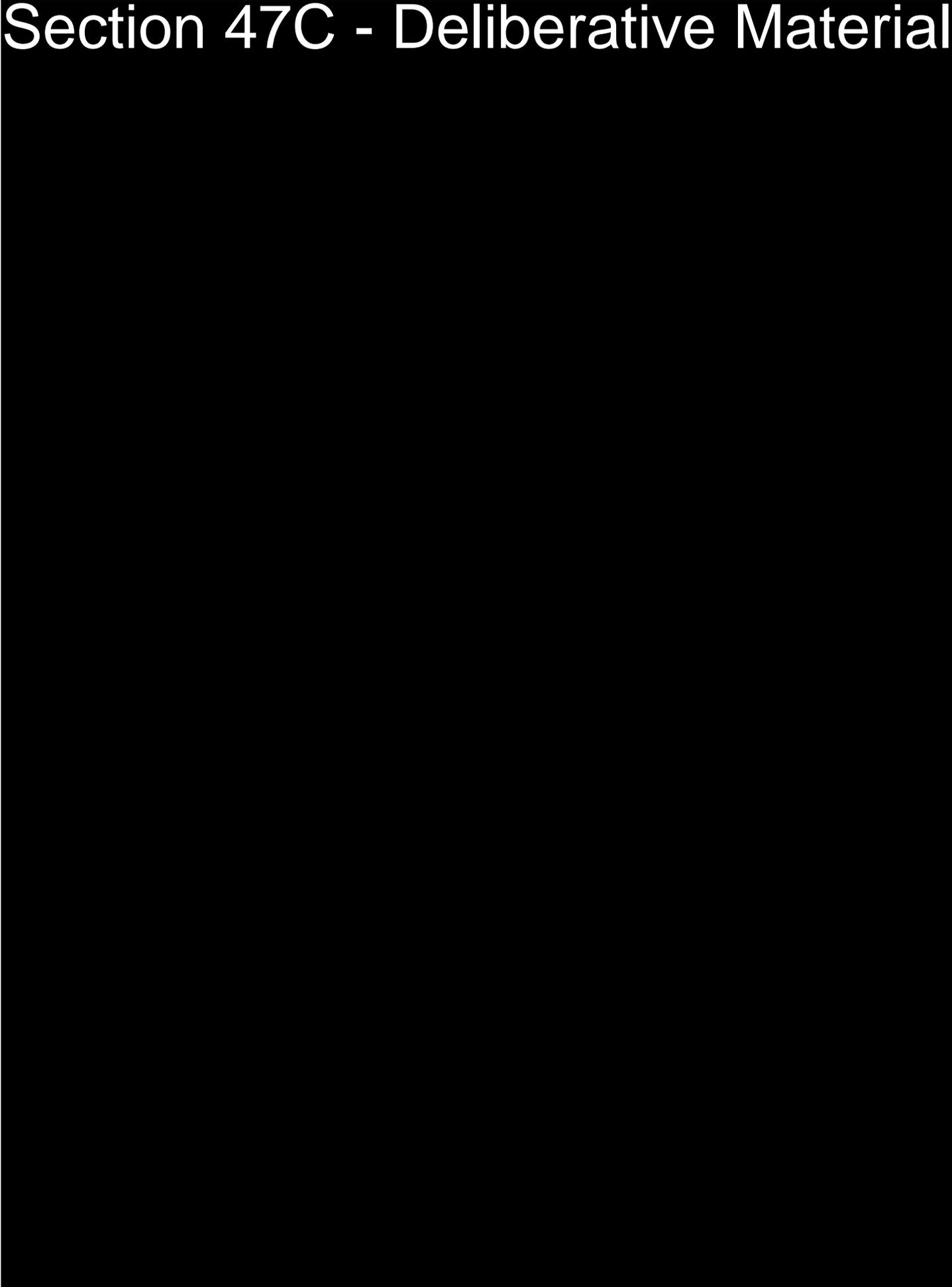
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The Government allocated funding to the Department of Human Services (DHS) in the 2015 Budget (\$143 million over four years) for a new ICT system that would provide the Agency with the capabilities required to roll out the NDIS around Australia.

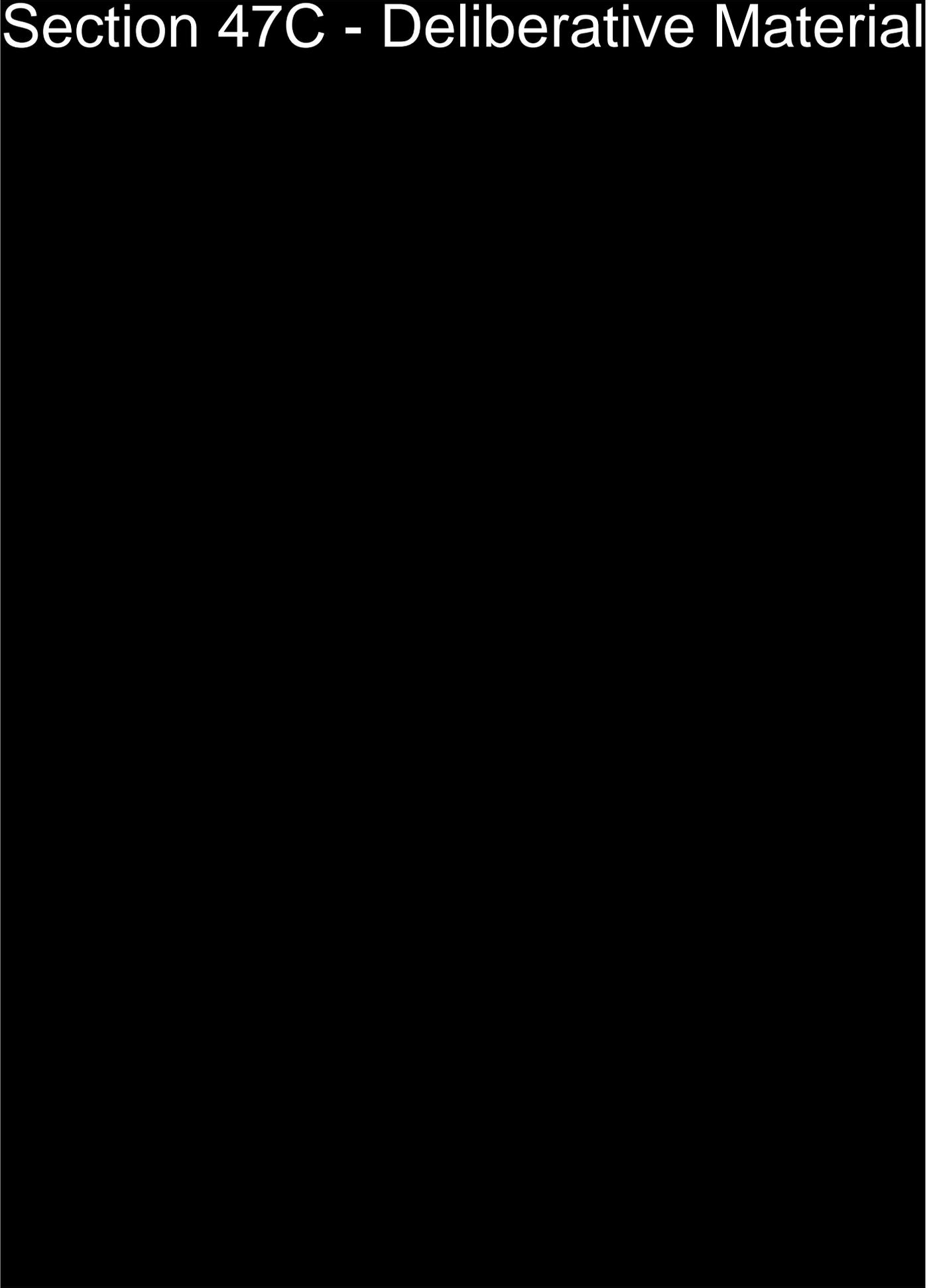
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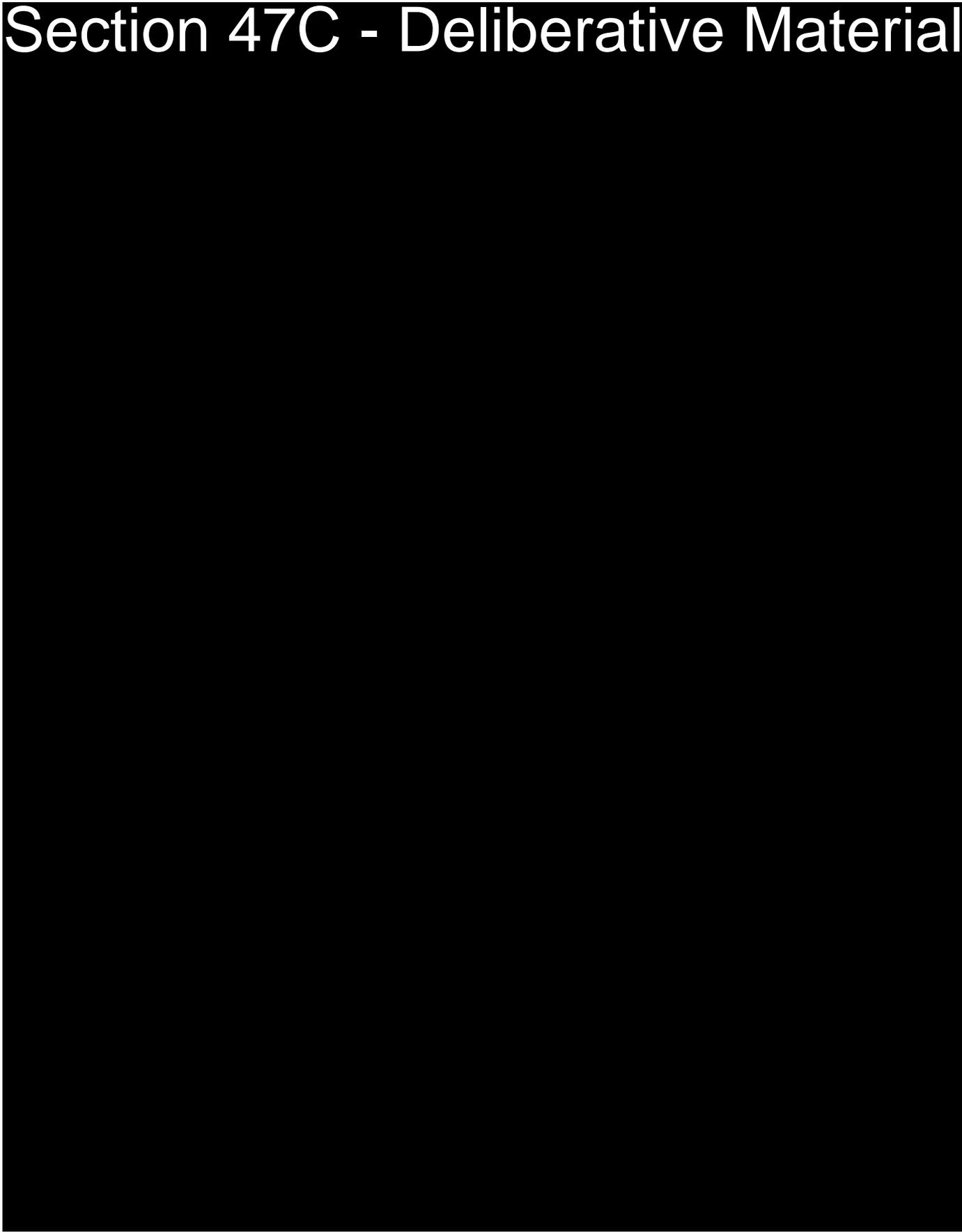
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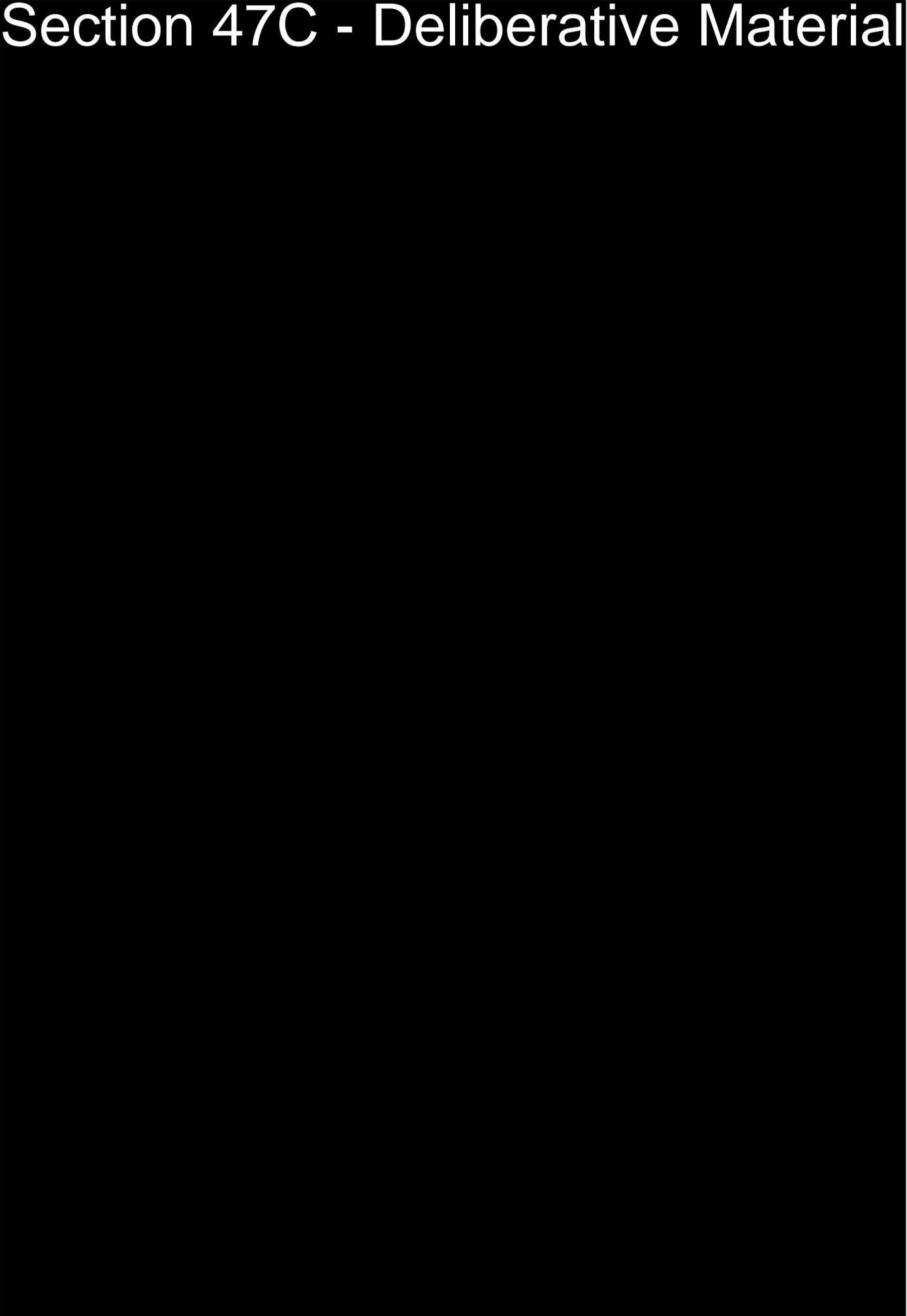


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The Hon Jane Prentice MP
Assistant Minister for Disability Services
Parliament House
CANBERRA ACT 2600

Dear Assistant Minister

Firstly, I would like to congratulate you on your reappointment as Assistant Minister for Disability Services.

I am pleased to provide you with a briefing on key issues and an overview of the National Disability Insurance Scheme (NDIS).

As at 30 June 2016, the trial of the NDIS came to a conclusion and met its critical purpose. The information from trial has overall validated the assumptions upon which the funding for the scheme is based. The trial finished below the overall trial funding envelope and scheme data projections indicate that the full scheme will operate within the full scheme funding envelope.

The trial has provided the National Disability Insurance Agency (Agency) with the opportunity to test and refine service delivery design and operations. The Agency will continue to closely monitor implementation over coming years as it now grows the NDIS from seven trial sites to 100 sites, and from more than 30,000 participants at the end of June 2016 to more than 460,000.

As the scheme becomes a fully national scheme the Agency is focused on the key challenges ahead, including developing strong linkages with community partners, overseeing significant market growth, while remaining participant-centred and fiscally sustainable.

In particular, I wanted to let you know about a community awareness raising project titled *NDIS Ready* that the Agency launched in May 2016, and invite you to be a part of the project. *NDIS Ready* is a community awareness raising project aimed at preparing people with disability, their families and carers, providers and the community for the rollout of the NDIS.

There are a number of opportunities for you to become involved in *NDIS Ready*, such as:

- attending NDIS office openings/community celebrations;
- sharing the NDIS Ready Communications Toolkit from our website amongst your networks to help spread the word about the NDIS and how people can get ready for the scheme;
- sharing content on your social media channels about the NDIS using #ndisready; and
- filming an NDIS TV video to be shared through NDIS communication.

The scope and scale of the NDIS makes it a challenging but critically important reform, given the major positive implications for workforce participation, productivity, efficiency in public expenditure, and most importantly, improved lives for people with disability.

Either s. 47F or s. 47E(d)

The Agency remains committed to delivering the scheme in line with the Government's priorities of contestability, innovation and economic growth.

Please do not hesitate to contact me on Section 47F - Personal Privacy or at David.Bowen@ndis.gov.au if you have any queries.

I look forward to briefing you on these matters at a suitable time and continuing to work with you to deliver these outcomes

Yours sincerely



David Bowen
Chief Executive Officer
National Disability Insurance Agency

19 July 2016