



# Corporate Plan 2018-22

**ndis**

## Statement of preparation

We, the Board of the National Disability Insurance Agency (NDIA), as accountable authority, present the 2018–22 NDIA corporate plan, as required under section 35 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).

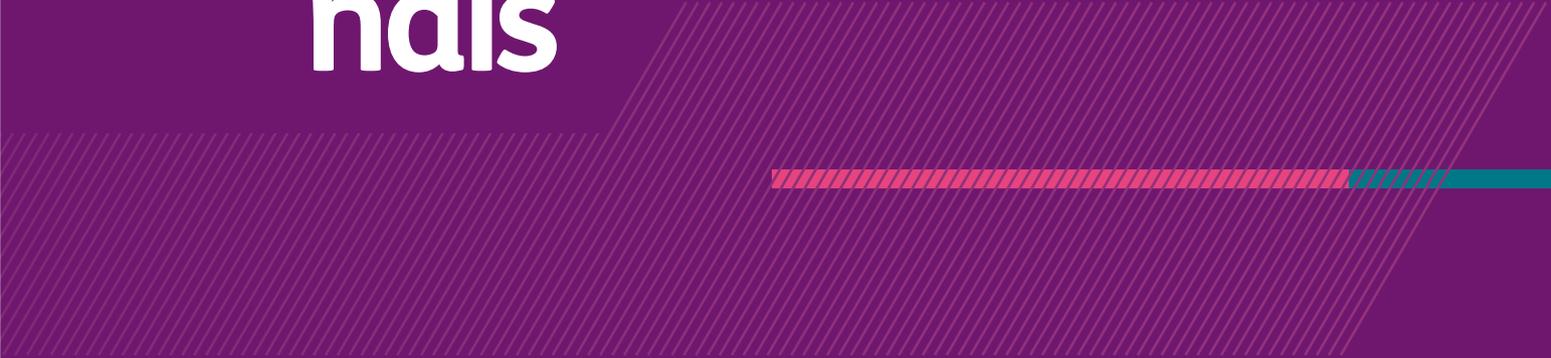
The Board acknowledges the objectives of the Convention on the Rights of Persons with Disabilities.

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.



# Corporate Plan

2018-22



**ndis**



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## Foreword

The Board is pleased to present its 2018–22 corporate plan.

The corporate plan is an essential part of our planning framework that sets out our key strategic priorities for the coming year and beyond until 2022.

Our objective is to improve economic and social outcomes for participants, while ensuring the financial sustainability of the National Disability Insurance Scheme. We achieve this by putting participants at the core of everything we do, ensuring we continue to provide a high quality experience to participants, and recognising and respecting the important roles played by carers and advocates, providers and disability groups. Developing this plan provides the Board and management with the opportunity to further strengthen our understanding of our common objective in support of participants and their families.

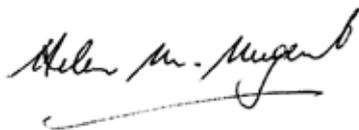
The focus over the past 12 months has been on improving delivery of the Scheme. We will need to continue to do this as we move into a period of ever accelerating growth, as we transition to full Scheme in 2020.

As the Scheme continues to grow, we will continue to work proactively with participants and provider groups to improve their experience with the Scheme and with the NDIA. We will continue to listen to feedback and improve our processes and systems at the same time as we continue to roll out the Scheme nationally. At the same time, we need to ensure that the Scheme is financially sustainable, while meeting the needs of those for whom the Scheme was intended.

Achieving our objective requires the NDIA to operate as a high-performing organisation that reflects the values of our community and the ground-breaking nature of the Scheme.

This refreshed corporate plan will continue to assist in delivering the NDIA's aspirations and priorities, while building an organisation of which all Australians can be proud.

The Board commends the corporate plan.



**Dr Helen Nugent AO**  
**Chairman**

# 1. Introduction

This corporate plan provides strategic direction to guide the NDIA's activities for the financial years 2018–19 through to 2021–22 as required under section 35(1)(b) of the PGPA Act.

The NDIA is accountable to the Australian Government through the Minister for Social Services and the Council of Australian Governments (COAG) Standing Council on Disability Reform. The NDIA operates under the NDIS Act and receives funds contributed by the Australian Government, states and territories.

The NDIA is the independent Commonwealth entity responsible for implementing the National Disability Insurance Scheme (the Scheme). Its responsibility is to deliver the Scheme in a way that builds confidence and trust among participants and their families, carers, the community, the disability services market and other stakeholders.

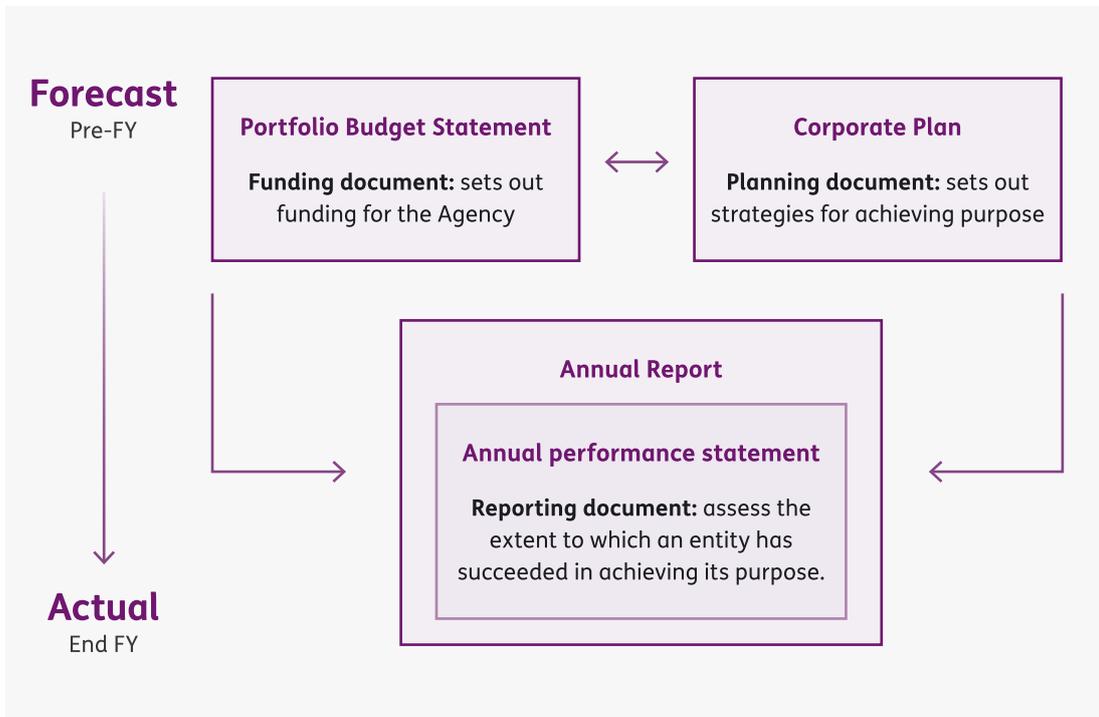
The NDIA will continue to harness expertise from the disability sector to build a scheme that meets the needs of all Australians.

## 1.1 Performance framework

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

The corporate plan and Portfolio Budget Statement (PBS) together set out the NDIA's plan for the coming financial year. The annual performance statement, which is released as part of the annual report at the end of the financial year, reports on the NDIA's performance against the metrics which it provides in the corporate plan.

Figure 1: Performance framework



In addition to obligations under the PGPA Act and Rules, the NDIS Act contains requirements with which the NDIA Board must comply in preparing its corporate plan. These include the requirements to:

- › Have regard to the Statement of Strategic Guidance given under section 125 of the NDIS Act; and
- › Include certain information relating to the financial sustainability of the Scheme.

## 1.2 Strategic guidance

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

To meet government priorities and achieve a successful transition to full Scheme, the COAG DRC expects the NDIA Board to focus on six key themes in determining the objectives, strategies and policies it should follow:

**Table 1:** COAG's expectations

<i>COAG's expectations</i>	<i>Description</i>
<b>1. Participant and community outcomes</b>	<ul style="list-style-type: none"> <li>› Support participants' ability to exercise choice and control.</li> <li>› Build participant and community capacity to engage with the Scheme and supplier market.</li> <li>› Develop robust metrics for monitoring and reporting on key aspects of the Scheme's delivery, including participant experience.</li> </ul>
<b>2. Building and maintaining stakeholder confidence</b>	<ul style="list-style-type: none"> <li>› Build confidence and trust among participants and their families, carers, community and the disability services market to protect the reputation of the NDIA, by having responsive processes and transparent and consistent communication.</li> <li>› Work constructively with, and give thoughtful consideration to, independent advice on matters relating to delivery of the Scheme from the Independent Advisory Council (IAC).</li> </ul>
<b>3. Identifying strategic risks early and managing risks well</b>	<ul style="list-style-type: none"> <li>› Take a structured approach to identifying and managing risks and develop a sophisticated understanding of the risk interdependencies that could impact delivery of the Scheme.</li> <li>› During transition, escalate important issues urgently.</li> </ul>

<i>COAG's expectations</i>	<i>Description</i>
<b>4. Supporting market development</b>	<ul style="list-style-type: none"> <li>› Understand and report risks in relation to market responses and the need for interventions to ensure supply.</li> <li>› Improve systems and processes and promote provision of high-quality and innovative supports.</li> <li>› Provide sufficient focus on appropriate fraud and compliance controls.</li> <li>› Support the development of and transition to a national quality and safeguards framework.</li> </ul>
<b>5. Safeguarding the sustainability of the Scheme</b>	<ul style="list-style-type: none"> <li>› Ensure the Scheme's insurance principles are maintained.</li> <li>› Use actuarial data and analysis and draw on the experiences of early implementation to identify future cost pressures.</li> <li>› Work with governments on the national disability strategy to ensure broader community engagement and inclusion of people with disability.</li> </ul>
<b>6. Developing a high-performing NDIA</b>	<ul style="list-style-type: none"> <li>› Build a high-performing, professional and systems-based organisation with clear accountabilities and governance which continues to improve its practices.</li> </ul>

### 1.3 Financial sustainability of the NDIS

The NDIA's corporate plan must include details of the financial sustainability of the Scheme. This corporate plan addresses the financial sustainability of the Scheme in section 6.3, including risks and issues relevant to financial

sustainability and the management of these risks and issues. It details estimates of current and future Scheme and NDIA expenditure and revenue in Appendix 2.

## 2. Purpose

### 2.1 Our purpose – the why

The NDIA's purpose is to increase the ability of individuals with a significant and permanent disability (participants) to be more independent, and to engage more socially and economically, at the same time as delivering a financially sustainable NDIS that inspires community and stakeholder confidence.

### 2.2 Our purpose – the how

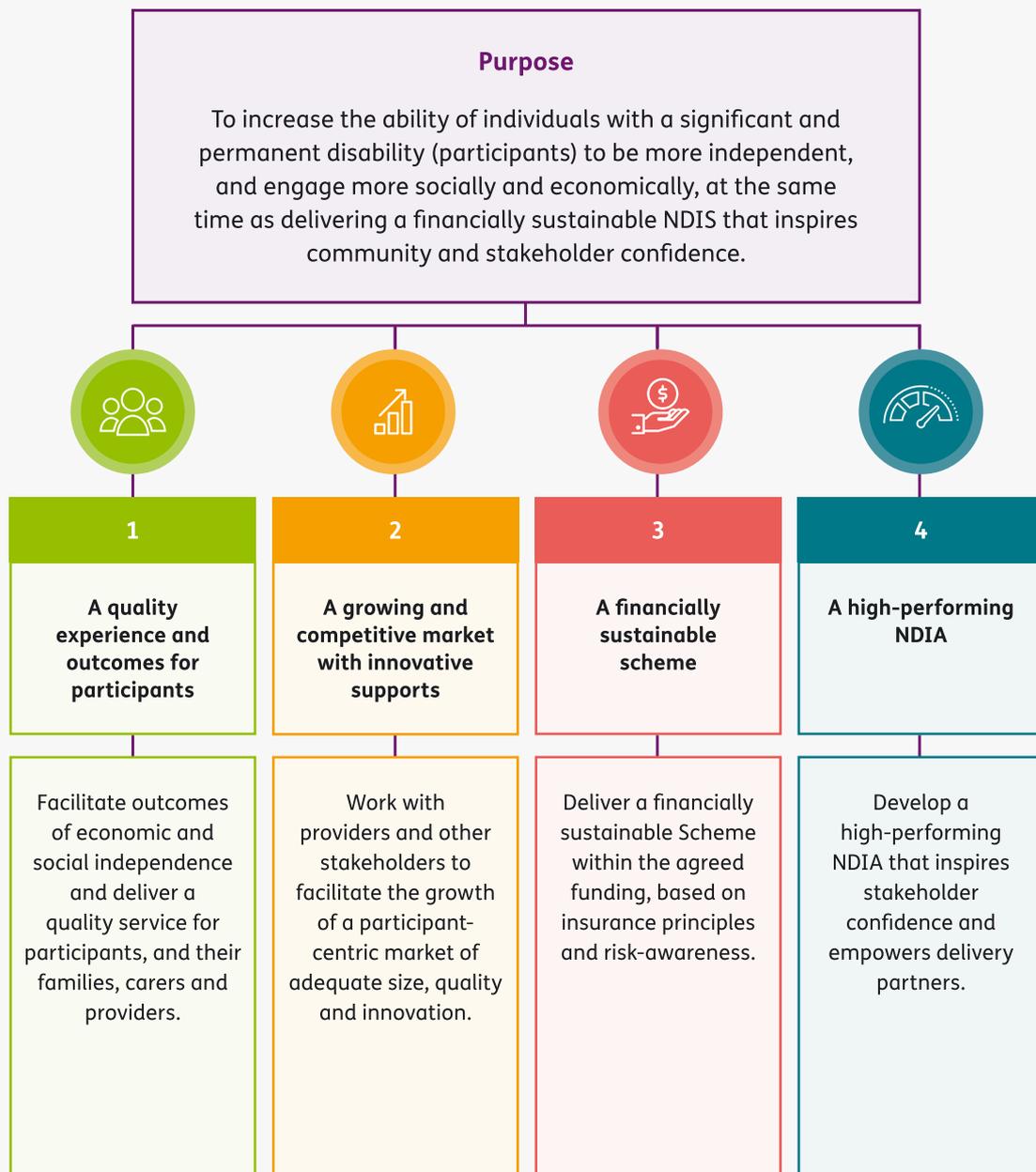
Drawing on the COAG DRC's expectations, the NDIA's purpose is supported by four aspirations, as detailed in Chapter 7. The COAG DRC's expectations for participant and community outcomes, supporting

market development, and safeguarding the sustainability of the Scheme are reflected in Aspirations 1, 2 and 3. The COAG DRC's expectations for developing a high-performing NDIA, building and maintaining stakeholder confidence, and identifying risks early and managing risks well are reflected in Aspiration 4.

As the NDIA works to deliver on its purpose and aspirations, it will continue to build confidence and trust amongst its stakeholders, through information and genuine engagement. In particular, the NDIA will harness the expertise of participants, their families and carers and the disability sector to build a scheme for all Australians.



Figure 2: Purpose and aspirations



## 2.3 Who benefits

In delivering on its purpose, the NDIA expects to achieve the following benefits for:

- › **Participants:** Participants are individuals with a significant and permanent disability who are eligible for individualised support packages under the Scheme. Participants will have choice and control over their lives. Participants will choose the supports they need to improve their social and economic engagement. As consumers in a competitive, innovative marketplace, they will benefit from a broader range of higher quality services. As citizens, they will be empowered to optimise their independence and involvement in their communities.
- › **People with disability:** These are people who experience impairments, activity limitations and participation restrictions. People with disability include participants as well as other people with disability who do not meet the Scheme’s access requirements. The Scheme will assist people with disability by promoting access to mainstream and community services supplied by other organisations, as well as by facilitating research and innovation in the disability sector. Mainstream services are those provided by government systems to the Australian public, and include health, mental health, education, justice, housing, child protection, transport and employment services. Community services are activities and other services not supplied by government groups that are available to everyone in the community.
- › **Families and carers:** By improving outcomes for people with disability, a flow-on benefit is delivered for families and carers. When the needs of people with disability are met, the wellbeing and social and economic participation of family members and carers also improves.
- › **Community:** The Scheme will provide peace of mind for all Australians. Anyone who has, or might acquire a permanent and significant disability before the age of 65 and is an eligible participant, will have the reasonable and necessary supports they need to optimise their social and economic independence. Communities will benefit from greater participation by people with disability and their informal carers and greater awareness of the issues that affect their lives.
- › **Providers:** The Scheme will produce a rapid and substantial injection of funding into disability support services. The consequent increase in demand for the disability care and support services creates a significant opportunity for existing and new providers of disability services who can successfully engage with participants as customers 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 delivered.
- › **Economy:** The Scheme, by taking a lifetime view of the cost of disability support, encourages early investment and intervention. This is expected to reduce the total future cost of disability services in Australia. Improved employment outcomes for people with disability and their families, and a reduced load on the health system are also expected to contribute long-term economic benefits.

## 3. Values

When the Agency launched in 2013, it was founded on a set of values that defined the development of the Scheme during Trial. These values were assurance, empowerment, responsibility, learning and integrity.

As the NDIA has continued to grow and evolve, it is important that as it stands today and looks towards the future that it has a set of values that reflects its core beliefs and aspirations. The values also need to be integral to the NDIA being a rewarding and effective place to work to deliver the Scheme.

The NDIA's values have been refreshed in consultation with staff and Partners in the Community (PITC) to set and evolve the culture of the organisation. The values have been developed to guide staff and PITCs to deliver on the purpose of the Scheme, to

make the difference for participants, their families and carers by positively impacting the lives of people with a disability.

The four refreshed values for the Agency are:

- › **We value people**  
We put participants at the heart of everything we do.
- › **We aim higher**  
We are resilient and always have the courage to do better.
- › **We grow together**  
We work together to deliver quality outcomes.
- › **We take care**  
We own what we do and we do the right thing.



## 4. Background to the NDIS and NDIA

### 4.1 Scheme overview

#### ***A fundamental shift in the delivery of disability supports***

The NDIS is a fundamental shift in the way disability supports are provided to, and funded for Australians who have a significant and permanent disability. It represents a once-in-a-generation social and economic reform. Its focus on improved outcomes will positively impact the lives of hundreds of thousands of participants and their families and carers.

Over and above existing mainstream supports, the Scheme will provide Australians under the age of 65 with a significant and permanent disability (referred to as participants), with the reasonable and necessary supports they need to have an ordinary life and to participate in employment and the community.

Consistent with the Scheme's participant-centric approach, an assessment of each individual's needs, goals and aspirations will determine funding support.

Participant choice and control are core features of the Scheme's design. In this new market-based system, participants work closely with support staff to determine a plan that focuses on the individual and the specific goals they wish to achieve. Participants can choose and move between disability providers, rather than having providers contracted for them. In this way, participants are empowered to own their goals and aspirations and to have a say in how they attain improved social and economic outcomes.

The Scheme is the first national approach to the provision of disability supports in Australia. The move from state systems to the Scheme should provide participants with the same reasonable and necessary supports regardless of where they live.

The Scheme forms an important part of the Australian Government's *National Disability Strategy 2010–2020*, a ten year policy framework for improving life for Australians with disability, their families and carers. The strategy supports Australia's commitments to the United Nations Convention on the Rights of Persons with Disabilities. It guides public policy across all levels of government and drives change in mainstream and specialist disability programs and services, and community infrastructure.

The specialist disability supports that the Scheme provides complement the mainstream services that the Australian Government and state and territory governments provide. These include health, education, housing, transport and safety.

### 4.2 A scheme based on insurance principles

The Scheme is founded on insurance principles. It is based on an insurance approach of early investment to build individual capacity in participants to live independent lives in inclusive communities. This marks a deliberate departure from a welfare-based approach, where the costs of providing disability support were viewed through a short- to medium-term lens. The Scheme is intended to improve outcomes for

participants while producing long-term fiscal and economic gains for Australia.

Disability can affect anyone. Through the Scheme, Australians share the risk and the cost of disability services and supports. All Australians have peace of mind that the Scheme will be there for them and their loved ones should they need it. The Scheme ensures that support is provided to eligible people with disability.

The Agency draws on the practices of commercial insurance companies, making evidence-based decisions on Scheme access informed by statistical analysis. Scheme access decisions include the extent of financial support for a participant as well as the nature of the reasonable and necessary products and services that may be funded.

The insurance approach means financial support is considered over the life of the participant. The Scheme's sustainability is measured by calculating the total future cost of supports for all participants. This will make a significant difference in assisting participants with a disability build capacity to achieve their goals, which in turn will deliver improved social and economic outcomes for hundreds of thousands of Australians with a significant and permanent disability, their families and carers.

The Scheme is a world-leading social reform, and is developing a greater capacity for cost management than any previous social program. This is integral to ensuring the Scheme remains financially sustainable.

The Scheme's insurance approach is underpinned by four principles (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.

### 4.3 NDIA overview

#### **About the NDIA**

The NDIA is the independent Commonwealth entity responsible for implementing the National Disability Insurance Scheme. The NDIA is responsible for delivering the Scheme in a way that allows participants to exercise choice and control, and improves participant outcomes and experience. The NDIA must do this while safeguarding the long-term financial sustainability of the Scheme, ensuring participants have the funding available for reasonable and necessary supports over their lifespan, and that the Scheme is here for generations of Australians to come.

The NDIA receives funds contributed by the Australian Government, and states and territories. The NDIA manages the Scheme's funds, administers access to the Scheme, develops participant plans, approves the payment of individual support packages, and reviews participants' plans. In administering the Scheme, the NDIA also promotes linkages and access to mainstream and community supports for people with disability, and has a role in developing and building awareness about the disability sector.

More broadly, the NDIA has an important, shared role as market steward in the new

disability support services marketplace. Market stewardship recognises that when governments implement policies to increase consumer choice and adopt market-based delivery, they must also oversee how the marketplace develops.

The NDIA works with other Australian Government departments including the Department of Social Services (DSS) and the Department of Human Services (DHS), as well as state and territory governments to promote the provision of high quality and innovative supports for participants. The roles of DSS, DHS, states and territories in the new marketplace are detailed in Chapter 5 – Environment.

With respect to market development and market stewardship, the NDIA has lead responsibilities for setting pricing and price controls, producing and communicating market signals, engaging with and providing information to stakeholders, as well as enabling and supporting the development of an e-market ecosystem. Without the Agency having pricing responsibility, flexible responses to emerging market developments would not be possible, thereby threatening the Scheme's viability.

Market stewardship and the NDIA's role in the marketplace will evolve over time as the disability services market matures, and as the new National Disability Insurance Scheme Quality and Safeguard Commission is established.

Engaging proactively with key stakeholders is critical as the NDIA carries out these functions and oversees the rollout of the Scheme. The NDIA will continue to inform its stakeholders about the Scheme, and establish a genuine dialogue with them.

The NDIA will continue to harness expertise from the disability and other sectors to build a Scheme for all Australians.

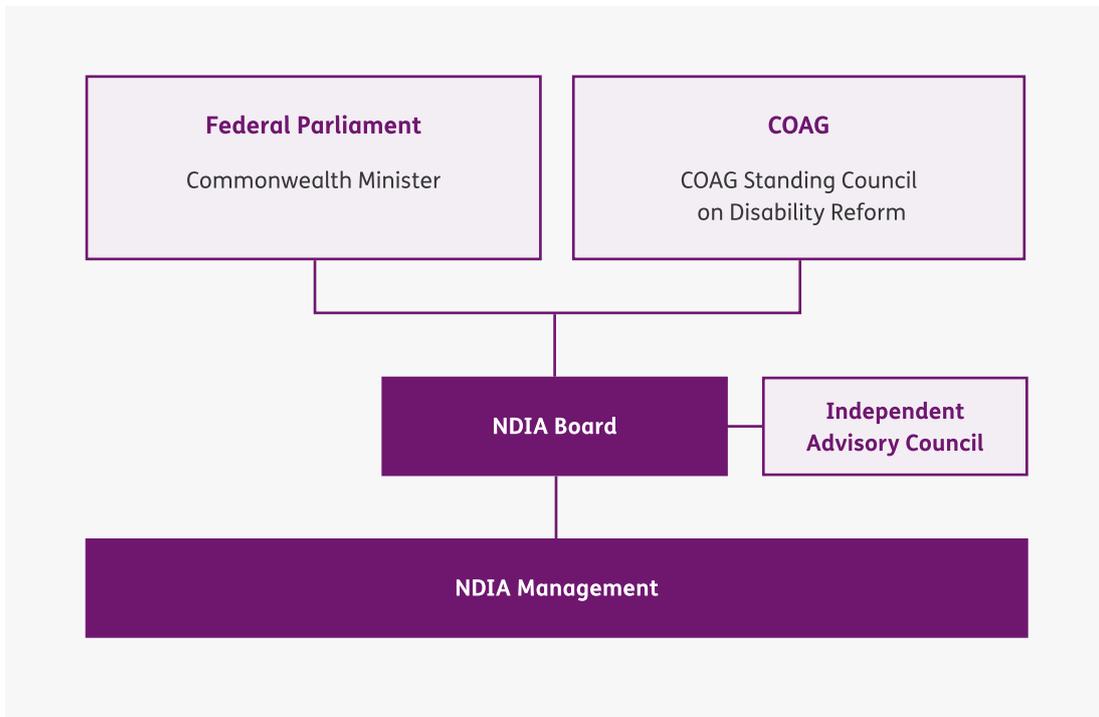
## **NDIA governance**

The governance model for the NDIA is set out in the NDIS Act. Key elements of this model include:

- › **COAG DRC:** This is a ministerial council composed of Australian Government and state and territory treasurers and ministers responsible for disability. The COAG DRC is the principal decision maker for Scheme policy issues.
- › **Responsible Australian Government minister:** The Minister for Social Services 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 setting the strategic direction of the NDIA, ensuring the proper, efficient effective performance of the NDIA's functions and developing and managing relationships with stakeholders. Board membership is determined by the responsible Australian Government minister in consultation with the states and territories.
- › **IAC:** The IAC provides the Board with independent advice, which the Board must consider when performing its duties. The IAC, formally appointed by the Minister, is composed of people with disability, service providers and carers, and brings the crucial perspectives of these stakeholders to the work of the NDIA and the design of the Scheme.

The relationship between these elements is depicted in the figure below.

Figure 3: NDIA Governance



### ***The NDIA's Partners in the Community (PITC)***

The NDIA partners with organisations in the community across Australia to deliver the Scheme. Partners are the face of the Scheme in many communities.

PITCs are suitably experienced and qualified organisations within the community that deliver Local Area Coordinators (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. They play an important role in helping eligible participants navigate the Scheme and connect people with disability to community and other government services.

LACs achieve this through the following methods:

- Natural networks – LACs assist people with disability and/or their families and carers to identify, and in turn engage with or strengthen the natural relationships that exist within and across communities.
- Empowerment – LACs develop the self-motivation and in turn competence and confidence with participants, their families and carers so they are self-reliant, confident, connected, more able to exercise choice, make decisions and gain access to the resources they require to achieve their vision for a better life.

- Community building – LACs connect the right people together (often people with shared concerns including people with disability or families) and build the community’s capacity and encourage change in societal beliefs and structures so that people with disability and/or families feel empowered and valued.
- › ECEI services support Early Childhood Early Intervention activities that will improve the independence and social participation of children aged 0–6 years with disability or developmental delay. Investment in early intervention is a key feature of the Scheme. Access to early intervention in childhood aims to increase functional capacity and increase the opportunity for social, economic and community participation. Delivered by an early childhood partner, ECEI services assist children who meet the eligibility criteria and their families to understand the child’s support needs, and provide them with information and guidance that will help them make informed choices about appropriate supports and services, including identifying whether these supports should be provided through the Scheme or through mainstream services.

The NDIA sources partners, manages partner agreements, supports and trains partners, and sets and monitors performance and integrity standards for partners in their delivery of LAC and ECEI services.

Each PITC is required to provide the NDIA with a Quality and Safeguards Framework and a Complaints Policy Plan that describes

measures to ensure the safe delivery of PITC services and processes to manage feedback and complaints.

PITCs are responsible for working closely with the NDIA’s regional offices to deliver on the outcomes, including alerting the NDIA of any quality of service, safeguards or performance issues, and undertaking any actions needed to deliver outcomes.

## 4.4 What the NDIA has achieved and the opportunities ahead

### *Where the NDIA is today*

The Scheme’s Trial sites were established over a three-year period between 2013 and 2016 in seven sites across Australia. The Scheme Trial finished on 30 June 2016. It brought more than 30,000 participants into the Scheme within budget, and with a high level of participant satisfaction.

The Transition from Trial to full Scheme commenced on 1 July 2016 in all states and territories except Western Australia, which has since joined the national Scheme and commenced transition on 1 April 2018. Difficulties were experienced at the point of Transition: the NDIA is continuing to address these challenges.

During the transition phase the number of participants entering the Scheme is continuing to grow and accelerate, with more than 160,000 participants (including ECEI) with an approved plan.

The NDIA is growing rapidly and spreading out into the community it serves. It has grown into a 3,800 person organisation located in over 120 service delivery sites across Australia, including every state and territory with a further 2,900 PITCs (as at 31 March 2018).

The Scheme has now entered a rapid and ambitious scale-up phase that will see it provide much needed, life-changing support to people with disability. Over the next three years, it will grow to an expected 460,000<sup>1</sup> participants at full Scheme.

### ***There's a lot to celebrate***

The NDIA has achieved the following (figures as at 31 March 2018):

- › **>160,000** participants (including ECEI) have had plans approved since the Scheme began—a 68% increase since June 2017.
- › **45,000** people receiving support for the first time under the NDIS.
- › **>14,000** registered providers—a 64% increase since June 2017.
- › **\$7.2 billion** of support committed in 2017–18 for active participants.
- › **84 per cent** of participants surveyed in the March 2018 quarter rated their satisfaction with our planning process as either good or very good.
- › **>90 per cent** of parents/carers surveyed of children aged between 0 and six say the NDIS has helped with their child's development and access to specialist services.
- › **72 per cent** of participants surveyed aged 25 and over say the NDIS has helped with daily living activities.

### ***What the NDIA needs to achieve by 2022***

The next four years will be characterised by two distinct phases for the NDIA.

In the near term to 30 June 2020, the emphasis will continue to be on transitioning to full Scheme while ensuring quality outcomes and improved participant experiences. This transition period will also see the exit of state governments from the disability services market for NDIS participants. The independent Quality and Safeguards Commission will oversee the delivery of quality supports and services under the Scheme. This will be a period of great growth, change, opportunity and challenge. The NDIA anticipates an evolution in its role as providers respond to the new marketplace and the Scheme becomes an embedded feature of Australia's social infrastructure.

From 1 July 2020 to 30 June 2022, the NDIA will be operating at full scale in a mature market. It will continue to monitor progress, listen to stakeholders, improve the delivery of the Scheme to participants and safeguard its long-term financial sustainability.

<sup>1</sup> Includes all participants throughout Australia under the age of 65.

**Table 2:** The NDIA's aspirations over the next four years

<i>Aspiration</i>	<i>Transition to full Scheme</i>	<i>Operating at full Scheme</i>
<b>A quality experience and outcomes for participants</b>	<ul style="list-style-type: none"> <li>› The NDIA is committed to overseeing the delivery of the Scheme to 460,000 participants, with high participant satisfaction rates.</li> <li>› The NDIA will continuously build and refine systems and processes to support a nationally-consistent, high quality approach to Scheme access, and the planning and funding of participant supports.</li> <li>› The NDIA will have robust methodologies to measure participants' social and economic outcomes and experience, with the ability to assess emerging evidence of the Scheme's impact on participants.</li> </ul>	<ul style="list-style-type: none"> <li>› Participants have increased social and economic participation, and choice and control over their supports.</li> <li>› The NDIA rigorously monitors participant outcomes and ensures these insights drive continuous improvements in the way the Scheme is delivered.</li> <li>› There is public familiarity, confidence and pride in the Scheme as it is an embedded feature of Australia's social infrastructure.</li> <li>› There is greater community recognition and inclusion of people with disability as the community becomes familiar with the Scheme.</li> <li>› Participant satisfaction with the NDIA planning process is high.</li> </ul>
<b>A growing and competitive market with innovative supports</b>	<ul style="list-style-type: none"> <li>› As a market steward, the NDIA, with DSS and state and territory governments will support the timely development of a disability support services market of adequate size and quality.</li> <li>› Key responsibilities of the NDIA in relation to market development and market stewardship include: setting pricing and price controls; producing and communicating market signals; engaging with and providing information to stakeholders; and, developing and supporting an e-Market ecosystem.</li> </ul>	<ul style="list-style-type: none"> <li>› The marketplace for disability support services is diverse, innovative and high quality and delivers the services required by participants.</li> <li>› Providers compete to deliver the best outcomes, and supply is sufficient to meet demand.</li> <li>› The NDIA's role as shared market steward is light touch.</li> <li>› Scheme participants are informed consumers, with supports predominantly commissioned by participants directly, with central commission by exception only.</li> <li>› The NDIS Quality and Safeguards Commission is fully operational.</li> <li>› There is greater clarity on price deregulation.</li> </ul>

<i>Aspiration</i>	<i>Transition to full Scheme</i>	<i>Operating at full Scheme</i>
<p><b>A financially sustainable Scheme</b></p>	<ul style="list-style-type: none"> <li>› The NDIA is committed to delivering the Scheme within agreed funding. This involves delivering the greatest possible benefits for participants, while monitoring and managing pressures on the total future cost of the Scheme.</li> <li>› The NDIA has established risk frameworks and actions to manage the transition to full Scheme.</li> </ul>	<ul style="list-style-type: none"> <li>› The NDIA continues to use the insurance approach.</li> <li>› The Scheme is delivered within agreed funding, and is sustainable for taxpayers and governments over the short and long term.</li> <li>› The NDIA rigorously monitors strategic risks relative to its goals of delivering high-quality plans, resulting in the expected outcomes for participants, within the budgeted Scheme cost, with minimal fraud or gaps in service levels, thus maintaining stakeholder confidence.</li> </ul>
<p><b>A high-performing NDIA</b></p>	<ul style="list-style-type: none"> <li>› The NDIA invests in its people, culture and systems to ensure a participant focused and empathetic yet outcomes-driven and high-performing service delivery organisation.</li> <li>› The NDIA establishes approximately 130 service delivery sites nationally, and grows significantly its staff and PITCs.</li> </ul>	<ul style="list-style-type: none"> <li>› The NDIA delivers high quality service as an empathetic yet outcomes-driven and, high-performing service delivery organisation.</li> <li>› The NDIA engages proactively with its stakeholders and is highly regarded by people with disability, the community and its partners.</li> </ul>



### Case study

## “Jonathon’s got full-time work in sight.”

You can see the excitement in Jonathon Brimfield’s face when he talks about his goal of getting full-time paid work.

Already having secured three days a week at a local green grocer, the 19-year-old is well on the way to achieving his goal. Jonathon says it is because of his NDIS plan, which he used to engage Burnie disability employment provider APM, to help him build his skills.

“APM has been great,” Jonathon said. “They helped me get a ten week work placement at Bunnings, which really helped to build my confidence, and now I’ve just got a job at Nut House Fruit Barn where I bag up potatoes, help stock the cooler room; and I work out the front, restocking shelves.

“It’s great. I love my job, and I’m getting to learn about the industry. There’s also talk the job could go full-time,” he said excitedly.

Benny Parsons from The Nuthouse Fruit Barn said that Jonathan is a great addition to the team. “We love Jonathon’s happy go lucky attitude and the way he has endeared himself to staff and customers.”

Burnie APM employment consultants, Deborah Hergatt and Ben Lewtas said they really wanted to congratulate Jonathon on his commitment to finding work.

“Jonathon has been great,” Ben said. “He always turned up on time to his appointments and he was always happy to take on new challenges.”

Deborah said Jonathon did have previous employment but his main barrier was being misunderstood and not knowing how to respond appropriately, so the disability employment provider concentrated more on his life skills and his numeracy and literacy skills, which really helped him.

“Jonathon is a dedicated young man with a great deal of ability but he just needed the right supports to help him secure the right job,” Ben said.

“Deborah worked closely with Jonathon and his employer, the Nut House Fruit Barn, to ensure his skills matched its working environment and both felt comfortable and supported, and so far it’s been a real success,” Ben said.

“It’s a challenge to find a suitable employer to match a client’s skills [with] a working environment where candidates are able to do an achievable task. Once the employer observes their work ethic they are willing to provide more opportunities for them to develop,” Deborah said.

“Prior to the NDIS, I was getting into a lot of trouble with the law but now I am an NDIS participant, I’ve been able to use my funding to help me find a job and settle down,” Jonathon said.

“The NDIS has changed my life,” he said proudly.

## 5. Environment

Every day, the NDIA welcomes new participants transitioning into the Scheme. The NDIA must manage this transition, improving the lives of 460,000 Australians and their families and carers, in a complex and rapidly evolving environment. Helping participants in this transition are multiple stakeholders and delivery partners. In this context, the NDIA needs to work closely with its partners and other stakeholders in its operating environment to deliver a high quality, accessible national scheme for the benefit of participants, their families and carers, and other people with disability.

### Competitive Market of Providers

Providers are individuals or organisations that deliver a support or product to a Scheme participant. The range of providers in the developing market is diverse, and includes: existing disability organisations transitioning from state systems; adjacent services represented by industry or peak bodies; various allied health professional groups and individuals; and, emerging non-traditional services such as financial intermediaries and online platforms.

The NDIA will help new and existing providers register as Scheme providers and access the NDIA's systems and processes. The NDIA will also work with the Commonwealth and states and territories to assist in building the capacity of existing providers and potential new market entrants to operate in the new Scheme's marketplace.

The number of registered providers is more than doubling each year, comprising existing providers transitioning services to the Scheme and new providers entering the market for the first time. 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).

The number of available providers needs to continue growing, particularly in remote areas where there may not be a critical mass of participants. The NDIA is monitoring activity levels of providers as registration has not always resulted in active participation in the market. The NDIA also monitors the utilisation of participant plans where provider supply can be one impediment to participants not receiving full support.

### Organisations that receive Information, Linkages and Capacity Building (ILC) funding

ILC refers to the set of activities focused on personal and community capacity building that will benefit all people with disability. The NDIA distributes grants through funding rounds to organisations to carry out activities in the community that relate any of the four activity areas in ILC policy:

- › Information, linkages and referrals
- › Community awareness and capacity building
- › Mainstream capacity building
- › Individual capacity building.



Organisations applying for ILC funding each round need to demonstrate that the proposed activity is consistent with ILC policy. Organisations that receive grants are asked to collect and report information about their outputs and the quality and effectiveness of their activities.

### State and territory governments

States and territories play a critical role in relation to the NDIA's work through its activities in relation to both mainstream services and disability support services.

The specialist disability supports provided by the Scheme complement the mainstream services delivered by state and territory

governments, including health, education, housing, transport and safety. Clarifying what services are provided by the Scheme, what services are provided by other service systems, and ensuring Scheme boundaries are observed, will be critical to assuring participant outcomes and the sustainability of the Scheme.

States and territories will continue to play a critical role in the Scheme's marketplace. They will prepare state and territory disability programs for transition, deliver in-kind services and supports during transition, and work with the Commonwealth and NDIA to monitor and respond to interface risks and opportunities for adjacent state-based services.

## DSS

The NDIA is a Commonwealth entity within the Social Services portfolio. The NDIA will work closely with DSS to ensure that policy decisions relating to the Scheme optimise outcomes for people with disability both now and in the longer term. In addition to overseeing the establishment of the NDIS Quality and Safeguards Commission, DSS plays an important role in developing the new disability support services market, including having responsibility for supporting and facilitating responses to workforce challenges; identifying key strategic market pressures and risk points that may impact on transition; and, developing a market oversight function that will include the prudential oversight of the financial viability of providers.

## NDIS Quality and Safeguards Commission

The NDIS Quality and Safeguards Commission is being established as a separate Commonwealth entity under the Social Services portfolio that oversees the quality and safety regulation of the disability support market at full Scheme. The Commission is targeted for launch 1 July 2018 and is expected to be fully operational by 2020. It

will be responsible for, among other things: implementing the NDIS Quality and Safeguarding Framework; facilitating provider registration and quality oversight; administering a complaints handling system; administering serious incident notification; providing restrictive practice oversight; and, investigation and enforcement.

The establishment of the Commission recognises that the new market-based system for disability support services will require a national approach to quality and safeguarding. This will help ensure that supports are safe and of high quality for participants, there is consistency between jurisdictions so that participants receive the same protection regardless of where they live and providers who operate nationally are only required to comply with one set of requirements.

## DHS

The NDIA has a shared services partnership with DHS covering corporate services, information and communication technology (ICT) services as well as business services. Close collaboration between the NDIA and DHS is critical to achieving effective outcomes for the Scheme.

## 6. Aspirations, Goals and Achievements

The NDIA is unequivocally committed to making a difference in the lives of participants. The NDIA's purpose is driven by four aspirations. The aspirations will be delivered through specific initiatives aligned to ten goals that guide the NDIA in its work.

Significant progress has been made in executing the corporate plan and working to improve outcomes. Amongst many other achievements detailed in this section, the NDIA is undertaking a significant program of work to deliver a high quality, outcomes-focused participant and provider experience that is simple, clear and accessible, at the same time as ensuring the Scheme's financial sustainability.

### 6.1 Aspiration 1: A quality experience and outcomes for participants

*Facilitate outcomes of economic and social independence and deliver an exceptional service for participants and their families, carers and providers*

The NDIA 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.

The NDIA 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.

The NDIA will also promote the access and inclusion of people with disability—both participants and non-participants of the Scheme—to mainstream and community-based services through ILC funding, LAC and ECEI services.

**Table 3:** Aspiration 1: Goals, description and activities

<b>Goals</b>	<b>Description</b>	<b>Activities</b>
<b>Improved participant economic outcomes</b>	Support participants, their families and carers to implement plans that deliver employment outcomes	<ul style="list-style-type: none"> <li>› Where possible, build participants' capacity to exercise meaningful choice and control, through purposeful and timely interactions with LACs and planners.</li> <li>› Provide access to information about employment services and suppliers, as well as support for participants to this end.</li> <li>› Monitor and report on participant employment outcomes.</li> </ul>
<b>Improved participant social outcomes</b>	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	<ul style="list-style-type: none"> <li>› Build participants' capacity to engage in community and social activities, through meaningful and timely interactions with LACs and planners and access to information about community and social engagement opportunities.</li> <li>› Develop and improve the approach towards ongoing ILC grants and programs to support community awareness of disability and inclusion.</li> <li>› Monitor and report on participant social and community engagement outcomes.</li> </ul>

<b>Goals</b>	<b>Description</b>	<b>Activities</b>
<b>Plan volume and quality</b>	Deliver high-quality plans and plan reviews at a rate that meets the bilateral estimates	<ul style="list-style-type: none"> <li>› Develop plans that deliver on the intent of the Scheme (i.e. reasonable and necessary, provide choice and control for participants).</li> <li>› Continue to review and revise resource and capability models to ensure the NDIA is positioned to meet bilateral estimates.</li> <li>› Continue refining access and planning process design for improved plan quality and efficiency that affords a quality experience for participants.</li> <li>› Work with PITCs to improve consistency and quality of plans as the NDIA moves towards full Scheme.</li> <li>› Monitor and report on participant plans and reviews.</li> <li>› Clarify roles and responsibilities of stakeholder groups in relation to boundary issues, particularly as they relate to provision of services by mainstream and informal services.</li> </ul>
<b>Quality participant experience</b>	Design and implement robust processes that enable consistent customer experience across the pathway	<ul style="list-style-type: none"> <li>› Continuously improve the participant experience through specified programs of work targeting aspects of the pathway identified through the Pathway Reviews, including tailored pathways as well as ICT investment.</li> <li>› Report on participant experience.</li> </ul>

### ***Opportunities and challenges***

The scale, timing and complexity of the Scheme rollout is without parallel. The number of participants in the Scheme will increase almost three-fold in the next two years, and the NDIA must establish an innovative service delivery network across Australia, supported by PITCs.

In transition to full Scheme, the NDIA needs to manage the subsequent increase in access, planning and review decisions, while continuing to build and evolve the architecture of the Scheme.

The NDIA recognises that the systems and processes that underpin its service delivery must continue to improve if it is to meet the magnitude of this challenge. The quality of participant plans and the planning process must not be sacrificed for speed, and the delivery of bilateral estimates must be in a manner that upholds the NDIA's

commitment to safety, improved outcomes and sustainability. The NDIA also recognises that planning processes and engagement must be further refined and nuanced to meet the needs of different cohorts of eligible people with disability. Consistent with its continuous improvement approach, the NDIA will focus on improving its pathways for participant-centred service delivery.

The NDIA's localised delivery model is a core strength of the Scheme. The local area coordination of locally-based care allows the Scheme to harness the fabric of communities to deliver better outcomes for participants. However, the large dispersed network and decentralised model introduces complexity and risk. The NDIA will work closely with PITCs to ensure LAC and ECEI services are delivered in a consistent and high-quality manner.

Many disability-specific supports can only be effective in an environment where mainstream and community services are



also in place. The NDIA needs to emphasise ILC to give confidence that support needs will be met by mainstream and community organisations. The NDIA will work with the Commonwealth, 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.

### **What the NDIA has achieved**

The NDIA is working to improve the participant experience, including redesigning the participant pathway with the commitment to face-to-face engagement for the Scheme plan development, provided this is the participant's preference.

Feedback from key stakeholders, helped the NDIA identify how it can improve the Scheme experience. Through feedback and workshops, the NDIA identified important issues that it needs to improve and the new pathways have been designed to respond to feedback and will focus on having:

- › A consistent point of contact, who plays a key role in empowering participants to achieve outcomes;
- › Planning being undertaken with a skilled LAC or NDIA planner who will spend time understanding the unique needs of each participant;
- › A stronger focus on the broader system of supports for people with disability, including other government services such as health, education and transport, to promote greater inclusion and a sense of community for people with disability;

- › Communication which emphasises the objectives of the Scheme, with a clear focus on outcomes and goals during planning discussions;
- › Information that is clear and consistent and available in accessible formats such as plain English and braille; and
- › The Scheme's improved portal and tools, combined with more straightforward processes that will reduce the administrative cost for providers.

A pathway pilot began in December 2017 in Victoria in partnership with Brotherhood of St Laurence and Latrobe Community Health Services – two established LACs with considerable Scheme experience. The pathway pilot improvements are focused on better pre-planning and the implementation of effective planning where a person works side-by-side with a planner and LAC to talk about their goals, then develop and implement a plan.

A participant reference group has been established to guide the pilot. The reference group has worked with the NDIA to develop the first version of an easy-to-read plan.

The NDIA has also recently released a strategy statement for engaging with people from Culturally and Linguistically Diverse (CALD) backgrounds. It is expected that approximately 20 per cent of the Scheme's participants at full Scheme will identify as coming from a CALD background. The Strategy outlines how the NDIA will ensure people from diverse backgrounds can access the Scheme and the information they need. The strategy is also the NDIA's public commitment to work alongside people with disability from CALD backgrounds to set and achieve their goals in inclusive communities and workplaces.

In addition, the NDIA has engaged with more than 1100 participants, families, carers and stakeholders to identify how the new participant pathway can meet the specific needs of cohorts. Work is continuing for the specific cohorts including young children aged 0–6, people with complex support needs, people with psychosocial disability, Aboriginal and Torres Strait Islander peoples, people from CALD communities, remote and very remote communities and people who identify as lesbian, gay, bisexual, transgender, queer or questioning, intersex and asexual (LGBTQIA+).

## 6.2 Aspiration 2: A growing and competitive market with innovative supports

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

The delivery of the Scheme relies on the establishment of a robust and innovative market for quality supports that meets the individual needs of participants.

The NDIA will actively work with participants, providers, peak bodies, the Commonwealth, state and territory governments to support the development of a market of sufficient scale at a national and local level so that participants have choice and control over how they use the supports funded in their plan. In partnership with these stakeholders, the NDIA will develop an approach to identify underdeveloped sub-markets and, where appropriate, design actions to better enable the market to meet the needs of participants that is responsive and proportionate to the issues identified. The NDIA will also support

providers to offer innovative services that respond to participant demand.

Key activities the NDIA will undertake in transition in its capacity as market steward include:

- › **Monitoring:** Monitor and analyse data collected through the day-to-day Scheme operations, as well as regional intelligence and other data sources to understand and evaluate the performance of the market. Monitoring of the market by the NDIA will, where appropriate, guide NDIA activities to enable the market to better support participant needs.
- › **Facilitating:** 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 comprehensive engagement with providers. As part of its ‘facilitating’ role, the NDIA also encourages a diversity of supplier business models.
- › **Commissioning:** Where market gaps and risks emerge, the NDIA may directly source supports or establish preferred provider arrangements. This will be supported by controls and rules that must be complied with to participate in the Scheme marketplace. The NDIA expects only to carry out commissioning activities in limited circumstances where significant market gaps and risks emerge.

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

The NDIA’s view of market success for participants and providers in the Scheme marketplace is summarised as follows:

The NDIA's view of market success for participants and providers in the Scheme marketplace is summarised as follows:

**Figure 4:** Scheme Marketplace





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

For participants, success means the ability to exercise informed choice and control, to achieve outcomes and ultimately drive increased capacity across life domains. Plans will be self-directed, easily implemented and flexible to allow for providers and/or support mix to be varied. The enabling environment includes high quality NDIA systems, market infrastructure for efficient transactions, readily accessible information for participants and appropriate incentives in funding and pricing of provider services.

For providers, success means a diverse, competitive and relatively stable range of providers where supply is sufficient to meet demand. Supports should be predominantly

commissioned directly by participants (with NDIA direct commissioning only in limited circumstances), for pricing to eventually be mostly deregulated and other market ‘rules’ focused only where quality is not readily observable. In the interim, however, price limits must be adequate to attract a sufficient number of providers. The enabling environment includes providers supported by information for decision making with low barriers to market entry and exit. Providers will be focused on outcomes, leaving scope for innovation, with their contribution clearly visible. Interventions such as price caps will be based on transparent principles and processes, with over time, markets progressively deregulating. The payments system must be easy to use and accessible.

**Table 4:** Aspiration 2: Goals, description and activities

<b>Goals</b>	<b>Description</b>	<b>Activities</b>
<b>Available market of supports and services</b>	Facilitate additional capacity in key markets where supply gaps are likely (collaborating with Commonwealth, state and territory governments) and ensure market settings and regulations (e.g. price controls) do not constrain efficient supply of supports at the local market level	<ul style="list-style-type: none"> <li>› Strengthen the NDIA's capabilities in fostering growth and innovation including for regional and remote areas.</li> <li>› Address expected supply shortfalls in collaboration with key stakeholders (i.e. the Commonwealth, state and territory governments).</li> <li>› Continue to improve communications with both participants and providers through practical tools that facilitate market growth.</li> <li>› Make more detailed market information available on supply and demand to help stimulate market growth across regions.</li> <li>› Ensure price limits support the sustainable supply of services to participants.</li> </ul>
<b>Provider sentiment and confidence</b>	Design and implement robust processes that enable consistent provider experience across the pathway	<ul style="list-style-type: none"> <li>› Change core and supporting processes to reduce burden and complexity for providers and improve contact experience including ICT investment.</li> <li>› Support DSS and the NDIS Quality and Safeguards Commission in implementing the National Disability Insurance Scheme Quality and Safeguarding Framework.</li> </ul>

## **Opportunities and challenges**

The development of a diverse and innovative market that offers participants real choice means that the Scheme must be a positive experience for providers. The Scheme requires existing providers of disability support services to make the transition from current 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 shared responsibility between the Agency, the Australian Government, and state and territory governments.

The rapid increase required in provider and workforce capacity also raises the importance of having a robust quality and safeguarding framework to ensure participants continue to receive high quality supports with adequate protection. The NDIA will support DSS and the new NDIS Quality and Safeguards Commission to help ensure protection and support for people with disability.

## **What we have achieved**

As part of the new provider pathway, the NDIA will provide better information and insights to support business decisions and make it easier for providers to transact with the Scheme and connect with participants.

Providers reported they wanted more consistent and clear information and policy guidance, easier resolution of issues (if they arise), and improvements to the portal and payment processes. Improvements to the provider pathway include:

- › Improved quality, consistency, availability and usability of information for providers learning about opportunities under the Scheme.
- › More information and features for connecting to participants through online tools. For example, an improved, web-based, interactive and easy-to-navigate Provider Toolkit was launched in November 2017. The toolkit is the primary resource to assist businesses that are considering entering the Scheme, with the new platform including e-learning modules and self-assessment checklists.
- › Reducing the time required for administration and making it easier to manage supports and receive payments through the myplace portal.
- › A range of channels for communicating with the Scheme, including better processes for more efficient and effective resolution of issues impacting providers.

The NDIA Board also commissioned an Independent Pricing Review (IPR) in June 2017. The final report was released in early March 2018. The IPR found that while market growth is generally keeping pace with demand, there are some participant cohorts for which undersupply is a risk in the future. The IPR also found that some traditional providers delivering attendant care supports are encountering challenges in maintaining profitability within current price limits. Accordingly, the IPR includes 25 recommendations, designed to target the root cause of issues identified through consultation and further analysis. Together, these recommendations will have a positive impact on provider economics, improving overall industry margins by two per cent

to four per cent with even higher margin improvements for providers serving participants with complex needs or in rural, remote and very remote areas.

The NDIA has been engaging with providers and peak bodies to understand the best way of implementing the recommendations, with a view to ensuring robust implementation.

- › The NDIA is prioritising recommendations that provide the most immediate support to providers during transition, with every endeavour being made to implement those recommendations on 1 July 2018 as part of the FY2018–19 Annual Price Review.
- › Implementation of recommendations relating to market monitoring and engagement will commence by 1 July 2018, and implementation for these recommendations will be ongoing and iterative in nature.
- › In consultation with the disability sector and recognising that the initial IPR process was undertaken prior to Western Australia joining the Scheme, it became apparent that the implementation of some recommendations required further analysis or greater consultation. This work is underway, and the recommendations are likely to be phased in progressively.

The NDIA is committed to ensuring that implementation of the recommendations occurs in a way that promotes a vibrant, competitive and innovative market for supports where providers are supported to meet individual participants' needs, while recognising the importance of Scheme sustainability.

### 6.3 Aspiration 3: A financially sustainable scheme

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

Scheme sustainability is defined as a situation where:

- › The Scheme meets objective measures related to participant economic and social participation and independence.
- › The Scheme is delivered within agreed funding.

The NDIA must safeguard the financial sustainability of the Scheme in a risk-aware manner, to ensure funding is available in the long term for people with disability to access reasonable and necessary supports and that public confidence in the Scheme is maintained.

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.

The NDIA has and will closely monitor Scheme data to identify cost pressures or areas for improvement early, and will also monitor and evaluate interventions to ensure the Scheme is on track to achieve participant outcomes and meet actuarial estimates.

**Table 5:** Aspiration 3 – Goals, description and activities

<b>Goals</b>	<b>Description</b>	<b>Activities</b>
<b>Scheme costs within funding envelope</b>	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)	<ul style="list-style-type: none"> <li>› Ongoing refinement of planning tools and processes to ensure the Scheme's insurance principles (Appendix 1) are consistently applied.</li> <li>› Continue to use access and planning data and analysis to better predict expected number of participants, provide consistent and objective levels of funded supports.</li> <li>› Monitor and address any emerging cost pressures.</li> <li>› Work with governments on the National Disability Strategy to ensure broader community inclusion of people with disability.</li> <li>› Enhance and rollout the ECEI approach.</li> </ul>
<b>Robust risk management and control environment</b>	Ensure robust processes, systems and assurance are in place. Ensure preventative measures are in place for improper payments due to error, mistake or fraud	<ul style="list-style-type: none"> <li>› Design and implement robust risk management systems and processes.</li> <li>› Implement the Scheme Integrity Program.</li> <li>› Enhance systems and processes to address inappropriate payments.</li> <li>› Education in place for providers and participants about their payment obligations.</li> </ul>

### **Opportunities and challenges**

The NDIA must continue to deliver the Scheme in a financially sustainable way. At a high level, the cost of the Scheme is driven by five key factors.

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 under the Scheme.

3. **Volume:** The resources available to individual participants to purchase supports within the scope of the Scheme.
4. **Delivery:** The manner in which 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 pressures on the Scheme to be identified early and management responses to be put in place to respond to these pressures.

Participant data is collected (including the characteristics of the participants, costs and outcomes), and the actual experiences of participants is compared with baseline projections. This actuarial monitoring occurs continuously, and as risks to Scheme sustainability emerge, comprehensive management responses can be put in place and monitored for their effectiveness.

In safeguarding Scheme sustainability, the NDIA notes that there are a number of pressures that the NDIA can influence but not fully control. These include decisions by the Administrative Appeals Tribunal or court systems interpreting access criteria (to define who is eligible to be a Scheme participant), as well as 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. While the NDIA has limited influence over these cost drivers, it nonetheless undertakes a comprehensive

consideration of these risks as part of the strategic risk management responses.

### ***What the NDIA has achieved***

The Scheme has come in under budget each year of its operation, including the most recent quarter and the financial year to date. In addition, the best estimate of the longer-term cost of a well-managed Scheme remains at \$22 billion for the first year at full Scheme. This is also consistent with the Productivity Commission's Report which was released on 19 October 2017.

At the same time, the Board recognises that pressures exist within the Scheme. In line with the Scheme's insurance approach, these pressures have been identified by management and the Board and are being proactively managed. This includes actions being taken to address higher than expected numbers of children approaching the Scheme, and, on average, plans increasing above indexation. The initiatives to address these challenges include:

- › Reviewing the operation of the ECEI to ensure that it is operating in the best interest of children and in a financially sustainable way.
- › Increasing information on functional assessments to ensure Scheme eligibility and that participants with the highest needs receive support at an appropriate level.
- › Enhancing risk-based quality assurance at access and plan approval.

## 6.4 Aspiration 4: A high-performing NDIA

*Develop a high-performing, operationally excellent NDIA that inspires stakeholder confidence and empowers delivery partners*

The NDIA aspires to be a high-performing service delivery organisation with the systems, people and capabilities to deliver the Scheme's goals in a participant-centric and operationally excellent way. In addition, building a strong risk culture will enable staff and the PITC

to manage the uncertainty ahead, while harnessing strategic opportunities and providing early mitigation of risks.

The NDIA aspires to build and maintain confidence among the Scheme's stakeholders including participants, their families, carers, providers, community, the Australian Government and state and territory governments through proactive communication and engagement. The NDIA will communicate in a transparent and timely way about its role and the Scheme's performance, and will work collaboratively with stakeholders in developing operational policy.

**Table 6:** Aspiration 4: Goals, description and activities

<b>Goals</b>	<b>Description</b>	<b>Activities</b>
<b>Engaged and capable NDIA</b>	Build capability, capacity and culture of the NDIA	<ul style="list-style-type: none"> <li>› Build and enhance the NDIA's workforce, systems and processes to support successful delivery of the Scheme.</li> <li>› Embed refreshed NDIA values and behaviours.</li> <li>› Invest in leadership, capabilities and training and skills development.</li> <li>› Refresh the NDIA's performance review framework.</li> </ul>
<b>Stakeholder confidence and sentiment</b>	Build and maintain stakeholder confidence and trust	<ul style="list-style-type: none"> <li>› Ensure responsive and transparent communication with participants, their families, carers and the disability services market.</li> <li>› Engage thoughtfully and constructively with stakeholders.</li> <li>› Ensure strong engagement with the IAC.</li> </ul>

### **Opportunities and challenges**

The speed and scale of the Scheme rollout represents both a significant organisational challenge, and an opportunity for the NDIA to pioneer a new blueprint for Commonwealth service delivery. The NDIA is at a pivotal point in its evolution, and is positioning itself for success by leveraging the desire of its people to be part of a transformational experience; building capability; cultivating a culture of continuous learning; and enhancing the ICT system.

The way that people in the NDIA approach their work and interact with each other and the community they serve, is important. The NDIA's values reflect the expectation that everyone involved in the delivery of the Scheme will act with integrity, respect and empathy.

Engaging key stakeholders will be critical to the successful implementation of the Scheme. The NDIA's engagement strategy outlines how it will build and drive deep relationships with key stakeholders, particularly within the disability sector. As part of this, the NDIA runs a CEO forum periodically, which brings together CEOs from 24 key disability peak bodies, to provide updates on the progress and challenges of implementing with the Scheme, as well as to listen to feedback from the disability sector regarding their experiences of the Scheme. The NDIA is also committed to undertaking even greater sector engagement.

### **What the NDIA has achieved**

The NDIA continues to grow at a fast pace and on a large scale during the transition period. The Scheme is a significant national reform and is the first of its kind in the world. In order to deliver it successfully, the NDIA must remain flexible to deploy the skills required.

During transition the NDIA has continued to grow its workforce as a mix of ongoing, non-ongoing and contracted NDIA staff, community partners as LACs, as well as a small number of specialist advisers.

The NDIA is growing in a way that balances the need for short term growth, and projects, as well as building capability that will endure well into full Scheme. The NDIA needs to balance its growth with a capable and talented workforce. The NDIA faces some challenges recruiting at such a large scale and at a fast pace. However, the NDIA is committed to addressing these challenges methodically and continuing to plan for the future.

The NDIA is committed to supporting a diverse and inclusive workplace, and leading the way in disability employment. In November 2017, the NDIA received an Australian Public Service Diversity and Gender Equality Award for role modelling best practice recruitment and employment of people with disability. This achievement recognises the NDIA's collective efforts in attracting, selecting, supporting and retaining staff with disability.

## 7. Performance metrics and targets

The NDIA will measure achievement of our purpose and four aspirations, using the following metrics and performance targets.

**Table 7:** Performance metrics and desired future state

Performance metric	FY 17/18 <sup>2</sup>	FY 18/19	FY 19/20	FY 20/21	FY 21/22	Source
<b>Aspiration 1: A quality experience and outcomes for participants</b>						
Participants in work (%) <sup>3</sup>	-	26%	28%	30%	32%	<b>Baseline:</b> Scheme actuarial reporting. <b>Future state:</b> The employment rate for people with disability in top 10 OECD countries is 50% [OECD (2010); <i>Sickness, Disability and Work: Breaking the Barriers</i> ]. Intended results for future years reflect progression towards this benchmark.
Participants involved in community and social activities (%) <sup>4</sup>	-	41%	43%	45%	47%	<b>Baseline:</b> Scheme actuarial reporting. <b>Future state:</b> The participation rate in community and social activities for the people without a disability is 65% [ABS General Social Survey, 2010]. Intended results for future years reflect progression towards this benchmark.
Operational bilateral estimates (% met)	86% <sup>5</sup>	90%	100%	-	-	<b>Baseline:</b> Agency % of operational bilateral estimate met at 31 March 2018. <sup>6</sup> <b>Future state:</b> Agency projection for % of bilateral estimates met based on experience to date of data available (including records provided by the State/Territory and Commonwealth governments, people who cannot be contacted, people who do not meet the access criteria, people who decline to come into the scheme, and the number of people who approach the scheme who previously did not receive services).

2 Scheme support costs are estimated actuals, all other values are as of 31 March 2018

3 Measures people who have been participants for two years or more and are of a working age. Data collection commenced from 1 July 2016 on people entering the Scheme. From 1 July 2016 to 31 March 2017, the baseline is 24%.

4 Measures people who have been participants for two years or more. Data collection commenced from 1 July 2016 on people entering the Scheme. From 1 July 2016 to 31 March 2017, the baseline is 38%.

5 2017-18 year-to-date as at 31 March 2018.

6 The operational bilateral estimate is the number of participants who can progress to a plan at 31 March 2018. That is, the operational bilateral estimate takes into account the number of clients provided to the NDIA by State/Territory and Commonwealth governments and the number of people who previously did not receive services approaching the scheme. It also excludes people who do not meet the access criteria, could not be contacted, or declined to phase into the Scheme.

Performance metric	FY 17/18 <sup>2</sup>	FY 18/19	FY 19/20	FY 20/21	FY 21/22	Source
Participant satisfaction (%)	84%	85%	86%	88%	90%	<b>Baseline:</b> Participant satisfaction is currently measured at the time of the plan approval. <b>Future state:</b> Metrics for participant satisfaction are being collected across the participant pathway from 2018–19.
<b>Aspiration 2: A growing and competitive market with innovative supports</b>						
Total registered providers, number <sup>7</sup>	14,271	26,143	27,756	29,467	31,285	<b>Baseline:</b> COAG DRC report. <b>Future state:</b> Assumes constant rate of growth during the Transition period, and reduced growth during full Scheme.
Total active registered providers, number <sup>8</sup>	7,837	13,518	15,232	17,164	19,341	<b>Baseline:</b> COAG DRC report. <b>Future state:</b> Assumes constant rate of growth during the Transition period, and reduced growth during full Scheme.
<b>Aspiration 3: A financially sustainable Scheme</b>						
Scheme support costs (\$m) <sup>9</sup>	7,825	16,731	20,747	22,393	23,688	<b>Baseline/Future state:</b> Based on Portfolio Budget Statements 2018–19.
<b>Aspiration 4: A high-performing Agency</b>						
Employee engagement <sup>10</sup>	58%	63%	68%	72%	75%	<b>Baseline/Future state:</b> NDIA staff survey.

7 Number of registered providers as at 31 March 2018

8 Number of active registered providers as at 31 March 2018

9 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.

10 Percentage of employees positive about working at the NDIA.



## Case study

# “ The pressure has eased for John

John Coyle said when the Scheme arrived it was like taking the lid off a pressure cooker.

“I have three children. Bridget is my eldest. She’s 22. She has a chromosomal deletion (Monosomy 1p36 syndrome) which has a global effect on her development.

“Then I have Riley. He is 20. He has moderate to severe autism and then there’s Fianna who is 18. Although she is the youngest, she is the eldest developmentally,” he said.

Eleven years ago, John’s wife died of breast cancer, after a six-year battle, which was extremely difficult on the family.

“While I was caring for my wife, we were desperate for respite. We just couldn’t get a reliable, consistent provision and we were on a waiting list for an ISP [state-based individual support package] for about six years,” he said.

John said with all the talk about the Scheme being introduced he was like a “little kid” in the back seat of a car saying, “Are we there yet? Are we there yet?”

“I kept punching away because I had a strong vested interest,” he said. “I had two children who needed life-long support and I was crumbling in a heap under the sheer 24-hour, seven-day-a-week, 365-day pressure of managing it all.”

John said it wasn’t until the Scheme came along life got better for his family and future projections became more positive.

“Suddenly the pressure levels dropped and I was able to get funding for Bridget to be supported in accommodation just up the road. She comes home most weekends but it’s changed our household dynamics.

“Now, I’m Riley’s full-time carer. I’ve been able to relinquish my morning support, which has really helped Fianna. She has been able to reclaim her home without worrying about complete strangers coming in every morning to support her brother.

“The providers we’ve engaged have been wonderful too,” John said. “They have provided innovative programs and tailored them to suit Bridget’s and Riley’s needs.

“Bridget is now learning to cook; she does numeracy and literacy, some typing and she’s been able to enhance her computer skills, overall, improving her life skills.

“Riley is also enjoying regular learning from an established, experienced disability support provider. He is taught basic life skills; he’s enhancing his computer skills; he is enjoying greater community inclusion and he’s continuing to develop socially.

“As a parent, it is hard to learn to trust alternative sources of support, especially when your children are extremely vulnerable, but being part of the Scheme and having choice and control has definitely helped to make those decisions easier,” John said.

## 8. Risk governance

The NDIA has identified the risk systems, capabilities and the culture needed to align with the scale, speed and rollout of the Scheme. An understanding of risk is embedded in every aspect of the organisation, from business planning processes to day-to-day operations. The NDIA has a clear pathway to build the maturity of its risk culture and is adapting its risk management capability and approach to be agile and responsive as the organisation grows and operational demands increase.

While the Scheme promises great improvements to the lives of people with disability and their families and carers, the scale, pace and complexity of change required to implement this reform is unprecedented, and brings with it considerable uncertainty. In this context, the NDIA's ability to harness strategic opportunities, and identify and respond to risks, is critical to achieving its aspirations and goals.

### 8.1 Approach to risk management

The NDIA has a structured approach to identifying and managing risks, with a focus on escalating and communicating key risks early. This is critical to the effective and efficient delivery of the Scheme.

The *NDIS Risk Management Rules 2013* require 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.

The NDIA is particularly focussed on developing its risk capability as the Scheme rollout enters a period of unprecedented growth and complexity. The NDIA maintains strong central strategic oversight of risk, with a dedicated Chief Risk Officer and the NDIA allocates clear accountability to officers for the management of key risks and opportunities.

The NDIA balances 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. All systems, reporting and processes are created and refined with this balance in mind.

### 8.2 Risk management governance

The NDIA has a robust governance framework to proactively monitor risk management efforts.

The Board is responsible for overseeing the proper, efficient and effective performance of the NDIA's 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 on a monthly basis.

The Chief Risk Officer assists the Board and the NDIA's executives by providing objective risk reviews, oversight, monitoring and reporting. The role reports directly to the NDIA's Chief Executive Officer in line with the Australian

Prudential Regulatory Authority's standards for independence and reporting.

The Scheme Actuary, whose role is established under the NDIS Act and the NDIS Rules for the Scheme Actuary 2013, 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 the NDIA 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 the NDIA's risk management processes to the Board's Sustainability Committee and the Board.

### 8.3 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 senior management of the NDIA. In addition, it outlines clear processes for the identification and ongoing management of risks and how the NDIA will ensure there is an appropriate risk culture within the organisation. The risk management strategy is approved by the COAG DRC and is reviewed at least annually.

The NDIA has 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 appropriately identify and manage risks and opportunities.

The NDIA acknowledges that as a young organisation, risk management maturity needs to continue to develop across the NDIA and PITC. The NDIA is 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 the NDIA's risk appetite statement, key risk indicators and fraud control plan—aid the NDIA's endeavours.

### 8.4 Strategic risks

Consistent with the NDIA's practice of identifying, escalating and mitigating key risks early, seven strategic risks have been identified that have the potential to adversely impact the achievement of one or more of the NDIA's four aspirations:

1. Failure to meet expectations for consistent, high-quality plans and reviews for people with disability, their families and carers.
2. Failure to facilitate provider market growth, resulting in a critical gap in service delivery to participants.
3. Failure to deliver expected social and economic outcomes through the Scheme for both people with disability and the community.
4. Failure to deliver high-quality plans and reviews at the rate required to achieve bilateral estimates, due to an inability to manage and resource effectively.
5. Plan costs, scope or eligibility significantly deviate from Productivity Commission modelling, leading to material Scheme cost overruns.



6. Failure to put in place systems and processes to prevent, detect and respond to fraud and sharp practice.
7. Failure to deliver to expectations leading to a loss of participant, political, disability sector and other stakeholder confidence.

Recognising the alignment between the NDIA's strategic risks and its aspirations, it follows that the goals and activities identified to achieve each aspiration are also the key mitigation activities for managing the strategic risks.

The NDIA is currently identifying a comprehensive suite of key risk indicators to act as an early warning against risks occurring and to assist in maintaining a risk-based approach to resource allocation.

## 8.5 Risk appetite

The NDIA's 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 its growth and the challenges it faces with a national rollout, the NDIA's risk appetite is conservative. In practice, this means the NDIA is committed to controlling its risks through close monitoring and regular reviews. All staff and PITCs 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
- › Understand and apply the NDIA's risk management principles, processes and reporting.

The NDIA will ensure it focuses on risks to participant outcomes and financial sustainability when making decisions and taking actions. Regarding stakeholder confidence and trust, the NDIA will be proactive in listening and responding to all stakeholders, including government colleagues, providers, disability organisations and, most importantly, people with disability, their families and carers. The NDIA will take actions to proactively manage sustainability and operational risks, as follows:

- › **People:** The NDIA has zero tolerance for risks to the safety of our people. The NDIA recognises the importance of equipping our staff with the right skills and training support. The NDIA will be proactive in building the capability and capacity of its staff and its PITC, and ensure education and training effectively supports quality service delivery and outcomes for participants.
- › **Stakeholder confidence and trust:** The NDIA is proactive in listening and responding to its stakeholders including people with disability, their families and carers as well as registered providers, disability organisations, and the NDIA's government colleagues.
- › **Sustainability:** The NDIA will be proactive in managing sustainability risks through comprehensive data analytics on markets and participant outcomes, and application of the Scheme Rules, its insurance principles and legislative obligations.
- › **Service delivery:** The NDIA will actively monitor operational processes and tools for potential weaknesses, and take steps to improve the quality and consistency of services for stakeholders, but particularly participants and providers. Furthermore, the NDIA will continue to ensure partners and registered providers report and remedy weaknesses that impact on the quality of services.
- › **Fraud and Scheme Integrity:** To protect the integrity of the Scheme, the NDIA will actively monitor systems for breaches, and will be proactive in addressing fraud and sharp practices, and cyber-security threats.
- › **ICT:** The NDIA will take steps to remedy infrastructure weaknesses and only implement new technologies after appropriate testing. . The NDIA will build a robust control-testing regime to ensure consistency and integrity of processes and annually review its risk appetite, to ensure it continues to reflect the NDIA's operating environment.



# 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 aggregate annual funding requirement will be estimated by the Scheme Actuary's analysis of reasonable and necessary support need, including a buffer for cash flow volatility and uncertainty. The aggregate funding requirement will be continually tested against emerging experience.
2. **Focus on lifetime value for Scheme participants:** The Agency 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:** The Agency will 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:** The Agency 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 insurance principles will be governed by the NDIA Board within a prudential framework to assess, monitor, report and manage Scheme sustainability.

## Appendix 2: Scheme and NDIA expenditure and revenue

**Table 8:** Scheme and NDIA expenditure by program <sup>11</sup>

<b>Program</b>	<b>17–18 (\$m) Estimated Actual</b>	<b>18–19 (\$m) Budget</b>	<b>19–20 (\$m) Forward estimate</b>	<b>20–21 (\$m) Forward estimate</b>	<b>21–22 (\$m) Forward estimate</b>
Reasonable and necessary support for participants	6,701	15,139	19,357	21,064	22,300
Community inclusion and capacity development grants	71	114	132	132	134
Agency costs	1,053	1,478	1,258	1,197	1,254
<b>Total<sup>11</sup></b>	<b>7,825</b>	<b>16,731</b>	<b>20,747</b>	<b>22,393</b>	<b>23,688</b>

Source: Based on Portfolio Budget Statements 2018–19 (Budget Related Paper No. 1.15)

<sup>11</sup> 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 is consistent with previous methodologies and does not represent a change in approach.

**Table 9:** Scheme and NDIA Revenue <sup>12</sup>

<b>Source</b>	<b>17–18 (\$m) Estimated Actual</b>	<b>18–19 (\$m) Budget</b>	<b>19–20 (\$m) Forward estimate</b>	<b>20–21 (\$m) Forward estimate</b>	<b>21–22 (\$m) Forward estimate</b>
Australian Government (appropriations and contributions)	3,310	7,208	10,309	11,698	12,521
State and territory jurisdiction contributions (cash)	3,291	7,464	8,690	8,852	9,247
In-kind (Australian Government, state and territory governments) and other revenue <sup>12</sup>	1,224	2,059	1,748	1,843	1,920
<b>Total</b>	<b>7,825</b>	<b>16,731</b>	<b>20,747</b>	<b>22,393</b>	<b>23,688</b>

Source: Based on Portfolio Budget Statements 2018–19 (Budget Related Paper No. 1.15)

<sup>12</sup> Portfolio Budget Statements 2018–19 (Budget Related Paper No. 1.15) p 144.

## Appendix 3: Glossary

**Access requirements:** the criteria someone must meet to become a participant in the Scheme. The access requirements are: age (under 65 years); residency (live in Australia and be an Australian citizen or have paperwork letting you live here permanently); disability: your disability is permanent (will not go away) and significant or you need early intervention (to be treated early that will help by reducing the future needs for supports).

**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):** providing support early in life to reduce the effects of disability and to improve the person's functional capacity.

**Full Scheme:** the dates when the Scheme will be available to all eligible residents. In the Australian Capital Territory this is July 2016. In New South Wales and South Australia this will be July 2018. In Tasmania, Victoria, Queensland, and the Northern Territory, this is July 2019. In Western Australia, this is July 2020.

**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, including people not receiving individualised funded support from the Scheme. The activities include providing information and making linkages and referral to community or mainstream services, building the capacity of people with a disability, their families and carers, building community capacity, building mainstream service provider capacity, and local area coordination.

**Local Area Coordinators (LACs):** local organisations working in partnership with the NDIA, to help participants, their families and carers access the Scheme. LACs will help participants write and manage their plans and also connect participants to mainstream services and local and community-based supports.

**Mainstream services:** the government systems providing services to the Australian public e.g. health, mental health, education, justice, housing, child protection and employment services.

**Market:** a collection of providers offering products and services to Scheme participants.

**NDIA:** National Disability Insurance Agency. We are the Australian Government organisation administering the Scheme.

**NDIS (the Scheme):** National Disability Insurance Scheme. This is a new way of providing support for Australians with disability, their families and carers.

**Participant:** a person who meets the Scheme access requirements.

**Partners in the Community (PITC):** suitably experienced and qualified organisations within the community that will deliver LAC and ECEI services. The NDIA will source partners, manage partner agreements, support and train partners, and set standards for partners in their delivery of LAC and ECEI services.

**People with disability:** people who experience any or all of the following: impairments, activity limitations (difficulties in carrying out usual age-appropriate activities), and participation restrictions (problems a person may have taking part in community, social and family life). People with disability include both participants who receive individualised support packages under the Scheme, and people who have a disability but do not meet access requirements under the Scheme. People with disability who are not participants will benefit from the ILC services that the Scheme provides.

**Plan:** a written agreement worked out with the participant, stating their goals and needs, and the reasonable and necessary supports the Scheme will fund for them. Each participant has their own individual plan. Note that the corporate plan does not relate to this definition.

**Providers:** individuals or organisations that deliver a support or a product to a participant of the Scheme.

**Other stakeholders:** includes PITC, states and territories, other government departments who are stakeholders (e.g. Department of Social Services, Department of Human Services) and not for profit organisations in the disability sector.

**Registered provider:** a disability support provider that has met the Scheme requirements for qualifications, approvals, experience, capacity and quality standards to provide a product or service.

**Supports:** things to help a person undertake daily life activities and enable them to participate in the community and reach their goals.

**Trial phase:** a term used to describe the first three years of the Scheme where different ways of working were trialled.

**For your notes**



**For more information about this report,  
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