



National Disability Insurance Agency **Corporate Plan**

2022-26

Building a better NDIS
[ndis.gov.au](https://www.ndis.gov.au)



Delivered by the
National Disability
Insurance Agency

Introduction and Statement of Preparation

We, the Board of the National Disability Insurance Agency, as the accountable authority, present the 2022–26 NDIA Corporate Plan, as required under section 35 (1)(b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and section 177(1) of the National Disability Insurance Scheme Act 2013 (NDIS Act).

The Corporate Plan has been prepared in accordance with the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

A final draft of the 2022–26 NDIA Corporate Plan was provided to the responsible Minister and Chair of the Ministerial Council on 30 June 2022.

The NDIA Corporate Plan provides strategic direction to guide our activities for the financial years 2022–23 through to 2026–27.

In this document, we refer to the National Disability Insurance Agency as the NDIA or the Agency and the National Disability Insurance Scheme as the NDIS or the Scheme.

The Board acknowledges the objectives of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).

The NDIA acknowledges the Traditional Owners and Custodians of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to their Elders, past, present and emerging.

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Executive Summary

The NDIS was established in 2013 to support Australians living with permanent or significant disability to build their capacity, increase their independence and establish stronger social and economic participation.

We are celebrating the 10th year of the NDIS. Over the last nine years, we have welcomed approximately 535,000 participants into the Scheme, with around 314,000 of these participants receiving disability-related supports for the first time. This includes approximately 83,000 children under the age of seven years with developmental delay or disability, ensuring they receive supports early in life so that they can be as independent as possible and achieve positive outcomes throughout their lives.

We continue to focus on essential service delivery and support for participants through the coronavirus (COVID-19) pandemic. Participant safety is paramount, and we recognise the challenges participants have experienced during this time. In response, we regularly updated our COVID-19 action plan and measures to support participants and providers. This included work with Commonwealth and state and territory governments to lift the vaccination rates of participants and provider workers, and assistance to ensure participants impacted by COVID-19 continued to receive essential disability-related supports.

In the last decade, the sector has reimagined an NDIS for Australians with disability but there is still more to do. Under the newly elected Government, the NDIA Board and management are committed to contributing data and information to a review of the NDIS design, operation and sustainability, to continue to improve the Scheme.

People with disability are at the centre of the NDIS. We understand that for the Scheme to succeed, it is critical that we listen and work with our participants, their families and carers and the disability community to make sure each improvement is a step in the right direction and the Scheme is available for generations to come.

Our Engagement Framework, co-developed with the disability community, ensures the views and experiences of people with disability are central to the decisions we make. This Framework explains what the disability community can expect from us during these engagement activities. It sets out the ways we will engage – through co-design, consultation and information sharing – and how each of these processes work.

The Participant Service Charter, Participant Service Guarantee and Participant Service Improvement Plan set out our objectives to deliver a Scheme that meets the expectations of participants and improves outcomes and experiences.

We understand that for the Scheme to succeed, it is critical that we listen and work with our participants, their families and carers and the disability community to make sure each improvement is a step in the right direction and the Scheme is available for generations to come.

Additionally, the implementation of the NDIS Amendment (Participant Service Guarantee and Other Measures) Bill 2021 from 1 July 2022 will increase efficiency and simplify processes for participants, their families and carers. The Act amendment will also make it easier for participants to vary their plans, without the need for a lengthy review.

The 2022-26 Corporate Plan outlines how we plan to keep improving the NDIS in line with the participant-centred vision outlined in the 2011 Productivity Commission Report, and ensure this world-leading Scheme remains in place for future generations of Australians with disability.

Efficient, fair and investment focused decision making is a priority for participants, and we continue to look at ways to deliver consistent and better outcomes. In 2022 and beyond, we will focus on improving our processes and systems – getting the basics right and making things as simple as we can. We continue to update our Operational Guidelines, sharing with participants clearer information about the NDIS and their plans, how we make decisions, and how they can best use their NDIS funds. This follows our commitment to make the Scheme more transparent and easier to understand.

The NDIA is also committed to reducing the number of matters that progress to the Administrative Appeals Tribunal (AAT). This will be achieved through improving internal review processes and introducing better early resolution processes. Alternative dispute resolution processes for participants appealing NDIS decisions will also be considered.

We have strengthened our fraud and compliance measures through a multi-agency partnership between the Australian Federal Police, NDIA and Services Australia. We are boosting our efforts to prevent fraud and protect participants from the risk of fraud.

Delivering improvements and ensuring the Scheme is participant-centred is only possible through the commitment of our dedicated staff and partners. We are investing in training, improving our systems and simplifying our processes.

The NDIA, our Board and senior executives have a shared commitment to work towards better outcomes for people with disability. We support people with disability to live the life they choose and contribute to a more inclusive Australia. Together we are committed to a better future for the NDIS.



1

**NDIS delivered
by the NDIA**

The NDIS provides Australians with a permanent and significant disability with financial support to build capacity, increase independence and establish stronger connections with their community and workplace.



The NDIA is the Corporate Commonwealth entity responsible for managing the NDIS.

Our purpose is to:

‘Support individuals with a significant and permanent disability (participants) to be more independent and engage socially and economically, while delivering a financially sustainable NDIS that builds genuinely connected and engaged communities and stakeholders’.

In its nine years of operation, the NDIS has grown to support approximately 535,000 Australians with disabilities to access the services and supports they need to live a more independent life. This includes supporting approximately 83,000 children with developmental delay, ensuring they receive supports early in life so that they can take part in daily activities and achieve the best outcomes throughout their lives.

As a Corporate Commonwealth entity, we are subject to the [Commonwealth Performance Framework](#). The Corporate Plan is a key element of this framework, outlining the aspirations and strategic goals that will ensure we achieve our purpose.

We also provide an annual performance statement in the annual report, and detailed quarterly reports to the Disability Ministerial Council on NDIS performance.

All of our reports are publicly available for download on the [NDIS website](#).

The NDIA Board is the accountable authority of the NDIA as set out in subdivision A of the PGPA Act.

Our insurance principles

The NDIS is based on the guiding principles that people with a disability:

- Have the same rights as all Australians to realise their potential for physical, social, emotional and intellectual development.
- Are supported to participate in and contribute to social and economic life.

The NDIS is founded on five insurance principles:

1

Evidence-based
decision making.



2

Consistency in
decision making.



3

Regular monitoring of
experience to manage
emerging risks.



4

Lifetime and
person-centric
approach.



5

Early investment to drive lifetime
participant outcomes.



Key highlights

Participant outcomes

The NDIS Outcomes Framework was developed in collaboration with the Independent Advisory Council and key stakeholder groups. This Outcomes Framework considers various life domains such as children gaining functional, developmental and coping skills, and independence in everyday lives, employment and community participation - all of which are considered important outcomes to participants of the Scheme.

For children between birth and starting school, **95 per cent** of parents and carers thought the NDIS improved their child's development at their most recent plan review, compared to **91 per cent** at their first plan review.

For children starting school to 14 years, **73 per cent** of parents and carers felt their child had become more independent as a result of the NDIS at their most recent plan review, compared to **61 per cent** at their first plan review.

For participants aged 15 years and over who have been in the Scheme for at least two years, social and community participation has increased by **7 percentage points** (from 36 per cent to 43 per cent).

For adults aged 25 years and over, **83 per cent** of participants said the NDIS had helped them with daily activities at their most recent review, compared to **72 per cent** at their first plan review. Help with daily activities assists participants to be more independent in their everyday lives.

Employment of families/carers of participants who have been in the Scheme for at least five years has increased by **9 percentage points** (from 46 per cent to 55 per cent).

The NDIA continued to support participants during the **COVID-19** pandemic. This included initiatives to lift the vaccination rates of participants and provider workers, and assistance to ensure participants impacted by COVID-19 continued to receive essential disability-related supports.

Service delivery

100 per cent

of access decisions were made within the 21-day timeframe over the last two years.

90 per cent

of first plans were approved for participants aged 7 and above within the 56-day timeframe in the latest quarter.

85 per cent

of participants rated the planning process as either good or very good in the latest quarter.

93 per cent

of complaints were closed within the 21-day timeframe in the latest quarter.

96 per cent

of internal reviews of reviewable decisions completed within the 60-day timeframe in the latest quarter.





Refugee, author, social worker, mum, and disability advocate, Esther connects CALD communities to NDIS support

NDIS participant Esther Simbi had survived a war in South Sudan, life-threatening polio, and nearly two decades in refugee camps in Uganda, but it wasn't until she was living in Adelaide as a mum with a disability, that she reached her lowest ebb.

A series of events led to what Esther describes as the 'darkest moments of my life'.

Without employment or adequate support, Esther became isolated and struggled emotionally.

"I used to stay in the house almost all the time," she said. "I felt very out of place, like I didn't belong in my community."

Just as Esther was despairing for her future, she joined the NDIS – and her life turned around.

"The NDIS came at just the right time for me and it changed my life" she said. "I'm happy now and I have all the support I need."

"With the NDIS, I have a voice, I have a choice and I can live my life my way. I didn't have that before. And now I'm part of my community. I belong."

Esther, 39, was born in South Sudan, which at the time did not have polio vaccines. Paralysed at four, she regained some mobility but lives with post-polio syndrome. She uses a walker or wheelchair and lives with muscle atrophy, scoliosis, and debilitating fatigue and pain.

Today, with help from NDIS support workers, Esther takes her children to the park or shopping for clothes, and attends school, sports and community events.



She is also a dedicated human rights and disability advocate, working several days a week helping others with disability from Culturally and Linguistically Diverse (CALD) communities to understand and access the NDIS.

Esther works as a Project Officer with Social Profit Organisation, JFA Purple Orange. She supports people with disability from non-English speaking communities and hosts NDIS capacity-building workshops.

"Many people in CALD communities don't know anything about the NDIS, they don't understand what it is," Esther said. "I want to help to educate those people about what support is available."

Esther's NDIS plan provides assistive technologies, including modifications for her car. She has daily support workers who help her with activities at home, taking her children to school, and accessing her community.

"I don't know what I would have done without the NDIS," she said. "Having the NDIS makes me feel really good, it makes me feel privileged, being in this country and receiving this kind of support," she said.



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Our operating environment

We know people with disability achieve the best outcomes when they have access to the same services and facilities as the broader community, such as housing, healthcare, education, justice and community safety, shops, sports clubs, transport, technologies and employment.

The NDIS is a key part of this ecosystem of supports that Australians with disability rely on. Our role is to work with all levels of government, the NDIS Independent Advisory Council (the Council), disability and carer representative organisations (DCROs), the Department of Social Services (DSS), people with disability and the sector to build a strong mutual understanding of:

- What is considered a reasonable and necessary support and whether these supports should be provided by the NDIS or other mainstream or community services.
- How the NDIS and other service delivery systems interact and complement one another.
- How to determine the most appropriate funding and service delivery approach.

The NDIA works with stakeholders to build a stable and sustainable provider marketplace that serves the needs of all participants. Some of the activities the NDIA undertakes are:

- Stimulating market supply to meet current and future demand.
- Identifying and responding to market supply gaps.
- Managing price regulation.
- Sharing market data and information.

Australians with a disability who are not participants of the Scheme are also supported by our [Partners in the Community](#). Our Partners in the Community connect non-participants with disability, their families and carers to a broad range of community and government services. In this way, we aim to support all Australians with disability to access services available.

For further information, read the [Council of Australian Governments' Principles to Determine the Responsibilities of the NDIS and other service systems](#).

Playing a pivotal role in driving outcomes through Australia's Disability Strategy

We all benefit from a more inclusive Australia where everyone has the same opportunity to participate – both socially and economically.

Collaboration across government, private and community sectors, as well as the broader community, is central to breaking down the attitudes, practices and structures that can prevent people with disability from:

- participating fully in work
- staying connected with family and friends
- engaging with their community.

[Australia's Disability Strategy 2021–2031 \(the Strategy\)](#) was launched on 3 December 2021 and is Australia's national disability policy framework. It sets out a plan for continuing to improve the lives of people with disability in Australia over the next 10 years.

Actions by governments under the Strategy will ensure people with disability can access the same services and facilities as the broader community, including healthcare, education, transport, housing services and community clubs and organisations.

The Strategy is supported by Targeted Action Plans and a robust outcomes framework to help drive change for people with disability over the next decade. The NDIA will continue working with all levels of government, people with disability, mainstream and other support services, and the disability sector, to improve outcomes for participants.

The National Agreement on Closing the Gap commits all Australian Governments to work in partnership with Aboriginal and Torres Strait Islander people to overcome inequality and to achieve life outcomes equal to all Australians.

We are going to ensure that, like the Strategy, all of our strategies and initiatives are measurable and accountable, to ensure improved outcomes for participants.

Engaging with participants, families, caregivers and other stakeholders

We are committed to working closely with participants, their families and carers, and strengthening our relationship with the disability community. We know that listening to, and learning from, participants and the disability community is fundamental to improving the Scheme.

The [NDIS Engagement Framework](#) has been developed to ensure the views and experiences of people with disability underpin the decisions we make. Input from the disability community is critical to addressing the challenges the Scheme faces. The NDIS Engagement Framework has been co-developed with the disability sector as well as the Independent Advisory Council and the Co-design Advisory Group. Our commitment to genuine co-design on major issues is a critical component of our Engagement Framework. We have established the priority areas for co-design and have commenced our engagement to develop policies for information gathering for access and planning, home and living, support for decision making, and participant safety. Co-design has also commenced for the Culturally and Linguistically Diverse Strategy and the Aboriginal and Torres Strait Islander Strategy.

Continuing support for COVID-19 response

The NDIA is committed to supporting our participants and the wider NDIS ecosystem with continuing adjustments for COVID-19. We will continue to support national priority activities such as the vaccination program roll out and Rapid Antigen Test distribution.

We will deliver new and enhanced capability that ensures participants are able to access the supports they need from service providers. Our participant check-ins are an ongoing feature and complement scheduled plan reviews.

We are ready to support participants in the event of further outbreaks or other COVID-19 impacts.

Supporting a safe environment for participants

We recognise the importance of a participant's ability to experience the 'dignity of risk', and their right to make decisions for themselves on how they choose to live their life. We are working to improve NDIA processes and communicate our expectations to the sector on how to support a participant's decision making.

In March 2022, the NDIA established a Participant Safety Policy Co-Design Steering Committee to collectively engage with the NDIS Commission, Department of Social Services, participants, staff, partners, and sector stakeholders, and ensure we get the best outcomes for people with disability. We maintain our deep commitment to supporting Australians with disability to exercise choice and control to live in a safe environment. We do not tolerate violence, abuse, neglect and exploitation of people with disability as it has no place in Australian society.

It is important that these activities in all settings and contexts are exposed and examined.

Many participants, their carers and family members, have given evidence in inquiries and we acknowledge their courage and strength to share their personal stories. We support the NDIS network to make a safe environment for people with disability.

Participant Employment Strategy with DSS

Our vision is that NDIS participants have the same opportunities to work as other Australians, and the confidence, support and skills to take advantage of those opportunities. The Participant Employment Strategy guides us to enable NDIS participants to achieve their employment goals, by raising the aspiration of NDIS participants, their families and carers, increasing choice of providers and improving the way NDIS works with other systems.

The Employment Strategy was developed through extensive consultation with people with disability, families, carers, advocates, providers and other areas of government. We have also developed an [Employment Strategy Action Plan](#) that outlines finer details of the actions the NDIA will take to deliver the Participant Employment Strategy.

NDIA commitments delivered through the Participant Service Charter and the Participant Service Guarantee

Our [Participant Service Charter](#) sets out what participants can expect from the NDIA. It provides overall principles for the way the NDIA interacts with participants and details clear service standards and timeframes.

The [Participant Service Guarantee](#) sets timeframes for key NDIS processes such as access, plan approvals, plan reviews and nominee changes. Since mid-2020, we have been reporting against these standards in our [quarterly reports](#).

The timeframes outlined in the Participant Service Guarantee are now legislated by The National Disability Insurance Scheme Amendment (Participant Service Guarantee and Other Measures) Bill 2022 (the Bill) and will implement significant improvements for participants, their families and carers by reducing red tape, increasing flexibility and clarifying timeframes for decision making.

Service standards are defined in the Service Charter through five engagement principles. We work to ensure that every interaction with a participant is:

Transparent

We will make it easy to access and understand our information and decisions.



Responsive

We will respond to individual needs and circumstances.



Empowering

We will make it easy to access information and be supported by the NDIS to lead your life.



Respectful

We will recognise your individual experience and acknowledge you are an expert in your own life.



Connected

We will support you to access the services and supports you need.



The [Participant Service Improvement Plan](#) (SIP) is the key to making real our promises in the Participant Service Charter and Participant Service Guarantee.

We are dedicated to increase consistency, transparency and rigour of our decision making and appeal process through clearer policies, operational procedures guidelines and controls.

The NDIA is also committed to reducing the number of current AAT matters, as well as the number of matters that progress to the Administrative Appeals Tribunal (AAT). This will be achieved through improving internal review processes and introducing better early resolution processes. Alternative dispute resolution processes for participants appealing NDIS decisions will also be considered.

The NDIA remains committed to making improvements that are important to participants, and being accountable and transparent about our progress. The [full list of commitments and our progress](#) towards achieving them is published in the Quarterly Reports to Disability Ministers.

We will continue to listen to and work closely with participants, their families and carers to deliver on the commitments.

A new Customer Relationship Management (CRM) business system

We are designing and building a new information and communications technology (ICT) business system to improve the end-to-end participant journey and planning process. The new CRM is a fit-for-purpose business system to replace the NDIA's current CRM, portal and payment systems.

The new system will deliver medium and long-term improvements to the efficiency of planning processes and the participant experience.

This system can be easily enhanced with the outputs of co-design and consultation and enable the NDIA to deliver on many of the commitments in the Participant Service Improvement Plan and ongoing implementation of Tune Review recommendations.

The new CRM is designed to be more user-friendly, and will make it easier for NDIA staff and partners to do their job, giving them more time to deliver a quality experience for participants.

Improvements to be delivered over the next two years include:

- Providing more options for changing a participant's plan to meet their needs.
- Introducing new ways of capturing goals and clearer referral processes to mainstream and community supports.
- Streamlining access, with prospective participants being supported by Local Area Coordinators (LAC) and Early Childhood partners in the community (PiTC).
- Integrating NDIA systems and participant portals, meaning participants can manage more of their own information and monitor progress on their requests.
- Automating work allocation. This means tasks are completed more efficiently and matched to staff with the appropriate skills.
- Monitoring across the entire ICT system, supporting the NDIA to proactively identify and check-in when it appears a participant may need support.

We are working with participants, providers, the wider disability community and staff to design and build the new system, which will progressively be rolled out from the end of 2022.

Investment effectiveness and Research and Evaluation Strategy

We will be undertaking work to understand the relationship between expenditure and outcomes and quantify the value delivered by the Scheme to Australian society. To support this, our refreshed Research and Evaluation Strategy will focus on measuring the outcomes and benefits of a range of supports and services funded through the NDIS and explore new innovative approaches and technologies of benefit to our participants. This will assist participants and their families and carers in implementing their plans, as there will be more evidence on what works well and what does not work well.



Protecting the Scheme from non-compliant and fraudulent practices

We are committed to preventing, detecting and responding to non-compliance and fraud and, most importantly, protecting all participants. We maintain a zero-tolerance approach to fraud.

We have a range of proactive and reactive methods to act on non-compliant and fraudulent activity in relation to the NDIS. This includes our partnership with the Australian Federal Police and other Commonwealth agencies to identify, investigate and prosecute offenders.

We are aware of some providers engaging in unacceptable behaviour, including inappropriately charging NDIS participants for services that are not delivered.

The Government is providing \$30 million over two years (2021–22 and 2022–23) to the Agency and the National Disability Insurance Scheme Quality and Safeguards Commission, to develop and test new compliance capabilities, targeting fraudulent and unethical provider behaviours. We will use this funding to identify patterns of provider fraud and unethical behaviours, to ensure the integrity of the NDIS and protect participants from fraudulent practices.

We want to support participants to get the most out of their NDIS funded supports, and will focus on building participant knowledge and capability on what fraud looks like, how to report it and how to use their NDIS funds appropriately, in accordance with relevant laws and regulation.



Lin discovers new passion for life after sudden vision loss



NDIS participant Zhen Hua Lin arrived in Australia, he had high hopes of an exciting new life in the country he'd long dreamed of.

But soon after migrating from Southern China, Lin faced a change he'd never imagined—losing his vision.

Lin had an allergic reaction, which left him blind. Within a few weeks, his life turned upside down. He moved into a residential aged care and was reliant on others.

Adjusting to his new life was challenging and distressing. Lin faced the added barrier of being a non-English speaker, making it difficult to find support.

Lin spent much of the next few years, cut off from his new community and his dreams.

“I felt extremely devastated,” Lin, 50, of Strathfield said. “I wasn’t sure what to do, because it was such a shock. It was a very difficult time for me.”

Today, Lin is once again living life to the full. He now lives in an apartment in the community, has discovered a new passion for running and has developed plans for his own small business.

Lin says the turning point was joining the NDIS—with help from NDIS Partner in the Community (PITC), Settlement Services International (SSI).

“SSI has supported me in so many ways,” Lin said. “They helped me find a group to continue running for fitness and encouraged me to attend community activities. This has given me the opportunity to connect with others and share my experiences.”



SSI specialises in supporting people with disability from Culturally and Linguistically Diverse (CALD) backgrounds. Bi-lingual staff member Li Hua Chu helped Lin to understand the Scheme.

Li accompanied Lin to his first review meeting as his supporter and advocate to help explain his situation and needs.

Lin’s new NDIS plan provided the support he needed to pursue his goals of increased independence and community participation. With a newfound self-confidence, he began to take an active role in his community.

Lin now runs regularly and is enjoying ‘giving back’ to his community by helping others.

“Through the knowledge I gained from SSI, I have been able to assist other Chinese-speaking people with a disability to help get them the support they need,” Lin said.



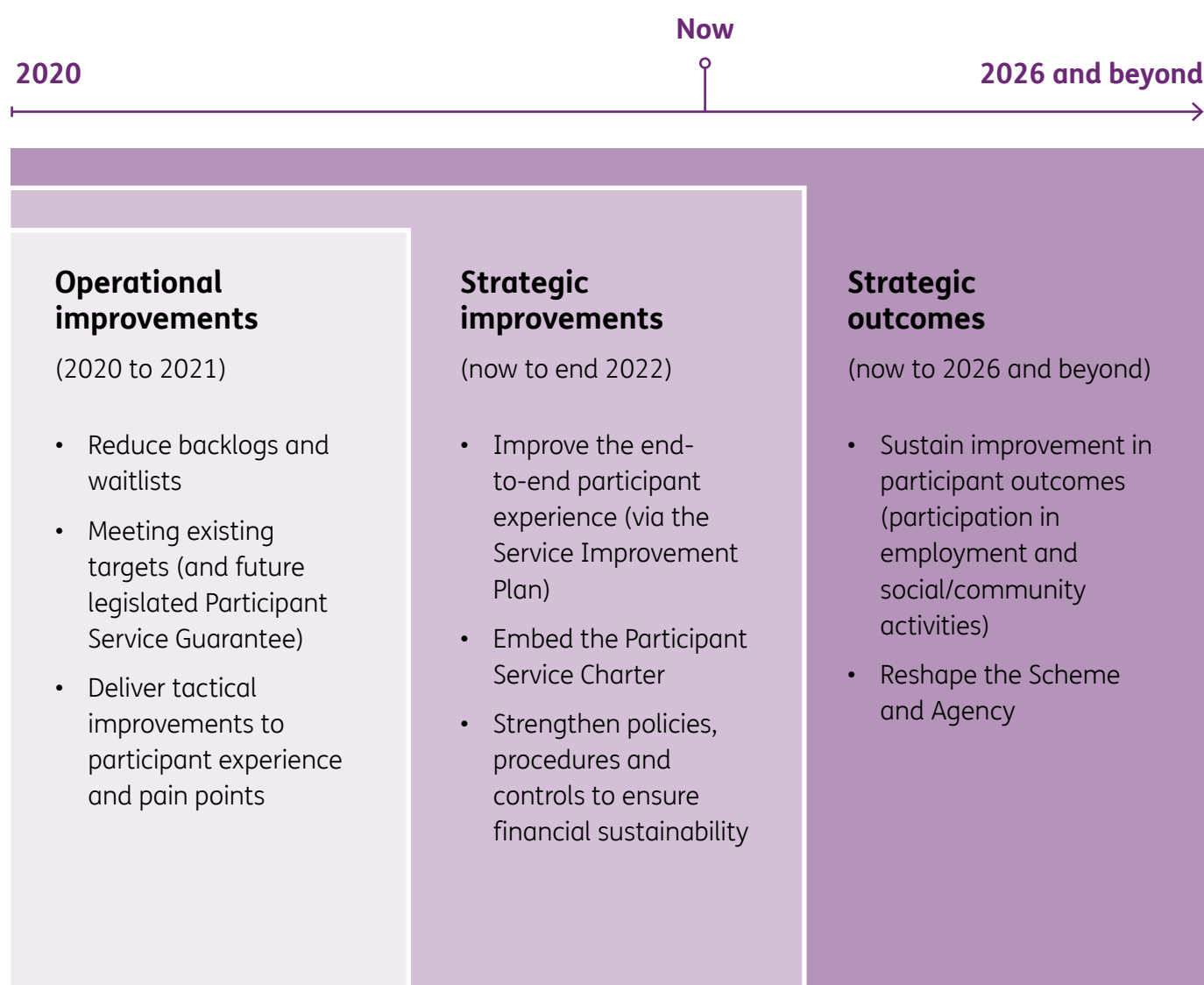
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Our strategy

Our high-level strategic roadmap for 2022–26 is aligned to the three phases outlined in the 2020–24 Corporate Plan.

Activities relating to all three phases will be implemented over the life of the Corporate Plan. Individual activities will increase or decrease in intensity depending on the priority and focus outlined in the strategic roadmap.

Figure 1. Strategic roadmap



In 2021–22 our efforts focused on:

- Managing COVID-19 related impacts, including support of the national vaccine rollout, and distribution of Rapid Antigen Tests for participants and providers.
- Improving operational capability by delivering the actions in our Participant Service Charter and Participant Service Improvement Plan.
- Creating a new partnership agreement with the Independent Advisory Council and disability representative organisations, to include co-design principles and a consultation and engagement roadmap.
- Increasing capability to manage non-compliant and fraudulent practices.
- Continuing to manage increasing volumes of new and continuing participants.

In 2022–23 we will prioritise:

- Contributing data and information to the review of the NDIS design, operation and sustainability.
- A refreshed Research and Evaluation Strategy and new investment effectiveness analysis to focus on measuring the outcomes and benefits of a range of supports and services funded through the NDIA including innovative approaches and technologies.
- Participant safety, including responding to participants and the NDIS ecosystem impacted by the COVID-19 pandemic, to ensure participants access the supports they need in a safe way.
- Ensure people with disability are at the centre of improving the Scheme through our partnership in co-design.
- Improving the efficiency of our operations and performance (as identified in the SIP) including our investment in our underlying digital systems.
- Increasing consistency, transparency and rigour of our decision making through clearer policies, operational guidelines and controls.
- Reducing the number of current matters in the Administrative Appeals Tribunal (AAT) and considering introducing alternative dispute resolution processes for participants appealing NDIS decisions.
- Assisting communities in specific geographical locations, including remote and very remote, to strengthen local supply solutions.
- Influencing government disability employment initiatives to expand employment opportunities for participants, and partner with national employers to build capability to employ participants and set an example using our Participant Employment Strategy.
- Reducing the number of NDIS participants in hospital who are ready to be discharged, and reduce the number of younger people in residential aged care.
- Protecting the Scheme from non-compliant and fraudulent practices.

Our aspirations

Our strategy aligns five aspirations to our purpose statement, each with specific strategic goals.

Our purpose is to ‘support individuals with a significant and permanent disability (participants) to be more independent and engage more socially and economically, while delivering a financially sustainable NDIS that builds genuinely connected and engaged communities and stakeholders.’



1. A quality experience and improved outcomes for participants

- 1.1 Improve participant economic and social outcomes
- 1.2 Improve plan quality through equitable and more flexible budgets and streamlined decision making
- 1.3 Deliver a quality experience in line with the Participant Service Charter and Guarantee
- 1.4 Provide ongoing participant care, safety and support for decision making



2. A competitive market with innovative supports

- 2.1 Develop a market with high quality, competitive and innovative supports and services
- 2.2 Improve the NDIS provider experience



3. A genuinely connected and engaged stakeholder sector

- 3.1 Enhance stakeholder sentiment and confidence through co-design, transparency and better communication
- 3.2 Strengthen meaningful partnerships and consultation with governments and the community



4. A high-performing NDIA

- 4.1 Maintain strong staff engagement and wellbeing through a time of transformation
- 4.2 Enhance efficiency and effectiveness of processes and systems



5. A financially sustainable NDIS

- 5.1 Ensure the NDIS is financially sustainable and achieves value for money
- 5.2 Improve the control environment to maintain Scheme integrity



Aspiration 1

A quality experience and improved outcomes for participants

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



Participant outcomes are at the centre of our work. The proposed initiatives are designed to drive better outcomes for participants over the life of the Corporate Plan.

We will assist participants to build their capacity to participate socially and economically and become more independent.

We will continue our work on the Participant Service Charter and Participant Service Guarantee to ensure we deliver on the commitments we initiated in 2020.

Our specific goals under this aspiration and examples of initiatives that we will undertake to achieve these goals are outlined below:

1.1 Improve participant economic and social outcomes

- Build participant capacity to find employment and be supported at work through implementing the NDIS Participant Employment Strategy. This aligns with our Department of Social Services partnership.
- Build participant capacity to engage in community and social activities, enabled by meaningful connection to our Partners in the Community.
- Develop a new approach to home and living that gives participants more choice and control over where they live, who they live with and the supports they use.
- Provide eligible children with access to world-class early childhood intervention to help them achieve their developmental milestones.

1.2 Improve plan quality through equitable and flexible budgets and streamlined decision making

- Improve the approach to support consistency and transparency of plan budget decision making and the clarity of justifications, for better participant understanding of outcomes.
- Reduce the number of current AAT matters, through improving internal review processes and introducing better early resolution processes. An alternative dispute resolution function will also be considered.
- Deliver efficient, fair and investment focused access and planning decisions.

1.3 Deliver a quality experience in line with the Participant Service Charter and Guarantee

- Increase efficiency of operational processes to ensure key performance indicators and timelines outlined in the Participant Service Guarantee are met.
- Improve the way we deliver our services in accordance with the Participant Service Charter engagement principles.
- Continue to enhance our participant portal and new accessible mobile application.

1.4 Provide ongoing participant care, safety and support for decision making

- Increase support for participants to make their own decisions, including stronger participant capability and, where appropriate, reduced reliance on nominees and representatives.
- Work with our partners, Commonwealth, state and territory governments and other key stakeholders to support participant safety.
- Increase opportunities for participants to experience greater independence and experience the right (or dignity) to take reasonable risks in their own lives.
- Redefine the way we support participants with complex support needs.
- Ensure continuity of essential disability funded supports for all participants, especially the most vulnerable.



Aspiration 2

A competitive market with innovative supports

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



There is a diverse range of providers delivering disability supports across the country, including existing organisations that transitioned from state and territory disability systems and new providers entering the market for the first time.

We will continue to refine our approach to emerging issues and work with stakeholders to support the market to grow so that there is a reliable supply of quality and innovative supports that meet participant needs and goals at a price that is reflective of the market.

We will continue to work with participants and providers to help shape the market and better respond to participant demand by:

Empowering participants as consumers of disability supports and services and increasing informed purchasing of supports.

Encouraging providers to continue to put the participant first in their service delivery models.

Encouraging the market to find innovative ways to meet the needs of participants.

Promoting contemporary and evidence-based supports and services.

Increasing competition and price deregulation by mitigating the risk of limited market readiness.

Simplifying NDIS processes to drive greater productivity.

Assisting communities in specific geographical locations, including remote and very remote, to build local supply solutions.



We will improve the efficiency of interactions with the NDIA, participants, providers and other stakeholders through the continued enhancement of our digital ecosystem. This enables our digital partners to connect their systems directly with ours and increasingly automate business processes.

To ensure participants gain timely access to high-quality supports, there may be circumstances where we will directly commission services on their behalf.

Our specific goals under this aspiration and examples of initiatives that we will undertake to achieve these goals are outlined below:

2.1 Develop a market with high quality, competitive and innovative supports and services

- Active stewardship of markets for specific supports, adjusting market settings and using other levers such as sharing data, guidance, and enabling innovation to deliver better participant outcomes.
- Support the development of new and innovative markets for home and living supports to increase participant choice and control over who they live with and where they live.
- Work with governments and stakeholders to reduce the number of younger people living in residential aged care facilities.
- Work with governments and stakeholders to reduce the number of NDIS participants in hospitals who are ready to be discharged.
- Improve how participants get support for implementing and managing their plans.
- Support market development and innovation so that participants have access to a greater range of supports and services.
- Continue to improve the NDIS pricing arrangements and price limits, support catalogue and pricing more generally.
- Collaborate with local communities, participants and their representatives and providers to drive market improvements that are culturally safe and best meet their needs (for example, encouraging entry of new providers).

2.2 Improve the NDIS provider experience

- Implement processes and systems that assist providers to operate effectively under the NDIS and simplify how they work with us.
- Enhance provider claim and payment systems for more efficient and timely payments.
- Enable providers to engage with us via secure technology, including Application Programming Interfaces, as per our Digital Partnership Program.
- Continue to enhance the current relationships-based approach with providers to shape markets that deliver a better participant and provider experience.



Aspiration 3

A genuinely connected and engaged stakeholder sector

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



To successfully deliver and improve the NDIS, we need the input, expertise and advice of participants, their families and carers, providers, the disability sector and community.

The NDIS began in 2013 as a result of a grassroots campaign along with the Productivity Commission's public inquiry into Disability Care and Support. Both were backed by thousands of people who came together to demand a fair go for Australians with disability. We're proud of the strong community and sector ownership of the NDIS.

We will strengthen our partnerships to continue building trust with people with disability and their representative organisations. Our recently released [Engagement Framework](#) is designed to improve the NDIS and ensure it delivers on the participant-focused vision embodied in the [2011 Productivity Commission Report](#) (including through co-design).

Some of the important areas we have committed to co-design on are:

Information Gathering for Access and Planning – different and better ways to gather the information we need to make consistent and fair decisions.

Support for Decision Making – how to assist our participants in making decisions on the supports they need.

Participant Safety – how to support participants to think about their own safety, and to clearly define the Agency’s role in ensuring participant safety at the national level.

Home and Living – support delivery of contemporary and innovative approaches which increase participant choice and control over where, how and with whom they live.

Aboriginal and Torres Strait Islander and Culturally and Linguistically Diverse strategies – to deliver culturally appropriate services.



We will contribute to a coordinated whole of government approach to supporting people with disability and their families, by consulting, engaging and collaborating with stakeholders. This aligns with the vision contained in [Australia’s Disability Strategy](#) that will make sure people with disability can fulfil their potential as equal members of a more inclusive Australian society. We are also committed to working in genuine partnership with Aboriginal and Torres Strait Islander people and communities, aligned to the identified Priority Reform Areas under [the National Agreement on Closing the Gap](#).

Our specific goals under this aspiration and examples of initiatives that we will undertake to achieve these goals are outlined below:

3.1 Enhance stakeholder sentiment and confidence through co-design, transparency and better communication

- Develop and publicly release a roadmap of engagement on Scheme improvements
- Continue to embed co-design practices, coach NDIA staff, review and improve current processes.
- Continue to simplify the language we use to deliver clear, accessible communication across all our channels.
- Continue to implement and refine our satisfaction and sentiment surveys so that we can gather, share and act on stakeholder feedback.
- Build greater understanding of the financial sustainability of the Scheme including a focus on outcomes and best use of plan budgets to achieve these outcomes.

3.2 Strengthen meaningful partnerships and consultation with governments and the community

- Consult and cooperate with Disability Ministers and state and territory governments to administer the funding and governance arrangements for the NDIS.
- Engage and promote partnership opportunities with mainstream and community sectors.
- Engage participants, mainstream and community stakeholders through the delivery of inclusive and diverse events and engagement activities.
- Actively seek and act on participant and stakeholder feedback and expertise to improve operations, particularly from participants whose voices may not always be heard.
- Align our work with Australia's Disability Strategy and the Priority Reform Areas under the National Agreement on Closing the Gap.
- Influence government disability employment initiatives to expand employment opportunities for participants, and partner with national employers to build capability to employ participants and set an example.



Aspiration 4

A high-performing NDIA

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



We aspire to be a high-performing service delivery organisation that delivers consistent quality services to participants, their families and carers. We are committed to contributing data and information to the review of the NDIS design, operation and sustainability, to improve the Scheme for generations to come. Over the next 12 to 18 months, there will be significant change as we continue to deliver on the commitments in the Participant Service Charter, Participant Service Improvement Plan and a range of other reforms and improvements to the NDIS.

Staff engagement and wellbeing is critical to delivering this volume of change. This is something that we have worked hard to maintain during the COVID-19 pandemic and will continue to do so as we move towards COVID normal.

Our values

We are focused on developing a capable, engaged and healthy workforce that builds on our reputation as an employer of choice.

We do this through a values-driven culture, based on those of the Australian Public Service (APS) and supplemented by our own as detailed below:



We value people

We put participants at the heart of everything we do.



We grow together

We work together to deliver quality outcomes.



We aim higher

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



We take care

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

Our people are committed to supporting participants to achieve their goals. Equally, we are committed to supporting our people to realise the aspirations and goals identified in the Corporate Plan.

We will ensure our people are engaged, have the right skills and knowledge and are supported by systems and processes to deliver our operational goals by:

- Enabling staff and partners through a full range of tools to provide a high-quality experience.
- Providing additional guidance materials to support the changes being implemented across our frontline services.

We build the capability of our workforce to deliver on our strategic and operational goals now and into the future. This will include training and upskilling the workforce to integrate the new

processes, systems and skills necessary. We will do this through careful planning and change management.

We will support our people by leveraging the Agency's flexible working practices and continue to build engagement, social connection and work productivity. This will continue the revitalisation of our workforce as we enter post-COVID new normal.

Our capability uplift will be supported by a range of systems and technology enhancements, including:

- Implementing a new CRM system.
- Improving our social media monitoring to better understand real-time sentiment and issues.
- Enhancing digital engagement, transactional capability and security with participants, their families, carers and providers.

Our specific goals under this aspiration and examples of initiatives that we will undertake to achieve these goals are outlined below:

4.1 Maintain strong staff engagement and wellbeing through a time of transformation

- Develop outstanding leaders who build trust and enable high performance outcomes for participants and our people.
- Build and sustain workforce capability so that our people have the skills and knowledge to deliver the NDIS.
- Enhance health, safety and wellbeing initiatives so that our people feel safe and supported at work.
- Champion disability employment by improving the experience of existing staff with disability; and increasing the employment of people with disability.

4.2 Enhance efficiency and effectiveness of processes and systems

- Simplify processes for participants, frontline staff and service providers through enhanced digital services.
- Implement a new CRM system to support improved service experience for participants, providers and NDIA staff and partners.
- Improve our payments and claims capability for participants and providers by delivering new claims at Point of Support (POS) technology, offering participants and providers a faster, simpler way to make claim transactions in real-time.
- Enhance operational guidelines and support materials to assist front-line staff and partners deliver a quality experience and better outcomes.
- Improve our staff and partners' capability and adherence with operational systems and processes.



Aspiration 5

A financially sustainable NDIS

Deliver a financially sustainable NDIS, based on insurance principles.



The NDIA is committed to ensuring that access and planning decisions are fair and equitable, and that the NDIS is financially sustainable and managed in line with PGPA Act requirements. We will achieve this through deep engagement with people with lived experience, the sector, state and territory governments to develop a new person-centred model to support access and planning decisions, consistent with the legislative requirements as set out in the NDIS Act.

A financially sustainable Scheme achieves participant outcomes across their lifetime, and is affordable now and into the future.

Demand for the Scheme and the subsequent estimated costs are influenced by a number of factors. Demand is currently being driven by an increase in the number of participants and the increasing cost of participant plans. Actuarial analysis and application of insurance principles, assists the Agency to monitor and manage the Scheme consistent with PGPA Act Requirements. This includes investing in participants in the short term to provide better outcomes over their lifetime, as well as to reduce the long-term costs of disability support.

The achievement of continued participant outcomes, greater inclusion and participation not only have a significant benefit for participants but are vital to the financial sustainability of the NDIS.

The Agency publishes quarterly reports which outline participant outcomes, Agency performance and ongoing information about the sustainability of the Scheme. A longer-term outlook on the sustainability of the Scheme is provided in the Annual Financial Sustainability Report. This report is independently verified by the Australian Government Actuary. These reports are available on the [NDIS website](#).

Ensuring the Scheme is protected from non-compliant and fraudulent practices requires vigilance and ongoing enhancements to our control environment. These enhancements protect Scheme funds and mean that funds can be better directed for participants to purchase the supports they genuinely need.

As the risks of cyber security breaches, scams and fraudulent activity across the world grow, we will continue to deploy effective processes and systems to manage the integrity of the NDIS and maintain financial sustainability. This includes continued focus on our fraud detection and risk control arrangements.



Our specific goals under this aspiration and examples of initiatives that we will undertake to achieve these goals are outlined below:

5.1 Ensure the NDIS is financially sustainable and represents value for money

- Focus on measuring the outcomes and benefits of a range of supports and services funded through the NDIA and explore new innovative approaches and technologies to benefit participants using our Research and Evaluation Strategy.
- Strengthen engagement with governments to develop common understanding of Scheme affordability considerations, ensuring the Agency is appropriately resourced to support quality outcomes over the forward estimates.
- Streamline initial and ongoing eligibility management and access decision making, improving Agency efficiency while delivering to our Participant Service Guarantee.
- Continue to publish Scheme data and enhance the disability community's awareness of evidence and insights.
- Engage with the sector to develop more effective supply networks and promote innovation in disability services to improve participant outcomes and affordability.
- Further clarify with governments what reasonable and necessary supports should be provided by the NDIS or other mainstream or community services.
- Introducing analysis on investment effectiveness to understand the relationship between expenditure and outcomes to quantify value delivered by the Scheme.

5.2 Continued focus on the control environment to protect the Scheme from non-compliant and fraudulent practices

- Increase the use of data analytics to predict and respond to non-compliant and potentially fraudulent behaviour.
- Continued focus on fraud, integrity, compensation and debt recovery practices
- Strengthen controls to ensure risk management processes are effective, reliable and consistent.



4

Performance measures and targets

We measure our performance against our five Aspirations using the tables below.

These measures are consistent with the previous Corporate Plan and there have been no additional measures added.

Our performance measures, latest results and targets for 2022–23 and the following three years are outlined in the tables below.

Table 1. Participant and scheme outcomes

#	What will be measured	Aspiration	2021-22 Actual	2022-23 Target	2023-24 to 2025-26 Targets
1.1	Participant employment rate (%)	1	21.9%	26%	Increase to 30% over full period
1.2	Participant social and community engagement rate (%)	1	43.1%	46%	Increase to 50% by 2025-26
1.3	Families and carer employment rate (%)	1	49.9%	50%	Maintain at 50% over full period
1.4	Children benefitting from the NDIS and no longer needing supports (%)	1,5	5.8%	6%	Maintain at 6% over full period
1.5	Socioeconomic Equity (%) ¹	5	103.8%	104%	Decrease to 102% by 2025-26

1 This is calculated as average annualised plan budgets of participants in the top 2 SEIFA deciles (top 20%) divided by the average annualised plan budget of participants in the bottom 2 deciles (bottom 20%). Active participants aged 0 to 64 are included in the calculation.

Table 2. Participant and stakeholder sentiment

#	What will be measured	Aspiration	2021-22 Actual	2022-23 Target	2023-24 to 2025-26 Targets
2.1	Participant satisfaction (%)	1	75%	76%	Maintain 80% over full period
2.2	Participant perception of choice and control (%)	1	76.3%	75%	Maintain 75% over full period
2.3	General community sentiment and confidence (%)	3	67.4%	70%	Maintain 70% over full period
2.4	Provider sentiment and confidence (%)	3	54%	62%	Increase to 65% over full period

Table 3. Scheme Sustainability, Fraud and Compliance

#	What will be measured	Aspiration	2021-22 Actual	2022-23 Target	2023-24 to 2025-26 Targets
3.1	Payment growth compared to healthcare and social assistance wages growth ²	5	1.8	<2	Decrease to <1.5 over full period
3.2	NDIS annual spend (Program 1.1) compared to PBS (%) ³	5	98.1% ⁴	100%	Maintain 100% over full period
3.3	Payment errors/ anomalies (% of program outlay) ⁵	4,5	1.2%	<1%	Maintain <1% over full period

2 The name of the metric has been amended and the calculation method has been simplified to include all payments.

3 Comparison to Portfolio Budget Statements 2022-23 Budget Related Paper No.1.12.

4 Month paid supports are the draft results and are subject to final adjustments.

5 Payment errors relate to either fraud, misuse or material payment error in the provision of payment for supports.

Table 4. NDIS operating performance

#	What will be measured	Aspiration	2021-22 Actual	2022-23 Target	2023-24 to 2025-26 Targets
4.1	Participant Service Guarantee timeframes met (%)	1	50%	80%	Increasing to 95% in 2025-26
4.2	Plan utilisation by district (%) ⁶	2	7.5%	<8%	Decrease to <7% over full period This target corresponds to 5 or fewer service districts.

Table 5. Market performance

#	What will be measured	Aspiration	2021-22 Actual	2022-23 Target	2023-24 to 2025-26 Targets
5.1	Market concentration (%) ⁷	2	8.4%	<9%	Decrease to <8% in 2023-25 and <7% in 2025-26. The 2025-26 target of <7% corresponds to 5 or fewer service districts.
5.2	Providers charging below the price limit (% of markets) ⁸	2	22.3%	>24%	Increase to >25% over full period

6 This metric measures the extent of low utilisation (of plan budgets) across geographic regions.
Low utilisation may be an indication of low levels of available supports and/or underdeveloped markets.

7 Percentage of regions where the top 10 providers supply more than 85% of the supports.

8 Percentage of payments that are below the price limit stipulated in the price guide.

Table 6. NDIA operating performance

#	What will be measured	Aspiration	2021-22 Actual	2022-23 Target	2023-24 to 2025-26 Targets
6.1	NDIA spend (Program 1.2) compared to PBS (%) ⁹	4	95% ¹⁰	100%	Maintain 100% over full period
6.2	NDIA spend (Program 1.2) as proportion of NDIS spend (%)	4	5.5% ¹¹	6%	Maintain 6% over full period
6.3	Staff engagement (%)	4	74%	76%	Increase to 80% over full period
6.4	Staff wellbeing (%)	4	66%	70%	Maintain 70% over full period
6.5	Staff with disability (%)	1,4	19.1%	19%	Increase to 20% over full period
6.7	Senior Executive Service staff with disability (%)	1,4	12%	12%	Maintain 12% over full period
6.8	Female representation in the Senior Executive Service (%)	1,4	57.5%	50%	Maintain 50% over full period

9 Comparison to Portfolio Budget Statements 2022-23 Budget Related Paper No.1.12.

10 Month paid supports are the draft results and are subject to final adjustments.

11 Month paid supports are the draft results and are subject to final adjustments.

A large, stylized white quotation mark icon is positioned in the upper left corner of the image, next to a thin vertical white line.

‘I’ve gained so much confidence through the NDIS, and a sense of peace in knowing my future is going to be okay.’

— Maria, NDIS Participant



5

Financials

The NDIS Act requires the Agency to manage the financial sustainability of the Scheme and report estimates of current and future expenditure associated with the Scheme in the Corporate Plan.

The Public Budget Statements (PBS) were announced on 29 March 2022 and set out the anticipated expenditure and revenue for the Scheme over the forward estimates. This is provided in tables 7 and 8 below.

Expenditure allocated in Program 1.1 is in line with the 2021 NDIS Annual Financial Sustainability Report (AFSR) released in October 2021. The AFSR was reviewed by the Australian Government Actuary and has recently been subject to an independent review by Taylor Fry. Both of these reviews supported the projection in the AFSR.

The annual cost of the NDIS is projected to grow to just over \$40 billion by 2024–25. Key drivers in this growth include:

- Higher average costs per participant due to increases of support volumes in core support and capacity building.
- Continued growth in participant numbers.

For those with disability and their families, this means continued support to improve their independence, and enhanced community, social and economic participation. For the NDIA, this means improving outcomes and building capacity aligned with projected forecasts. For all Australians, this means confidence the Scheme is affordable, well managed and delivering outcomes.

The Agency continues to work collaboratively with participants, the disability sector and the broader community to build a stronger NDIS that monitors and maintains the long-term sustainability of the Scheme, as required by the NDIS Act.

NDIA operating expenses in Program 1.2 outline current government expectations of costs to manage the Scheme over the forward estimates.

Managing the effectiveness and efficiency of the NDIA operating expenses is a key consideration and focus as the Agency continues to mature.

Operating expenses have increased from \$906 million in 2017–18 to \$1,481 million in 2020–21. As a percentage of the dollars spent on participants, operating expenses have decreased from 16.7 per cent in 2017–18 to 5.8 per cent for the nine months to 31 March 2022.

The Productivity Commission in its 2017 study report of NDIS costs suggested a range of 7 per cent to 10 per cent as an appropriate amount for NDIA operating costs.

Consistent with other programs, the estimated costs for the NDIS are subject to adjustments to reflect increases in actual payments. As the Scheme is relatively new, there is uncertainty in the projections of the total number of participants, the average cost of individual participant packages, and therefore the Agency resources required to support the Scheme.

Table 7. Scheme and NDIA expenditure by program¹²

Program	2021-22 Estimate	2022-23 Budget	2023-24 Forward estimate	2024-25 Forward estimate	2025-26 Forward estimate
Program 1.1 Reasonable and necessary support for participants (\$m)	29,304	33,886	37,973	41,373	44,551
Program 1.2 Agency costs (\$m)	1,669	1,672	1,287	1,347	1,377
Total (\$m)	30,972	35,559	39,260	42,719	45,928

Table 8. Scheme and NDIA revenue¹³

Source	2021-22 Estimate	2022-23 Budget	2023-24 Forward estimate	2024-25 Forward estimate	2025-26 Forward estimate
Australian Government (appropriations and contributions)	19,436	23,830	27,146	30,123	32,830
State and territory jurisdiction contributions (cash)	10,015	10,457	11,790	12,584	13,086
In-kind and other revenue (Australian Government, state and territory governments)	1,044	1,095	320	7	7
Total (\$m)	30,495	35,383	39,255	42,715	45,923

12 Portfolio Budget Statements 2022-23 Budget Related Paper No.1.12.

13 Portfolio Budget Statements 2022-23 Budget Related Paper No.1.12.

A large, stylized white quotation mark icon is positioned in the upper left corner of the image, set against a solid purple background.

‘I feel really positive about myself and feel I can achieve my goals. The NDIS has been really good for me.’

— Alanna, NDIS Participant



6

Risk governance

Our approach to risk management is embedding an understanding of risks, controls and mitigations in every aspect of the organisation, across business planning, reporting, decision making, operations and strategic initiatives.

The Board oversees our risk based approach through the Risk Committee and Audit Committee, to ensure effective application of risk management and governance frameworks.

The NDIA's risk governance and framework is underpinned by the:

- *National Disability Insurance Scheme Act 2013.*
- *National Disability Insurance Scheme Risk Management Rules 2013.*
- *Public Governance, Performance and Accountability Act 2013.*
- other related Commonwealth Policies and Frameworks (as outlined in Figure 3).

Our Chief Risk Officer has responsibility to ensure:

- Our systems, reporting and processes have risk management embedded.
- Risk owners are supported by dedicated risk officers.
- Appropriate controls are in place to mitigate fraud, promote compliance and manage risk associated with safeguarding public funds, while supporting participant choice and control.

Risk governance and management framework

Together the Board, our CEO, Chief Risk Officer and the Executive Leadership Team oversee the proper, efficient and effective performance of the NDIA.

The risk management framework includes toolkits to guide all levels of the organisation to identify and manage risks and implement applicable strategies to minimise negative impacts and maximise opportunities.

Strategic risks

Consistent with our practice of identifying, escalating and mitigating key risks, we have identified nine strategic risks that have the potential to adversely impact the achievement of our aspirations. The strategic risks are listed on page 49.

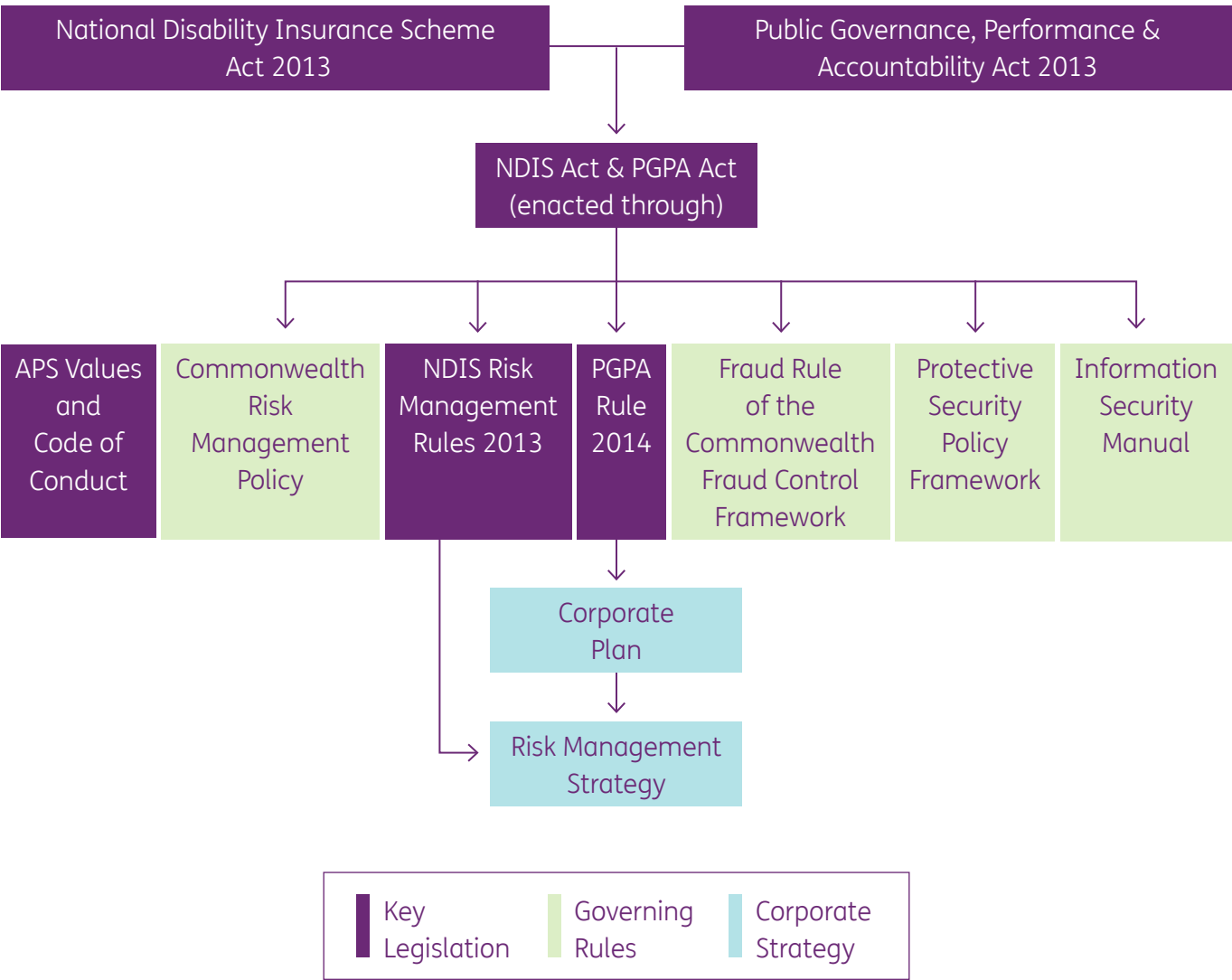
Protecting the Scheme from non-complaint and fraudulent practices

We are committed to preventing, detecting and responding to non-compliance and fraud, and most importantly to protecting all participants.

We maintain a zero-tolerance approach to fraud and the misuse of funds.

We are continuously strengthening our end-to-end processes, including access, planning, claims and payments, to further protect the integrity of the NDIS.

Figure 3. Risk Governance Architecture



Strategic risks

1. Participant experience

Ability to meet participant expectations for access decisions, delivery of personalised plans and timely reviews, including responsiveness to the management of critical incidents and/or issues.

2. Participant outcomes

Ability to facilitate achievement of identified goals to enable participant social and economic outcomes

3. Partner performance

Ability to maintain necessary Agency partners capacity and capability, including Partners in The Community and outsourced service providers.

4. Provider market quality

Ability to enable consistent and sustainable provider market quality, depth, coverage and support innovation.

5. Financial sustainability

Scheme scope, growth and/or costs deviate significantly from approved funding.

6. Scheme integrity

Ability to protect the Scheme and participants against fraud and non-compliance.

7. People, capability and capacity

Ability to attract and retain a highly capable, high performing workforce.

8. ICT delivery and cyber

Ability to deliver reliable, effective and sustainable IT systems and digital platforms with robust cyber security prevention, detection, and response mechanisms.

9. Stakeholder relationship and trust

Ability to build and maintain mutual trust with the sector, participants and community through improved engagement and co-design for Scheme changes.



7

Appendices

Appendix 1: Strategic roadmap (text version)

The text version of the Strategic roadmap graphic on page 21.

Operational improvements (now to end 2021)

- Reduce backlogs and waitlists
- Meeting existing targets (and future legislated participant Service Guarantee)
- Deliver tactical improvements to participant experience and pain points.

Strategic improvements (now to end 2022)

- Improve the end-to-end participant experience (through the Service Improvement Plan)
- Embed the Participant Service Charter
- Strengthen policies, procedures and controls to ensure financial sustainability

Strategic outcomes (now to 2026 and beyond)

- Sustain improvement in participant outcomes
(participation in employment and social/community activities)
- Reshape the Scheme and Agency

Appendix 2: Risk Management Architecture (text version)

The text version of the Risk Management Architecture graphic on page 48.

Our risk governance is set and enacted through the key legislation of the National Disability Insurance Scheme Act 2013 and the Public Governance, Performance and Accountability Act 2013.

This sits above the following key legislation and governing rules:

Key legislation:

- APS Values and Code of Conduct.
- NDIS Risk Management Rules 2013.
- PGPA Rule 2014.

Governing rules:

- Commonwealth Risk Management Policy.
- Fraud Rule of the Commonwealth Fraud Control Framework.
- Protective Security Policy Framework.
- Information Security Manual.

The NDIS Risk Management Rules sit above the Risk Management Strategy.

The PGPA Rule 2014 sits above the NDIS Corporate Plan, which also connects with the Risk Management Strategy. This Strategy and the Corporate Plan make up our corporate strategy.

A large, stylized white quotation mark icon is positioned in the upper left corner of the image, against a solid purple background.

‘Before the NDIS I was upset, stressed and depressed, and I was stuck inside the house, but now I am pretty confident. With the NDIS, I get so much different help from everywhere.’

— Payal, NDIS Participant

ndis

ndis.gov.au

National Disability Insurance Agency



Telephone: 1800 800 110



Webchat: [ndis.gov.au](https://www.ndis.gov.au)

Follow us on our social channels



For people who need help with English



TIS: 131 450

For people who are deaf or hard of hearing



TTY: 1800 555 677



Speak and Listen: 1800 555 727