




Delivered by the
National Disability
Insurance Agency

Annual Report

2024-25





NDIS participant Oceanlee has had a tough start in life, but using her NDIS funding she's now working full-time, achieving her goals, and saving for a better future.



Scan to read Oceanlee's full story, or visit ndis.gov.au/stories.



New skills help Oceanlee find work and live independently

With the right supports, Dubbo NDIS participant Oceanlee has changed her life. Now she's more confident, independent and working in a job she loves.

The 26-year-old said when she finished school, she knew she could do with some help.

'I decided to reach out to Social Futures,' Oceanlee said. 'I met Noel, my local area coordinator.'

Oceanlee also started working with Reenie, a support worker, who showed her how to budget, catch public transport, write her resume, apply for jobs and prepare for interviews.

Noel and Reenie encouraged Oceanlee to set 3 main goals.

'I wanted to get a full-time job, my driver's licence and live independently,' she said.

Oceanlee's dad worked at a national hardware store. He suggested she apply there, which she did and landed a casual role.

Oceanlee has made huge progress. With her NDIS funding and strong will, she's reached 2 of her 3 goals.

'After 3 months, I was offered a full-time job! I absolutely love it,' she said. 'It's helped me overcome my social anxiety.'

Oceanlee is now thriving. 'Everyone's proud of me,' she said. 'I think I'm a bit of a favourite at work too,' she added.

'I'm also living independently and I'm catching the bus on my own. I'm really proud of that!'

Next on Oceanlee's list is to get her driver's licence and save for her future.

'I'd love to own my own home one day and travel,' she said.

'Before I got my NDIS funding, my family and I struggled. But the NDIS changed my life. I've learned so much – social skills, budgeting ... though budgeting's hard. I have a big cup addiction and when I see one, I want to buy it!' she laughed.

Oceanlee has some advice for others.

'Do your research on your local NDIS partner in the community and disability support providers, then make some calls,' she said. 'I did, and meeting Noel and Reenie changed my life!'

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Acknowledgement of Country

The NDIA acknowledges the Aboriginal and Torres Strait Islander peoples of this nation and the Traditional Custodians of the lands across which our Agency conducts our business. We pay respects to the custodians of the land on which we work as well as their ancestors and Elders, past, present and emerging.

The NDIA is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters, seas and their rich contribution to society.

Artwork 'Belonging' by Charmaine Mumbulla.

Letter of transmittal



Delivered by the
National Disability
Insurance Agency

GPO Box 700
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1800 800 110

The Hon Mark Butler MP
Minister for Disability and the National Disability Insurance Scheme
Parliament House
Canberra ACT 2600

Senator the Hon Jenny McAllister
Minister for the National Disability Insurance Scheme
Parliament House
Canberra ACT 2600

Dear Ministers,

On behalf of the National Disability Insurance Agency (NDIA), I present to you the annual report for the reporting year 1 July 2024 to 30 June 2025.

The report provides a detailed description of the NDIA's operations during the year and has been prepared in accordance with the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and the *National Disability Insurance Scheme Act 2013* (Cth) (NDIS Act).

In accordance with section 39 of the PGPA Act, the report provides information about the NDIA's performance in achieving its purpose.

The report includes a copy of the NDIA's annual financial statements and the Auditor-General's report as prescribed by subsection 43(4) of the PGPA Act.

The incorporated summary of the Annual Financial Sustainability Report 2024–25 and the inclusion of the reviewing actuary's report fulfils the NDIA's obligations under subsection 172(4) of the NDIS Act.

The report is made in accordance with a resolution of the Board of Directors on 18 September 2025. The Board is responsible for its preparation and content. The report is provided to you as the responsible minister under section 46 of the PGPA Act.

Yours sincerely,

Kurt Fearnley AO
NDIA Board Chair
18 September 2025



‘Maisie was there from the start when I had my stroke,’ Peter said. ‘She tried to push me in the wheelchair all the time and I said, no, I want to try and walk with my cane.’

Peter, NDIS participant



Scan to read Peter's full story or visit ndis.gov.au/stories.

Section 1

The National Disability Insurance Agency – delivering the National Disability Insurance Scheme

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Peter is back on Country with support from his community



Scan to read Peter's full story, or visit [ndis.gov.au/stories](https://www.ndis.gov.au/stories).

Peter, a proud Wik-Mungkan man from Aurukun in Far North Queensland, remembers the morning everything changed.

'I got up to go to work and I couldn't move my right side. I was paralysed,' he said.

Peter was flown nearly 1,000 kilometres to Cairns Hospital, where he was supported to apply to the NDIS. It gave him access to culturally appropriate support in hospital and when he got back home.

Through the NDIS, Peter connected with providers to help with daily living supports, physiotherapy and occupational therapy. All this support meant he could leave hospital and go home, where his family and community were ready to help his recovery.

In remote towns, like Aurukun, allied health professionals only visit monthly. To ensure Peter could continue his progress, his team designed a daily exercise plan he could do with his support workers.

Peter has local First Nations support workers Ben, Ivan and Robert, who understand his culture and his needs.

Being surrounded by family and friends has helped Peter recover mentally and physically.

Doctors once told Peter he might never walk again. But being strong-minded and with the unwavering support of his partner, Maisie, he proved them wrong.

'Maisie's been really supportive,' Peter said. 'She tried to push me in the wheelchair, but I said, no, I want to walk with my cane.'

Today, Peter's walking, fishing, mowing lawns and sharing cultural knowledge as an Elder.

Acknowledgement of people with disability

The National Disability Insurance Agency (NDIA) recognises the objectives of the United Nations Convention on the Rights of Persons with Disabilities – to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities and to promote respect for their inherent dignity.

We acknowledge the lived experience of people with disability, their family members, carers and supporters and their ongoing contribution to the development of the National Disability Insurance Scheme (NDIS) through co-design.

About this report

This annual report is an important part of the NDIA's responsibilities as a corporate Commonwealth entity under the Commonwealth Performance Framework and the *Public Governance, Performance and Accountability Act 2013* (Cth). It provides a comprehensive account of the NDIA's performance for the 2024–25 financial year. The report includes our audited financial statements and performance statements, which show how we delivered against the performance measures and priorities described in the Portfolio Budget Statements 2024–25 and our Corporate Plan 2024–25 – our primary planning documents under the framework.

In addition to this annual report, the NDIA also provides quarterly reports to the Disability Reform Ministerial Council (DRMC). The reports give the DRMC regular updates on the delivery and progress of the NDIS. They are a statutory requirement under the *National Disability Insurance Scheme Act 2013* (NDIS Act).

Together, these reports demonstrate how we plan, measure and report the impact of the NDIS. These documents are available on the NDIS website.

1.1 A message from the NDIA Board Chair



It is a great honour to chair the Board of the NDIA and present the 2024–25 Annual Report.

The Board's focus is on improving outcomes for the more than 739,000 participants who receive supports from the NDIS and ensuring we manage the Scheme for its long-term sustainability.

The Board is committed to inclusion and co-design in the way the NDIA operates, and we are representative of the community that we serve. It continues to be our priority to ensure the voices of people with disability are heard and are central to all that we do.

I am proud to lead a Board that has a majority of members with lived experience of disability. Also, the Australian Public Service Employee Census data shows that 23% of the NDIA's staff identify as having a disability, with representation of 17% among senior executive staff.

At our National Contact Centre, more than 31% of staff identify as having a disability. This helps to ensure lived experience of disability is at the heart of the NDIA – something that the launch of our Disability Action Plan this year has further enhanced.

The Disability Action Plan gives practical steps to create a more inclusive and accessible workplace for our staff, which in turn helps to improve the service we provide to participants, building a stronger, more inclusive NDIS.

We know the NDIS will only succeed if the voices of participants are at its centre. This is why co-design is at the heart of our reform work – to ensure participants and the disability community have a voice in changes made to the Scheme.

In October 2024 new laws for the NDIS came into effect in the NDIS Amendment (Getting the NDIS Back on Track No. 1) Act. Since then, the NDIA held more than 70 co-design and consultation sessions involving more than 600 participants and members of the disability community and coordinated over 30 targeted consultation sessions with more than 90 external stakeholders to inform legislative rules and implementation.

This work helped to shape recent reform and helps to ensure we build a strong and sustainable NDIS.

Throughout these changes, one thing we continue to recognise is how impactful the NDIS can be. In the most recent NDIS quarterly report, 41% of participants aged 15 and over said their level of engagement in community and social activities had increased after 2 years in the NDIS.

Also, 81% of participants aged 15 and over said they had greater choice and control in their lives – up from 67% at entry to the NDIS.

The NDIA has been represented by 4 Commonwealth ministers in the reporting year. I would like to acknowledge and thank the Hon Bill Shorten and the Hon Amanda Rishworth MP for their service to the Scheme. In May we welcomed 2 new ministers – the Hon Mark Butler MP and Senator the Hon Jenny McAllister. I look forward to ongoing collaboration and work with our new ministers as we continue to reform and guide the Scheme for our participants.

Finally, I would like to thank everyone who contributes to make sure our world-leading Scheme supports those who need it. I thank my fellow Board members, Agency staff, providers, advocates, support organisations and the thousands of representative voices for their dedication and work to make our Scheme stronger.

And to our NDIS participants – your support, passion, insights and commitment help us to create a better NDIS every day.

I look forward to our continued collaborative efforts improving the outcomes for people with disability across Australia.

Kurt Fearnley AO
NDIA Board Chair

1.2 A message from the acting NDIA Chief Executive Officer



It's a privilege to be part of the NDIA's senior leadership team to deliver the NDIS, which provides more than 739,000 Australians with disability-related supports, enabling them to achieve positive outcomes and gain autonomy in their lives.

Throughout 12 months of legislative reform and change, the NDIA has continued to focus on improving participant outcomes and the sustainability of the NDIS.

These changes are making the NDIS stronger, as reflected in the fact that growth in NDIS costs has continued to stabilise. The NDIS remains on track to meet National Cabinet's 8% growth target, with the year-on-year growth rate down to 10.8%.

Implementing legislative reform has been a significant task for us – one guided by the voices of participants.

Already we have seen some of these changes come into effect. For example, we have a new definition of 'NDIS supports', and supports lists and funding periods have been introduced. These changes are designed to give participants clarity on what they can and cannot spend their NDIS funds on and help them manage their budgets.

We are continuing to improve participant experience in line with legislation. For example, we are working on our access and planning pathways to develop a fairer and more equal experience for all participants. We also continue to invest more resources in our frontline teams and our specialist pathways.

Our commitment to improving participant experience goes beyond the implementation of reform. We have reduced the time taken to close complaints, with 90% closed within 21 days in the last quarter of 2024–25 compared with 54% in quarter 1.

The National Contact Centre's performance also continued to improve, even while demand increased across all contact channels. The average speed of answer for calls improved this year, with customer satisfaction at 93%.

To ensure we improve the experience of all NDIS participants, including First Nations participants, in January we launched the NDIS First Nations Strategy 2025–30. The strategy is part of our commitment to making the NDIS more equitable and culturally safe for First Nations people with disability.

We are also strengthening support for participants in remote and very remote Australia, using a combination of place-based services and geographically tied remote servicing teams. These teams support people with disability and their communities by ensuring participants have access to supports regardless of where they live. We are also expanding the role of our Remote Community Connectors who provide a valuable connection between communities and the NDIS.

Our dedicated staff, who deliver these supports and services to participants, are the heart of the NDIA. For that reason, NDIA leadership prioritises support for the wellbeing of our staff and ensuring all staff have access to support systems, wellness checks and mental health first aid.

Following the release of the Review of Security and Safety at the NDIA by Mr Graham Ashton AM APM, and as part of our Australian Public Service Employee Census Action Plan, work is now underway on a 3-year Safety, Wellbeing and Security Strategy.

I would like to acknowledge the efforts and contributions of the ministers for the National Disability Insurance Scheme, the NDIA Board and members of the Independent Advisory Council, and our CEO, Ms Rebecca Falkingham. Their wisdom, commitment and support have been integral to the improvement of the NDIS and the betterment of participant outcomes.

I would also like to acknowledge NDIA staff and our partners, whose passion and dedication I witness every day. They are tireless in their commitment to delivering the NDIS and ensuring participants are supported. I extend my gratitude to them for their continued dedication.

As the NDIS and NDIA continue to undergo change and reform, we are committed to making sure participants are an integral part of that change. The senior leadership team and I look forward to working with people with disability and the disability community to continue making the NDIS stronger together.

Scott McNaughton
Acting Chief Executive Officer

1.3 The National Disability Insurance Agency

Our purpose

The NDIA’s purpose is described through our outcome statement, functions and programs.

Agency outcome statement

Our outcome statement is to improve the independence, and the social and economic participation of eligible people with disability through the management of a financially sustainable National Disability Insurance Scheme with proper, efficient and effective use of resources.

The NDIS comprises:

1. funding for NDIS participant plans for reasonable and necessary supports
2. the provision of general supports to participants and people with disability
3. funding for services that assist people with disability to participate in economic and social life.

NDIA functions

New NDIS laws came into effect on 3 October 2024 – see section 1.4, ‘Enabling legislation’, in this report for more information about them. The Corporate Plan 2025–26 describes the effect of the changes, including the NDIA’s expanded role to better support people with permanent and significant disability, within a broader ecosystem of supports.

Figure 1 summarises the NDIA’s functions in 2024–25. These functions correspond to the legislation that was in place before the new laws started.

Figure 1: NDIA functions (2024–25)



Function 1

Deliver the NDIS to support the independence, and social and economic participation, of people with disability.



Function 2

Manage, and advise and report on, the financial sustainability of the NDIS.



Function 3

Develop and enhance the disability sector, including by facilitating innovation, research and contemporary best practice in the sector.



Function 4

Build community awareness of disabilities and the social contributors to disabilities.



Function 5

Collect, analyse and exchange data about disabilities and the supports (including early intervention supports) for people with disability.



Function 6

Undertake research relating to disabilities, the supports (including early intervention supports) for people with disability and the social contributors to disabilities.

Our programs

In 2024–25 the NDIA delivered 2 programs that contributed to the achievement of our outcome statement, as outlined in the Portfolio Budget Statements 2024–25.

Program 1.1

Reasonable and necessary supports for participants.

The objective of this program is to provide funding for reasonable and necessary supports, including early intervention supports, to eligible people with disability ensuring participants have flexibility, choice and control to pursue their goals for improved independence and social and economic participation.

Program 1.2

NDIA and general supports.

The objective of this program is to fulfill the functions of the NDIA, delivering a financially sustainable NDIS to Australians in line with the NDIS Act.

Our key activities

The NDIA achieved its purpose through 2 key activities.

Key activity 1

Improve participant experience and outcomes with a financially sustainable Scheme.

Key activity 2

Develop a high performing NDIA for participants.

1.4 The National Disability Insurance Scheme

The NDIS is based on the guiding principles that people with 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 to the full extent of their ability.

The NDIS provides funding to eligible people with disability. It aims to improve social and economic outcomes by supporting people with disability to access reasonable and necessary supports. The NDIS also helps connect people to mainstream and community services. We work closely with state and territory governments to assist people to access the supports they need.

Enabling legislation

The NDIS Act establishes the NDIS and, in conjunction with other laws, it gives effect to Australia's obligations under the Convention on the Rights of Persons with Disabilities. The NDIS Act's objectives include:

- supporting the independence and social and economic participation of people with disability
- providing reasonable and necessary supports, including early intervention supports, for participants in the NDIS
- enabling people with disability to exercise choice and control in the pursuit of their goals and the planning and delivery of their supports
- raising community awareness of the issues that affect the social and economic participation of people with disability and facilitate greater community inclusion of people with disability.

On 22 August 2024, the Australian Parliament passed the National Disability Insurance Scheme Amendment (Getting the NDIS Back on Track No. 1) Bill 2024, a Bill amending the NDIS Act. The amendment commenced on 3 October 2024. These changes were made to address some of the key recommendations arising from the 2023 Independent Review into the NDIS. The Review focused on improving the experience of participants and restoring the original intent of the Scheme to support people with permanent and significant disability, within a broader ecosystem of supports.

The amendments to the NDIS Act included:

- changes that support the introduction of a new framework for developing participant plans and the creation of a new early childhood pathway to better support children younger than 9 years old
- introducing a definition of ‘NDIS supports’ that clarifies what NDIS funding can and cannot be used for
- changes that support participant spending by clarifying the amount of funds available in a plan, how long the funds need to last (funding periods) and how claims must be made
- changes to the disability and early intervention requirements to clarify people should only access the NDIS if they need supports that are funded by the NDIS
- formalising the NDIA’s role in addressing Scheme sustainability through additional functions to support Scheme integrity.

For more information about these changes, see the NDIS website: [Changes to NDIS legislation](#).



NDIS participant, Elise

Section 2

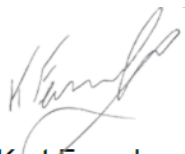
Annual performance statements

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2.1 Statement of preparation

I, Kurt Fearnley, as the Chair of the National Disability Insurance Agency Board, the accountable authority of the National Disability Insurance Agency (NDIA), present the NDIA annual performance statements for the 2024–25 reporting period, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

In the opinion of the Board, these annual performance statements accurately present the performance of the NDIA in the reporting period and comply with subsection 39(2) of the PGPA Act and section 16F of the *Public Governance, Performance and Accountability Rule 2014*.



Kurt Fearnley AO
NDIA Board Chair

2.2 Performance framework

The NDIA conducts its performance planning and reporting in line with Commonwealth Performance Framework and NDIS Act requirements.

This involves developing the 3 key components of the Commonwealth Performance Framework:

- portfolio budget statements – which outline the funding for the NDIA
- corporate plan – which sets the strategic direction and key activities to achieve the NDIA’s purposes
- annual performance statements – which assess the extent to which the NDIA has achieved its purposes.

The Australian National Audit Office conducted an audit of NDIA’s annual performance statements for the 2024–25 financial year.

2.3 The NDIA annual performance statements

The annual performance statements follow the structure of the NDIA Corporate Plan 2024–25. The corporate plan describes our purpose and gives details on our outcome statement, functions, programs, key activities and performance measures. The annual performance statements measure our performance against 2 key activities that help achieve the NDIA’s purpose:

- Key activity 1 – Improve participant experience and outcomes with a financially sustainable Scheme.
- Key activity 2 – Develop a high performing NDIA for participants.

These activities are managed under 2 programs:

- Program 1.1 – Reasonable and necessary supports for participants.
- Program 1.2 – NDIA and general supports.

At the start of 2024–25 the NDIA was part of Social Services portfolio, operating under Outcome 3 Disability and Carers. Its objective was ‘Supporting the independence of, and economic participation by, people with disability and carers by providing targeted supports’.

The NDIA transferred to the Health, Disability and Ageing (DHDA) portfolio from 13 May 2025.

To assess our performance in achieving our purpose, our performance measures need to be considered as a set. The NDIA has several legislated functions, our most prominent being the delivery of the NDIS. See section 1.3, ‘NDIA functions’, in this report for more information. Our performance measures focus on these functions, as well as those functions that represented a significant or material proportion of our operations during in 2024–25.

Key changes for 2024–25

In 2024–25, as outlined in our corporate plan, the NDIA updated its strategic direction to reflect the successful implementation of the NDIS while ensuring it continues to align with NDIS Act objectives. As part of this update, we revised the outcomes statement and the objectives of the NDIA’s programs and reviewed our key activities and performance measures. These updates are reflected in our Corporate Plan 2024–25.

After the National Disability Insurance Scheme Amendment (Getting the NDIS Back on Track No. 1) Bill was passed, new laws for the NDIS came into effect from 3 October 2024. These laws included an updated function for NDIA ‘to prevent, detect, investigate and respond to misuse or abuse of, or criminal activity involving, the National Disability Insurance Scheme’. See section 6.3, ‘Ensuring the integrity of the NDIS’, in this report for more information about the NDIA’s activities to prevent fraud and support the integrity of the NDIS. These laws took effect after the NDIA Corporate Plan 2024–25 was published, so any updates that are

needed because of the changes have been published in the 2025–26 corporate plan. See section 1.4 of this report for details on additional changes to the NDIS Act.

Changes to performance measure reporting

The NDIA Corporate Plan 2024–25 outlined changes to the reporting of performance measures. In reviewing our performance measures, we considered the link to our functions, outcome statement and program objectives. Information about previous measures that are referenced in this annual report can be found in relevant sections of the report and in other NDIS publications.

Publication of a revised corporate plan for 2024–25

The NDIA released a revised corporate plan for 2024–25, effective from 1 April 2025. The revised plan contains changes to targets for 2 performance measures:

- Performance measure 1.6 – Average payment per participant
- Performance measure 1.7 – Annualised Scheme growth rate.

These target changes were made based on projections from the 2023–24 Annual Financial Sustainability Report and the Mid-Year Economic and Fiscal Outlook. For more details, see section 2.3, ‘Performance measure 1.6 – Average payment per participant and Performance measure 1.7 – Annualised Scheme growth rate’ in this report.

Overall performance toward our outcome

At 30 June 2025, the NDIS is supporting 739,414 participants.

Of the 12 performance measures in the NDIA Corporate Plan 2024–25, we achieved 7 targets. Among those achieved are key sustainability measures including the annualised Scheme growth rate and average payment per participant, which form part of the NDIA commitment to meeting the 8% growth target agreed by National Cabinet.

We have exceeded our target for the percentage of staff with disability – this shows our commitment to fostering an inclusive, supportive, and empowering workplace. Our result against this target is the result of a range of initiatives we have put in place to attract, retain, and uplift staff with disability and neurodivergent staff, and to ensure participants are well supported by staff with lived experience. We also achieved our target for connecting participants to community and/or mainstream supports.

We have met key operational measures, with payments being made within agreed

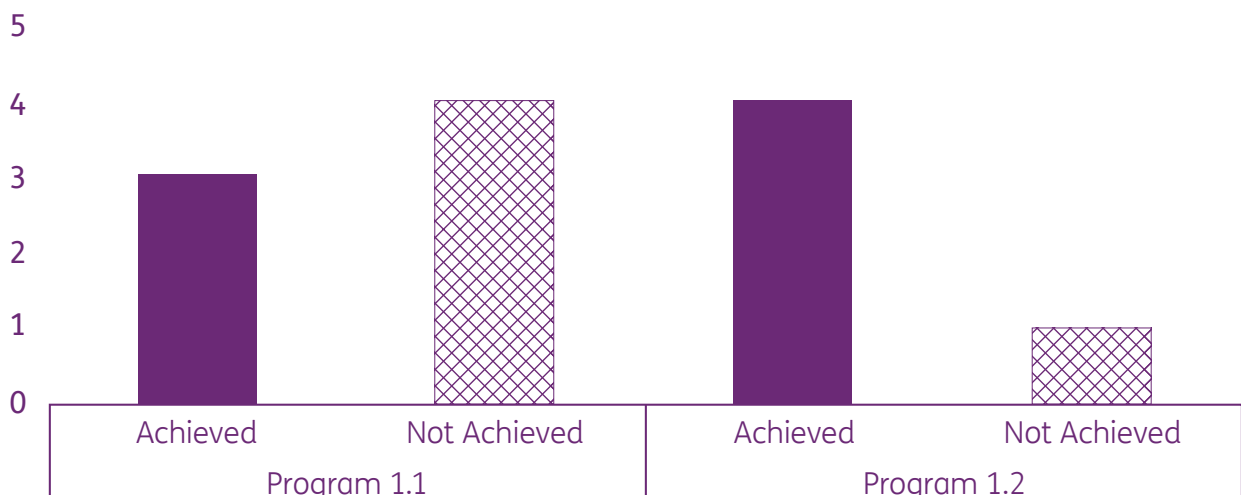
timeframes and participant issues being resolved on the first call to the National Call Centre (NCC).

The NDIA also continued to provide quality insights into the Scheme experience in our NDIS Quarterly Reports to Disability Ministers, which were delivered within prescribed timeframes.

The NDIA did not meet the target for 5 performance measures, including for participant employment, and participant social and community engagement rates. This includes the NDIA’s Participant Service Guarantee (PSG), where we continue to implement a remediation plan to address PSG timeframes and improve both the participant experience and PSG performance. For the participant satisfaction measure we improved staff guidance to enhance decision quality and timeliness.

We are focused on supporting participants to exercise choice and control over implementing their plan. Participants can exercise choice and control through selecting their goals and providers to ensure they get the supports they need. This also ensures participants can take reasonable risks managing their plan.

Figure 2: Performance measure target results by program



Program 1.1 performance statement

The objective of this program is to provide funding for reasonable and necessary supports, including early intervention supports, to eligible people with disability ensuring participants have flexibility, choice and control to pursue their goals for improved independence and social and economic participation.

Key activity 1

Improve participant experience and outcomes with a financially sustainable Scheme.

See section 3 of the NDIA Corporate Plan 2024–25 for more detail about this key activity. Details are also included on the definition of NDIS financial sustainability. Risks, issues, and management recommendations are outlined in the NDIS Annual Financial Sustainability Report (AFSR), including a progress update on previous recommendations made by the Scheme Actuary and actions taken by the NDIA.

Performance measure 1.1 – Participant employment rate

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Participant employment rate	26%	22.4%	Not achieved	22.6%

Why we measure this

This measures the effectiveness of the NDIS in supporting the independence, and social and economic participation, of people with disability.

How we measure this

The participant employment rate is calculated as the number of participants aged 15 to 64 (working age) who responded 'Yes' to the question 'Do you have a paid job?' at their latest plan reassessment divided by the number of respondents. Responses from participants who have been in the Scheme for more than 2 years are included in the result. Also, to enable longitudinal analysis, we only include participant responses received within 9 to 15 months of a previous reassessment and with a baseline result at Scheme entry. The source of the data is the NDIA's Short Form Outcomes Framework questionnaires. For more details, see the [NDIS website: Outcomes and goals](#).

This year's results only include responses to the Short Form Outcomes Framework questionnaire completed during 2024–25. In 2023–24 we included responses from the most recent Short Form Outcomes Framework questionnaire regardless of when they were completed. Therefore, we have updated the 2023–24 result to reflect our new approach. The result reported in the 2023–24 Annual Report was 22.9% using that year's approach.

In 2024–25 there were 21,113 responses compared with 37,606 responses in 2023–24. There were 382,489 active participants aged 15 to 64 at 30 June 2025 (346,414 at 30 June 2024).

Analysis

The percentage of participants who have been in the NDIS for at least 2 years and who are in a paid job continued to be relatively stable. However, there are variations in the percentage of participants in a paid job differs depending on age group and time in the NDIS.

In survey data, participants often report that their main reason for not having a paid job has to do with their disability or overall health. Other reasons included lack of confidence, difficulties with communication/language/comprehension, difficulties with the interview process, or living in a remote or low employment area. Participants are encouraged to look at the employment options available to them as their plan is developed and implemented. NDIA staff are trained to assist in these conversations. The participant employment rate is also affected by factors outside the control of the NDIA including the broader economic conditions in the employment market, prevailing business confidence, unemployment rates and the performance of disability employment providers.

If a participant has employment goals, NDIA staff will consider reasonable and necessary employment supports to help them achieve this. For example, participants leaving school are encouraged to consider School Leaver Employment Support where that is appropriate and aligns with their goals. Other supports available to participants include Employment Assistance and Employment Related Assessment and Counselling. The NDIA also provides a range of publicly available information on the NDIA website under [Our Guidelines](#) – for example, we have information on Work and Study support and Building skills and getting a job.

The NDIA has in place the [Participant Employment Strategy](#) 2024–26. This strategy focuses on quality planning, efficient employment supports, employer engagement for NDIS participants, and creating an integrated ecosystem.

Performance measure 1.2 – Participant social and community engagement rate

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Participant social and community engagement rate	46%	38.6%	Not achieved	38.2%

Why we measure this

This measures the effectiveness of the NDIS in supporting the independence, and social and economic participation, of people with disability.

There were 24,513 responses this financial year compared to 41,869 responses from 2023–24. There were 421,597 active participants aged above 15 at 30 June 2025 (379,790 at 30 June 2024).

How we measure this

The participant social and community engagement rate is calculated as the number of participants who responded ‘Yes’ to the question ‘Have you been actively involved in a community, cultural or religious group in the last 12 months?’ at their latest plan reassessment divided by the number of respondents. Responses from participants who have been in the NDIS for more than 2 years are included in the result. In addition, and to enable longitudinal analysis, only participant responses received within 9 to 15 months of a previous reassessment and with a baseline result at entry to the NDIS were included. The source of the data is the NDIA’s Short Form Outcomes Framework questionnaire.

Analysis

The NDIA’s performance against this measure has remained stable compared to last year. NDIS staff, local area coordination partners and early childhood partners all play a role in supporting participants to meet their social and community engagement goals. The NDIA also engages with support coordinators to make sure they are supporting participants to use both their NDIS supports and their mainstream supports and activities. The inclusion of people with disability in the community is a whole-of-government responsibility, and all levels of government have a shared obligation to facilitate accessibility.

This approach is different from the one used last year. In 2023–24 responses from the most recent Short Form Outcomes Framework questionnaire were included regardless of when they were completed. The 2023–24 result has been updated to reflect this. The result reported in the 2023–24 Annual Report was 41.2% under the 2023–24 approach.

In early 2025 the NDIA updated staff guidance to address decision quality and timelessness. The revised approach included a broader definition of ‘performance’ that includes staff support, quality and productivity measures. These strategies were implemented with the aim of impacting decision making processes and participant experience, as well as supporting participants in their use of NDIS supports.

Performance measure 1.3 – Participant satisfaction

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Participant satisfaction	76%	62.2%	Not achieved	68.5%

Why we measure this

This measures the output of the NDIA in supporting the independence, and social and economic participation, of people with disability.

How we measure this

The satisfaction survey is conducted every month by an independent provider, Australian Healthcare Associates. Satisfaction is measured by the percentage of ‘good’ and ‘very good’ responses to the question about a participant’s experience with the NDIS across the 4 stages (the Apply for NDIS process, the Plan Approval process, the Plan Implementation process, and the Plan Reassessment process). In 2024–25 there were 61,053 responses compared to 61,112 responses in 2023–24. Only responses from participants who have met access requirements are included in the measure.

Analysis

Satisfaction rates were highest for the plan reassessment process (67%) compared to applying to the NDIS (58%), plan approval (54%), and plan implementation (61%). See section 3 of the [NDIS Quarterly Reports to Disability Ministers](#) for previous years’ results. Participant satisfaction also improved over the year as internal workloads eased, and processes became more streamlined.

The NDIA is committed to ensuring participants have choice and control over their NDIS supports, and this is one factor likely to affect participant satisfaction. In 2024–25 the NDIA has continued its program of participant education and engagement – for example, it launched a new ‘Understanding the NDIS’ webinar series – to help participants understand key aspects of the NDIS and different ways to use their plans. Webinars are released every month and the series has included webinars on pathways to post school life, exploring ways participants can use their funding to get and keep a job after school, and funding periods. Events are advertised on the [NDIS website](#). In 2024–25, 62.2% of participants who completed the Short Form Outcomes Framework questionnaire responded positively when asked whether they had choice and control in selecting providers. Results are monitored and published in [Outcomes reports](#).

In October 2024, the NDIA announced legislation changes to give participants greater clarity and flexibility. For example, there is now a new definition of ‘NDIS supports’. From 3 October 2024 NDIS funds can only be spent on NDIS supports or approved replacements for NDIS supports.

Performance measure 1.4 – Participant satisfaction with progress toward their goals

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Participant satisfaction with progress toward their goals	70%	62.8%	Not achieved	66.6%

Why we measure this

This measures the output (quality) of the NDIA in delivering the Scheme in supporting the independence, and social and economic participation, of people with disability.

How we measure this

The satisfaction survey is conducted every month by an independent provider, Australian Healthcare Associates. We measure satisfaction by taking the total number of ‘completely’ or ‘mostly’ responses to the survey question ‘To what extent is your NDIS plan helping you to meet your goals?’ and dividing that total by the total number of responses received. We only include responses from participants who have met access requirements to the NDIS. This approach is different to the one used in 2023–24, where the scaled average of the positive responses was used. We have updated the 2023–24 result using this new approach. The result reported in the 2023–24 Annual Report was 68.5% under the 2023–24 approach.

There were 31,432 responses this financial year compared to 18,541 responses from the previous year, noting only responses from December 2023 to June 2024 were included in the reported 2023–24 result.

Analysis

The NDIA places the participant at the centre of everything we do, and we ensure that participants’ personalised plans and budgets are in line with their goals and aspirations. During the planning process all participants are encouraged to consider their goals. NDIA delegates use the participants’ goals in making decisions about the participants’ reasonable and necessary supports. This is supported by publicly available documents on the NDIS website: [Our Guidelines](#) and [Reasonable and necessary supports](#).

Scheme reforms that have recently been introduced affect how participants can use their plans and what they can spend their funding on. As with general participant satisfaction, these changes may have affected this measure. The NDIA acknowledges that the implementation of the reforms has led to uncertainty for some participants, and it is likely this has contributed to the lower result for this performance measure.

The NDIA is continuing to engage with plan managers and support coordinators to reinforce their understanding of how they can support participants to make the best use of their funding.

Performance measure 1.5 – Participants with community and/or mainstream supports in their plans

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Participants with community and/or mainstream supports in their plans	>90%	96.5%	Achieved	N/A

Why we measure this

This measures the output (quality) of the NDIA’s work in delivering the NDIS to support the independence, and social and economic participation, of people with disability.

This measure assists the NDIA to ensure that participants are supported in connecting to community and mainstream supports and it can give advice to people with disability about accessing these supports. The measure supports the overall sustainability of the NDIS and ensures we are actively monitoring whether there are community and mainstream supports in place, and we are not limiting our pathway to funded supports.

How we measure this

We calculate our result by taking the number of active participants who have had a check-in, community connections or early supports case in 2024–25 and who have said they access mainstream and/or community supports (272,636), and dividing that figure by the number of active participants who have had a check-in, community connections or early supports case in 2024–25 (282,455).

Analysis

Community and mainstream supports are available to everyone and are provided outside

of the NDIS. Mainstream supports are provided by government services like health care, education, and transport. Community supports are provided by community organisations like clubs, charities, and religious groups.

The result is based on the number of participants who have been connected to community and mainstream supports and who have also had contact with the NDIA as part of an early supports case, community connections case or check-in case. It should be noted that it was not necessarily the NDIA who made the connection. We include contacts at all parts of the participant pathway where a participant has an opportunity to provide an update on their informal, community and mainstream supports.

All NDIA and partner staff are required to understand how to discuss informal, community and mainstream supports, and update these supports during a check-in. Partner organisations are monitored contractually under the Partner Performance Management Framework. This includes monitoring of connections, which tracks the percentage of participants and people with disability, developmental concerns and delays, requests that result in a successful connection to community and other government services in the last 12 months. The current target for this measure is 70%, with partners achieving a national average result of a 93.7% success rate.

Performance measure 1.6 – Average payment per participant and Performance measure 1.7 – Annualised Scheme growth rate

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Average payment per participant	\$67,200	\$65,800	Achieved	\$64,400
Annualised Scheme growth rate	12.0%	10.8%	Achieved	18.9%

Why we measure this

The combination of participant outcome measures (participant employment rate, participant social and community engagement rate, participant satisfaction with progress toward their goals), Scheme growth rate and the average payment measure, allows us to measure the NDIA's efficiency in delivering and managing the NDIS and supporting the independence, and social and economic participation, of people with disability. When the NDIS is growing at a sustainable rate and meeting Government expectations, and participants are provided with adequate supports to meet their goals and outcomes, then the NDIS is being managed efficiently and will be sustainable over the long term.

How we measure this

Average payments per participant are based on Scheme expenses (on a cash basis) divided by the average participant exposure over the financial year. Participant exposure is the average number of participants who were active during the financial year. This figure takes account of when participants entered and left the NDIS over the year.

The annualised Scheme growth rate is calculated as the Scheme expenses in the current financial year divided by the Scheme expenses in the previous financial year minus 1. The Scheme expenses include total participant plan expenses for the year – that is, note 1.1G in the financial statements – reported on an accrual basis.

The targets for the above 2 measures are determined from the baseline projection in the 2023–24 AFSR. This projection provides a target cashflow projection that also acts as a benchmark for actual scheme performance. The baseline cashflow projection is the Scheme Actuary’s best estimate on the evidence available of the long-term cost trajectory of the NDIS.

Since the publication of the NDIA Corporate Plan 2024–25 in August 2024, the targets for 2024–25 were updated for the above 2 measures to bring the targets in line with the projections in the 2023–24 AFSR. These projections are based on data and experience up to 30 June 2024 and use the most up-to-date assumptions on Scheme reforms at the start of the financial year.

Analysis

The NDIS must be managed efficiently in line with Government expectations and must be sustainable in the long term. To achieve this, the future growth of the NDIS must be controlled. The downwards cost growth trend in 2024–25 shows that the NDIA is on track to achieve National Cabinet’s target of reducing annual cost growth to 8% by 1 July 2026. Both the Scheme growth rate and the average payments are within the targets set for 2024–25.

Payments to participants are affected by many factors, including:

- prices for disability supports
- rates of plan use
- the mix of participants in the NDIS
- Scheme reform and legislation changes
- integrity and anti-fraud activities
- provider behaviour
- availability of providers.

Reforms enabled by the Australian Government’s 2024 Getting the NDIS Back on Track legislation came into effect on 3 October 2024. The reforms are helping to moderate Scheme growth, backed by significant Government investment in the Agency’s capabilities and workforce and to ensure the Scheme meets its original intent of providing effective support to participants. Investment in Scheme integrity and anti-fraud activities also increasingly contribute to the Scheme’s performance and sustainability, and ensure NDIS funding is redirected to high-quality providers.

Program 1.2 performance statement

The objective of Program 1.2 is to fulfill the functions of the NDIA delivering a financially sustainable NDIS to Australians in line with the NDIS Act.

Key activity 2

Develop a high performing NDIA for participants.

See section 3 of the Corporate Plan 2024–25 for more detail about this key activity.

Performance measure 2.1 – Staff with disability

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Staff with disability	20%	23.4%	Achieved	21.6%

Why we measure this

This measures the effectiveness of management actions in improving inclusion and diversity and supports the effectiveness of NDIA interactions with participants. The lived experience that our staff with disability bring to the NDIA is vital in helping us to connect, understand, empathise, communicate with, and provide quality services to participants, their families and carers.

How we measure this

This data comes from the annual Australian Public Service Employee Census. The result is the percentage of survey respondents that are NDIA staff (both Australian Public Service (APS) employees and labour hire workers) who identify as having a disability. The 2023–24 result has been updated using the new calculation method (includes labour hire workers). For comparison, the 2023–24 result published in the NDIA Annual Report 2023–24 was 23.2%, compared to 21.6% on the new basis. Both versions of the result achieved and surpassed the 2023–24 target of 19%.

Analysis

The NDIA is committed to fostering an inclusive, supportive and empowering workplace. We achieve this through initiatives that are designed to attract, retain and uplift staff with disability and neurodivergent staff.

Key initiatives from the 2024–25 period include the Hidden Disability Sunflower Program, which promotes awareness of non-visible disability, and enhanced processes to promote inclusive and accessible recruitment.

Through their lived experience, staff with disability have first-hand knowledge of the barriers participants face and their unique needs. Many of our staff with disability are participants in the Scheme themselves. Representation drives better policy and service design through a person-centred approach and decisions that reflect real life challenges.

Performance measure 2.2 – Payments made within agreed timeframes

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Payments made within agreed timeframes	>90%	99.0%	Achieved	99.5%

Why we measure this

This measures the output of payable NDIS claims paid from the NDIA to participants, nominees and providers within the agreed timeframes of 3 business days.

Analysis

The NDIA successfully exceeded its target by ensuring 99% of payments were made within the agreed timeframe of 3 business days.

How we measure this

The result is the percentage of payable claims that are paid within 3 business days, in line with our payment terms.

Performance measure 2.3 – Participant Service Guarantee timeframes met 95% of the time

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Participant Service Guarantee timeframes met 95% of the time (%)	80%	10.0%	Not achieved	32.9%

Why we measure this

This measures the NDIA’s output (timeliness and quality) to meet legislated PSG timeframes and the implementation of the Participant Service Improvement Plan.

How we measure this

An individual PSG measure is considered to have been met overall if 95% or more of the tasks being measured meet the PSG timeframe as specified in legislation or the commitment. PSG metrics and their respective service level agreement targets are defined on the [NDIS website](#). Performance against PSG measures is also reported in the Quarterly Report to Disability Ministers.

The measure is then calculated as the proportion of reportable PSGs where 95% or more of the tasks being measured met the service guarantee timeframe. A PSG timeframe is available for reporting if it meets operational thresholds for data viability. There were 10 reportable PSGs in 2024–25.

Due to limitations with the Agency’s ICT systems, only 10 out of the 20 PSG measures are currently reported. Work is underway to report against all 20 measures. Once completed, the Agency expects the overall performance result to improve considerably.

Reportable PSGs in 2024–25

PSG	Service type	Description of the service being guaranteed	Service guarantee	2024–25 Quarter 1	2024–25 Quarter 2	2024–25 Quarter 3	2024–25 Quarter 4
2	Access	Make an access decision, or request for more information, after an access request has been received	21 days	19.4%	14.6%	9.4%	47.2%
4	Access	Make an access decision, or request for additional information, after more information has been provided	14 days	26.0%	25.8%	13.3%	45.9%
6	Planning	Approve a participant’s plan, after an access decision has been made (excludes those ECEI that have received initial supports)	56 days	48.9%	80.8%	86.1%	93.9%
7	Planning	Approve a plan for ECEI participants, after an access decision has been made	56 days	98.2%	99.5%	99.5%	99.5%
8	Implementation	Offer to hold a plan implementation meeting, after the plan is approved	7 days	82.8%	82.8%	83.5%	83.1%
11	Plan reassessment	Commence facilitating a scheduled plan reassessment, prior to the scheduled reassessment date	56 days	59.5%	50.6%	64.4%	62.4%
12	Plan reassessment	Decide whether to undertake a Participant Requested Plan Reassessment, after the request is received	21 days	29.3%	23.3%	22.1%	26.3%
13	Plan reassessment	Complete a Participant Requested Reassessment, after the decision to accept the request was made	28 days	89.2%	90.0%	83.9%	81.1%
14	Plan variations	Amend a plan, after the receipt of information that triggers the plan amendment process	28 days	51.7%	43.2%	39.0%	44.7%
17	Reviewable decisions	Complete an internal Review of a Reviewable Decision, after a request is received	60 days	58.6%	65.8%	48.7%	72.5%

Analysis

During 2024–25 there was a significant increase in the number of requests for changes to participant plans from service providers, particularly support coordinators. This meant we had an increased volume of plan change requests. A significant number of these requests were made without appropriate evidence to support a change to the plan.

In response, the NDIA conducted an external communications campaign to remind service providers of their obligations when making these requests – for example, they must provide supporting evidence and ensure the requests are being made with the full knowledge and consent of the participant.

PSG results for 2024–25 reflect the NDIA's focus on completing the most important work for participants – making access decisions, approving first plans and processing plan change request for participants with changes to their circumstances.

As work to resolve backlogs continues and wait times reduce, the Agency is confident performance against key PSG measures will continue to improve.

Performance measure 2.4 – Resolution on first call to National Contact Centre

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Resolution on first call to National Contact Centre	80%	84.8%	Achieved	N/A

Why we measure this

This measures the output (quality) of the NDIA’s interaction with participants. The Participant Service Charter says we will respond to each person’s needs and situation.

How we measure this

This measure is based on post-call survey results from people who phone the NCC. It calculates the number of respondents who answered ‘Yes’ to the question ‘Did the person you speak to complete your enquiry today?’ then divides this figure by the number of total completed surveys. The measurement excludes partially completed surveys and callers terminating their call mid-survey.

Analysis

In 2024–25 the NCC exceeded its target, and answered 1,521,843 calls and received 90,584 completed surveys (6% response rate). In the surveys, 84.8% said their enquiry was resolved.

The results reflect the NCC’s ongoing work to expand its First Contact Resolution program. The program aims to increase the proportion of enquiries resolved at the first point of contact and reduce referrals to other areas of the NDIA.

Performance measure 2.5 – Disclosure of NDIS Quarterly Reports to Disability Ministers within prescribed timeframes

Performance measure	2024–25 target	2024–25 result	2024–25 outcome	2023–24 result
Disclosure of NDIS Quarterly Reports to Disability Ministers within prescribed timeframes	All quarterly reports provided to the Ministerial Council within legislative timeframes	4 of 4 reports delivered on time	Achieved	4 of 4

Why we measure this

This measures the output (timeliness and quality) of activities related to the NDIA managing, advising and reporting on, the operations and the financial sustainability of the NDIS. Section 174 of the NDIS Act requires Board members to prepare a report on the operations of the NDIA for each period of 3 months starting on 1 July, 1 October, 1 January and 1 April. The reports are given to the Ministerial Council within 42 days after the end of the period to which the report relates. The reports are produced to provide transparency on the information (including statistics) and analysis that relates to participants and funding or provision of supports by the NDIA, as well as information about matters prescribed under NDIS rules (section 174(3) of the NDIS Act).

How we measure this

We achieve this performance measure if quarterly reports are provided to the Ministerial Council within the legislated timeframe. The measure includes NDIA activity that falls within the financial year 1 July to 30 June.

Analysis

The 2024–25 result includes the delivery of quarterly reports for quarter 4 of 2023–24, quarter 1 of 2024–25, quarter 2 of 2024–25 and quarter 3 of 2024–25. All 4 reports were delivered within the legislated timeframe under section 36(2) of the *Acts Interpretation Act 1901* and are published on the [NDIS website](#).

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NDIS participant, Jake

Section 3

Financial sustainability statements

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3.1 Introduction

Under section 180B of the *National Disability Insurance Scheme Act 2023 (Cth)* (NDIS Act), the Scheme Actuary must provide an annual financial sustainability report (AFSR) and an assessment of the financial sustainability of the NDIS. The AFSR is produced using data at 30 June each year.

The 2024–25 AFSR uses data to 30 June 2025 to project future Scheme expenses. The results in this report are referred to as the ‘June 2025 projections’.

The 2023–24 AFSR¹ (referred to as the ‘previous review’), was based on data to 30 June 2024. The results in the previous review are referred to as ‘June 2024 projections’.

3.2 Scheme reforms update since previous review

In April 2023, the National Cabinet set a target to reduce annual growth in Scheme expenses to 8% from financial year 2026–27, moderating thereafter. The Minister for Disability and the National Disability Insurance Scheme announced, in August 2025, the Commonwealth’s intention to further reduce Scheme growth within the medium term to 5–6% per annum.

In the past two financial years the Government has invested significantly in the NDIA’s workforce and introduced changes to legislation² to improve outcomes for people with disability and help ensure the sustainability of the NDIS.

The NDIA engages extensively with people with disability to co-design Scheme reforms. Recent activities have focused on improving early intervention pathways, participant planning processes and participant safety, as well as improving the approach to assessments and budgeting.

The NDIA’s integrity and anti-fraud activities are also contributing to the sustainability of the NDIS.

1 National Disability Insurance Scheme (n.d.) [Previous annual financial sustainability reports, NDIS website.](#)

2 Parliament of Australia (2024) [National Disability Insurance Scheme Amendment \(Getting the NDIS Back on Track No. 1\) Bill 2024](#), APH website.

The June 2024 projections included estimated future savings related to anticipated future Scheme reform activities, covering:

- **Legislation changes** enabling measures to reduce intra-plan inflation by establishing total funding amounts, funding components and funding periods; and introducing assessment and budgeting reforms that establish a new planning framework informed by a support needs assessment.
- **Integrity and fraud** improvements through the Crack Down on Fraud program (CDoF)³ that will see technology enhancements to prevent and reduce fraud and non-compliant behaviour.
- **Foundational supports**, a National Cabinet commitment to develop and implement foundational supports provided outside the NDIS. The aim is to improve support for individuals who are not NDIS participants, including children with early intervention needs.

Since the previous review, amendments to the NDIS Act took effect from 3 October 2024. As a result of these changes, the following Scheme reform activities have occurred or are in progress:

- Introduced a list of NDIS supports to clarify what supports participants can spend their funds on (October 2024).
- Introduced ‘funding periods’ to help participants spend within their plan budgets (May 2025).
- Commenced development of a new planning framework that will introduce a supports needs assessment and flexible budgets.

The CDoF program has increased its workforce to enhance fraud detection and ensure the integrity of payments. The CDoF program complements the work of the Fraud Fusion Taskforce.

In August 2025, the Minister for Disability and the National Disability Insurance Scheme announced plans to establish a new program called ‘Thriving Kids’ to be introduced in 2026–27. Thriving Kids is an important aspect of Scheme reforms, with a key focus to provide supports for children aged 8 or under with mild to moderate developmental delay and autism outside the NDIS.

3 National Disability Insurance Scheme (18 February 2024) [Reinforcing a sustainable, honest, and trustworthy NDIS, NDIS website](#).

Impact of Scheme reforms on June 2025 projections

Reforms are at various stages of implementation. Some reform activities have partly or fully emerged in Scheme experience over 2024–25 and are implicitly incorporated in the June 2025 projections.

Other reform activities, or programs, are either in the process of being implemented, or under development and expected to impact Scheme experience in future years. These are explicitly allowed for in assumptions regarding future Scheme experience.

As the design of the Thriving Kids program is not yet finalised, assumptions regarding Foundational Supports in the June 2025 projections are consistent with those in the June 2024 projections, with commencement from 1 July 2026 rather than 1 July 2025 as was assumed in the June 2024 projections. Future projections will reflect assumptions regarding Thriving Kids at the point agreement is reached in relation to policy settings.

3.3 June 2025 projection of Scheme expenses

Projected Scheme expenses on an accrual basis are \$50.7 billion in 2025–26, increasing to \$62.5 billion in 2028–29⁴, with a total of \$225.3 billion over the four years to June 2029 as shown in table 1. The June 2025 projections are \$1.2 billion lower than for the same four-year period than in the June 2024 projections.

The June 2025 projections of Scheme expenses incorporate revisions to assumptions and changes in future expectations since the June 2024 projections. This includes updates to the estimated future savings due to Scheme reforms and impacts of changes to operational processes and measures.

Table 1: Comparison with June 2024 projections

Scheme expenses (\$m accrual basis)	2025–26	2026–27	2027–28	2028–29	Total 2025–29
June 2025 projections (a)	50,705	53,958	58,126	62,461	225,250
June 2024 projections (b)	50,789	54,215	58,390	63,062	226,455
Difference (a - b)	-84	-256	-264	-601	-1,205
Difference (%) (a/b - 1)	-0.2%	-0.5%	-0.5%	-1.0%	-0.5%

Note: Values have been rounded to the nearest whole number; differences are calculated from unrounded metrics.

⁴ NDIS expenses relate to the payments made for participant supports and do not include operating expenses. Expenses on an accrual basis are based on when the service was provided to the participant, recognising some services are paid for after the end of the period.

Key changes to projected Scheme expenses since previous review

Table 2 shows the changes in projected Scheme expenses relative to the June 2024 projections. Changes result from updates for actual experience to 30 June 2025 and revisions to assumptions about future experience, including allowance for impacts of operational measures and Scheme reforms.

Updates for actual experience, for the 12 months ending 30 June 2025, have reduced projected Scheme expenses by \$1.1 billion (0.5%) for the four years to 30 June 2029. Participant experience (higher numbers of participants and the mix of participants at 30 June 2025) increased Scheme projections over the four-year forward estimate period by \$2.1 billion. Lower average payments per participant over the 12 months ending 30 June 2025 reduced Scheme projections by \$3.2 billion.

Compared to the June 2024 projections, key assumptions in the June 2025 projection include:

- higher rates of participants leaving the Scheme, mostly children aged 0–8 who entered via the early intervention pathway
- lower rates of new entrants for some disability types
- a decrease in future assumed prices for supports, reflecting the outcome of the 2024–25 Annual Pricing Review as well as lower future changes to prices
- revised assumptions regarding growth in participant plans and rates of utilisation due to operational measures and Scheme reforms.

Revisions made to assumptions about future experience, including the estimated impacts of operational measures and Scheme reforms (before allowing for changes in assumed timelines for implementation), have reduced projected Scheme expenses by \$7.8 billion (3.4%) for the four years to 30 June 2029. Of this total:

- participant related assumptions account for a reduction of \$2.5 billion
- reductions in future assumed prices for supports account for a reduction of \$2.0 billion
- other factors related to additional growth in Scheme payments account for a further reduction of \$3.2 billion.

Changes to the assumed commencement dates for the foundational supports and the new planning framework, and changes to the period of transition to the new planning framework have increased Scheme projections by \$7.7 billion over the four year forward estimate period.

- Foundational supports are expected to commence from 1 July 2026 rather than 1 July 2025 as was assumed in the June 2024 projections.
- The new planning framework is expected to commence from 1 July 2026 rather than 1 July 2025 as was assumed in the June 2024 projections, and will be phased in over 4.5 years rather than three years as was assumed in the June 2024 projections.

Table 2: Movements in projected Scheme expenses relative to June 2024 projections

Scheme expenses (\$m accrual basis)	2025–26	2026–27	2027–28	2028–29	Total 2025–29
June 2024 projections	50,789	54,215	58,390	63,062	226,455
Participant experience to June 2025	437	525	543	567	2,072
Payment per participant experience to June 2025	-717	-765	-824	-890	-3,197
Updates for experience	-280	-240	-281	-323	-1,125
Participant assumption updates	-204	-536	-812	-992	-2,543
Pricing assumption updates	-413	-432	-566	-606	-2,017
Delayed implementation of future reforms	1,115	2,656	2,035	1,922	7,728
Other changes	-302	-1,704	-639	-603	-3,248
Updates for assumptions	196	-16	18	-278	-80
June 2025 projections	50,705	53,958	58,126	62,461	225,250

Note: Values have been rounded to the nearest whole number; differences are calculated from unrounded metrics.

Scheme growth

Table 3 shows the year-on-year growth in projected Scheme expenses over the four years to 30 June 2029. Growth is expected to reduce from 9.4% in 2025–26 to rates below 8% from 2026–27 onwards, consistent with the commitment made by National Cabinet in April 2023.

Table 3: Annual growth in projected Scheme expenses

Growth component (%)	2025–26	2026–27	2027–28	2028–29
Participant impacts	2.0%	1.7%	1.4%	1.4%
Pricing impacts	3.0%	3.7%	3.5%	3.5%
Real growth in payments	4.4%	1.0%	2.8%	2.6%
Total growth	9.4%	6.4%	7.7%	7.5%

The June 2025 projections assume higher rates of growth in Scheme expenditure than the medium-term target announced by the Minister for Disability and the National Disability Insurance Scheme of 5–6% per annum. To achieve this target further reforms will be needed. Growth in Scheme expenditure of 6% per annum from 1 July 2030 onwards would reduce Scheme expenses by \$6 billion in 2034–35 relative to the June 2025 projections.

The June 2025 projections assume NDIA resourcing remains sufficient to continue administering the Scheme at the same time as effectively implementing reforms. If this does not occur, NDIS expenses would be expected to be higher than those shown at this review. In the 2025–26 Budget, NDIA operating expenses reduce by 38% in 2026–27.

More discussion on recent NDIS experience, the June 2025 projection results and the assumptions underlying the projections is in the 2024–25 AFSR.

3.4 Letter from independent actuary



Australian Government
Australian Government Actuary

18 September 2025

Mr Kurt Fearnley AO
 Chairman
 National Disability Insurance Agency

Dear Kurt

JUNE 2025 FINANCIAL SUSTAINABILITY REPORT

I am currently undertaking my review of the 2025 Financial Sustainability Report (FSR), as required by s180E(2) of the *National Disability Insurance Scheme (NDIS) Act 2013* (the Act). This letter summarises my findings, as they relate to the summary presented in the annual report. The summary presents a projection of the Scheme expenses, excluding operational costs, for four years.

The Scheme Actuary has selected assumptions based on the Scheme's experience. These are then modified to allow for Scheme Reforms. The modifications are not trivial. If the Reforms are implemented in the timeframe and with the effect that is assumed (noting the uncertainties surrounding any projection), I would be satisfied that the projection, taken as a whole, provided a reasonable scenario of projected expenditure. However, the scenario assumed for foundational supports no longer reflects the expected design and the projection should be updated when the design of Thriving Kids permits.

Uncertainty is a feature of any projection. Experience will differ from, and may exceed, that which has been projected. The Scheme Reforms create additional uncertainty. Detailed modelling of all Scheme Reforms is not yet available. It is recommended that this detailed modelling be undertaken alongside the design process to understand the key drivers of change. It is further recommended that the Scheme Actuary monitor the drivers of the emerging experience against that which is expected across all Reforms as they commence, and that this be extended to all aspects of the projection where experience is expected to change materially. This can inform the Agency of progress against expectations and of any adjustments to resourcing, or projection assumptions, that may be required.

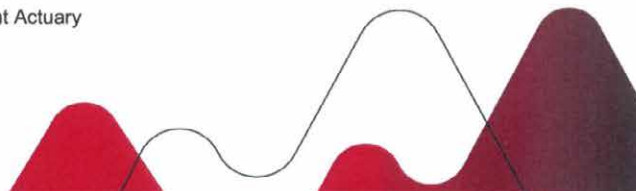
Financial sustainability pressures persist in the Scheme. National Cabinet committed to a Financial Sustainability Framework in April 2023. On 20 August 2025, the Minister for Disability and the NDIS announced the aim of reducing growth in expenditure to 5% to 6% per annum. Whilst cost is a key element of sustainability, the NDIS Rules also require that the FSR reports on participant outcomes. Scheme sustainability is supported by both the quantity and quality of the Scheme expenditure. I expect the FSR will increase its focus on participant outcomes over time.

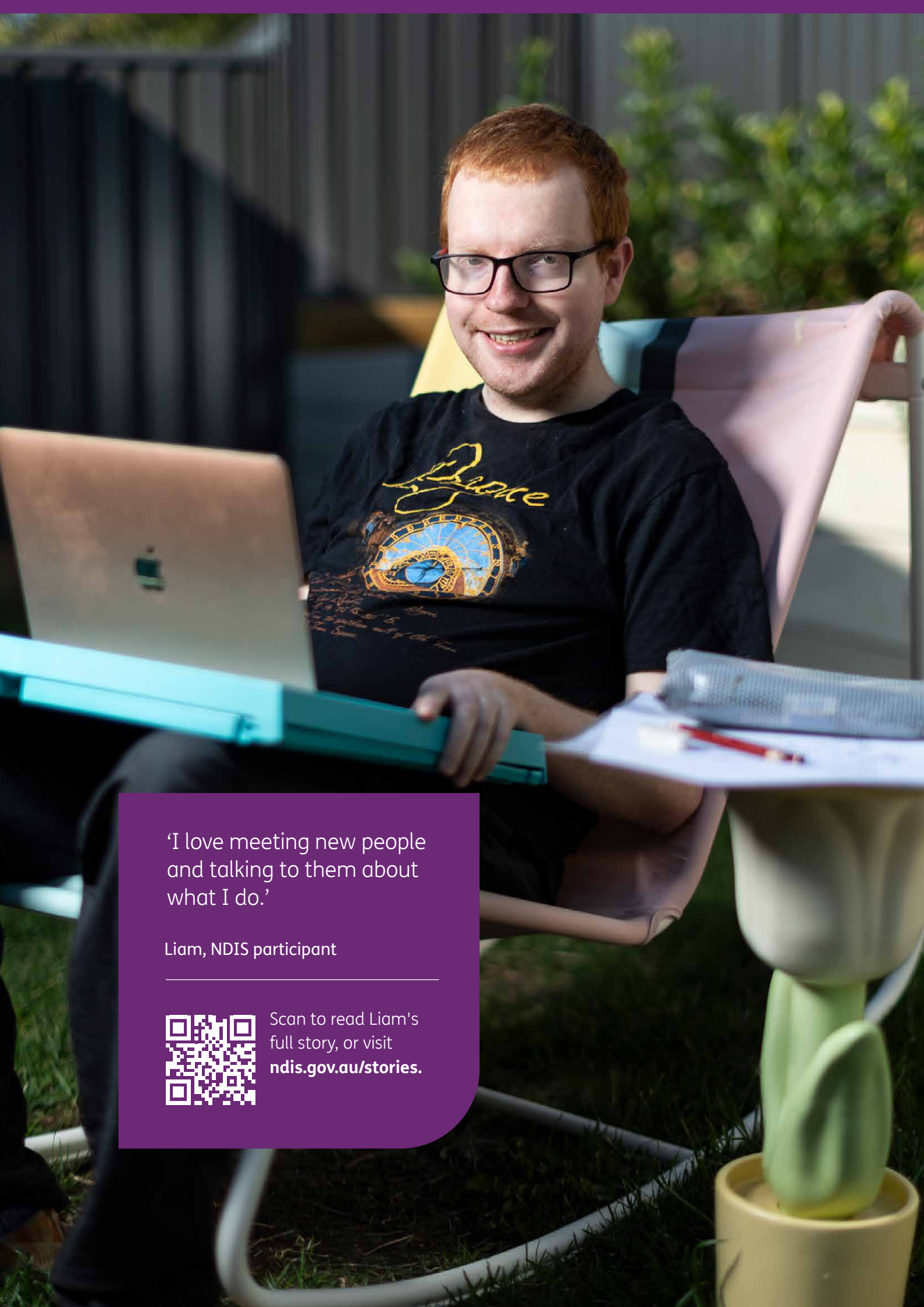
I will write separately on my review of the full Financial Sustainability Report. The Agency has taken the steps necessary for me to undertake this review.

Yours sincerely

Guy Thorburn
 Reviewing Actuary, Australian Government Actuary

The Treasury, Langton Crescent, Parkes ACT 2600
 02 6263 2137
aga@aga.gov.au





'I love meeting new people and talking to them about what I do.'

Liam, NDIS participant



Scan to read Liam's full story, or visit ndis.gov.au/stories.

Section 4

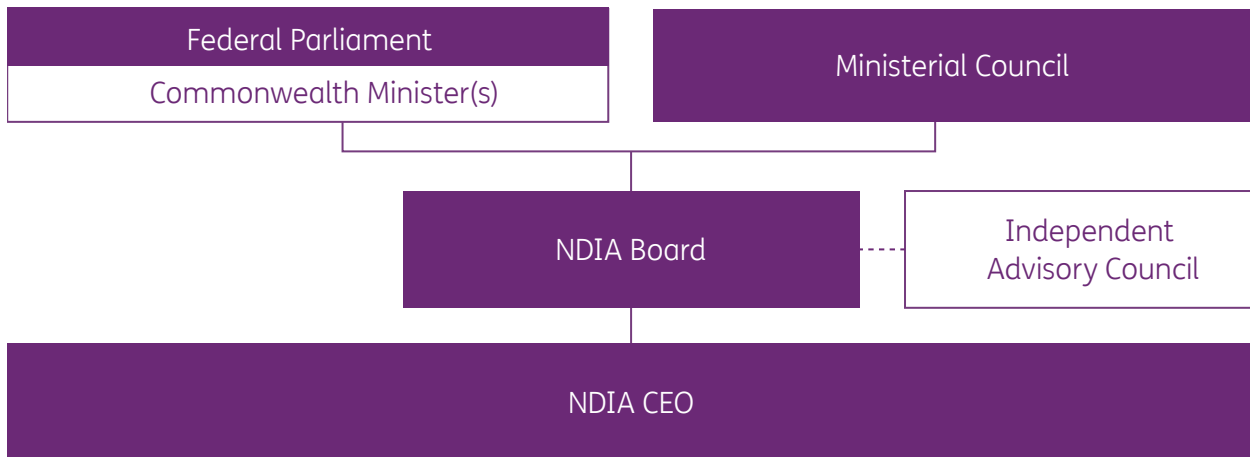
Management and accountability

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4.1 Governance

The governance model for the NDIA is described in the NDIS Act and outlined below.

Figure 3: NDIA governance



Responsible minister

There were 4 responsible ministers and one assistant minister for the NDIA during 2024–25:

- the Hon Bill Shorten MP, Minister for the National Disability Insurance Scheme: 1 July 2024 – 20 January 2025
- the Hon Amanda Rishworth MP, Minister for the National Disability Insurance Scheme: 20 January – 13 May 2025
- the Hon Dr Anne Aly MP, Assistant Minister for the National Disability Insurance Scheme: 20 January – 13 May 2025
- the Hon Mark Butler MP, Minister for Disability and the National Disability Insurance Scheme from 13 May 2025
- Senator the Hon Jenny McAllister, Minister for the National Disability Insurance Scheme from 13 May 2025.

The Minister for the National Disability Insurance Scheme is responsible for administering the NDIS Act. With the agreement of states and territories, the Minister exercises statutory powers, including the power to make delegated legislation in the form of NDIS Rules and to direct the NDIA.

Ministerial directions and government policy orders

The NDIA did not receive any government policy orders or ministerial directions in 2024–25.

Disability Reform Ministerial Council

Commonwealth and state and territory ministers with responsibility for disability policy meet regularly through the Disability Reform Ministerial Council (DRMC). The DRMC

discusses ways to improve and implement policy through Australia’s Disability Strategy and the NDIS.

The DRMC is the ‘Ministerial Council’ for the purposes of the NDIS Act and reports to National Cabinet.

4.2 NDIA Board

The NDIA is overseen by the NDIA Board – the accountable authority under the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act). Table 10 in appendix 8.1 provides details of the accountable authority.

Under section 124 of the NDIS Act, the Board:

- ensures the proper, efficient and effective performance of the NDIA’s functions
- determines objectives, strategies and policies to be followed by the NDIA
- carries out any other functions conferred on it by or under the NDIS Act, regulations or instruments made under the NDIS Act, or any other law of the Commonwealth.

Board members are appointed by the responsible minister in consultation with the Disability Ministers of each state and territory. In 2024–25 the Minister for the National Disability Insurance Scheme made 2 Board appointments.

The Board undertakes an annual review of its functions and committees as part of its commitment to best-practice corporate governance. For example, it reviews:

- Board committee charters to ensure the committees’ focus and work uphold the Board’s responsibility as the accountability authority of the NDIA
- committee membership to ensure members have appropriate qualifications, knowledge, skills and experience to assist each committee to perform its functions.

The Board receives advice from the Independent Advisory Council (IAC), the Executive Team and the Scheme Actuary, in accordance with the functions and duties outlined in the NDIS Act.

NDIA Board members



**Mr Kurt
Fearnley AO**

Mr Kurt Fearnley AO is an experienced government and non-government director and five-time Australian Paralympian.

He is a current Board Director of the Brisbane 2032 Olympic and Paralympic Organising Committee and a member of the TAFE NSW Commission Advisory Board.

Previously, Kurt has held positions on various boards, including the Australian Sports Commission, Paralympics Australia, Life Without Barriers, and Australian Volunteers International.

Kurt was a member of the inaugural NDIS Independent Advisory Council and Vice Chair of the International Paralympic Committee Athletes' Council. In addition to being Co-Captain of the Australian Paralympic Team at the Rio 2016 Paralympics, Kurt carried out several roles for the Gold Coast 2018 Commonwealth Games Organising Committee.

Kurt is a high-school teacher, television presenter, podcaster and broadcaster, and former professional wheelchair athlete.

In 2018 Kurt was made an Officer of the Order of Australia in the General Division for distinguished service to people with a disability, as a supporter of and fundraiser for Indigenous athletics and charitable organisations, and as a Paralympic athlete.

Kurt was awarded the New South Wales Australian of the Year for 2019 and received an Honorary Doctorate from Griffith University for his contribution to sport and disability advocacy.

Qualifications: Bachelor of Education and Bachelor of Human Movement (Charles Sturt University) and Honorary Doctorate (Griffith University).

Member of: NDIA Board (Chair); Sustainability Committee; and People and Outcomes Committee (formerly Strategic Direction and Participant Outcomes Committee).



Mr Mark Darras

Mr Mark Darras is a former corporate lawyer and adviser (Ashurst Lawyers) and an experienced company director, having served as a director and in leadership roles on boards including Australia Post and Australia Post Superannuation, Southern Rural Water Board, John Holland Engineering and John Holland Queensland, and the South Australian Forestry Corporation.

Mark was formerly the Chairman of the Australian Government's Telecommunications Universal Services Management Agency and has served as a Member of the Australian Takeovers Panel. At present, Mark is Acting Chairman and a Commissioner of the Essential Services Commission of South Australia.

Before his appointment to the NDIA, Mark was the Independent Chair of the New South Wales Government's Advisory Board for Strategic Release. As a lawyer, Mark specialised in corporate advisory. He commenced his working life as an industrial officer in a trade union.

Mark is from South Australia's Riverland area and was schooled in Renmark.

Qualifications: Bachelor of Arts and Bachelor of Laws (University of Tasmania), Master of Laws (Australian National University) and Bachelor of Education (University of South Australia).

Member of: NDIA Board; and Audit and Risk Committee.



**Ms Maryanne
Diamond AO**

Ms Maryanne Diamond AO has lived with disability all her life and has extensive experience leading organisations in Australia, including being Executive Officer of Blind Citizens Australia and inaugural CEO of the Australian Federation of Disability Organisations.

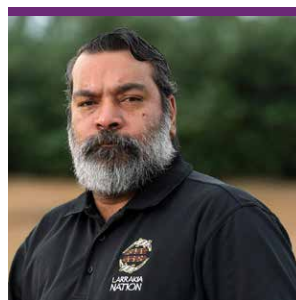
Maryanne has been employed in the information technology industry, the disability sector and in government, including 5 years as a senior executive at the NDIA.

At the international level, Maryanne was President of the World Blind Union from 2008 to 2012 and Chair of the International Disability Alliance from 2014 to 2016.

In 2014 Maryanne was made an Officer of the Order of Australia for distinguished service to people who are blind or have low vision, as well as her international leadership roles and advocacy for best-practice employment opportunities.

Qualifications: Bachelor of Science (Monash University), Graduate Diploma Information Technology (Caulfield Institute of Technology) and Graduate of the Australian Institute of Company Directors (AICD).

Member of: NDIA Board; Sustainability Committee; and Audit and Risk Committee (Deputy Chair).



Dr Richard Fejo

Dr Richard Fejo, better known as Richie, is a Larrakia man of direct male descent, through his father, grandfather and great-grandfather.

Richie has devoted his life to improving education and health outcomes for First Nations people within urban, rural and remote communities.

Richie previously sat on the City of Darwin's International Relations Committee and became a committee member of the Northern Territory branch of the AICD.

In 2022 Richie was awarded an honorary doctorate by Flinders University in recognition of his contribution to education and Indigenous health. Richie is the Senior Elder on campus at Flinders University.

In addition to his service to the community, Richie is a talented comedian and singer-songwriter, performing regularly around town and nurturing the next generation of comics.

Qualifications: Honorary Doctorate (Flinders University).

Member of: NDIA Board; and People and Outcomes Committee (formerly Strategic Direction and Participant Outcomes Committee).



Dr Rhonda Galbally AC

Dr Rhonda Galbally AC has been a CEO, chair and board member for over 30 years across business, the not-for-profit sector, the public sector and philanthropy.

As a woman with a lifelong disability, Dr Galbally first began focusing on disability rights and policy in the early 1980s while working at the Victorian Council for Social Services.

She was appointed as the founding CEO of a number of organisations, including the Australian Commission for the Future, the Australian International Health Institute, the Australian National Preventative Health Agency and Our Community Pty Ltd.

Dr Galbally was a member of the expert 4-person panel that developed the Victorian Charter of Human Rights and Responsibilities and went on to chair the Australian Government’s National People with Disability and Carers’ Council. She has previously served on the NDIA Board and as Principal Member of the IAC.

Dr Galbally’s career spans many decades and positions at the highest levels, but she considers the development of the National Disability and Carer Alliance to be a highlight. The alliance brought together people with disabilities, families and carers with services to campaign for the NDIS by developing the ‘Every Australian Counts’ campaign.

Dr Galbally was made a Companion of the Order of Australia in 1990 and was awarded a Centenary Medal in 2003.

Qualifications: Bachelor of Economics (Monash University), Diploma of Education (Monash University), Doctor of Science, honoris causa (RMIT) and Doctor of Social Science degree, honoris causa (RMIT).

Member of: NDIA Board; and People and Outcomes Committee (formerly Strategic Direction and Participant Outcomes Committee).



**Dr Graeme
Innes AM**

Dr Graeme Innes AM is a lawyer, author and company director and was Australia's Disability Discrimination Commissioner for 9 years.

Dr Innes has been a human rights practitioner for more than 40 years, with a focus on issues relating to disability, race and human rights.

Dr Innes led the merger of 4 blindness agencies to form Vision Australia and chaired the board of that agency. He is Chancellor of Central Queensland University and a Director of the State Insurance Regulatory Authority, regulating workers' compensation and motor vehicle accident insurance in New South Wales.

On the international stage, Dr Innes was a member of the Australian delegation that participated in negotiating the UN Convention on the Rights of People with Disabilities.

In 1995 Dr Innes was made a Member of the Order of Australia for his work on the development of the *Disability Discrimination Act 1992 (Cth)* and in 2003 was a finalist for Australian of the Year. His autobiography, *Finding a way*, achieved popular acclaim in 2016.

Qualifications: Bachelor of Laws (Sydney University), Honorary Doctorates (University of Canberra, RMIT University, University of NSW, Edith Cowan University) and Fellow of the AICD.

Member of: NDIA Board; and Chair, Audit and Risk Committee.



**Mrs Joan
McKenna Kerr**

Mrs Joan McKenna Kerr is an experienced CEO in the field of disability with significant experience as a board director. She was a member of the Expert Advisory Group on the development and establishment of the NDIS and was a member of the inaugural NDIS IAC.

Joan has also chaired and served on numerous working parties tasked with disability sector reform and sustainability, including as Co-Chair of the NDIS Working Party on Eligibility and Assessment.

Joan is a member of the AICD and is a former President of National Disability Services and the former National Chair of the Australian Advisory Board on Autism.

For the last decade, Joan has been involved in the Sister-State initiative between the Western Australian Government and East Java, Indonesia, assisting in the development of disability services in 5 regional government areas of East Java. In 2017 she was awarded the Asia Pacific Autism Award for a lifetime of service to people with autism and their families.

Qualifications: Bachelor of Arts, Moderatorship in Sociology (Trinity College, Dublin).

Member of: NDIA Board; and People and Outcomes Committee (formerly Strategic Direction and Participant Outcomes Committee).



**Dr Denis
Napthine AO**

Dr Denis Napthine AO has held various senior positions in government and was the 47th Premier of Victoria.

As the Premier, Denis led the Victorian Government to sign the NDIS Agreement with the then Prime Minister, the Hon Julia Gillard MP, in 2013. Denis has a long history of active involvement in local and regional services for people with disabilities and their families and carers, including serving as Victoria's Minister for Youth and Community Services, which included Disability Services.

In 2020 Denis was made an Officer of the Order of Australia for distinguished service to the people and parliament of Victoria, particularly as Premier; to veterinary science; and to the community.

Qualifications: Bachelor of Veterinary Science and Master of Veterinary Science, Epidemiology and Preventive Medicine (University of Melbourne) and MBA (Deakin University).

Member of: NDIA Board; and Audit and Risk Committee.



**Ms Estelle
Pearson**

Ms Estelle Pearson has extensive experience in the insurance and injury compensation sector, having worked as an actuary and consultant in the sector since 1989. She is currently a Director of Finity Consulting Pty Limited and was previously on the Council of the Actuaries Institute, including a term as President in 2015.

Qualifications: Bachelor of Arts (Honours) Mathematics (University of Oxford) and Fellow of Institute of Actuaries Australia.

Member of: NDIA Board; and Sustainability Committee (Chair).



**Ms Leah van
Poppel**

Ms Leah van Poppel is the Principal Member of the NDIS IAC and Chair of the Victorian NDIS Community Advisory Council.

A highly respected leader and disability rights advocate, Ms van Poppel was Chief Executive Officer (CEO) of Women with Disabilities Victoria from 2018 to 2021 and worked to empower marginalised women in the community through education and mentoring, as well as research, policy advice and government advocacy.

Ms van Poppel has been the CEO of Blind Citizens Australia, Manager at Youth Disability Advocacy Service and NDIS Readiness Project Officer at Australian Federation of Disability Organisations.

Qualifications: Bachelor of Arts (Macquarie University).

Member of: NDIA Board; Principal Member, IAC; Sustainability Committee; and People and Outcomes Committee (formerly Strategic Direction and Participant Outcomes Committee).



Dr Ian Watt AC

Dr Ian J Watt AC has had a long career as one of Australia’s most distinguished public servants, with nearly 20 years at the highest levels of the public service. His most recent and most senior appointment was as Secretary of the Department of the Prime Minister and Cabinet and head of the Australian Public Service (APS) – a position he held from late 2011 until the end of 2014. Between 2001 and 2011 he was secretary of the departments of Defence; Finance; and Communications, Information Technology, and the Arts.

Dr Watt is currently Chair of Australian Davos Connection Advisory Council and is the former Chair of BAE Systems Australia, the International Centre for Democratic Partnerships, the Australian Governance and Ethical Index Fund Advisory Board, and the Smart Infrastructure Facility at the University of Wollongong. He currently serves on the boards of Smartgroup Corporation Ltd and O’Connell Street Associates Pty Ltd and is also a Member of the Melbourne School of Government Advisory Board at the University of Melbourne, a Fellow of ANZSOG and the Institute of Public Administration Australia, and Senior Adviser to Flagstaff Partners.

Dr Watt was made a Companion of the Order of Australia in 2016.

Qualifications: Bachelor of Commerce (Honours) (Melbourne University), Masters and Doctorate (La Trobe University), Honorary Doctorates of Letters (University of Technology Sydney and University of Wollongong), Advanced Management Program (Harvard Business School).

Member of: NDIA Board; and Audit and Risk Committee.



Ms Meredith Allan

Ms Meredith Allan is a former President of the International Society of Alternative and Augmentative Communication – an organisation that works to improve the lives of children and adults with complex communication needs. Meredith was the first President to speak using alternative and augmentative communication.

Since retiring from a 30-year career in the public service, Ms Allan continues working as a communication assessor for Scope and a casual lecturer at Deakin University.

Ms Allan completed her term on 31 December 2024.

Qualifications: Bachelor of Economics and Bachelor of Arts (Monash University).

Member of: NDIA Board; and Audit and Risk Committee.



Dr Peta Seaton AM

Dr Peta Seaton AM is an experienced non-executive director, including in former board roles as Chair of Hearing Australia, Chair of Near Eastern Archaeology Foundation (University of Sydney); and Deputy Chair of the Bradman Foundation, Nepean Blue Mountains Local Health District, Menzies Research Centre, BDCU Alliance Bank, and CARE Australia.

A former New South Wales parliamentarian and frontbencher, Dr Seaton served as Director of Transition and Director of Strategic Priorities in the New South Wales Premier's Office from 2011 to 2014.

In 2017 Dr Seaton was made a Member of the Order of Australia and an honorary associate at the University of Sydney (Archaeology).

Dr Seaton completed her term on the NDIA Board on 31 December 2024.

Qualifications: Bachelor of Arts (Honours), Doctor of Philosophy (University of Sydney) and Graduate of the AICD.

Member of: NDIA Board; Sustainability Committee; and People and Outcomes Committee (Chair) (formerly Strategic Direction and Participant Outcomes Committee).

4.3 Board committees

Table 4: Board committees and members as at 30 June 2025

Committee	Role	Members
Audit and Risk	<p>Provides independent advice and assurance to the Board, as the NDIA's accountable authority, in accordance with the:</p> <ul style="list-style-type: none"> • PGPA Act • PGPA Rule • NDIS Act • National Disability Insurance Scheme – Risk Management Rules 2013. <p>The committee also reviews and provides advice to the Board on the appropriateness of the NDIA's:</p> <ul style="list-style-type: none"> • financial reporting • performance reporting • systems of risk oversight and management, including for fraud, legal, safety and security risk • systems of internal control. <p>The Australian National Audit Office attends Audit and Risk Committee meetings as the NDIA's external auditor.</p>	<p>Dr Graeme Innes AM (Chair)</p> <p>Ms Maryanne Diamond AO (Deputy Chair)</p> <p>Mr Mark Darras</p> <p>Dr Denis Napthine AO</p> <p>Dr Ian Watt AC (term started 19 September 2024)</p>
Sustainability	<p>Provides advice on assessing, monitoring, reporting on and managing the financial sustainability of the NDIS.</p>	<p>Ms Estelle Pearson (Chair)</p> <p>Mr Kurt Fearnley AO</p> <p>Ms Maryanne Diamond AO</p> <p>Ms Leah van Poppel</p>

Committee	Role	Members
People and Outcomes Committee (formerly Strategic Direction and Participant Outcomes Committee)	Supports the Board to determine the objectives, strategies and policies to be followed by the NDIA, with a dedicated focus on people, including staff and participants, the culture the NDIA leads, and the outcomes delivered for people in the NDIA and by the NDIS.	Mr Kurt Fearnley AO (interim Chair from 6 February 2025) Dr Richard Fejo Ms Joan McKenna Kerr Ms Leah van Poppel Dr Rhonda Galbally AC (term started 8 May 2025)

Board and committee attendance

Table 5: Number of meetings attended by Board members in 2024–25

Board member	NDIA Board attended	People and Outcomes Committee	Sustainability Committee	Audit and Risk Committee
Mr Kurt Fearnley AO (Chair)	12	3 (Interim Chair)	4	5
Mr Mark Darras	12	0	1	5
Ms Maryanne Diamond AO	11	1	5	4 (Deputy Chair)
Dr Richard Fejo	10	3	4	3
Dr Rhonda Galbally AC	4	1	0	0
Dr Graeme Innes AM	12	0	0	5 (Chair)
Mrs Joan McKenna Kerr	10	3	4	3
Dr Denis Naphthine AO	11	1	2	5
Ms Estelle Pearson	10	1	5 (Chair)	1
Ms Leah van Poppel	11	3	5	1

Board member	NDIA Board attended	People and Outcomes Committee	Sustainability Committee	Audit and Risk Committee
Dr Ian Watt AC	8	0	1	5
Ms Meredith Allan	8	2	3	3
Dr Peta Seaton AM	3	2 (Chair)	3	1

Notes: The name of the Strategic Direction and Participant Outcomes Committee changed to People and Outcomes Committee on 2 May 2025.

Mr Fearnley was appointed interim Chair of Strategic Direction and Participant Outcomes Committee for a 6-month period from 6 February 2025.

Ms Allan’s term ended 31 December 2024.

Dr Seaton’s term ended 31 December 2024.

Dr Ian Watt AC was appointed to the Board on 28 August 2024 and appointed to the Audit and Risk Committee on 19 September 2024.

Dr Rhonda Galbally AC was appointed to the Board on 1 January 2025 and appointed to People and Outcomes Committee on 8 May 2025.

Table 6: Audit and Risk Committee

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
Dr Graeme Innes AM	LLB, Sydney University; honorary doctorates, University of Canberra, RMIT University, University of NSW, Edith Cowan University; Fellow, Australian Institute of Company Directors (AICD)	5	5	\$20,350	Chair

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
Ms Maryanne Diamond AO	BSc, Monash University; GradDipIT, Caulfield Institute of Technology; Graduate, AICD	4	5	\$10,148	Deputy Chair
Dr Denis Napthine AO	BVSc, MVetSc, University of Melbourne; MBA, Deakin University	5	5	\$5,220	Dr Denis Napthine, while he is a member of the NDIA Board Audit and Risk Committee, is entitled to a fee of \$4,520 per year.
Ms Meredith Allan	BEC, BA, Monash University	3	5	\$5,279	Term ended 31 December 2024(2 meetings held after the end of term on the committee)

Member name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional information
Dr Ian Watt AC	BCom (Hons), Melbourne University; Masters and Doctorate, La Trobe University; Advanced Management Program, Harvard Business School; Honorary Doctorates of Letters, University of Technology Sydney, University of Wollongong	5	5	\$8,121	Term started 19 September 2024
Mr Mark Darras	BA, LLB, University of Tasmania; LLM, Australian National University; BEd, University of South Australia	5	5	\$9,920	

Table 7: Audit and Risk Committee charter

Direct electronic address to the charter determining the functions of the audit committee
URL: ndis.gov.au/governance/board

4.4 Independent Advisory Council

The IAC gives the NDIA Board independent advice on critical issues that affect disability communities across Australia. The Board must consider this advice when performing its duties under section 144 of the NDIS Act.

The IAC is led by a Principal Member and up to 12 members from across Australia. Members are people with disability or experts in disability issues or both, appointed by the Minister for the National Disability Insurance Scheme.

Independent Advisory Council advice

The IAC brings the perspectives of NDIS participants, disability experts and the community to the NDIA Board.

In 2024–25 the IAC provided formal advice to the Board including on:

- ‘Enhancing behaviour support in the NDIS’
- ‘Age is not a number’
- ‘Guiding principles and measures of success’
- ‘End of life care, not the end of care: Palliative support and the NDIS’.

The IAC also shared information and insights with the NDIA on:

- co-design
- working in trauma informed ways
- partners in the community
- the impact of changes to the NDIS Act and Rules
- foundational supports.

To expand its diversity and support development of advice, the IAC operated with 5 reference groups across 2024–25:

- Children Young People and Families
- Equity and Inclusion
- First Nations
- Home and Living
- Intellectual Disability.

IAC members take part in several NDIA-run reference and advisory groups and are represented on the following NDIA co-design groups:

- NDIA Workforce Capability and Culture
- Home and Living
- Navigators
- Participant Pathway Experience
- Assessments and Budgeting
- Participant Safeguarding
- Integrity.

In August 2024 the IAC made a submission to the Department of Social Services on the *National Disability Insurance Scheme (Getting the NDIS Back on Track No. 1) (NDIS Supports) Transitional Rules 2024*.

In January 2025 the IAC established the new First Nations Reference Group with people with disability from First Nations communities across Australia. This new group will ensure the voices of First Nations participants are heard directly by the NDIA Board.

In March 2025 the IAC provided a statement to the Board on their commitment to diversity, equity and inclusion in all its forms.

Independent Advisory Council members

The following changes were made to the IAC's membership in 2024–25:

- Adjunct Associate Professor Jennifer Cullen AM, Ms Sylvana Mahmic, Mr James Manders and Dr George Taleporos concluded their terms on 31 December 2024.
- Ms Leah van Poppel's term as Principal Member was extended from 1 January 2025 to 31 December 2027.
- Mr Vaughn Bennison, Associate Professor Lorna Hallahan, Dr Gill Hicks MBE, Mr Andrew Vodic and Ms Jane Wardlaw were appointed as new members from 1 January 2025.

IAC members at 30 June 2025 are:

- Ms Leah van Poppel, Principal Member
- Mr Vaughn Bennison
- Dr Sharon Boyce
- Mr Gavin Burner
- Associate Professor Lorna Hallahan
- Dr Gill Hicks MBE
- Dr Leighton Jay
- Ms Tricia Malowney OAM
- Ms Sam Paior
- Mr Mark Tonga
- Mr Andrew Vodic
- Ms Jane Wardlaw.

4.5 Chief Executive Officer and Strategic Leadership Team

The CEO is responsible for the day-to-day administration of the NDIA under the NDIS Act and is supported by the Strategic Leadership Team.

Organisational structure

The NDIA implemented a rebalanced organisational structure in March 2025.

As at 30 June 2025, the CEO was Rebecca Falkingham.

Strategic Leadership Team members at 30 June 2025 were:

- Deputy CEO Children, Specialised Services and Scheme Interfaces – Amity Durham
- Deputy CEO First Nations – Janine Mohamed
- Deputy CEO Partners, Providers and Home and Living – Penelope McKay
- Deputy CEO Service Delivery – Scott McNaughton
- Deputy CEO Service Design and Improvement – Aaron Verlin (Acting)
- Deputy CEO Legal, Reviews, Actuarial and Data – Matthew Swainson
- Deputy CEO Integrity Transformation and Technology Services – John Dardo
- Deputy CEO Enabling Services / Chief Operating Officer – Samuel Porter
- Scheme Actuary – David Gifford.



Scan to read Liam's full story, or visit ndis.gov.au/stories.

Liam's turned his passion into his own small business

Canberra NDIS participant Liam has turned his passion for story writing and cartoon drawing into a small business where he uses the money raised to keep self-publishing his work.

'I didn't learn to read until I was about 15, then I couldn't stop!' Liam shared. 'Writing's part of my DNA. I love the escapism!'

For Liam, his NDIS funding, such as occupational therapy, has helped to boost his confidence. His life, social and job skills have also grown.

The 24-year-old also has a part-time job at an optometrist. It's an ongoing role where Liam gets paid leave and superannuation benefits, helping him to save and work towards supporting himself.

Helping to further his career, the emerging science fiction and fantasy author has already been awarded both an ArtsACT grant and a Creative Australia Arts and Disability grant.

Never short of ideas, Liam has 6 stories in draft currently.



NDIS participants Henry and Connor with parents Jen and Josh

Section 5

People

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5.1 Workforce profile

To deliver the NDIS, the NDIA needs a capable, inclusive and committed workforce that reflects the diversity of Australian society. Our workforce continues to evolve to meet the needs of participants, carers and their families, with a strong focus on frontline capability and disability awareness.

At 30 June 2025, the NDIA had:

- 10,601 Australian Public Service (APS) employees (10,285 full time equivalent and 8,957 average staffing level)
- 1,770 contractors (1,401 labour hire, 279 consultants, and 90 contractors).

5.2 Health, safety and wellbeing

The NDIA is committed to providing a safe and healthy workplace, consistent with its legislative obligations under the *Work Health and Safety Act 2011* (Cth) (WHS Act) and the *Safety, Rehabilitation and Compensation Act 1988* (Cth). The safety and wellbeing of our people is a priority, and we continue to strengthen our systems, culture and reporting to reflect this priority.

- We conducted risk assessments to identify and address physical and psychosocial hazards.
- We delivered new wellbeing services including crisis escalation to on-call clinicians and counselling services.
- We continued to update our work health and safety management system in line with legislation and contemporary health, safety and wellbeing practices.

Key initiatives

In 2024–25 we enhanced employee safety and wellbeing through a range of programs:

- Following a review of security and safety at the NDIA, we implemented initiatives to help staff respond better to aggressive behaviour. These included updated training modules for Managing Unreasonable Behaviour, Aggression Response Team training, and updated toolkits for managing difficult conversations and high-risk customer situations.

Work health and safety outcomes

In 2024–25 we reported 9 incidents to Comcare under section 38 of the WHS Act. Comcare closed all incidents without requiring further action from the NDIA.

Three improvement notices (under section 90 of the WHS Act) were issued by a health and safety representative. One notice was resolved and 2 were later cancelled.

Table 8: Summary of reported health and safety incidents (2024–25)

Action under the WHS Act	Number
Death of a person that required notice to Comcare under section 35	0
Serious injury or illness of a person that required notification to Comcare under section 35	2
Dangerous incident that required notification to Comcare under section 35	7
Investigation conducted under Part 10	0
Notice given under section 90 (provisional improvement notice)	3
Notice given under section 191 (improvement notice)	0
Notice given under section 195 (prohibition notice)	0
Directions given under section 198 (non-disturbance)	0

5.3 Disability and diversity

The NDIA is committed to providing a workplace that represents the diverse community we serve. We aim to build a stronger, more responsive organisation, better able to deliver high-quality, inclusive services to participants and their families and carers.

Table 9 presents the percentage of NDIA staff who self-identified as belonging to various diversity groups in the 2025 APS Employee Census.

Table 9: Percentage of staff by diversity groups as reported in the 2025 APS Employee Census

Diversity group	2024	2025
Aboriginal and/or Torres Strait Islander	3%	3%
Ongoing disability	22%	23%
Mature-age (aged 45 years and over)	42%	44%
Gender diverse	10%	10%
Culturally and linguistically diverse	24%	26%
Neurodivergent	12%	16%

Inclusion and Diversity Framework

Our Inclusion and Diversity Framework aims to create a supportive, flexible and fair workplace for all employees. Under the framework, we have developed or are developing targeted action plans and strategies for First Nations peoples, people with disability, mature-age workers, LGBTIQ+ individuals, people from culturally and linguistically diverse (CALD) backgrounds and neurodiverse individuals.

Advancing workplace inclusion for people with disability

We aim to lead the APS in providing an inclusive workplace for people with disability. In 2024–25, we:

- implemented a disability leave policy, providing APS staff with 10 days of paid leave per calendar year for appointments or activities related to their disability
- launched a pilot program for an in-house Auslan interpretation service for deaf and hard of hearing staff
- launched the Hidden Disabilities Sunflower Program to support staff with non-visible or hidden disability
- encouraged staff with disability to seek workplace support and adjustments from their line manager and our disability liaison officers.

Key initiatives

In 2024–25 we delivered several initiatives to advance workplace inclusion and diversity. For example, we:

- implemented the Disability Action Plan
- launched the CALD Inclusion Plan
- launched the Neuroinclusion Plan
- established a Neuroinclusion Network
- published the NDIA's third Reconciliation Action Plan, our second at the Innovate level.

In 2024–25 we began an organisational cultural safety initiative. The goal is a culturally safe NDIS and workplace, with equitable outcomes for First Nations people with disability. This initiative is overseen by a Cultural Safety Working Group, which includes NDIA senior executives and members of the First Nations Employee Network.

Australian Workplace Equality Index

This year we achieved Bronze Tier status in the Australian Workplace Equality Index, Australia's top benchmark for LGBTIQASB+ inclusion at work. This accreditation reflects our commitment to a culturally safe and inclusive workplace for everyone, regardless of gender identity, gender expression, biological sex, or sexual orientation or attraction.

5.4 Partner organisations

Our partners in the community are experienced, qualified organisations with strong local knowledge and understanding of the needs of people with disability. They deliver local area coordination and early childhood services on behalf of the NDIA and are often the first point of contact for participants, making them the face of the NDIS in many communities.

In 2024–25 the NDIA worked closely with our partners to monitor and manage the delivery of early childhood and local area coordination services using the Performance Management Framework, which was established in October 2023. Through the Performance Management Framework, the NDIA has been able to gather information to track and report on partner performance. The framework supports the NDIA and partners to collaborate on improving outcomes, practice and participant satisfaction. It applies to all partners.

At 30 June 2025, 24 partner organisations were operating across all Australian states and territories, except in remote areas, where local NDIA teams provide direct support.

Local area coordination partners

Local area coordination partners work with people aged 9 years and above, helping them to:

- understand and access the NDIS
- identify and connect with mainstream and community supports

- discuss goals, supports, and document information for the planning process
- make the best use of their NDIS plans
- understand when plans need to be reassessed.

Local area coordination partners also conduct regular check-ins with participants to make sure their plans are working. They play a key role in improving accessibility and inclusion in local communities. They identify supports available in the community for people with disability, including those who may not be eligible for an NDIS plan.

Early childhood partners

Early childhood partners deliver the NDIA's early childhood approach for children:

- younger than 6 years old with developmental delay
- younger than 9 years old with disability.

Early childhood partners provide family-centred supports that help children build the skills they need for everyday activities and life outcomes. For example, they:

- give families practical early connections and supports
- link children, their families and carers with mainstream and community services
- help families to access the NDIS if their child is likely to be eligible
- support families through the NDIS planning process when their child becomes a participant.

5.5 Strategic Commissioning Framework

In 2024–25 the NDIA took steps to bring core work in-house in line with the APS Strategic Commissioning Framework. Our target for 2024–25 was to bring 1,032 core roles across all job families in-house, at an estimated

value of \$68 million (excluding GST). This target was exceeded, with 1,034 labour hire roles valued at \$70 million (excluding GST) replaced with APS positions since the end of 2023–24.

5.6 Staff conduct policies

The NDIA is dedicated to the highest ethical standards and behaviours in our workplaces and employment practices. All staff are required to comply with the APS Values, APS Employment Principles and the APS Code of Conduct under the *Public Service Act 1999* (Cth).

Safe and Respectful Workplace Framework

Through the Safe and Respectful Workplace Framework, we are building a positive and inclusive workplace where everyone is safe, treated fairly and respectfully, and supported to speak up.

The NDIA has zero tolerance for unacceptable behaviours. This includes all forms of bullying, harassment, sexual harassment, discrimination, violence, aggression and victimisation in the workplace or in connection with work. Support is available to all NDIA staff who may be affected.

Staff obligations and support

All NDIA staff share responsibility for contributing to a safe and respectful culture. To support this, we provide:

- compulsory training programs
- clear policies and guidelines
- internal communications and updates to support a workplace environment that values inclusion and respect
- accessible supports for managers and staff.

Possible breaches of the Code of Conduct are taken seriously, and we take appropriate action where required.

5.7 Executive remuneration

This section sets out the NDIA’s approach to executive remuneration and discloses payments made to:

- key management personnel
- senior executives
- other highly paid staff.

The reporting in this section reflects the requirements of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

Remuneration policies, practices and governance

Board and Chief Executive Officer

- The Chair, Board members and CEO are remunerated under the determinations made from time to time by the Remuneration Tribunal under the *Remuneration Tribunal Act 1973* (Cth).

Senior executives and other highly paid staff

- Senior Executive Service (SES) employees are remunerated and subject to employment conditions that are individually determined under the *Public Service Act 1999*.
- Other highly paid staff (excluding SES employees) are remunerated under and subject to the employment conditions set out in the NDIA Enterprise Agreement 2024–27.

The NDIA Enterprise Agreement 2024–27 is supported by a range of policies, including in relation to remuneration.

Reporting scope

For executive remuneration reporting purposes, remuneration includes:

- salary
- superannuation
- allowances
- other salary payments or remuneration benefits for key management personnel and other highly paid staff.



NDIS participant, Mia and mum Margie

Section 6

Risk

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6.1 Risk management

The NDIA has a structured approach to identifying, managing, escalating and communicating key risks relating to the NDIA and the NDIS.

During 2024–25, the Board reviewed and approved the NDIA’s Risk Management Strategy, Risk Appetite Statement and strategic risks.

The NDIA identified 8 strategic risks for 2024–25 relating to NDIS outcomes, participant experience, partner and provider performance, Scheme sustainability, people capability capacity and wellbeing, integrity, safeguarding our information, and NDIA and NDIS transformation.

Each of the strategic risks is monitored against mitigation strategies and key risk indicators, with performance reported quarterly to the Board Audit and Risk Committee and the Board. In addition to strategic risk monitoring, the NDIA assesses, monitors and manages operational, fraud and corruption, regulatory and project risks.

The NDIA is committed to ensuring that critical business functions are maintained or quickly restored in the event of a significant outage, incident or crisis. We have an established business continuity management framework to ensure the rapid response and resumption of our critical business functions to support participant and provider services in emergency situations.

The NDIA’s integrated risk management system provides a single platform for capturing and managing operational, strategic and regulatory risks; audit recommendations; incidents; and business continuity plans. The system gives accountable executives a consolidated view of the risks and controls in their business area and the broader NDIA and underpins quarterly risk reporting. Continuous improvement of this system ensures that decision-makers have relevant and insightful information to help them make risk-informed decisions at both functional and strategic levels.

6.2 Audit

The internal audit function supports effective risk management and is a key internal control. The Audit Branch provides independent assurance to management and the Board through the Board Audit and Risk Committee.

In 2024–25 the Audit Branch delivered an approved internal audit plan to the Board Audit and Risk Committee. Ongoing updates to the plan ensure it remains relevant and aligned to key risks. The outcomes of all audit activity, as well as progress on action plans, are reported to the Board Audit and Risk Committee.

The Australian National Audit Office (ANAO) audits the NDIA’s annual financial statements and annual performance statements, as well as conducting other performance audits.

Details of performance audits undertaken in 2024–25 that have an impact on the NDIA are provided in section 8.4, ‘Australian National Audit Office reports’ in this report.

6.3 Ensuring the integrity of the NDIS

The NDIA is committed to protecting the safety and wellbeing of participants and ensuring they have a positive experience in the NDIS. We are improving the integrity of NDIS systems, while also detecting, preventing and responding to fraud. Any providers found to be doing the wrong thing will be referred to the NDIS Quality and Safeguards Commission for appropriate action.

We are also committed to co-design and engaging with people with disability to improve the NDIS, and this includes co-designing integrity improvements. The Integrity Working Group plays an important part in this. Its membership includes NDIA representatives, participants, family members, disability representative and carer organisations, other disability sector representatives, and Independent Advisory Council members.

In 2024–25 we engaged widely with participants, the disability community and providers about improving NDIS integrity. We held 28 sessions to build understanding of integrity issues, empower participants to protect themselves, and emphasise to providers their responsibility to do the right thing.

Preventing fraud

The Fraud Fusion Taskforce (FFT) was established in November 2022 and is made up of 23 government agencies, including the NDIA. The FFT facilitates the sharing of data and intelligence between agencies. This enables us to detect, prevent and respond to fraud in the NDIS more quickly and to implement controls to prevent fraud from occurring in the first place. The FFT also enables multi-agency interventions that prevent criminals targeting the NDIS and other government payment programs.

In February 2024 the Australian Government announced the Crack Down on Fraud Program, aimed at improving processes to reduce errors and increase compliance. The multi-year program is progressively delivering improvements to NDIA systems and capability to allow us to better detect and prevent the misuse of participant funds and the NDIS.

Integrity outcomes

In 2024–25 our integrity and anti-fraud activities helped improve the safety of participants and the sustainability of the NDIS. For example, we:

- made improvements to the integrity of participants' identity information
- introduced new technologies and capabilities to enhance prevention, detection, security and response to wrongdoing
- reviewed more than 40,000 claims from providers, plan managers and participants, totalling more than \$80 million, for potential integrity issues to ensure only legitimate claims were paid
- implemented better processes for assessing fraud tip-offs. We received more than 29,000 tip-offs during the year, up from 23,000 in 2023–24
- in conjunction with other government agencies, assisted in detection and prevention of individuals and organisations defrauding the NDIS
- identified and reduced the misuse of short-term accommodation.



NDIS participant, James

Section 7

Financial statements

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7.1 Independent audit report



INDEPENDENT AUDITOR'S REPORT

To the Minister for Disability and the National Disability Insurance Scheme

To the Minister for the National Disability Insurance Scheme

Opinion

In my opinion, the financial statements of the National Disability Insurance Agency (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Chair of the Board, Chief Executive Officer, Chief Financial Officer and Chair of the Audit Committee;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matter**Accuracy and occurrence of participant plan expenses**

Refer to Note 1.1G Participants' plan expenses

I focused on participant plan expenses due to the continued growth in participant numbers entering the National Disability Insurance Scheme (the Scheme), the high volume of transactions and the significance of the balance to the financial statements. Decisions as to the appropriate level of support and therefore the associated expenses are complex as the Scheme participants have varying needs.

For the year ended 30 June 2025, participant plan expenses were \$46.35 billion.

How the audit addressed the matter

The audit procedures I undertook to address this included:

- testing the design, implementation and operating effectiveness of key controls related to the assessment of whether a participant meets the Scheme eligibility requirements, participant plan approvals, and claim validation and processing; and
- examining the quality assurance framework implemented by the Entity including a compliance and assurance program over payment accuracy and integrity, scheme access and participant plan approvals.

Key audit matter**Valuation of participant plan provision**

Refer to Note 2.6 Participant plan provisions

The Entity recognises a provision to pay disability service providers or participants when a service under a participant plan is delivered but not yet notified to the Entity. As there can be a time lag between the provision of services and lodgement of a claim, the financial statements include an estimate of the expenditure required to settle the obligations at the end of the reporting period.

I focused on this area because, in estimating this provision, the Entity needs to make significant judgements and assumptions about the timing and amount of cashflows due to the complexity of estimating the pattern of support claimed by participants or providers.

For the year ended 30 June 2025, the participant plan provision was \$2.07 billion.

How the audit addressed the matter

The audit procedures I undertook to address this included:

- assessing the competence and capability of the Scheme Actuary in making the estimation;
- evaluating the reasonableness of the judgements and assumptions made on the advice of the Scheme Actuary in the estimation of the provision; and
- assessing the data used in the estimation process for accuracy and completeness.

Key audit matter**Completeness, occurrence and accuracy of in-kind revenues and expenses**

Refer to Note 1.2C Other revenue

Refer to Note 1.1G Participant plan expenses

Terms and conditions for determining the cash and in-kind contributions for the funding of the Scheme are set out in the bilateral agreements between each State and Territory and the Commonwealth. In-kind contributions relate to services provided by the States and Territories directly to organisations providing disability services. The contribution is accounted for as revenue received free of charge at

How the audit addressed the matter

The audit procedures I undertook to address this included:

- evaluated the reasonableness of the in-kind revenue and expenses recorded in the financial year in accordance with the data provided by the States and Territories and the bilateral agreements;
- tested the accuracy and completeness of in-kind adjustments made in the quarterly reconciliations for State and Territory

the date the services are provided. The use of these services is also recognised as an equivalent expense.

I focused on this area due to the significance to the financial statements and the reliance on data from the States and Territories around the completeness, occurrence and accuracy of agreed services provided to people with a disability.

For the year ended 30 June 2025, in-kind revenue and expenses were \$927.55 million.

contributions; and

- tested the accuracy and completeness of the in-kind reconciliation at year-end.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board of the National Disability Insurance Agency is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Authority, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office



Carla Jago

Group Executive Director

Delegate of the Auditor-General

Canberra

22 September 2025


7.2 Financial statements

National Disability Insurance Agency STATEMENT BY THE CHAIR OF THE BOARD, CHIEF EXECUTIVE OFFICER, CHIEF FINANCIAL OFFICER AND CHAIR OF THE AUDIT COMMITTEE

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Disability Insurance Agency will be able to pay its debts as and when they fall due.


This statement is made in accordance with a resolution of the directors.



Signed
Kurt Fearnley AO
Chair of the Board
18 September 2025



Signed
Scott McNaughton
Acting Chief Executive Officer
18 September 2025



Signed
Chris Breitzkreuz
Chief Financial Officer
18 September 2025



Signed
Graeme Innes AM
Chair, Audit Committee
18 September 2025

National Disability Insurance Agency
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2025

		2025	2024	Original Budget ¹ 2025
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	1,066,884	758,603	770,125
Suppliers	1.1B	780,612	653,950	1,823,777
Community partnership costs	1.1F	627,411	605,739	-
Grants	1.1C	11,916	5,306	-
Participant plan expenses	1.1G	46,352,178	41,845,657	46,381,067
Depreciation and amortisation	2.2A	61,564	62,267	66,725
Finance costs	1.1D	5,463	4,342	2,536
Write-down and impairment of other assets	1.1E	70,598	42,717	-
Total expenses		48,976,626	43,978,581	49,044,230
OWN-SOURCE INCOME				
Own-source revenue				
Rendering of services	1.2A	45,217,958	41,429,061	46,024,215
Interest		503,159	390,496	402,174
Rental income	1.2B	468	478	-
Other revenue	1.2C	997,556	1,001,180	-
Total own-source revenue		46,719,141	42,821,215	46,426,389
Gains				
Other gains	1.2D	107,043	127,530	356,852
Total gains		107,043	127,530	356,852
Total own-source income		46,826,184	42,948,745	46,783,241
Net (cost of)/contribution by services		(2,150,442)	(1,029,836)	(2,260,989)
Revenue from Government		2,252,660	2,032,420	2,190,431
Surplus/(Deficit)		102,218	1,002,584	(70,558)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		10,486	8,552	-
Total other comprehensive income		10,486	8,552	-
Total comprehensive income/(loss)		112,704	1,011,136	(70,558)

The above statement should be read in conjunction with the accompanying notes.

¹ Original Budget refers to the figures published in the 2024-25 Portfolio Budget Statements

National Disability Insurance Agency STATEMENT OF COMPREHENSIVE INCOME for the year ended 30 June 2025

Budget Variances Commentary

Statement of Comprehensive Income

The following major variance explanations between the Original Budget as presented in the 2024-25 Portfolio Budget Statements and the 2024–25 financial statements are presented in accordance with Australian Accounting Standards. The 2024–25 Portfolio Budget Statements contain the original financial statements' budget estimates presented to Parliament in respect of the 2024–25 financial year. The information presented below should be read in the context of the following:

- major variances are determined in accordance with Department of Finance guidelines; and
- the Budget is not audited.

Affected line items	Explanations of major variances
Expenses <i>Employee benefits</i>	The increase is attributable to the average staffing levels for employees increasing during the year more than estimated in the Original Budget. The NDIS Act requires all decisions of the Agency that impact on participants only to be made by APS staff. The variance to Original Budget has arisen as the Agency has sought to prioritise its recruitment activity towards APS employees under the Government's Strategic Commissioning Framework.
Expenses <i>Suppliers, Community partnership costs</i>	The Commonwealth Budget process does not allow for the separate reporting of community partnership costs and supplier expenses. As a result, these are budgeted together against supplier expenses. For actuals purposes, the Agency has separated out community partnership costs to provide greater clarity for users.
Expenses <i>Grants</i>	The budget for grants expenditure was included within supplier expenses. For actuals purposes, the Agency has separated grant expenses to provide greater clarity for users.
Expenses <i>Participant plan expenses</i>	Participant plan expenses for the year have tracked closely to the Original Budget. The number of participants were lower than expected from the Original Budget, but this was offset by higher average payments compared to the Original Budget.
Expenses <i>Finance Costs</i>	The variance to Original Budget is predominately driven by higher than expected Interest expenses for leased assets, impacted by changes to lease terms and rental amounts during the year, and the unwinding of restoration provision liability amounts. Additionally, expensing of interest payable for Historical Scheme Debt liability provision amounts as at 30 June 2025 was accounted for in FY 2024-25 and did not form part of the Original Budget.
Expenses <i>Write-down and impairment of other assets</i>	The Original Budget did not anticipate the write-down of other assets in 2024-25.
Own-source revenue <i>Rendering of Services</i>	This variance is as a result of a reduction of funding from Government along with a reduction in Cash Contributions from the States and Territories following the extension of the In-Kind programs.
Own-source revenue <i>Other revenue</i>	The actual result includes compensation receipts which were not budgeted for as well as In-Kind actual revenue reclassified as Other Revenue for both the 2024-25 and comparative year 2023-24. The Original Budget for In-kind revenue was classified as Other Gains.
Own-source revenue <i>Interest</i>	The increase in interest revenue compared to Original Budget reflects higher than anticipated interest rates and subsequent increase in earnings from investments.

National Disability Insurance Agency
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2025

Affected line items	Explanations of major variances
Gains <i>Other gains</i>	The Original Budget for Other gains included in-kind contributions made to the Scheme by State and Territory governments now accounted in Other Revenue actuals. The Original Budget did not anticipate extensions to In-kind arrangements and gains relating to prior year Scheme payment cancellations.
Revenue from Government <i>Revenue from Government</i>	Revenue from Government is in-line with the Agency's original budget and increases for the Agency's operations and programs approved in the 2024-25 MYEFO Budget.
Other Comprehensive Income <i>Changes in asset revaluation reserve</i>	The external revaluation of the Agency's leasehold improvements resulted in a revaluation increment of \$10.5m during the year, which is unable to be budgeted for.

National Disability Insurance Agency
STATEMENT OF FINANCIAL POSITION
as at 30 June 2025

		2025	2024	Original Budget ¹
	Notes	\$'000	\$'000	2025 \$'000
ASSETS				
Financial assets				
Cash and cash equivalents - Cash on hand	2.1A	2,528,958	5,659,548	4,550,078
Cash and cash equivalents - Term deposits	2.1A	3,700,000	-	-
Trade and other receivables	2.1B	108,527	99,994	35,775
Other financial assets - term deposits	2.1C	-	-	20,961
Total financial assets		6,337,485	5,759,542	4,606,814
Non-financial assets				
Buildings	2.2A	211,949	237,892	235,914
Plant and equipment	2.2A	16,452	9,364	8,512
Other non-financial assets	2.2B	36,235	30,264	26,619
Total non-financial assets		264,636	277,520	271,045
Total assets		6,602,121	6,037,062	4,877,859
LIABILITIES				
Payables				
Suppliers	2.3A	1,281,462	914,519	195,133
Other payables	2.3B	34,062	21,037	91,776
Total payables		1,315,524	935,556	286,909
Interest bearing liabilities				
Leases	2.5	150,578	166,659	161,391
Total interest bearing liabilities		150,578	166,659	161,391
Unearned revenue				
Unearned revenue	2.4	454,784	413,969	-
Total unearned revenue		454,784	413,969	-
Provisions				
Employee leave provisions		194,271	150,777	106,178
Participant plan provisions	2.6	2,073,388	2,066,153	2,914,066
Provision for restoration obligations	2.6	7,184	7,467	5,936
Provision for historical Scheme debt	2.6	6,295	9,088	-
Total provisions		2,281,138	2,233,485	3,026,180
Total liabilities		4,202,024	3,749,669	3,474,480
Net assets		2,400,097	2,287,393	1,403,379
EQUITY				
Contributed equity		205,733	205,733	205,732
Asset revaluation reserve		57,402	46,916	38,363
Retained surplus		2,136,962	2,034,744	1,159,284
Total equity		2,400,097	2,287,393	1,403,379

The above statement should be read in conjunction with the accompanying notes.

¹Original Budget refers to the figures published in the 2024-25 Portfolio Budget Statements

National Disability Insurance Agency STATEMENT OF FINANCIAL POSITION as at 30 June 2025

Budget Variances Commentary

Statement of Financial Position

The following major variance explanations between the Original Budget as presented in the 2024-25 Portfolio Budget Statements and the 2024–25 financial statements are presented in accordance with Australian Accounting Standards. The 2024–25 Portfolio Budget Statements contain the original financial statements' budget estimates presented to Parliament in respect of the 2024–25 financial year. The information presented below should be read in the context of the following:

- major variances are determined in accordance with Department of Finance guidelines; and
- the Budget is not audited.

Affected line items	Explanations of major variances
Financial assets <i>Cash and cash equivalents</i>	The Original Budget assumed that the majority of funds would be held as Cash at Bank at year-end. The variance between the actual result and Original Budget reflects the investment of cash in Term Deposits with a maturity of less than one year.
Financial assets <i>Term Deposits</i>	The Original Budget did not anticipate investments in Term Deposits.
Financial assets <i>Trade and other receivables</i>	The variance is largely attributable to an increase in interest earned and accrued at year-end for balances held in Cash at Bank and Term Deposits, and an increase in Participant and Other Provider receivables related to an increase in participant numbers through the year.
Financial assets <i>Other financial assets</i>	The Original Budget assumed that the Agency would hold Term Deposits with a maturity of one year or more. At year-end, the Agency held Term Deposits of less than one year maturity as reported in Note 2.1A.
Non-financial assets <i>Buildings</i>	The variance is largely attributable to higher depreciation expenses against Land & Buildings, Leasehold Improvements and Right of Use Leased Buildings, off-set by the revaluation of these asset categories at year-end.
Non-financial assets <i>Plant & Equipment</i>	The variance is largely attributable to an increase in laptop and technology related acquisitions, reflective of increases in Agency staffing levels, as well as furniture and fitting requirements for office fit-outs to accommodate staff.
Non-financial assets <i>Other non-financial assets</i>	The variance is largely attributable to an increase in the acquisition of software and technology licences related to the Agency's software platforms.
Payables <i>Suppliers</i>	The variance is largely attributable to an amount payable to the Department of Health and Aged Care for Younger People in Residential Aged Care that remains unpaid as at the end of 2024-25 (\$725.7M) which the Original Budget estimated would be paid.
Payables <i>Other payables</i>	The Original Budget assumed higher salary related accruals based on the estimated conversion of Labour Hire Staff to APS Staff.
Provisions <i>Employee leave provisions</i>	The increase to Agency staffing levels has resulted in an increase in the value of employee leave provisions at year-end. In addition, employee leave provisions increased as a result of the year-end Actuarial assessment and changes in parameters used to calculate leave provisions. This balance is highly sensitive to the parameters and will fluctuate widely as a result. The Original Budget was based on historic trends.
Provisions <i>Participant plan provisions</i>	The Original Budget included a provision for the extension of in-kind services as well as a data integrity provision that upon actuarial review is no longer supported.
Provisions <i>Provision for restoration obligations</i>	The variance is largely attributable to the revaluation of Leasehold Improvements, Right of Use Leased Assets and associated Make Good Obligations for the Agency's property lease portfolio.
Provisions <i>Provision for historical Scheme debt</i>	The Agency has included the Provision for historical Scheme debt that was not anticipated at the time the Original Budget was prepared.
Equity <i>Asset revaluation reserve</i>	The external revaluation of the Agency's leasehold improvements resulted in a revaluation increment of \$10.5m during the year.
Equity <i>Retained surplus</i>	The Original Budget did not anticipate additional funding provided to the Agency in FY 2023-24 through Appropriation Acts Nos 3 and 5 of 2023-24.

National Disability Insurance Agency
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

	Retained Surplus		Asset Revaluation Reserve		Contributed Equity		Total Equity	
	2025	2024	2025	2024	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	2,034,744	1,032,160	1,229,842	38,364	205,733	205,732	2,287,393	1,276,257
								1,473,937
Comprehensive income								
Surplus/(Deficit) for the period	102,218	1,002,584	(70,558)	-	-	-	102,218	1,002,584
Other comprehensive income	-	-	-	8,552	-	-	10,486	8,552
Total comprehensive	102,218	1,002,584	(70,558)	8,552	-	-	112,704	1,011,136
Closing balance	2,136,962	2,034,744	1,159,284	46,916	205,733	205,732	2,400,097	2,287,393
								1,403,379

The above statement should be read in conjunction with the accompanying notes.

Budget Variances Commentary
Statement of Changes in Equity

Major budget variances for balances contained in the Statement of Changes in Equity have been included in the budget variances commentary for the Statement of Comprehensive Income and the Statement of Financial Position.

¹ Original Budget refers to the figures published in the 2024-25 Portfolio Budget Statements.

National Disability Insurance Agency
CASH FLOW STATEMENT
for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget ¹ 2025 \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from Government		2,252,660	2,032,420	2,190,431
Rendering of services		45,258,424	41,305,772	45,787,401
Interest received		491,103	408,467	402,246
GST received		153,479	144,321	97,202
Other		70,431	48,699	-
Total cash received		48,226,097	43,939,679	48,477,280
Cash used				
Employee benefits		1,010,521	710,428	800,597
Supplier expenses		919,408	766,421	2,853,123
Interest payments on lease liabilities		3,805	3,000	2,536
Community partnership costs		654,096	606,488	-
Participant plan expenses		45,000,879	40,365,869	45,203,275
GST paid		-	-	94,840
Grant payments		13,269	5,237	-
Total cash used		47,601,978	42,457,443	48,954,371
Net cash from / (used by) operating activities		624,119	1,482,236	(477,091)
INVESTING ACTIVITIES				
Cash received				
Proceeds from sales of property, plant and equipment		1,014	6	-
Proceeds from sales of financial instruments		-	1,500,000	-
Cash used				
Purchase of property, plant & equipment		18,077	25,779	23,019
Purchase of financial instruments		3,700,000	-	-
Total cash used		3,718,077	25,779	23,019
Net cash from / (used by) investing activities		(3,717,063)	1,474,227	(23,019)
FINANCING ACTIVITIES				
Cash used				
Return of contributed equity		-	-	-
Principal payments of lease liabilities		37,646	26,694	43,917
Total cash used		37,646	26,694	43,917
Net cash from / (used by) financing activities		(37,646)	(26,694)	(43,917)
Net increase / (decrease) in cash held		(3,130,590)	2,929,769	(544,027)
Cash and cash equivalents at the beginning of the reporting period		5,659,548	2,729,779	5,094,105
Cash and cash equivalents at the end of the reporting period	2.1A	2,528,958	5,659,548	4,550,078

The above statement should be read in conjunction with the accompanying notes.

¹Original Budget refers to the figures published in the 2024-25 Portfolio Budget Statements.

National Disability Insurance Agency

CASH FLOW STATEMENT

for the year ended 30 June 2025

Budget Variances Commentary

Cash Flow Statement

The following major variance explanations between the Original Budget as presented in the 2024-25 Portfolio Budget Statements and the 2024–25 financial statements are presented in accordance with Australian Accounting Standards. The 2024–25 Portfolio Budget Statements contain the original financial statements' budget estimates presented to Parliament in respect of the 2024–25 financial year. The information presented below should be read in the context of the following:

- major variances are determined in accordance with Department of Finance guidelines;
- variances relating to cash flows are a result of the factors explained for net cost of services, assets or liabilities variations. Unless otherwise individually significant, no additional commentary has been included; and
- the Budget is not audited.

Affected line items	Explanations of major variances
Operating Activities – Cash Received <i>Interest Received</i>	The variance to the Original Budget reflects higher than anticipated interest revenue receipts from Cash at Bank and Term Deposit balances.
Operating Activities – Cash Received <i>GST Received</i>	The variance to the Original Budget reflects higher than anticipated net GST Refunds driven by timing of payments to Suppliers.
Operating Activities – Cash Received <i>Cash Received Other</i>	Variance to Original Budget is largely attributable to an increase in compensation receipts from Participants. This increase was not anticipated in the original budget, as compensation receipts are inherently variable and fluctuate on a case-by-case basis, making budgeting difficult.
Operating Activities – Cash Used <i>Employee Benefits</i>	The variance to Original Budget is largely attributable to higher than expected staff payments due to increases throughout the year to APS staffing numbers. The Agency has sought to prioritise recruitment activity towards APS employees under the Government's Strategic Commissioning Framework.
Operating Activities – Cash Used <i>Supplier Expenses</i>	The variance to Original Budget for Supplier Expenses is largely driven by lower than expected cash payments to Labour Hire and Contracting Staff. Total combined cash used (i.e., Supplier Expenses plus Community Partnership Costs) is lower than anticipated in the Original Budget.
Operating Activities – Cash Used <i>Community Partnership Costs</i>	The variance to Original Budget for Community Partnership Costs is due to the budget for Community Partnership Costs being included as part of Supplier Expenses. Total combined cash used (i.e., Supplier Expenses plus Community Partnership Costs) is lower than anticipated in the Original Budget.
Operating Activities – Cash Used <i>Interest Payments on Lease Liabilities</i>	Additional motor vehicle fleet leases and variations to existing Right of Use building leases have driven higher interest payments on the Agency's asset leases.
Investing Activities – Cash Used <i>Purchase of property, plant & equipment</i>	The variance to Original Budget is largely attributable to a lower than expected cash outflow for capital purchases of property, plant, and equipment.
Investing Activities – Cash Used <i>Purchase of financial instruments</i>	The Original Budget did not anticipate the Agency investing in term deposits.

National Disability Insurance Agency
CASH FLOW STATEMENT
for the year ended 30 June 2025

Affected line items	Explanations of major variances
Financing Activities – Cash Used <i>Principal payments of lease liabilities</i>	The variance to Original Budget is largely attributable to lease incentives received in 2024-25 contributing to a reduction in principal lease repayments.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

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National Disability Insurance Agency

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

General information

The National Disability Insurance Agency ('the Agency') was established on 29 March 2013 by the *National Disability Insurance Scheme Act 2013* ('the Act'). The Agency is an Australian Government controlled not-for-profit corporate entity.

The Scheme has operations in all states and territories of Australia, with its national office at 13 – 19 Malop Street, Geelong, Victoria, 3220.

Objectives of the Agency

The objective of the Agency is to operate under the Act, and in conjunction with other legislation, to give effect to Australia's obligations under the Convention on the Rights of Persons with Disabilities. In doing so, the Agency supports the independence, social and economic participation of people with a disability.

The Agency is structured to meet the following outcome:

Improve the independence and the social and economic participation of eligible people with disability through the management of a financially sustainable National Disability Insurance Scheme with proper, efficient and effective use of resources.

The continued existence of the Agency in its present form and with its present programs is dependent on Commonwealth Government policy, continuing funding by Parliament for the Agency's administration and programs and agreement with state and territory governments. States and territories have continued to provide funding as set out in the bilateral agreements between each state and territory and the Commonwealth.

The Basis of Preparation

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities, which are measured at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars, unless otherwise specified.

New Accounting Standards

All new, revised or amending standards that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the entity's financial statements.

Taxation

The Agency is exempt from all forms of Commonwealth, state, and territory taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events after the reporting period

There are no known events occurring after the reporting period that could have a material impact on the financial statements.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Financial Performance

This section analyses the financial performance of the Agency for the year ended 30 June 2025.

1.1. Expenses

	2025	2024
	\$'000	\$'000
Note 1.1A: Employee benefits		
Wages and salaries	827,723	577,795
Superannuation		
Defined contribution plans	119,725	82,486
Defined benefit plans	19,058	13,926
Leave and other entitlements	99,682	82,810
Separation and redundancies	631	1,586
Other employee expenses	65	-
Total employee benefits	1,066,884	758,603

Accounting Policy

Accounting policies for employee related expenses are contained in Section 3. People and Relationships.

Note 1.1B: Suppliers

Services rendered

Service providers ¹	446,144	395,558
Legal expenses	75,414	51,899
Information technology expenses	91,133	76,518
Shared Services ²	46,503	35,006
Community connector management fees	23,461	21,098
Property operating expenses	11,707	11,183
Other	26,607	20,496
Travel	8,399	5,201
Comcover	6,358	6,296
Staff welfare and training	10,014	7,067
Market research	3,602	3,724
Staff recruitment and relocation	6,098	3,959
Translator and interpreter services	2,347	2,371
Repairs and maintenance	1,377	732
Audit fees	780	762
Total services rendered	759,944	641,870

Other suppliers

Short-term leases	2,575	1,987
Workers compensation expenses	18,093	10,093
Total other suppliers	20,668	12,080
Total suppliers	780,612	653,950

The above lease disclosures should be read in conjunction with the accompanying notes 1.1D, 1.2B, 2.2A & 2.5.

¹ Balance includes contractor and consultant related expenses.

² During 2024-25 the Agency had a Memorandum of Understanding in place that covered the provision of various administrative and operational support services provided by Services Australia.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy

Short-term leases and leases of low-value assets

The Agency has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000 per asset). The Agency recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2025	2024
	\$'000	\$'000
Note 1.1C: Grants		
Private sector		
Not for profit organisations	11,916	5,306
Total grants	11,916	5,306

Accounting Policy

Grants

The Agency administers a number of grant schemes. Grant liabilities are recognised to the extent that (i) the services required to be performed by the grantee have been performed or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made.

When the Agency enters into an agreement to make these grants and services, but services have not been performed or criteria satisfied, this is considered a commitment.

Note 1.1D: Finance costs

Interest on lease liabilities	3,805	3,000
Other interest payments	1,365	-
Unwinding of discount and discount rate movement	293	1,342
Total finance costs	5,463	4,342

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.2B, 2.2A and 2.5.

Accounting Policy

All borrowing costs are expensed as incurred.

Note 1.1E: Write-down and impairment of other assets

Goods and Services - external parties	-	35,939
Participant and provider receivables	70,556	6,761
Other receivables	42	17
Total write-down and impairment of other assets	70,598	42,717

Note 1.1F: Community partnership costs

Early Childhood costs	238,225	211,281
Local Area Coordination costs	389,186	394,458
Total Community partnership costs	627,411	605,739

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Early Childhood Costs

Reflects the costs incurred by the Agency of engaging Early Childhood partners to support families of children aged 0-8 years to connect to supports that best meet their child's needs. This includes connecting families to community and other government services, providing early support or helping to apply to the NDIS.

Local Area Coordination Costs

This reflects the costs incurred in funding Local Area Coordination (LAC) services.

LAC Partners support people 9 years and over to understand and access the NDIS, implement their NDIS plan and build capacity within the community. LAC supports the inclusion of all people with disability by developing community connections.

Accounting Policy

The costs associated with community partnerships are recognised in accordance with contractual arrangements.

	2025	2024
	\$'000	\$'000
Note 1.1G: Participant plan expenses		
Claims received from participants and providers	45,417,395	40,775,754
Cost of services received in-kind	927,547	952,388
Other changes to participant plan provisions	<u>7,236</u>	<u>117,515</u>
Total participant plan expenses	<u>46,352,178</u>	<u>41,845,657</u>

Accounting Policy

The costs associated with participant plan expenses are recognised as and when the Agency receives claims from participants and providers. Accounting policies for expenses resulting from adjustment to the participant plan provision are contained in Section 2.6 – Provisions.

Participant plan expenses

The Agency makes payments to registered providers and participants with self-managed plans for supports delivered in line with a participant's approved plan. Registered providers (for plan- and Agency-Managed plans) and self-managing participants can access NDIS portals to submit payment claims for delivered supports. Self-lodgement of claims from providers and participants can lead to payments that are inconsistent with Agency guidance, even where no deliberate fraud is intended by the claimant. To mitigate this risk and to assess the potential financial impact, the Agency maintains an assurance testing program, with monthly reviews completed throughout the corresponding financial year. The methodology for calculating and reporting errors is periodically reviewed.

Errors identified in the review process can be either critical (having a potential financial impact) or non-critical (having no direct financial impact e.g. keying errors like incomplete ABN, provider name or date of service etc). All critical errors are subject to further validation, with recovery action, where required and considered to be economical, undertaken in accordance with the Agency's Debt Management Procedures. The outcomes of this testing are extrapolated to indicate an annualised potential financial impact.

For 2024–25, the estimated potential financial impact of the provider (plan- and Agency-managed) critical error rates was assessed as being \$1,550.6m (3.9% of total provider payments) compared to \$1,688.2m (4.7% of total provider payments) in 2023–24.

The estimated potential financial impact of the participant self-managed plan critical error rates was assessed as being \$408.9m (8.5% of total self-managed participant payments) compared to \$312.6m (6.7% of total self-managed participant payments) in 2023–24.

For provider (plan- and Agency-managed) payments, the primary factor driving the decrease in estimated error value is the decrease in the number of errors found together with the proportional decrease in the average error value over the sample group applied against the total value of payments made by the Agency in 2024–25. For

National Disability Insurance Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

self-managed payments, the primary factor driving the increase in estimated error value is the increase in the number of errors found together with the proportional increase in the average error value over the sample group applied against the total value of payments made by the Agency in 2024–25.

The Agency also undertakes additional business assurance and integrity testing activities as part of the management of the Scheme. The Fraud Fusion Taskforce (FFT), a whole-of-government multi-agency response program, is used by the Agency to provide additional assurance on the integrity of the Scheme and the reported participant plan expense. The FFT is developing a scalable and repeatable assurance and prevention model to facilitate payment integrity across Government services. Crackdown on Fraud (program) is a multi-year program established by the Agency to implement system improvements in the NDIA to strengthen the prevention and detection of and response to fraud. Additional Agency activity on the integrity of the Scheme is achieved through fraud investigations and prosecutions, often with FFT partners. Results achieved from the FFT and the Crackdown on Fraud program have included:

- Improved integrity of identity information for participants, while providing a familiar, consistent and secure experience for participants and nominees accessing NDIS digital platforms through myGov;
- Enhanced systems, processes, and analytics capabilities of the Agency. This has included the delivery of a new data-lake to support fraud detection and a new integrity management system to transform how the Agency does investigations, and strengthened the NDIA’s capability to detect and analyse cyber events;
- Significantly increased reviews of claims from providers, plan managers and participants;
- Disruption of providers submissions with incorrect and non-compliant claims to the NDIS;
- Improved warrant execution, in partnership with Commonwealth and State law-enforcement agencies;
- Detecting and reducing the misuse of funds by conducting disruption campaigns (such as for short-term accommodation (STA)).

1.2. Own-Source Revenue and Gains

OWN SOURCE REVENUE	2025	2024
	\$'000	\$'000
Note 1.2A: Rendering of services		
Rendering of services in connection with:		
Related parties - contributions from Commonwealth	33,561,217	30,279,923
External parties - contributions from state and territory governments	11,656,741	11,149,138
Total revenue from rendering of services	45,217,958	41,429,061

Accounting Policy

Payments to the Agency from the Commonwealth, state and territory governments are recognised as revenue when they become payable to the Agency under the relevant signed agreement. These include payments outlined in the bilateral agreements for the funding of the Scheme. Payments received in advance and any outstanding offsets to be deducted from future period receipts are treated as unearned revenue (refer note 2.4).

The transaction price for the Scheme contributions is the total amount payable by the jurisdictions to fund the Scheme under their bilateral agreements. The bilateral agreements have annual performance obligations.

Total contributions revenue from state and territories governments comprises cash and non-cash components. Non-cash contributions (i.e. In-kind) are reported as non-cash revenue in Note 1.2D Other gains. In-Kind contributions reduce the total cash contributions payable by state and territory governments to the Scheme under the bilateral agreements.

Note 1.2B: Rental income

Operating lease:

Subleasing right-of-use assets	468	478
Total rental income	468	478

National Disability Insurance Agency

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Operating Leases

The NDIA entered into agreements with the Department of Social Services, the Department of Health, Disability and Ageing and the NDIS Quality and Safeguard Commission to occupy some of the NDIA's properties. The NDIA retains the rights and risks in underlying assets associated with these leases. There are established risk management processes and a governance structure for escalation of issues. As the sublet arrangements are Commonwealth entity to Commonwealth entity, the risk was deemed to be low and could be facilitated through the existing relationship with these entities.

Maturity analysis of operating lease receivables

Within one year	468	468
One to two years	128	257
Total undiscounted lease payments receivable	596	725

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1D, 2.2A & 2.5.

	2025	2024
	\$'000	\$'000
Note 1.2C: Other revenue		
External parties - Contributions in-kind from state and territory governments	927,547	952,388
Compensation receipts	69,234	48,140
Cost recoveries	5	6
NDIS Trial Blended Payments Model	-	512
Other miscellaneous revenue	770	134
Total other revenue	997,556	1,001,180

Accounting Policy

Contributions in-kind from state and territory governments

Contributions in-kind from state and territory governments are termed volunteer services under Australian Accounting Standards as they are received free of charge. Volunteer services are recognised as own-source income when, and only when, a fair value can be reliably determined, and the services would have been purchased if they had not been contributed. Use of these services is recognised as an expense. Volunteer services are recorded as either revenue or gains depending on their nature.

Prior to the commencement of the Scheme, each state and territory government had committed to provide (directly or by engaging service providers) agreed items such as disability services, health services, family support, education, employment, transport and/or housing to people with a disability. The on-going provision of these agreed services on behalf of the Agency is regarded as an in-kind contribution under Australian Accounting Standards and is accounted for as income from the contribution of services at the date when the services are provided. The fair value of these contributions is the unit cost provided by the jurisdiction which is based on the value the jurisdiction has paid under its funding arrangements with the provider.

Total contributions revenue from state and territories governments comprises cash and non-cash components. Cash contributions are reported as revenue in Note 1.2A Rendering of services. Total cash received from state and territories governments is reduced (i.e. off-set) by the total value of In-Kind contributions under the bilateral agreements.

Key judgements and estimates

Contributions in-kind from state and territory governments

The Agency records income in relation to non-cash or in-kind contributions from state and territory governments at the time when the services are provided to participants. In some cases, the Agency may not have been formally notified that the state or territory government has provided or funded a contribution to a participant. In this circumstance, the Agency makes an estimate of the amount of in-kind contributions provided to participants during the period but not yet notified to the Agency. These estimates are based on the latest available evidence of in-kind supports provided to participants by the state and territory governments.

* Note: Line item 'External parties – Contributions in-kind from state and territory governments' that was previously reported in Note 1.2D Other Gains has now been reclassified to revenue from FY 2024/25. The FY 2023/24 comparative has also been reclassified.

National Disability Insurance Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy

Compensation

The Agency has powers set out in the NDIS Act and the NDIS Compensation Rules to recover compensation settlements that have been made to participants in certain circumstances. This legislation and its interaction with general compensation law is highly complex. As a result, the Agency's entitlement to, and the value of, compensation revenue cannot be reliably determined until the circumstances of each case are fully analysed. The legislation also provides the Agency with the option to apply a compensation reduction amount (CRA) to participant plans in lieu of recovering the compensation in a lump sum. Where the Agency elects to apply a CRA to a participant's plan, a lower level of supports will be provided to the participant in future periods, resulting in a reduction in future participant plan expenses, rather than the recognition of compensation revenue.

Compensation revenue is recognised when the delegate determines that a specified debt recovery amount is appropriate.

From time to time, some compensation debt recovery amounts are subject to the reviewable decisions under section 100 of the NDIS Act and which result in partial or full refunds of the compensation receipts. If a refund is related to compensation receipts initially raised in a previous financial year, the amount is reported in Note 1.1E: Write-down and impairment of other assets, instead of a reversal of compensation receipts in Note 1.2C: Other Revenue.

Further discussion on the recognition and valuation of compensation recoveries is included in Section 4 Managing Uncertainties.

Note 1.2D: Other gains

Reversal/write back of provisions	526	227
Reversal of impairment losses	-	489
Scheme payment cancellations	105,792	126,789
Other	725	25
Total gains	107,043	127,530

Accounting Policy

Revenue from Government

Funding received from Commonwealth (received by the Agency as a corporate Commonwealth entity payment item) is recognised as Revenue from Government unless the funding is in the nature of an equity injection or a loan.

Revenue from Government should be read in conjunction with the Statement of Comprehensive Income Budget Variances Commentary.

Note: Line item 'External parties – Contributions in-kind from state and territory governments' that was previously reported in Note 1.2D Other Gains has now been reclassified to revenue (Note 1.2C) from FY 2024/25. The FY 2023/24 comparative has also been reclassified.

National Disability Insurance Agency

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2. Financial Position

This section analyses the Agency's assets used to conduct its operations and the operating liabilities incurred as a result.

Buildings and plant and equipment, other than right-of-use buildings and vehicles, are carried at fair value in accordance with AASB 13 *Fair Value Measurement*. The remaining assets and liabilities disclosed in the statement of financial position do not apply the fair value hierarchy.

Employee related information is disclosed in Section 3. People and Relationships.

2.1. Financial Assets

	2025	2024
	\$'000	\$'000
Note 2.1A: Cash and cash equivalents		
Cash on hand	2,528,958	5,659,548
Term deposits	3,700,000	-
Total cash and cash equivalents	6,228,958	5,659,548

Accounting Policy

Cash is recognised at its nominal amount. This includes cash on hand and term deposits in bank accounts with an original maturity of one year or less that are readily convertible to cash and subject to insignificant risk of changes in value. Term deposits with an original maturity greater than one year are included in Note 2.1C.

*Note: Total cash and cash equivalents of \$6,229m (2024: \$5,660m), as shown in Note 2.1A, includes Term Deposits of \$3,700m (2024: nil), that are less than one year to maturity in tenure and considered to be 'cash equivalents' and available as cash to the Agency. 'Cash and cash equivalents at the end of the reporting period' of \$2,529m, as shown on the Cash Flow Statement, reconciles to 'Cash on hand' of \$2,529m (2024: \$5,660m) as shown in Note 2.1A.

Note 2.1B: Trade and other receivables

Goods and services receivables		
Goods and services receivables	9,075	107,550
Total goods and services receivables	9,075	107,550
Other receivables		
GST receivable from the Australian Taxation Office	11,780	11,931
Pandemic plan provider receivables ¹	348	349
Participant and other provider receivables	74,885	75,649
Other	35,142	22,937
Total other receivables	122,155	110,866
Total trade and other receivables (gross)	131,230	218,416
Less expected credit loss allowance²		
Goods and services receivables	-	98,757
Participant and other provider receivables	22,149	19,113
Other receivables	206	203
Pandemic plan provider receivables ¹	348	349
Total expected credit loss allowance	22,703	118,422
Total trade and other receivables (net)	108,527	99,994

During 2024-2025 credit terms for goods and services were within 28 days (2024: 28 days).

¹ Pandemic plan provider receivables represent optional advances made by the Agency to eligible registered providers to assist with cash flow and continuity of supports during the COVID-19 pandemic.

² Refer to the Impairment of financial assets section as part of the Accounting Policy Note 4.2.

National Disability Insurance Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy

Receivables for goods and services, which have 28-day terms, are recognised at the nominal amounts due less any expected credit loss allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Note 2.1C: Other financial assets

Term Deposits	-	-
Total other financial assets	-	-

Accounting Policy

Term deposits with an original maturity of one year or less are classified as cash and cash equivalents and are included in Note 2.1A.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2.2. Non-Financial Assets

Note 2.2A: Reconciliation of the opening and closing balances of Buildings and Plant and equipment 2025

	Buildings \$'000	Plant and equipment \$'000	Total \$'000
As at 1 July 2024			
Gross book value	425,803	24,627	450,430
Accumulated depreciation and impairment	(187,911)	(15,263)	(203,174)
Net book value as at 1 July 2024	237,892	9,364	247,256
Additions			
Purchases	5,446	12,468	17,914
Right-of-use assets	8,102	1,827	9,929
Depreciation expense	(21,485)	(6,320)	(27,805)
ROU Depreciation expense	(32,831)	(928)	(33,759)
Other movements on right-of-use assets	7,805	42	7,847
Revaluation in other comprehensive income	10,486	-	10,486
Other changes	(3,466)	(1)	(3,467)
Net book value 30 June 2025	211,949	16,452	228,401
Net book value as at 30 June 2025 represented by:			
Gross book value	433,932	36,916	470,848
Accumulated depreciation and impairment	(221,983)	(20,464)	(242,447)
Carrying amount as at 30 June 2025	211,949	16,452	228,401
Carrying amount of right-of-use assets as at 30 June 2025	123,485	1,988	125,473

All items of buildings and plant and equipment were assessed for indications of impairment as at 30 June 2025 and no indicators of impairment were found.

No buildings or plant and equipment are expected to be sold or disposed of within the next 12 months.

Leasehold improvements, buildings and plant and equipment, other than right-of-use plant and equipment assets and computing equipment, are measured at their estimated fair value in the financial statements and are classified as level 3 assets.

The Agency had contractual commitment for the acquisition of property, plant and equipment assets as at 30 June 2025 of \$53.49m (2024: \$1.83m).

All revaluations were conducted in accordance with the revaluation policy stated in the Accounting Policy section below. The fair value measurements of the Agency's leasehold improvements as at 30 June 2025 were reassessed by Jones Lang LaSalle (JLL), independent valuers. JLL have appropriate qualifications and experience in the fair value measurement of similar assets in the Government sector.

**National Disability Insurance Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Non-financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

Asset recognition threshold

Purchases of leasehold improvements, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for leased Right-of-Use (ROU) assets and purchases costing less than \$100,000 which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total). Significant in total is defined as a value equal to or greater than \$100,000 for similar items acquired or expected to be acquired over the length of an acquisition project.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the Agency where there exists an obligation to restore the property to its original condition.

Leased Right-of-Use Assets

Purchases of leased ROU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount, including an estimate of any 'make good' provision in the lease, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by the Agency as separate asset classes to the corresponding assets owned outright but are included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial application of AASB 16, an impairment review is undertaken for any ROU lease asset that shows indicators of impairment and an impairment loss is recognised against any ROU lease asset that is impaired. Leased ROU assets continue to be measured at cost after initial recognition in Commonwealth Agency, General Government Sector and Whole of Government financial statements.

Revaluations

Following initial recognition at cost, items of leasehold improvements, plant, and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value) less accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying value of items does not differ materially from their fair value at each reporting date. The regularity of independent valuations depended on the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset is restated to the revalued amount.

Depreciation

Depreciable leasehold improvements, plant, and equipment assets (other than leasehold improvements under construction) are written off to their estimated residual values over their estimated useful lives using the straight-line method of depreciation. The estimated useful lives, residual values and depreciation methods are reviewed at the end of each reporting period, with the effect of any changes in estimates accounted for on a prospective basis. The table below outlines the depreciation rates applying to each class of depreciable asset based on the following useful lives:

Asset class	Useful life	Useful life
	2024-25	2023-24
Plant and equipment	3 to 10 years	3 to 10 years
Buildings	Term of lease	Term of lease

The depreciation rates for ROU assets are based on the life of the lease term, including options to extend where it is expected that these will be exercised.

Impairment

All assets are assessed for impairment annually. Where indications of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Agency were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Fair Value

All leasehold improvements and plant and equipment are measured at their estimated fair value in the Statement of Financial Position. All leasehold improvements and plant and equipment, other than ROU plant and equipment and computing equipment, held by the Agency are categorised under Level 3 in accordance with the hierarchy listed in AASB 13.

Level 3 measurements use inputs to estimate fair value where there are no observable market prices for the assets being valued. The future economic benefits of the Agency's leasehold improvements and plant and equipment are not primarily dependent on their ability to generate cash flows. The Agency has not disclosed quantitative information about the significant unobservable inputs for the level 3 measurements in these classes.

Computing equipment are categorised under level 1 in accordance with the hierarchy listed in AASB 13.

Level 1 measurements use quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

De-recognition

An item of buildings or plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or its disposal.

On de-recognition of a leased ROU asset, the Agency recognises any receipts on closure of the lease as a gain (unless AASB 16 requires otherwise on a sale and leaseback).

Key judgements and estimates

The estimated fair value of leasehold improvements and plant and equipment (excluding ROU assets) is determined annually by an independent valuer using the Cost Approach as these assets do not generally transact with enough frequency or transparency to develop objective opinions of value. The valuation result provided by the independent valuer is subject to management assessment.

The Cost Approach seeks to estimate the amount required to replace the service capacity of an asset at its highest and best use and is determined as either the Replacement Cost of New Assets (RCN) or the Depreciated Replacement Cost (DRC).

Assets Under Construction are valued as RCN determined as the amount a market participant would pay to acquire or construct a new substitute asset of comparable utility and relevant to the asset's location. Inputs including current local market prices for asset components such as materials and labour costs are utilised in determining RCN.

Leasehold improvements, plant, and equipment (excluding ROU assets) are valued using DRC. Under DRC the replacement costs of new assets are adjusted for physical depreciation and obsolescence such as physical deterioration, functional or technical obsolescence and conditions of the economic environment specific to the asset. For leasehold improvements, the consumed economic benefit/asset obsolescence deduction is generally determined based on the term of the associated lease. All useful life inputs are based on the lower of the tenancy lease term or economic life of the fit-out. If a fit-out installation date has occurred at a time other than the lease commencement date, the asset's useful life will be based on the lesser of the remaining tenancy lease term or economic life of the fit-out.

	2025 \$'000	2024 \$'000
Note 2.2B: Other non-financial assets		
Other prepayments	36,235	30,264
Total other non-financial assets	36,235	30,264

No indicators of impairment were found for other non-financial assets.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2.3. Payables

	2025	2024
	\$'000	\$'000
Note 2.3A: Suppliers		
Trade creditors and accruals	1,281,462	914,519
Total suppliers	1,281,462	914,519

Settlement is expected to be made for suppliers within 20 days (2024: 20 days).

Note 2.3B: Other payables		
Salaries and wages	29,194	18,024
Superannuation	4,753	2,932
Other	115	81
Total other payables	34,062	21,037

Accounting Policy

Financial liabilities, including supplier and other payables, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Accounting policies for Salaries and wages and Superannuation are contained in Section 3. People and Relationships.

2.4. Unearned Income

Note 2.4: Unearned revenue		
Revenue received in advance - external entities	454,784	413,969
Total unearned revenue	454,784	413,969

Accounting Policy

Accounting policies for unearned income are contained in Note 1.2A Rendering of services.

2.5. Interest Bearing Liabilities

Note 2.5: Leases		
Lease liabilities		
Buildings	148,491	165,582
Plant and equipment	2,087	1,077
Total leases	150,578	166,659

Note 2.5: Leases - Maturity

Maturity analysis - contractual undiscounted cash flows		
Within 1 year	34,980	34,020
Between 1 to 5 years	88,965	96,170
More than 5 years	39,911	50,261
Total leases	163,856	180,451

The Agency, in its capacity, as lessee, has entered into leasing arrangements to meet its operational obligations. These leases are managed through an agreement with Services Australia and JLL under Whole of Government (WoG) arrangements. Each lease has terms and conditions specified in relation to when contingent rent is payable, variable lease payments, renewal or purchase options, annual percentage rent increase, escalation

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

clauses and restrictions. These lease terms are set as per commercial market arrangements. The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1D, 1.2B and 2.2A.

Total cash outflow for leases for the year ended 30 June 2025 was \$44.03m (2023-24: \$31.68m).

Accounting Policy

For all new contracts entered into, the Agency considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the Agency's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

2.6. Provisions

	Participant plan provision \$'000	Provision for restoration obligations \$'000	Provision for historical Scheme debt \$'000	Total \$'000
Carrying amount 1 July 2024	2,066,153	7,467	9,088	2,082,708
Additional provisions made	2,407,414	-	-	2,407,414
Amounts reversed	(152,181)	(526)	(2,546)	(155,253)
Amounts used	(2,247,998)	(51)	(247)	(2,248,296)
Unwinding of discount or change in discount rate	-	293	-	293
Closing balance 30 June 2025	2,073,388	7,184	6,295	2,086,867

The Agency makes a provision for the reasonable and necessary supports provided to participants during the period but not yet notified to the Agency. The provision represents the best estimate of the amount based on available evidence in relation to rates of expenditure by participants and is informed by actuarial analysis.

No liability is recorded for any participant supports to be provided in future reporting periods as the relevant recognition criteria are not met.

The Agency has 24 (2024: 28) agreements for the leasing of premises, which have provisions requiring the entity to restore the premises to their original condition at the conclusion of the lease. The Agency has made a provision to reflect the present value of this obligation.

The Agency is reviewing the circumstances in which debts were historically raised against support claims from some participants and providers. As the Agency has identified that some historical participant and provider debts require further assessment, a provision for the estimated financial impact of these assessments has been reported. The financial impact is based on the results of actuarial analysis to date and is split between providers (\$6.3m (2024: \$6.6m) and participants (nil (2024: \$2.5m)).

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Key judgements and estimates

The Agency recognises a liability for the costs of reasonable and necessary supports at the time that services are provided to participants in the Scheme. Due to the payment and claiming process the Agency may not be aware of all services rendered at the time of closing the financial statements. The Agency makes an estimate of the outstanding liability by reviewing historical payments experience.

One of the outputs from the valuation process is the resulting expected ultimate utilisation rates by support year, where the projected ultimate payments are compared to the aggregated Committed Supports contained within participant's plans in the relevant period. At 30 June 2025, the utilisation rates shown have been calculated using Committed Supports that allow for projected development, which means that they consider the retrospective changes that occur due to plan shortening and other adjustments such as plan indexation. The allowance of future development in the Committed Supports used to estimate the utilisation rates provides a better indication of where the utilisation rates will ultimately land.

To aid comparability, the utilisation rates shown for 2024 have been re-stated to use Committed Supports that allow for projected development. As at 30 June 2025, the expected ultimate utilisation of Committed Supports by support year is as follows:

2013-14:	64.1%	(2024: 64.1%)
2014-15:	74.6%	(2024: 74.6%)
2015-16:	74.9%	(2024: 74.9%)
2016-17:	67.4%	(2024: 67.4%)
2017-18:	70.0%	(2024: 70.0%)
2018-19:	71.2%	(2024: 71.2%)
2019-20:	71.0%	(2024: 71.1%)
2020-21:	72.7%	(2024: 72.7%)
2021-22:	75.1%	(2024: 75.1%)
2022-23:	76.2%	(2024: 76.2%)
2023-24:	77.5%	(2024: 78.1%)
2024-25:	75.6%	

The above utilisation rates are re-calculated annually by the Scheme Actuary to take into account actual payments made over the year, the latest value of the Participant Plan Provision and the Residential Aged Care (RAC) Payable, as well as retrospective changes in the Committed Supports. For the 2024-25 support year, for each 0.5 percentage point increase/(decrease) in the ultimate utilisation rate, the estimated liability increases/(decreases) by \$306.3 million.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3. People and Relationships

This section describes a range of employment and post-employment benefits provided to our employees and our

Accounting Policy

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the Agency's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

Superannuation

Agency staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The Agency makes employer contributions to employee superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government. The Agency accounts for these contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised at Note 2.3B Other payables represents contributions outstanding at balance date.

Key Accounting judgements and estimates

The liability for long service leave has been determined by reference to the work of the Australian Government Actuary as at 30 June 2025. The estimate of the present value of the liability for long service leave takes into account attrition rates and pay increases through promotion and inflation. The estimate of future costs requires management and independent actuarial assessment of assumed salary growth rates, future on-cost rates and the experience of employee departures. The future costs are then discounted to present value using market yields on government bonds in accordance with AASB 119.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.1. Key Management Personnel Remuneration

Key Management Personnel (KMP) are those persons having authority and responsibility for planning, directing, and controlling the activities of the Agency, directly or indirectly. The Agency has determined the Key Management Personnel to be Board members, the Chief Executive, and other members of the Strategic Leadership Team. Whilst board members are considered Key Management Personnel, board members do not hold management positions.

Key Management Personnel remuneration is reported in the table below:

	2025	2024
	\$'000	\$'000
Note 3.1: Key Management Personnel Remuneration¹		
Short-term employee benefits ^{2, 3}	5,734	5,021
Post-employment benefits	724	638
Other long-term employee benefits	116	99
Termination benefits	435	-
Total Key Management Personnel remuneration expenses⁴	7,009	5,758

The total number of Key Management Personnel that are included in the above table is 26 (2024: 21).

During the 2023-24 Financial Year, the Agency identified payment discrepancies in relation to a number of KMPs as per the Remuneration Determinations set by the Remuneration Tribunal. The correct remuneration amounts are recognised in the above disclosure. The payment discrepancies have been addressed by the Agency.

¹ All remuneration in the table above and reported in Appendix 8.3 of the annual report is calculated on an accrual basis.

² Employee benefits include salary and vehicle allowances.

³ Where the Agency engages Key Management Personnel through direct contract arrangements the total contract costs for those individuals are reflected as short-term employee benefits.

⁴ The above Key Management Personnel remuneration excludes the remuneration and other benefits of the Minister and Portfolio Minister. The Minister's and Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Agency. These expenses are reported in the Department of Finance's administered schedules and notes.

3.2. Related Party Disclosures

Related party relationships:

The Agency is an Australian Government controlled entity, which is governed by an independent Board. For reporting purposes, the Agency's related parties are the DSS, Health, Disability, Ageing, Services Australia and Key Management Personnel. The definition of Key Management Personnel is included in Note 3.1.

There were no loans to any Key Management Personnel or other related parties during the period (2024: Nil).

Transactions with related parties:

Given the scope of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens and/or may have family members that are participants in the Scheme. These transactions are conducted at arm's length and have not been separately disclosed in this note. A number of Key Management Personnel fall into this category. Where the Agency has had interactions with DSS and Services Australia, the financial impact of such interactions has been disclosed in sections 1 and 2 of the financial statements.

Registered Service Providers

Participants who elect to have their plan managed by the Agency must select a registered service provider to deliver the supports in their plan. To become a registered service provider an organisation must submit an application to the NDIS Quality and Safeguards Commission. All applications are assessed against the criteria specified in *National Disability Insurance Scheme (Provider Registration and Practice Standards) Rules 2018*.

Given the scope of the sector in which the Agency operates, Board members may also hold positions with registered service providers. Directors of the Agency are not involved in any decisions to accept or reject applications to register as a service provider. Transactions between the Agency and registered providers are

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

initiated by the participants rather than the Agency, are at arm's length and have not been separately disclosed in this note.

The following cash payments were made to parties related to Key Management Personnel members during the financial year. There were no related party payments made during the comparative period:

		2025	2024
		\$'000	\$'000
Board Member	Related party and payments for services rendered		
Ms Estelle Pearson	Director and Principal at Finity Consulting Pty Ltd (Finity). For professional services connected with Better Housing Data 2024-25.	422	-

¹ All payments in the table above are calculated on a cash rather than accrual basis and therefore may differ from any amounts reported in Note 3.2 and Appendix 8.3 of the annual report.

None of the above Key Management Personnel played any role in Agency decisions in relation to their related party transactions noted above.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4. Managing Uncertainties

This section analyses how the Agency manages financial risks within its operating environment.

4.1. Contingent Assets and Liabilities

Quantifiable Contingencies

As at 30 June 2025, the Agency had no quantifiable contingent assets or liabilities (2024: \$Nil).

Unquantifiable Contingencies

Contingent asset – Compensation recoveries

There are provisions set out in the Act and the NDIS Compensation Rules that allow the Agency to recover amounts of compensation that have been paid to, or given up by, Scheme participants. These provisions apply to a number of Scheme participant plans, for which compensation recovery decisions have not yet been made at 30 June 2025. A number of potential compensation cases are in progress at 30 June 2025, which may result in future compensation recoveries by the Agency. Due to the unique circumstances of each case, the Agency is currently unable to estimate the amount that may be recoverable from these cases. These amounts will be recognised as income in future periods when the relevant recognition criteria are met. The accounting policy for compensation receipts is included in Note 1.2C.

Contingent liabilities

As at 30 June 2025, the Agency has a contract with a supplier which includes unquantifiable contingent liabilities. These relate to the indemnification of the supplier for expenses arising from alleged or actual violations of any third-party rights arising from the Agency's data, alleged or actual use or misuse of the supplier's intellectual property, software, and subscriptions. The Agency has assessed that it is unlikely that events crystallising these contingent liabilities will occur.

During 2024-25, the Agency was involved in a number of cases before the Administrative Review Tribunal. It is not possible to estimate the amounts of any eventual payments that may be required in relation to these claims.

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

National Disability Insurance Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4.2. Financial Instruments

	2025	2024
	\$'000	\$'000
Note 4.2A: Categories of financial instruments		
Financial assets at amortised cost		
Cash and cash equivalents	6,228,958	5,659,548
Other receivables	42,331	34,161
Total financial assets at amortised cost	6,271,289	5,693,709
Financial liabilities measured at amortised cost		
Supplier and other payables	150,491	119,866
Total financial liabilities at amortised cost	150,491	119,866
Note 4.2B: Net gains or losses on financial assets		
Financial assets at amortised cost		
Interest revenue	503,159	390,496
Net gains/(losses) on financial assets at amortised cost	503,159	390,496
Net gains/(losses) on financial assets	503,159	390,496

Accounting Policy

Financial Assets

All of the Agency's financial assets have been classified as financial assets measured at amortised cost. Financial assets at amortised costs must be:

- held in order to collect the contractual cash flows; and
- their cash flows must be solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive cash or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Trade receivables and other receivables are recognised at the nominal amounts due less any impairment allowance amount. The collectability is assessed periodically with impairment allowances made when there is evidence that the Agency will not be able to collect the debt.

The accounting policy for financial assets is contained in Note 2.1 Financial Assets.

Effective Interest Method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument, or, where appropriate, a shorter period.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the simplified approach for goods and services receivable and other receivables. Based on the Agency's standard credit terms of 28 days, an expected credit loss allowance is recognised for all goods and services and other receivables outstanding for more than 120 days. Consistent with this policy, an impairment allowance has been recognised for the disputed portion of a contribution from states & territories. The Agency continues to pursue full recovery of this amount and all other impaired debts in accordance with the Agency's debt recovery policy.

Due to their nature the Agency used the general approach to assess pandemic plan provider receivables for impairment. The Agency recognises an expected credit loss allowance for the pandemic plan receivables where providers had debts that had not been offset against claims at an agreed rate unless there was an agreed debt repayment plan in place.

National Disability Insurance Agency
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The simplified impairment approaches always measure the loss allowance as the amount equal to the lifetime expected credit losses. The general approach measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

Both the simplified and general impairment approaches always measure the loss allowance as the amount equal to the lifetime expected credit losses.

Financial Liabilities

All of the Agency's financial liabilities have been classified as financial liabilities measured at amortised cost. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis. Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

National Disability Insurance Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5. Other Information

5.1. Current/Non-current Distinction for Assets and Liabilities

	2025	2024
	\$'000	\$'000
<u>Note 5.1: Current/non-current distinction for assets and liabilities</u>		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	6,228,958	5,659,548
Trade and other receivables	108,527	99,994
Other non-financial assets	36,235	30,264
Total no more than 12 months	6,373,720	5,789,806
More than 12 months		
Buildings	211,949	237,892
Plant and equipment	16,452	9,364
Total more than 12 months	228,401	247,256
Total assets	6,602,121	6,037,062
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	1,281,462	914,519
Other payables	34,062	21,037
Unearned revenue	454,784	413,969
Leases	31,471	30,827
Employee provisions	67,809	41,553
Participant plan provisions	2,008,821	1,998,439
Provision for restoration obligations	3,487	2,488
Provision for historical Scheme debt	6,295	9,088
Total no more than 12 months	3,888,191	3,431,920
More than 12 months		
Leases	119,107	135,832
Employee provisions	126,462	109,224
Participant plan provisions	64,567	67,714
Provision for restoration obligations	3,697	4,979
Total more than 12 months	313,833	317,749
Total liabilities	4,202,024	3,749,669

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NDIS participant, Scott

Section 8

Appendices

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8.1 Accountable authority

Table 10: Details of accountable authority during the reporting period (2024–25)

Member	Mr Kurt Fearnley AO	BEEd, BHumanMvt, Charles Sturt University	<ul style="list-style-type: none"> • Director: <ul style="list-style-type: none"> – Life Without Barriers, 2021–2022 • Board Director: <ul style="list-style-type: none"> – Australian Sports Commission – Brisbane Organising Committee for the 2032 Olympic and Paralympic Games, 2021 – Newcastle Permanent Charitable Foundation, 2018–2022 – Paralympics Australia, 2016–2019 – Australian Volunteers International, 2007–2015 • Member: <ul style="list-style-type: none"> – Hunter Regional Advisory Council, 2021–2023 – NDIS Independent Advisory Council, 2013–2015 • Athlete Council Member: <ul style="list-style-type: none"> – International Paralympic Committee, 2016–2021 	NDIA Board Chair / non-executive	1 July 2024	30 June 2025	12
					Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)	Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)	Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended

<p>Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended</p>	<p>12</p>
<p>Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)</p>	<p>30 June 2025</p>
<p>Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)</p>	<p>1 July 2024</p>
<p>Position title / Position held Executive / Non-executive</p>	<p>Board member / non-executive</p>
<p>Experience of the accountable authority</p>	<ul style="list-style-type: none"> • Corporate lawyer and adviser • Board member: <ul style="list-style-type: none"> – Australia Post – Australia Post Superannuation – Southern Rural Water Board – John Holland Engineering – John Holland Queensland – South Australian Forestry Corporation • Chair: <ul style="list-style-type: none"> – Universal Services Management Agency • Member: <ul style="list-style-type: none"> – Australian Takeovers Panel
<p>Qualifications of the accountable authority</p>	<p>BA, LLB, University of Tasmania; LLM, Australian National University; BEd, University of South Australia</p>
<p>Member</p>	<p>Mr Mark Darras</p>

Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended	11
Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)	30 June 2025
Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)	1 July 2024
Position title / Position held Executive / Non-executive	Board member / non-executive
Experience of the accountable authority	<ul style="list-style-type: none"> • Chair: <ul style="list-style-type: none"> – International Disability Alliance, 2014–2016 • President: <ul style="list-style-type: none"> – World Blind Union, 2008–2012 • CEO: <ul style="list-style-type: none"> – Australian Federation of Disability Organisations, 2004–2007 • Executive officer: <ul style="list-style-type: none"> – Blind Citizens Australia Employment experience in the information technology industry, the disability sector and government
Qualifications of the accountable authority	BSc, Monash University; GradDipIT, Caulfield Institute of Technology; Graduate, AICD
Member	Ms Maryanne Diamond AO

Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended	10
Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)	30 June 2025
Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)	1 July 2024
Position title / Position held Executive / Non-executive	Board member / non-executive
Experience of the accountable authority	<ul style="list-style-type: none"> • Chair: <ul style="list-style-type: none"> – Larrakia Nation Aboriginal Corporation, 2017–2022 – National Cultural Educators and Cultural Mentors Network – Darwin Waterfront Corporation • Vice-President: <ul style="list-style-type: none"> – Darwin Buffaloes Football Club • Member: <ul style="list-style-type: none"> – City of Darwin’s International Relations Committee – Senior Elder on campus, Flinders University
Qualifications of the accountable authority	Honorary Doctorate, Flinders University
Member	Dr Richard Fejo

Member	Dr Rhonda Galbally AC
Qualifications of the accountable authority	BEcon, Monash University; DipEd, Monash University; Doctor of Science (honoris causa) RMIT 1998; Centenary Medal, 2003; Doctor of Social Science degree (honoris causa), RMIT 2005
Experience of the accountable authority	<ul style="list-style-type: none"> • CEO: <ul style="list-style-type: none"> – Sidney Myer Fund and the Myer Foundation – Australian Association of Philanthropy – Australian Commission for the Future – Australian International Health Institute – Australian National Preventative Health Agency – Our Community Pty Ltd • Founder: <ul style="list-style-type: none"> – Victorian Health Promotion Foundation (VicHealth) • Chair: <ul style="list-style-type: none"> – Review of Drugs Poisons and Controlled Substances Legislation (the Galbally Review) – Australian Government National People with Disability and Carers’ Council – Royal Women’s Hospital • Member: <ul style="list-style-type: none"> – Victorian Charter of Human Rights and Responsibilities
Position title / Position held Executive / Non-executive	Board member / non-executive
Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)	1 January 2025
Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)	30 June 2025
Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended	4

Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended	12
Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)	30 June 2025
Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)	1 July 2024
Position title / Position held Executive / Non-executive	Board member / non-executive
Experience of the accountable authority	<ul style="list-style-type: none"> • Chancellor: <ul style="list-style-type: none"> – Central Queensland University – Disability Discrimination Commissioner, 2005–2014 • Director: <ul style="list-style-type: none"> – State Insurance Regulatory Authority of NSW • Board member: <ul style="list-style-type: none"> – Healthy North Coast – Jeffrey Blyth Foundation – Mediator training Community Justice Centre NSW, Australian Commercial Dispute Centre
Qualifications of the accountable authority	<p>LLB, Sydney University; honorary doctorates (University of Canberra, RMIT University, University of NSW, Edith Cowan University); Fellow, AICD</p>
Member	Dr Graeme Innes AM

Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended	10
Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)	30 June 2025
Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)	1 July 2024
Position title / Position held Executive / Non-executive	Board member / non-executive
Experience of the accountable authority	<ul style="list-style-type: none"> • Convenor: <ul style="list-style-type: none"> – Asia Pacific Autism Conference 2025 • Chair: <ul style="list-style-type: none"> – Australian Advisory Board on Autism • Co-chair: <ul style="list-style-type: none"> – NDIS Working Party on Eligibility and Assessment • Member: <ul style="list-style-type: none"> – expert advisory group on the development and establishment of the NDIS – NDIS Independent Advisory Council • President: <ul style="list-style-type: none"> – National Disability Services
Qualifications of the accountable authority	BA, Moderatorship in Sociology, Trinity College, Dublin
Member	Mrs Joan McKenna Kerr

Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended	11
Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)	30 June 2025
Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)	1 July 2024
Position title / Position held Executive / Non-executive	Board member / non-executive
Experience of the accountable authority	<ul style="list-style-type: none"> • Chair: <ul style="list-style-type: none"> – NDIA Board, 2022 – Premier of Victoria, 2013–2014 • Minister Community Services (inc. disability services), 1996–1999 • Director: <ul style="list-style-type: none"> – GMHBA Limited • Various senior government positions • Experience in disability services, financial management and corporate governance
Qualifications of the accountable authority	BVSc, MVetSc, University of Melbourne; MBA, Deakin University
Member	Dr Denis Napthine AO

Member	Ms Estelle Pearson	BA (Hons) (Mathematics), University of Oxford; Fellow of the Institute of Actuaries of Australia	<ul style="list-style-type: none"> • Director: <ul style="list-style-type: none"> – Finity Consulting Pty Limited • President: <ul style="list-style-type: none"> – Council of the Actuaries Institute, 2015 – Actuary and consultant since 1989 (including experience in insurance and injury compensation) 	Board member / non-executive	1 July 2024	30 June 2025	10
	Ms Leah van Poppel	BA, Macquarie University	<ul style="list-style-type: none"> • Chair: <ul style="list-style-type: none"> – Victorian NDIS Community Advisory Council • Principal member: <ul style="list-style-type: none"> – NDIS Independent Advisory Council • CEO: <ul style="list-style-type: none"> – Women with Disabilities Victoria, 2018–2021 – Blind Citizens Australia • Manager: <ul style="list-style-type: none"> – Youth Disability Advocacy Service – NDIS Readiness Project Officer – Australian Federation of Disability Organisations 	Board member / non-executive	1 July 2024	30 June 2025	11

Member	Dr Ian Watt AC
Qualifications of the accountable authority	<p>BCom (Hons) University of Melbourne; Masters and Doctorate, La Trobe University; Advanced Management Program, Harvard Business School; Honorary Doctorates of Letters, University of Technology Sydney and the University of Wollongong; Fellow, Australia and New Zealand School of Government, Institute of Public Administration Australia</p>
Experience of the accountable authority	<ul style="list-style-type: none"> • Chair: <ul style="list-style-type: none"> – International Centre for Democratic Partnerships – ADC Advisory Council – Australian Governance and Ethical Index Fund Advisory Board – Smart Infrastructure Facility at the University of Wollongong – Grattan Public Policy Committee – Board member: <ul style="list-style-type: none"> – Smartgroup Corporation Ltd • O’Connell Street Associates Pty Ltd • Member: <ul style="list-style-type: none"> – Melbourne School of Government Advisory Board at the University of Melbourne • Senior Adviser: <ul style="list-style-type: none"> – Flagstaff Partners • Director: <ul style="list-style-type: none"> – Citibank Pty Ltd and the Committee for Economic Development of Australia
Position title / Position held Executive / Non-executive	Board member / non-executive
Period as the accountable authority or member within the reporting period Start Date (1 July 2024 or after)	28 August 2024
Period as the accountable authority or member within the reporting period End date (30 June 2025 or before)	30 June 2025
Period as the accountable authority or member within the reporting period Number of meetings of accountable authority attended	8

Member	Ms Meredith Allan	BEC, BA, Monash University	<ul style="list-style-type: none"> • President: <ul style="list-style-type: none"> – International Society of Alternative and Augmentative Communication, 2018–2020 	Board member / non- executive	1 July 2024	31 December 2024	8
	Dr Peta Seaton AM	BA (Hons), PhD, University of Sydney; Graduate, Australian Institute of Company Directors (AICD)	<ul style="list-style-type: none"> • Chair: <ul style="list-style-type: none"> – Hearing Australia – Near Eastern Archaeology Foundation (University of Sydney) • Deputy Chair: <ul style="list-style-type: none"> – Nepean Blue Mountains Local Health District – Menzies Research Centre – BDCU Alliance Bank – CARE Australia • Board member: <ul style="list-style-type: none"> – Bradman Foundation • Director: <ul style="list-style-type: none"> – Transition and Strategic Priorities (NSW Premier's Office), 2011–2014 • New South Wales Parliament, 1996–2007 	Board member / non- executive	1 July 2024	31 December 2024	3

8.3 Remuneration tables

Information on remuneration is provided in tables 15 to 17 below.

Table 15: Key management personnel remuneration

Name	Position title	Short term benefits - base salary	Short term benefits - bonuses	Short term benefits - other benefits and allowances	Post-employment benefits - superannuation contributions	Other long-term benefits - long service leave	Other long-term benefits	Termination benefits	Total remuneration
Ms Meredith Allan ¹	Board Member	\$43,993	0	0	\$6,775	0	0	0	\$50,768
Mr John Dardo	Deputy CEO Integrity Transformation and Technology Services	\$446,039	0	0	\$80,352	\$11,337	0	0	\$537,728
Mr Asimakis Darras	Board Member	\$86,548	0	0	\$13,328	0	0	0	\$99,876
Ms Maryanne Diamond AO	Board Member	\$93,696	0	0	\$14,468	0	0	0	\$108,164
Ms Allison Doyle ²	Acting Deputy CEO Enabling Services/Chief Operating Officer	\$120,303	0	0	\$14,413	\$2,874	0	0	\$137,590

Name	Position title	Short term benefits – base salary	Short term benefits – bonuses	Short term benefits – other benefits and allowances	Post-employment benefits – superannuation contributions	Other long-term benefits – long service leave	Other long-term benefits	Termination benefits	Total remuneration
Ms Amity Durham ³	Deputy CEO Children, Specialised Services and Scheme Interfaces	\$179,179	0	0	\$18,755	\$4,480	0	0	\$202,414
Ms Rebecca Falkingham PSM	Chief Executive Officer	\$795,964	0	\$3,882	\$30,050	\$19,764	0	0	\$849,660
Mr Kurt Fearnley AO	Board Member	\$156,220	0	0	\$22,598	0	0	0	\$178,818
Dr Richard Fejo	Board Member	\$77,951	0	0	\$12,004	0	0	0	\$89,955
Mr David Gifford	Scheme Actuary	\$385,118	0	\$50,032	\$51,069	\$10,128	0	0	\$496,347
Dr Rhonda Galbally AC ⁴	Board Member	\$38,533	0	0	\$5,934	0	0	0	\$44,467
Dr Graeme Innes AM	Board Member	\$95,585	0	0	\$14,720	0	0	0	\$110,305
Ms Penelope McKay	Deputy CEO Partners, Providers and Home and Living	\$449,828	0	0	\$84,351	\$11,602	0	0	\$545,781

Name	Position title	Short term benefits - base salary	Short term benefits - bonuses	Short term benefits - other benefits and allowances	Post-employment benefits - superannuation contributions	Other long-term benefits - long service leave	Other long-term benefits	Termination benefits	Total remuneration
Mrs Joan McKenna Kerr AM	Board Member	\$77,951	0	0	\$12,004	0	0	0	\$89,955
Ms Correea McKenzie ⁵	Deputy CEO Service Design and Improvement	\$424,445	0	0	\$48,832	\$10,917	0	0	\$484,194
Mr Scott McNaughton ⁶	Deputy CEO Service Delivery	\$396,019	0	0	\$78,725	\$10,883	0	0	\$485,627
Ms Debbie Mitchell ⁷	Deputy CEO Governance, Risk and Legal	\$17,658	0	0	\$2,597	\$421	0	\$434,520	\$455,196
Ms Janine Marine Mohamed	Deputy CEO First Nations	\$423,028	0	0	\$66,478	\$10,946	0	0	\$500,452
Dr Denis Napthine AO	Board Member	\$62,009	0	0	\$9,549	0	0	0	\$71,558
Ms Estelle Pearson	Board Member	\$90,783	0	0	\$13,743	0	0	0	\$104,526
Mr Samuel Porter	Deputy CEO Enabling Services/ Chief Operating Officer	\$477,166	0	0	\$30,115	\$12,528	0	0	\$519,809

Name	Position title	Short term benefits – base salary	Short term benefits – bonuses	Short term benefits – other benefits and allowances	Post-employment benefits – superannuation contributions	Other long-term benefits – long service leave	Other long-term benefits	Termination benefits	Total remuneration
Dr Peta Seaton AM ⁸	Board Member	\$30,784	0	0	\$4,741	0	0	0	\$35,525
Mr Matthew Swainson	Deputy CEO Legal, Reviews, Actuarial and Data	\$381,407	0	0	\$38,266	\$9,954	0	0	\$429,627
Ms Leah Van Poppel	Board Member	\$224,789	0	0	\$34,268	0	0	0	\$259,057
Mr Aaron Verlin ⁹	Acting Deputy CEO Service Design and Improvement	\$32,843	0	0	\$4,297	\$765	0	0	\$37,905
Dr Ian Watt AC ¹⁰	Board Member	\$72,446	0	0	\$11,157	0	0	0	\$83,603

Notes:

- 1 Ms Meredith Allan – Term expired on 31 December 2024.
- 2 Ms Allison Doyle – Acted in the position of Deputy CEO, Enabling Services/Chief Operating Officer between 9 September 2024 and 8 November 2024 and 13 May 2025 to 30 June 2025.
- 3 Ms Amity Durham – Joined 10 February 2025.
- 4 Dr Rhonda Galbally AC – Appointed on 1 January 2025.
- 5 Ms Correea McKenzie – Resigned on 11 June 2025.
- 6 Mr Scott McNaughton – Acted in the position of CEO from 1 July 2024 to 7 July 2024.
- 7 Ms Debbie Mitchell – Retired on 12 July 2024.
- 8 Dr Peta Seaton AM – Term expired on 31 December 2024.
- 9 Mr Aaron Verlin – Acted in the position of Deputy CEO, Service Design and Improvement between 31 May 2025 and 30 June 2025.
- 10 Dr Ian Watt AC – Appointed on 28 August 2024.

8.4 Judicial decisions and external reviews

The NDIA's operations and decisions are subject to scrutiny by external entities.

Federal Court of Australia

In 2024–25, the Federal Court of Australia handed down 3 substantive decisions involving the NDIA. The decisions, which related to the determination of whether NDIS claims made are payable, were:

- *Northern Disability Services Pty Ltd v NDIA* [2024] FCA 892. This decision confirmed that the NDIA's decision about whether to pay or reject a claim can be reviewed under the *Administrative Decisions (Judicial Review) Act 1977* (Cth) (ADJR Act) because it is a 'decision under an enactment'.
 - *Affinity Care Services Pty Ltd as Trustee for the Balmerino Australia Trust v NDIA* [2024] FCA 1314. This decision confirmed making a claim is not an entitlement to its payment, and that the NDIA can request information to assist its determination about whether to pay or reject a claim.
 - *Maysan Holdings v NDIA* [2025] FCA 628. This decision confirmed that the NDIA's decision to start manually reviewing claims made by a provider is not a reviewable decision under the ADJR Act because it was not a decision made under an enactment that affected the legal rights of the applicant.
- In 2024–25 the Federal Court also handed down 5 substantive decisions relating to appeals from the former Administrative Appeals Tribunal (AAT) and the Administrative Review Tribunal (ART) involving the NDIA:
- *Sayed v NDIA (No 5)* [2024] FCA 923. This decision concerned whether the AAT erred in concluding that the NDIA had not made an internal review decision under the NDIS Act. The Federal Court decided that the AAT correctly found it did not have jurisdiction, and the application was dismissed.
 - *Sayed v NDIA* [2025] FCAFC 40. This decision concerned a further appeal regarding whether the AAT erred in concluding that the NDIA had not made an internal review decision under the NDIS Act. The Full Federal Court affirmed that the AAT correctly found it did not have jurisdiction, and the application was dismissed.
 - *Kelly v NDIA* [2024] FCA 1462. The decision concerned the meaning of 'permanent' and 'likely' in section 24(1)(b) of the NDIS Act and Rule 5.4 of the National Disability Insurance Scheme (Becoming a Participant) Rules 2016. The Federal Court decided that the AAT had not erred in its decision, and the application was dismissed.
 - *Andrews v NDIA* [2025] FCA 272. The decision concerned a review application being stayed by the AAT. The Federal Court made orders by consent setting aside the AAT's decision to stay the review application and dismissed other claims, including for damages, with partial costs

awarded in favour of the NDIA. The matter was remitted for further decision by the ART.

- *NDIA v Deayton* [2025] FCA 562. The decision concerned whether the AAT misconstrued section 34(1)(c) and (f) of the NDIS Act and Rules 3.1(a) and 5.2(a) of the National Disability Insurance Scheme (Supports for Participants) Rules 2013 about value for money and whether supports were appropriately funded through other systems or costs incurred solely and directly as a result of disability support needs. The Federal Court held the AAT had not erred in its decision, and the appeal was dismissed.

Administrative Appeals Tribunal reviews

Before 14 October 2024, the AAT was responsible for independently reviewing a range of decisions made under the NDIS Act, including decisions about whether a person meets the access criteria to become a participant in the NDIS and decisions relating to supports provided under the NDIS. On 14 October 2024, the ART replaced the AAT and commenced operations, and all active matters were automatically transferred to it.

In 2024–25, NDIS participants lodged 7,132 applications for external merits review in the AAT/ART. There were 4,914 cases finalised during 2024–25, 96.2% of which were finalised through alternative dispute resolution without requiring a substantive hearing.

As at 30 June 2025, 5,185 ART applications were open. That is a 75% increase in open cases from the same time last year (2,973 cases as at 1 July 2024) and a 78% increase

in open cases from the year before (2,915 cases as at 1 July 2023).

The NDIA remains focused on resolving ART disputes by taking a participant-centric approach, ensuring fair and timely outcomes for participants.

The AAT/ART handed down 203 hearing decisions in 2024–25. It affirmed 107 decisions, varied 9 decisions and set aside 87 decisions. The *Administrative Review Tribunal Act 2024* (Cth) also established the Guidance and Appeals Panel (GAP) as a new forum within the ART to review complex or significant cases and ensure decisions are consistent and accurate. As at 30 June 2025, the ART President had accepted referrals of 6 NDIS applications for review by the GAP.

NDIS Quality and Safeguards Commission

The NDIS Quality and Safeguards Commission is an independent agency established to regulate and register NDIS providers; monitor their compliance with the NDIS Code of Conduct and NDIS Practice Standards; receive and respond to concerns, complaints and reportable incidents; and provide education, guidance and best practice information to NDIS providers. It also conducts investigations and enforcement actions and coordinates nationally consistent NDIS worker screening with the states and territories.

The NDIA works with the NDIS Quality and Safeguards Commission to resolve matters within each organisation's respective areas of responsibility under the NDIS Act. A Joint Operational Protocol governs the working arrangements between the NDIA and the NDIS Quality and Safeguards Commission.

Australian National Audit Office reports

In 2024–25, the ANAO completed 2 performance audits involving the NDIA:

- *Effectiveness of the Board of the National Disability Insurance Agency (Auditor-General Report No. 41 of 2024–25).* It made 3 recommendations relating to managing conflicts of interest, the frequency of NDIA Risk Management Framework reviews, and strengthening Board oversight of NDIA performance by more consistently seeking further information or assurance from management where relevant, all of which were agreed by the NDIA.
- *National Disability Insurance Agency’s management of claimant compliance with National Disability Insurance Scheme claim requirements (Auditor-General Report No. 48 of 2024–25).* It made 4 recommendations to establish a fit-for-purpose compliance framework and improve risk management, payment assurance testing and performance reporting, all of which were agreed by the NDIA.

The ANAO also audited the 2024–25 performance and financial statements. The audited performance statements are provided in section 2, ‘Annual performance statements’, in this report. Audited financial statements and the audit report are provided in section 7, ‘Financial statements’, in this report.

Freedom of information

Under the *Freedom of Information Act 1982 (Cth)* (FOI Act), a person may request access to documents held by the NDIA.

In 2024–25 the NDIA received 2,331 requests for information under the FOI Act and 20 requests for internal review of a decision. The Office of the Australian Information Commissioner notified the NDIA that it had received 77 applications for an Information Commissioner review of a decision. Seventeen applications for review by the ART were made in the period, and there were no higher court appeals.

Participant Information Access Scheme

The Participant Information Access (PIA) Scheme allows for participants and their representatives to access their personal information under the NDIS Act without needing to make a formal application under the FOI Act. In 2024–25 the NDIA received 13,301 PIA requests.

Commonwealth Ombudsman

The Commonwealth Ombudsman considers complaints from individuals, groups or organisations about administrative actions and decisions of Australian Government agencies, including the NDIA, under the *Ombudsman Act 1976* (Cth).

The NDIA assists the Commonwealth Ombudsman to address complaints by accepting complaint transfers and providing information and documents in response to Ombudsman enquiries, requests and formal notices. In 2024–25, the Commonwealth Ombudsman referred 145 complaints to the NDIA.

Merit Protection Commissioner

The Merit Protection Commissioner (MPC) reviews certain Australian Public Service (APS) engagement and promotion decisions, as well as a range of workplace decisions that may impact APS staff, such as leave requests, misconduct outcomes and performance management.

In 2024–25 the NDIA had 5 open/ongoing applications from the previous financial year, and 7 new applications submitted to the MPC concerning workplace decisions. At 30 June 2025, MPC recommendations resulted in the following outcomes:

- 3 of the NDIA’s original decisions were confirmed
- 2 of the NDIA’s original decisions were set aside and substituted
- one of the NDIA’s original decisions was varied
- 4 applications were determined not reviewable

- one application was withdrawn by the applicant
- one matter was ongoing or under review with the MPC.

In 2024–25, the NDIA had 4 applications to the MPC related to engagement and promotion decisions reviewed:

- 2 of the original decisions were upheld
- one was deemed invalid and closed
- one was confirmed as lapsed by the MPC.

Other judicial decisions and external reviews

- Australian Human Rights Commission: In 2024–25, the NDIA received 10 complaints, of which 6 were open at the end of the financial year.
- Fair Work Commission: In 2024–25 the NDIA received 20 applications, of which one was open at the end of the financial year.
- Federal Circuit and Family Court of Australia: In 2024–25 the NDIA received 3 applications, of which 3 were open at the end of the financial year.

8.5 Parliamentary committee inquiries

The NDIS provided evidence or submissions, or both, to the following parliamentary committee inquiries over 2024–25.

Table 18: Evidence or submissions provided by parliamentary committees in 2024–25

Committee	Evidence or submission provided
Joint Standing Committee on the National Disability Insurance Scheme	NDIS participant experience in rural, regional and remote Australia This inquiry lapsed when the Joint Standing Committee on the National Disability Insurance Scheme ceased to exist at the dissolution of the House of Representatives on 28 March 2025
Joint Standing Committee on the National Disability Insurance Scheme	General issues – Annual Report No. 2 of the 47th Parliament, 21 November 2024
Senate Standing Committee on Community Affairs	National Disability Insurance Scheme Amendment (Getting the NDIS Back on Track No. 1) Bill 2024
Joint Committee of Public Accounts and Audit	Report 506: Inquiry into Commonwealth Financial Statements 2022–23 Auditor-General Report No. 9 2023–24
Joint Committee of Public Accounts and Audit	Report 510: Inquiry into the use and governance of artificial intelligence systems by public sector entities
Joint Committee of Public Accounts and Audit	Report 504: Inquiry into procurement at Services Australia and the NDIA
Senate Standing Committee on Legal and Constitutional Affairs	Commonwealth Workplace Protection Orders Bill 2024 [Provisions]

8.6 Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

The *Joint Australian, state and territory government response to the Disability Royal Commission* was published on 30 July 2024, responding to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission) final report tabled in parliament in September 2023.

The Disability Royal Commission final report made 222 recommendations, of which 19 directly or substantively involve the NDIA. The NDIA is making progress on several initiatives to address the recommendations and themes from the final report.

The National Interim Update 2024 was published on 23 December 2024 and the NDIA provided input to the June 2025 Disability Royal Commission biannual report.

The NDIA continues to work closely with the community and Australian and state and territory governments to address recommendations of the Disability Royal Commission. The NDIA will report to the Disability Reform Ministerial Council and the community on the implementation of recommendations within its remit through the Disability Royal Commission reporting process.

8.7 Advertising and market research

The NDIA must report on payments over \$16,900 (including GST) under section 311A of the *Commonwealth Electoral Act 1918* (Cth) to advertising, market research, polling, direct mail and media advertising

organisations. Tables 19 to 23 show details of these payments. The total of payments made to reportable organisations in 2024–25 was \$1,076,715.33.

Table 19: Payments to advertising organisations in 2024–25

Organisation	Service provided	Amount paid \$ (including GST)
Universal McCann	Recruitment advertising	\$414,904.63
	Total:	\$414,904.63

Table 20: Payments to market research organisations in 2024–25

Organisation	Service provided	Amount paid \$ (including GST)
Hall and Partners Pty Ltd	Community sentiment insights	\$324,500.00
ORIMA Research	Market research and statistical services	\$75,223.10
	Total:	\$399,723.10

Table 21: Payments to polling organisations in 2024–25

Organisation	Service provided	Amount paid \$ (including GST)
Nil		

Table 22: Payments to direct mail organisations in 2024–25

Organisation	Service provided	Amount paid \$ (including GST)
National Mailing & Marketing Pty Ltd	Mail and booklets distribution	\$94,041.58
	Total:	\$94,041.58

Table 23: Payments to media advertising organisations in 2024–25

Organisation	Service provided	Amount paid \$ (including GST)
Indigenous Media NT Pty Ltd	Communication products	\$83,127.00
Meta Platforms Inc	Social media advertising platform	\$26,751.02
Tonic Health Media Limited	Advertising service	\$58,168.00
	Total:	\$168,046.02

8.8 Climate statement

Commonwealth climate disclosure

The Commonwealth Climate Disclosure Policy is the Australian Government’s policy for Commonwealth entities to publicly disclose their exposure to climate risks and opportunities, as well as their actions to manage them, delivering transparent and consistent climate disclosures to the Australian public.

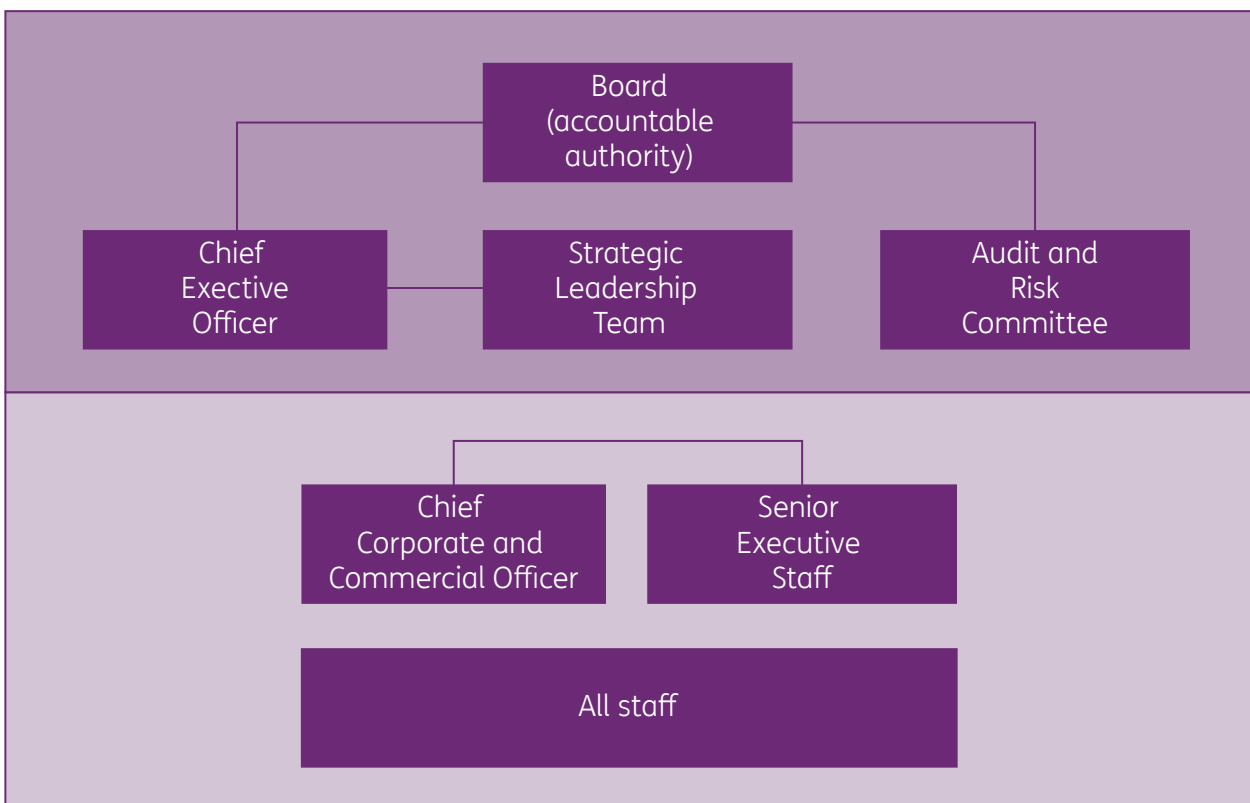
Under the policy, Corporate Commonwealth Entities (CCEs) are required to complete climate disclosures. The NDIA meets the thresholds of Tranche 1 in the policy and is required to include climate-related

disclosures in our Annual Report 2024–25 onwards. This disclosure reflects the requirements in [Year 1 Commonwealth Climate Disclosure Requirements](#).

Climate governance

The NDIA is working to embed climate risk and opportunity management within our existing governance and risk management practices. The roles and responsibilities delegated under section 12 of the *Public Governance, Performance and Accountability Act 2013 (Cth)* (PGPA Act) from the accountable authority to the executive and operational level are detailed in figure 4.

Figure 4: Climate governance structure



Board: Informed of climate-related risks through Audit and Risk Committee meetings and as needed for urgent risks.

Executive levels: Responsible for oversight and management of risk and implementing an effective risk management approach and culture.

Management levels: Responsible for embedding and implementing climate-related risk management approaches and practices throughout NDIA.

All staff: Responsible for identifying, assessing, controlling, monitoring and reporting risks within their area of influence.

Climate skills and competencies

The NDIA will continue to identify ways in which we can embed climate considerations in our business-as-usual activities to ensure climate considerations are a routine part of our business decision-making. The NDIA’s pathway to reducing emissions is outlined in the NDIA Climate Approach. We will promote the NDIA Climate Approach and encourage staff to complete readily available APS Academy training. Ongoing progress towards addressing knowledge gaps will be monitored through the APS Learn reporting system and regularly reported to the Chief Corporate and Commercial Officer as part of climate reporting. We will also continue to collaborate with and support other Australian Government entities to share expertise and resources and build capability.

Table 24: Climate capability upskilling plan

Training	Who	Requirement
Climate Risk and Opportunity Management Program (CROMP) module 1	All staff	Encouraged
CROMP modules 1 and 2	Staff contributing to disclosure	Mandatory
Foundations of Net Zero in Government Operations	Staff contributing to disclosure	Mandatory
Sustainable Procurement Course (APS Learn)	Procurement and Capital Team	Encouraged
Webinars through Australian Government Department of Climate Change, Energy, the Environment and Water or Finance Communities of Practice	Staff contributing to disclosure	Mandatory

Climate risk management

The NDIA has commenced work on our first climate risk and opportunity assessment this year under the [Australian Government's Approach to Climate Risk and Opportunity Management in the Public Sector 2024–2026](#). This is undertaken in line with the Climate Risk and Opportunity Management Program's (CROMP) [Organisation Application Guide](#). We focused on the first 3 steps of the CROMP organisation-wide climate risk and opportunity assessment. We aim to complete all 6 steps of the climate risk and opportunity assessment in 2025–26.

Climate-related risks and opportunities, including those identified through CROMP, will progressively be embedded within our existing risk registers contained within our integrated risk management system.

We will review and refine this process next year as we continue our work under CROMP. As our climate knowledge and maturity grows, we will also utilise CROMP to assess the nature, likelihood and management of the effects of climate change.

Our assessed scope included our staff, assets and operations. We will utilise internal data sources, including our integrated risk management system, incident registers, insurance claims and the NDIA Climate Approach, to support our risk management activities.

Input from key areas of the NDIA enabled us to complete an initial view of assets, infrastructure and staff that may be at risk from climate change. External data sources used to inform our organisational climate-related risks are included the Intergovernmental Panel on Climate Change Sixth Assessment Report (2021), [Climate Change in Australia](#), the State of the Climate 2024 report and the climate scenario and transition summaries in the CROMP Organisation Application Guide.

Climate-related risks and opportunities

Through our initial climate risk assessment, we have identified and categorised our material climate-related risks and opportunities. These are identified in table 25.

In future years, our disclosure will expand in line with the progressive implementation schedule in the CCD requirements.

Table 25: Categorisation of material climate-related risks and opportunities

Risk or opportunity description	Risk/opportunity	Risk type
Health and safety of staff in extreme weather events	Risk	Physical
Safe and reliable access to infrastructure and assets to enable business continuity in extreme weather events	Risk	Physical
Increasing cost of asset management and maintenance	Risk	Physical
Reputational opportunity associated with transitioning to net zero ahead of 2030	Opportunity	Transition

These risks and opportunity statements have been assessed across a variety of timeframes and climate scenarios. The relevant timeframes include 2030 (short-term) and 2050 (mid-term), as recommended within the CROMP Organisation Application Guide.

We expect the identified risks to increase in severity over time with the likely increase in extreme weather events associated with climate change. Conversely, we anticipate the identified opportunities to reduce in benefit over time. The NDIA Climate Approach sets out our proposed actions in the short term to maximise the transitional opportunities of moving towards net zero.

The current and anticipated effects of climate change on the NDIA’s operational model include:

- reduced staff productivity associated with:
 - reduced access to offices and technology in extreme weather events such as cyclones, floods and bushfires
 - lower productivity during extreme heat events in various locations
- increasing asset management and maintenance cost, including electricity, insurance and repairs from extreme weather damage.

Climate-related targets

As a CCE, the NDIA is not required to adopt the targets of the APS Net Zero in Government Operations Strategy. However, we recognise we have an important role in supporting national emissions reduction efforts and have adopted the Government’s [APS Net Zero by 2030](#) targets where possible. Please refer to the Department of Finance’s [Australian Government Emissions Reporting](#) for details, including scope, emissions sources and timeframes.

Our approach to reducing emissions is detailed in the NDIA Climate Approach and we will report our progress annually through our annual climate disclosure. The NDIA Climate Approach is overseen by the Chief Corporate and Commercial Officer.

This year we have made good progress towards the NDIA Climate Approach. For example, we:

- committed to the NDIA Climate Approach to encourage adherence to the [APS Net Zero by 2030](#) targets
- maintained 64 low emission vehicles in metro and regional areas, as well as 7 battery electric vehicles (BEVs)
- installed electric vehicle charging stations at offices with BEV vehicles
- started rolling out light emitting diode (LED) lighting to replace end-of-life fluorescent lights in our facilities

- included a consideration of the Environmentally Sustainable Procurement (ESP) Policy in all approaches to market for construction contracts over \$7.5 million. Specific evaluation criteria were included in approach to market documentation requiring tenderers to submit an ESP Plan for evaluation
- started purchasing 100% recycled corporate uniforms and copy paper
- started skills development through launch of the NDIA Climate Approach to all staff and through engagement with key stakeholders.

Emissions reporting

[APS Net Zero by 2030](#) is the Government’s policy for the APS to reduce its greenhouse gas emissions to net zero by 2030 and transparently report on its emissions. As part of the Net Zero in Government Operations Strategy and relevant reporting requirements, CCEs such as the NDIA are required to report on their operational greenhouse gas (GHG) emissions.

Tables 26 and 27 present GHG emissions in 2024–25. The emissions reported are calculated on the basis of carbon dioxide equivalent (CO₂-e) and in line with the Emissions Reporting Framework, and are reliant on data sourced from third party providers.

Table 26: 2024–25 Greenhouse gas emissions inventory – location-based method

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Percentage of electricity used
Electricity (location-based approach) ^{1,3}	N/A	1,569.02	160.73	1,729.76
Natural gas	0.73	N/A	0.06	0.78
Solid waste ¹	-	N/A	4.50	4.50
Refrigerants ²	-	N/A	N/A	-
Fleet and other vehicles	136.66	N/A	34.29	170.96
Domestic commercial flights ³	N/A	N/A	1,410.99	1,410.99
Domestic hire car	N/A	N/A	17.98	17.98
Domestic travel accommodation ⁴	N/A	N/A	393.44	393.44
Other energy	-	N/A	-	-
Total t CO₂-e	137.39	1,569.02	2,022.00	3,728.42

Notes: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = carbon dioxide equivalent; N/A = not applicable; - = no available data.

¹ A portion of electricity and solid waste data could not be sourced or could not be separated from landlord data and has not been included for 2024–25.

² Reporting on refrigerants could not be sourced, noting this is optional for 2024–25.

³ Emissions from electricity consumed by electric and plug-in hybrid vehicles has only been reported for electricity directly purchased by the NDIA. Emissions associated with electricity consumption from public charging stations has not been reported for 2024–25.

⁴ Travel data is accurate as of 21 July 2025; however, travel processed after this date may not be included.

Table 27: 2024–25 Electricity greenhouse gas emissions

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Location-based electricity emissions	1,569.02	160.73	1,729.76	2,406,002.20540
Market-based electricity emissions	1,357.80	184.39	1,542.20	1,676,299.7875
Total renewable electricity consumed	N/A	N/A	N/A	729,702.42
Renewable Power Percentage ¹	N/A	N/A	N/A	437,772.10
Jurisdictional Renewable Power Percentage ^{2,3}	N/A	N/A	N/A	228,343.01
GreenPower ²	N/A	N/A	N/A	63,587.31
Large-scale generation certificates ²	N/A	N/A	N/A	–
Behind the meter solar ⁴	N/A	N/A	N/A	–
Total renewable electricity produced	N/A	N/A	N/A	–
Large-scale generation certificates ²	N/A	N/A	N/A	–
Behind the meter solar ⁴	N/A	N/A	N/A	–

Notes: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. Electricity usage is measured in kilowatt hours (kWh). CO₂-e = carbon dioxide equivalent; N/A = not applicable; – = no available data.

¹ Listed as mandatory renewables in 2023–24 annual reports. The Renewable Power Percentage (RPP) accounts for the portion of electricity used, from the grid, which falls within the Renewable Energy Target.

² Listed as voluntary renewables in 2023–24 annual reports.

³ The Australian Capital Territory is currently the only state with a Jurisdictional Renewable Power Percentage (JRPP).

⁴ Reporting behind-the-meter solar consumption and production is optional. The quality of data is expected to improve over time as emissions reporting matures.

8.9 Compliance with Carer Recognition Act

Through the *Carer Recognition Act 2010* (Cth), the Australian Government recognises the exceptional contribution made by unpaid carers. The Act stipulates that carers should have the same rights, choices and opportunities as other Australians.

The NDIA consults with carer organisations to develop support mechanisms and implement reforms. Consultation ensures programs and services continue to consider the needs of carers in addition to those of people with disability and meet the requirements of the Act.

Awareness and understanding

The NDIA promotes staff awareness and understanding of the principles contained within the *Carer Recognition Act 2010* and the Statement for Australia's Carers through online tools and resources, including guides on the support available to employees with caring responsibilities and also those who support people with caring responsibilities.

Workplace support for carers

The NDIA complies with its obligations under the *Carer Recognition Act 2010* and adheres to the principles of the Statement for Australia's Carers. The NDIA's Enterprise Agreement 2024–27 and human resources policies are also developed having regard to the Statement for Australia's Carers.

The NDIA supports carers in the workplace through its employment policies, including flexible working arrangements and access to carers leave.

Recognition of the role of carers

The NDIA recognises the essential role carers play in supporting people with disability to pursue their goals. NDIA staff are encouraged to listen to carers and support them in their role.

The NDIA includes information in each participant's plan about the support they receive from their carers. When developing the participant's plan, the NDIA focuses on capacity building and social and economic inclusion for participants. This includes support to build the participant's independence, daily life supports and short breaks or respite. These supports are important in helping carers to sustain their caring role.

The NDIA recognises that increasing the capacity of the community to help people with disability and increasing community and workforce participation of people with disability improves the situation of carers.

The NDIA encourages feedback from carers to inform improvements to the way the NDIS supports their needs.

The NDIA also engages with participant and carer stakeholder groups to co-design tools and resources that help them. The NDIS publishes these on its website to support them to understand the valuable role carers play in helping participants to increase their community and workforce participation.

Consultation with carers

Carer representative organisations continue to play a significant role supporting the reform of the NDIS. Building on the work started in 2023, the reform program now includes the implementation and operationalisation of the 2024 changes to the NDIS Act. These reforms aim to improve the experience of NDIS participants and carers and make the NDIS stronger for the future.

Carer representative organisations work closely with the NDIA. For example:

- Carers Australia and the National Mental Health Consumer and Carer Forum are both members of the NDIA’s Disability Representative and Carers Organisations Forum, which meets quarterly with the NDIA’s Chief Executive Officer and senior leaders. The NDIA provides funding for their participation in the forum and other co-design and consultation activities.
- Carers Australia meets monthly with the NDIA through the Stakeholder Engagement Model to discuss key issues and priorities for its members.
- Carers Australia is a member of the Participant Safeguarding Co-design Working Group. The aim of the group is to support people to create safeguards that suit their individual needs, match their level of risk and support them to take part in their communities. The group held 6 sessions between its commencement in October 2024 and June 2025.
- Recognising the importance of co-design led by the sector, the NDIA has also engaged Carers Australia to deliver a series of co-design sessions on improving our risk assessment and safeguarding processes. Two sessions involving 20 carers or supporters have been delivered to date.
- Carers Australia takes part in the Navigator Co-design Working Group, which gives advice to the NDIA on the future Navigator service. This group held 7 meetings between July 2024 and June 2025.
- The National Mental Health Consumer and Carer Forum was a member of the Assessments and Budgeting Co-design Working Group, which focuses on supporting the design of the new planning pathway. The group held 6 sessions between July 2024 and June 2025.
- Mental Health Carers Australia participated in 5 consultation sessions between July 2024 and June 2025 as part of the psychosocial early intervention reform project. These sessions helped design a new support pathway for people with psychosocial disabilities.
- To inform the design and development of a dedicated pathway for children aged under 9 years in the NDIS, we have also established a parent and carer consultation group in 2025.

8.10 Privacy obligations

The NDIA complies with its privacy obligations as required under both the *Privacy Act 1988 (Cth)* and the *NDIS Act*.

This includes ensuring practices and procedures are consistent with requirements under the Australian Privacy Principles, the Notifiable Data Breaches Scheme and the Australian Government Agencies Privacy Code, such as having an established privacy policy and privacy management plan and maintaining privacy incident and privacy impact assessment registers.

The NDIA actively promotes privacy awareness through the appointment of a privacy champion and privacy officers and through the delivery of mandatory training materials for staff.

Staff are regularly reminded of our privacy obligations under law, particularly in relation to ensuring that people with disability have their privacy and dignity respected.

8.11 Other PGPA Act reportable items

Location of major activities or facilities

As at 30 June 2025 the NDIA operated at 151 locations across Australia. Approximately 75% of these sites are shared with other Australian Government entities.

Indemnities and insurance premiums

The NDIA purchased directors' and officers' liability cover from Comcover (the Commonwealth's self-insurance fund). The premium paid in 2024–25 for this cover was \$326,936.72 (GST inclusive).

Significant non-compliance with the finance law

Table 28: Significant non-compliance with the finance law

Description of noncompliance	Remedial action
N/A	N/A

8.12 Disclosures relating to procurements and grants

NDIA procurement and grants activities are guided by internal procurement and grants processes, consistent with its status as a corporate Commonwealth entity under the PGPA Act.

Procurement and grant activities were undertaken in accordance with the applicable internal frameworks which support accountability, probity and value for money.

8.13 NDIS Act reportable items

No directions or ministerial statements were given to the NDIA under sections 121 and 125 of the NDIS Act. No legislative instruments were made by the Minister for the National Disability Insurance Scheme under section 172(3) of the NDIS Act.

8.14 Correction of material errors in NDIA Annual Report 2023–24

Our Annual Report 2023–24 was missing workforce statistics for the prior year period (2022–23). These statistics are provided in tables 29 and 30.

Table 29: All ongoing employees – reporting period (2022–23)

Total	1,226	982	454	121	1,862	337	272	74	0	0	5,328
Uses a different term total	3	3	1	0	6	0	2	1	0	0	16
Uses a different term part time	1	0	0	0	0	0	0	0	0	0	1
Uses a different term full time	2	3	1	0	6	0	2	1	0	0	15
Prefers not to answer total	0	0	0	0	0	0	0	0	0	0	0
Prefers not to answer part time	0	0	0	0	0	0	0	0	0	0	0
Prefers not to answer full time	0	0	0	0	0	0	0	0	0	0	0
Non-binary total	0	0	0	0	0	0	0	0	0	0	0
Non-binary part time	0	0	0	0	0	0	0	0	0	0	0
Non-binary full time	0	0	0	0	0	0	0	0	0	0	0
Woman/female total	959	755	341	85	1,340	257	165	58	0	0	3,960
Woman/female part time	179	119	90	17	258	34	17	7	0	0	721
Woman/female full time	780	636	251	68	1,082	223	148	51	0	0	3,239
Man/male total	264	224	112	36	516	80	105	15	0	0	1,352
Man/male part time	20	7	4	2	29	6	3	0	0	0	71
Man/male full time	244	217	108	34	487	74	102	15	0	0	1,281
State or territory	NSW	Qld	SA	Tas	Vic	WA	ACT	NT	External territories	Overseas	Total

Table 30: All non-ongoing employees – reporting period (2022–23)

Total	46	91	13	2	116	27	14	15	0	0	324
Uses a different term total	0	0	0	0	4	0	0	0	0	0	4
Uses a different term part time	0	0	0	0	0	0	0	0	0	0	0
Uses a different term full time	0	0	0	0	4	0	0	0	0	0	4
Prefers not to answer total	0	0	0	0	0	0	0	0	0	0	0
Prefers not to answer part time	0	0	0	0	0	0	0	0	0	0	0
Prefers not to answer full time	0	0	0	0	0	0	0	0	0	0	0
Non-binary total	0	0	0	0	0	0	0	0	0	0	0
Non-binary part time	0	0	0	0	0	0	0	0	0	0	0
Non-binary full time	0	0	0	0	0	0	0	0	0	0	0
Woman/female total	29	75	8	1	81	22	10	11	0	0	237
Woman/female part time	1	5	1	1	7	1	1	0	0	0	17
Woman/female full time	28	70	7	0	74	21	9	11	0	0	220
Man/male total	17	16	5	1	31	5	4	4	0	0	83
Man/male part time	2	1	0	0	2	0	0	0	0	0	5
Man/male full time	15	15	5	1	29	5	4	4	0	0	78
State or territory	NSW	Qld	SA	Tas	Vic	WA	ACT	NT	Externl territories	Overseas	Total

8.15 Glossary

Definitions

Term	Definition
Administrative Appeals Tribunal (AAT)	The AAT was an independent body that reviewed administrative decisions made under Commonwealth laws. It was abolished on 14 October 2024 and replaced with the Administrative Review Tribunal.
Administrative Review Tribunal (ART)	The ART was established by the Administrative Review Tribunal Act 2024 (external) and commenced operation on 14 October 2024. It replaced the former AAT. The ART reviews decisions made by Australian Government agencies, departments and ministers.
Agency	The National Disability Insurance Agency (NDIA).
Co-design	A process where people work together to solve problems – developing ideas, products and systems that work for everyone. Through co-design, people with different perspectives and viewpoints work together to: <ul style="list-style-type: none"> • identify and understand problems • create and agree on solutions.

Term	Definition
Crack Down on Fraud program	A program of improvements to the NDIA and NDIS information and communications technology (ICT) systems and processes to detect, prevent and respond to fraud.
Disability sector	Organisations and sole traders that deliver disability support services, and the peak bodies that represent them.
Early childhood approach	An approach tailored to the needs of children and their families. Children younger than 6 with developmental delay or developmental concerns, and children younger than 9 with disability, are supported through this approach.
Foundational supports	Disability-specific supports that are available for and benefit people with disability, families and carers outside of NDIS individual budgets.
Local area coordination partners	Local organisations funded by the NDIA to deliver local area coordination services to people with disability aged between 9 and 64.
New framework planning	A new way of working with participants to assess their support needs and develop their plans. We will begin rolling it out from mid-2026.
Participant Service Charter	Outlines the NDIA’s commitment to participants in how they can expect to be treated when they deal with the NDIA and partners in the community organisations.
Participant Service Guarantee	Sets timeframes for key NDIS processes and decisions. The NDIA must make decisions about access, plan reassessments, variations and reviews, and nominee changes within these timeframes.
Partners in the community	Community-based organisations funded by the NDIA to help deliver the NDIS in some parts of Australia. This includes early childhood partners and local area coordinators. They are also known as ‘NDIS partners’.

Term	Definition
Plan	A written agreement worked out with the participant, stating their goals and needs, and the reasonable and necessary supports the NDIS will fund for them. Each participant has their own individual plan.
Scheme	The National Disability Insurance Scheme (NDIS).
Scheme reforms	The actions being taken to make the NDIS stronger. It includes changes brought about or recommended by: <ul style="list-style-type: none"> • Changes to NDIS legislation (external) • Independent Review into the NDIS (external) • Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (external).
Supported independent living	Paid personal support for daily tasks (e.g. personal care, cooking meals) to help participants live as independently as possible, while building their skills.

Abbreviations and acronyms

Term	Definition
AASB	Australian Accounting Standards Board
AAT	Administrative Appeals Tribunal
AC	Companion of the Order of Australia
ACT	Australian Capital Territory
ADJR Act	<i>Administrative Decisions (Judicial Review) Act 1977 (Cth)</i>
AFSR	Annual Financial Sustainability Report
AICD	Australian Institute of Company Directors
AM	Member of the Order of Australia
ANAO	Australian National Audit Office
AO	Officer of the Order of Australia

Term	Definition
APM	Australian Police Medal
APS	Australian Public Service
ART	Administrative Review Tribunal
BEV	battery electric vehicle
CALD	Culturally and linguistically diverse
CCE	Corporate Commonwealth Entity
CDoF	Crack Down on Fraud program
CEO	Chief Executive Officer
CO ₂ -e	carbon dioxide equivalent
CROMP	Climate Risk and Opportunity Management Program
Cth	Commonwealth
DAP	Disability Action Plan
DHDA	Health, Disability and Ageing portfolio
DRMC	Disability Reform Ministerial Council
ESP	Environmentally Sustainable Procurement
FCA	Federal Court of Australia
FCAFC	Federal Circuit and Family Court of Australia
FFT	Fraud Fusion Taskforce
FOI Act	<i>Freedom of Information Act 1982 (Cth)</i>
GAP	Guidance and Appeals Panel
GHG	greenhouse gas
GST	goods and services tax
IAC	Independent Advisory Council
JRPP	Jurisdictional Renewable Power Percentage
LED	light emitting diode
LGBTIQA+	Lesbian, gay, bisexual, transgender, intersex, queer, and asexual

Term	Definition
MP	Member of Parliament
MPC	Merit Protection Commissioner
N/A	not applicable
NCC	National Contact Centre
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
NDIS Act	<i>National Disability Insurance Scheme Act 2013 (Cth)</i>
NSW	New South Wales
NT	Northern Territory
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PIA	Participant Information Access
PSG	Participant Service Guarantee
Qld	Queensland
RPP	Renewable Power Percentage
SA	South Australia
Scheme	National Disability Insurance Scheme
SES	Senior Executive Service
Tas	Tasmania
UN	United Nations
Vic	Victoria
WA	Western Australia
WHS Act	<i>Work Health and Safety Act 2011 (Cth)</i>



NDIS participant, Karan

Section 9

Indexes

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9.1 Compliance indexes

Public Governance, Performance and Accountability Rule 2014 (PGPA Rule)

Below is the table set out in Schedule 2A of the PGPA Rule. Section 17BE(u) requires that this table be included in entities' annual reports.

PGPA Rule Reference	Part of report	Description	Requirement
17BE		Contents of the annual report	
17BE(a)	Enabling legislation	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	NDIA functions Enabling legislation	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	1.3 The National Disability Insurance Agency	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Responsible Minister	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Ministerial directions and government policy orders	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17BE(e)	Ministerial directions and government policy orders	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	Ministerial directions and government policy orders	Particulars of non-compliance with: <ul style="list-style-type: none"> (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act 	If applicable, mandatory
17BE(g)	Section 2: Annual Performance statements	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Significant non-compliance with the Finance Law	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	8.1 Accountable authority	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Organisational structure	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17BE(ka)	8.2 Workforce demographics	Statistics on the entity’s employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location 	Mandatory
17BE(l)	Location of major activities or facilities	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Section 4: Management and accountability	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17BE(n), 17BE(o)	7.2 Financial statements	<p>For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST):</p> <p>(a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and</p> <p>(b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions</p>	If applicable, mandatory
17BE(p)	Enabling legislation Section 4: Management and accountability 7.2 Financial statements	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	8.4 Judicial decisions and external reviews	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17BE(r)	8.4 Judicial decisions and external reviews 8.5 Parliamentary committee inquiries 8.6 Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability	Particulars of any reports on the entity given by: <ul style="list-style-type: none"> (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner 	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	Indemnities and insurance premiums	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17BE(taa)	4.3 Board committees	<p>The following information about the audit committee for the entity:</p> <ul style="list-style-type: none"> (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member’s attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee 	Mandatory
17BE(ta)	5.7 Executive remuneration 8.3 Remuneration tables	Information about executive remuneration	Mandatory
17BF		Disclosure requirements for government business enterprises	
17BF(1)(a)(i)	7.2 Financial statements	An assessment of significant changes in the entity’s overall financial structure and financial conditions	If applicable, mandatory

PGPA Rule Reference	Part of report	Description	Requirement
17BF(1)(a) (ii)	7.2 Financial statements	An assessment of any events or risks that could cause financial information that is reported not to be indicative of future operations or financial conditions	If applicable, mandatory
17BF(1)(b)	7.2 Financial statements	Information on dividends paid or recommended	If applicable, mandatory
17BF(1)(c)	7.2 Financial statements	<p>Details of any community service obligations the government business enterprise has including:</p> <ul style="list-style-type: none"> (a) an outline of actions taken to fulfil those obligations; and (b) an assessment of the cost of fulfilling those obligations 	If applicable, mandatory
17BF(2)	7.2 Financial statements	A statement regarding the exclusion of information on the grounds that the information is commercially sensitive and would be likely to result in unreasonable commercial prejudice to the government business enterprise	If applicable, mandatory

The NDIS Act

Section of NDIS Act	Part of report	Description	Requirement
Chapter 6, Part 5, subsection 172			
(2)(a)	8.13 NDIS Act reportable items	Details of any directions given under section 121 in the period	Mandatory
(2)(b)	8.13 NDIS Act reportable items	Details of any statements given under section 125 in the period	Mandatory
(2)(c)	Section 3: Financial sustainability statements	Information (including statistics) and analysis that relates to either or both of the following in the period: <ul style="list-style-type: none"> (i) participants; (ii) funding or provision of supports by the Agency 	Mandatory
(3)	Section 3: Financial sustainability statements 8.13 NDIS Act reportable items	The Minister may, by legislative instrument, prescribe particular information, or analysis, described in paragraph (2)(c) that must be included in the annual report.	Mandatory (if applicable)
(4)(a)	Section 3: Financial sustainability statements	The summary, that was prepared under section 180B when the annual report was being prepared, of the annual financial sustainability report prepared then	Mandatory

Section of NDIS Act	Part of report	Description	Requirement
(4)(b)	3.4 Letter from independent actuary	The report of the reviewing actuary’s review under subsection 180E(2) of the summary mentioned in paragraph (4)(a)	Mandatory
Chapter 6, Part 6A, subsection 180b			
(1)(a)	Section 3: Financial sustainability statements	<p>(1) The scheme actuary must do all of the following each time an annual report is being prepared by the Board members under section 46 of the <i>Public Governance, Performance and Accountability Act 2013</i>:</p> <p>(a) assess:</p> <ul style="list-style-type: none"> (i) the financial sustainability of the National Disability Insurance Scheme (ii) risks to that sustainability (iii) on the basis of information held by the Agency, any trends in provision of supports to people with disability; 	Mandatory
(1)(b)	Section 3: Financial sustainability statements	(b) consider the causes of those risks and trends;	Mandatory

Section of NDIS Act	Part of report	Description	Requirement
(1)(c)	Section 3: Financial sustainability statements	(c) make estimates of future expenditure of the National Disability Insurance Scheme;	Mandatory
(1)(d)	Section 3: Financial sustainability statements	(d) prepare a report of that assessment, consideration and estimation;	Mandatory
(1)(e)	Section 3: Financial sustainability statements	(e) prepare a summary of that report that includes the estimates described in paragraph (c).	Mandatory

Information provided in compliance with other statutory provisions

Act	Part of report	Description	Requirement
<i>Work Health and Safety Act 2011</i> Schedule 2	5.2 Health, safety and wellbeing Work health and safety outcomes	4(1) – Work Health and Safety 4(2) – Summary of incidents pursuant to section 38 of the WHS Act	Mandatory
<i>Commonwealth Electoral Act 1918</i>	8.7 Advertising and market research	311A – Advertising and Market Research	Mandatory
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	8.8 Climate statement Emissions reporting	516A – Ecologically sustainable development and environmental performance	Mandatory
<i>Carer Recognition Act 2010</i>	8.9 Compliance with Carer Recognition Act	4 – Statement of compliance with Carer Recognition Act	Mandatory
<i>Privacy Act 1988</i>	8.10 Privacy obligations	Statement of Compliance	Mandatory

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