Delivered by the National Disability Insurance Agency

Corporate Plan

2026–27

Statement of preparation

We, the Board of the National Disability Insurance Agency (NDIA), as the accountable authority, present the NDIA Corporate Plan 2026–27, which covers the financial years 2026–27 to 2029–30, prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act), the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and subsection 177(1) of the *National Disability Insurance Scheme Act 2013* (Cth) (NDIS Act).

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

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

Acknowledgement of Country

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

Artwork 'Belonging' by Charmaine Mumbulla.

Contents

A message from the NDIA Board Chair

I am pleased to present the National Disability Insurance Agency Corporate Plan 2026–27.

This plan comes at an important time for the National Disability Insurance Agency (NDIA) and the National Disability Insurance Scheme (NDIS). The Government's 2026–27 Budget announcements and the introduction of the National Disability Insurance Scheme Amendment (Securing the NDIS for Future Generations) Bill 2026 have set out the clear intention of Government for the next stage of reform.

Following the passage of the Bill through Parliamentary processes, the NDIA's role will be to support any legislative changes through practical, careful and lasting change.

The NDIS continues to be life changing for hundreds of thousands of Australians with disability. It supports greater independence, social and economic participation, and choice and control.

The 2026–27 Corporate Plan sets out how the NDIA will continue to deliver on our priorities: delivering the NDIS reform program, improving participant outcomes through clearer and more consistent decision-making; and ensuring the long term financial sustainability of the NDIS.

A key focus this year is the new approach to planning. The NDIA will continue to work with the Department of Health, Disability and Ageing, and participants, families, carers and the disability community to support the introduction of new planning rules. This includes a new support needs assessment, with a stronger focus on a participant's individual needs.

These changes are designed to make planning fairer, clearer and more consistent. They will help participants better understand their plans and how supports are funded. They will also support our staff to make high-quality, evidence-based planning decisions.

Additionally, we are supporting broader changes across the disability system. This includes working with governments as foundational supports are developed and rolled out through initiatives such as Thriving Kids. This work will improve early pathways for children and families and strengthen how the NDIS connects with other services.

This corporate plan focuses on improving key parts of the participant journey. Our focus will be on the decision points that have the greatest impact, including access, planning and reviews. This will help us better measure performance and improve the services people rely on.

We are making targeted investments to support this work. This includes strengthening frontline capability, improving guidance for new planning processes, and enhancing systems that protect the integrity of the NDIS. These investments will support more consistent plan and budget decisions, and higher quality service delivery.

Protecting participants and the integrity of the NDIS remains a core responsibility. We will continue to strengthen our ability to prevent, detect and respond to fraud, misuse, abuse and non-compliance. This work supports participant safety and the proper use of NDIS funding.

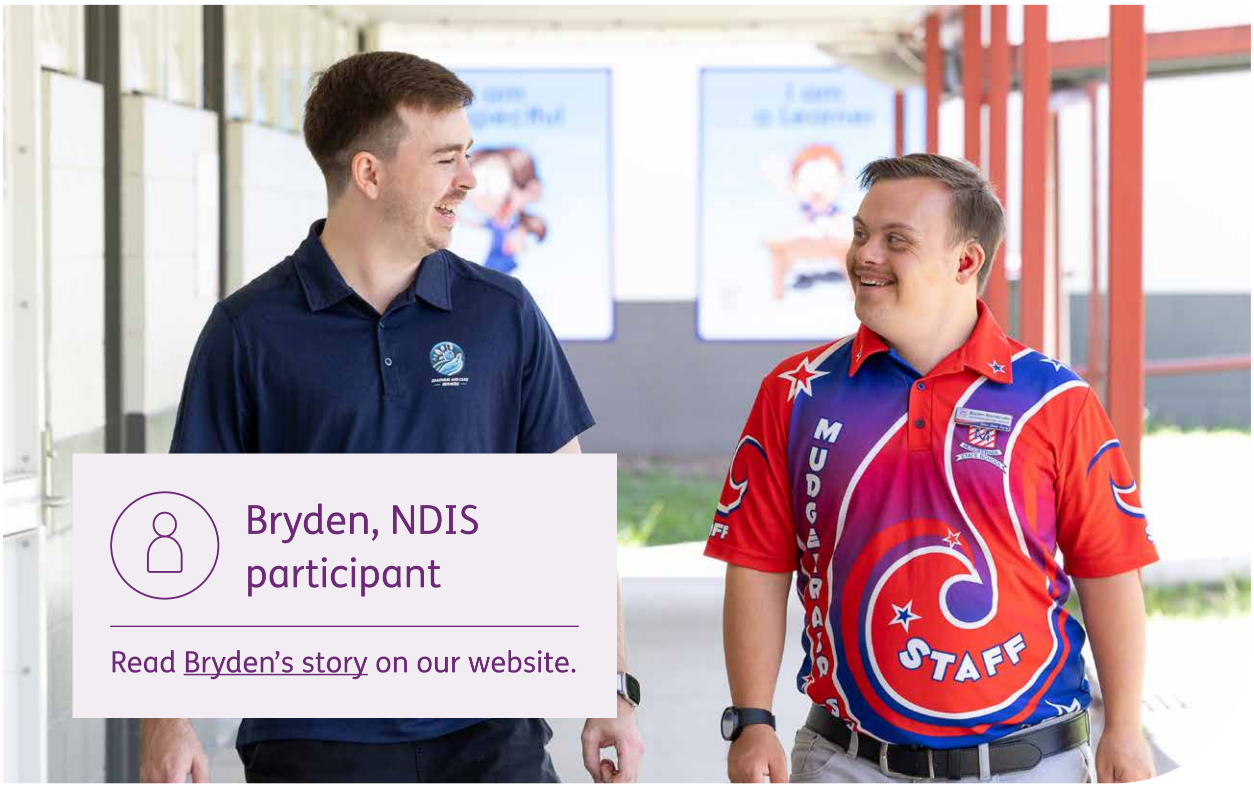
Financial sustainability is central to the future of the NDIS. The NDIS must be strong enough to support participants today and into the future. This means using resources responsibly, improving consistency in planning decisions and supporting a market that delivers safe, effective and value-for-money supports.

The NDIA also plays an important role in supporting NDIS markets. Participants should have access to quality supports, no matter where they live. We will continue to work with governments, providers and the sector to support markets that are accessible, innovative and sustainable.

The Board brings lived experience of disability and a strong commitment to the future of the NDIS. We will continue to work closely with our CEO, Mr Graeme Head AO, to deliver the commitments in this corporate plan.

The Board and I recognise the scale of the work ahead. We also recognise the trust placed in the NDIA to deliver reform in a way that improves outcomes for participants and strengthens the NDIS.

Kurt Fearnley AO
NDIA Board Chair



Bryden, NDIS participant

Read Bryden's story on our website.

What is the NDIS?

The NDIS is a national system that provides funding to eligible people with disability to help them live more independently, build skills and take part in everyday life, including work, study and community activities. This supports better quality of life and more time with family and friends.

The NDIS also helps people with disability connect to services in their community, and provides information about the supports available through state and territory governments.

Under the NDIS Act 2013, the NDIS comprises:

- funding for participant plans to provide NDIS supports
- the provision of general supports to participants and other people with disability
- funding for services that assist people with disability to participate in economic and social life.[1]

Image: Bryden, NDIS participant.

1 Sections 8, 9, 10 of the NDIS Act.

Charlie, NDIS participant

Read Charlie's story on our website.

Section 1

Our purpose

The NDIA operates in line with our outcome statement and functions, providing a clear foundation for our work.

To achieve our purpose, we deliver 2 programs, supported by 3 key activities that drive better outcomes for participants and the broader community (Figure 1).

At the centre of this work is a commitment to supporting people with disability to have greater choice and control over how they live their lives, with participants placed at the heart of everything the NDIA does. The NDIA's goal is to ensure the NDIS delivers a consistent and high-quality experience for all participants.

Figure 1. The NDIA's purpose: outcome, functions, programs and key activities

Outcome statement

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.

Function 1	Function 2	Function 3	Function 4
Deliver the NDIS	Manage, advise and report on NDIS financial sustainability	Prevent, detect, investigate and respond to misuse or abuse of, or criminal activity involving, the NDIS	Develop and enhance the disability sector

Function 5	Function 6	Function 7
Build community awareness	Collect, analyse and exchange data	Undertake research

Program 1.1

Reasonable and necessary supports for participants

Key activity 1

Improve participant experience and outcomes with a financially sustainable NDIS

Program 1.2

NDIA and general supports

Key activity 2

Develop a high-performing NDIA for participants

Key activity 3

Facilitate NDIS markets to deliver accessible and innovative supports to people with disability

Outcome statement

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.

Functions

Function 1

Deliver the NDIS to:

- support the independence, and social and economic participation, of people with disability
- enable people with disability to exercise choice and control in the pursuit of their goals and the planning and delivery of their supports
- ensure that the decisions and preferences of people with disability are respected and given appropriate priority
- promote the provision of high quality and innovative supports that enable people with disability to maximise independent lifestyles and inclusion in the community
- ensure that a reasonable balance is achieved between safety and the right of people with disability to choose to participate in activities involving risk.

Function 2

Manage, advise and report on the financial sustainability of the NDIS, including by:

- regularly making and assessing estimates of the current and future expenditure of the NDIS
- identifying and managing risks and issues relevant to the financial sustainability of the NDIS
- considering actuarial advice, including advice from the Scheme actuary and the reviewing actuary.

Function 3

Prevent, detect, investigate and respond to misuse or abuse of, or criminal activity involving, the NDIS, where this relates to:

- claims for and payment of NDIS amounts, or the use of funding provided under the NDIS
- information provided to the NDIA relating to a participant or prospective participant, including access requests; participant status; plan preparation, variation reassessment, or replacement; or the management of funding for supports under a participant's plan
- the management of funding of supports in a participant's plan, or the duties or obligations of nominees, or a person appointed to act on behalf of a participant, including the appointment, suspension or cancellation of a nominee or appointed person.

Function 4

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

Function 5

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

Function 6

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

Function 7

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

Programs

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 of improved independence and social and economic participation.

Program 1.2

NDIA and general supports

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

Key activities to achieve our purpose

Key activity 1

Improve participant experience and outcomes with a financially sustainable Scheme.

This activity is linked to program 1.1.

Read more on page 26.

Key activity 2

Develop a high-performing NDIA for participants.

This activity is linked to program 1.2.

Read more on page 37.

Key activity 3

Facilitate NDIS markets to deliver accessible and innovative supports to people with disability.

This activity is linked to program 1.2.

Read more on page 50.

Tom, NDIS participant

Read Tom's story on our website.

Section 2

Our operating context

Our operating context

The NDIS Act is the legislative foundation of the NDIS. It sets out a national, insurance-based approach and enables governments to work together to fund and deliver supports and services.[2]

The NDIA uses this framework to build a shared understanding of:

- what is considered a reasonable and necessary support
- whether supports should be provided by the NDIS or by community and other government services
- how the NDIS and other service delivery systems interact and complement one another
- how funding and service delivery approaches are determined.

The NDIA is operating during a period of major reform to secure the NDIS for future generations. As the NDIS has grown, pressure on its long-term sustainability has increased.

The Australian Government announced reforms in the 2026–27 Budget that aim to moderate growth, strengthen integrity, clarify eligibility and boundaries, and improve the quality of supports.

The NDIA's role will be to implement the Government's changes and support participants during this period of reform. However, the NDIA's purpose and functions will not change. We are focused on delivering the NDIS to improve outcomes for people with permanent and significant disability.

The reforms build on recommendations from the Independent Review into the NDIS (NDIS Review) and the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission).

Some reforms depend on Parliament passing the National Disability Insurance Scheme Amendment (Securing the NDIS for Future Generations) Bill 2026. If Parliament passes the bill in its current form, some changes will begin during the 2026–27 financial year. These include modernising claims processes, introducing mandatory electronic claims, strengthening evidence requirements, and supporting stronger regulatory action by the NDIS Quality and Safeguards Commission.

Recent legislative changes are already shaping how the NDIA operates.

The *National Disability Insurance Scheme Amendment (Getting the NDIS Back on Track No.1) Act 2024* introduced a new way of creating participant plans. The Department of Health, Disability and Ageing (DHDA) is finalising the policy and rules, and the NDIA will implement them. We will introduce this new planning approach in stages from April 2027, starting with participants aged 18 and over. Until then, current access and planning processes will continue to apply.

2 Section 3 of the NDIS Act.

The *National Disability Insurance Scheme Amendment (Integrity and Safeguarding) Act 2026* strengthened protections against fraud, exploitation and non-compliance, and enhanced regulatory oversight. The changes enable us to identify and manage risks more quickly. Other changes include improving provider practice and strengthening the ability of the NDIS Quality and Safeguards Commission to take effective regulatory action to prevent harm and improve quality and safety across the sector.

The NDIA will also support broader system reforms, including the Thriving Kids program for children aged 8 and under with developmental delay and/or autism. We will work with DHDA and state and territory governments to roll out these supports.

State-delivered services will begin in October 2026, and NDIS access for some children is expected to change from 1 January 2028. DHDA is leading policy development, while the NDIA is responsible for implementing NDIS-related changes.

As we implement these reforms to improve the consistency, integrity and sustainability of the NDIS, we will support participants to understand what is changing and what it means for them.

Image: Jessika, NDIS participant.

Cooperation with others

To achieve its purpose, the NDIA works with:

- participants and their families and carers, through co-design
- federal, state, territory and local governments, to deliver shared national priorities, including changes to secure the future of the NDIS, foundational supports (Thriving Kids), the NDIS Financial Sustainability Framework, Australia's Disability Strategy 2021–2031 and the National Agreement on Closing the Gap
- the NDIS Quality and Safeguards Commission, which regulates NDIS providers and oversees quality and safeguarding arrangements to help ensure participants receive safe, high-quality supports.
- The Department of Health, Disability and Ageing for:
  - developing policy and legal frameworks for the NDIS
  - services for people with disability through the Information, Linkages and Capacity Building Program, which funds community organisations to build individual capacity, strengthen inclusion and provide accessible information for all people with disability
  - the NDIS Appeals Program, which provides free advocacy and legal support to help people seek external review of NDIA decisions through the Administrative Review Tribunal
  - the provision of support to implement NDIS reform initiatives
- the Department of Social Services for:
  - partnering on national disability employment priorities, including Inclusive Employment Australia, to improve employment outcomes for people with disability
  - supporting coordination of early childhood policies and programs through the Early Years Strategy 2024–2034, including shared actions under the First Action Plan 2024–2027, to improve outcomes for children with disability and developmental delay
  - joint work under Safe and Supported: the National Framework for Protecting Australia's Children 2021–2031, particularly Action 7 – to strengthen responses for children and young people with disability in, or at risk of entering, the child protection system
- the Disability Reform Ministerial Council, (Ministerial Council) which is responsible for disability policy, coordinating national reforms, and progressing Australia's Disability Strategy and NDIS policy, including reporting to National Cabinet
- other Australian Government entities, as part of the Fraud Fusion Taskforce
- Services Australia for 'shared services' arrangements, the provision of specialised resources and the provision of payments.

Capability requirements

To ensure the effective delivery and management of the NDIS, the NDIA must maintain strong capabilities across our workforce, systems and service delivery processes. The key competencies required are detailed below, within the categories people, technology and process.

People

We will strengthen our national frontline workforce, by defining essential skills, sharing best practices and deepening disability knowledge to enable staff to make high-quality, evidence-based decisions.

A key part of this uplift is preparing the workforce for the new way of planning, including the introduction of support needs assessments.

We are partnering with the University of Melbourne and the Centre for Disability Studies to develop a long-term training and accreditation program that will cover the support needs assessment tool, trauma-informed practice, cultural safety and effective communication. All staff conducting a support needs assessment will need to complete this training.

We will implement the NDIA People Strategy 2026–28, which commits to empowering staff and achieving our purpose by focusing on 5 priorities:

- wellbeing and safety
- culture
- capability
- leadership
- people services.

A 3-year culture strategy will also be developed, to foster an inclusive, high-performance environment centred on participants. We will also develop accessibility and belonging frameworks with input from diverse staff.

In line with the Australian Public Service Strategic Commissioning Framework, the NDIA has identified core work across all job families and will continue to embed the framework and strengthen capability in 2026–27. This includes progressing workforce strategies that support retention of critical knowledge, succession planning and targeted recruitment, alongside implementation of the NDIA Capability Framework and development of clearer career pathways.

Consistent with APS policy intent, we will prioritise delivery of core work by APS employees, recognising the importance of building and sustaining internal capability. We will also maintain a considered and proportionate workforce mix, where external expertise is used in limited and appropriate circumstances to complement APS capability, support delivery at scale, and enable access to specialist skills where required. This balanced approach will ensure we continue to strengthen our capability, reduce outsourcing of core functions, and deliver high-quality outcomes for participants and government.

Staff safety

The NDIA is committed to providing a workplace where staff safety is a priority, alongside participant outcomes. We are improving how we support our people, so they feel safe, supported and able to do their jobs.

This includes an integrated focus on psychological safety, physical security and staff wellbeing. We are identifying risks early, improving how we respond and follow up, and providing the training and tools staff need as we continue to deliver NDIS reforms.

We are building a culture where staff are comfortable speaking up about safety concerns and incidents. We follow up these concerns and incidents in a consistent way and use them to make ongoing improvements.

We continue to implement findings from the 2024 Review of Security and Safety at NDIA (Ashton Review) – reinforcing our commitment to keeping staff and visitors safe.

First Nations

The NDIA is committed to improving equity, access and outcomes for First Nations people with disability. We are also committed to building a culturally safe workplace to attract, retain and develop First Nations employees. To meet these commitments, we have released a Statement of Commitment to Closing the Gap and we continue to implement the NDIS First Nations Strategy 2025–30.

The First Nations strategy was developed based on more than 650 submissions to the Disability Royal Commission and the NDIS Review from First Nations organisations and communities. The strategy also aligns with the National Agreement on Closing the Gap.

As part of our strategy deliverables, we are implementing a plan to strengthen cultural safety at the NDIA for First Nations staff. This will enable the NDIA to create an environment for First Nations participants and staff that honours identity, embeds equity, and supports First Nations participants to live proud, connected, and culturally strong lives.

Technology

The NDIA is investing in secure, reliable digital technologies and capabilities, to improve the experience of participants and others who interact with the NDIS. Our focus is on strengthening our systems so they are relevant, resilient and trusted, and provide simple, personalised and accessible digital services.

Our aim is to provide innovative and consistent digital experiences across all our channels. We want people to experience a dependable quality service, whether they are using the NDIS mobile app, accessing a portal on a laptop, or engaging through other channels. Our ambition is for digital interactions with the NDIS to be clear, connected and easy to navigate for participants, providers and partners.

The recently updated my NDIS mobile app is an important part of this ambition. For the first time, the app has been built and is operated by NDIA staff, using modern, industry-standard technologies that integrate seamlessly with the native features of users' devices.

We will progressively align and modernise our other digital channels, so users can update information, complete essential tasks and engage with the NDIS seamlessly across devices.

Since 2024, the Crack Down on Fraud program has significantly improved and strengthened our systems and our capability to detect, prevent and respond to fraud. This has led to improvements in the experience for participants and providers, making it easier for claims to be appropriately made. This work improves protections for participants and strengthens the integrity of the NDIS.

Building on this strong foundation, the 2026–27 Budget confirmed funding to strengthen our claims and payments capability. This will further streamline the participant and provider experience and continue to strengthen integrity controls.

Our enhanced cybersecurity capability is strengthening the security of our systems and data from evolving threats. We have robust security practices, supported by a strong culture of integrity, that are central to both maintaining public confidence in the NDIS and enabling safe digital innovation.

The NDIA is active in shaping the broader government digital and data future. By collaborating with other government agencies, we contribute to shared platforms, standards and emerging technologies that improve outcomes not only for the NDIS, but for government services more broadly.

We are progressively digitalising and automating our internal operations, to improve efficiency and reduce reliance on manual processes. This enables our staff to focus on higher-value activities that support participants and the NDIS.

The NDIA is also committed to being an employer of choice for technologists in the Australian Public Service. The NDIA works with modern, industry-leading technologies to attract and retain highly skilled digital professionals, who are critical to help us deliver secure, reliable and innovative NDIS services.

Process

Strengthening our processes is critical to delivering consistent, efficient and high-quality experiences for participants. We will continue embedding modern, evidence-informed and participant-centred ways of working as we implement NDIS reforms.

We are working with DHDA, along with state and territory governments and sector partners on the development of rules for the new way of planning. Once the rules have been finalised by DHDA, they will guide how participant plans are developed.

Co-design is central to how we shape and implement change. Working groups, targeted consultations, and partnerships with peak bodies and sector representatives ensure reforms reflect the voices of participants, their families and carers. The Independent Advisory Council, along with disability representative and carer organisations, provides advice and insight to help us refine our processes and embed new practices.

The Australian Government is improving the security of NDIS payments through world-class system upgrades that strengthen protections for participants and the integrity of the NDIS.

Through the Crack Down on Fraud program, the NDIA is now able to identify and significantly reduce integrity risks. We have upgraded detection tools that assess every claim before it is paid. By embedding fraud detection and prevention controls in NDIA systems, we are identifying and preventing high-risk behaviour.

Improvements to NDIS channels, the mobile app and online interfaces make it easier for claims to be appropriately made. A modern integrated system improves the ability to detect, investigate and disrupt fraud and non-compliance.

Partnering with other taskforce agencies is leading to more multi-agency interventions against organised crime syndicates targeting the NDIS.

Pricing

We share responsibility for stewardship of the NDIS provider market with DHDA and the NDIS Quality and Safeguards Commission. NDIS pricing aims to support markets that deliver value for money, safe and effective supports for participants, and viable provider markets, so participants have choice and control of their supports.

To strengthen our capability, we are following a sequenced, evidence-based approach to pricing improvements based on the NDIA's 3-year pricing plan. We aim to improve both participant outcomes and market sustainability, while using data-driven decision-making to address market pressures.

We are developing clear, predictable timeframes for introducing pricing changes. We are committed to consultation and value feedback from those with direct experience of the NDIS. We have a structured approach that enables participants, providers, workers, peak bodies and governments to provide feedback.

We are also enhancing our support of rural and remote markets. We want to ensure that pricing arrangements are transparent, evidence-based and reflect service delivery constraints in these areas, such as workforce shortages, higher travel costs and limited provider availability.

Risk oversight and management

The NDIA Risk Management Framework ensures risks are identified, assessed, mitigated, monitored and reported. This approach protects the NDIA's purpose and fosters stability, accountability and public trust.

Our framework aims to:

- identify and assess potential risks impacting our operations and objectives
- implement strategies to manage those risks
- ensure compliance with relevant laws and standards.

The NDIA manages risk through a structured, agency-wide approach that supports our strategic objectives and complies with the PGPA Act and the National Disability Insurance Scheme – Risk Management Rules 2013.

Image: Andi, NDIS participant.

Strategic risks

Our strategic risks are the factors most likely to affect our capacity to achieve our purpose over the life of this corporate plan. They are integral elements of the NDIA's risk governance framework. The NDIA Board has identified 8 strategic risks for 2026–27.

Strategic risk 1 – Participant experience and outcomes

Our ability to deliver the NDIS consistently, effectively and in line with legislative settings so that eligible people with a disability receive timely, appropriate supports aligned to their goals.

Strategic risk 2 – Participant safeguarding

Our ability to perform our role in safeguarding participants by preventing, detecting, responding to and escalating factors impacting participant safety.

Strategic risk 3 – NDIA and NDIS integrity

Our ability to manage integrity risks across the NDIA and the NDIS, including fraud, non-compliance, misuse, cybersecurity threats, and risks arising from the use of automation and artificial intelligence, through a strong integrity culture, hardened and assured digital processes and systems, and a coordinated whole-of-government effort.

Strategic risk 4 – Scheme sustainability

Our ability to manage NDIS sustainability.

Strategic risk 5 – Providers and markets

Our ability to ensure a viable, accessible and high-quality provider market through effective pricing, monitoring and timely stewardship interventions.

Strategic risk 6 – Workforce and culture

Our ability to build and maintain a safe, capable and high-performing workforce.

Strategic risk 7 – Transformation

Our ability to implement, at scale, changes to the administration of the NDIS in line with Australian Government objectives, timeframes and budget decisions.

Strategic risk 8 – First Nations equity and cultural safety

Our ability to deliver the NDIS in equitable, culturally safe ways aligned with the Closing the Gap Priority Reforms, by embedding First Nations ways of knowing, being and doing in decision-making and accountability for outcomes.

How we manage strategic risks

We take an evidence-based, integrated approach to managing risk. Our focus is on supporting people with disability now and into the future.

Across all risk areas, we use data and performance measures to monitor risk, inform escalation against defined tolerances, and support timely, accountable decision-making.

We manage risks to participant outcomes, the participant experience and participant safeguarding through improvements to participant pathways, clearer rules for decision-making and more consistent application of policy.

This is supported by:

- strengthened quality assurance
- strengthened escalation and incident management processes to ensure risks are identified, assessed and acted on
- clearer roles across the NDIA, partners and providers.

We manage integrity risks, including fraud, non-compliance and cybersecurity threats, through preventive controls, transaction monitoring and strengthened assurance over key decision-making and payment processes.

This includes:

- improving the use of data to detect emerging risks
- clarifying accountabilities for integrity outcomes
- strengthening governance over digital systems, including the use of automation and artificial intelligence.

We manage the sustainability of the NDIS by monitoring financial performance, including growth trends, against Government parameters; and by implementing policy, pricing and operational settings. This includes:

- improving the consistency of decisions about eligibility, plans and reassessments
- improving how actuarial insights inform policy and pricing
- making sure alternative supports are accessed where appropriate to manage demand and cost pressures.

We manage provider market and transformation risks through strengthening market monitoring, pricing oversight and stewardship interventions, and by improving:

- governance
- sequencing and readiness for major transformation initiatives.

We address operational and workforce risks through investment in capability, clearer role design and more effective allocation of work. This includes:

- strengthening leadership capability
- embedding consistent escalation pathways
- improving workforce readiness to deliver new ways of working and reforms.

We manage risks relating to First Nations equity and cultural safety through shared governance, formalised partnerships and embedded co-design across policy and implementation.

This includes:

- partnering with First Nations peak bodies and communities to support shared decision-making and joint accountability
- strengthening cultural safety capability across the NDIA, partners and providers
- embedding First Nations perspectives in policy design, delivery and evaluation
- aligning monitoring and reporting to Closing the Gap Priority Reforms to track outcomes and drive accountable action.

Image: Georgia and Ellen, NDIS participants with mother Mary-Ellen.

Andrew, NDIS participant

Read Andrew's story on our website.

Section 3

Our performance framework

Our performance framework

Our performance measures help us assess progress against each key activity. We monitor and publish our performance against these measures in the quarterly reports to disability ministers and provide an analysis of the results in the annual performance statements.

Key activity 1

Improve participant experience and outcomes with a financially sustainable NDIS

Why this matters

Improving participants' independence and economic and social outcomes is at the core of the NDIS. Achieving this requires collaboration across federal, state, territory and local governments (see Cooperation with others) to make sure participants receive coordinated and high-quality supports.

Our performance measures and targets help us to understand the extent to which the NDIS is:

- improving participant outcomes (including early intervention)
- delivering a quality experience for participants
- providing funding for effective services and supports, while ensuring a financially sustainable NDIS
- increasing understanding of best practice in services and supports
- providing a safe environment for participants to make decisions during their journey with the NDIS.

We want participants to be able to exercise choice and control in implementing their plans, by choosing their goals and providers to ensure they get the supports they need. This allows participants to take reasonable risks in managing their plans.

Based on the NDIS insurance principles, financial sustainability of the NDIS is defined as a state where:

- the NDIS is successful on the balance of objective measures and projections of
  - participants' economic and social participation and independence
  - participants' views that they receive enough funding to buy the goods and services that allow them reasonable access to life opportunities – that is, reasonable and necessary supports
- contributors think that the cost is and will continue to be affordable, under control and represents value for money, and they are therefore willing to contribute.

The risks and issues impacting the financial sustainability of the NDIS and recommendations to manage them are provided in sections 8 and 9 of the Annual Financial Sustainability Report (AFSR) 2024–25.

Program costs and forward estimates

The Portfolio Budget Statements 2026–27 set out the anticipated expenditure for programs administered by the NDIA (Tables 1 and 2).

Program 1.1 expenditure estimates for 2026–27 are $53.7 billion, increasing to $53.8 billion in 2027–28 and to $54.8 billion by 2029–30 (Table 1).

Total NDIS revenue from states and territories (including in-kind contributions) is estimated at $13.6 billion for 2026–27, increasing to $14.2 billion in 2027–28 and to $14.4 billion by 2029–30.

Australian Government contribution estimates are $40.1 billion for 2026–27, decreasing to $39.6 billion in 2027–28, before increasing to $40.4 billion by 2029–30 (Table 2).

Program 1.2 expenditure estimates for 2026–27 are $2.8 billion, decreasing to $1.6 billion in 2027–28, before increasing to $1.7 billion by 2029–30.

Image: Andrew, NDIS participant.

Table 1: Program expenditure ($m)

Programs	2025–26 estimate	2026–27 budget	2027–28 forward estimate	2028–29 forward estimate	2029–30 forward estimate
Program 1.1 Reasonable and necessary supports for participants	51,302	53,703	53,787	54,273	54,781
Program 1.2 NDIA and general supports	2,860	2,767	1,610	1,627	1,747

Table 2: Program 1.1 revenue ($)

Source	2025–26 estimate	2026–27 budget	2027–28 forward estimate	2028–29 forward estimate	2029–30 forward estimate
Australian Government (appropriations and contributions) ($m)	38,216	40,095	39,636	39,986	40,353
State and territory jurisdiction contributions (cash) ($m)	12,096	13,080	14,151	14,286	14,428
In-kind and other revenue (federal, state and territory governments) ($000s)	989	528	–	–	–
Recoveries ($000s)	30	30	30	30	30
Total ($m)	**51,302**	**53,703**	**53,787**	**54,273**	**54,781**

Key activity 1 performance measures

Our performance measures, targets, rationale and method of assessment for the 2026–27 and forward reporting periods are detailed below.

Performance measure 1.1 – Participant employment rate

Table 3. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	25%	25%	26%	26%

Why we measure this

To measure the effectiveness of the NDIS in supporting the independence, and social and economic participation, of people with disability.[3]

How we measure this

This measure is calculated as the proportion of participants who received employment income during the reporting period, among active participants who were aged 15 to 64 and in the NDIS for at least 18 months.

Data source

Two datasets from the Australian Bureau of Statistics' (ABS) Person Level Integrated Data Asset:

- National Disability Insurance Scheme expanded participants datasets
- Australian Taxation Office Single Touch Payroll datasets.

Reporting is based on currently available data, due to a 6-month lag in receiving data.

3 Subparagraph 118(1)(a)(i) of the NDIS Act.

Performance measure 1.2 – Participant social and community engagement rate

Table 4. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	43%	43%	43%	43%

Why we measure this

To measure the effectiveness of the NDIS in supporting the independence, and social and economic participation, of people with disability.[4]

How we measure this

This measure is calculated as the proportion 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?' in their latest short-form outcomes framework survey response. The calculation includes only participants who responded to the question during the reporting period and who have been in the NDIS for at least 2 years.

Data source

Responses from the current financial year short-form outcomes framework questionnaires.

4 Subparagraph 118(1)(a)(i) of the NDIS Act.

Performance measure 1.3 – Participant satisfaction

Table 5. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	76%	76%	76%	76%

Why we measure this

To measure the output (quality) of the NDIA in delivering the NDIS to support the independence, and social and economic participation, of people with disability across the NDIS participant pathway.[5]

How we measure this

This measure is calculated as the number of participants who responded, ‘Very good’ or ‘Good’ to the question ‘Overall, how was your experience with the X process?’ (where X is a particular ‘moment’ along the participant pathway), divided by the number of participants surveyed across all moments. The moments measured in this metric are:

- apply for NDIS
- plan approval
- plan implementation
- plan reassessment.

Data source

Responses from the participant satisfaction survey.

5 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 1.4 – Participant satisfaction with progress toward their goals

Table 6. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	70%	70%	70%	70%

Why we measure this

To measure the output (quality) of the NDIA in delivering the NDIS to support the independence, and social and economic participation, of people with disability, and enable participants to achieve their goals.[6]

How we measure this

This measure is calculated monthly and is equal to the number of participants who responded ‘Completely’ or ‘Mostly’ to the question ‘To what extent is your NDIS plan helping you to meet your goals?’, divided by the total number of participant responses received. The participant satisfaction survey is conducted monthly by an independent provider, Australian Healthcare Associates. The calculations are completed by the NDIA.

Data source

Responses from the participant satisfaction survey.

6 Subparagraph 118(1)(a)(ii) of the NDIS Act.

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

Table 7. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	>90%	>90%	>90%	>90%

Why we measure this

To measure the output of the NDIA in delivering the NDIS to support the independence, and social and economic participation, of people with disability.[7] The NDIA supports people with disability and NDIS participants to make and maintain connections to community and mainstream supports, including other agencies, departments and organisations, for the provision of mainstream services.[8]

How we measure this

This measure is calculated as the number of active participants who have had a check-in, community connections or early supports in the financial year to date, and indicated they access mainstream and/or community supports, divided by the total number of active participants who have had a check-in, community connections or early supports in the financial year to date.

Data source

Participant informal community and mainstream support data, updated by planners and partners.

7 Subparagraph 118(1)(a)(i) of the NDIS Act.
8 Paragraph 3(3)(d) of the NDIS Act.

Performance measure 1.6 – Average payment per participant

Table 8. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	Projected average payment per participant as reported in the latest AFSR	Projected average payment per participant as reported in the latest AFSR	Projected average payment per participant as reported in the latest AFSR	Projected average payment per participant as reported in the latest AFSR

Why we measure this

To measure both the effectiveness of the NDIA in ensuring participants know how to use their plans to achieve their goals, and the NDIA's insurance-based approach to providing and funding supports for people with disability to ensure the financial sustainability of the NDIS.[9]

How we measure this

The average payment per participant is the Scheme expenses in the financial year divided by the average number of participants in the financial year.

Data source

Scheme expenses (cash basis) recorded in internal financial reports.

Participant numbers recorded in the NDIS business system.

9 Paragraph 118(1)(b) and 118(1)(e) of the NDIS Act.

Performance measure 1.7 – Annualised growth rate of the NDIS

Table 9. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	Annual growth in projected Scheme expenses as reported in the latest AFSR	Annual growth in projected Scheme expenses as reported in the latest AFSR	Annual growth in projected Scheme expenses as reported in the latest AFSR	Annual growth in projected Scheme expenses as reported in the latest AFSR

Why we measure this

To measure the effectiveness of the NDIA in managing the financial sustainability of the NDIS.[10]

This is a shared performance measure between the NDIA and DHDA. DHDA is responsible for setting the policy to improve Scheme sustainability. The NDIA is responsible for implementing the NDIS consistent with this policy intent.

How we measure this

This measure is calculated as Scheme expenses in the current financial year divided by Scheme expenses in the previous financial year, minus one.

Data source

Scheme expenses recorded in internal financial reports.

10 Paragraph 118(1)(b) of the NDIS Act.

Performance measure 1.8 – Claim integrity interventions

Table 10. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	215,000	215,000	215,000	215,000

Why we measure this

To measure the output of integrity interventions conducted on claims for NDIS payments, as part of the NDIA's function to prevent, detect and respond to misuse or abuse of claims for payment under the NDIS. Integrity interventions currently includes pre-payment integrity checks; however, this metric will include further business activities over time.[11]

How we measure this

This measure is the number of claims for NDIS payments that have had an integrity intervention (total number of claims submitted that have been reviewed, whether paid or not).

Data source

Claims process in the NDIS business system.

11 Subparagraph 118(1)(ba)(i) of the NDIS Act.

Key activity 2

Develop a high-performing NDIA for participants

Why this matters

A high-performing NDIA is essential to delivering consistent, timely and high-quality services that meet participants' needs. By strengthening capability, accountability and ways of working, the NDIA can improve trust, remove barriers and ensure participants experience support that is responsive and improves their outcomes.

Developing a high-performing NDIA for participants includes:

- enhancing the efficiency and effectiveness of the NDIA
- protecting the NDIS from non-compliant and fraudulent practices, through a controlled environment
- improving the NDIS provider experience
- enhancing the disability sector, and community sentiment and confidence through co-design, transparency and better communications.

As the NDIS evolves, we are improving how we measure performance. Since 2021, we have monitored performance through the Participant Service Guarantee (PSG), which sets timeframes for key processes. A recent review found that a more focused set of measures would better reflect the parts of the participant journey that have the greatest impact.

We will focus our reporting on these key decision points:

- determining access to the NDIS
- approving plans
- reviewing decisions.

We will report on each of these decision points (rather than a larger, combined set) to better monitor our performance.

Key activity 2 performance measures

Our performance measures, targets rationale and method of assessment for the 2026–27 and forward reporting periods are detailed below.

Performance measure 2.1 – Staff with disability

Table 11. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	ABS percentage rate for the Australian working-age population with disability, plus 5%	ABS percentage rate for the Australian working-age population with disability, plus 5%	ABS percentage rate for the Australian working-age population with disability, plus 5%	ABS percentage rate for the Australian working-age population with disability, plus 5%

Why we measure this

To measure the output of NDIA management actions related to inclusion and diversity, which supports the effectiveness of NDIA staff interactions with participants. The lived experience that staff with disability bring to the NDIA is vital to our ability to connect, communicate, understand, empathise and provide quality services to participants and their families and carers.[12]

How we measure this

This measure is the number of staff (APS and labour hire) who responded 'Yes' to the question 'Do you have an ongoing disability?', divided by the total number of respondents. It is compared to the ABS percentage rate for the Australian working age population with disability, plus 5 per cent.

Data source

APS Employee Census and the ABS.

12 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.2 – Payments made within agreed timeframes

Table 12. Target rates for next 4 financial year

Financial year	2026–27	2027–28	2028–29	2029–30
Target	>90%	>90%	>90%	>90%

Why we measure this

To measure the output of payable NDIS claims, made by the NDIA to participants, plan managers and providers, within the agreed timeframe of 3 business days.[13]

How we measure this

This measure is the percentage of claims that pass validations and become payable within 3 business days of being lodged, as per the NDIA's agreed timeframes.

Data source

Approved claims process in the NDIS business system.

13 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.3 – Make an access decision, after more information has been provided

Table 13. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%

Why we measure this

To assess the timeliness of an access decision after a participant has provided more information requested by the NDIA. Timely decision-making at this stage gives certainty to people with disability about their eligibility for the NDIS and supports equitable and transparent access to the NDIS.[14]

How we measure this

This measure is calculated as the percentage of tasks delivered within the agreed timeframes, divided by the total number of tasks undertaken for the period.

Data source

Timeframes met, as reported in the NDIS business system.

14 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.4 – Approve a participant's plan, after an access decision has been made

Table 14. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%

Why we measure this

To assess the timeliness of approving a new participant's NDIS plan once an access decision has been made. By approving a plan promptly, we ensure participants can begin accessing funded supports without unnecessary delay. This supports the NDIA's commitment to providing participant-centred service.[15]

How we measure this

This measure is calculated as the percentage of tasks delivered within the agreed timeframes, divided by the total number of tasks undertaken for the period.

Data source

Timeframes met, as reported in the NDIS business system.

15 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.5 – Approve a plan for early childhood participants, after an access decision has been made

Table 15. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%

Why we measure this

To assess the timeliness of approving an early childhood participant's NDIS plan once an access decision has been made. This recognises the importance of early intervention and timely support for young children and their families.[16]

How we measure this

This measure is calculated as the percentage of tasks delivered within the agreed timeframes, divided by the total number of tasks undertaken for the period.

Data source

Timeframes met, as reported in the NDIS business system.

16 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.6 – Complete a reassessment, after the decision to accept the request was made

Table 16. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%

Why we measure this

To assess the timeliness of completing a plan reassessment once a request has been accepted. Reassessments help ensure participant plans continue to support the participant's needs and goals when there are changes in circumstances, needs or risks. Timely completion of a reassessment supports continuity of funding and the appropriateness of funded supports.[17]

How we measure this

This measure is calculated as the percentage of tasks delivered within the agreed timeframes, divided by the total number of tasks undertaken for the period.

Data source

Timeframes met, as reported in the NDIS business system.

17 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.7 – Amend a plan, after the receipt of information that triggers the plan amendment process

Table 17. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%

Why we measure this

To assess the timeliness of a plan amendment after information is received that requires changes to a participant's plan. Timely plan amendments ensure participant supports remain aligned with their needs and circumstances.[18]

How we measure this

This measure is calculated as the percentage of tasks delivered within the agreed timeframes, divided by the total number of tasks undertaken for the period.

Data source

Timeframes met, as reported in the NDIS business system.

18 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.8 – Complete an internal review of a reviewable decision, after a request is received

Table 18. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%

Why we measure this

To assess the timeliness of internal reviews of reviewable decisions. Timely internal reviews are essential for transparency and participant confidence in NDIA decision-making. They help reduce referral for an external review by the Administrative Review Tribunal.[19]

How we measure this

This measure is calculated as the percentage of tasks delivered within the agreed timeframes, divided by the total number of tasks undertaken for the period.

Data source

Timeframes met, as reported in the NDIS business system.

19 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.9 – Enact the outcome of a reviewable decision, once a decision has been made

Table 19. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	95%	95%	95%	95%

Why we measure this

To assess the timeliness of implementing reviewed decisions once they are finalised. It helps maintain continuity of a participant's supports and reinforces trust in the NDIA's review processes.[20]

How we measure this

This measure is calculated as the percentage of tasks delivered within the agreed timeframes, divided by the total number of tasks undertaken for the period.

Data source

Timeframes met, as reported in the NDIS business system.

20 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.10 – Resolution on first call to National Contact Centre

Table 20. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	80%	80%	80%	80%

Why we measure this

To measure the output (quality) of the NDIA's interactions with participants. The Participant Service Charter states we will respond to each person's needs and situation.[21]

How we measure this

The measure is the qualitative satisfaction response from callers to indicate the commitment has been achieved.

Data source

Customer satisfaction recorded at the time of call in the Contact Centre Management database.

21 Paragraph 118(1)(a) of the NDIS Act.

Performance measure 2.11 – Disclosure of quarterly reports to disability ministers in prescribed timeframes

Table 21. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	All legislative timeframes met	All legislative timeframes met	All legislative timeframes met	All legislative timeframes met

Why we measure this

To measure the output of the NDIA in managing, advising and reporting on the state of financial sustainability of the NDIS.[22] It includes collecting, analysing and exchanging data about disabilities and the supports (including early intervention supports) for people with disability.[23]

The NDIA is required to prepare a quarterly report on the operations of the NDIA for each period of 3 months, and:[24]

- provide it to the Ministerial Council within 42 days after the end of the period to which the report relates
- publish it on the NDIS website within 45 days after the end of the period to which the report relates.

How we measure this

Confirmation of release of each report to the Ministerial Council and publication to the NDIS website.

Data source

Email confirmation of release and publication dates stored in the internal records management system.

22 Paragraph 118 (1)(b) of the NDIS Act.
23 Paragraph 118 (1)(e) of the NDIS Act.
24 Section 174 of the NDIS Act.

Performance measure 2.12 – NDIA operational expenditure as a proportion of NDIS expenditure

Table 22. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	<7%	<7%	<7%	<7%

Why we measure this

To measure the efficiency of the resources used to deliver the NDIS.[25]

How we measure this

This measure is calculated as NDIA operational expenditure divided by NDIS expenditure in the current financial year.

Data source

NDIA and NDIS expenditure recorded in internal financial reports.

25 Paragraph 118(1)(a) and 118(1)(b) of the NDIS Act.

Key activity 3

Facilitate NDIS markets to deliver accessible and innovative supports to people with disability

Why this matters

A well-functioning, diverse and sustainable NDIS market is essential to giving participants choice and control over the supports they receive. The NDIA, with DHDA and the NDIS Quality and Safeguards Commission, plays a key role in market stewardship by monitoring provider availability, developing strategies to address service gaps, and supporting innovative service delivery. These efforts help build a responsive market that delivers improved outcomes for people with disability.

Key activity 3 performance measures

Our performance measures, targets, rationale and method of assessment for the 2026–27 and forward reporting periods are detailed below.

Performance measure 3.1 – NDIS pricing guidance

Table 23. Target rates for next 4 financial years

Financial year	2026–27	2027–28	2028–29	2029–30
Target	Release of the NDIS pricing guidance	Release of the NDIS pricing guidance	Release of the NDIS pricing guidance	Release of the NDIS pricing guidance

Why we measure this

To measure the output of the NDIA in developing and releasing the NDIS pricing guidance, to support the development and enhancement of the disability sector and facilitate NDIS markets to deliver accessible and innovative supports to people with disability.[26]

How we measure this

Confirmation of the release of the NDIS pricing guidance across NDIA channels.

Data source

NDIS website and Parliamentary Document Management System.

26 Paragraph 118(1)(c) of the NDIS Act.

Appendix

Changes from previous corporate plan

We have made updates to our performance measures, including:

- adding a new efficiency measure:
  - 2.12 – NDIA operational expenditure as a proportion of NDIS expenditure
- updating targets for:
  - 1.1 – Participant employment rate, using the Person Level Integrated Data Asset as the data source
  - 1.8 – Claim integrity interventions (formerly claim integrity checks), including the development of baseline targets
- revising targets from numeric to narrative description for:
  - 2.1 – Staff with disability, to reflect the ABS percentage rate for the Australian working-age population with disability, plus 5 per cent
- Updated wording in 3.1 to now refer to 'NDIS pricing guidance'
- amending provisions to 2.3 – PSG metrics, by removing the aggregate measure and focusing on individual achievement against the following 7 PSG measures:
  - 4: Make an access decision, after more information has been provided
  - 6: Approve a participant's plan, after an access decision has been made
  - 7: Approve a plan for early childhood participants, after an access decision has been made
  - 13: Complete a reassessment, after the decision to accept the request was made
  - 14: Amend a plan, after the receipt of information that triggers the plan amendment process
  - 17a: Complete an internal review of a reviewable decision, after a request is received
  - 17b: Enact outcome of a reviewable decision, once decision has been made.

DA0952 NDIA CORPORATE PLAN 2026-27 | JUNE 2026

ndis

National Disability Insurance Scheme

Website: ndis.gov.au

Telephone: 1800 800 110

Webchat: ndis.gov.au

Follow us on our social channels

For people who need help with English

TIS: 131 450

For people who are deaf or hard of hearing

TTY: 1800 555 677

Voice relay: 1800 555 727

National Relay Service: accesshub.gov.au