

ndis

Corporate Plan 2020- 2024

Putting participants
at the centre of
everything we do.

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Introduction and statement of preparation

We, the Board of the National Disability Insurance Agency, as the accountable authority, present the 2020–24 NDIA Corporate Plan, as required under section 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 177(1) of the *National Disability Insurance Scheme Act 2013* (NDIS Act).

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

The NDIA's Corporate Plan provides strategic direction to guide our activities for the financial years 2020–21 through to 2023–24.

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

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

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

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Foreword from the Chairman

The Board of the National Disability Insurance Agency is pleased to present its 2020-2024 Corporate Plan. The Corporate Plan is an essential part of our planning framework that sets out our strategic priorities for the coming year and beyond until 2024.



The outbreak of COVID-19 in early 2020 presented significant challenges for the Agency. In particular, it meant a rapid realignment of priorities as the Agency responded to ensure participants, including those deemed to be at high-risk, continued to get the support they needed. The impacts of COVID-19 are far-reaching, and will continue to affect participants, their families, carers, providers and Agency staff for some time to come. The NDIA's absolute priority continues to be participant's health, safety, and ensuring participants can continue to access their essential supports.

The core focus during the period of this plan will continue to be on ensuring participants realise the full benefits of this visionary social reform. Transitioning from a period of rapid growth to a more mature operating environment, we need to re-orient our work in the coming four years to help eligible participants receive the support they need to achieve their goals, while ensuring the Scheme's sustainability. This includes helping participants build their independence by facilitating access to greater employment opportunities and social inclusion and engagement. As at 31 March 2020, almost 365,000 participants are in the Scheme, with more than 154,000 receiving supports for the first time.

We will continue to enhance the way we work with participants, their families and carers. Once introduced, the Government's proposed Participant Service Guarantee has the potential to set new standards to streamline the NDIS process. This will lead to clearer timeframes for NDIS eligibility assessments, the provision of NDIS plans and for plan reviews. Increasingly, we will be using independent assessments to provide an objective and consistent evaluation of a participant's needs. This means that no matter where a participant lives, access decisions and funding will be based on a fair and equitable assessment.

We will strengthen our engagement with participants, their families and carers by providing them with more opportunities to provide feedback through a variety of channels, and by improving the way we communicate with participants and the way they get information from us.

Additionally, we will work with providers to continue to grow a market that reliably supplies quality and innovative supports to meet participant needs and goals. Much has already been done in that regard, including helping businesses make data-driven decisions by publishing enhanced information, adjusting the pricing for services under the NDIS, and improving the way we do business with providers. We are continuing to improve the digital



providers. We are continuing to improve the digital experience of participants and providers to allow the NDIS to become more flexible and open to innovation and change.

None of this is possible without the commitment of our staff, who are working tirelessly to support our participants in these challenging times. We will continue to invest in the capability of our front-line staff, and reinvigorate our current systems and processes, and support our staff to implement those changes.

We know that the Scheme must continue to be financially sustainable. This is critical to ensuring ongoing public confidence in the Scheme and that it remains in place for the benefit of future generations of participants. The insurance-based nature of the Scheme ensures any adverse trends are identified early and are acted upon. We are proactively addressing pressures, including support costs for Supported Independent Living

where costs have been increasing significantly above normal inflation. In addition, we are managing the pressures in entry and funding decisions, particularly in relation to how the Scheme interfaces with mainstream services, and community and informal supports.

This Corporate Plan will assist in delivering the Scheme's aspirations and priorities to ensure we deliver the Scheme that was originally envisaged, and a Scheme of which all Australians can be proud.

Chairman Dr Helen M. Nugent AO

Introduction from the CEO

The 2020-2024 Corporate Plan is my first with the National Disability Insurance Agency (the Agency). I'm proud to be leading the Agency at this critical time as we make the transition from establishing a world-first Scheme, to improving the experience and outcomes our participants achieve with the Scheme.



The Corporate Plan explains what we want to do. I've used my introduction to try and explain more about how we'll go about it.

We will have a renewed focus on our participants, constantly asking ourselves: if I was a participant or my child was, how would I want things to happen?

We'll also be working more closely with the other service systems – such as health, education, justice – across all jurisdictions that interact with our participants to reduce complexity.

We'll have a greater sense of urgency and pace in everything we do; decision velocity matters just as much as decision quality.

We'll be resisting the tendency towards the bureaucratic inward focus on process and form for its own sake, and instead take an outward focus on the participant experience and outcomes.

We'll continue to improve how we engage about the Agency, our guidelines and decision making. We'll show a willingness to genuinely listen even if we don't always agree, and willingness to say directly where we don't agree and not skirt around it.

We'll introduce more smart digital services where it makes sense, and for participants who want it, with personal contact for those who need it.

In my time with the Agency, I have been impressed by the passion and commitment of our workforce. Our staff and Partners in the Community teams have demonstrated the Agency's resilience

throughout the recent challenging times of severe bushfires and the COVID-19 pandemic. We'll continue to focus on maintaining a high performing, high engagement, flexible and fast-moving culture.

The 2020-24 Corporate Plan is ambitious, with new initiatives that build on the progress the Agency has made since the start of the Scheme.

Key to this Corporate Plan are the Participant Service Charter and the Participant Service Improvement Plan. The Participant Service Charter sets out our updated commitment on how we will engage, including how we will meet the Participant Service Guarantee standards. The Participant Service Improvement Plan sets out the 2020-21 specific activities we will undertake to serve participants more effectively.

Combined, these documents represent our commitment to genuinely listen, clearly communicate and make transparent decisions with pace. This is the next phase of the Scheme's journey, and while these elements will take time to implement, the Agency will be better every day.

The whole Agency team and I are committed to delivering on the priorities outlined in our Corporate Plan, which will take the Scheme closer to fulfilling the promise made to Australians living with disability.

Martin Hoffman
NDIA CEO

“We are committed to genuinely listening, clearly communicating and making transparent decisions with pace.”

About the Scheme

Improving the lives of participants and building an inclusive Australia

The Scheme is a fundamental shift in the way our country provides and funds disability support for Australians who have a significant and permanent disability.

Established in July 2013 to replace the previous state-based system of disability care, the Scheme provides a single, national approach to fund support for people with disability, their families and carers. The Scheme is designed to give individuals choice and control over how they want to live their life and over who delivers the supports to help them achieve this.

The Agency was established in the same year as the Scheme and is the independent Commonwealth entity responsible for implementing and managing the Scheme. The Agency's purpose is to:

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

One of the ways we achieve our purpose is by working with participants to build a plan that helps them achieve their goals. The plans can include a combination of NDIS funded supports, help from

family and friends, and broader support through community and mainstream services.

We also support people with disability who are not eligible for the Scheme by connecting them to mainstream and community services.

The Scheme is founded on insurance principles that draw on the practice of commercial and government social insurance principles. It uses these principles to make evidence-based decisions to determine an individual's access to the Scheme.

The insurance approach is underpinned by four principles:

- 1. Develop actuarial estimates of the reasonable and necessary support needs of the targeted population:** the Scheme Actuary will estimate the aggregate annual funding requirements through analysis of reasonable and necessary support needs. We will continually test the aggregate funding requirement against emerging experience.
- 2. Focus on lifetime value for Scheme participants:** we will focus on lifetime value for Scheme participants by funding competitively priced, best-practice supports that deliver benefits and outcomes for participants. This includes the allocation of resources through early investment in capacity building.
- 3. Invest in research and innovation:** we will invest in research and innovation aligned to the Scheme's goals of improving social and economic participation, and independence for participants.

4. Support the development of community capability and social capital: we will invest at a systemic level, in addition to providing individual supports. This includes encouraging the use of mainstream services, building community capacity and social capital. These activities will benefit all people with disability, including people with disability who are not participants in the Scheme.

The NDIA Board will govern these insurance principles and assess, monitor, report and manage Scheme sustainability within a prudential framework and in line with Portfolio Budget Statements.

This means that decisions are informed by:

- a person's level of functional capacity
- the reasonable and necessary supports required to enable a person to reach their goals, live and enjoy their life
- the overall context of Scheme financial sustainability.

This approach means that financial support is considered over the lifetime of the participant and is a move away from a traditional welfare model.

The Scheme also has greater capacity for cost management - it maintains sustainability by calculating the total future cost of support for all eligible participants.

The Scheme is ultimately designed to support participants to reach their individual goals, and ensure they have the opportunity to participate in the community, to get a job if they are able, and live more independent and full lives.

By building the capacity of people with disabilities, we empower them to assist in furthering a more inclusive and prosperous Australia.

The Scheme is a component of the National Disability Strategy, which sets out the responsibilities of all governments, including states and territories, to support more than four million Australians living with disability.

The current National Disability Strategy (2010-2020) is concluding, and the Ministerial Council is currently developing the strategy for the next decade. The new strategy will provide direction for the Commonwealth, state and territory governments to ensure people with disability can participate in all areas of Australian life.



A snapshot of the Scheme

A lot to celebrate

Since 2016, the Scheme has grown rapidly as participants transitioned from state and territory-based systems. The journey of rolling out this national endeavour has not been easy and we recognise the need to do more to embed this truly world-first reform. This year we want to highlight our achievements in helping participants access the Scheme as well as to enhance participant satisfaction and their experience.¹



¹ Figures are based on FY2020 Q3 results, unless available on a monthly basis, in which case they are correct as of 31 May 2020.



Access

The Scheme is **accessible in every region** of every state

...and grown quickly to deliver supports to over **380,000** people, including **60,000** young children

...and enabled **168,000** people to receive supports for the first time

...and **6,200** children who are not participants are receiving early intervention support through the ECEI program²



Participant satisfaction

80%

of participants rated the planning process as good or very good

87%

of participants consider their NDIS plan is helping them progress towards their goals

96%

of parents and carers of young children thought that NDIS improved their child's development



Participant experience

95%

of complaints were resolved within 21 days

84%

of participant-requested reviews were completed within 14 days

100%

of access decisions were completed within 21 days (3 days on average for children)

² The Early Childhood Early Intervention (ECEI) is a program for children with early developmental delay.

Our operating environment

Building on the opportunities and challenges of a dynamic environment

Significant events and activities that will influence the Scheme and its 2020-2024 Corporate Plan (the Plan), include the:

- COVID-19 pandemic
- Review of the National Disability Insurance Scheme Act 2013
- Increasing pressures on Scheme sustainability and finances

COVID-19 pandemic

COVID-19 has significantly changed the operating environment for many organisations across Australia. The impacts are far-reaching and will continue to affect participants, their families, carers, providers, sector organisations and Agency staff.

The Agency's Pandemic Plan and Emergency Response and Recovery Teams were activated in February 2020, in line with the Australian Government's Coronavirus Response Plan.

The response focussed on three critical areas:

- **Agency continuity:** ensuring continued delivery of services by realigning the NDIA's workforce to critical functions and facilitating the use of technology to work, stay connected and remain safe.
- **Participant care and support:** proactively engaging with participants and adjusting processes to make it easier for them to use their plans.

- **Provider service continuity:** initiating early and increased payments to providers to address cash flow issues and ensuring swift communication of changes to ensure continuity of support and care.

We continue to ensure participants receive the funds and supports they require, and providers are supported to continue delivery of these supports.

Review of the National Disability Insurance Scheme Act 2013

The Minister for the Scheme, the Hon Stuart Robert MP, commissioned a review of the NDIS Act and Rules in August 2018.

Led by Mr David Tune AO PSM, the review focused on ways to improve the NDIS experience for participants - the introduction of a legislated Participant Service Guarantee (PSG), and made 29 recommendations.

The Review found that the NDIS legislative framework is broadly fit for purpose, but there was scope for amendment to remove administrative delays and enhance the participant experience.

The Review recommends specific service standards for planning and plan reviews, as well as principles to guide the Agency's engagement with existing and prospective participants.

The Commonwealth response to the Tune Review is delayed due to the COVID-19 pandemic. However, the anticipated Government response to the Review recommendations will significantly influence how the Agency will operate. To prepare for the Government response, the Agency will start reporting against key recommendations, including the PSG, from 1 July 2020.



Increasing pressures on Scheme sustainability and finances

The NDIS Act requires the Agency to ensure the financial sustainability of the Scheme.

The monitoring of pressures and their associated risks are managed using an insurance-based approach to evaluate expectations of costs against emerging experience on the ground.

The drivers of Scheme costs include the number of participants, the amount of support allocated to each plan, how that allocated amount will change over time, the utilisation of individual supports, and the rate at which participants exit the Scheme.

While the NDIA Board and management acknowledge the uncertainty in the face of the COVID-19 pandemic, the sustainability of the Scheme remains a priority.

Over the past year, plan budgets and support payments made to participants have continued to grow by significantly more than would be expected solely due to normal inflation and ageing.

The chart below identifies the increase in spending per participant over time. The data is separated into participants that have Supported Independent Living (SIL) support costs included in their plan and those that do not (non-SIL).

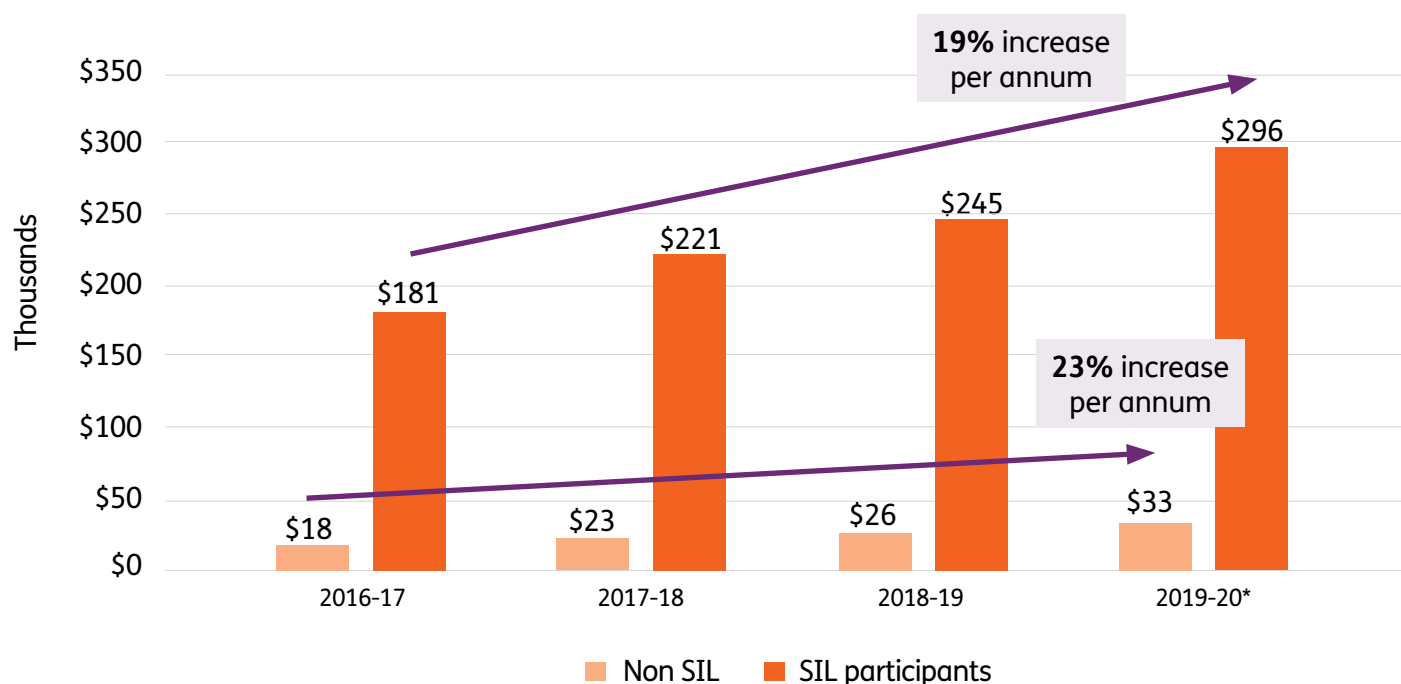
In dollar terms, the average plan payment for non-SIL participants increased from around \$18,000 to around \$33,000 over the last three years, a compound average growth rate of 23% per annum.

SIL is a material driver of overall support costs in the Scheme, accounting for approximately 40% of total costs. In dollar terms, the average plan payment for SIL participants increased from around \$181,000 to around \$296,000 over the last three years, a compound average growth rate of 19% per annum.

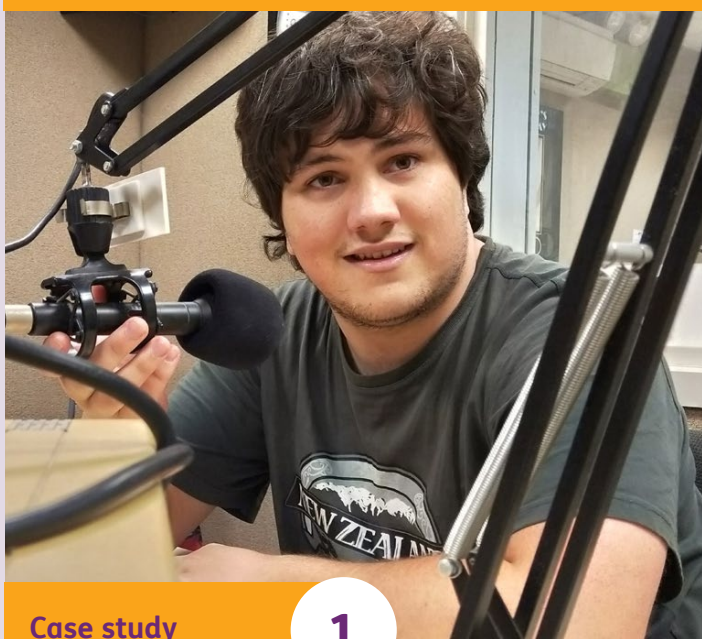
The Agency is implementing further reforms to both SIL and non-SIL services specifically targeted at driving better outcomes for participants while ensuring financial sustainability.

Average annualised payments per participant (non-SIL and SIL)³

*2019-20 is for the 9 months to 31 March 2020.



³ SIL data pre-July 2018 was not reported separately. Assumptions have been applied to calculate the number of SIL participants and the split of in-kind support from states and territories.



Case study

1

**“For the first time
in his life he has a
realistic prospect
of a career.”**

- Zac’s Dad, Joffa

Meet Zac, a 22-year-old mimic extraordinaire

Zac Woller has the extraordinary ability to watch a movie, listen to a song, or attend a concert and many years later perfectly recall lines and lyrics, right down to the timbre of the performers’ voices.

Zac’s talents were known only to his family and friends. Now with support from the NDIS, he’s gaining the confidence to reveal himself to the wider world and learn the practical skills he needs to move into paid employment.

“Zac has always loved singing, performing and anything with a screen. From a young age he was drawn to television and memorised everything he watched,” Zac’s mother Heather said.

Diagnosed with autism spectrum disorder at age four, Zac attended non-mainstream schools right through to Year 12. He had a phenomenal memory for shapes and sounds but struggled with human interactions and learning basic life skills.

With two older sons to care for, Zac’s parents, Heather and Joffa, struggled to get by.

However, when Zac joined the NDIS in July 2018, they finally saw the light at the end of the tunnel.

Through NDIS funding, Zac is now learning acting, filming, editing, voice-over work, music and singing. He attends programs at disability service provider Wallara and gets one-on-one assistance from support worker Matt who is skilled in multimedia and engages him in ‘iFilm’ training.

Zac also participates in group activities such as swimming, ten-pin bowling, weekly library visits and performances at the Baptistcare Aged Care facility where he loves singing to the elderly residents.

Now Zac has his own YouTube channel – under the handle ‘Zac Woller Voice Ninja’ and his own Facebook page. He performs regularly on Wallara’s social media channels and has starred in several Wallara productions.

Since joining the NDIS Zac’s confidence has blossomed.

“It has made all our lives easier and happier, and for the first time in his life he has a realistic prospect of a career,” Joffa said. “He has his ABN number primed and ready to go!”

Our strategy

The approach to deliver on our priorities

Our strategy provides the framework and direction to support our goals and outlines the activities we will undertake to achieve these goals.

Three strategic horizons to deliver against our priorities

Transitioning from a period of rapid growth and expansion to a more mature operating environment, we are directing our attention to realising our aspirations through a three phase, or 'horizon', approach. The strategic horizons are outlined on page 17.

We remain focussed on the participant experience and creating the systems and processes to build better outcomes. We know that we cannot do this in isolation and need to progress all horizons to some degree, throughout the life of the plan.

We will continue being mindful of the need to respond to and recover from COVID-19.

While this Plan focuses on the priorities of the NDIA, the Agency is just one stakeholder in a large eco-system that is collectively responsible for delivering the Scheme and supporting Australians with disability. Hence, in addition to delivering its priorities, the Agency will continue to strongly engage and collaborate with the broader sector to enhance outcomes. The Plan identifies opportunities to further work with the Commonwealth, state and territory governments, other government and non-government entities, and mainstream services (especially the health, education and justice systems) to better align supports and services.

The successful delivery of the Plan also requires continued interaction with the Minister, Ministerial Council and Department of Social Services (DSS) to deliver a portfolio of initiatives to enhance outcomes of the Scheme.

Strategic horizons

Operational improvements (now to end 2020)	Strategic improvements (now to end 2021)	Strategic outcomes (now to 2024 and beyond)
<ul style="list-style-type: none"> • Reduce backlogs and waitlists • Meet existing targets (and future PSG) • Deliver tactical improvements to participant experience and pain points 	<ul style="list-style-type: none"> • Improve the end-to-end participant experience (via the Service Improvement Plan) • Embed the Participant Service Charter • Strengthen policies, procedures and controls to ensure financial sustainability (particularly R&N, SIL and ECEI) • Re-shape the Scheme and Agency 	<ul style="list-style-type: none"> • Sustain improvement in participant outcomes (participation in employment and social/ community activities)
Ongoing work to improve culture, training, structure and performance management		

PSG - Participant Service Guarantee
R&N - reasonable and necessary

SIL - Supported Independent Living
ECEI - Early Childhood Early Intervention.

“Our core focus remains on ensuring participants realise the full benefits of this visionary social reform.”

Six aspirations: to group our activities and ensure delivery

The Agency's purpose is aligned around six Aspirations, each with more specific strategic goals.

Strategy framework

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



1. A robust COVID-19 response and recovery

1.1

Provide ongoing participant care and support

1.2

Support market to ensure service continuity

1.3

Embed resilient Agency operations



2. A quality experience and outcomes for participants

2.1

Improve participant economic and social outcomes

2.2

Improve plan quality through reasonable and necessary decision-making

2.3

Deliver a quality participant experience



3. A competitive market with innovative supports

3.1

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

3.2

Enhance provider sentiment and confidence



4. A genuinely connected and engaged stakeholder sector

4.1

Enhance stakeholder sentiment and confidence

4.2

Strengthen meaningful partnerships and collaboration with the community



5. A high-performing NDIA

5.1

Uplift NDIA capabilities while maintaining strong staff engagement

5.2

Enhance efficiency and effectiveness processes and systems

5.3

Improve the control environment to maintain Scheme integrity



6. A financially sustainable Scheme

6.1

Ensure Scheme costs remain financially sustainable

While the broad strategy and aspirations outlined in our 2019-23 Corporate Plan remain broadly fit for purpose, the Agency's work needs to re-orient in the coming four years from:

- responding to COVID-19 to capturing opportunities in recovery
- meeting bilateral estimates to transition state and territory clients as well as adding new participants, to focusing on participant outcomes and experience
- promoting market supply, to enabling provider quality, innovation and competitiveness
- delivering activities, to delivering outcomes
- operating in a closed, legalistic and conservative culture to one that is open, innovative, engaged and transparent.

This re-orientation is underpinned by a focus on sustainability, and persistence in improving our capability and control on the front line of service delivery.

One solid commitment and a clear plan

Participants continue to remain at the very centre of everything we do.

How we support participants and what they can expect from us is outlined in two significant documents:

- **The Participant Service Charter** – shows how we are going to work with and support participants.
- **The Participant Service Improvement Plan 2020-21** – shows what participants can expect from us in tangible and specific detail to ensure we fulfil the Charter.

Together these recently refreshed commitments will guide and support our work.

“Participants continue to remain at the very centre of everything we do.”



Aspiration 1

A robust COVID-19 response and recovery



An NDIS that continues to perform throughout the COVID-19 pandemic.

Our work within a whole-of-government response in slowing the spread of COVID-19 saw the Agency make significant changes to our operations to provide participants with continuity of essential services.

This included urgent decisions made by the Agency's Emergency Response Recovery Committee to ensure participants, providers, partners, sector stakeholders and staff received:

- clear communications around operational changes designed to protect participants and ensure continuity of support and care
- swift advice, operational change and advanced payments to the provider market to ensure they had what they needed to continue delivery of essential services
- daily information and changes to the environment staff worked in to ensure their safety and ability to continue business as usual
- regular and consistent consultation on what the new operational environment means for the future and the repercussions of these changes in the long-term.

The impacts of COVID-19 will endure for years.

The Agency will provide the ongoing support for participants, their families, carers, providers, sector organisations and Agency staff through the recovery phase as required.

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

1.1 Strategic goal:

Provide ongoing participant care and support

- Ensure continuity of essential services for all participants, especially the most vulnerable.

1.2 Strategic goal:

Support market to ensure service continuity

- Engage the market to ensure continuity of service provision.

1.3 Strategic goal:

Embed resilient Agency operations

- Identify and embed successful new ways of working from the COVID-19 pandemic period into normal Agency operations.

Aspiration 2

A quality experience and outcomes for participants



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

The safety and security of participants is paramount, as we support them to be more independent and build their capacity to participate socially and economically.

We will continue to enhance the way we work with participants, their families and carers to:

- simplify our processes to support people to gain access to the Scheme
- provide more clarity around decisions and communicate with participants in easier to understand formats
- ensure plans include the supports required to achieve participant goals
- improve the timeframes in which we make decisions to comply with PSG standards
- be transparent about how we make decisions.

The Participant Service Charter and the Participant Service Improvement Plan work together to outline how we will deliver these enhancements.

This includes the PSG timeframes proposed by the Tune Review. Whilst the Commonwealth response to the Tune Review is delayed due to the COVID-19 pandemic, the NDIA is advancing these operational standards ahead of the anticipated legislative changes.

This means shorter, agreed timeframes for people to receive a decision on gaining access to the NDIS, receiving an NDIS plan and having a plan reviewed. These changes promise improved time standards, engagement principles and decision-making processes.

The Tune Review also recommends the introduction and use of functional capacity assessments, conducted by independent assessors, to better understand a person's needs and the impact of their disability on their daily life. This is with a view to fairer and more equitable access and funding decisions.



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

2.1 Strategic goal:

Improve participant economic and social outcomes

- Support participants to develop clear, realistic, and attainable goals in their plan.
- Support development of participant capability in making decisions (and helping participants make those decisions).
- Implement the Employment Strategy to deliver sustainable employment outcomes for participants.
- Build participant capacity to engage in community and social activities through meaningful, quality interactions with Local Area Coordinators (LAC) and planners.
- Ensure eligible children get access to world-class early childhood intervention to help them achieve their developmental milestones.

2.2 Strategic goal:

Improve plan quality through reasonable and necessary decision-making

- Introduce the use of independent assessments to ensure access for eligible participants and consistent and equitable funding support.
- Work with governments to clarify what is considered reasonable and necessary supports, and whether these supports should be provided by the Scheme or through mainstream or community services.
- Enable plan flexibility to support participants to make their own decisions on the reasonable and necessary supports they require to achieve their goals.

2.3 Strategic goal:

Deliver a quality participant experience

- Refresh operational processes to enhance compliance with Key Performance Indicators and timelines specified in the PSG that will be legislated.
- Provide a current contact name for all participant's interactions with the NDIA.
- Increase support (community connectors, supported decision-making tools, support coordinators, carer connect network) for engaging with the Scheme and accessing funded supports.

Aspiration 3

A competitive market with innovative supports



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

We continue to help develop and grow a market that reliably supplies quality and innovative supports to meet participant needs and goals.

The range of providers delivering supports in the market is diverse and includes:

- existing organisations that have transitioned from state disability systems
- new providers entering the market to deliver disability supports:
 - i. allied health practitioners and individuals, including providers of therapy supports, assistive technology and home modification services
 - ii. emerging services delivering supports such as capacity building, plan management and technology-based solutions such as online platforms.

In partnership with our stakeholders, we are working to develop and shape the market as it matures. We will continue to refine our approach in response to emerging market issues such as inefficient service delivery, limited variety, inaccessible services, and lack of consumer choice.

Through regular and ongoing engagement with market providers, we help shape the market to better respond to participant demand by:

- encouraging providers to continue to put the participant first
- promoting contemporary and evidence-based services that drive improved outcomes for participants
- mitigating the risk of limited market readiness for increased competition and price deregulation
- supporting the maturation of provider operating models to drive greater productivity
- supporting communities in diverse geographical locations to build local supply solutions.

We are continuing to improve the digital experience for participants and providers. Work is progressing on a digital partnership strategy to transform the participant and provider experience through increased use of technology. This will encourage the Agency as well as participants and providers to become more open to innovation and change.

As participants become more empowered consumers and exercise choice and control, we expect to see more informed purchasing of supports. In some circumstances, the Agency will directly commission services on their behalf to ensure participants gain access to high- quality supports.



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

3.1 Strategic goal:

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

- Collaborate with the Commonwealth, state and territory governments to address markets with supply gaps and in particular markets within regional, remote and very remote areas.
- Support the development of greater choice in living options for people with disability, and work with the market to provide competitive market supply.
- Evolve and simplify our price guide and support catalogue.
- Support DSS and the National Quality and Safeguards Commission to implement the NDIS Quality and Safeguarding Framework and the National NDIS Workforce Plan.

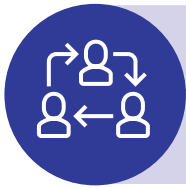
3.2 Strategic goal:

Enhance provider sentiment and confidence

- Implement processes and systems that drive continuous improvement pathways and assist providers to operate effectively under the NDIS.
- Enhance provider claim and payment systems to provide more efficient and timely payments.
- Enable providers to engage using secure technology such as application programming interfaces (APIs), via the Agency's Digital Partnership Program.
- Undertake regular and consistent provider sentiment and confidence surveys to identify areas for improvement and implement corrective measures.

Aspiration 4

A genuinely connected and engaged stakeholder sector



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

We improve confidence and trust in the Agency by building and maintaining genuine and collaborative partnerships with a wide range of stakeholders.

Using our relationships with participants, their families, carers, providers, the disability sector, community and government to inform the delivery of the Scheme, we help ensure it is fit for purpose, by:

- seeking opportunities to listen to participants through a wide range of channels and act on their feedback
- developing and delivering a comprehensive national outreach strategy to engage with people with disability who are unaware of, or are reluctant to seek support from the Scheme
- leveraging the expertise of the Independent Advisory Council and other key bodies.

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

4.1 Strategic goal:

Enhance stakeholder sentiment and confidence

- Deliver proactive, regular and accessible engagement that is transparent, timely and helpful.
- Simplify the language we use to deliver clear, accessible communications, in our letters, website, and operating guidelines.
- Refine the suite of satisfaction and sentiment surveys to gather, share, and act on stakeholder feedback.

4.2 Strategic goal:

Strengthen meaningful partnerships and collaboration with the community

- Clarify roles and responsibilities of government, mainstream and community services, ensuring a united Whole of Government approach to serving people with disability (linked to the refreshed National Disability Strategy).
- Engage and promote opportunities with the mainstream and community sectors.
- Support the delivery of inclusive and diverse events through community, mainstream and participant engagement.
- Value and utilise stakeholder advice and expertise to improve operations.



Aspiration 5

A high-performing NDIA



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

We aspire to be a high-performing service delivery organisation with the people, capabilities and systems to deliver our operational goals, in a participant-centric way.

Capability building is an important part of our corporate and annual planning processes.

It underpins the way we deliver high quality, and ongoing service delivery now, and identifies where capability enhancements are required to ensure this quality continues, in the future.

We are a values-driven organisation, operating according to our own and the Australian Public Service values. The Agency's values are outlined below.

We want to have a reputation for placing the participant first, and at the centre of everything we do. The Agency seeks to be highly regarded and sought out by prospective employees.

We continue to build our reputation as an employer of choice by developing a capable and engaged workforce.

The Participant Service Charter and the Participant Service Improvement Plan outline our commitment to deliver a Scheme that meets the needs of participants. They show how we will do this and reflect improved engagement principles and time standards.

Achievement of these commitments will require a continued capability uplift. This includes authentic support of our front line staff to implement these changes, along with a reinvigoration of our current systems and processes.

This work has already commenced with the national roll-out of joint planning, customer service skills, rapport building and disability awareness delivered to planners and LACs.

NDIA values



We value people.

We put participants at the heart of everything we do.



We grow together.

We work together to deliver quality outcomes.



We aim higher.

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



We take care.

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

As we further re-orient our processes, we will need to build on this, along with introducing an ongoing leadership and coaching model to embed these changes in operations.

The realisation of our capability uplift requires continued enhancement of systems and technology. The Agency has commenced a range of Information and Communications Technology (ICT) initiatives, to:

- enhance our core systems
- provide greater accessibility and visibility for people with disability
- improve the way people interact with the Agency
- improve the efficiency and effectiveness of the way staff and partner staff perform their roles.

Digital engagement and transactional capability with participants, their families, carers and providers will also be an area of focus during the life of this Plan.

As the Agency increases data capture, we will continue to use it internally and share it externally to enhance services, supports and inclusion of Australians who live with disability.

Financial sustainability relies on our ability to deploy effective processes and systems to maintain the integrity of the Scheme. We continue to strengthen our fraud detection and risk control arrangements and to work to protect the Scheme's financial sustainability.

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

5.1 Strategic goal:

Uplift NDIA capabilities while maintaining strong staff engagement

- Invest in the capability of our front-line staff and partners, focusing on assessment of participant capacity and adequate goal development.
- Refresh and deliver leadership capability building and support across the Agency.
- Transition to a new human resource information management system to simplify Agency people processes.

5.2 Strategic goal:

Enhance efficiency and effectiveness of processes and systems

- Increase the use of technology in how we serve participants (e.g. app, participant portal, alternate cloud environment) to simplify interactions.
- Evolve our payments and claims capability to reduce manual payment activity and increase information to allow better decision-making for participants.
- Develop consistent service design approach to implement changes to standard operating procedures.

5.3 Strategic goal:

Improve the control environment to maintain Scheme integrity

- Increase use of data and analytics to prevent and predict sharp practices and potential fraudulent behaviour.
- Strengthen and simplify Agency controls to ensure processes are reliable and consistent.

Aspiration 6

A financially sustainable Scheme



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

The NDIS Act requires the Agency's Corporate Plan to include details of the financial sustainability of the Scheme, including risks and issues relevant to financial sustainability and the management of these risks and issues.

The Scheme is sustainable if it materially improves the independence, economic outcomes and social participation of participants, and participants feel they are getting sufficient support to live a fulfilling life.

The Scheme is financially sustainable if it is delivered within agreed funding based on an insurance approach, and is sustainable for taxpayers and governments over the short and long-term. In doing this we will maintain stakeholder confidence.

We must safeguard the financial sustainability of the Scheme in a risk-aware manner, providing reasonable and necessary supports based on independent assessments of a participant's needs and the impact of disability on daily life. This will help ensure that accessed funding decisions are equitable and the Scheme maintains public confidence to provide for people with disability in the long-term.

Applying insurance principles takes a whole-of-lifetime approach. Using actuarial data, and investing early in intervention will reduce the total future cost of disability for Australians, and improve participant outcomes.

We have a strong governance model that closely monitors Scheme data and identifies cost pressures that could impact sustainability in the medium-to-long term. This allows strategies to be put in place to address the pressures. We also monitor and evaluate interventions to ensure the Scheme is on track to achieve participant outcomes and continues to deliver value for money.

The Office of the Scheme Actuary develops an Annual Financial Sustainability Report, which is summarised in the NDIS Annual Report. View the NDIS Annual Report on the [NDIS website](#).

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

6.1 Strategic goal:

Ensure Scheme costs remain financially sustainable

- Utilise independent assessments and improve decision-making tools to drive the application of equitable access and consistent reasonable and necessary funding decisions.
- Address cost escalations that are significantly higher than inflation.
- Collaborate with other Commonwealth, state and territory governments, to ensure links to broader mainstream and community systems align.
- Ensure the Agency operates within the Scheme's insurance principles (e.g. invest early, with a focus on lifetime cost).



Case study

2

“The NDIS has helped unlock the world for George and his possibilities are now endless.”

- George’s Mum, Natalie

Natalie and Dan have big dreams for son, George

NDIS funding has helped build George’s independence and confidence.

Natalie and Dan, proud parents of four-year-old George, say now he is receiving NDIS Early Childhood Early Intervention (ECEI) supports, he is more confident, independent and brave, and they can see it has helped to narrow the gap between George and his peers.

George’s vocal cords were paralysed at birth and he was born with Moebius syndrome, a rare condition characterised by facial paralysis and clubfoot. By just two months of age, he underwent a tracheostomy operation, creating an opening in George’s neck so they could place a tube in his windpipe.

“It affected his speech, his eating and his mobility,” Natalie said.

“Seeing our little boy born with differences and hurdles was heartbreaking.”

Natalie and Dan sought many opportunities to support and develop George’s potential, but often came up against closed doors.

George hadn’t received support prior to joining the NDIS.

“Our NDIS ECEI coordinator came out to our house and really listened to our story and the dreams we have for George,” Natalie said.

When Natalie and Dan received George’s finished plan it was as if all of those closed doors they had encountered earlier, were finally open.

“George has achieved so much already and we are all really excited to see what goals we’ll be dreaming for him in his next plan,” Natalie said.

“The NDIS has helped unlock the world for George and his possibilities are now endless.”

Participant Service Charter

The Participant Service Charter is our statement of commitment to deliver better outcomes and experiences for all participants, and hence this section of the Plan speaks directly to participants.

We know the National Disability Insurance Scheme (NDIS) is making a difference to participants' lives.

We are focused on improving how we serve NDIS participants, in line with our **Purpose**:

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

Our **Participant Service Charter**⁴ sets out what you can expect from us at the National Disability Insurance Agency and our Partners in the Community organisations.

It provides overall principles for our interactions with you, and clear service standards and timeframes. These are included in the proposed **Participant Service Guarantee**.

The Participant Service Charter is also underpinned by the specific tangible actions listed in the **Participant Service Improvement Plan 2020-21**.

The Participant Service Guarantee and Participant Service Improvement Plan provide us with a clear direction to improve your experience with the NDIS.

Improving your experience with us is part of how the NDIS can deliver on its wider promise. That promise is to support you to achieve your goals, so you can get on and do the things you want to do. We want you to have greater independence, and be part of more inclusive communities. For this to happen, we need to improve what we do and how we do it.

We want to support you to make your own decisions to the greatest extent possible.

Half of NDIS participants are less than 18 years old, and we want to support and promote your voice in your plans and supports where possible, so you can take control of your NDIS. This includes children in out of home care too.

We also want to adopt family-centred practices respecting that families and carers also give voice to their children's needs and support their development.

The Participant Service Charter is current as at 30 June 2020. It will be updated to ensure it remains a live document. Updates will be available on the [NDIS website](#).






How we will work with you

The Participant Service Charter is based on five principles for our engagement with you:

- **Transparent**
- **Responsive**
- **Respectful**
- **Empowering**
- **Connected**

⁴ The full Participant Service Charter can be found on the [NDIS website](#).

The examples in the table come from the Participant Service Improvement Plan.

How we will work with you	What this means for you	What you can expect from us
 Transparent	We make it easy to access and understand our information and decisions.	We will: <ul style="list-style-type: none"> • keep you informed • communicate in your preferred format • explain the decisions we make and your appeal rights • make sure we have answers to your questions.
 Responsive	We will respond to individual needs and circumstances.	We will: <ul style="list-style-type: none"> • make quality decisions in line with the Participant Service Guarantee time standards • provide you with a staff member to contact so you only need to tell us information once • provide you with options so that when your circumstances change, we can work together to find an appropriate solution.
 Respectful	We will recognise your individual experience and acknowledge you are an expert in your own life.	We will: <ul style="list-style-type: none"> • listen to you so we can understand your experience • work together so the NDIS can support you within the requirements of the Act • make sure our staff are trained to understand the impact of different disabilities on people's lives • listen to your feedback and use this to find better ways of doing things.
 Empowering	Easy to access information and be supported by the NDIS to lead life.	We will: <ul style="list-style-type: none"> • make our processes simple and easy to use • update our information so it's easier to understand and useful when making decisions • inform you of your rights with the NDIS or providers • support and promote your voice so you have control of your plan • include people with disability and the community to help us develop and test our processes.
 Connected	You can access the services and supports you need.	We will: <ul style="list-style-type: none"> • provide options so you can choose how you connect with us • help you to use your plan and locate supports and services • build community awareness and understanding of the NDIS • connect with participants in different settings and communities, especially in Aboriginal and Torres Strait Islander, culturally and linguistically diverse communities, and LGBTQIA+ communities.

The service standards you can expect to receive

The Commonwealth Government's response to the Tune Review has been delayed due to the COVID-19 pandemic. The NDIA plan is to start measuring itself where possible against the

proposed Participant Service Guarantee timeframes from 1 July 2020, ahead of the anticipated legislative change.

Service type	Description of the service being guaranteed	Service Guarantee
General	Explanation of a previous decision, after a request for explanation is received ⁵ .	28 days
Access	Make an access decision, or request for more information, after an access request has been received.	21 days
	Allow sufficient time for prospective participants to provide information, after NDIA has requested further information.	90 days
	Make an access decision, after the final information has been provided.	14 days
Planning	Commence facilitating the preparation of a plan, after an access decision has been made.	21 days
	Approve a participant's plan, after an access decision has been made.	70 days*
	Approve a plan for ECEI participants, after an access decision has been made.	90 days
Implementation	Offer to hold a plan implementation meeting, after the plan is approved.	As soon as reasonably practical
	If the participant accepts the offer, hold a plan implementation meeting.	28 days
	Provide a copy of the plan to a participant, after the plan is approved.	7 days
Plan review	Commence facilitating a scheduled plan review, prior to the scheduled review date.	56 days
	Decide whether to undertake a participant requested plan review, after the request is received.	21 days
	Complete a participant requested review, after the decision to accept the request was made.	42 days**
Plan variations	Vary a plan, after the receipt of information that triggers the plan amendment process.	28 days
	Vary a plan, after receipt of information relating to a complex quote that triggers a plan amendment process.	50 days
	Provide a copy of the plan to a participant, after the plan is amended.	7 days

*Timeframe will reduce to 56 days from 1 July 2021

**Timeframe will reduce to 28 days from 1 July 2021

Service type	Description of the service being guaranteed	Service Guarantee
Reviewable decisions	Complete an internal review of a reviewable decision, after a request is received.	90 days***
	Implement an AAT decision to vary a plan, after receiving notification of the AAT decision.	28 days
Nominee	Cancel participant requested nominee.	14 days
	Cancel CEO initiated nominee.	14 days

Service standards for the National Contact Centre

Service type	Description of the service being guaranteed
National Contact Centre	Our National Contact Centre will answer 80% of calls within 60 seconds.

Service standards for complaints

Service type	Description of the service being guaranteed	Service Guarantee
Complaints	Acknowledge a complaint after we receive it.	1 day
	Make contact after we receive a complaint.	2 days
	Resolve 90% of complaints after we receive it. More complex complaints may take longer to address.	21 days

How you will know if we are delivering against the Participant Service Charter

- We will do things with you and for you **on time** – as set by the **Participant Service Guarantee** time standards. This will be checked by the Commonwealth Ombudsman every quarter.
- You will experience a service that is **transparent, responsive, respectful, empowering and connected**, as measured in the quarterly Participant Satisfaction survey. We will aim to reach 90% for all stages of your engagement with us. This will be overseen by the Independent Advisory Council.
- It will be easier for you to **meet your goals** around which your support plan was built. The goals should reflect your hopes and dreams; for example that the NDIS has helped me to live independently.
- You will see continued improvements in measures of **family, social, community, and economic** outcomes from the NDIS.
- You will be supported by a **financially sustainable** NDIS that you can rely on into the future.
- The **general community** will also value the NDIS, as measured by sentiment survey scores improving over time. This will also be overseen by the Independent Advisory Council.
- We also know that **you will hold us to account** by providing your feedback, compliments, complaints and suggestions. We will use this feedback to improve the NDIS.

***Timeframe will reduce to 60 days from 1 July 2021

⁵ If reasons are provided with the original decision, it should not be necessary to request reasons for a previous decision at all.

Participant Service Improvement Plan 2020-21

Improving how the NDIS works to serve participants

The Participant Service Improvement Plan 2020-21 (SIP) is key to making real our promises in the Service Charter and Participant Service Guarantee. This section of the Plan is therefore intended to speak directly to participants.

It sets out what we are going to do over the next two years to deliver a National Disability Insurance Scheme (NDIS) that meets your expectations. It reflects the feedback we have received from you.

Making our processes just work better is part of how the NDIS will achieve its wider outcomes and benefits for you.

The SIP is specific and tangible. You will be able to see how well we have done these things (or not) over 2020 and 2021. We will report on this in our NDIA Quarterly Reports and on the [NDIS website](#).

The SIP is current as at 30 June 2020. It will be updated regularly on the [NDIS website](#).



Communicating with us

- You will have a **current contact** name for all your interactions with us
- We will put the **name** of a real person on our letters to you
- You will be able to use **online forms and services** where you want to
- You will be able to **track** where your application or inquiry is up to **online**
- **The website and portal** will be clearer and easier to use
- **The call centre** will give you more helpful and consistent information.

Getting information from us

- Our decision letters will have **reasons** for why we have decided something in plain English
- You will be able to **access your personal data and plan details** without having to ask through a Freedom of Information (FOI) request
- We will have clearer **guidelines and procedures** so there is consistency in how we make decisions; and we will make more of these **public**
- Our guidelines will come with **plain English descriptions** and more **examples**
- Our documents will use **consistent terms and definitions** with **less jargon**
- We will be clearer on what **reasonable and necessary** supports means, with case studies and examples.

Gaining access to the NDIS

- We will increasingly use **independent assessments**, that we pay for, as a fair and consistent way to determine access to the NDIS
- You will be able to apply to the NDIS in the way you want, including using an **online access request form**
- We will make sure you are connected to other mainstream and community supports and services as well, even if you don't gain access to the NDIS.

Making your plan

- We will use an independent assessment to ensure support funding in total is more certain, fair, consistent and quicker
- We will support you, if you want, to build **goals** in your plan that are clearly defined, realistic and attainable
- If you want, you will be able to have a **face-to-face meeting** with the person who makes a decision about your plan supports and funding
- We will also support more **video-conference** planning meetings
- You will get **plan summary statements and draft plans** before your plan is approved so you can check your information is right and there are no surprises
- We are working to build more **do-it-yourself online plan tools**.

Using your plan

- We will give you more support **for using your plan**, for finding both disability services and mainstream supports
- We will be clearer about **support coordination services**, and what you should expect
- Your plan will be **longer and ongoing**. It will be **reviewed** when you or we request it - for example if your circumstances change or something significant happens in your life
- We will **check-in** with you on how the plan is going, and whether an update or review is needed
- There will be a simple and quick process when you need to make **minor changes to your plan** - it won't require a full "review"
- We will make **plan budgets** more **flexible** so you can use your funding as you wish
- You will be able to manage your plan more easily, using a new **NDIS mobile app**
- We will make it easier to **self-manage** your plan, with the right support and controls in place; and to change easily between plan and self-managed
- We will work with communities in **remote and very remote areas**, and other areas lacking services, to trial new ways of **organising services** so you can more easily use your support funding.

Payments from your plan

- Payments will be able to be made simply and directly for registered and non-registered providers of services – **no more paying first from your own cash and claiming it back**
- We will have new systems to make sure providers are paid promptly and accurately, so your support is not interrupted.

Parts of your plan

- You will be able to **quickly access assistive technology and home modifications** with less red tape. This includes a simpler process for requesting **complex and non-standard** assistive technology or home modifications
- We will issue new **easy-to-understand guidelines** for complex home modifications
- We will encourage **Individualised Living Options** as an alternative to traditional group homes
- We will increase the **flexibility in living options** if you are eligible for Specialist Disability Accommodation (SDA)
- We will process **applications** for all supports associated with housing and accommodation issues together and more quickly
- There will be a **standard form** and application process for SDA
- There will be a **national SDA-matching** website showing all available properties
- We will focus on your plan and goals supporting you to gain **employment** if that is what you want.

Support for engaging with us

- We will **pro-actively check-in** with you, especially if you may be in a vulnerable situation
- We will improve the way we provide you support for **independent decision-making**
- We want to support and promote **children and young people's** voice in their own plans; while also working closely with **parents and carers**
- We will improve our direct support for you if you have **complex needs** and require **critical supports**, or are otherwise potentially vulnerable
- We will fund **specialist community connectors** (in remote, culturally and linguistically diverse, and Aboriginal and Torres Strait Islander communities) to deeply understand how you want to engage with us
- We will also have a **NDIS carer connect network** for aging parents of people with a disability
- Our front-line teams will have improved **cultural and disability awareness**
- **Liaison Officers**, for Health and Justice especially, will help participants interact with the NDIS in each state and territory
- We will support you if you are a **Young Person in Residential Aged Care** to live elsewhere
- We will fund **early intervention supports** for children more flexibly.

Participant Service Guarantee – Time Standards

- We will meet and try to exceed the **time standard commitments** for service levels.



Performance metrics and targets

How we will know that we are successful

The Agency's performance metrics and targets have been designed to provide a high level scorecard of our progress towards delivering a Scheme that enhances participant outcomes while maintaining long-term financial sustainability.

Our scorecard has evolved significantly from last year's Corporate Plan, reflecting the growing maturity of the Agency as we transition to full Scheme and our increased focus on participant outcomes and experience. Our intent is for these

refreshed metrics to endure and help us develop a longitudinal understanding of the performance impact of the Scheme.

As we emerge from a period of disruption from COVID-19, we recognise that setting metrics in a time of uncertainty is challenging. This is especially true for metrics relating to employment given the economic impacts of COVID-19. While the Agency believes our financial year 2020-21 (FY21) goals are attainable, we will, in any case, remain focused on our long-term aspirations.⁶

Our metrics, current state, goals for FY21 and long-term aspirations are outlined in the tables below.

Participant and Scheme outcomes

Performance metric	FY20 Q3	FY21 Goal	Long-term aspiration
Participant employment rate (%)	24	24	Lead the world in the sustainable and ongoing employment of people with disability.
Participant social and community engagement rate (%)	46	50	Close the gap in the social participation of people with disability compared to the general population.
Parent and carer Employment Rate (%)	50	50	Lead the world in the sustainable and ongoing employment of parents and carers of people with disability.
Children benefiting from the Scheme and no longer needing supports (%)	N/A	Establish baseline	Lead the world in helping young children with developmental delays before they reach adulthood.

⁶ The Agency has determined that it is not reasonably practicable to forecast annual 4-year targets in the current climate and has opted to provide an aspirational measure over the life of the Plan.

Participant and stakeholder sentiment

Performance metric	FY20 Q3	FY21 Goal	Long-term aspiration
Participant satisfaction (%) ⁷	79	>80	Highest participant satisfaction rating versus all Commonwealth Agencies.
Participant perception of choice and control (%) ⁸	71	72	Continuously and persistently improve participant perception of choice and control.
Disability Sector sentiment and confidence (%)	59	65	Continuously and persistently improve disability sector sentiment and confidence regarding the NDIA.
General community sentiment and confidence (%)	N/A	Establish baseline	Continuously and persistently improve community sentiment and confidence regarding the NDIA.
Provider sentiment and confidence (%)	53	60	A majority of providers have the confidence to continue operating in the NDIS market.

Scheme financial sustainability and integrity

Performance metric	FY20 Q3	FY21 Goal	Long-term aspiration
Spend per participant growth compared to the health cost inflator (%)	N/A	Establish baseline	Growth is at or below the general health inflation rate.
Scheme annual spend (Program 1.1) compared to PBS (%)	105	100	Sustained parity with established baseline over the life of the Plan.

Scheme operating performance

Performance metric	FY20 Q3	FY21 Goal	Long-term aspiration
Participant Service Guarantee timeframes met (%)	N/A	100	Meet 100% of the Scheme's Participant Service Guarantee commitments.
Plan utilisation by region (%) ⁹	11	<8	Participants fully utilise their plans to realise their goals.

⁷ The previous participant satisfaction survey has been replaced. The new version provides enhanced understanding of the participant experience and outcomes. Targets and measures are therefore not comparable with the 2019-23 Corporate Plan measure.

⁸ The choice and control metric has been enhanced and replaced with a new measure. Targets and measures are therefore not comparable with the 2019-23 Corporate Plan measure.

⁹ Percentage of regions that are more than 10 percentage points from the national benchmark.

Market performance

Performance metric	FY20 Q3	FY21 Goal	Long-term aspiration
Market concentration (%) ¹⁰	11	<10	To ensure supply of services and supports across all markets in Australia, including rural and remote markets.
Providers charging below the price limit (%) ¹¹	N/A	Establish baseline	To encourage price competition in the market for disability supports and services (i.e. providers pricing below the price cap) and to eventually deregulate prices.

Agency operating performance

Performance metric	FY20 Q3	FY21 Goal	Long-term aspiration
Agency spend (Program 1.3) compared to PBS (%)	101.5	100	Deliver Agency annual spend within budget.
Agency spend (Program 1.3) as proportion of Scheme spend (%)	8.8	8	To lead APS in operational efficiency.
Payment errors/anomalies (% of program outlay) ¹²	0.8	<5	To lead the APS in minimising improper payments due to error, mistake or fraud.
Staff engagement (%)	76	78	To lead the APS in employee engagement.
Staff with disability (%) ¹³	18.2	20	To lead the APS in employing staff with disability.
Senior Executive Service Staff with disability (%)	5	7	To lead the APS in employing staff with disability in the SES.
Female representation in the Senior Executive Service (%)	46	50	To lead the APS in employing female leadership in the SES.

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

¹¹ Percentage of payments that are below the price limit stipulated in the price guide.

¹² Payment errors relate to either fraud, misuse or material payment error in the provision of payment for supports. The target of less than 5% is based on benchmarking of other government programs.

¹³ Number of active APS staff with a disclosed disability as per Census Survey.



Scheme financials

Securing the financial sustainability of the Scheme

In response to COVID-19, the Government has delayed the financial budget from May to October 2020.

Whilst funding is not yet confirmed for the 2020-21 financial year and beyond, this Corporate Plan uses the Parliamentary Additional Estimates Statements released in February 2020 to describe the Scheme's forecasted budget.

Scheme and NDIA expenditure by program

Program	19/20 (\$m) Revised estimate	20/21 (\$m) Next budget	21/22 (\$m) Forward estimate	22/23 (\$m) Forward estimate	23/24 (\$m) Forward estimate
Reasonable and necessary support for participants	16,262	20,883	22,076	23,309	TBC
Community inclusion and capacity development grants ¹⁴	135	133	135	137	TBC
Agency costs	1,469	1,266	1,304	1,342	TBC
Total¹⁵	17,866	22,282	23,515	24,788	TBC

Financials to be updated as part of the October Public Budget Statement (PBS) process

¹⁴ Community inclusion and capacity development grants (ILC) are currently included here based on Portfolio Additional Estimates Statements 2019-20.

¹⁵ Source: Funding in the above table is based on Portfolio Additional Estimates Statements 2019-20 appropriations released Feb 2020.

Scheme and NDIA revenue

Source	19/20 (\$m) Current year Revised budget	20/21 (\$m) Next budget	21/22 (\$m) Forward estimate	22/23 (\$m) Forward estimate	23/24 (\$m) Forward estimate
Australian Government (appropriations and contributions)	8,398	11,541	12,302	13,076	TBC
State and territory jurisdiction contributions (cash)	7,498	8,684	9,783	10,223	TBC
In-kind (Australian Government, state and territory governments) and other revenue ¹⁶	1,970	2,057	1,430	1,489	TBC
Total	17,866	22,282	23,515	24,788	TBC

¹⁶ Source: Funding in the above table is based on Portfolio Additional Estimates Statements 2019-20 appropriations released Feb 2020.

Risk governance

Safeguarding the scheme

- Outline of our approach to managing risks
- Identifying our strategic risks

Our approach to risk management is to embed an understanding of risk in every aspect of the organisation from business planning, reporting, processes and operations.

The Board is responsible for overseeing our risk-based approach through the Risk Committee and Audit Committee to ensure the application of the risk management and governance frameworks. Nine strategic risks have been identified through this approach and are detailed on page 47.

The NDIS Risk Management Rules 2013 and the Prudential Standard CPS 220 – a risk management standard applied by the Australian Prudential Regulatory Authority (APRA) – together form the risk governance and framework for the Agency. Whilst the APRA standard does not formally apply to the NDIA, the Board has chosen to use it as a guide.

Our Chief Risk Officer has oversight of all Agency risk and ensures all our systems, reporting and processes have risk management embedded, and are managed by dedicated risk officers.

Appropriate controls are in place to prevent fraud, promote compliance and manage risk associated with safeguarding public funds, while supporting participant choice and control.

Risk governance and management framework

Together, the Board, our CEO, Chief Risk Officer and Chief Internal Auditor oversee the proper, efficient and effective performance of the Agency.

The risk management framework includes a collection of toolkits to guide all levels of the organisation in identifying and managing risks, and implementing the risk strategy.

Strategic risks

Consistent with our practice of identifying, escalating and mitigating key risks, we have identified nine strategic risks that have the potential to adversely impact the achievement of one or more of our six aspirations.




Outline of strategic risks

- 1 Participant experience**
Failure to meet participant expectations for delivery of personalised plans, timely reviews and high-quality services, including responsiveness to the management of critical incidents and/or issues.
- 2 Participant outcomes**
Failure to deliver expected participant social and economic outcomes.
- 3 Partner performance**
Failure to establish necessary Agency partners capacity and capability, including partners in the community, outsourced service providers and critical service commonwealth agencies.
- 4 Provider market quality**
Failure to facilitate required provider market quality, depth and coverage, resulting in critical gaps in service, thin markets and/or insufficient disability workforce.
- 5 Financial sustainability**
Costs, scope, eligibility or funding approvals deviate significantly from funding expectations.
- 6 Scheme integrity**
Failure to protect the integrity of the Scheme (including privacy management, fraud and the overall control framework).
- 7 People capability and capacity**
Inability to operationalise a high performing participant centric service excellence delivery model due to inadequate workforce capacity and core capability.
- 8 ICT delivery and support**
Failure to develop and maintain adequate Information Technology systems and support, including cybersecurity.
- 9 Systemic interruption**
Failure to maintain continuity of Agency service delivery and enable market service provision during a systemic interruption (e.g. COVID-19 Pandemic).




For more information about this plan, please contact:

National Disability Insurance Agency




-  Telephone 1800 800 110
-  Find us on Facebook/NDISAus
-  Follow us on Twitter @NDIS

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

For people who need help with English

 TIS: 131 450

For people who are Deaf or hard of hearing

-  TTY: 1800 555 677
-  Speak and Listen: 1800 555 727
-  Internet relay: National Relay Service
relayservice.gov.au