



Delivered by the
National Disability
Insurance Agency



Corporate Plan

2023–2027

Our plan to put people with disability
at the centre of the Scheme.

Statement of preparation

We, the Board of the National Disability Insurance Agency, as the accountable authority, present the 2023-27 NDIA Corporate Plan, as required under paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and subsection 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 2023-27 NDIA Corporate Plan was provided to the responsible Minister and Chair of the Ministerial Council on 30 June 2023.

The NDIA Corporate Plan provides strategic direction to guide our activities from 1 July 2023 through to 30 June 2027.

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

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

Acknowledgement of Country

The NDIA acknowledges the Aboriginal and Torres Strait Islander peoples of this nation and the Traditional Custodians of the lands across which our Agency conducts our business.

We pay our respects to the custodians of the land on which we work as well as their ancestors and Elders, past, present and emerging.

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

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Introduction from the Chair



It is an honour to Chair the Board of the National Disability Insurance Agency (NDIA). For the first time, half of the Board comprises people with disability, and for the first time,

the Board includes a First Nations Board member in Larrakia man, Dr Richard Fejo.

These important milestones are practical examples of how we live our guiding principles and ensure the voices and experiences of all people with disability are at the centre of everything we do. One of the key features of our structure moving forward will be increased diversity, with a particular focus on disability, First Nations and culturally and linguistically diverse (CALD) representation.

The initial 10 years of the National Disability Insurance Scheme (NDIS) have been focused on implementation. We now provide direct supports nation-wide, to 592,059 participants, including 95,773 children. Importantly, more than 372,164 participants are receiving supports related to their disability for the first time.¹

Participants are reporting increases in community and social participation and choice and control, with the NDIS continuing to deliver a variety of positive outcomes for participants, families and carers.

The number of participants in paid work continues to grow, helping to build on economic, social, community and individual outcomes. More than half of parents and carers of participants are also now in paid work, demonstrating how the NDIS is transforming lives and positively impacting our whole community.

In the past 12 months, the NDIA has implemented several important initiatives to continue improving the NDIS for the benefit of participants.

Participants now have greater support to make their own decisions about their NDIS journey through a new Supported Decision Making Policy.

The Agency has also introduced more Health Liaison Officers than ever before to streamline the discharge process and support NDIS participants to transfer out of hospital back into their communities.

¹ These figures apply as at 31 March 2023.

The NDIA has also met with all states and territories to hear first-hand the issues impacting hospital discharge in their jurisdiction, and to affirm our commitment to working together to resolve these issues.

Importantly, co-design remains a cornerstone of the Agency’s approach to reform, ensuring meaningful engagement with participants and the disability community continues to inform Scheme progress and development.

The initial focus of co-design has been on support for decision making, home and living, as well as reinvigorating our focus on specific cohorts, including CALD and Aboriginal and Torres Strait Islander peoples.

A Fraud Fusion Taskforce has been established to strengthen fraud detection and better safeguard the NDIS from serious organised crime and other fraudsters. The NDIA has also been working with stakeholders to develop and implement improved responses to fraud and non-compliance, to deliver on the Government’s commitment to reduce service provider fraud.

In the area of technology, we are making significant progress in upgrading our systems. This will give participants and providers a faster, more secure way to interact with the NDIS digitally.

As we look toward the next 10 years and beyond, significant work is being done to ensure the NDIS is delivering outcomes for participants in line with its original intent. In October 2022, the Minister for the NDIS, the Hon. Bill Shorten MP, announced a 12 month independent review into the NDIS, with an overarching goal to put people at the centre of the Scheme and to further build trust, confidence and pride in the NDIS.

In addition to the review, recommendations from inquiries led by the Parliamentary Joint Standing Committee on the NDIS and from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability will also shape the future of the Scheme when they are handed down later in 2023.

The recent Federal Budget has ensured the stability of the Scheme, with a \$732.9 million investment over 4 years from 2023–24. This investment will lift the NDIA’s capability, capacity and systems to better support participants. It will also support the NDIA Board to deliver its priorities and those of Government—including recommendations stemming from the NDIS Review.

This Corporate Plan is developed in the context of the ongoing work of Government to review and improve the NDIS for participants. It is important to ensure that while the NDIA continues to deliver transformative benefits for participants, parents, carers and the community in the short term, it also remains responsive in the medium term—with a view to ensuring it can support implementation of expected future recommendations.

Through this period of transformation, the Board and I remain steadfastly committed to ensuring the Agency continues to build trust with participants. With the improvements and initiatives already delivered, and more on the horizon, the NDIA is paving the way for a better NDIS for people with disability today and for those who need the NDIS in the future.

Kurt Fearnley AO
NDIA Board Chair

1. Our purpose

‘The recipe for happiness is to choose to do what you love. The NDIS has given me the opportunity to make those choices.’

Tua, NDIS participant



Our purpose

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

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

The [NDIA Board](#) is the accountable authority of the NDIA and sets the Agency's strategic direction. In addition, the Board sets the objectives, strategies and policies to be followed by the Agency.² The Board is responsible for ensuring the proper, efficient, and effective performance of the Agency's functions.³



² [s124 National Disability Insurance Scheme Act 2013](#)

³ [s118 National Disability Insurance Scheme Act 2013](#)

Agency outcome

The Agency’s outcome is to implement a National Disability Insurance Scheme that provides individual control and choice in the delivery of reasonable and necessary supports to improve the independence, social and economic participation of eligible people with disability, their families and carers, and associated referral services and activities.

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

The Agency delivers the Scheme to people with disability who are NDIS participants, based on the guiding principles that people with disability:

- have the same rights as all Australians to realise their potential for physical, social, emotional, and intellectual development and are supported to participate in and contribute to social and economic life
- receive reasonable and necessary supports to pursue their goals, maximise independence, and are able to undertake activities that enable them to participate in the community and in employment
- are supported to exercise choice, including in relation to taking reasonable risks, in the pursuit of their goals and the planning and delivery of their supports
- are supported in their dealings and communications with the NDIA so that their capacity to exercise choice and control is maximised in a way that is appropriate to their circumstances and cultural needs
- require access to a diverse and sustainable market for disability supports in which innovation, quality, continuous improvement, contemporary best practice and effectiveness in the provision of those supports is promoted
- are central to the NDIS and should be included in a co-design capacity.⁴

⁴ [s4 National Disability Insurance Scheme Act 2013](#)



Social media sensations Bill and Kyran share their special bond with fans around the world

National Disability Insurance Scheme (NDIS) participant Bill Cooper and best friend Kyran O'Donnell have a special bond, which they love sharing with people around the world.

The 2 men have become social media sensations by making videos about their unique relationship. Their Brother Boy videos have clocked up more than 50 million views, showcasing a friendship straddling disability, culture, and a state border.

'We're normalising the differences between us and not just us, but everybody,' Kyran said.

Bill lives with Down syndrome and works at a supermarket in Wentworth, New South Wales.

Best friend and brother-in-law Kyran is across the border in Mildura, Victoria. Kyran identifies as a First Nations Barkindji man and works as a landscaper with local government.

The Brother Boys videos feature dance moves, humour, and messages about embracing diversity.

'We're positive people and I'm a funny guy,' Bill said.

'Fans love my dance moves and the videos make people feel happy and excited.'

Bill's NDIS supports help him to be an active member of his community, including working part-time.

Partner in the community Social Futures supports Bill to access the Scheme and use his plan.

'We are passionate about supporting people with disability to live life the way they want to and pursue their goals, which in Bill's case includes becoming a social media sensation,' CEO Tony Davies said.

'Through the NDIS, Bill's support workers take him to and from his part-time job at the supermarket, and they also take him on a weekly social outing.'

'Bill is often approached by his fans for photos, I hear his support workers are getting very good at taking these!'

2. Our operating context

‘Through the NDIS Mal has another support worker who comes in twice a week to help him cook, clean and shop.’

Lynne, mother of NDIS participant Malcolm



Our operating environment

We know people with disability achieve the best outcomes when they have access to the same services and facilities as the broader community.

We use the NDIS Act as the foundation for governments to work together, adopt an insurance-based approach and to deliver a national regulatory framework for the provision of support and services. We do this to build a strong mutual understanding of:

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

Outcomes of important public reviews

There are 2 important reviews under way, that address both the NDIA and the NDIS. The [Royal Commission into violence, abuse, neglect and exploitation of people with disability](#) and the [NDIS Review](#) are considering wide-ranging input from participants, their families and carers, the public, the disability sector and many others.

The recommendations from these public reviews will be released during the reporting period of this Corporate Plan and will significantly inform changes to the Agency and the Scheme. These outcomes may result in variations to our strategic direction, how we measure performance of our activities and, if required, the release of a revised Corporate Plan.

Risk oversight and management

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

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

- *National Disability Insurance Scheme Act 2013*
- *National Disability Insurance Scheme Risk Management Rules 2013*
- *Public Governance, Performance and Accountability Act 2013*
- related Commonwealth policies and frameworks, including the Commonwealth Risk Management Policy, Commonwealth Fraud Control Framework, Protective Security Policy Framework and Information Security Manual.⁵

The Board oversees this approach through the Risk Committee and Audit Committee, to ensure effective risk management, performance management and governance frameworks.

Senior executives are responsible for managing Agency risks through regular monitoring and reviewing of risks, controls and treatment plans.

Risk management roles and responsibilities are defined for staff at all levels and supported by guidance materials, training modules, and access to advisory services.

Strategic risks

Consistent with our practice of identifying, escalating, and mitigating key risks, we have identified 7 strategic risks that have the potential to adversely impact the achievement of our purpose. In line with our risk governance and framework the strategic risks are reviewed over the period of the Corporate Plan with these reviews to incorporate outcomes of public reviews. The strategic risks and mitigation strategies are listed on the following pages.

Strategic risk 1

Scheme outcomes

Ability to deliver consistent, high-quality plans to facilitate the achievement of identified goals to enable participant social and economic outcomes.

Mitigation strategies

- We will continue to focus on, and be informed by, participant goals and outcomes in the delivery of the Scheme.
- We will continue to invest in engagement with the sector, participants, and the community to build and maintain mutual trust and co-design for Scheme changes.
- We will review home and living supports and are committed to enhancing the quality and consistency of home and living decisions.
- We will focus on training, oversight and quality assurance.

Strategic risk 2 Participant experience

Ability to provide a quality participant experience in access decisions and planning, including timely reviews.

Mitigation strategies

- We will continue to focus on, and be informed by, participant experience in the delivery of the Scheme, including through co-design.
- We will implement the Participant Safeguarding Policy to enhance our responsiveness to critical incidents and complaints.

Strategic risk 3 Partner and provider performance

Ability to enable partner and provider capacity and service delivery.

Mitigation strategies

- Our partner organisations and NDIS providers are critical to the successful delivery of the Scheme and we are committed to regular engagement and feedback to support the provision of high-quality service delivery for participants.
- We will continue to monitor costs and respond as appropriate, with a strong focus on helping participants identify value for money services for reasonable and necessary supports.
- We will continue to work in collaboration with the Department of Social Services and the NDIS Quality and Safeguards Commission in support of a robust provider sector.

Strategic risk 4 Scheme sustainability

Scheme scope, growth and/or costs deviate significantly.

Mitigation strategies

- We will monitor Scheme costs against allocated funding to ensure sustainable Scheme growth.
- We will engage cross-jurisdictionally to promote increased access and inclusiveness in community and mainstream supports.
- We will work closely with the disability community to implement the measures announced by the Government as part of its Budget package on 9 May 2023 to improve outcomes for participants and ensure the sustainability of the NDIS for future generations. Through this close collaboration, we will identify other opportunities to moderate future growth.

Strategic risk 5 People, capability and capacity

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

Mitigation strategies

- We will enhance the Agency's workforce and culture strategies to ensure we have the right functions, roles and people in place to deliver a quality participant experience and compliant Scheme.
- We will continue to focus on having the right capability and capacity strategies, processes and supports in place to maintain a high performing workforce.

Strategic risk 6 Scheme integrity

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

Mitigation strategies

- We will invest in expanded and more sophisticated prevention, detection and treatment options for fraud and non-compliance.
- We will implement enhancements identified through the efforts of the Fraud Fusion Taskforce.
- We recognise the threat of cyber-attack and commit to maintain appropriate cyber security measures according to the Australian Government Security Framework (AGSF) inclusive of the Protective Security Policy Framework (PSPF), Australian Government Information Security Manual (ISM) and the Australian Secret Intelligence Organisation's (ASIO) Technical Notes.

Strategic risk 7 Change delivery and capacity

Ability to implement fast-paced strategic initiatives, with a high degree of operational and Scheme readiness.

Mitigation strategies

- We will invest in continuous improvement approaches for our major project management capability.
- We will continue to work collaboratively with Scheme stakeholders to prepare for significant changes.
- We will establish a strategic change capability to ensure a coordinated and targeted effort towards effective implementation and monitoring of the NDIA's strategic reform priorities.
- We have established a rapid policy implementation approach to deliver coordinated implementation of high priority, urgent operational changes.

Capability requirements

To deliver our key activities the Agency requires the right capability. Our focus this reporting period is on our workforce capability, the National Contact Centre and our new Customer Relationship Management system.

Workforce capability

We want everyone who works at, or comes into contact with, the Agency to feel valued. We're proud to be an inclusive workplace, where everyone feels connected, included and able to bring their whole selves to work.

We are proud of our values-driven culture, based on those of the Australian Public Service (APS). These values are supplemented by our own, which are below.

We continue to build the capability of our workforce to deliver our outcome. This includes training the workforce to integrate new processes, systems and skills. We have developed a comprehensive learning journey. This provides the best possible learning experience, to promote inclusivity, and to empower staff and partners to embrace and confidently use new systems and processes.



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.

National Contact Centre

The NDIA is transforming its contact centre operations and building capability to improve service experience for participants. This transformation aims to provide the right information first time, and to resolve more service requests at the first point of contact.

Improved capability will include a return of contact centre staffing in-house, and a significant upgrade of staff skills through expanded training programs.

To support the workforce transformation and improve service capability, the NDIA will build an enhanced technical capability to manage and resolve participant service needs.

New Customer Relationship Management (CRM) business system

The Agency has designed, built, and is now testing a new information and communications technology (ICT) business system. The Agency continues to work with participants, providers, the wider disability community and staff during the rollout. Our new system aims to improve the participant journey and planning process. It is a fit-for-purpose business system to replace the Agency's current CRM, portal and payment systems.

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

This system can be easily enhanced with the outputs of co-design and consultation and will enable the Agency to deliver on many of the commitments in the Participant Service Improvement Plan.



Priscilla is loving life, work, and her increased independence

Like many young people, 19-year-old Priscilla Ragesh wasn't sure what she wanted to do when she was ready to leave school.

Priscilla, who embraces her Singaporean and Indian heritage, lives with an intellectual disability, which impacts her memory, learning and understanding.

Despite a sometimes-rocky road at school, Priscilla has many reasons to be smiling these days.

After leaving school, the Geelong teenager received specialised School Leaver Employment Supports, funded through the National Disability Insurance Scheme (NDIS).

The supports led Priscilla to a positive new pathway in her life.

Priscilla now works 4 days a week at the Pipsqueaks Early Learning Centre Lara and is studying for formal childcare qualifications.

She does a range of jobs, including helping to set up the classroom and yard, and putting sunscreen on the children.

She's also enjoying teaching the kids how to say hello in Tamil.

'I discovered that I love working with kids,' Priscilla says.

Priscilla's supported employment journey was about exploring options, building skills, and finding work that would suit her best.

With help from NDIS provider genU, Priscilla took part in an extensive 'discovery' process over 12 months.

This led to 2 days a week of paid employment as a kitchenhand at Pipsqueaks where genU provided Disability Awareness Training to staff.

Before long, Priscilla was a valued member of the team.

'My life has changed a lot with the supports from the NDIS,' Priscilla says.

'I feel a lot more confident in what I'm doing. I feel really happy because I can achieve what I want to achieve. I'm really enjoying my life.'

3. Our programs and key activities

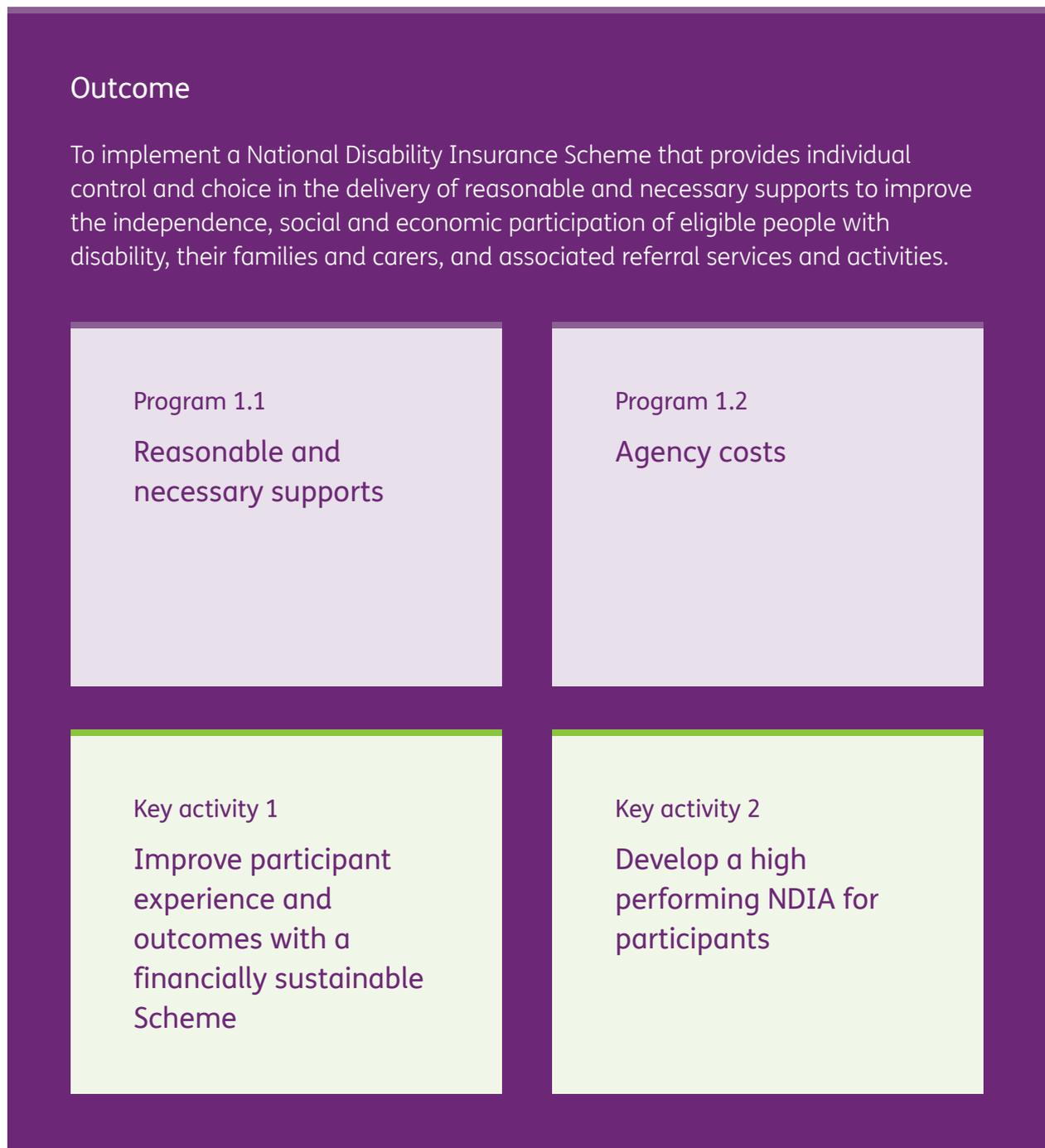
‘I appreciate the support I get through the NDIS to help me with the physical part of the business. It has changed my life.’

Daniel, NDIS participant



Our programs and key activities

To achieve our purpose and outcome, we are undertaking 2 key activities aligned to our 2 programs.



Program 1.1

Reasonable and necessary supports for participants

The objective of this program is to provide funding for reasonable and necessary supports to eligible people with disability through consistent, high-quality plans, and to ensure they are in control and have choices to appropriately support their independence and social and economic participation. This program contributes to the outcome by the delivery of financially sustainable funding for participants' reasonable supports, enabling participants to source services in their plans to pursue their goals.

Cooperation with others

To achieve the outcome, the Agency works with:

- the Commonwealth, state and territory and local governments on [Australia's Disability Strategy 2021–2031](#), and [the National Agreement on Closing the Gap](#)
- the [Disability Reform Ministerial Council](#) to discuss ways to improve and implement policy
- the Joint Agency Taskforce (JATF) to help deliver the Government's Younger People in Residential Aged Care (YPIRAC) targets as outlined in the Final Report of the Royal Commission into Aged Care Quality & Safety
- multiple agencies on the Fraud Fusion Taskforce
- the NDIS Quality and Safeguards Commission to assess providers to ensure participants and people with disability are safe
- national priority activities such as the COVID-19 vaccination program rollout and Rapid Antigen Test distribution.

Program 1.1 expenditure and revenue

The [Portfolio Budget Statements \(PBS\)](#) were announced on 9 May 2023 and set out the estimates for expenditure and revenue for Program 1.1 reasonable and necessary supports. Full details are provided in Appendix A.

As described in the 2023-24 Budget, Program 1.1 expenditure estimates for 2023-24 are \$40.0b, increasing to \$45.3b in 2024-25 and to \$54.4b by 2026-27.

Total Scheme revenue from states and territories (including in-kind contributions) estimates for 2023-24 are \$12.1b, increasing to \$12.6b in 2024-25 and to \$13.6b by 2026-27. Commonwealth contribution estimates for 2023-24 are \$27.9b, increasing to \$32.7b in 2024-25 and \$40.8b by 2026-27.

Risks and issues to financial sustainability of the NDIS and recommendations to manage the risks and issues are provided in the [NDIS Annual Financial Sustainability Report \(AFSR\)](#). The Agency has addressed these and the AFSR provides a progress update on previous recommendations made by the Actuary and actions by the Agency.

Key activity 1

Improve participant experience and outcomes with a financially sustainable Scheme

Why this matters

Improving participants' (including children's) independence, economic and social outcomes is at the core of the Scheme's purpose. Our performance measures and targets help us to understand the extent to which the Scheme is contributing to:

- improvements to participant outcomes (including early intervention)
- effectiveness of services and supports funded by a financially sustainable Scheme
- a growing understanding of best practice in relation to services and supports
- participants who are supported with a safe environment to make decisions during their journey with the NDIS.

We are focused on supporting participants to exercise choice and control over implementing their plan.

Participants can exercise choice and control (independence) through selecting their goals and providers to ensure they get the supports they need. This also ensures participants can take reasonable risks managing their plan.

Financial sustainability of the NDIS is defined as a state where:

- the Scheme is successful on the balance of objective measures and projections of economic and social participation, and independence, on participants' views that they are getting enough money to buy enough goods and services to allow them reasonable access to life opportunities - that is, reasonable and necessary support
- contributors think that the cost is and will continue to be affordable, under control, represents value for money and, therefore, remain willing to contribute.⁶

6 [Insurance Principles and Financial Sustainability Manual](#)

Key activity 1 performance measures

Our performance measures, targets, rationale, and method of assessment for the 2023-24 reporting period are detailed below. The NDIA is retaining the 2022-23 targets for the reporting period and will improve performance measures and targets following recommendations from public reviews.

Program 1.1 NDIS annual spend compared to estimates

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of Scheme projections of expenditure for participants' reasonable and necessary supports. Our method for calculating this is to divide the year to date (YTD) payments by portfolio budget statement YTD payments (payments are calculated on an accrual basis).

Participant perception of choice and control for selecting providers

The 2023-24 target is above:



The rationale for this target is to assess the effectiveness of the Scheme to support participant independence during plan implementation.

Our method is to calculate the percentage of participants who completed the NDIS outcomes framework questionnaire, and indicated the providers they chose.

Participant perception of choice and control over their life

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of reasonable and necessary supports on participant independence.

Our method is to calculate the percentage of participants who answer, 'yes' to 'has the NDIS helped you have more choice and control over your life?', from the latest result for participants aged 15+ who have been in the Scheme for at least 2 years.

Participant satisfaction with progress toward their goals

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of reasonable and necessary supports for participants to achieve their goals.

Satisfaction is measured quarterly by the percentage of 'good' and 'very good' responses to the question regarding a participant's experience achieving progress on their goals at plan reassessment. Our method is to calculate the average of 4 quarterly results published in the [Quarterly Report](#) to the Disability Reform Ministerial Council.

Participant satisfaction

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of the Scheme in supporting participant independence in a safe environment across the 4 stages of the participant pathway (access, pre-planning, planning, plan reassessment).

Satisfaction is measured by the percentage of ‘good’ and ‘very good’ responses to the question regarding a participant’s experience with the NDIS across the 4 stages (access, pre-planning, planning, plan reassessment). Our method is to calculate the average of the 4 quarterly results published in the [Quarterly Report](#).

Participant employment

The 2023-24 target is:



The rationale for this target is to assess the effectiveness that the Scheme increases participant employment through reasonable and necessary supports.

Our method is to take the percentage of participants who have been in the Scheme for at least 2 years, aged 15 to 64 (working age), who respond ‘yes’ to having a paid job.⁷

⁷ The results are sourced from the most recent short form questionnaire quarterly survey.

Participant social and community engagement

The 2023-24 target is:



The rationale for this target is to assess the effectiveness that the Scheme increases participant social and community participation.

Our method is to calculate the percentage of participants aged 15+ who respond 'yes' to being actively involved in a community, cultural or religious group in the last 12 months.

Children who have benefited from the Scheme that no longer need supports

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of the Early Childhood Approach and embedding the insurance-based model.

Our method is to calculate the number of participants aged zero to 14 who have benefited from the Scheme's Early Childhood Approach and who no longer receive supports (under Program 1.1).

No person under the age of 65 is living in residential aged care, unless there are exceptional circumstances, by end of 2025



The 2023-24 Agency target is less than 1% of NDIS participants, under the age of 65, are living in residential aged care, unless there are exceptional circumstances, by end of 2025.

This target is contributed to by the work conducted by the Younger People in Residential Aged Care Joint Agency Taskforce (YPIRAC).

The rationale for this target is to assess the effectiveness of the Government’s efforts to reduce the number of young people living in residential aged care, consistent with Recommendation 74 of the Royal Commission into Aged Care Quality and Safety. We source the results from the Australian Institute of Health and Welfare (AIHW) and their data on people with disability who currently reside in residential aged care facilities.

Socioeconomic equity

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of Australian Government activities to stimulate the market, that enable participants to have value for money and equitable access to supports.

Our method is to use a participant’s residential address where participants are allocated to a socioeconomic decile based on the ABS IEO index classification. We calculate the average participant annual plan budget in the top 2 deciles divided by the average participant annual plan budget in the bottom 2 deciles of all states and territories (except for ACT being the top and bottom 4 deciles).

Program 1.2

Agency costs

The Agency costs program ensures efficient and effective use of the NDIA operating resources to implement the outcomes of the NDIA. This program contributes to the outcome because it enables the delivery of the Scheme.

The Agency is responsible for assessing applicants to the Scheme and developing plans, for those who are eligible, in a manner that is based on insurance principles, and administering the payments made under Program 1.1.

Cooperation with others

To achieve the outcome, the Agency works with people with disability, our participants, Partners in the Community, the sector and government stakeholders to:

- co-design the delivery of the Scheme
- conduct research
- build a stable and sustainable provider marketplace that serves the needs of all participants
- facilitate the development of innovative supports
- connect non-participants with disability, their families and carers to a broad range of community and other government services
- embed an insurance-based approach.

The [Portfolio Budget Statements \(PBS\)](#) set out the anticipated expenditure for Program 1.2 Agency costs over the forward estimates. Full details are provided in Appendix A.

Program 1.2 expenditure estimate for the 2023-24 budget is \$2.2b, followed by \$1.7b each financial year till 2026-27.

Key activity 2

Develop a high-performing NDIA for participants

Why this matters

We will continue to focus on improvement through our [Participant Service Charter](#), which has 5 principles for the way we will interact with participants:



Transparent

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



Responsive

We will respond to individual needs and circumstances.



Respectful

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



Empowering

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



Connected

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

The [Participant Service Guarantee](#) sets timeframes for key NDIS processes such as access, plan approvals, plan reassessments and nominee changes. The [Participant Service Improvement Plan](#) will make our promises in the Participant Service Charter and Participant Service Guarantee a reality. Since mid-2020, we have been reporting against our progress to achieving our timeframes and our commitments in our [quarterly reports](#).

It is important that our workforce represents our participants and people with disability. We have implemented an [Inclusion and Diversity Framework](#). The framework sets out the Agency's commitment to all staff.

We will report on our progress to:

- deliver a quality experience in line with the Participant Service Charter and Participant Service Guarantee
- develop a market with high quality, competitive and innovative supports and services for participants
- improve the NDIS provider experience
- enhance sector and community sentiment and confidence through co-design, transparency and better communications
- enhance efficiency and effectiveness of the NDIA
- maintain strong staff engagement and wellbeing through a time of transformation
- protect the Scheme from non-compliant and fraudulent practices through a control environment.

Key activity 2 performance measures

Our performance measures, targets, rationale, and method of assessment for the 2023-24 reporting period are detailed below. The NDIA is retaining the 2022-23 targets for the reporting period and will improve performance measures and targets following recommendations from public reviews.

Participant Service Guarantee (PSG) timeframes are met 95% of the time

The 2023-24 target is:



The rationale for this target is to measure the efficiency of our services and effectiveness of implementing the Participant Service Improvement Plan.

Our method is to calculate the average quarterly results from the Report percentage of cases where the PSG timeframes have been met. An individual PSG metric is considered to have been met overall if 95% or more of tasks being measured meet the target.

Participant satisfaction

The 2023-24 target is:



The rationale for this target is to assess participant satisfaction across the 4 stages of the participant pathway (access, pre-planning, planning, plan reassessment) and effectiveness of implementing the Participant Service Improvement Plan.

Our method is to calculate the average of the quarterly results from the [Quarterly Report](#) on the percentage of 'good' and 'very good' responses to the question about a participant's experience across the stages.

General community sentiment and confidence

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of our public engagement.

Our method is to calculate the average of the 12 monthly results from a survey conducted independently by Hall & Partners, on brand sentiment measures – Reputation, Trust, Support and Positivity towards the Agency.

Staff wellbeing

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of staff wellbeing activities.

Results are sourced from the [Annual APS Census Survey](#) conducted by the Australian Public Service Commission.

Staff engagement

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of staff engagement activities.

Our measurement is taken from the [Annual APS Census Survey](#) conducted by the Australian Public Service Commission.

Staff with disability

The 2023-24 target is:



The rationale for this target is to assess effectiveness of the Agency to represent participants and people with disability.

Results are sourced from the [Annual APS Census Survey](#) conducted by the Australian Public Service Commission.

Senior executive staff with disability

The 2023-24 target is:



The rationale for this target is to assess the effectiveness of the Agency to represent our participants and people with disability.

Results are sourced from the [Annual APS Census Survey](#) conducted by the Australian Public Service Commission.

NDIA spend (Program 1.2) compared to estimates

The 2023-24 target is:



The rationale for this target is to assess the financial sustainability of Program 1.2 and the efficiency and effectiveness of NDIA activity.

Our method is to calculate actual Agency costs divided by Agency costs in the PBS for the YTD (from 1 July 2023) on the PBS accrual basis.

NDIA spend (Program 1.2) as a proportion of NDIS spend (Program 1.1)

The 2023-24 target is:



The rationale for this target is based on the Productivity Commission's suggested range of 7% to 10% as an appropriate amount for NDIA operating costs.

Our method is to calculate Agency costs as a percentage of Scheme costs for the YTD (from 1 July 2023) on the PBS accrual basis. The result is the latest result for the financial year and aligned to the annual finance statements.

4. Appendix A

‘Every day I think how lucky I am and how grateful I am for all the supports I get.’

Brenton, NDIS participant



Table 1. Program expenditure

Program	2022-23 estimate	2023-24 budget	2024-25 forward estimate	2025-26 forward estimate	2026-27 forward estimate
Program 1.1 NDIS costs (\$m)	35,100	39,977	45,315	50,347	54,376
Program 1.2 NDIA costs (\$m)	1,832	2,156	1,680	1,682	1,701

Table 2. Program 1.1 revenue

Source	2022-23 estimate	2023-24 budget	2024-25 forward estimate	2025-26 forward estimate	2026-27 forward estimate
Australian Government (appropriations and contributions)	23,635	27,875	32,731	37,261	40,767
State and territory jurisdiction contributions (cash)	10,457	11,790	12,584	13,086	13,609
In-kind and other revenue (Australian Government, state and territory governments)	1,088	312	0	0	0
Recoveries	53	80	80	80	0
Total (\$m)	35,233	40,057	45,395	50,427	54,376

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