



NDIS Quality
and Safeguards
Commission



Corporate Plan 2022–23

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Cover image - Rita and Destiny

Acknowledgement of Country

The NDIS Quality and Safeguards Commission acknowledges the traditional custodians of the land on which we work.

We pay our respects to their Elders past and present and we believe that as Australians, we can all work together to make a meaningful difference to the lives of Aboriginal and Torres Strait Islanders with disability to create a more inclusive society.



The artwork pictured was developed during NAIDOC week 2022 by the artist Natalie 'NJ' Mudford. Natalie is a proud Wallabaloola and Pajong woman, from Ngunnawal and Wiradjuri country. Her artwork combines the handprints of the Commission's Brisbane-based staff and symbols to represent community and connection, and each person's unique contribution. The artwork is reproduced with the artist's permission and licensed for the Commission's use under the [Creative Commons Attribution 4.0 International License](#).

The NDIS Commission acknowledges the Jagera people and the Turrbal people as the Traditional Custodians of Meanjin (Brisbane), the lands on which our Brisbane office is located and where this artwork was created. We pay our respects to Elders past, present and emerging.

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Introduction

I, Tracy Mackey, as the accountable authority of the NDIS Quality and Safeguards Commission, am pleased to present the 2022–23 NDIS Quality and Safeguards Commission Corporate Plan. The plan covers the periods 2022–23 through to 2025–26, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*, plus one year 2026–27, to align in aggregate with the Commission’s five-year strategic outlook.



Tracy Mackey

NDIS Quality and Safeguards Commissioner

31 August 2022

Commissioner's statement

The NDIS Quality and Safeguards Commission is Australia's regulatory authority responsible for upholding the rights of people with disability accessing the National Disability Insurance Scheme (NDIS).

We develop policy and maintain a regulatory framework that strengthens the quality and safeguards of NDIS services and supports offered through the Scheme. We manage compliance with the **NDIS Code of Conduct** and **NDIS Practice Standards** and promote continuous improvement through engagement, education and training.

It was my honour to join the NDIS Quality and Safeguards Commission (NDIS Commission) during its first full year of operation as the national regulator for the NDIS. Being able to pursue consistent operations across the country is an important step toward strengthening the quality, safety and choice of the services and supports NDIS participants receive or purchase.

Our Corporate Plan 2022–23 sees the NDIS Commission move into a new phase of maturity. From a newly formed and independent entity gradually establishing its operations across Australia, we are growing into a nationally focused regulator refining its purpose, cultural identity, and regulatory posture.

I would like to acknowledge how much the NDIS Commission has already achieved since its establishment less than five years ago – in July 2018 – in just two states (New South Wales and South Australia). During that time, the NDIS Commission was necessarily focused on establishing the essential systems and processes needed to meet its legislated responsibilities, as well as progressively increasing its scale of governance as it expanded operations to become a national entity.

Now, partnering with the National Disability Insurance Agency (NDIA), state and federal



governments and the disability sector, we are working to improve the quality of NDIS providers over time, support and maintain diverse, sustainable NDIS markets, and safeguard NDIS participants and all people with disability. We will achieve this by encouraging provider excellence and innovation through the use of informed and adaptive regulatory practices. This is central to our vision to empower people with disability to achieve their aspirations.

In addition to our enduring commitment to the Commissioner's Core Functions, as outlined in the **National Disability Insurance Scheme Act 2013** (the NDIS Act), our 2022–23 Corporate Plan

outlines our planned activities for the next 12 months, and pays particular attention to our three overarching impact areas:

- Promote and amplify the **rights of people with disability**.
- Ensure each NDIS participant has safeguards in place and access to **high quality providers and workers**.
- Support a **thriving and diverse market** with regulatory frameworks that promote, and remove barriers to, quality and safety.

These impact areas are defined in the NDIS Commission's five-year **Strategic Plan**, which was developed under the guidance of our Executive Leadership Team (ELT) and reflects input and ideas from our people, partners, regulating peers and disability sector stakeholders.

The rights of people with disability

We want to see people with disability flourish as active members of the communities of their choosing. The priorities we outline in our 2022–23 Corporate Plan seek to empower NDIS participants to gain greater independence, by better understanding their rights and by confidently exercising those rights when supports and services have not met legislated obligations or standards.

Quality providers and workers

We expect the best for NDIS participants and place their rights and wellbeing at the centre of our decision-making and regulatory practices. This Corporate Plan outlines how we will work to educate providers on their legislated commitments, including those set out in the NDIS Code of Conduct and Practice Standards, and use our compliance and enforcement powers to address any failure to meet those obligations. It also shows how we plan to encourage greater innovation and investment among service providers and, together with

targeted engagement, support and ongoing skills development, significantly reduce the frequency of reported incidents.

Thriving and diverse markets

Ensuring NDIS participants have access to both high quality and a diverse range of supports and services is essential to their independence as consumers. We are particularly aware that in rural and remote communities, as well as many Aboriginal and Torres Strait Islander communities, access to supports and services can be limited. Using a purpose-centred blend of regulatory levers, we seek to encourage existing providers to consider alternative models of services, and attract more providers into the NDIS with innovative delivery of services and relevant skills-building programs.

There are many benefits to upholding the consumer independence of people with disability. In addition to enabling their active participation in communities of their choosing, and the achievement of their aspirations, it also enriches our social fabric with a diverse mix of ideas and abilities.

Together with our whole team at the NDIS Commission, I look forward to achieving the priorities outlined in this Corporate Plan, and working hard to identify the improvements that will give NDIS participants – and all people with disability – an ever-greater variety of safe, high-quality supports and services.

Tracy Mackey

NDIS Quality and Safeguards Commissioner

31 August 2022

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Corporate Plan 2022–23

Our vision

People with disability achieve their aspirations

Our purpose

To uphold the rights of NDIS participants, to elevate quality and safety and enable consumer independence

Our impact areas



Rights of people with disability



Quality providers and workers



Thriving, diverse markets

Our priorities



Quality

We confidently engage with NDIS participants to evaluate providers, building trust through robust and adaptive processes.



Culture

We have a clear and unified understanding of our purpose, powers, priorities and impact and are seen as a connected, informed, accessible and influential regulator.



Market engagement and oversight

We offer NDIS participants informed choice and consumer independence with regulatory frameworks that promote quality and safety and remove obstacles to access.



Workforce capability

Our strong leadership, commitment to continuous improvement and ongoing learning empowers our workforce to confidently apply regulatory powers for measurable impact.



Regulatory excellence

A proactive, risk-based and data-driven approach to regulation that delivers ongoing improvements to service provider capability, quality and participant safety.

Key deliverables

Over the next 12 months, we will scope or develop the following key activities, whilst delivering the core functions of the NDIS Commission.

Regulatory strategy	Quality roadmap	Market scoping and oversight activities	NDIS Commission Engagement Framework	NDIS reviews
Complaints intake and triage process review	Data and Digital strategy	Operating model	Cultural roadmap	Workforce strategy

Operating context

Now that the NDIS Commission has a national footprint, we are moving beyond the foundational stages of establishing the NDIS Commission into building a contemporary and purpose-centred regulator.

This approach uses data and insights to inform decisions and a skilled, connected and innovative team to provide exceptional stewardship and guidance to NDIS participants and providers.

Our ability to achieve the impact we defined in our five-year Strategic Plan, launched in August 2022, is naturally influenced by a range of external and internal factors identified in our Future State work and set out in this Corporate Plan. We will continue to monitor these operating conditions over time, and adjust our approach accordingly.

They include:

Government priorities for the NDIS

The Minister for the NDIS will soon provide direct guidance to the NDIS Commission, and its accountable authority the NDIS Commissioner, by detailing the government's priorities and expectations in a Ministerial Statement of Expectations. Once the Commissioner has received these priorities and expectations, we will respond by issuing a Regulator Statement of Intent, which will address the Minister's specific requirements.

These two Statement documents contribute to our adherence to the Performance Expectation Framework, as set out in the [Regulator Performance Guide 2021](#), which guides our regulatory approach. Once available, the documents will be published on our website. We will employ them, along with reports on reviews examining the NDIS and related operational entities, including our own, to establish a firm understanding of the government's priorities and expectations for the coming year and beyond.

Contribution to NDIS reviews

The NDIS, and by extension the NDIS Commission, has been subject to various reviews and investigative scrutinies over its active life. These processes continue to be vital in examining the Scheme and improving its effectiveness for the people it seeks to serve.

Significant reviews of the NDIS – including a planned whole-of-NDIS review, Quality and Safeguards Framework review, and the continuance of the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability – are certain to continue to reveal recommended changes to the Scheme.

We are committed to continuing our work with the government and all our stakeholders to address recommendations from these reviews and inquiries into the operations of the Commission, and the NDIS more broadly.

Regulatory environment

The NDIS Commission forms part of a complex legislative, governmental and jurisdictional community responsible for upholding the rights of people with disability. Our purpose-centred regulatory approach ensures people with disability remain the central focus of all operational and policy decisions, to achieve the right balance between regulation and consumer independence.

Market pressures

The NDIS market is developing, with many providers still adjusting to a consumer-driven rights-based Scheme, the growth in demand for disability services under the NDIS, different responses to the regulatory environment, and the ongoing challenges of thin markets, skill shortages and competition from other parts of the social services sector.

We will work closely with providers to encourage investment in quality and innovation and diversification in both supports and geographical spread, in line with our strategic focus to create thriving, diverse markets.

Technology and innovation

Technology remains one of the most effective enablers of progress and innovation for organisations, particularly where advancements in data generation, automation, and artificial intelligence can be utilised for the benefit of all stakeholders.

The Data and Digital strategy we will develop over the next 12 months will include a roadmap for our use of technology, data and analytics into the future, to ensure that we have the right tools to support the important work we do. We are determined to enhance the scope and quality of our data holdings to enable us to work smarter, and to be a more agile and proactive regulatory entity.

We also intend to create an environment that encourages NDIS providers to offer more innovative and adaptable solutions.

Regulating for consumer rights

Australia's health and welfare system has been under intense scrutiny since the beginning of the COVID-19 pandemic, leading to broader awareness of, and debate about, the regulations governing our nation's social services. At the same time, global movements advocating for human rights have shown that awareness of societal inequality remains endemic.

While it is critical that regulators fulfil their legislated responsibilities and maintain essential safeguards, participants deserve greater choice and control as consumers of services that are vital to their lives.

The NDIS is a rights-based Scheme, implemented as part of the Commonwealth's response to its obligations under the international Convention on the Rights of Persons with Disabilities. If rights are a foundational principle of the Scheme, we have an obligation to ensure not only that we regulate to enforce and protect, but that the outcome – the benefit of regulation – is amplified rights for people with disability in the market, as well as in other areas of their lives.

The rights of people with disability has been identified as a key impact area in the NDIS Commission's Strategic Plan, to ensure every NDIS participant is protected by both safeguards and consumer knowledge necessary to access quality services and supports.

While it is critical that regulators fulfil their legislated responsibilities and maintain essential safeguards, participants deserve greater choice and control as consumers of services that are vital to their lives.

Risk management

The NDIS Commission has an established Risk Management Framework that satisfies requirements in accordance with our Commonwealth responsibilities. This includes our Risk Policy and Risk Guidance, which was reviewed and endorsed by the NDIS Commissioner in January 2022.

Our Audit and Risk Committee meets quarterly to identify enterprise risks and mitigation strategies as well as to monitor the NDIS Commission's Risk Management Framework for improvements.

The ELT has identified six strategic risks that we continue to monitor as part of the NDIS Commission's Risk Management Framework. They reflect the importance of building and maintaining trust, managing well-being and safety and maintaining robust and effective systems and processes.

The six risk categories are:

Risk	How we will manage these risks
Failure to manage the risks inherent to the NDIS system	<p>The very nature of government legislation is that it evolves with the changing needs of society. The NDIS is a complex system that must continuously adapt to economic forces, regulatory demands and the needs of participants and providers. Our Strategic Plan acknowledges the need to be an adaptable purpose-led regulator that responds to the changing requirements of the people depending on it.</p> <p>The Commission's governance model allows for risk to be regularly considered, and action taken to flexibly respond to emerging and apparent risk. The NDIS Commission will continue to monitor, manage, mitigate and where possible resolve, both systemic and isolated issues that arise throughout the year by following the guidelines of its risk framework and triage process.</p>
Failure to maintain trust and confidence	<p>Our ability to effectively meet our obligations within the disability network hinges on the trusted relationships we have with government, participants, providers, and the public. Both our Strategic Plan and Cultural Principles pay particular attention to building trust across the disability care network to ensure we are seen as transparent, consistent, and approachable.</p>

Risk	How we will manage these risks
Failure to identify the full scope of risks we manage in the NDIS	The NDIS Commission completed its transition to a national regulatory model in July 2021. While the NDIS Commission has always maintained an enterprise-level risk register, in the next year we will review internal risk identification and management processes to ensure organisation-wide consistency.
Failure to implement fit-for-purpose structures and systems	<p>The NDIS Commission is moving into a new phase of maturity, focused on building a more adaptable and intuitive regulatory posture. This shift requires a strong underlying structure that positions the rights of people with disability at the heart of our decisions.</p> <p>The NDIS Commission has already commenced development of a Workforce Capability strategy and will start implementing its priorities and key initiatives over the next 12 months.</p>
Failure to improve workforce capability	<p>Our internal structures and processes are maturing in parallel with our shift to a nationally consistent framework. As a result, there is a need to better align team functions and structures, as well as individual competencies, with the regulatory outcomes we seek to achieve for people with disability.</p> <p>The Commission will undertake a capability analysis, and will create programs focused on both supporting and developing our existing employees and attracting new talent that reflects the community that we serve.</p>
Failure to protect employee wellbeing	<p>Employees at the NDIS Commission frequently deal with challenging and complex issues that must be managed under strict legislative guidelines. This, along with volumes that exceed those expected in funding the Commission, and the isolation and limitations imposed by the COVID-19 pandemic, means it is even more vital we remain focused on caring for our employees.</p> <p>The Cultural Principles program we will launch as part of our Strategic Plan, addresses the need to support employee wellbeing by developing a 'One Commission' outlook and being clear about how we want to work in achieving our outcomes.</p>

We have taken important and necessary steps to establish our risk appetite and response, but we are committed to continually refining our approach to ensure we have a consistent and robust model.

Capability

The NDIS Commission has a highly skilled workforce who understand their responsibilities to people with disability and operate within our established operating model and regulated commitments.

Using the Department of Social Services' Information and Communication Technology (ICT) systems, we maintain a robust technology platform that supports the sensitive and complex nature of our operations.

In 2022–23, we will continue to build on the NDIS Commission's current operating model with a number of initiatives designed to create even better outcomes for people with disability. These initiatives (see Key Activities on page 16) form part of the NDIS Commission's strategic plan and involve comprehensive consultation, review and development of operational frameworks to manage:

- quality
- market engagement and oversight
- regulatory excellence
- culture
- workforce capability

Each of these initiatives is designed to strengthen our existing operating model and allow the NDIS Commission to evolve into a contemporary and purpose-led regulator that takes a rights-based approach to supporting people with disability.



Cooperation

The NDIS Commission works with a diverse group of agencies, advocacy groups and organisations all committed to supporting people with disability. We seek to maintain strong working relationships, open communication and productive engagement with all of our stakeholders, including the NDIA, Department of Social Services (DSS), state and federal governments and, most importantly, people with disability, their families, supporters and service providers.

Of significant importance are our external independent committees, who provide valuable insight into our operations and effectiveness with broad perspectives and experience from across sectors, communities, and geographic areas, including:

- Disability Sector Consultative Committee
- Industry Consultative Committee
- Audit and Risk Committee

We also regularly participate, and/or plan to increase participation, in interagency fora to ensure consistent cross-portfolio interaction and broader NDIS outcome efficacy.

We work closely with the NDIA on matters that involve the dishonest and fraudulent use of funds intended to support people with disability, and use our strong investigative and regulatory powers to take tough action against unscrupulous operators in the NDIS. We actively work to remove organisations from the NDIS market where they are not suitable to provide supports to people with disability. Information from people with disability, other regulators and the NDIA helps inform our investigations and decisions.

By working together, sharing information and insights, and developing complementary initiatives, we will continue to improve the disability sector and, in turn, the quality and safety of all NDIS supports and services.

Key activities

This Corporate Plan coincides with the first year of the NDIS Commission’s five-year Strategic Plan rollout. Consequently, we will implement many of the foundational initiatives of the Strategic Plan during the 2022–23 year covered by the Plan.

Those initiatives are:

Strategic priorities	Foundational initiatives
Quality	<ul style="list-style-type: none">• We will create a Quality Roadmap that defines priority areas for guaranteeing the quality and safety of NDIS services and supports.• We will launch an NDIS Workforce Capability Framework and toolkit.• We will implement a new Complaint Intake and Triage Process to improve current systems.• Our NDIS Commission Engagement Framework will outline our approaches, priorities and messages to a broad range of participants and their representatives.
Market engagement and oversight	<ul style="list-style-type: none">• Our Market scoping and oversight activities will define the engagement activities and regulatory levers we will use to encourage a thriving, diverse market in the NDIS sector.
Regulatory excellence	<ul style="list-style-type: none">• Our Regulatory Strategy will define the levers the NDIS Commission will utilise to regulate for positive impact.• We will work towards establishing a regulatory Centre of Excellence.• Our Data and Digital Strategy will outline the intelligence-gathering and technological efficiencies we will make to ensure we have the right systems for our work and interfaces with stakeholders and participants.
Culture	<ul style="list-style-type: none">• Our Cultural Principles program defines the cultural shifts we will make to bring to life the NDIS Commission’s reputation as a contemporary, purpose-centred regulator in alignment with the Regulator Performance Guide 2021.

Strategic priorities

Foundational initiatives

Workforce capability

- Our **Workforce Strategy** will identify how we develop, attract, and retain a diverse mix of staff with the right skills and attributes.
- Our **Operating Model** will ensure we have the right functional and operational balance across our organisation to achieve our strategic impacts.
- People managers will join our **Fundamentals of supervision and leadership** training program to promote psychological risk management and resilience.
- An organisation-wide **capability analysis** will be conducted to identify training needs and priorities.

Contribution to NDIS reviews

- Anticipated whole-of-NDIS Review, including scheduled review of the Quality and Safeguard Framework
- Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability
- Joint Standing Committee on the NDIS
- Lead current and future own Motion Inquiries

Commissioner's core functions

The NDIS Commission is fundamentally guided by the responsibilities assigned under the NDIS Act 2013. In particular, the Commissioner's core functions (See Appendix B) have been considered and applied across all elements of this Corporate Plan and the NDIS Commission's five-year Strategic Plan.

Enduring activities

Our enduring activities to protect and manage the safety and quality of NDIS supports and services are guided by the NDIS Quality and Safeguarding Framework, which outlines our responsibilities in terms of Developmental, Preventative and Corrective work. It ensures this approach is distributed across our primary stakeholders – people with disability, workers and providers:

NDIS Quality and Safeguarding Framework	DEVELOPMENTAL building capability and support systems	PREVENTATIVE preventing harm and promoting quality	CORRECTIVE responding if things go wrong
INDIVIDUALS supporting and empowering people with disability	<ul style="list-style-type: none"> • Providing education and information on the NDIS, participant rights, and complaints processes • Developing engagement processes to support participants to strengthen networks and community ties 	<ul style="list-style-type: none"> • Working with the NDIA and other stakeholders to ensure safeguards in NDIS processes • Providing funding via the Grants Program to create educational and supportive resources for NDIS providers • Engaging with participants to elicit feedback and work together to enhance support and services 	<ul style="list-style-type: none"> • Triage, investigate, manage, mediate and resolve complaints • Receive and handle reportable incidents • Investigate serious and alleged incidents
WORKFORCE promoting a safe and competent workforce	<ul style="list-style-type: none"> • Supporting NDIS workforce development via the creation and execution of information development and capacity building programs 	<ul style="list-style-type: none"> • Supporting worker skills quality via state/territory worker screening programs and through the maintenance of the Worker Screening Database 	<ul style="list-style-type: none"> • Monitoring worker conduct via incident reports, complaints and notifications of breaches of the Code of Conduct

NDIS Quality and Safeguarding Framework

DEVELOPMENTAL
building capability and support systems

PREVENTATIVE
preventing harm and promoting quality

CORRECTIVE
responding if things go wrong

PROVIDERS
encouraging safe, innovative, high-quality support provision

- Registering NDIS providers and maintaining the NDIS Provider Register
 - Conducting market oversight and research in order to support market development, safety, quality and diversification
 - Develop and maintain the Positive Behaviour Support Capability Framework
 - Research to inform better practice
- Providing consistent quality and reporting requirements for behaviour support practitioners
 - Provide best practice guidance and advice to those providing supports
- Take compliance and enforcement action that is responsive and proportionate, according to our regulatory approach (see Appendix C)
 - De-register and bar NDIS providers where appropriate

Our priorities for 2022–23

The NDIS Commission has identified five Strategic Priorities for particular attention in the first year of our five-year strategy – quality, market engagement and oversight, regulatory excellence, culture and workforce capability. Individually, we have selected each priority as an opportunity to amplify the rights of people with disability and positively impact the disability sector’s regulatory approach. Together, our priorities will shift our organisation into a new phase of maturity and focus as a purpose-led regulator.

Quality

Access to high quality supports and services is essential to guaranteeing NDIS participants are free from violence, abuse, neglect and harm. Improving that access across the NDIS network is an important focus of our Corporate Plan.

A review of the NDIS Commission’s complaint intake and triage process is already underway to improve the current systems, and we will implement recommendations from the review as part of the NDIS Commission’s five-year Strategic Plan.

In parallel to this review, there will be a focus on proactive measures that will reduce the burden on our complaints process overall, including the co-design and delivery of initiatives that:

- create value for all people with disability
- ensure people with disability understand, and can confidently exercise, their rights
- encourage providers to invest in innovative practices that benefit both NDIS participants and their business.

Market engagement and oversight

Choice is a powerful motivator for quality. When businesses know their customers have options, the most powerful differentiator they can choose is quality.

We intend to energise the NDIS provider market by encouraging innovation and adaptable supports and services, to benefit both NDIS participants and providers in important ways:

- **NDIS participants** will enjoy greater purchasing power and more variety in selecting supports and services that will enhance their independence and community participation.
- **NDIS providers** will be able to expand their customer base by offering more innovative, sustainable and cost-effective products and services.

Regulatory excellence

For regulation to work well, we believe everyone that interacts with it – providers, participants, government, community, families – needs to understand both their responsibilities and their rights. They also need to know what to do when their rights are not honoured, and how to confidently follow that process through to its conclusion.

A necessary function of the NDIS Commission is to enforce the established laws designed to maintain the integrity of the NDIS. We are tasked with ensuring that only suitable workers and providers operate in the disability sector, which also makes registration of providers an important entry point. These are responsibilities we take very seriously and will always uphold. We also see an

opportunity to take a more proactive regulatory approach by amplifying and promoting the rights of people with disability. We believe this is possible by providing employees with the data, technology, and opportunities to manage risks proportionately while also maintaining essential safeguards. This requires a commitment to continuous improvement by developing pilot principles and mechanisms for contemporary, adaptive regulatory practices.

We also intend to work closely with NDIS participants and providers to create shared knowledge and understanding, in order to resolve systemic issues with clear processes and, in turn, reduce complaint loads, restrictive practices, and the time it takes to manage reported incidents.



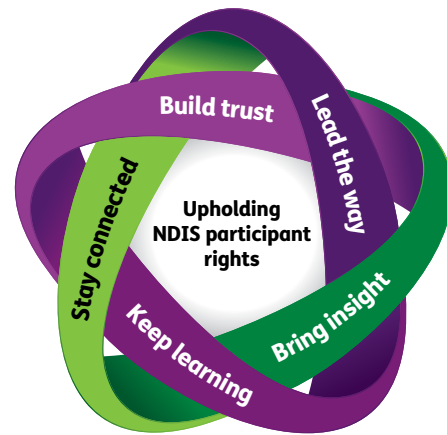
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Culture

The NDIS Commission is fortunate to have a dedicated workforce providing high quality regulation, advice and support to NDIS participants and providers. We are looking to draw on that passion and purpose as we move out of our establishment phase and into a time of innovation and influence.

This year we will launch our **Cultural Principles**, which is a significant project that has identified, in collaboration with our workforce, the Principles our organisation will adopt to become a contemporary, purpose-led regulator.

They are:



Our Cultural Principles working together



Lead the way

We communicate, anticipate, and proactively respond to have a positive impact for people with disability.



Build trust

We are transparent, confident, and effective in protecting the rights and safeguards of people with disability.



Keep learning

We continuously invest in our development and build our knowledge to evolve and improve.



Bring insight

We use data, technology, and our relationships to identify information patterns, act early and influence the National Disability Insurance Scheme.



Stay connected

We work as One Commission, as part of the National Disability Insurance Scheme to learn, influence and adapt for regulatory impact.

Workforce capability

Our ability to achieve our strategic priorities is reliant on a workforce that is united, capable, and empowered.

Over the next 12 months, we will launch a workforce strategy that:

- inspires leaders to set the standard of regulatory excellence the NDIS Commission strives for, and model the cultural behaviours that achieve the outcomes we want.
- creates a high-performing and efficient team with a clear understanding of our organisation's purpose and the confidence to meaningfully engage with people with disability.
- establishes the NDIS Commission as a pioneer in innovative and adaptive regulation that attracts talented people to join our organisation.

Our commitment to making progress across each of these priorities in the next five years is motivated by the positive impact we want to achieve for NDIS participants and providers, and the wider disability sector.

Our team will be an important influencer of change across the NDIS market by building connections and collaboration across the NDIS Commission and with providers, peers, participants, and other NDIS stakeholders.

This includes through relevant education programs and insightful thought leadership.

In addition to our five priorities, the NDIS Commission will always fulfil its routine legislated activities, as outlined in Appendix B (page 32).



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Performance metrics

During the transitional, or establishment, phase of the Commission, our performance was measured predominantly in qualitative analysis, as we did not yet have the data holdings to provide meaningful comparative numeric information. We now have increasing access to larger amounts of quality data, and so can begin to evolve our performance reporting to include more specific measures and targets. This brings us closer to achieving the required blend of qualitative and quantitative insights that will lead to more effective operations and contributions to the sector.



As part of our Future State planning, and during the development of our five-year Strategic Plan, we established a Metrics Working Group to discuss the current data capabilities and future data needs of the Commission's areas and processes.

We are now able to start providing baseline data against targets aligned with our strategic impact areas, and we are determined to establish key performance indicators that will, over time, create longitudinal datasets that will reflect our achievements and inform our continuous improvement efforts.

The three Impacts set out below are those set out in the NDIS Commission Strategic Plan 2022–2027.

The Performance Measures state the outcomes we aim to achieve.

The Targets indicate quantitative and qualitative ways in which we will show movement both this year, 2022–23, and over a forecast four years following that.

Performance against our measures and targets will be reported on in the Annual Performance Statements 2022–23, which will be published in the NDIS Commission's Annual Report 2022–23.



Impact 1 – The rights of people with disability

The NDIS Commission amplifies and promotes the rights of people with disability by creating and enabling access to and delivery of quality services and supports.

PM 1.1: People with disability know their rights and trust us to support them and their carers and advocates to make complaints, and report violence, abuse, neglect and risk of harm

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
80% of respondents said they trust the NDIS Commission	83% trust	85% trust	87% trust	90% trust
60% of respondents said they were satisfied or very satisfied with the outcome of their interaction with the NDIS Commission	60% satisfied/very satisfied	65% satisfied/very satisfied	70% satisfied/very satisfied	75% satisfied/very satisfied
70% of complaints resolved in 90 days	73%	75%	77%	80%
Qualitative analysis of NDIS Commission communication and education campaigns promoting consumer independence and the rights of people with disability	Qualitative analysis	Qualitative analysis	Qualitative analysis	Qualitative analysis

PM 1.2: The use of restrictive practices is reduced or eliminated through increased quality of behaviour support plans, and NDIS Commission programs contribute to increased lodgement of behaviour support plans and a reduction in unauthorised restrictive practices (URPs)

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Baseline data - Increase in lodgement of BSPs, and quality of BSPs	Increase in relation to previous year	Increase in relation to previous year	Increase in relation to previous year	Increase in relation to previous year
Baseline data - Increased number of participants who have had restrictive practices reduced	Increase in relation to previous year	Increase in relation to previous year	Increase in relation to previous year	Increase in relation to previous year

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Baseline data - Increased number of participants who have had restrictive practices eliminated from their support	Increase in relation to previous year	Increase in relation to previous year	Increase in relation to previous year	Increase in relation to previous year

PM 1.3: Providers and workers have an increased understanding of what quality and safety means to NDIS participants, and understand the rights of people with disability as consumers

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Number/type of Commission resources, activities and engagements	Number/type with analysis	Number/type with analysis	Number/type with analysis	Number/type with analysis
90% of providers surveyed said training had increased their understanding of what quality and safety means for NDIS participants	94% of providers	96% of providers	98% of providers	100% of providers
Baseline data - % of NDIS participants surveyed report they have had a positive experience with their providers	% increased from previous year	% increased from previous year	% increased from previous year	% increased from previous year
Baseline data - % of NDIS participants surveyed say they feel they have a voice in improving the safety and quality of provider systems	% increased from previous year	% increased from previous year	% increased from previous year	% increased from previous year

PM 1.4: The NDIS Commission has a well-resourced, diverse and capable workforce to serve the needs, and promote the rights of, people with disability within a regulatory context

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Baseline data - Benchmark resourcing numbers and percentages	Resourcing numbers > 2022–23	Resourcing numbers > 2023–24	Resourcing numbers > 2024–25	Resourcing numbers > 2025–26



Impact 2 – Quality providers and workers

Every NDIS participant has safeguards in place and access to quality services delivered by skilled workers

PM 2.1: The quality of NDIS provider and worker provision increases over time, with systemic issues related to poor quality and safety reduced or eliminated

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Baseline data – % Participants say the quality of their supports has increased	Increase from baseline	Increase from previous year	Increase from previous year	Increase from previous year
Systemic issues defined	Update and qualitative report	Update and qualitative report	Update and qualitative report	Update and qualitative report

PM 2.2: NDIS participants have greater access to, and choice of, skilled workers

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Baseline data - Uptake of the Workforce Capability Framework, building a skilled workforce	Reported improvement from 2022–23	Reported improvement from 2023–24	Reported improvement from 2024–25	Reported improvement from 2025–26
Baseline data - Targeted innovation and/or models for: <ul style="list-style-type: none"> rural and remote communities Aboriginal and Torres Strait Islander communities 	Reported improvement from 2022–23	Reported improvement from 2023–24	Reported improvement from 2024–25	Reported improvement from 2025–26

PM 2.3: The NDIS Commission Grants Program creates resources and opportunities that enhance providers', workers' and auditors' registration and training capability

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Mix of statement of FY grant spend and qualitative reporting	As previous year, but building on impact	Building on impact of previous year	Building on impact of previous year	Building on impact of previous year



Impact 3 – Thriving, diverse markets

The NDIS Commission will enable consumer independence for NDIS participants by using regulatory frameworks to promote, and remove barriers to, quality and safety.

PM 3.1: The NDIS Commission influences the market by supporting providers to meet obligations and develop supports and services, through proportionately managed risk that retains participant safeguarding while minimising regulatory burden

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Registration and complaint/reportable incidents triage data that indicates lessened regulatory burden including in identified areas of risk <ul style="list-style-type: none"> • registration mid-term audits • resolution rates for complaints • proactive monitoring • compliance education campaigns 	Reported improvement from 2022–23	Reported improvement from 2023–24	Reported improvement from 2024–25	Reported improvement from 2025–26

PM 3.2: Quality and safety risks are reduced through the use of regulatory levers to exit unscrupulous and ineffective operators and workers from the market

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Baseline data - <ul style="list-style-type: none"> • % of registration revocations • % of registrations refused • # banning orders 	Improved from baseline	Improved in relation to previous year	Improved in relation to previous year	Improved in relation to previous year
Qualitative analysis	Qualitative analysis	Qualitative analysis	Qualitative analysis	Qualitative analysis

PM 3.3: Market diversity is increased to correspond to participant/consumer demand, stimulate consumer choice and control, and reduce market capture and/or failure

Targets for 2022–23	2023–24	2024–25	2025–26	2026–27
Baseline data - <ul style="list-style-type: none"> • % of new registered providers actively delivering supports within 3 months 	Increase % in relation to baseline	Improved in relation to previous year	Improved in relation to previous year	Improved in relation to previous year

Targets for 2022–23

2023–24

2024–25

2025–26

2026–27

Baseline data -
Increase in the % of providers
registered to deliver services in:

- rural and remote communities
- Aboriginal and Torres Strait
Islander communities

Increased
from baseline

Increase in
relation to
previous year

Increase in
relation to
previous year

Increase in
relation to
previous year



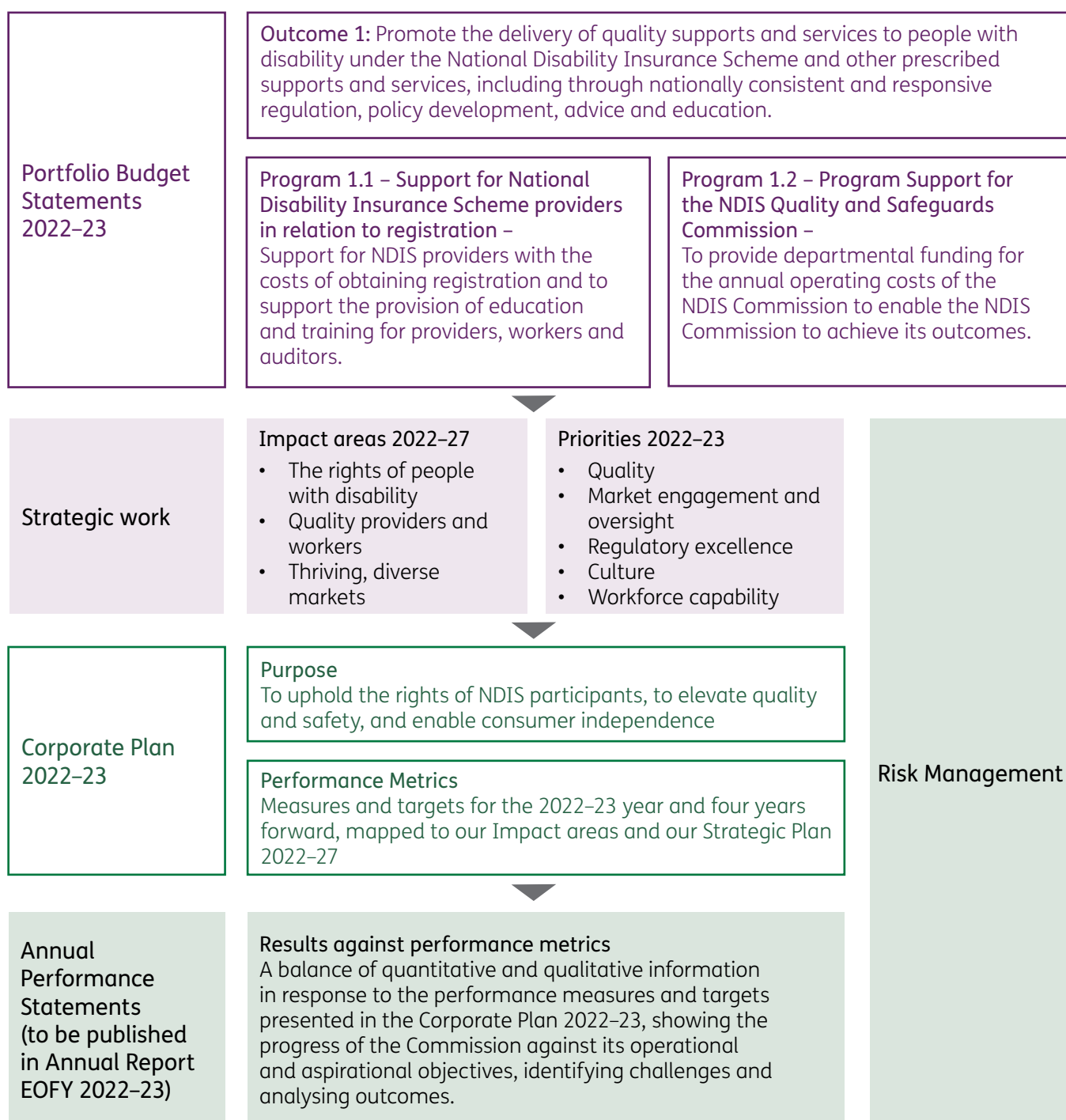
Frank and his dog Elvis



Dr Sheelagh with a Guide Dogs NSW trained assistance dog

Appendix A: Commonwealth Performance Framework: NDIS Commission 2022–23

The Commonwealth Performance Framework requires that entities’ performance planning and reporting should provide meaningful performance information with a clear line of sight between planned and actual performance.



Appendix B: Commissioner's core functions

The NDIS Commission is fundamentally guided by the responsibilities assigned under the NDIS Act. In particular, the Commissioner's core functions:

- a. To uphold the rights of, and promote the health, safety and wellbeing of, people with disability receiving supports or services, including those received under the National Disability Insurance Scheme.
- b. To develop a nationally consistent approach to managing quality and safeguards for people with disability receiving supports or services, including those received under the National Disability Insurance Scheme.
- c. To promote the provision of advice, information, education and training to NDIS providers and people with disability.
- d. To secure compliance with the Act through effective compliance and enforcement arrangements, including through the monitoring and investigation functions conferred on the Commissioner by Division 8 of Part 3A of Chapter 4.
- e. To promote continuous improvement amongst NDIS providers and the delivery of progressively higher standards of supports and services to people with disability.
- f. To develop and oversee the broad policy design for a nationally consistent framework relating to the screening of workers involved in the provision of supports and services to people with disability.
- g. To provide advice or recommendations to the Agency or the Board in relation to the performance of the Agency's functions.
- h. To engage in, promote and coordinate the sharing of information to achieve the objects of the Act.
- i. To provide NDIS market oversight, including:
 - i. By monitoring changes in the NDIS market with may indicate emerging risk, and
 - ii. By monitoring and mitigating the risks of unplanned service withdrawal.

The other functions of the Commissioner are also set out in the NDIS Act:

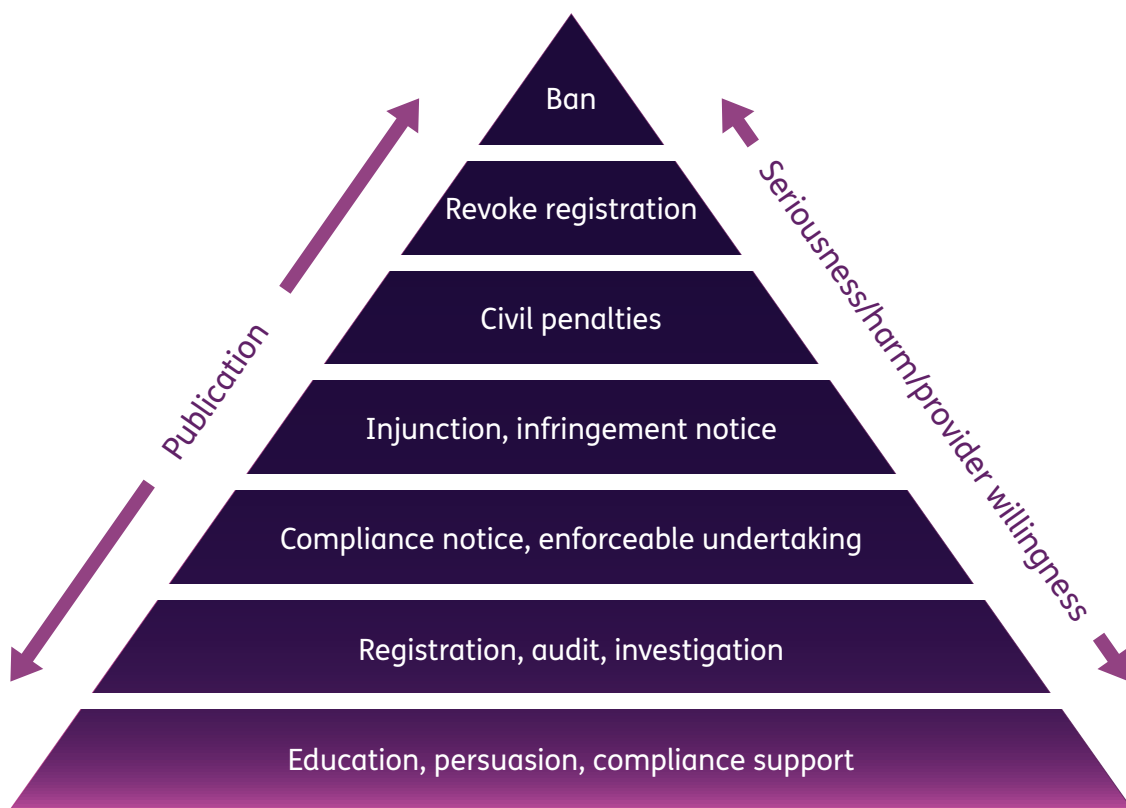
- 181F: the Commissioner's Registration and reportable incidents functions
- 181G: the Commissioner's Complaints functions
- 181H: the Commissioner's Behaviour support function.

Appendix C: Our regulatory approach

The NDIS Commission prioritises the upholding of the rights of people with disability, and the objects of the NDIS Act, which sets the tone for our regulatory approach.

We take a responsive and proportionate approach to regulation, with the ability to escalate actions if an initial response does not achieve the intended outcome. While it is open to the NDIS Commission to proceed directly with the strongest actions should the case require, the primary approach to achieving ongoing compliance and building the capacity of the sector is to educate, advise and encourage NDIS providers and workers to identify and understand their obligations and improve their practice.

Measures may include targeted education and outreach activities, engaging with the regulated community at the earliest possible stage, and providing timely information and advice through the NDIS Commission website, social media, and information sessions.



Such measures help to:

- raise awareness of the benefits of compliance, and the various measures that will be taken to address non-compliance
- remove barriers to compliance, such as lack of awareness about obligations, confusion with other regulators, or particular accessibility needs
- promote the objects of the Act, Practice Standards and NDIS Code of Conduct
- support a reduction in restrictive practices
- reduce the risk that people will inadvertently take action that constitutes a breach.

Having provided advice or guidance to achieve compliance and being satisfied a provider has taken timely and satisfactory steps to remedy a breach we may decide to take no further action. If a provider is not making timely progress to rectify non-compliance we will consider what additional action may be required to ensure the provider meets their responsibilities.



Lexie and Nessian

Appendix D: Compliance

This Plan has been prepared in accordance with the requirements and guidance of:

- subsection 35(1) of the PGPA Act
- the PGPA Rule
- Resource Management Guide 132 (Corporate Plans for Commonwealth entities).
- Regulator Performance Guide 2021

The table below details the requirements as set out in the table at subsection 16E(2) of the PGPA Rule, and provides page references for where each has been met by the NDIS Commission in this Corporate Plan.

Requirements	Page(s)
Introduction <ul style="list-style-type: none">• Statement of preparation• The reporting period for which the plan is prepared• The reporting periods covered by the plan	4
Purposes	9
Key activities	16-19
Operating context <ul style="list-style-type: none">• Environment• Capability• Risk oversight and management, including key risks and its management• Cooperation• Subsidiaries (where applicable)	10-15
Performance <ul style="list-style-type: none">• Performance measures• Targets for each performance measures (if reasonably practicable to set a target)	24-29

Glossary

Terms

Term	Definition
Agency	The National Disability Insurance Agency (NDIA)
Board	The Board of the National Disability Insurance Agency (NDIA)
Commissioner	The NDIS Quality and Safeguards Commissioner
NDIS Act	The National Disability Insurance Scheme Act 2013 (Cwth)
NDIS Commission or Commission	The NDIS Quality and Safeguards Commission
NDIS Provider Register	The register maintained under section 73ZS of the NDIS Act
NDIS Worker Screening Check	The NDIS Worker Screening Check is an assessment that determines whether a person who works, or seeks to work, with people with disability poses a risk to them. Workers are either cleared or excluded from working in certain roles with people with disability. Worker screening units conduct the checks under state/territory law. The units are contained within state or territory government departments/authorities
NDIS Worker Screening Database	A register of NDIS workers from all states and territories who have undertaken the NDIS Worker Screening Check: it shows their cleared or excluded status
Participant or NDIS participant	A person who is a participant in the NDIS as defined in the NDIS Act, sections 28–30
Provider or NDIS provider	A person or legal entity who is an NDIS provider as defined in section 9 of the NDIS Act
Registered NDIS provider	A person or entity who is registered with the NDIS Quality and Safeguards Commission under section 73E of the NDIS Act

Term	Definition
Reportable incidents	Serious, or alleged, incidents which result in harm to an NDIS participant and have occurred in connection with NDIS supports and services
Restrictive practices	Practices that have the effect of restricting rights or freedom of movement of a person with disability
Supports, or supports and services	A range of products and services which may include education, employment, social participation, independence, living arrangements, and health and wellbeing
Worker, or NDIS worker	A person employed or engaged by an NDIS provider

Acronyms and initialisms

Term	Definition
DSS	Department of Social Services
ELT	Executive Leadership Team
ICT	Information and Communication Technology
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme



**NDIS Quality
and Safeguards
Commission**

For more information about this report, please contact

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