



**NDIS Quality
and Safeguards
Commission**



Corporate Plan 2023–24

The NDIS Quality and Safeguards Commission (NDIS Commission) is an independent body that works with people with disability, providers and the community to deliver nationally consistent, responsive and effective regulation of NDIS providers.

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ISSN 2652-2608 (Online)



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Cover image-Jono



Clarice

Acknowledgement of Country

The NDIS Quality and Safeguards Commission acknowledges the traditional custodians of all the lands on which we work. We pay our respects to their Elders past, present and emerging. We thank all Aboriginal and Torres Strait Islander people who share their knowledge of country and culture with us so that we can work together to shape culturally appropriate services for a more inclusive society.

Statement of preparation

I, Tracy Mackey, as the accountable authority of the NDIS Quality and Safeguards Commission (NDIS Commission), am pleased to present the 2023–24 NDIS Quality and Safeguards Commission Corporate Plan. The plan covers the periods 2023–24 through to 2026–27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and to aligns in aggregate with the NDIS Commission’s five-year strategic outlook.



Tracy Mackey
NDIS Quality and Safeguards Commissioner
31 August 2023

Message from the Commissioner



The National Disability Insurance Scheme (NDIS) assists people with permanent and significant disability to access the supports and services that allow them to choose what a good life and what consumer independence looks like for them. The NDIS Quality and Safeguards Commission (NDIS Commission) is the national regulatory authority responsible for upholding the rights of people with disability accessing the NDIS. We make sure the supports and services participants use to live the life they want, are safe and offered to the highest possible quality.

The NDIS Commission's governance and strategic direction are underpinned by a planning framework guided by our Strategic Plan 2022-2027 that outlines our vision, purpose and impact areas.

The Corporate Plan is the NDIS Commission's primary planning document and covers a four-year period, 2023-24 to 2026-27. This second plan outlines the factors that influence the NDIS Commission's regulatory work, how we stay connected with our Scheme-wide partners through collaboration and engagement, and speaks to our priorities in growing the NDIS Commission's capability as we lead the way in creating impact for people with disabilities.

Over the four years, the NDIS Commission's priority is to move from start up to scale up and grow our maturity as a contemporary purpose-centred regulator that sees people with disability achieve their aspirations.

The impact of our work is a regulated, innovative and diverse market that optimises people with disability having the independence and choice they seek and deserve. Our enduring commitment to purpose-centred regulation involves channelling our collective focus toward NDIS participants, so that they are central to all our decision-making. Getting this right means that participants, stakeholders and all Australians will have trust and confidence in the NDIS Commission's human rights based regulation and safeguarding.

In 2023-24 at all levels and locations across the NDIS Commission, we will continue to keep learning and invest time listening to what participants have to say about their scheme, and how we best support them. Stakeholders are also an important source of learning and insights, and all of these connections, conversations and engagements will inform the delivery of the priority actions in this Corporate Plan.

The NDIS Commission through the 2023-24 Budget received additional funding of \$142.6 million over two years to support the NDIS Commission deliver against its regulatory responsibilities. Of this funding, \$120.3 million over two years will be focused on scaling up our workforce and workforce capability to allow the NDIS Commission to grow in alignment with demand for the NDIS.

The funding allows us to accelerate important work across the NDIS Commission to support more people, faster and more efficiently. Most urgently, the NDIS Commission will focus on significantly increasing our resourcing, particularly frontline staff and our

systems. We will prioritise the implementation of the NDIS Commission's regulatory approach and operating model that further enables participant safeguarding and drives quality improvement in the sector. Central to all we do will be initiatives that result in the amplification of participant voices.

In addition to our enduring commitment to the NDIS Commission's core functions as outlined in the National Disability Insurance Scheme Act 2013 (NDIS Act), our 2023-24 Corporate Plan outlines our planned activities for the next 12 months, within the four year planning period. These activities align with our Portfolio Budget Statement measures and the impact areas in our Strategic Plan 2022- 2027; the rights of people with disability, quality providers and workers and a thriving and diverse market.

All of this activity is positioned to align with the Minister's Statement of Expectations and recommendations that will shortly be handed down by the NDIS Independent Review and the Disability

Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. I look forward to working with participants, our stakeholders, and our scheme wide partners to meet the opportunities and challenges in the year ahead, working in partnership to deliver a sustainable scheme in which all Australians can have confidence.

I am proud to be leading the team at the NDIS Quality and Safeguards Commission - an expert and dedicated workforce, focused on our purpose. As '*One Commission*' we are committed to building on the progress we have made against our foundational activities in 2022-23, as we step into a new phase of regulatory maturity in 2023-24 and deliver on this plan's strategic activities and provide accessible and diverse high quality, safe supports and services.

Tracy Mackey

NDIS Quality and Safeguards Commissioner

31 August 2023



John

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Corporate Plan 2023–24 on a page

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



Amplifying participant voices



Accelerating regulatory impact



Improving quality



Our people



Integrated capability

Key activities

Over the four-year period of the Corporate Plan, the NDIS Commission will focus on creating impact in the areas of rights of people with disability, quality providers and workers and thriving, diverse markets. This plan, the second in the four-year cycle, explains the NDIS Commission's 2023-24 priorities and key activities, that along with the performance measures contribute to achieving this impact.

Priority	Amplifying participant voices	Accelerating regulatory impact	Improving quality	Our people	Integrated capability
Key activities	<ul style="list-style-type: none"> Advisory Groups Co-design of consumer information Supported decision-making 	<ul style="list-style-type: none"> Regulatory Capability Framework Compliance priorities and campaigns Enforcement activity 	<ul style="list-style-type: none"> Lifting quality practice Quality investment Responding to the findings of reviews 	<ul style="list-style-type: none"> Workforce uplift Staff safety and wellbeing Workforce Plan implementation 	<ul style="list-style-type: none"> The Data and Regulatory Transformation (DART) project Improve Commission internal Information and Communications Technology (ICT) capability Continuous business improvements

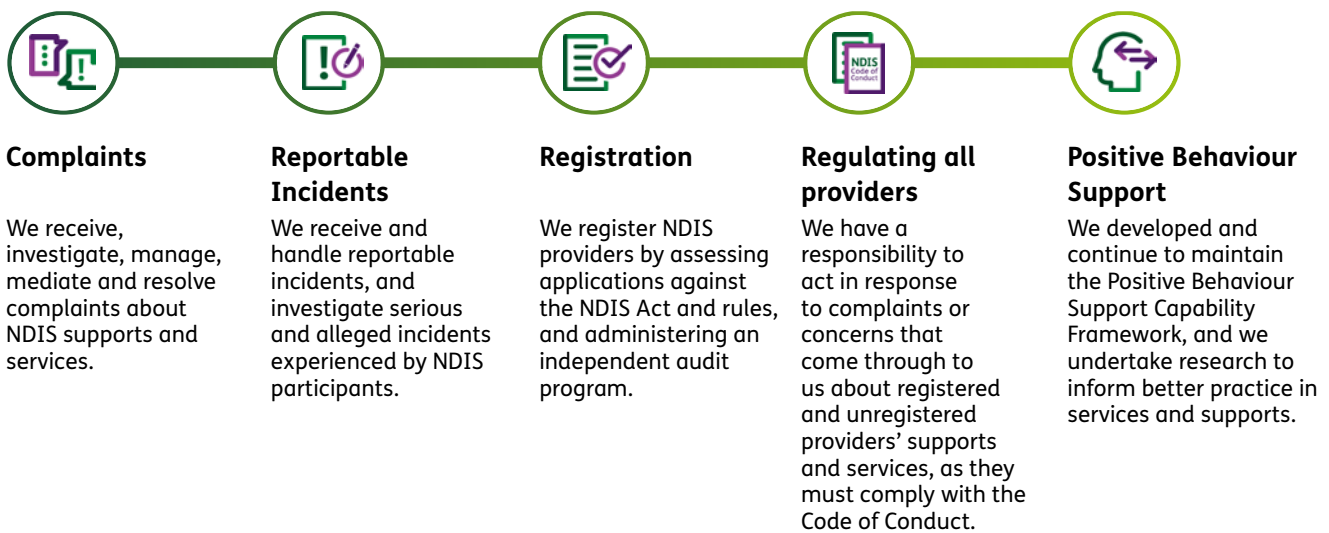


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Our agency

Commission's core functions

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



 **NB:** In addition to operating and maintaining the NDIS worker screening database

Our Regulatory Approach

The NDIS Commission Regulatory Approach outlines how we apply our regulatory capabilities and resources to secure provider compliance with their obligations under the NDIS Act and ensure the quality and safety of services delivered to participants. It guides how we will work across multiple levels, approaches, and levers, to achieve our regulatory intent.

Being a contemporary and purpose-led regulator requires meaningful consideration of the application of regulatory effort. The Regulatory Approach provides a guide for how we will achieve this, recognising and addressing the need to manage risk and harm at both the entity (provider) and systemic levels. It explains to participants, providers, workers and the public how the NDIS Commission will regulate the sector in the best interests of participants.

The NDIS Commission regulates at multiple levels using a range of regulatory levers and tools. We apply a risk-based approach to determine an appropriate

regulatory response to secure compliance with the NDIS Act, balancing the priorities of quality and safeguarding.

We think about the whole NDIS system as well as the experience and actions of individual participants, providers and practitioners. This puts participants at the centre of all we do.

We work systemically to strengthen system approaches and culture throughout the system and we provide clear standards, training and oversight to uplift NDIS service quality. We also work directly with individual providers, workers and in individual matters to proactively improve practice and ensure safeguarding. The combination of our work at different levels provides effective and efficient regulation that drives quality and safeguarding.

Our Regulatory Approach is underpinned by:

- Our high intensity responses to address urgent risks to participant rights and critical sector issues
- Our targeted campaigns to avert potential risks to participants and address emerging sector issues
- Our regulatory activities, which provide ongoing sector regulation and oversight.

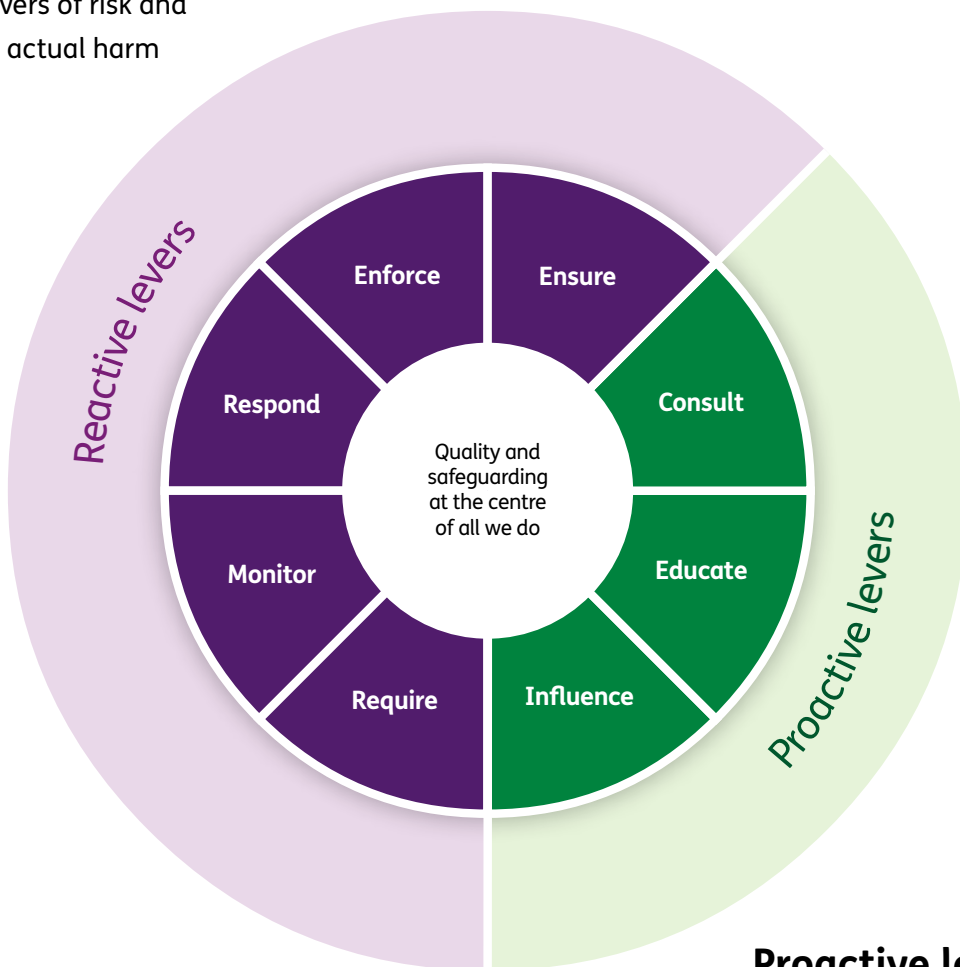
Supporting the Regulatory Approach, our Operating Model describes our regulatory functions, processes and ways of working. The Operating Model describes how we coordinate and deliver our regulatory approaches and how we can work together to achieve our regulatory purpose of upholding the rights of NDIS participants and elevating quality, safety and consumer independence.

The following diagram summarises the regulatory levers we use, each of which puts the rights of participants at the centre of the action we take.

Regulatory levers and tools

Reactive Levers

Levers to identify and respond to drivers of risk and anticipated or actual harm



Proactive levers

Levers to promote quality and participant safety

Our priorities and key activities in 2023-24



Amplifying participant voices

Key activity	Initiatives
Advisory Groups	<p>We will continue to place participants at the centre of all we do and will listen and seek insights. Some ways this will occur is through the refresh of the Consultative Committee and establishment of Experts by Experience.</p> <p>Additionally we will host the Research Steering Committee and embed co-designing and co-production approaches in how we develop and deliver regulatory policy and practice.</p>
Co-design of consumer information	<p>We will develop and launch co-designed consumer information to promote the accessibility of the information we receive and share.</p>
Supported decision making	<p>We will implement the ‘Deciding With Support’ resource toolkit in the sector. This toolkit is a co-designed evidence-based resource on supported decision-making for everyone involved in behaviour support. It aims to make everyone more confident to use supported decision-making so people with disability are empowered in behaviour support decisions.</p>



Accelerating regulatory impact

Key activity	Initiatives
Regulatory Capability Framework	<p>Through the framework, we will implement a Regulatory Officer Learning and Development Program to increase our workforce capability and measure this increased capability via a Regulatory Maturity survey to bench mark ourselves and provide a comparison against other regulators.</p>
Compliance priorities and campaigns	<p>We will establish, communicate and implement compliance priorities 2023-24, aligned with the NDIS Commission’s Strategic Plan 2022-27 and our Regulatory Approach, communicating to providers and participants and the sector areas where we intend to focus proactive regulatory effort to address identified risks.</p>
Enforcement activity	<p>We will increase the use of more coercive and interventionist regulatory levers, including litigation, to serve as general and specific deterrence for providers who put participants at risk.</p>



Improving quality

Key activity	Initiatives
Lifting quality practice	We will implement a range of initiatives that will lift the capability and practice quality of behaviour support providers and practitioners to eliminate restrictive practices, and empower people with disability about their rights when restrictive practices are being considered.
Quality investment	<p>We are committed to creating impact for participants through the pursuit of quality investment across a range of areas. Our Workforce Capability Framework will raise awareness of provider and work obligations and the development of NDIS Practice Standards for supported accommodation will ensure participants have choice and control and be safe within their homes.</p> <p>To ensure that our approaches are evidence based we will invest in a Research Program and partner with experts.</p> <p>We will also invest in redeveloping our website so that people can access information in ways that meet their needs.</p>
Responding to the findings of reviews	Our regulatory approach will be further shaped by the adoption of findings and recommendations from the NDIS Independent Review, the Disability Royal Commission and our Own Motion Inquiries .



Our people

Key activity	Initiatives
Workforce uplift	We will maximise the impact of the budget funding received and increase the size of our workforce to support the delivery of our regulatory obligations. Through this uplift, we will attract and retain a workforce that has a diverse mix of staff with the right skills and attributes.
Workforce Plan implementation	<p>We remain committed to our One Commission approach and commitment to our cultural principles and will continue the implementation of our Cultural Road Map.</p> <p>An Onboarding and targeted Learning and Development Program and Performance Development Platform will be deployed out to support staff in fulfilling their roles.</p> <p>To support a workforce pipeline that is diverse we will develop an Intern, Graduate and Indigenous Pathways Program.</p>
Staff safety and wellbeing	<p>Our Work Health and Safety Plan will be implemented to identify and control hazards through prevention, and mitigate any risk, with the deliberate intention of creating a reporting culture.</p> <p>We will stand up staff led Employee Network Groups, as we understand that a strong workforce is also a diverse one, where people feel safe, respected and valued.</p>



Integrated capability

Key activity	Initiatives
The Data and Regulatory Transformation (DART) project	Our DART project will deliver quick wins that have impact, such as a Telephony System for the Contact Centre, one commission data governance , mapping of our data architecture and data lake and integration .
Improve Commission internal ICT capability	We will work to modernise and integrate our current IT systems and supporting processes. This will ensure we have the rights systems for our work and interfaces with participants, providers and stakeholders.
Continuous business improvements	We will continue with our internal improvement reviews to ensure that delivery of our core functions is as efficient and seamless as possible and provide a positive user experience.



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Our operating context

As the national regulator of the Scheme, the NDIS Commission is influenced by environmental and social factors that inform our internal and external positioning. We are aware of the need to monitor, consider and respond to these influences by maintaining a proactive and agile mindset that allows for and promotes flexibility in our approaches.

Environment

Government priorities for the NDIS

The NDIS Commission in carrying out its role as regulator of the NDIS, does so in accordance with the Minister for the NDIS, Statement of Expectations and the NDIS Commission's responding Statement of Intent (Appendix B). This plan's priorities, key activities and performance measures and targets are aligned with, and reflect the expectations and commitments set out in the Minister's Statement of Expectations and in the Statement of Intent.

The final reports for the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and the NDIS Review, are due to be delivered to the Australian Government in September and October 2023, respectively. It is anticipated that these reports will make significant findings and recommendations for consideration, aimed at improving the design, operations and sustainability of the Scheme. The scope of both reviews include elements directly relevant to the role and function of the NDIS Commission.

The NDIS Commission is committed to working closely with the Government and all stakeholders to ensure that future policy further enables the provision of accessible and diverse high quality, safe supports and services for people with disability.

Scheme sustainability

With the increasing demand on NDIS resources, and the estimated growth in the Scheme an integrated and consistent operating model will secure resourcing needs to manage fluctuations in NDIS Commission intervention.

Increased focus and action on identifying, preventing and responding to NDIS fraud and sharp practice may apply pressure to the Commission's complaint process and regulatory priorities and operations.

Cost of living pressures

As global economies work to manage high rates of inflation, the ripple effect for household expenses is similarly challenging. The rising cost of consumer goods and services has meant Australians must be more discerning about broader economic pressures.

Implementation of the **Quality Roadmap** and **Regulatory Approach** will support and encourage the NDIS Commission and providers and workers to implement projects and approaches that stimulate quality, safety and innovation in the NDIS provider market. This year, we will continue implementing the critical activities to help engage the provider market and secure quality and safety for participants.

Technology and data

The Data and Digital Roadmap will enable informed decision making in relation to Information Communications Technology investment, and its delivery will support the NDIS Commission's maturity as a regulator. The Data and Digital Roadmap's five pillars are the core and drive outcomes for our stakeholders. The DART project is in development and we are also working to improve the Commission's internal ICT capability. This is based on the NDIS Commission's Data and Digital Roadmap.

Improved systems and processes will provide more of our information and access pathways in accessible digital formats that better meet the needs of participants.

Tight employment market

In May 2023, the World Health Organization (WHO) downgraded the Covid-19 pandemic from a global emergency. Yet, its lagging impacts continue to challenge governments and businesses, particularly in relation to inflation and attracting skilled employees.

Scarcity of skilled employees, combined with cost-of-living pressures may affect the NDIS Commission's ability to attract specialist staff. Similar worker scarcity is possible in the NDIS provider/worker market, particularly in attracting First Nations employees. The NDIS Commission recognises that its approach to the employment market must emphasise the messaging from this Corporate Plan

so as to position itself as an employer of choice, and one that can offer a complete career pathway as a form of retention.

The NDIS Commission's **Workforce Plan** considers key workforce investments around priority areas of growth, performance, capability, wellbeing, inclusion and diversity.

Capability

Over the duration of this Corporate Plan, the NDIS Commission will continue to strengthen and enhance our capability to achieve our purpose. Our additional funding will see us continue to pursue improvement through workforce uplift, quality, market engagement and oversight, regulatory excellence and culture. This will include a focus on our people and enabling structures and infrastructure.

Our people

Embedding frameworks for consistency

The design and embedding of the NDIS Commission's cultural principles, Workforce Plan and strengthening our leadership cohort, has enabled the organisation to systemically place emphasis on our staff, their value and expertise. This will support the NDIS Commission to create an employee value proposition to retain, attract and support our workforce.

Continued investment in the Learning and Development Program and building on the new Regulatory Capability Framework, Regulatory Officer Learning and Development Program is under development to support the maturing of our regulatory approach.

Operations

Structural realignment for outcome efficiency and effectiveness

Work completed to date has better aligned functions with responsibilities, provided clarity about our role as a contemporary regulator and our approach and focus areas such as campaign strategies. We will continue with our work program of internal improvement reviews to ensure workflows are efficient, with linkages and collaboration occurring across teams to foster a one-Commission approach. These reviews also place an increased emphasis on

staff shifting from predominantly reactive regulation to a proactive stance incorporating site visits and engagement with participants and workers.

Staff engagement for continuous improvement

We will continue to ask staff to contribute to and influence the direction of the NDIS Commission in a myriad of ways through staff co-design of strategic initiatives, priority projects and reviews, and self-nominated staff lead working groups. Increased inclusivity, appreciation, and respect for diversity will be a priority and enacted through the stand-up of Employee Network Groups and a new Disability Access and Inclusion Affirmative measure role.

Governance

Increasing transparency

As the NDIS Commission matures as a regulator and our data holdings have increased, changes have been made to the way the NDIS Commission deliberates and reports internally and externally. External reporting has increased, details of suitability assessments of Behaviour Support practitioners are now public, and the Quarterly Performance Report will build upon the previous quarterly activity reports. Our fortnightly electronic provider newsletter serves as an ongoing communication channel to educate and support providers and spotlight provider innovations.

As our resources increase and we implement a new organisational structure to support our regulatory application, we will refresh our governance fora. It will ensure that governance across the NDIS Commission is connected and visible. The new governance framework will include operational and strategic as well as internal and external facing groups.

Data privacy and cyber-security

Increasingly frequent and targeted cyber-attacks on both individuals and organisations command us to be more alert than ever to the risks and sophisticated preventative measures required. The introduction and use of artificial intelligence (AI) and machine-learning capability has the potential to both help and hinder the way people with disability live their lives.

Consequently, organisations supporting people with disability must quickly understand the benefits, risks and potential of these technologies.

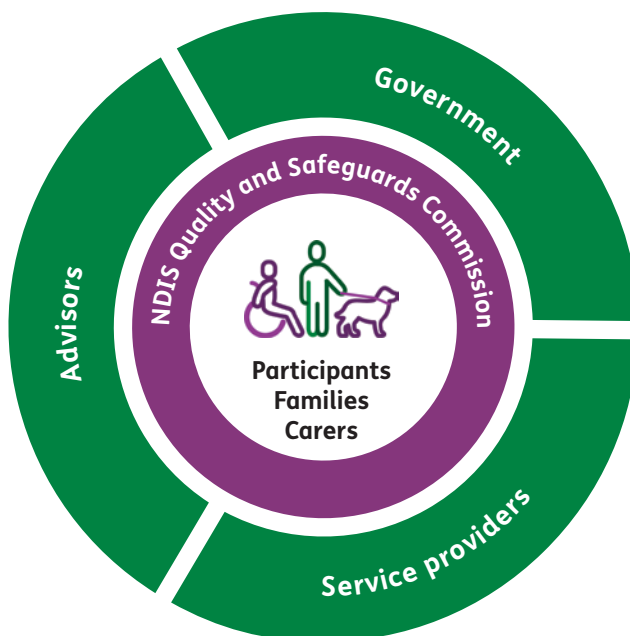
Technology is undoubtedly changing the way we exist in the world and, in some ways, society urgently needs to catch up to the advancements it is affording us, particularly with regard to privacy protections and cyber security protective measures. The Data and Digital Roadmap and improved internal ICT capabilities incorporate security measures that strengthen the protection of all data and information held by the NDIS Commission, whilst giving the NDIS Commission the required modern data and regulatory capabilities. It also outlines how we will explore the use of machine learning in a responsible and efficient way, so that we can continue to improve the way we support NDIS participants.

Collaboration

The NDIS Commission recognises that it is a partner with many within the NDIS eco system. We value and actively seek out collaboration with participants, advocacy groups, disability representative organisations, providers and government agencies. From participants we learn and draw insights based on their lived experience and expertise, which we leverage to achieve our purpose.

Advisors

- Consultative Committee & Advisory Groups
- Audit and Risk Committee
- Complaints Advisory Group
- Research Committee
- Focus Groups
- Experts by Experience
- Roundtables – Disability Advocacy Forum/Research



Government

- Minister
- Commonwealth departments
- State and Territory governments
- National and State and Territory Regulators
- Fraud Fusion Taskforce

Service providers

- Peak bodies
- Disability representative organisations
- Providers and workers
- Advocates
- Workers representatives



Risk management

The NDIS Commission's risk and governance framework is underpinned by the;

- *National Disability Insurance Scheme Act 2013* and NDIS Rules
- *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the PGPA Rule
- *Public Service Act 1999*
- *Public Interest Disclosure Act 2013*
- *Work Health and Safety Act 2011* (Cth)
- National Disability Insurance Scheme Risk Management Rules 2013
- Work Health and Safety Regulations 2011 (Cth)
- Comcover insurance and risk management requirements
- Commonwealth Procurement Rules
- Commonwealth Grant Rules and Guidelines
- Commonwealth Risk Management Policy

Risk management is the responsibility of the NDIS Commission and we actively monitor enterprise risk and control effectiveness according to the NDIS Commission's Risk Management Framework that comprises:

- Embedded risk management practices in our systems, reporting and processes

- Risk owners are supported by dedicated risk officers
- Operational risk management practices across regulatory operations to manage safeguarding and compliance activities

We are strengthening our safe guarding, compliance and regulatory operations activities, and have introduced teams to the business to support our Risk Framework. These teams are:

- Incident Intake and Early Resolution (Complaints and Engagement)
- Fraud Fusion Task force (Regulatory Operations)
- Risk-Intelligence and Delivery (Regulatory Operations)
- Audit, Fraud and Risk (Corporate)
- Internal Integrity (Legal and Integrity)

Our external Audit and Risk Committee provides advice on the system of risk management.

Consistent with our practice of identifying and managing key risks, the Executive Leadership Team has identified seven enterprise risk categories that have the potential to impact our achievement.

Enterprise Risk	Description	How we manage
Participants' rights	<p>There is a risk that we do not provide adequate safeguards for participants, enable meaningful choice of services, or ensure the quality of services provided to participants.</p>	<p>Our Strategic Plan affirms our commitment to people with disabilities through our ambition to be a contemporary, purpose-centred regulator keeping people with disability at the heart of what we do and every decision we make.</p> <p>The NDIS Commission works with people with disabilities, their families, and carers and advocates to empower them to speak up against abuse, neglect and harm. It also regulates and works with providers to improve their ability to support and uphold the rights of all participants through practice and guidance.</p> <p>The Consultative Committee brings together people from the industry with diverse experience of and expertise in issues affecting people with disability who are committed to ensuring the safety and quality of NDIS supports and services.</p>
Providing a safe, capable, flexible and engaged workforce to meet operational requirements	<p>There is a risk we will not be able to attract, recruit, and retain sufficient staff with required capabilities to deliver the NDIS Commission's functions.</p> <p>There is a risk we are not flexible in our structures, policies, and procedures to enable resources to be allocated where are needed.</p> <p>There is a risk we do not provide sufficient and effective supports to ensure the wellbeing of our staff.</p>	<p>Our Workforce Plan prioritises areas of growth, performance, capability, wellbeing, inclusion and diversity, identifying opportunities to respond to our emerging needs, so that the organisation is well positioned to manage our deliverables and supporting future workforce decision making.</p> <p>Commitment to our Learning and Development Program, Policy and procedure review processes, responding to people surveys, embedding Change Facilitators, future state consultation processes and on boarding activities to support the scale up of our workforce and current structure improvement processes.</p> <p>We are committed to providing a safe, healthy, inclusive and diverse workplace for all employees, visitors and contractors that is free from physical and psychological harm. The Work Health and Safety Committee supports our leaders in creating, maintaining and improving a working environment in which the health safety and wellbeing of our people is prioritised.</p>

Enterprise Risk	Description	How we manage
Operational and delivery partners	<p>There is a risk that we do not engage with, or work collaboratively with, other organisations to individually and jointly deliver outcomes for people with disability.</p>	<p>We actively seek diverse views and the NDIS Commission engages operationally with key stakeholders including Commonwealth and State and Territory agencies, First Nations peoples and industry stakeholders to deliver on our priorities.</p> <p>We continue to build and maintain mutual trust with participants across the sector and community through improved engagement and co-design for practice improvement.</p>
Regulatory Approach	<p>There is a risk that our regulatory approach does not enable effective safeguarding of participants' rights, ensure quality services are available to participants, or provide a nationally consistent approach in delivering or regulatory functions.</p> <p>There is a risk that how we approach our regulatory role does not enable and build thriving and diverse markets and providers, ensuring participants have meaningful and informed choices in the services and providers they engage.</p>	<p>The NDIS Commission's strategy and operating model reflects contemporary regulatory approaches to drive the delivery of our core functions and statutory obligations through a range of regulatory levers and tools.</p> <p>The operating model will deliver on a nationally consistent practice, sector engagements and support for participants to make informed choices and market awareness.</p> <p>We adopt a positive risk culture and make balanced and informed decisions to embed new and innovative ways of implementing policy and projects using participant focussed and evidenced based data and information.</p> <p>We develop documentation to inform participants and providers, hold engagement events, provide advice and education resources such as obligation requirements, practice guides, and worker screening to support improved markets.</p>
Data and systems	<p>There is a risk we do not effectively organise, analyse, and use data to make informed, risk-based decisions.</p> <p>There is a risk that our systems do not enable the collection, utilisation and protection of information.</p>	<p>As data is central to risk-based and intelligence-led regulation, we ensure it is optimised to prioritise and inform risk based decisions.</p> <p>Information technology, communication and cyber security policies and procedures are adhered to in accordance with the Protective Security Policy Framework.</p> <p>Through continuous improvement, we are enhancing our technological capabilities to ensure our business is fit for purpose to deliver improved outcomes for participants.</p>

Enterprise Risk	Description	How we manage
Changes in our role or Government's priorities	There is a risk, dependent on the outcomes of reviews, government may make changes that directly affect the scope, role, and functions of the NDIS Commission.	<p>We are responsive to recommendations from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and the NDIS Review.</p> <p>We proactively keep abreast with potential changes to Government priorities and ensure business models, plans and resources are adaptable and flexible to respond to learnings which will be considered in future control development in line with our corporate goal of continuous improve.</p> <p>We review our policies and frameworks to ensure currency and effectiveness.</p>
Implementation of additional resources	There is a risk that we do not efficiently and effectively manage this increased resource allocation or management the implementation of funded activities to meet government's priorities and expectations.	<p>We align resources to inflows in regulation requirements in response to trends and emerging issues whilst meeting our compliance work plan.</p> <p>Implementation of our Operating Model and Workforce Plan responds to and meets emerging priorities. Increased training in Regulatory Operation builds capability to respond to varied and emerging risks.</p> <p>We manage finances in line with budgets at all levels, and have accountability for public money.</p>

Performance

In 2022-23, the NDIS Commission took a first step in evolving our performance reporting to include more specific measures that were a blend of qualitative and quantitative insights. These measures were aligned with our five-year Strategic Plan, the three impact areas and speak to the outcomes we aim to achieve. Over the last year, we have worked to establish baseline data that would, over time, create longitudinal datasets reflective our achievements and continuous improvement efforts.

Our Data and Insight team have worked with division data custodians to define the data definitions and methodologies to support reporting against the performance measures (PM). This work has highlighted that we need to continue to develop our data holdings. The provision of data for some performance measures is not possible at this point in the NDIS Commission’s data maturity and is reliant on having the necessary data platforms via improving our internal ICT capability. This has resulted in a

contraction of the number of performance measures in this plan and reframing to achieve the 2022-23 baseline target over the four-year period rather than to incremental increases year on year.

Additionally at the time of publication, the NDIS Commission is undertaking a project to review its performance information to better reflect the function of the NDIS Commission (new regulatory operating model, uplift and recommendations from the NDIS Review and Disability Royal Commission), guided by the requirements of section 16EA of the PGPA Rule.

This will inform potential change to the performance measures for the 2024-25 planning documents (Portfolio Budget Statements, Corporate Plan and Annual Performance Statements). This will complement existing improvements made in this 2023-24 Corporate Plan.

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

PBS Program	Targets	2023-24	2024-25	2025-26	2026-27
1.2	80% of respondents said they trust the NDIS Commission	80%	80%	80%	80%
1.2	70% of complaints resolved in 90 days	70%	70%	70%	70%
1.2	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)

PBS Program	Targets	2023–24	2024–25	2025–26	2026–27
1.2	Baseline data ¹ - Increase in lodgement of BSPs, and quality of BSPs	> baseline data	> baseline data	> baseline data	> baseline data

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

PBS Program	Targets	2023–24	2024–25	2025–26	2026–27
1.2	Number/type of Commission resources, activities and engagements	Number/ type with analysis	Number/ type with analysis	Number/ type with analysis	Number/ type with analysis
1.2	90% of providers surveyed said training had increased their understanding of what quality and safety means to NDIS participants	90%	90%	90%	90%
1.2	Baseline data – % of NDIS participants surveyed report they have had a positive experience with their providers	> baseline data	> baseline data	> baseline data	> baseline data
1.2	Baseline data – % of NDIS participants surveyed say they feel they have a voice in improving the safety and quality of provider systems	> baseline data	> baseline data	> baseline data	> baseline data

1 All the baseline data mentioned under “Performance” section will be available in the NDIS Commission’s Annual Report 2022-23.



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

PBS Program	Targets	2023–24	2024–25	2025–26	2026–27
1.2	Baseline data – % Participants say the quality of their supports has increased	> baseline data	> baseline data	> baseline data	> baseline data

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

PBS Program	Targets	2023–24	2024–25	2025–26	2026–27
1.2	Baseline data – Uptake of the Workforce Capability Framework, building a skilled workforce	> baseline data	> baseline data	> baseline data	> baseline data

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

PBS Program	Targets	2023–24	2024–25	2025–26	2026–27
1.1	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



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.

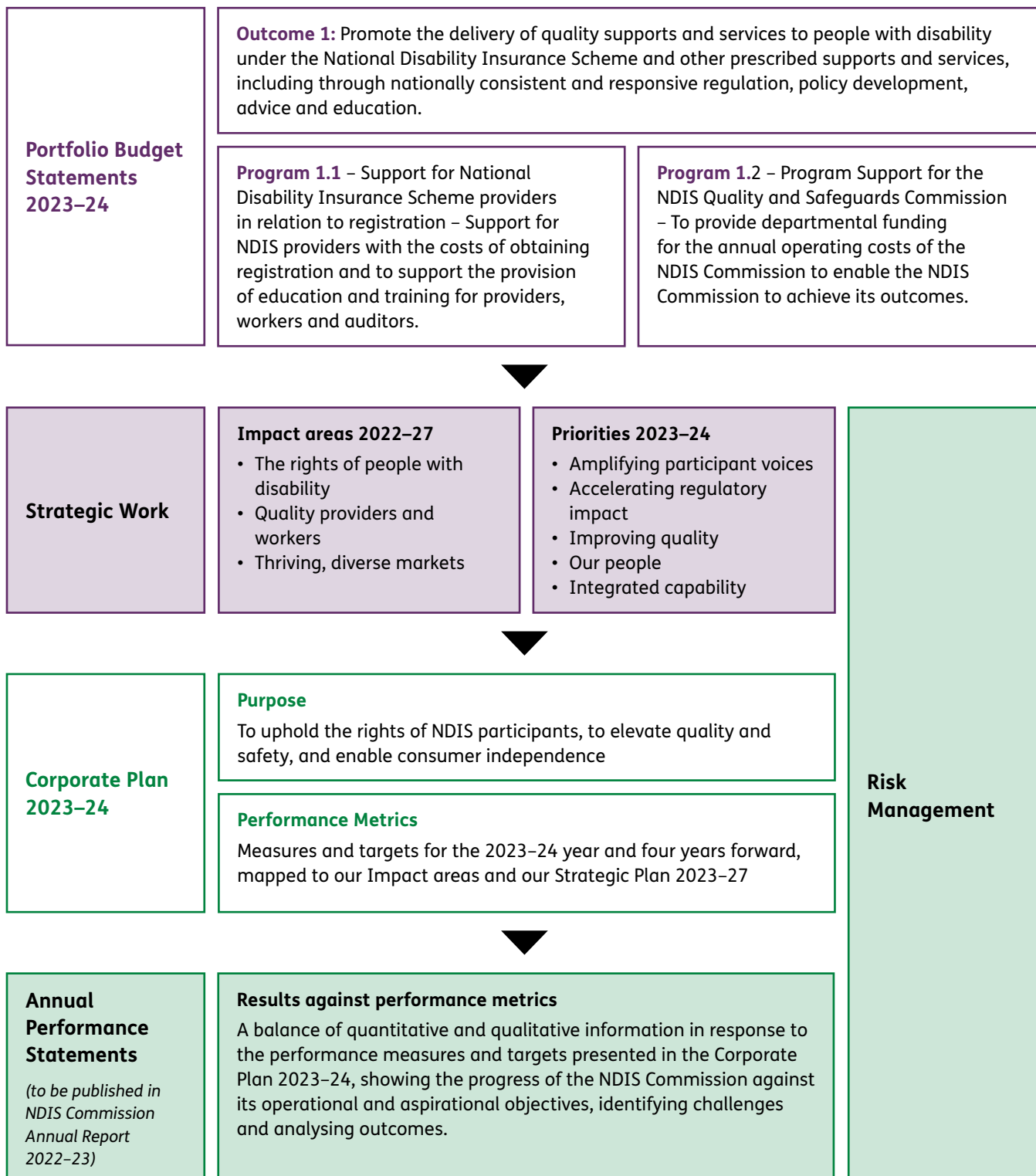
PM 3.1: Quality and safety risks are reduced through the use of regulatory levers to exit unscrupulous and ineffective operators and workers from the market

PBS Program	Targets	2023–24	2024–25	2025–26	2026–27
1.2	Baseline data – • # of registration revocations • # of registrations refused • # banning orders	> baseline data	> baseline data	> baseline data	> baseline data
1.2	Changes from qualitative analysis	Qualitative analysis	Qualitative analysis	Qualitative analysis	Qualitative analysis

Appendices

Appendix A: Commonwealth Performance Framework: NDIS Commission 2023–24

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: Statement of Expectations and the Commission responding Statement of Intent

<https://www.ndiscommission.gov.au/about/corporate-documents#paragraph-id-6802>

Appendix C: 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 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	4
<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	
Purpose	8
Key activities	12-14
Operating context	15-21
<ul style="list-style-type: none">• Environment• Capability• Collaboration• Risk Management	
Performance	22-24
<ul style="list-style-type: none">• Performance measures• Targets for each performance measures (if reasonably practicable to set a target)	

Glossary

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
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
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



**NDIS Quality
and Safeguards
Commission**

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