



# Corporate Plan 2016 - 2021



## Statement of preparation

We, the Board of the National Disability Insurance Agency (Agency), as the accountable authority, present the 2016-2021 Agency Corporate Plan (Corporate Plan), as required under section 35(1)(b) of the Public Governance, Performance and Accountability Act 2013 and section 177(1) of the National Disability Insurance Scheme Act 2013 (NDIS Act). The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

## Chairman and CEO foreword

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People with disability are at the very heart of the National Disability Insurance Scheme (Scheme). The Scheme's success will be about involving them in everything we do.

This plan commences at a time of transition. During the trial, we aimed to be on time, on budget and with a high level of participant satisfaction. Our plan for the trial, the support of governments, endorsement by the community and the hard work of our staff meant that these three targets were achieved. We demonstrated that people with disability can receive the ordinary opportunities afforded to the rest of the community.

Moving on from the trial phase, this Corporate Plan is for the period of transition to the full Scheme and beyond. With the national implementation of the Scheme, we aim again to be on time, on budget and with high levels of satisfaction. We aim for the Scheme to be built sustainably for taxpayers and governments over the long term, and for people with disability to have improved life outcomes and be able to live an ordinary life.

This Corporate Plan will set up the Scheme to operate like other national programs as part of Australia's social infrastructure. Like never before, people with disability will have the reasonable and necessary supports that enable a fuller participation in our society and economy. We understand we can't do this alone. As the custodians of the Scheme, we will be listening and learning while we build and deliver. Our success will be the result of people with disability and their families and carers helping us make the right decisions.

On behalf of the Board and management, we look forward to you joining us on our journey to building an equitable, sustainable and better Australia.

Mr Bruce Bonyhady AM  
Chairman

Mr David Bowen  
Chief Executive Officer

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# 1 Scheme overview

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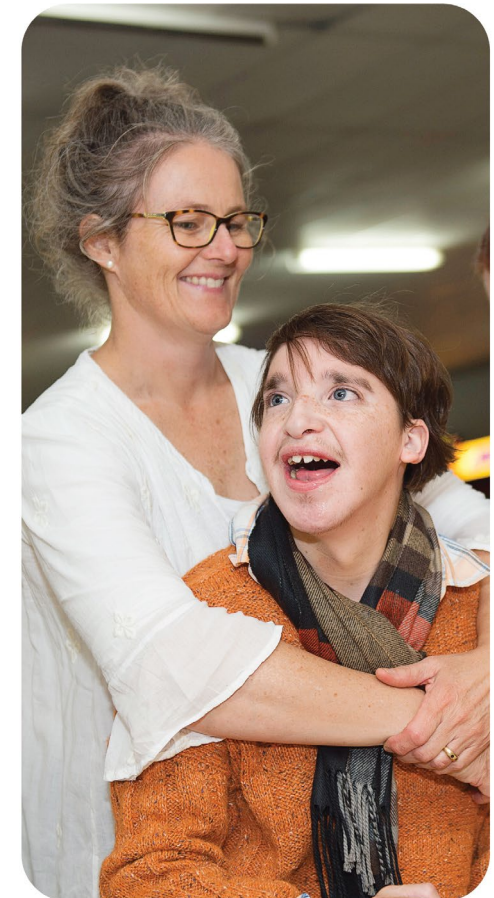
The Scheme is a once in a generation social and economic reform. It is a new way of providing support for people with disability, their families and carers. The Scheme is estimated to support about 460,000 Australians with disability to live an ordinary life.

The Scheme is insurance, not welfare. It is based on four insurance principles (see Appendix 1):

1. The Scheme will be sustainable because its funding base will be driven by an actuarial estimate of the reasonable and necessary support needed for participants.
2. The Scheme will minimise costs by focusing on the lifetime value for Scheme participants.
3. The Scheme will invest in research and encourage innovation.
4. The Agency will support the development of community capability and social capital.

Together, these principles enable the Scheme to fund people with disability to have an ordinary life. It is being built on evidence and experience. The Agency has an outcomes framework that it is using to measure and track improvements to the lives of participants, their families and carers.

In its first three years of trial, the Scheme has already transformed thousands of lives. The Agency is proud of the progress it is making. It is creating a disability system that is based on greater choice and control while being equitable, efficient and sustainable. The Scheme will transition from the original trial phase to the full scheme over the next three years (1 July 2016 to 30 June 2019) and will incrementally transform a rapidly growing number of lives.



## Agency overview

The Agency has the responsibility to deliver the Scheme. Since it was established, the Agency has pursued a vision of optimising social and economic independence and full participation for people with disability. The National Disability Insurance Scheme Act details all of the Agency's purposes.

People with disability, their families and carers will continue to shape the Scheme as it is built and delivered over the next five years. The Agency prides itself on its commitment to co-design and recognises that the design of the Scheme must be informed by the lived experiences of participants and people with disability.

The Agency will use a range of communication channels to engage with people with disability, including face to face, online, over the phone and through Agency partners. The Agency is working closely with organisations to deliver the promised outcomes of the Scheme. The Agency partners are community based organisations that are delivering services on behalf of the Agency, such as local area coordination. Providers are the organisations delivering supports chosen by participants and funded by the Scheme.

## A core set of design principles underpin the Scheme



### Community

It is co-designed with participants, families and carers



### Agency partners

Strong community partners will leverage the best expertise from the disability sector



### Participants

People with disability are at its heart



### Market competition

Market competition ensures providers offer the best support at the best price



### Insurance model

It is based on an insurance model that enables lifetime support for participants

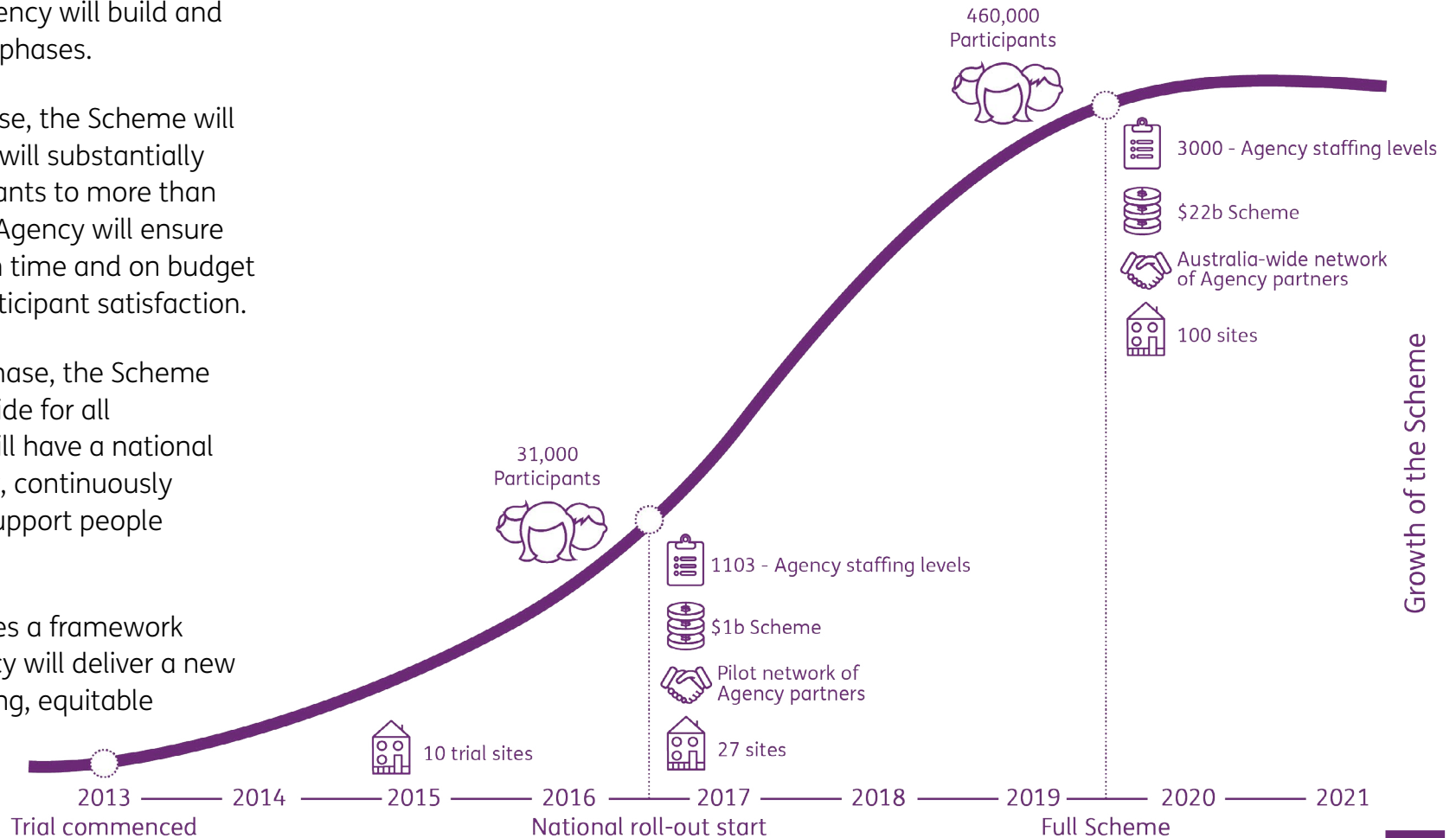
## Listen, learn, build and deliver

The Agency will continue listening, learning, building and delivering the Scheme. The Agency is #ndisready. The Scheme's journey so far has been shaped by the lessons and insights from trial sites across Australia. Over the next five years, the Agency will build and deliver the Scheme in two phases.

In the first, three-year phase, the Scheme will be rolled out nationally. It will substantially grow from 31,000 participants to more than 460,000 participants. The Agency will ensure the Scheme is delivered on time and on budget and with high levels of participant satisfaction.

In the second, two-year phase, the Scheme will be operating nation-wide for all Australians. The Agency will have a national network of service delivery, continuously improving how to better support people with disability.

This Corporate Plan provides a framework that shows how the Agency will deliver a new system that is world-leading, equitable and sustainable.



Growth of the Scheme

## 2 Agency strategic approach

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### Vision

Optimising social and economic independence and full participation for people with disability

### Mission

Building and managing a world leading National Disability Insurance Scheme for all Australians

A clear vision, mission and goals provide the framework for the Agency's Corporate Plan. People and culture and digital innovation will enable the Agency to deliver on its plan.

### Goal 1

People with disability are in control and have choices, based on the United Nations Convention on the Rights of Persons with Disabilities

### Goal 2

The National Disability Insurance Scheme is financially sustainable and governed using insurance principles

### Goal 3

The community has ownership, confidence and pride in the National Disability Insurance Scheme and the National Disability Insurance Agency

### People and culture

What the Agency values and how it behaves

### Digital innovation

The Agency's work is underpinned by a modern technological approach



### 3 Strategic environment

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The Scheme is a once-in-a-generation economic and social reform that promises benefit for all Australians. The Agency will deliver on that promise in a complex and dynamic environment that present both risk and opportunities. The Scheme's future will be shaped by six primary influences:





## People with disability

Participants and people with disability are at the centre of the Scheme. The Scheme will help build an Australian society where participants and people with disability experience fairness, security and opportunity. The Scheme will also bring certainty to families and carers. Existing support systems in Australia have fallen short of providing people with disability with the same opportunities as others have.

The Scheme will reshape the terrain that makes up our society. People with disability who enter the Scheme as participants will be empowered to control the services they choose to achieve their own goals and aspirations. By putting people with disability at the centre, the Agency will ensure that their voices shape its work.

The Scheme emphasises a lifetime approach with early intervention for participants. It will:

- deliver a single, holistic, coordinated and equitable system
- overcome gaps and inefficiencies in the existing system

- be coordinated with mainstream services and community supports
- be easy to navigate.

The Scheme will form a cohesive social system supporting participants when they need it from cradle to retirement age. This may be lifelong, occasional or to top-up mainstream services. For people with a permanent disability and significant impairment, they will be funded for reasonable and necessary supports. For other people with disability, they may be assisted through early intervention or through information, linkages and capability building.

The Agency will respond to the needs of Australia's diverse communities, through developing and implementing its strategies relating to Aboriginal and Torres Strait Islanders, rural and remote communities, culturally and linguistically diverse communities, and lesbian, gay, bisexual, transgender and intersex people.



## Providers and markets

The Scheme creates new and expanded opportunities to provide innovative and personalised supports to people with disability in an open market. Central to the Scheme is a shift to individual plans and consumer control. Participants will drive and shape the market through their individual choices.

By giving choice and control to participants, the Scheme will transform the sector. People with disability will be more informed consumers and will be better placed to take risks. This means providers will need to develop and deliver products and supports that consumers want, similar to any other retail market. The quality and range of services will improve and give participants more options. Innovation, new technology and better information will also allow for more informed decisions.

The Harper Review recognised that governments cannot distance themselves from the quality of services. They each have an important role in market stewardship for the Scheme. The Agency will act as a steward, encouraging competition and innovation. This includes providing information on potential opportunities in the market, facilitating contestability and managing as far as possible market risks such as lack of supply or price inflation.

In collaboration with government partners, the Agency will overcome challenges to supplying supports in the rural and remote areas of Australia. It will guide the development of the market by setting the price of supports it funds directly. Over time, it will move to a deregulated price as the market matures.

The Agency will also facilitate research and best practice in the sector to encourage providers to innovate and respond to the Scheme. The Scheme provides an unprecedented opportunity to collect disability market performance data and use this to drive continual market development. A diverse market will enable strong links with mainstream services and family and community support.

All of this helps the Scheme's sustainability and is a benefit to the Australian economy.

The market will expand significantly in coming years, creating opportunities for existing and new providers. It will also encourage mainstream businesses to make their services more accessible and inclusive for people with disability, both as workers and as consumers.



## Families, carers and community

Community ownership and confidence in the Agency and Scheme is critical to its ongoing success. This means engaging with people with disability, families, carers and the broader community to maintain momentum and support for the Scheme.

The Scheme is designed to nurture and support families and carers in their roles. The Agency will assist to develop an inclusive culture by working with:

- connected and empowered Australians with disability
- the business community to recognise the economic benefits for people with disability as employees and as consumers
- disability organisations and peer groups to ensure access to effective support
- carers and families to realise opportunities to join or re-join the workforce as participants' needs are being met
- the broader community to provide information and insights about the Scheme
- local government to build on existing disability action plans to build accessible and active inclusion opportunities.



“In the future with the help of the NDIS we hope that Jamie will have enough independent living skills to be able to be independent, live in her own house and to have her own friends. ”

- Kathryn (Jaime's mother)



## Technology

Technology has a leading role to play in the successful delivery of the Scheme. Participants and providers will be encouraged to embrace digital opportunities.

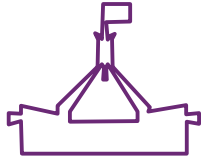
Innovation will be used to create an enabling environment which has greater reach, response and reliability to different population densities. Technology can also lead to supports being delivered in more cost effective ways.

Technology can transform the lives of people with disability to lead an ordinary life, building community, economic participation and independence, and ultimately creating boundless opportunities. The Agency is committed to using digital ecosystems to develop an environment in which creativity and innovation thrives, connecting people in new and dynamic ways.

When accessibility is imbedded in every step of a design process, there will be less differentiation, or perhaps no differentiation, between the experience of a person with disability and a person without disability.

Both mainstream and specialised technology can enable access to the world for people with disability. Technology and the internet can help participants in the Scheme make informed choices through access to reliable and timely information. Consumer choice enabled by technology can also lead to new services, opportunities and innovation.

The Agency believes technology is critical to the success of the Scheme. Better use of technology will improve the chances of creating a lifetime of moments when disability becomes normality.



## Governments

The Scheme enjoys widespread support, funding and focus from Australian governments.

### **Commonwealth, state and territory governments**

The Scheme was created by all governments, with the Commonwealth taking leadership for its implementation and continued delivery. Over time, the role of governments in supporting the market will diminish as consumers and industry increasingly take the lead to shape the market. This is a major shift from historical practices.

As the Scheme develops, services that were previously provided by some governments will be delivered by providers that are not government organisations. There will be workforce and service delivery challenges and opportunities.

### **Policy environment**

The Scheme contributes to, and forms an important part of, the overarching National Disability Strategy. Improved access to mainstream services for people with disability will complement the supports provided through the Scheme.

The national focus of the Scheme highlights the critical need for national coordination of provider quality and safeguards for people with disability, currently the work of states and territories. Policy responses must reflect the learnings from inquiries into the experiences and protection of vulnerable people.

The Scheme provides a unique opportunity to develop connected policy settings and service delivery across disability, education, health, transport and housing portfolios. This will enable seamlessly coordinated transitions across supports for participants, allowing them to enjoy ordinary lives.

### **Fiscal environment**

Governments face significant fiscal and economic pressures and uncertainty. The performance of the Scheme is integral to maintaining confidence that the Scheme is affordable and sustainable in the long-term. The fiscal benefits of the Scheme will be realised by all Australians, not just those with disability. The insurance model reduces long-term costs and creates potential economic benefits that far outweigh the cost. As these are realised, the Scheme will more than pay for itself.



## Workforce

The Scheme will reshape the employment market in Australia. New jobs and economic growth will be triggered, as Australia adjusts post the mining boom.

### Participants and their families

With the supports they need, participants will experience greater opportunities to participate in the workforce. With sufficient funding for personal care, families and carers of people with disability will have greater opportunity to join the workforce.

### Providers

The roll out of the Scheme is set to bring thousands of jobs to the disability sector, as well as flow on opportunities in the wider business community. This unprecedented growth and major employment boost will provide great opportunities for those who are looking for work or for a career change. The Agency publishes its projections for workforce growth in its market position statements.

### At the Agency and with Agency partners

The Agency is creating a new future with the Scheme. This will create significant employment opportunities in the Agency and the Agency's partner organisations. The success of the Scheme will require the Agency to support appropriate organisations to deliver Agency functions where it makes sense to do so. Whether at the Agency or through its partners, the Scheme cannot be delivered successfully without the employment of people with disability and people with lived experience of disability. The Agency will continue to refine its methodology for future collaboration and delivery of high impact programs.

## 4 Goals, strategies and indicators of success

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The goals, indicators of success, strategies and activities set out in this Corporate Plan will guide and govern the Agency throughout the five years and both phases.

Narelle is a dedicated student who has completed a Certificate II in Business studies. She's also a dedicated volunteer with St Vincent De Paul and an active participant in the community. Narelle has been an NDIS participant since November 2014.

Narelle has a form of cerebral palsy which limits the use of one side of her body and as such she uses vehicle modifications to operate her car. Prior to the NDIS these vehicle modifications were expensive and difficult to come by.

“My car was very old and I really needed a new one to help me get places,” she said.

It was a tricky situation for Narelle, who needed to find work to pay for a car but needed a car to find work! However, WA Charity Direct stepped in and were able to assist her to buy a newer model car and when Narelle's NDIS plan provided funding for vehicle modifications, Narelle's plan really started to get traction.

“I'm really excited about my new car. It will really help me, the modifications make it easier for me to steer and make it easier to start the car. I'm hoping to complete my Certificate III in business and this will make it easier for me to get to and from work which means that I'll be able to apply for more jobs.”



- Narelle



## Goal 1

People with disability are in control and have choices, based on the United Nations Convention on the Rights of Persons with Disabilities

### Indicators of success

- People with disability plan and exercise choice and achieve their goals for independence, social and economic participation, increased self-determination and self-management
- Care arrangements are sustainable and forward looking
- A healthy, innovative and efficient market supports a culture of choice and control for the full-range of disability services

### Strategy One

Build the capacity of people with disability to exercise choice and control in the pursuit of their goals

### Strategy Two

Promote the independence and social and economic participation of all people with disability and especially those who are vulnerable or marginalised

### Strategy Three

Recognise, nurture and uphold informal support and care arrangements, especially for children and vulnerable adults

### Activities

- Encourage, enable and challenge participants to take control and self-manage their supports (with support from family and carers where needed)
- Support people with disability to make informed choices in all their dealings, including through information, capability and linkage
- Provide certainty of supports for participants including early intervention supports, through adequate funding and underwriting of the Scheme
- Deliver the agency's market stewardship functions to facilitate the development of a diverse and competitive market

### Activities

- Reach out to and support participants to contribute to social and economic life guided by the principles in the outcomes framework
- Provide participants, their families and carers with certainty of the care and support that is needed over a lifetime
- Ensure the decisions and preferences of people with disability are respected and they are afforded the dignity of risk where it is their choice
- Assist people with disability (with support from their families and carers, where needed) to have the skills and confidence to participate in and contribute to community life and to protect their lives

### Activities

- Adopt a flexible approach in planning to take account of the needs and aspirations of participants, their families and carers, and the evolution of available supports
- Recognise and support sustainable care by carers, families and other significant persons by building a more inclusive community and providing opportunities to share and learn from one another
- Build community capacity and supports for people with disability who do not receive funded supports
- Develop positive relationships and informal support arrangements for people who do not have these

## Goal 2

The National Disability Insurance Scheme is financially sustainable and governed using insurance principles

### Indicators of success

- Short term and long term costs are effectively estimated and managed
- Actuarial analysis and reporting, along with targeted research and evaluation, effectively support the Scheme's insurance approach
- A healthy market is developing that increases the mix of support options and innovative approaches

### Strategy One

Base governance and operations on strong insurance principles using comprehensive and reliable data

#### Activities

- Base Agency decision making on actuarial advice and best available evidence
- Establish effective estimation and management of short-term and long-term costs
- Operate within the funding envelope approved by governments as informed by Productivity Commission estimates
- Identify and manage financial risks of the Scheme

### Strategy Two

Invest, including early intervention in a lifetime approach

#### Activities

- Invest early to deliver improved and sustainable outcomes and to reduce long-term costs
- Design and fund reasonable and necessary packages of supports for participants which encourage creativity and effectiveness
- Develop effective interfaces with complementary mainstream service systems that will meet changing needs and deliver best outcomes over a lifetime for participants
- Utilise available general and community supports for all people with disability first

### Strategy Three

Drive support services and workforce to be high quality, effective, efficient and responsive to the diversity of Scheme participants, so as to create a new dynamic and non-inflationary market for disability supports

#### Activities

- Invest significantly in research and adopt a risk based, fair and minimalist approach to regulation
- Support a robust and dynamic market where all providers deliver high quality and effective support to participants with diverse disabilities across Australia, including rural and remote areas
- Influence the market to ensure current and new support workers are retained and attracted to diverse and flexible opportunities and careers in a rapidly expanding disability sector

### Goal 3

The community has ownership, confidence and pride in the National Disability Insurance Scheme and the National Disability Insurance Agency

#### Indicators of success

- Access, reasonable and necessary supports, and administration costs meet community expectations
- People with disability are welcomed in the community and can readily access support from mainstream services
- The Scheme's performance is transparent to the community

#### Strategy One

Respect and actively seek the views of people with disability, their families, carers and other significant persons in the design and evaluation of supports and services to participants

#### Strategy Two

Work constructively with governments, peak disability organisations and Agency partners

#### Strategy Three

Raise community awareness and knowledge of how to support people with disability

#### Activities

- Involve people with disability, their families, carers and other significant persons in the design and evaluation of supports and services to participants
- Support a culture of service that is open, accountable and welcomes feedback
- Build confidence in the Scheme and its administration by working constructively with the disability sector
- Be the employer of choice for people with disability

#### Activities

- Faithfully represent the interests of people with disability in contributing to the development of policy, service delivery and physical and social infrastructure
- Acknowledge the role of participating governments as reputational and fiscal shareholders in the Scheme
- Be transparent through the timely provision of information and data to governments in relation to the performance, expenditure and activities of the Scheme
- Work with local government to build on their local connections and knowledge to build opportunities

#### Activities

- Build awareness in the community of the value of including people with disability in all social, education and economic activities
- Provide accessible, accurate, timely, authoritative and multi-media information to the community
- Demonstrate the capacities and employability of people with disability and those with lived experience of disability by being a leading employer
- Be a leader in diversity through exemplary employment and communication practices

## Phases of the Corporate Plan

The Corporate Plan covers the five year period to 30 June, 2021. Over those five years, there will be two distinct phases.

In the first phase (the first three years of the Corporate Plan) the Agency will roll the Scheme out nationally.

In the second phase (the final two years of the Corporate Plan), the Scheme will be fully operational as a nation-wide Scheme.

As the Agency progresses through each phase, it will need to undertake specific initiatives in order to achieve its goals.



Participants



Community



Agency partners



Insurance model



Market

### Phase One 2016/17 - 2018/19

- Commence national roll out
- Open approx. 100 sites across Australia
- Bring 430,000 people with disability into the Scheme

- Work collaboratively with governments to minimise disruption and gaps between services
- Build the disability confidence of businesses, encouraging employment of people with disability
- Continue to co-design initiatives and Scheme refinements
- Explore innovative ways that supports can be provided to participants through new technologies

- Engage Agency partners to provide local area coordination and early childhood early intervention services across Australia

- Gather data and develop evidence base to measure and report on social and economic outcomes
- Research, monitor and evaluate the strategy for efficient and effectiveness of supports

- Market position statements and other demand research to encourage market development
- Work to assist participants to become engaged and demanding consumers

### Phase Two 2019/20 and beyond

- Continue to support existing participants, and bring in any new participants

- Implement and imbed new technologies

- Move to a sustainable, steady-state delivery model

- Explore new models to extend supports efficiently and effectively
- Build on early intervention lessons from evidence base

- Move towards an efficient and sustainable market in a deregulated environment
- Seek to progressively remove price and other transitional market controls where possible

## 5 Agency enablers

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The Agency has two key strategic enablers to deliver the full Scheme.

1. People and culture
2. Digital innovation

### People

The Agency recognises that a strong network of staff and business partners will enable its success. Agency staff and Agency partners will work across state and territory boundaries and throughout rural and remote regions. People will be recruited, supported and valued for their unique skills and experiences. The Agency will build on its strong culture of people working together and value learning, collaboration and professionalism. United leadership and consistent messages will support Agency staff and partners to clearly understand how they are contributing to the delivery of the Scheme's goals and outcomes.

Partners will in many cases be the face of the Scheme. Agency partners will be involved in the Agency's governance and planning for the Scheme. They will be trained to ensure that the Scheme is delivered seamlessly across both the Agency and Agency partners. They will bring strong skills, experience and ideas that the Agency will explore and integrate where appropriate. As the Agency learns to work with new Agency partners, it will embrace their ideas and innovation to improve services and outcomes.



The Agency will invest in people working together to deliver quality service and foster a culture of high performance. The Agency will:

1. establish a capable, national network and support skilful, passionate, positive leaders where our people understand their role and impact
2. be the employer of choice for people with disability, demonstrating to the community the value and insight that people with disability can bring to an organisation
3. link performance and values through an empathic service culture to improve outcomes and participant experiences
4. ensure integrated people, processes and technology deliver value and better respond to meet community expectations.

The way the Agency's people and partner staff approach their work and interact with each other and the community they serve is important. The Agency's values and behaviours reflect the expectation that everyone involved in the delivery of the Scheme will act with integrity, respect and empathy.



“After working in the disability sector for 28 years I have learnt that the best outcomes have always come from innovative thinking with the person directing their decisions.”

- Pauline

## Culture

The Agency's values align to the values that apply to all Australian Public Servants. The Agency's values help it to shape how its people individually and collectively behave across the Agency.

### Assurance

The Agency is committed to certainty of funding for high quality, equitable and effective supports that respect the diversity of all people with disability.

### Empowerment

The Agency works locally and in partnership with participants, their families and carers to ensure they have choice, control and a voice in determining the supports, services and community activities they need in their lives.

### Responsibility

The Agency shares a mutual responsibility with participants, the community and providers in providing high quality supports which maximise potential, independence, integration and inclusion in the community.

### Learning

The Agency sees every task and interaction as an opportunity to learn and continually improve performance. The Agency is reflective, asks for and acts on feedback, and constantly evaluates its performance.

### Integrity

The Agency is fair and transparent, does as it says and says what it does, so as to build trust and respect among people with disability, their families and carers, employees, providers and the community.

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## Behaviours

- We are disciplined leaders and experts in our service.
- We set and share a clear direction and pursue it with focus, energy and drive.
- We inspire and motivate others to help achieve the Agency's goals.
- We take personal and collective responsibility for achieving outstanding results
- We listen carefully to understand individual needs and expressed aspirations, and we are courageous in our response.
- We build confidence in others to take action, make decisions and fulfil their potential.
- We strive for simplicity, see all the possibilities and make things happen.
- We connect, collaborate and build long term partnerships.
- We mentor, coach, encourage and support each other.
- We provide straight, specific and informed advice and feedback.
- We are optimistic, active and always true to our purpose.
- We value every voice and encourage a pioneering spirit amongst our team.
- We live it, learn from our experience and then build a better approach.
- We are positive, adaptable and persistent in the face of challenges.
- We treat every interaction as an opportunity to build trust and earn respect.
- We are authentic, fair and ethical in everything we do.
- We are professional and exemplars of the APS values.

## Digital innovation

The Agency's work is underpinned by a modern digital approach through:

### Connection

Smart use of technologies, especially accessible digital innovation, to connect with more people particularly those in rural and remote areas to assist them to connect with the broader community

### Innovation

Identify and utilise emerging platforms to enable innovations in supports, learning from the lived experience of people with disability to help shape new technologies

### Knowledge

Collect, analyse and share data about disability and supports for people with disability to identify best practice

### Efficiency

Use digital technologies to improve quality and drive down costs

The Agency will use a highly flexible digital platform to meet the needs of participants, carers, families and service providers. The Agency will partner with the Commonwealth Department of Human Services to support Agency operations during the transition to full scheme and beyond.

Technology has the potential to make life boundless for people with disability. The Agency is partnering with global leaders in technology to embed accessibility into each step of their design process and ultimately, to ensure technology improves accessibility

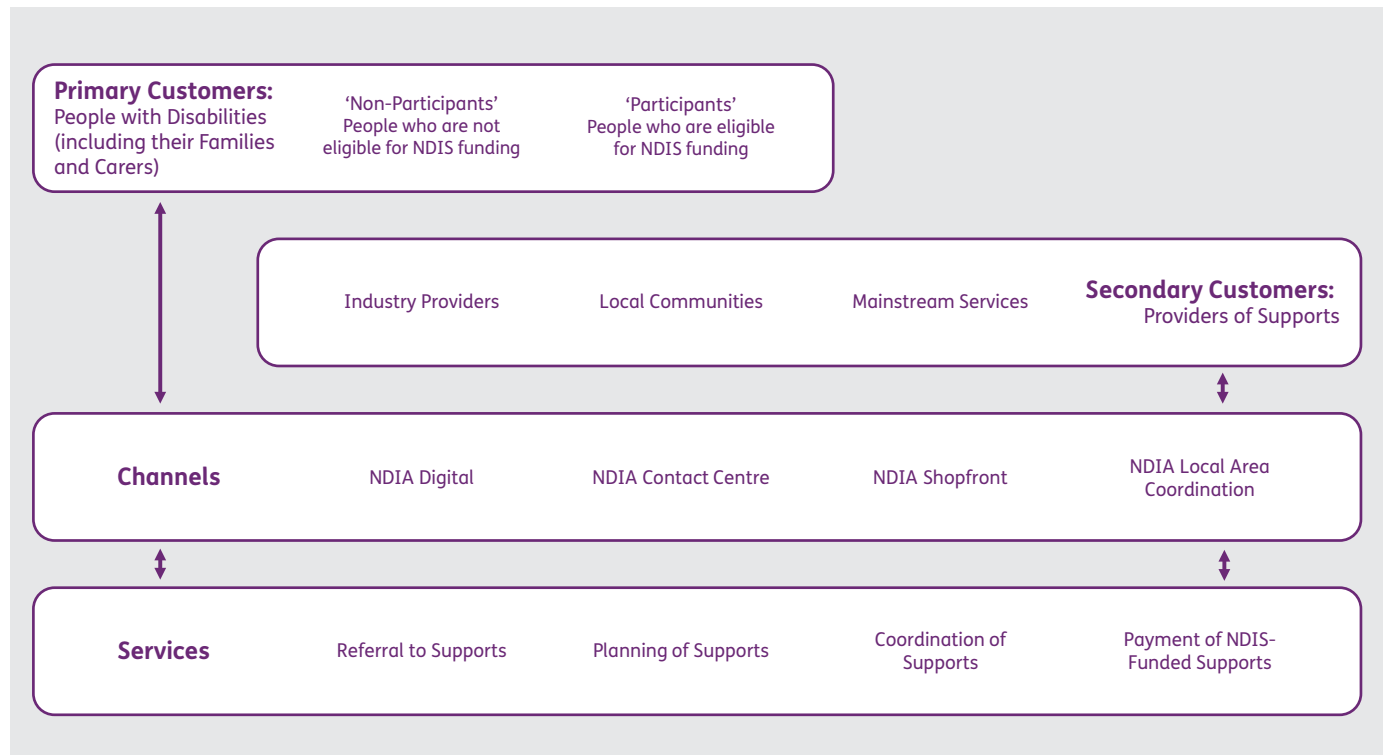




## 6 Service delivery

The Agency's service delivery operating model (SDOM) provides certainty on how it will operate in the full Scheme. It defines:

- to whom the Agency provides services
- what services the Agency provides
- what channels through which the Agency provides its services
- how the Agency does its work through business processes and procedures, and
- how the Agency enables these business processes and procedures through its underpinning capabilities.



The SDOM includes the four key services that the Agency offers to people with disability, their families and their carers. These services are available online, through the contact centre and face to face. The Agency provides area specific information, linkage and capacity building activities to ensure participants have a diverse range of community based supports that complement funded supports.

The SDOM has people with disability at its centre. The Agency has moved away from pilots and trials of the Scheme to progressively cover all of Australia. By 2019, the Agency expects to have 100 service delivery sites throughout Australia, including within regional and remote communities, as well as many other outlets co-located with other government services or staffed by partners.

The Agency's co-design approach helps to ensure the Agency delivers the required services in the way they are needed. The Agency will continue to utilise the knowledge, expertise, networks, and lived experience of its partners to continuously improve the experience of people with disability.



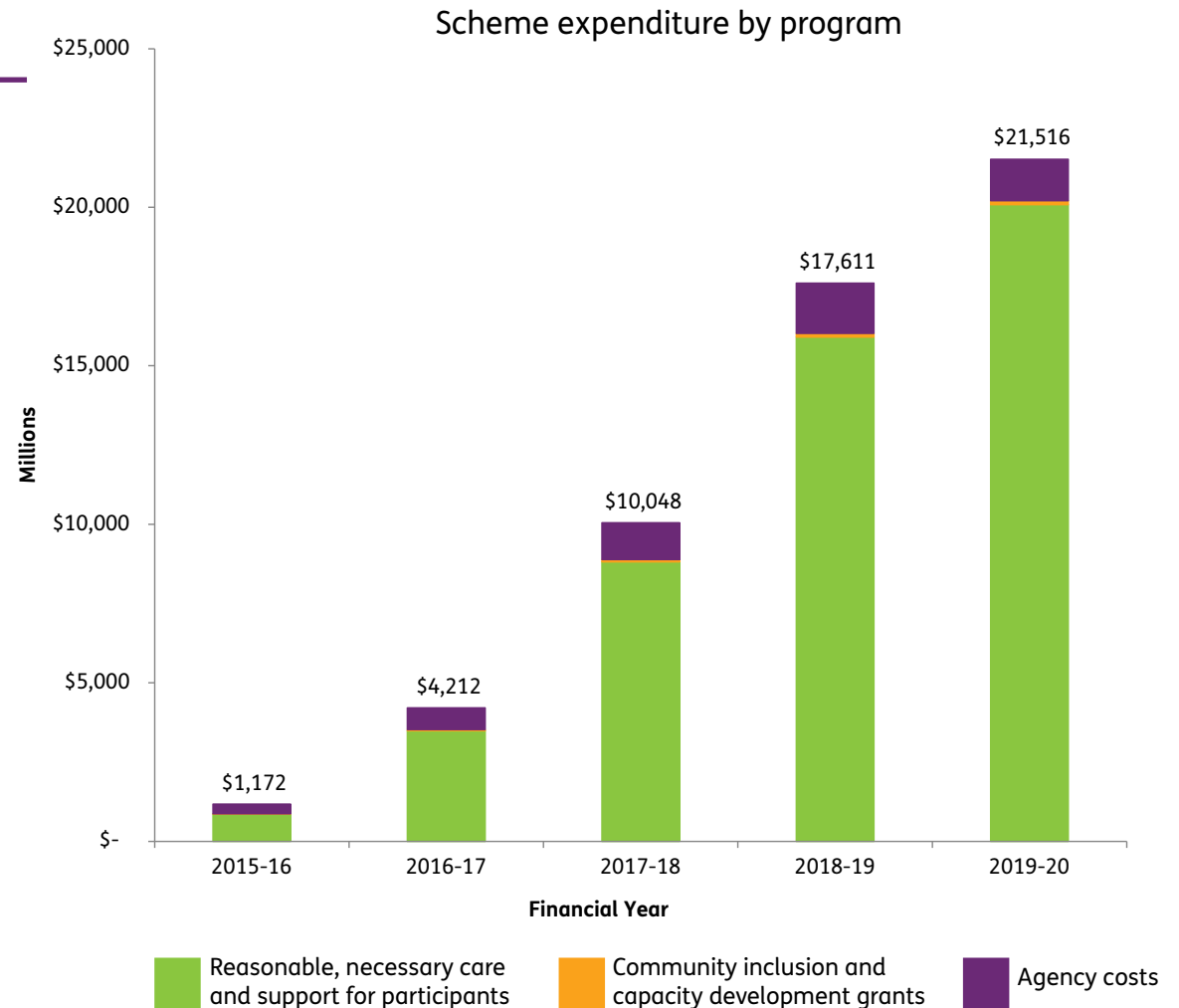
## 7 Financial sustainability

The Agency ensures the Scheme's financial sustainability through a number of mechanisms including:

- the Scheme's insurance model and principles
- the Agency's outcomes framework
- strong governance that ensures regular reporting and analysis of expenditure and Agency cost drivers.

The Agency is committed to meeting the demands of the full Scheme in line with the funding envelopes and bilateral agreements agreed with governments. The Board has established the levers to manage cost pressures. The Board has committed to safeguard the Scheme by operating within these costs and acting early to mitigate trends that threaten the sustainability of the Scheme. Scheme costs are closely monitored by the Scheme Actuary. Any differences between the forecast for the Scheme and the Scheme's actual expenditure are carefully investigated.

(See Appendix 2 for detailed figures)

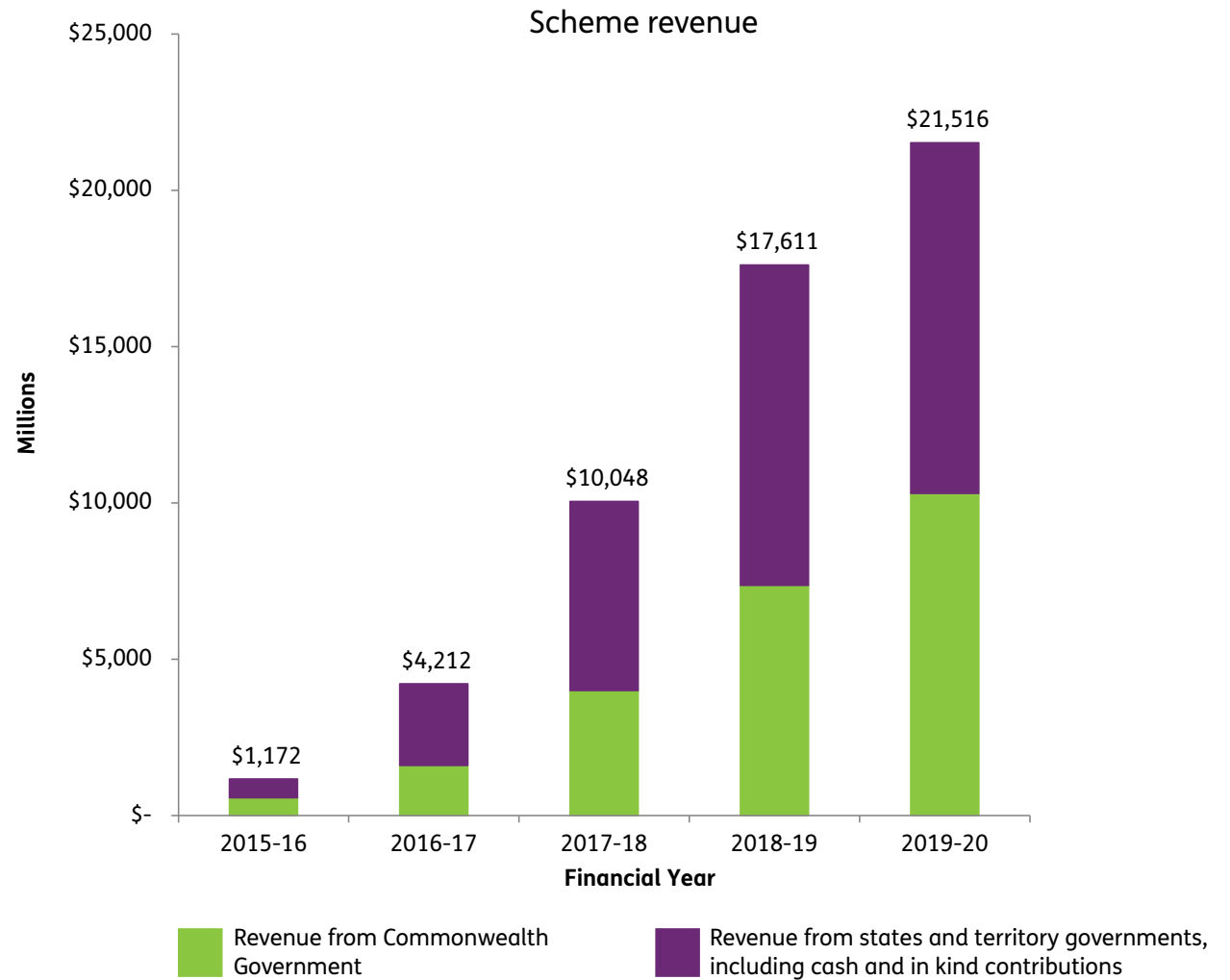


The Agency is managing Scheme cost drivers, which include:

- access (number of participants)
- scope (scope of Scheme-funded supports)
- volume (resources available for participants to purchase in-scope supports)
- delivery (how supports are funded or provided)
- price (cost of supports).

Expenditure on reasonable and necessary care and support for participants is jointly funded by the Commonwealth and state and territory governments.

(See Appendix 2 for detailed figures)



## 8 Risk management

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The successful transition to full Scheme operations by 2019 will require clear focus on critical priorities, careful management of risks and excellent implementation. The Board's approach to risk management is to acknowledge risks, mitigate their impact and manage residual consequences.

### Risk management standards

The Board has in place the systems and processes needed to effectively manage the risks of administering the Scheme and to meet Commonwealth law. In addition, the Board has adopted *Prudential Standard CPS 220* which is applied by the Australian Prudential Regulatory Authority to banks and insurers.

### Risk management strategy

Consistent with legislative and prudential requirements, the Board has formulated a risk management strategy that was approved by the Council of Australian Governments (COAG) Disability Reform Council. As a result, the Board has:

- developed strategic goals and objectives through its Corporate Plan
- identified its key strategic risks to achieving those goals and objectives
- expressed a view, in its risk tolerance statement, on how the Agency will manage these risks.



The Agency protects the sustainability of the Scheme by managing its risks carefully. It ensures:

- it delivers on its promises of building the capacity of participants to exercise control and choice, promoting participants' independence and social and economic participation and investing in a lifetime approach.
- the disability support provider market is a thriving and sustainable market, and has sufficient specialist and mainstream providers at reasonable prices. Choice and control for participants is dependent on the availability of genuine options for how supports are accessed. Without this the Scheme's ultimate goal of giving participants choice and control risks being undermined.
- the Scheme is financially sustainable, delivering and operating within the available funding envelopes and in line with the bilateral agreements.
- it has the right organisational capabilities to deliver the Scheme efficiently and effectively, including talented people, innovative technology platforms and the right partners.
- it is working with complementary systems (such as education, health, housing and transport) and adequately resourcing information, linkages and capacity building activities, as a foundation stone of the Scheme.
- it has the culture and systems to monitor and be accountable for its performance.
- that stakeholders remain supportive of and confident in the Scheme and the Agency's ability to implement the Scheme in line with their expectations.



## Risk governance

The Board regularly considers advice from management on how the Agency addresses risks to the delivery of the Corporate Plan. This includes oversight of the status and progress of major projects and service delivery operations. The Board has established committees to provide assurance and advice, supported by independent members with relevant expertise.

The Scheme legislation establishes the role of the Scheme Actuary who is responsible for financial sustainability and risk management. The Scheme Actuary produces regular financial sustainability reports and has implemented a continuous evaluation framework of Scheme performance.

In addition, the Agency's Chief Risk Officer assists the Board and its executive by providing objective risk review, oversight, monitoring and reporting. This oversight role has independent reporting access to the Board through the relevant committee.

## Operational implementation

Operational and project risks are regularly monitored and managed by the Agency's senior executives. Senior executives are supported in this task by an Agency-wide framework which facilitates the rigorous identification and reporting of risks for consideration and action.



## 9 Governance

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The Scheme's governance arrangements reflect its importance to Australia. The Agency has clear and well-managed governance arrangements that connect the Scheme and Agency with all stakeholders (government, participants, families and carers, providers and the community) and ensures the highest standards of performance.

The Scheme's governance framework is made up of:

- this Corporate Plan, implemented by the Agency under the guidance of the CEO
- the Board and its committees
- an Independent Advisory Council
- the Joint Standing Committee on the Scheme
- the governments of Australia through the COAG Disability Reform Council representing the Scheme's stakeholders.





The Agency is led by its CEO, who reports to the Board on the Agency's performance against this Corporate Plan. The CEO is supported through a structure of internal committees that foster good governance and are responsive to the challenges and opportunities of a fast-growing Agency.

The Board sets the strategic direction of the Agency, which is reflected in this Corporate Plan. The Board also ensures compliance with legislation and the bilateral agreements in place between the Commonwealth and state and territory governments.

The Board reports to the Scheme's owners – the governments of Australia – via the Commonwealth Minister and the COAG Disability Reform Council. A Joint Standing Committee provides oversight of the implementation and administration of the Scheme for the Commonwealth Parliament.

Finally, to ensure that the Scheme incorporates the views of all stakeholders, the Board is supported and informed by an Independent Advisory Council, which provides advice to the Board about the Scheme and the Agency. In turn, the Independent Advisory Council is guided by expert reference groups including from people with an intellectual disability.

A diagram of the Scheme's governance structure can be found on our website:  
<https://www.ndis.gov.au/>



## Appendix 1: Insurance principles

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The Scheme is based on four key insurance principles that ensure the Scheme is financially sustainable.

### Actuarial estimates of the reasonable and necessary support needs of the targeted population

The aggregate annual funding requirement will be estimated by the Scheme Actuary's analysis of reasonable and necessary support need, including a buffer for cash flow volatility and uncertainty. The aggregate funding requirement will comprise equitable resource allocation at an individual and subgroup level, and will be continually tested against emerging experience. This will require a comprehensive longitudinal database.

### Focus on lifetime value for Scheme participants

The Scheme will focus on lifetime value for scheme participants, and will seek to maximise opportunities for independence, and social & economic participation with the most cost-effective allocation of resources. This will align the objectives of the Scheme with those of participants and their families.

### Invest in research and encourage innovation

The Scheme will invest in research and innovation to support its long term approach and objective of social and economic participation, and independence and self-management, for participants.

### Support the development of community capability and social capital

The Scheme will support the development of community capability and social capital so as to provide an efficient, outcomes-focused operational framework and local area coordination and a support sector which provides a high quality service and respects participant social and economic participation and independence.

## Appendix 2: Scheme expenditure and revenue

### Scheme expenditure by program

	2015/16 \$M	2016/17 \$M	2017/18 \$M	2018/19 \$M	2019/20 \$M
Reasonable and necessary care and support for participants	860	3,487	8,813	15,910	20,077
Community inclusion and capacity development grants	11	33	74	114	131
Agency Costs	301	692	1,161	1,592	1,309
<b>Total</b>	<b>1,172</b>	<b>4,212</b>	<b>10,048</b>	<b>17,611</b>	<b>21,516</b>

### Scheme revenue

	2015/16 \$M	2016/17 \$M	2017/18 \$M	2018/19 \$M	2019/20 \$M
Revenue from Commonwealth Government	566	1,598	3,998	7,360	10,303
Revenue from states and territory governments, including cash and in kind contributions	606	2,613	6,050	10,251	11,213
<b>Total</b>	<b>1,172</b>	<b>4,212</b>	<b>10,048</b>	<b>17,611</b>	<b>21,516</b>

## Contact Us

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### Phone

Phone us on 1800 800 110

8:00am–5:00pm local time, weekdays

For people with hearing or speech loss TTY: 1800 555 677

Speak and Listen: 1800 555 727

For people who need help with English TIS: 131 450

### Mail

Mail an enquiry to National Disability Insurance Agency

GPO Box 700 Canberra ACT 2601

### Online

[ndis.gov.au](http://ndis.gov.au)

[enquiries@ndis.gov.au](mailto:enquiries@ndis.gov.au)

