



Annual Report 2017-18

ndis

NDIS Growth

183,965

Australian are **benefiting** from the NDIS, including:

176,197

people have received individualised **plans**

7,768

children aged 0-6 are receiving **support** through the NDIS Early Childhood Early Intervention (ECEI) approach

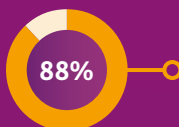
86,705

New participants who received an approved plan in 2017-18

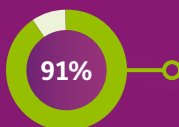
54,802

Australians accessing supports for the **first time**

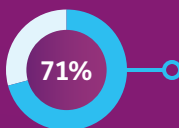
Participant Impact



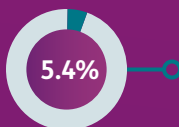
of participants rated their **overall satisfaction** with the NDIS planning process as either good or very good



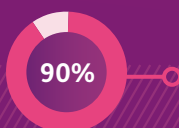
of parents/carers thought that the NDIS **helped with their child's development**



of participants aged 25 and over indicated the NDIS has helped them with **daily living activities**



of participants identified as Aboriginal and/or Torres Strait Islander



increase in the number of participants from last year



Annual Report 2017-18

ndis

Tam Poingdestre

“Through an NDIS Information, Linkages and Capacity Building (ILC) grant, the City of Greater Bendigo hired Kylie and I to visit local businesses to talk about disability awareness and help educate them about creating more inclusive environments, not just for people with disability, but for everyone!”

—**Tam Poingdestre, NDIS participant, with Kylie Dowles**

A portrait of a young woman with blonde hair tied in a bun, resting her chin on her hand. The image has a pink and blue color gradient. There are decorative geometric patterns: a solid pink bar at the top right, a series of parallel pink lines forming a triangle on the right, and a series of parallel blue lines at the bottom right.

Sammy McCombe

“Difference is beautiful. I love the Dr Seuss quote, “Why fit in when you were born to stand out.” I love modelling and being able to get out there and highlight Albinism and difference. I love it. I think it’s a really important message.”

—Sammy McCombe, NDIS Participant

Introduction

The National Disability Insurance Scheme (NDIS) or (the Scheme) is a fundamental shift in the way disability supports are provided for Australians who have a significant and permanent disability.

It represents a once-in-a-generation social and economic reform. Its focus on improved outcomes will positively impact the lives of hundreds of thousands of participants and their families and carers.

Participant choice and control are core features of the Scheme's design. In this new market-based system, participants work closely with staff to determine a plan that focuses on the specific goals they wish to achieve. In this way, participants are empowered to own their goals and aspirations and to have a say in how they attain improved social and economic outcomes.

The Scheme is the first national approach to the provision of disability supports in Australia. The move from state systems to the Scheme should provide participants with access to the same approach to reasonable and necessary supports regardless of where they live.

The Scheme forms an important part of the Commonwealth Government's *National Disability Strategy 2010–2020*, a 10-year policy framework for improving life for Australians with disability, their families and carers. The strategy supports Australia's commitments to the United Nations Convention on the Rights of Persons with Disabilities. It guides public policy across all levels of government and drives change in mainstream and specialist disability programs and services, and community infrastructure.


The specialist disability supports that the Scheme provides complement the mainstream services that the Australian and state and territory governments provide such as health, education, housing, transport and safety.

The Scheme is founded on insurance principles. It is based on an insurance approach of early investment, with the objective of building individual capacity in participants to live independent lives in inclusive communities, making it a Scheme for all Australians. Australians share the risk and the cost of disability services and supports. This insurance approach is underpinned by three principles:

- Focus on lifetime value for Scheme participants
- Invest in research and encourage innovation, and
- Support the development of community capability and social capital.

NDIA purpose

The purpose of the National Disability Insurance Agency (NDIA) is to increase the ability of individuals with a significant and permanent disability (participants) to be more independent, and engage more socially and economically, at the same time as delivering a financially sustainable NDIS that inspires community and stakeholder confidence.



The Board and Management of the NDIA is unequivocally focused on getting it right for participants. Against this backdrop, the focus has been to make the earliest possible meaningful impact to improve the lives of participants and the services delivered by their providers.

Drawing on the Council of Australian Governments (COAG) Disability Reform Council (DRC) expectations, the NDIA's purpose is supported by the four aspirations, as outlined in the NDIA Corporate Plan 2017–21:

1. Better participant outcomes
2. A growing market with innovative supports
3. A financially sustainable Scheme, and
4. A high-performing NDIA.

The COAG DRC's expectations for participant and community outcomes, supporting market development, and safeguarding the sustainability of the Scheme are reflected in Aspirations 1, 2 and 3. The expectations for developing a high-performing NDIA, building and maintaining stakeholder confidence, and identifying risks early and managing risks well are reflected in Aspiration 4.

The focus over the past 12 months has been on improving delivery of the Scheme. We will also need to continue to do this as we move into a period of ever accelerating growth, as we transition to full Scheme.

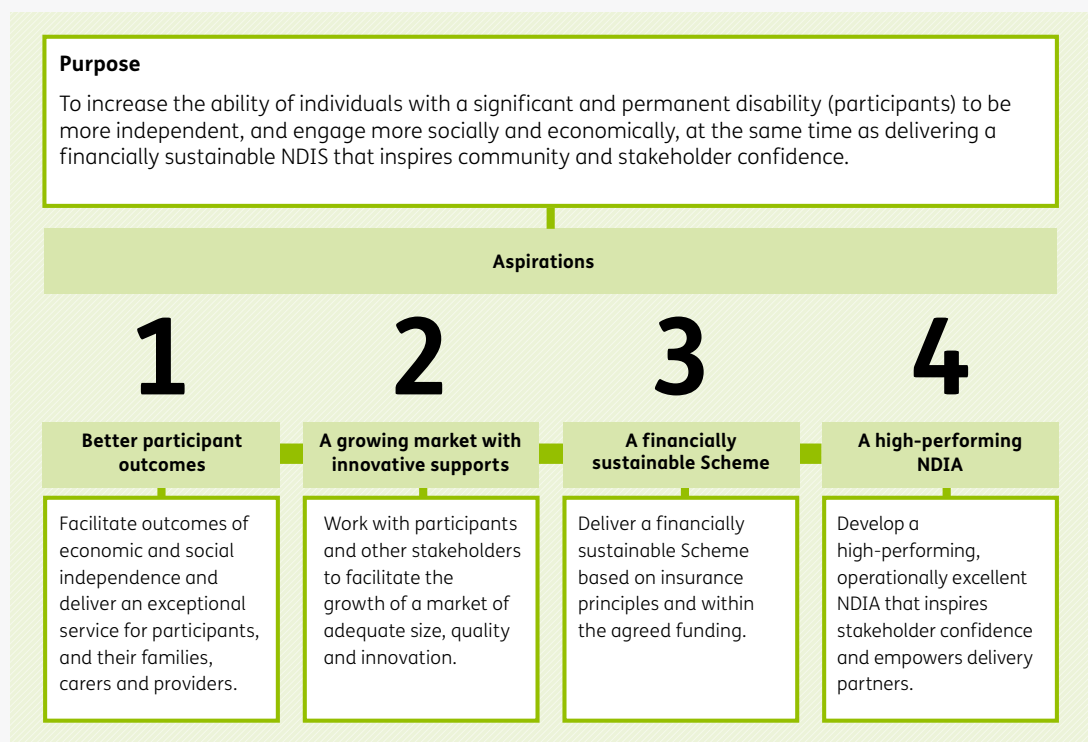
As the Scheme and the disability sector continues to grow, we will continue to work proactively with participants and provider groups to improve their experience with the Scheme and with the NDIA. We will also listen to feedback and improve our processes and systems at the same time as we continue to roll out the Scheme nationally. We also need to ensure that the Scheme is financially sustainable, while meeting the needs of those for whom the Scheme was intended.

Achieving our objective requires the NDIA, and the disability sector, to operate as a high-performing organisation that reflects the values of our community and the ground-breaking nature of the Scheme.

We have listened to participants, providers and staff in developing the NDIA Corporate Plan 2018–22 and refreshing our aspirations and values. These will guide our work in the years ahead—what we do and how we work together—to improve the lives of Australians with disability, their families and carers.

To view the NDIA Corporate Plan 2018–22, go to www.ndis.gov.au.

Figure 0.1: NDIA Purpose and aspirations, 2017–18



About this report

This is the fifth annual report prepared by the NDIA. The report is prepared in accordance with legislative requirements. It summarises the NDIA's financial, social and environmental activities from 1 July 2017 until 30 June 2018. This includes how the NDIA fulfilled the principles set out in the *National Disability Insurance Scheme Act 2013* (NDIS Act).

This report provides information for our four primary stakeholders:

- our participants
- our providers
- our shareholder (Commonwealth, state and territory governments), and
- our people.

It also acknowledges the critical role played by the disability sector.

Report structure

Introduction: Includes an overview of the NDIS, the purpose and aspirations of the NDIA, messages by the Chairman and Chief Executive Officer highlighting key achievements and challenges, and directions for the coming year.

Part 1: Focuses on our participants and progress made in 2017–18 in improving the lives of Australians with disability, their families and carers. It also provides information on the NDIS in transitioning to full Scheme.

Part 2: Details the NDIA's governance arrangements, the NDIA's structure and core management processes.

Part 3: Presents reports required by the *Public Governance, Performance and Accountability Act 2014* (PGPA) and the NDIS Act including a summary of the NDIS financial sustainability report, 2017–18 annual performance statement and financial statements.

Part 4: Provides additional information about the NDIA's performance including specific statutory provisions that have not been addressed within the body of the annual report.

Acknowledgements

We, the Board of the National Disability Insurance Agency acknowledge the objectives of the Convention on the Rights of Persons with Disabilities.

The NDIA acknowledges the traditional owners of country throughout Australia, and their continuing connection to land, sea and community. We pay our respects to them and their cultures, and to elders both past and present.

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Letter of transmittal

14 September 2018

The Hon Paul Fletcher
Minister for Families and Social Services
Parliament House
CANBERRA ACT 2600

Dear Minister,

On behalf of the National Disability Insurance Agency, I present to you the Annual Report for the reporting year 1 July 2017 to 30 June 2018.

The report provides a detailed description of the Agency's operations during the year and has been prepared in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *National Disability Insurance Scheme Act 2013* (the NDIS Act).

In accordance with section 39 of the PGPA Act, the report provides information about the Agency's performance in achieving its purposes.

The report includes a copy of the Agency's annual financial statements and the Auditor-General's report as prescribed by subsection 43(4) of the PGPA Act.

The report is made in accordance with a resolution of the Board of Directors, on Friday 14 September 2018, who are responsible for its preparation and content and is being provided to you as the responsible Minister under section 46 of the PGPA Act.

The incorporated summary of the Annual Financial Sustainability Report 2017-18 and the inclusion of the reviewing actuary's report fulfils the Agency's obligations under subsection 172(4) of the NDIS Act.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'Helen M. Nugent', with a stylized flourish at the end.

Dr Helen Nugent AO
Chairman, National Disability Insurance Agency

Chairman's message

2018 has been a critical and significant year for the NDIS. It has been a year of achievement, and a year of change. It has been a year of addressing ongoing issues from the past, as well as confronting emerging challenges. It has been a year of solid attainments, of which the NDIA should be justifiably proud, while in no way denying the enormity of the task ahead. But above all else, it has been a year of unequivocal affirmation that the NDIA Board and Management are committed to getting it right for participants.



So let me talk first about our commitment. What we as a Board and Management are doing is working to deliver the promise that every Australian with a significant and permanent disability, along with their families and carers, can get the reasonable and necessary support they need to participate to their maximum social and economic potential in their communities.

We are demonstrating that commitment, as well as addressing challenges and achieving success, in five key areas.

First, we are demonstrating it through our commitment to the beliefs and principles that underpin the National Disability Insurance Scheme.

We recognise that all Australians with disability have the right to participate fully in, and enjoy the benefits of, being a member of their community, to have the dignity of being able to find employment to the extent they can work, and to be respected for who they are as individuals. Above all else, it means giving them choice and control over their own life. All too often in the past, that was not the case.

The NDIS is helping address that. As at the end of June 2018, close to 184,000 Australians with a significant and permanent disability now have the platform to take control of their life because they have an NDIS plan. Nearly 55,000 participants previously never had that support. From the NDIA's perspective, the entry this year of an additional 86,705 participants (including children into the Early Childhood Early Intervention gateway) has been a huge achievement—representing 90 per cent of those who could be contacted, met the access requirements, and whose records were provided to the NDIA. But while the challenge of this year was significant, that posed for next year is even greater, with over 180,000 new people needing to be assessed and provided with a plan, not forgetting that the NDIA will need to review over 200,000 existing plans. That huge mountain lies ahead of us.

Delivering a plan for a participant underpins the commitment of the NDIA Board and


Management to the beliefs and principles of the Scheme. This Scheme is not about welfare, as was the case in the past. It is a world first, based on insurance principles, taking a whole of life view of the participant and investing in them early to maximise the benefits they might receive from the Scheme.

That change is not easy for anyone. While it is not easy for the NDIA, it also needs participants and providers to embrace change. It requires the participant to exercise choice and control, which is a profound change from the prior welfare based system. And for providers, the challenges are even greater. They have to make a major move from the security of government guaranteed block funding to the uncertainty of engaging with a diverse group of participants to efficiently deliver them a quality service. Not unexpectedly, this can cause disruption and even anxiety. But while there are bound to be bumps along the road, over time the benefits of delivering this approach will be immense.

Second, we are committed to getting it right for participants.

That means we are committed to delivering a Scheme that is person-focused, that is outcomes-oriented, and that delivers a quality planning experience.

For that reason, the NDIA has embarked on the extensive Pathways work to get it right for participants. The previously implemented telephone planning and first plan approach was not consistent with that commitment.



Participants have told us this. Based on that feedback, we have worked extensively with participants, indeed with thousands of them, to understand their needs and to find approaches that fitted their circumstances. That is why we have undertaken 37 workshops and why we have been undertaking pilots in Victoria. That is why we have been working through the development of tailored work streams with organisations such as Mental Health Australia, so that we can get it right for people with a psychosocial disability, and with indigenous communities to find a different approach. We know that one shoe does not fit all. This is painstaking work. But we are getting there.

We are starting to see the payoff for participants as their satisfaction rates rise from 84 to 88 per cent. But even more satisfying is the fact that participants are saying that outcomes for them are improving. As an example, 91 per cent of parents with children under the age of six are saying that the NDIS has helped with their child's development. In the case of children with autism, that number rises to 93 per cent. That is something in which we take pride, although we are far from complacent. There is much more to do, with at least twelve significant projects currently underway designed to improve the quality of the participant experience, as well as outcomes for people with disability.

Third, we are committed to building a market of innovative providers.

Why are we doing that? Because it is essential if we are to be able to deliver for participants. Again, we know we are on a journey. Indeed, there are at least 17 major initiatives underway to get it right for providers. This includes, over the past year, the initiation and implementation of the Independent Pricing Review, ongoing improvements in the operation of the Provider Portal, the launch of a new online Provider Toolkit, the delivery of a Provider Finder, the establishment of a provider relationship model and a National Provider Payments Team, the release of a Specialist Disability Accommodation Provider and Investor Brief, and the launch of the Market and Enablement Framework, just to name a few.

And the feedback from providers is that they are seeing our commitment and improvements coming through in areas such as payments and the portal, in information as to where there is a shortfall in supply, as well as in improvements in the ease of doing business with us. We know that is not universally the case, but we are starting to see the green shoots that tell us we are on the way. We are committed to that continuing.

Fourth, we are committed to engaging with stakeholders, who are the lifeblood of the sector.

We can and will do more. But more recently those in the hearing sector, in mental health and complex disability, and more recently in autism are providing us with feedback that we are genuinely listening and that we are intent on working with them to get this right. We value and appreciate their support.

Fifth, we are committed to ensuring the Scheme's financial sustainability.

We know that the Scheme has to be financially sustainable, both in the short and longer term, if it is to be there for future generations of Australians. We know that we must deliver it within the funding envelope that has been provided by governments. And indeed, every year to date we have delivered the Scheme under budget, including this year. And we are committed to ensuring that continues. If we don't we will lose the confidence of the Australian people and that would not be good for people with disability. This is essential.

As a Board and Management we stand by these five commitments. On a personal note, I thank my colleagues on the Board and in Management for their devotion to the task. We are extremely fortunate to have a Board of deep and diverse experience, with extensive lived experience of disability. At the same time, we are incredibly fortunate to have in this past financial year recruited a CEO of the

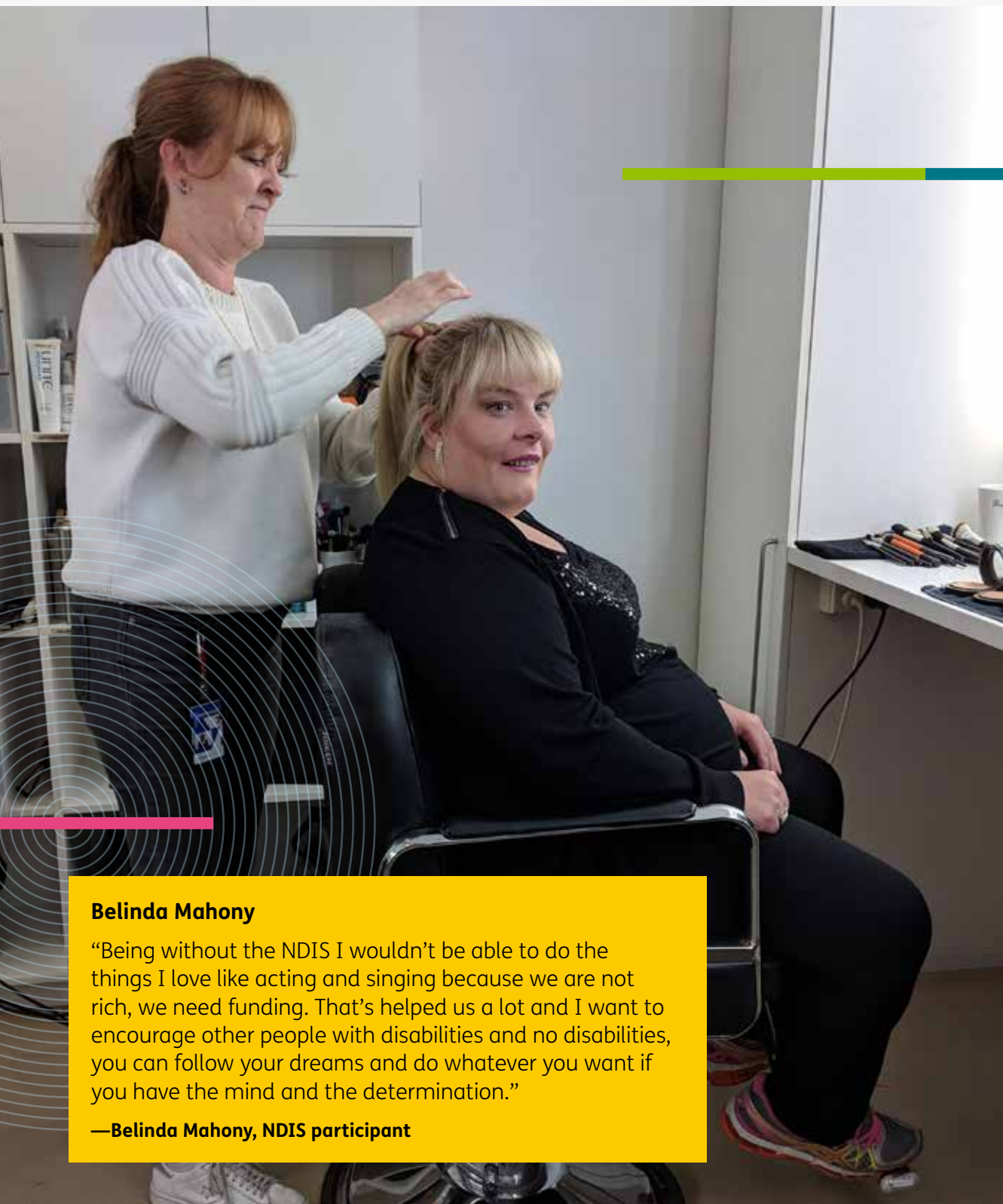
outstanding calibre of Mr Rob De Luca, who has in turn been able to attract and retain an executive team of huge talent. Together, with our devoted staff and partners, we will deliver on the potential of the NDIS.

Finally, on behalf of the Board and Management, I wish to acknowledge the significant commitment we receive from the Commonwealth, state and territory governments. We are grateful for the unstinting support we have received from Minister Tehan and before him Minister Porter as well as their staff. We look forward to working with Minister Fletcher. The members of the COAG Disability Reform Council are actively engaged with us and also play a critical role. This is echoed by the support we receive from departmental staff at both the Commonwealth and state and territory level. We are grateful for the way they all engage in the spirit of partnership.

We are all united in a common noble purpose, and that is to improve the lives of people with disability, their families and carers. Together we can and will deliver on that objective.



Dr Helen Nugent AO
Chairman



Belinda Mahony

“Being without the NDIS I wouldn’t be able to do the things I love like acting and singing because we are not rich, we need funding. That’s helped us a lot and I want to encourage other people with disabilities and no disabilities, you can follow your dreams and do whatever you want if you have the mind and the determination.”

—Belinda Mahony, NDIS participant

Chief Executive Officer's message



I am pleased to provide an introduction to the National Disability Insurance Agency (NDIA) annual report for 2017–18. The NDIA's performance in delivering the NDIS, as detailed in this report, reflects the NDIA's continuing commitment to listen to and engage with participants, providers and sector stakeholders to deliver on our purpose and the four aspirations in the 2017–21 Corporate Plan.

Better participant outcomes

The NDIS is now in its fifth year of rolling out across Australia. At 30 June 2018, almost 184,000 people with disability had an approved NDIS plan—with nearly 55,000 participants who had never before received disability supports from governments. This is an important achievement for people with disability in Australia, for the NDIA, and for the sector more broadly.

Nearly 87,000 people with disability entered the NDIS in 2017–18, including children in the Early Childhood Early Intervention (ECEI) pathway.

At 30 June 2018, 88 per cent of participants rated their planning experience as either good or very good. While this is an encouraging result, the NDIA will continue to work hard at improving the participant experience. We are committed to making sure the Scheme delivers quality outcomes for people with disability, and meets our stakeholders' expectations.

In 2017–18 the NDIA continued its review of the experience of participants and providers progressing through NDIS pathways—the process by which participants, their families, carers and providers interact with the NDIS. The review included a series of pathway pilots, and led to the implementation of a number of national pathway improvements for both participants and providers. This involved working with over 1,100 participants, carers, providers, and key stakeholders to identify and implement changes to the pathway that have a meaningful impact on peoples' experience with the NDIS.

The pathway improvements included three pilots, which focused on clearer operational communications, better pre-planning and planning processes, improved training for NDIA and partner staff, and providing participants with a consistent point of contact through their planning experience.

The NDIA is now focused on rolling out these successfully piloted pathway features nationally, and ensuring the NDIS experience has the same quality and consistency for people from different backgrounds and disabilities.

There are a number of other key milestones I would like to highlight from this financial year:

- The NDIA welcomed Western Australia into the Scheme, making the NDIS a truly national reform.
- New South Wales (NSW) and South Australia (SA) began to transition out of providing disability supports. The lessons learned with these first states will provide the foundation for our approach as other states and territories reach full Scheme.
- We finalised the transition to a new contact centre provider, which will handle approximately 1.8 million calls a year at full Scheme, and which is recruiting a workforce that mirrors our own—with 15 per cent of its workforce identifying as people with disability.

A growing market of innovative supports

A vibrant and growing provider market is developing to meet the demand generated by people with disability having choice and control over their services and supports. There are 16,755 registered providers of NDIS supports. In 2017–18, 8,057 new providers registered to deliver services to NDIS participants across the country.

At 30 June 2018, 44 per cent of registered providers were individuals/sole traders, compared to 40 per cent at 30 June 2017. This reflects the fact that many Australian businesses are taking advantage of the great opportunity the NDIS presents within the Australian economy.

The range of providers in the developing disability market is diverse and includes existing disability organisations transitioning from state systems, adjacent services, allied health professional groups, individuals, and emerging services.

The NDIA continues to play a critical shared role in supporting the growth of this market, and undertook a range of related activities in 2017–18.

The NDIA is committed to consistent engagement with providers and the sector. The NDIA hosted provider forums across the country, giving NDIS providers an opportunity to speak to NDIA representatives and discuss local market issues relevant to their state or territory.

The NDIA also undertook substantial work on Market Enablement Principles, which will help us identify when and how the NDIA can support the market as it grows, and potential measures taken to do so.

This financial year also saw the NDIA prepare for the successful launch of the National Quality and Safeguards Commission and the transfer of responsibility for provider registration for NSW and SA.

The NDIA also accepted and began implementing a range of recommendations made by the Independent Pricing Review released in March 2018, in order to support businesses transitioning to and operating within the NDIS environment. This included temporary support overheads to assist providers with costs during transition. The NDIA has started planning how these recommendations can best be implemented over the coming year. Our focus is making sure any measures deliver tangible improvements to providers' experience with the Scheme, and to participants' outcomes.

A financially sustainable Scheme

This year, as in every year since it began, the NDIA delivered the Scheme within budget. This includes supports available to 183,965 participants and the operating costs of the NDIA—\$6.4 billion. The NDIS is estimated to remain within the Productivity Commission's estimate at full Scheme. While risks to the longer term financial sustainability of the Scheme have been identified, the Scheme's insurance approach enables it to proactively take steps to address them.

As an insurance scheme, the NDIS continues to operate on actuarial principles of sustainability and a lifetime approach to support. This enables the NDIA to identify emerging issues early, and proactively take steps to address them.

This is particularly notable given this financial year was one of significant growth for the NDIS. A key focus was to grow the NDIA's risk and assurance maturity, which will ensure the NDIA is actively monitoring and addressing potential strategic risks to Scheme rollout and sustainability.

In line with the insurance principles on which the Scheme is founded, the NDIA continues to work with sector and government stakeholders to clarify and resolve emerging issues, and ensure the NDIS is operating sustainably now and into the future. This work also aims to increase the NDIA's capacity to detect, reinforce and protect the Scheme against fraud.

Our commitment is to ensuring the Scheme operates and is sustainable in the best interests of participants now and for generations to come.

A high-performing NDIA

The NDIA is committed to becoming a high-performing, operationally excellent NDIA that inspires stakeholder confidence. This aspiration will make the rest a reality. This year, the NDIA has undertaken significant work to improve the NDIA's culture and performance, as well as that of our Partners in the Community.

The way that people in the NDIA approach their work and interact with each other and the community they serve is important. Results from the recent Australian Public Service (APS) Employee Census show that the

NDIA's staff, including contractors, connect strongly with NDIA objectives—91 per cent strongly believe in the NDIA's purpose and objectives and 87 per cent feel that their work contributes to making a difference to improve the lives of people with disability.

In 2017 the NDIA started conducting regular organisational health and wellbeing surveys. These surveys seek employees' insights on what it is like working at the NDIA, what motivates them to deliver a quality Scheme, and how we can do better. This enables NDIA Management to take an informed approach to building an engaged, capable, and high-performing NDIA.

The NDIA also went through a significant consultation process to refresh the NDIA's values, which I am pleased to share:

- We value people: We put participants at the heart of everything that we do.
- We grow together: We work together to deliver quality outcomes.
- We aim higher: We are resilient and always have the courage to do better.
- We take care: We own what we do. We do the right thing.

These values harness the passion that motivates many NDIA employees, and connects us to the Scheme's purpose: making the difference so that people with disability have choice and control over their lives.

The NDIA is committed to supporting a diverse and inclusive workplace, and this

year continued to lead the APS in disability employment. At the end of June 2018 there were 14 per cent of staff who identified as having disability. We also recognise there is more that can be done to recruit and retain a diverse workforce. In service delivery, it is important our workforce represent the community we serve. That is why the NDIA is committed to delivering and achieving against our strategies for engaging and supporting a diverse and inclusive workplace.

In November 2017, the NDIA received the APS Diversity and Gender Equality Award for role-modelling best practice recruitment and employment of people with disability. This achievement recognises the NDIA's concerted effort to attract, select, support and engage with staff with disability.

In the year to 30 June 2018, the NDIA engaged Partners to deliver Early Childhood Early Intervention (ECEI) and Local Area Coordination (LAC) services in an additional 23 service areas, covering all states and territories except Western Australia (sourcing is currently underway). There are now 24 Partners in the Community delivering ECEI and LAC Services across 62 service delivery areas, who are crucial to the successful delivery of the Scheme. They ensure children with developmental delay and people with disability are engaged with the supports they need and the Scheme. They also support participants in getting ready for their NDIS planning conversations and putting their plans into place. This crucial role will continue through the remainder of transition.

This year we also focused on improving the way we communicate with stakeholder organisations—including implementing an account manager model and focusing on improved communications channels for sector representatives.

Acknowledgement

I would like to thank the NDIA Board, the Independent Advisory Council, staff and partners for their passion and determination to make the NDIS a success.

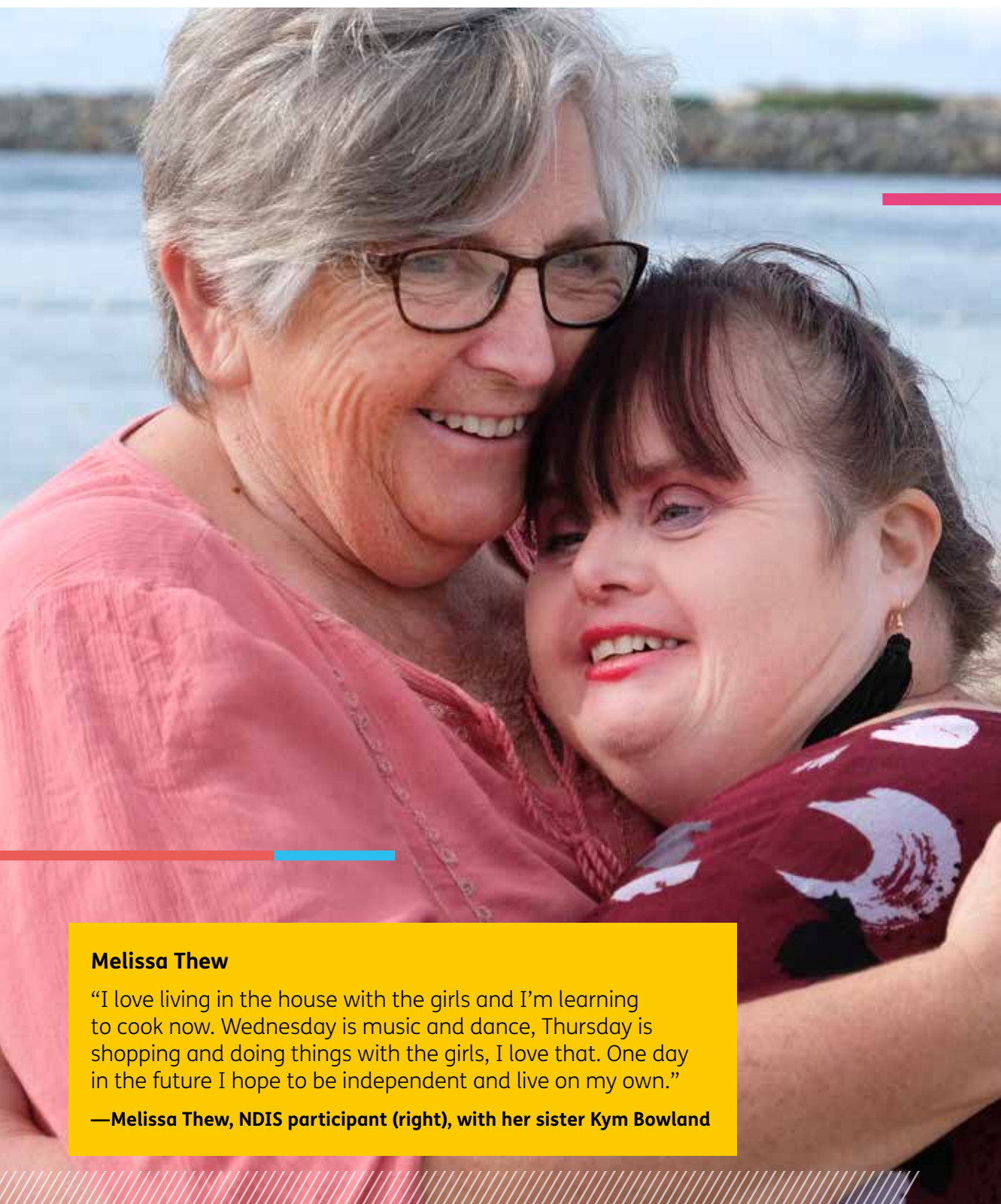
I would like to acknowledge the valuable contribution of participants, carers and providers who gave feedback to improve the participant and provider pathways. We have listened and learned, and sector engagement is now hard wired into how we do business.

I also express my gratitude to those organisations and individuals that work in support of people with disability and disability issues including providers, partners and the community.

And, of course, I thank people with disability, their families and carers for their ongoing commitment to the NDIS and its importance as a new foundation of Australia's social infrastructure.



Mr Robert De Luca
Chief Executive Officer



Melissa Thew

“I love living in the house with the girls and I’m learning to cook now. Wednesday is music and dance, Thursday is shopping and doing things with the girls, I love that. One day in the future I hope to be independent and live on my own.”

—Melissa Thew, NDIS participant (right), with her sister Kym Bowland

Part 1:

Delivering to NDIS participants

Chapter 1.1: Better participant outcomes

Chapter 1.2: A growing market of innovative supports

Chapter 1.3: A financially sustainable Scheme

Chapter 1.4: A high-performing NDIA

Chapter 1.1

Better participant outcomes

At 30 June 2018, the NDIS was supporting 183,965 participants (including 7,768 children in the Early Childhood Early Intervention (ECEI) gateway). Nearly 55,000 participants have never before received disability supports from governments.

Nearly 87,000 people with disability entered the NDIS in 2017–18. This growth is inclusive of participants from an increasingly diverse range of geographies, extending to rural and remote areas of the country.

Quality outcomes for participants

The NDIA is committed to creating positive outcomes for participants and their families and carers. The NDIA uses the NDIS outcomes framework questionnaires as one of the key tools to assess the medium and long-term benefits of the Scheme.

Whilst it is early days, the NDIS has already demonstrated its ability to help different age groups across multiple life domains. From transition to 30 June 2018, the following outcomes have been recorded¹:

For child participants aged 0 to before starting school:

- 91 per cent of parents and carers consider the NDIS to have helped with their child's development.
- 89 per cent thought the NDIS had improved their child's access to specialist services.
- 82 per cent thought the NDIS had increased their child's ability to communicate what they want.

For families and carers of participants aged 0 to 14:

- 69 per cent felt that the NDIS had improved their ability/capacity to help their child develop and learn.
- 64 per cent thought that the NDIS had improved their access to services, programs and activities in the community.
- 61 per cent considered that the NDIS had improved the level of support for their family.

¹ Results are for participants who entered the Scheme in 2016–17 and had a plan review in 2017–18 (approximately one year after entering the Scheme).

For participants aged 25 and over:

- 71 per cent indicated that the NDIS had helped them with their Daily Living Activities.
- 67 per cent indicated that the NDIS had helped them with Choice and Control.
- 59 per cent considered the NDIS had helped them with Social, Community and Civic Participation.

There are also areas for improvement in the outcomes for participants. Only 36 per cent of participants aged 25 and over have been actively involved in a community, cultural or religious group in the last 12 months and only 21 per cent of the same cohort report having a paid job. This will be an area of ongoing focus.

While this will improve as participants gain longer exposure and experience with the NDIS, the NDIA is committed to focusing on capacity building and community support through Information, Linkages and Capacity Building (ILC) investment, and is working

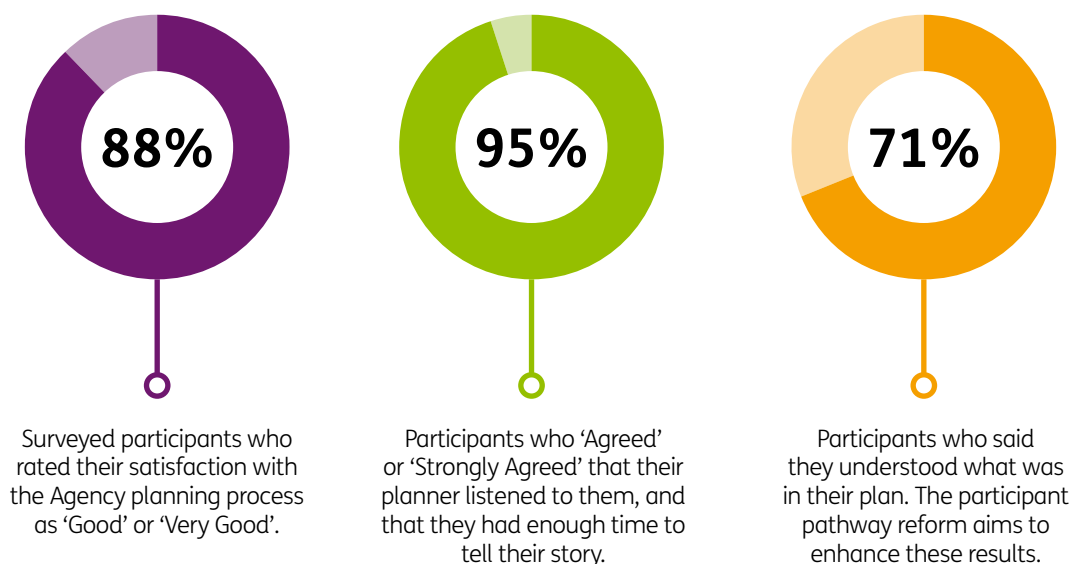
closely with the Department of Social Services to progress employment initiatives for participants.

High-quality plans at scale

Plan development is a key milestone on the participant pathway. To better understand the impact of the NDIS on participants and their families and carers, and to ensure the delivery of a high-quality service, the NDIA conducts satisfaction surveys on the planning process each quarter.

Following feedback, significant improvements to the participant pathway are underway. In 2017–18, the proportion of participants who rated their overall experience with the planning process as either 'Good' or 'Very Good' increased from 84 per cent at 30 June 2017 to 88 per cent at 30 June 2018. This indicates that the NDIA's progress with the pathway experience is having a positive impact.

Figure 1.1.1: Key statistics related to participant satisfaction



In addition, 95 per cent of participants indicated that their planner listened to them, and 94 per cent of participants indicated that they had enough time to tell their story. 71 per cent of participants indicated that they knew what was in their plan. The NDIA is looking to improve this figure via the development of the participant pathway, including introducing improved tools for planners to help them better connect participants with the right services to achieve their goals.

At 30 June 2018, 97 per cent of participants' plans were approved before the scheduled review date.

Systems changes in June 2018 will reduce the administrative burden of conducting reviews that require minor alterations to the next plan.

Improved participant pathway experience

The NDIA is committed to providing participants with a high-quality experience and is making significant progress with pathway reform to ensure smooth and supportive engagement with the NDIS. Following a successful initial pilot that focused on the planning phase, some pathway enhancements have now been implemented with further improvements scheduled to rollout across Australia from October 2018.

Developments to the participant pathway include:

- Clearer links to other service systems, including housing, education and health systems.
- Clear information provided in Easy English and multiple languages.

- Stronger connections between Local Area Coordinators and NDIA planners.
- An easy-to-understand and accessible plan.
- Face-to-face planning meetings that deliver easier to understand, accessible plans, supported by a consistent, single point of contact. Participants will also be supported to implement their NDIS plan.
- Face-to-face planning support.
- Skilled planning and improved training, with a focus on disability awareness and cultural competency.
- Better connections between participants and providers, including improvements to the Provider Finder.
- Improvements to systems, including updates to the participant and provider portals and NDIS website.

The NDIA has held 37 workshops across Australia and engaged with over 1,100 stakeholders to better understand how the NDIS can be improved to meet the specific needs and characteristics of all its participants.

A Participant Reference Group has been established as a mechanism to provide additional engagement for the development and rollout of pathway advancements. The group continues to meet monthly to provide feedback and input on improvements to the NDIS.



PARTICIPANT REFERENCE GROUP

The Participant Reference Group is structured to:

- reflect the diverse needs of people with disability
- represent the diversity of the Australian population, including Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds and LGBTIQ⁺² people, and
- work collaboratively and provide the NDIA with valuable insights and feedback on relevant resources including communication products and staff training materials.

The Independent Advisory Council (IAC) also played a significant role in the provision of valuable advice with the diverse skills, knowledge and lived experience of IAC members and Expert Advisers ensuring that the views of participants and carers have been recognised and incorporated in the improved participant pathways.

In addition, the NDIA has been working closely with stakeholder groups to ensure that improvements to the participant experience are innovative and inclusive.

² LGBTIQ⁺ is the acronym for lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexualities.

The NDIA has been working with **Mental Health Australia** to improve the experience and outcomes of participants with psychosocial disability, with a focus on community programs pathways and access to reasonable and necessary supports.

The NDIA also has been working constructively with the hearing and hard of hearing sector for some time, to ensure the needs of participants with hearing impairments are addressed effectively. The NDIA has designed and begun implementing a range of measures to improve the experience for people who are deaf or hard of hearing.

- A streamlined access process to ensure that children receive early intervention services more quickly after diagnosis, to avoid the risk of developmental delay.
- An extension of our partnership with **Australian Hearing** who have had their current in-kind support arrangements under the Hearing Services Program to the NDIS extended until 30 June 2020, ensuring that children, their families and carers receive appropriate support to access the Scheme. This includes practical support to complete access requests, submission of evidence of disability and recommendations relating to the severity of the condition, and educating families on the specialist support options available.
- Once access has been approved, children will be referred to a specialist NDIA planner for speedy finalisation and approval of an interim plan that provides funding for capacity building supports—based on the severity of hearing loss—to be provided by an Early Childhood Intervention provider chosen by the family.

An **Autism Advisory Group** has been established to provide feedback and advice to the NDIA on improving the NDIS experience for participants with autism.

Lastly, since the NDIA transitioned the operation of the NDIS Contact Centre to a new service delivery partner in June, a significant reduction in the percentage of abandoned calls has been recorded, and key targets relating to call answer rates are being exceeded.

Better engagement with people of diverse backgrounds

The NDIA recently released a strategy statement for engaging with people from Culturally and Linguistically Diverse (CALD) backgrounds. It is expected that approximately 20 per cent of the Scheme's participants at full Scheme will identify as coming from a CALD background.

The Strategy outlines how the NDIA will ensure people from diverse backgrounds can access the Scheme and the information they need. The strategy is also the NDIA's public commitment to work alongside people with disability from CALD backgrounds to set and achieve their goals in inclusive communities and workplaces.

Given that the NDIS has not been fully phased in across all regions of Australia, the profiles of current participants vary depending on the schedule for their region. For example, the phasing schedules in some bilateral agreements prioritise age group and/or people in existing state/territory disability systems.

Considering the areas in which the NDIS has rolled out across Australia, the participants who are Aboriginal and/or Torres Strait Islanders are in line with expectations.

The proportion of CALD participants is lower than expected. This partly reflects phasing. Nevertheless as a part of the work underway

on tailored pathways, the NDIA is looking to increase these numbers. As phasing continues in urban areas of Queensland and Victoria, the proportion of CALD participants is expected to increase. The proportion of participants with psychosocial disability is also expected to increase as Commonwealth programs continue to phase into the Scheme.

Tony De Angelis

“The NDIS has changed my life. Now I have a scooter I can do things I’ve never been able to do before! Having cerebral palsy, I’ve never been able to walk very far. Now, I can take my dog, Jasper, for a walk; I can go to the shops, buy what I need without having to rely on people and meet my friends for coffee. It’s great. All the shop owners know me by name and it’s been great to get out and about in my community.”

—**Tony De Angelis, NDIS participant and his dog Jasper**



Chapter 1.2

A growing market of innovative supports

The delivery of the Scheme relies on a robust and innovative market for quality supports that meets the individual needs of participants.

The NDIA works actively with participants, providers, peak bodies, and the Commonwealth, state and territory governments to support the development of a market of sufficient scale at a national and local level, so that participants have choice and control over how they use the supports funded in their plan.

The NDIA's view of market success is a self-supporting, vibrant ecosystem of participants and providers in the Scheme marketplace.

Market supply

Access to a growing, vibrant and competitive provider market is vital to participants achieving their desired outcomes. The NDIA is progressing initiatives to further develop a competitive and innovative provider market.

There were a total of 16,755 registered providers at 30 June 2018. In 2017–18, 8,057 new providers registered to deliver services to NDIS participants across the country.

Figure 1.2.1: Growth in registered and active registered service providers from 30 June 2016 to 30 June 2018

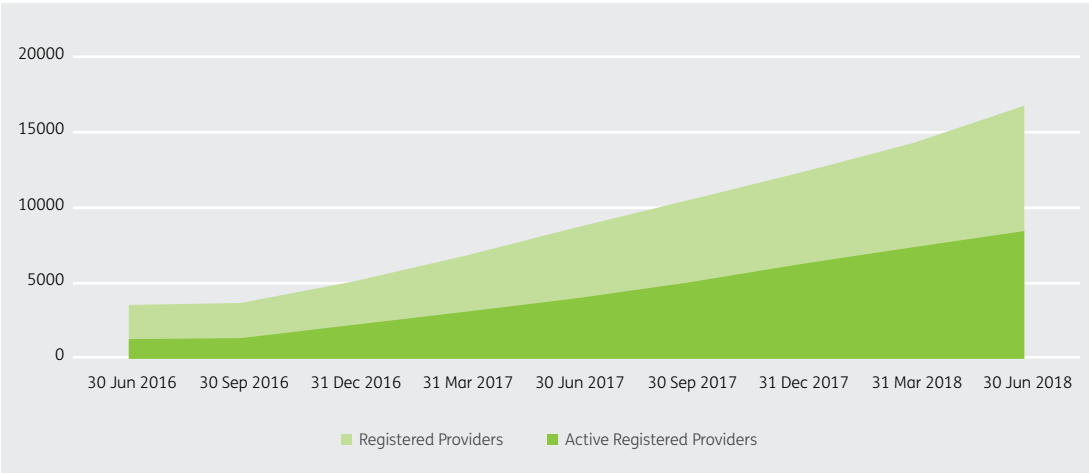


Figure 1.2.1 shows the growth in registered and active registered service providers from 30 June 2016 to 30 June 2018. In June 2016 there were less than 5,000 registered providers, increasing to 16,755 registered providers at 30 June 2018.

The substantial growth and increasing diversity of the market builds participants' capacity to exercise choice and control, allowing them to select the best services to suit their individual needs.

In 2017–18 each of the provider registration groups experienced an increase in provider numbers, with the most significant growth occurring in:

- 168 per cent—specialised disability accommodation
- 161 per cent—interpreting and translation
- 149 per cent—innovative community participation, and
- 84 per cent—vision equipment.

In June 2017 the NDIA Board commissioned an Independent Pricing Review (IPR). The final report was released in early March 2018. The IPR found that while market growth is generally keeping pace with demand, there are some participant cohorts for which undersupply is a risk in the future.

The IPR also found that some traditional providers delivering attendant care supports are encountering challenges in maintaining profitability within current price limits. Accordingly, the IPR includes 25 recommendations, designed to target the root cause of issues identified through consultation and further analysis. Together, these recommendations will have a positive impact on provider economics, improving overall industry margins by two per cent

to four per cent, with even higher margin improvements for providers serving participants with complex needs or in rural, remote and very remote areas.

The NDIA has started planning how these recommendations can best be implemented over the coming year. Our focus is making sure any measures deliver tangible improvements to providers' experience with the Scheme, and participants' outcomes.

Provider pathway experience

As part of the new provider pathway, the NDIA will provide better information and insights to support business decisions and make it easier for providers to transact with the Scheme and connect with participants.

Providers reported they wanted more consistent and clearer information and policy guidance, easier resolution of issues (if they arise), and improvements to the portal and payment processes. Improvements to the provider pathway in 2017–18 include:

- Improved quality, consistency, availability and usability of information for providers learning about opportunities under the Scheme.
- More information and features for connecting to participants through online tools. For example, an improved, web-based, interactive and easy-to-navigate Provider Toolkit was launched in November 2017. The toolkit is the primary resource to assist businesses that are considering entering the Scheme, with the new platform including e-learning modules and self-assessment checklists.

- Reducing the time required for administration and making it easier to manage supports and receive payments through the myplace portal.
- A range of channels for communicating with the Scheme, including better processes for more efficient and effective resolution of issues impacting providers.

In 2017–18 the NDIA also enhanced:

- **The Provider Finder tool:** with improvements in search functionality, additional information about providers, and the introduction of a mapping tool that helps participants better understand the locations of different providers.
- **The participant and provider portals:** giving both participants and providers the opportunity to amend service bookings, as well as providing step-by-step guides that better enable users to operate the platform.

During 2017–18, the NDIA also established a dedicated National Provider Payments Team. The team acts as a single point of contact for providers who are having difficulty making claims. It also supports regional staff to resolve issues, ensuring there is national consistency in claiming approvals. When a plan rebuild or review is required, the team will pass this work on to the relevant region.

The NDIA also released information on the new NDIS price guide during 2017–18.

Building inclusive communities

Information, Linkages and Capacity Building (ILC) is a grants program under the NDIS. The objective of the program is to provide funding to organisations to assist them to connect people with disability to their community. ILC refers to the set of activities focused on:

- **Personal capacity building:** Making sure people with disability have the skills, confidence and resources to participate in their community, and access the same opportunities and services as other people.
- **Community capacity building:** Building the capacity of the community to include people with disability, including mainstream services and community organisations.

Unlike the rest of the NDIS, ILC does not provide funding to participants. Instead, it provides grants to organisations to deliver activities in the community, benefiting people with disability and their families. The NDIA distributes grants through funding rounds to organisations to carry out activities in the community that relate to any of the four activity areas in ILC policy:

- Information, linkages and referrals
- Community awareness and capacity building
- Mainstream capacity building, and
- Individual capacity building.

Organisations applying for ILC funding each round need to demonstrate that the proposed activity is consistent with ILC policy. Organisations that receive grants are asked to collect and report information about their outputs and the quality and effectiveness of their activities.

ILC increases the capacity of communities to be more inclusive and diverse, and therefore benefits society at large. The investment policy also supports the financial sustainability of the NDIS by reducing the demand for individualised packages and the need for funded supports within packages.

The NDIA's investment in ILC is growing and community organisations in diverse locations are delivering a varied scope of projects. Currently there are two main types of open, competitive ILC grant rounds: National Readiness grants and Jurisdictional Based grants.

Approximately \$14 million was allocated to 39 National Readiness grants in 2016–17, with a focus on mainstream services and community awareness. An additional \$28 million was allocated in 2017–18 to 43 National Readiness grants with a focus on Information, Linkages and Referral activities across Australia.

The Australian Capital Territory (ACT) was the first jurisdiction to transition to ILC, on 1 July 2017, and the NDIA awarded close to \$3 million to 22 organisations to deliver activities in the ACT. Recently, 104 grants worth a total of \$28.5 million were awarded to community organisations in New South Wales, South Australia and the ACT and commenced on 1 July 2018.

A targeted remote grant round ran in April 2018 to fund organisations to deliver activities in remote areas of South Australia, the Northern Territory and Queensland. Grant winners will be announced in the first quarter of 2018–19.

The NDIA is currently enhancing an ILC Investment Strategy that will guide investment at full Scheme.

NDIS Quality and Safeguards Commission

The NDIS Quality and Safeguards Commission is a separate Commonwealth entity under the Social Services portfolio that oversees the quality and safety regulation of the disability support market at full Scheme.

The Commission, launched on 1 July 2018, is expected to be fully operational by 2020. It will be responsible for, among other things:

- implementing the NDIS Quality and Safeguarding Framework
- facilitating provider registration and quality oversight
- administering a complaints handling system
- administering serious incident notification
- providing restrictive practice oversight, and
- investigation and enforcement.

The establishment of the Commission recognises that the new market-based system for disability support services will require a national approach to quality and safeguarding. This will help ensure that supports are safe and of high-quality for participants, and that there is consistency between jurisdictions so that participants receive the same protection regardless of where they live and providers who operate nationally are only required to comply with one set of requirements. The NDIA is committed to collaborating with the Commission.

Chapter 1.3

A financially sustainable Scheme

The NDIS is an insurance-based Scheme for all Australians. It takes a lifetime approach to supporting people with disability, by investing in people early and building their capacity to achieve their desired social and economic outcomes. The NDIA is committed to delivering a financially sustainable Scheme that inspires community and stakeholder confidence.

One key to the success of the NDIS is to ensure its long-term financial sustainability, so that it can support future generations of Australians with a significant permanent disability. The NDIS has been within budget in each year of its operation and achieved an operating surplus of \$957 million in 2017–18. The Scheme is estimated to remain within the Productivity Commission’s estimate by full Scheme.

There was \$7.7 billion of committed supports in 2017–18, with \$4.9 billion paid to participants. Utilisation was at 64 per cent. Experience shows that as participants experience their second and third plans, utilisation tends to increase.

Table 1.3.1 shows committed support³ and payments since the Scheme’s inception.

Table 1.3.1: Payments by financial year, compared to committed supports

| | 2013–14 | 2014–15 | 2015–16 | 2016–17 | 2017–18 | 2019 + |
|------------------------------|---------|---------|---------|---------|------------------|------------------|
| Total committed (\$M) | 132.8 | 496.8 | 939.3 | 3238.5 | 7,723.1 | 5,669.7 |
| Total paid (\$M) | 86.2 | 370.8 | 703.2 | 2,164.7 | 4912.9 | 3.0 ⁴ |
| % utilised to date | 65% | 75% | 75% | 67% | 64% ⁵ | - |

3 Only committed supports expected to be used to 30 June 2018 have been used to calculate the utilisation from 1 July 2013 to date and this will increase as there is a lag between when support is provided and when it is paid.

4 The \$3.0 million paid in 2019 and beyond are payments that have been received for supports that are to be provided in 2019.

5 There is a lag between when support is provided and when it is paid. Hence, this figure will increase. Further, the lower utilisation in 2016–17 and 2017–18 compared to prior years is driven by a high proportion of people on their first plans. Experience shows that utilisation increases for participants on their second and later plans.

While the Scheme is estimated to remain within the Productivity Commission's estimate at full Scheme, there are risks to the longer term financial sustainability of the Scheme.

In line with the Scheme's insurance approach, these pressures have been identified by Management and the Board and are being proactively managed. This includes actions being taken to address higher than expected numbers of children.

A number of specific initiatives are being developed:

- The Agency's **participant and provider pathway review** is underway following stakeholder feedback that experience was not meeting the high standards to which the Agency aspires. One of the key outcomes of the review has been to better embed an outcomes-focus within the Scheme. A nation-wide rollout of initial improvements will commence in October 2018.
- A **participant's functional assessment** is a key input into the planning process. A pilot is underway to consider the introduction of independent functional assessments to more objectively inform access and ongoing eligibility decisions, particularly for children who have entered the Scheme under the early intervention requirement. The independent functional assessment will also help to determine a more equitable allocation of budgeted supports within the Scheme.
- The **reference package and guided planning process** is a method to better align a participant's support package with their level of function when they first enter the Scheme and at plan review. This process will require ongoing refinement to ensure that the right assessment tools and questions are being used to inform plan support decisions.
- The costs for **participants in shared supported accommodation arrangements** form a large proportion of Scheme cost. Management is increasing the focus on the consistency of accommodation decision-making; further clarifying the supports covered by the NDIS.
- A **business intelligence strategy** has been developed and work has commenced on a number of initiatives to support this strategy. This has included the development of tools to support decision making and cost-benefit analysis by planners, improved gateway interfaces with business partners and channels and the refinement of governance processes for data management. This work is supported by an expanded team capability and access to enterprise analytics platforms.

Chapter 1.4

A high-performing NDIA

The NDIS is phasing in rapidly across Australia. In 2018–19 it is estimated that the number of participants will double, and by full Scheme the NDIA will be supporting an estimated 460,000 participants. To deliver a national reform of this scale, the NDIA must remain flexible and expand the skills of a capable and talented workforce as required.

In 2017–18, the following initiatives have been implemented to further the advancement of a high-performing NDIA:

- Enhanced the NDIA Executive Leadership Team with new appointments.
- Furthered the NDIA's commitment to cultural transformation by launching and embedding refreshed NDIA values.
- Invested in leaders, capabilities and training to develop NDIA staff.
- Refreshed the NDIA's performance review framework.

The NDIA is expanding its workforce in a way that balances short-term requirements with long-term capacity building. During transition this growth has included a mix of ongoing, non-ongoing and contracted NDIA staff, community partners as Local Area Coordinators and a small number of specialist advisers, led by an experienced and dedicated senior management team. While the large scale and fast pace of the transition can pose recruitment challenges, the NDIA is addressing these methodically.

The geographical diversity of NDIA staff and partners is increasing as the Scheme rolls out across Australia. Over 3,000 staff and partners are based in Victoria, including in the national office based in Geelong.

Nearly 150 staff and partners are working across Western Australia where the Scheme is starting to phase, and there are over 2,500 staff and partners in New South Wales and the Australian Capital Territory. There are 750 NDIA staff and partners based in Queensland, 600 in South Australia, 400 in the Northern Territory and 130 in Tasmania.

People and culture

The NDIA is determined to be an employer of choice and to create a safe and inclusive environment that keeps its people engaged and committed.

The speed and scale of the Scheme rollout represents both a significant organisational challenge, and an opportunity for the NDIA to pioneer a new blueprint for Commonwealth service delivery. The NDIA is at a pivotal point in its evolution, and is positioning itself for success by leveraging the desire of its people to be part of a transformational experience: building capability, cultivating a culture of continuous learning, and enhancing the ICT system.

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

APS Employee Census 2018— Culture and Scheme engagement

The NDIA participated in the Australian Public Service (APS) Employee Census 2018. The NDIA opened the census to both APS employees and contractors and achieved a 64 per cent response rate with an overall rating for staff engagement of 71 per cent.

Results for NDIA culture and Scheme engagement were positive, showing the NDIA's staff strongly support NDIA objectives:

- **91 per cent** strongly believe in the purpose and objectives of the NDIA
- **87 per cent** feel their work **contributes to making a difference** and supporting the lives of people with disability, and
- **94 per cent** are happy to 'go the extra mile' at work when required.

Diversity and inclusion

The NDIA is committed to becoming a leading public sector agency for access and inclusion, and achieving a diverse workforce that is reflective of the communities it serves.

The NDIA embraces diversity, seeking to cultivate a work environment where employees can succeed to their full potential.

Maintaining a gender balance

At 30 June 2018, 74 per cent (1,942) of the NDIA's APS workforce was female, compared with an APS average of 59 per cent. Sixty-six per cent of 538 executive level employees were women and 48 per cent of Senior Executive Service (SES) employees were female.

Of 363 employees with disability, 65 per cent were women. Of these, 199 work under the APS classification, 32 were executive level employees and five were in the SES.

Employing people with disability

The NDIA is committed to supporting a diverse and inclusive workplace, and leading the way in disability employment.

At 30 June 2018, 14 per cent (363) of the NDIA's APS workforce identified as having a disability. This compares with an average across the APS of 3.7 per cent. The NDIA's target is for 15 per cent of its workforce to identify as having disability.

In November 2017, the NDIA received an Australian Public Service Diversity and Gender Equality Award for role-modelling best practice recruitment and employment of people with disability. This achievement recognises the NDIA's collective efforts

in attracting, selecting, supporting and retaining staff with disability.

For the second consecutive year the NDIA participated in the Australian Network on Disability Access and Inclusion Index, an organisational assessment and benchmarking tool that measures organisational access and inclusion maturity across 10 key areas. In 2017, the NDIA ranked fourth out of 28 organisations (the NDIA ranked 10 out of 22 organisations in 2016). This reflects the NDIA's continued growth around access and inclusion maturity.

On 14 May 2018, the NDIA launched its first Disability Strategy and Action Plan 2018–20. The Action Plan details the actions that the NDIA will take to ensure NDIA workplaces are barrier free, accessible, and inclusive and provide equitable access to opportunities and resources for employees with disability including how the NDIA will attract, support and retain employees with disability to deliver the Scheme to our participants.

Employing Aboriginal and Torres Strait Islander peoples

The NDIA is striving to achieve a diverse workforce that reflects the communities we serve, which includes a focus on the employment of Aboriginal and/or Torres Strait Islander peoples.

At 30 June 2018, 3 per cent (81) of the NDIA workforce identified as Aboriginal and Torres Strait Islander. The Australian Public Service Commissioner set the NDIA a target of 2.5 per cent of Indigenous representation by 2018. In the NDIA People Strategy 2017–19, the NDIA set a target of 3 per cent.

The NDIA's first Aboriginal and Torres Strait Islander Employment Strategy 2018–20 was launched on 29 May 2018 for increasing representation of, and support for Aboriginal and Torres Strait Islander peoples in our workforce. The strategy contains actions the NDIA commits to delivering over the next two to three years.

APS Employee Census 2018—Diversity and inclusion

Responses from the 64 per cent of NDIA staff (APS employees and contractors) who participated in the Census indicated that:

- **73 per cent** of the workforce is **female**⁶
- **19 per cent** of the surveyed workforce identified as having an **ongoing disability**⁷
- **3 per cent** of the workforce identified as **Aboriginal and/or Torres Strait Islander**⁸, and
- **6 per cent** of the workforce identified as **LGBTIQA+**⁹.

6 64% of the NDIA's workforce of APS and contract staff responded to the APS Census and of these, 73% were female. At 30 June 2018, 74% of the NDIA's APS employees (excluding contractor) were female.

7 64% of the NDIA's workforce of APS and contract staff responded to the APS Census and of these, 19% identified as having an ongoing disability. This varies to the 14% of the NDIA's APS employees (excluding contractors) that have advised the NDIA that they have an ongoing disability.

8 64% of the NDIA's workforce of APS and contract staff responded to the APS Census and of these, 3% identified as Aboriginal and/or Torres Strait Islander. At 30 June 2018, 3% of the NDIA's APS employees (excluding contractors) identified as Aboriginal and/or Torres Strait Islander.

9 LGBTIQA+ is the acronym for Lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexualities.



Danny Curtis

“I’m an Arrernte Warrumunga man, born in Alice Springs. Since joining NDIA, I have been living at Nhulunbuy East Arnhem and working at the Alice Springs office doing the APY Lands roll out. In my community engagement role I have also been looking after the East Arnhem and the APY Lands Community Connector programs. I find I’m always learning from my work and I like to share my ideas about how we can work in very remote areas. I run a day-long cultural workshop for new employees and would like to do it in a community setting so staff can ask people in the community questions.”

—**Danny Curtis, NDIA Assistant Director, Partner Relationship (NT)**

Systems and processes

To improve the functionality and user experience of participant and provider portals, the NDIA has commenced a usability review with user interface and user experience experts, working with staff and visiting partner sites to understand how they use systems and how efficiency can be improved by the use of Human Centred Design¹⁰ principles. These lessons are being used to improve the participant planning activities in the core systems as well as providing valuable input to the development of a Partner Portal.

To optimise technology to support full Scheme operations, an independent health check was performed on the NDIA's Client Records Management (CRM) system. This confirmed that while the system does have some deficiencies in functionality, these deficiencies can be rectified and relevant features expanded at a sensible cost and therefore the system should be retained. The health check, together with a review of the Service Delivery Operating Model, provided valuable input to the development of an Information and Communication Technology (ICT) Strategy for endorsement by the Board in August 2018.

The Data Stabilisation program continues to provide greater control and flexibility for the Actuarial team. SAP HANA is one of the new reporting platforms to be adopted by the NDIA. This platform enables near real time reporting, allowing users to access information in seconds coming directly from CRM. In addition to creating a new Enterprise Data Warehouse containing all available NDIA data, SAP HANA access has allowed the NDIA to develop and more easily distribute reports easily accessed by staff and partners. The program is due to complete in early 2019.

For the implementation of the ICT operating model and capabilities, and to optimise ICT-related shared services partnership with the Department of Human Services (DHS), our shared services partner, the annual Shared Services Review in April 2018 resulted in:

- all of the outstanding services being fully documented
- service levels being agreed with DHS, and
- NDIA having visibility of the DHS monitoring dashboards for the core systems.

The NDIA is working closely with DHS in trialling multidisciplinary teams with representation from both departments. These collaborative working arrangements are integral to faster, more flexible delivery.

¹⁰ Human Centred Design is an approach to creating products and services by considering every stage of the design process through the eyes of the consumer. It focuses on providing solutions to complex problems by thinking about the end user, including how they will use the product, where and why. Products and services are then tested and evaluated by real users before being released to the public. Human Centred Design involves addressing the user experience from start to finish.

External stakeholders

In 2017–18 the Stakeholder Engagement Management Model was established and implemented. The model pairs key external stakeholders with a senior NDIA staff member who will make regular contact with their paired stakeholders to:

- provide key messages about the NDIS, and
- be a point of contact for stakeholders to escalate issues that have not been able to be resolved with regular NDIA contact points.

The CEO Forum was also established, as a key component of the NDIA's stakeholder engagement approach. The CEO Forum membership includes CEOs from key disability organisations across Australia. Through a range of mechanisms, CEO Forum members contribute their expertise on NDIS policy, projects and the implementation of the NDIS. The CEO Forum provides an avenue for members to identify emerging issues and concerns, and raise these directly with the NDIA.

Looking ahead

The NDIA is at a pivotal point in its evolution, and is positioning itself for success by leveraging the desire of its people to be part of a transformational experience: building capability, cultivating a culture of continuous learning, and enhancing the ICT system.

The Minister for Social Services recently announced that the NDIA will commence the national rollout of significant improvements to the NDIS pathway, following the successful pilot in Victoria this year. An additional 750 staff will be hired over the next 12 months and targeted training of 6,000 planners and frontline staff will take place to support the reform implementation. The NDIA's staffing cap will be increased to 3,138 in 2018–19 and 3,230 in 2019–20, with a further increase in 2020–21, bringing the new, ongoing cap to 3,400.

The way that people in the NDIA approach their work and interact with each other and the community they serve, is important. The NDIA's new set of values reflects the expectation that everyone involved in the delivery of the Scheme will act with integrity, respect and empathy.

Engaging key stakeholders will be critical to the successful implementation of the Scheme. The NDIA's engagement strategy outlines how it will build and drive deep relationships with key stakeholders, particularly within the disability sector. The NDIA is also committed to undertaking even greater sector engagement.



Martika Lahne

“My employment consultant has joined me up with the CWA (Country Women’s Association). I’ve been doing knitting, cooking and basically beating all the old ladies! I made a pumpkin fruit cake. I’ve been making fruit cakes lately. I beat this 82-year-old lady in the competition who has been winning for god knows how many years. I broke her record. I came first and second for the same cake! I’d like to be a baker and make all these good different sort of cakes and chocolates.”

—Martika Lahne, NDIS Participant

Part 2:

Our structure and accountability

Chapter 2.1 Our governance and structure

Chapter 2.2 Our Board

Chapter 2.3 Our executive

Chapter 2.4 Risk management

Chapter 2.5 People management

Chapter 2.1

Our governance and structure

The governance model for the National Disability Insurance Agency (NDIA) is set out in the *National Disability Insurance Scheme Act 2013* (NDIS Act).

Key elements of the governance model as shown in Figure 2.1.1 include:

Responsible Commonwealth Minister

The Minister for Social Services is responsible for administering the NDIS Act, and exercises statutory powers with the agreement of states and territories, including a power to make delegated legislation in the form of National Disability Insurance Scheme Rules, and a power to direct the NDIA.

At 30 June 2018 the Hon Dan Tehan MP, as the Minister for Social Services, had ministerial responsibility for the NDIA, including the exercise of specific powers under the NDIS Act.

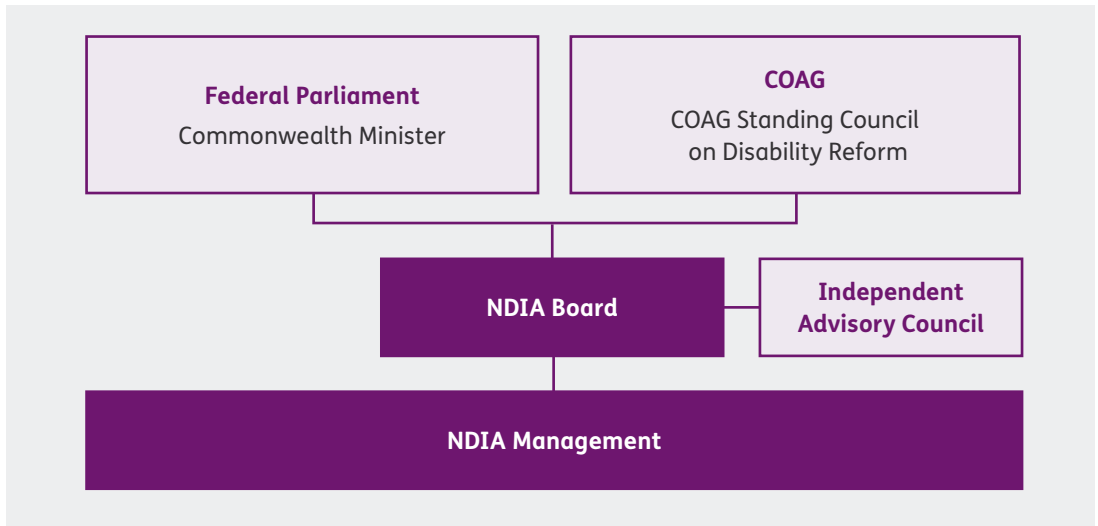
Minister Tehan was appointed as Minister for Social Services on 20 December 2017, with responsibility for disability. The Hon Christian Porter MP was the previous Minister for Social Services, from 21 September 2015 to 20 December 2017.

The Hon Jane Prentice MP was the Assistant Minister for Social Services and Disability Services for 2017–18. Assistant Minister Prentice was appointed on 18 February 2016 with responsibility for assisting the Minister for Social Services with the transition of the NDIS to full Scheme.

Following the end of the 2017–18 reporting period the Hon Paul Fletcher was appointed Minister for Families and Social Services and the Hon Sarah Henderson was appointed Assistant Minister for Social Services, Housing and Disability Services. Both appointments occurred on 26 August 2018.

Council of Australian Governments (COAG) Standing Council on Disability Reform (DRC)

This is a ministerial council composed of Australian Government and state and territory treasurers and ministers responsible for disability. The COAG DRC is the principal decision maker for Scheme policy issues.

Figure 2.1.1: NDIA governance

NDIA Board

The Board has responsibility for setting the strategic direction of the NDIA, ensuring the proper, efficient and effective performance of the NDIA's functions and developing and managing relationships with stakeholders. Board membership is determined by the responsible Commonwealth Government Minister in consultation with the states and territories.

NDIA Management

The responsibility of the NDIA Management, collectively referred to as the Executive Leadership Team (ELT), is to provide oversight of and make decisions on the execution of the Board-approved strategic objectives for the Agency, in line with the agreed risk appetite. The ELT implements the policy and strategy adopted by the Board and deals with the operational management of the Agency.

Independent Advisory Council (IAC)

The IAC provides the Board with independent advice, which the Board must consider when performing its duties. The IAC, formally appointed by the Minister, is composed of people with disability, service providers and carers, and brings the crucial perspectives of these stakeholders to the work of the NDIA and the design of the Scheme.

Chapter 2.2

Our Board

The Board is responsible for setting the Agency’s strategic direction and for the performance of Agency functions under the NDIS Act.

The Board has obligations as the accountable authority under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Appointments to the Board are made by the Commonwealth Minister for Social Services in consultation with states and territories. The appointment process is coordinated by the Department of Social Services.

Board members are non-executive members and are independent of Management. They are not employees of the NDIA. More than half of the Board have lived disability experience.

“I am privileged to be part of a talented board and management team that is committed to making a difference to the lives of people with a significant and permanent disability.”

—Helen Nugent, Chairman



Dr Helen Nugent AO (Chairman)

Dr Helen Nugent AO brings significant expertise to her role as Chairman of the Board. She has a strong background in financial services, including in insurance, with her currently being a Non-Executive Director of IAG. Previously, she has been a Non-Executive Director of Macquarie Group and Mercantile Mutual, as well as Chairman of Swiss Re (Australia). She was also Director of Strategy at Westpac Banking Corporation, where she was part of the executive team responsible for a major turnaround in the bank.

She is also Chairman of Ausgrid, and a Non-Executive Director of the Garvan Institute of Medical Research.

Previously she was Chairman of the Australian Rail Track Corporation and the Veda Group. She is currently the Chairman of the National Portrait Gallery of Australia. Previously, she has been Chairman of the Major Performing Arts Inquiry and the National Opera Review, as well as Deputy Chairman of Opera Australia. She was also Chancellor of Bond University and President of Cranbrook School.

Dr Nugent is a member of the Board's People and Remuneration Committee. She routinely attends meetings of all other committees.



Ms Sandra Birkenleigh

Ms Sandra Birkenleigh is an experienced Non-Executive Director, bringing extensive experience in financial service and insurance industries to the NDIA. She currently holds board positions with MLC Insurance Ltd, Auswide Bank Limited, Horizon Oil Limited, 7-11 Holdings Limited (and its subsidiaries) and Sunshine Coast Children's Therapy Centre. She chairs the Audit Committee for each of these organisations. Ms Birkenleigh is also a member of the Council for the University of the Sunshine Coast and an independent member of the Audit Committee of the Reserve Bank of Australia, and the Chair of the Audit and Risk Committee for the Public Trustee of Queensland. She was formerly a partner with PricewaterhouseCoopers including their Governance, Risk and Compliance practice.

Ms Birkenleigh is Chairman of the Board Audit Committee, and routinely attends the Risk Committee meetings.



Professor Rhonda Galbally AO

Professor Rhonda Galbally AO has been a member of the Board since its inception and was heavily involved in the creation of the Scheme. Professor Galbally has vast experience in health development disability, and social and housing policy, having in the past served as Chair of the National People with Disabilities and Carer Council. She was previously a CEO, Chair and Board Director; working in government, non-government and private entities.

Professor Galbally is a member of the Board's Sustainability Committee and People and Remuneration Committee, and Principal Member of the Independent Advisory Council.



Mr Glenn Keys AO

Mr Glenn Keys AO has been a member of the NDIS Board since the Scheme's inception. He has long been involved in efforts to improve the lives of people with disability, including through his involvement in the Special Olympics, the Down Syndrome Association and the disability housing sector. He has a background in the health sector as the co-founder and co-executive Chairman of Aspen Medical, and the Founder and Chairman for Project Independence, an initiative offering home ownership to people with disability. He was awarded Officer in the General Division (AO) in the 2017 Queen's Birthday Honours list for his distinguished service to disability, business and commerce and as an advocate for corporate social responsibility. Mr Keys was named 2015 Australian Capital Territory Australian of the Year, and is also a board member of the organising committee for the Australian Invictus Games 2018.

He is a member of the Board's Information and Communication Technology (ICT) Committee and has a child with an intellectual disability.



Ms Robyn Kruk AO

Ms Robyn Kruk AO has extensive experience as Chief Executive of national and state policy, regulatory and service delivery agencies, including NSW Health and Premier and Cabinet. She established and served as inaugural CEO/Commissioner of the National Mental Health Commission. Ms Kruk is currently Chair, Board Director or member of international, national and state statutory, non-government and private entities in health, aged care and emergency services, food standards, environment/planning and mental health.

Ms Kruk is a member of the Board's Risk Committee and Chairman of the People and Remuneration Committee.



Mr John Langoulant AO

Mr John Langoulant AO has extensive experience across many areas of public policy development and implementation from being the Western Australian Under Treasurer, Chairman of a number of government statutory authorities and from leading several government Inquiries. Mr Langoulant also chairs several private and not-for-profit organisations.

Mr Langoulant is a member of the Board's Audit Committee.



Dr Martin Laverty

Dr Martin Laverty is CEO of the Royal Flying Doctor Service of Australia. He Chairs the Deputy Prime Minister's General Aviation Advisory Board, is Deputy Chair of the Australian Charities and Not-for-Profit Commission Board, is a Director of Healthdirect, and a member of the NSW Public Service Commission Advisory Board. He is a former CEO of the hospital and aged care group Catholic Health Australia. Dr Laverty is also a former Board Chair of two disability service organisations, Sunshine and Challenge Southern Highlands, and is a former Director of the New South Wales Muscular Dystrophy Association.

A lawyer by training with a doctorate in board governance, Dr Laverty is a member of the Board's Audit and Risk Committees.



Mr Jim Minto

Mr Jim Minto is a Non-Executive Director of Singapore based Dai-ichi Life Asia Pacific, a Non-Executive Director of Equity Trustees Limited and Independent Chairman of New Zealand-based life insurer Partners Life Limited. He retired as Group CEO and Managing Director of life insurer TAL (formerly TOWER Australia) in March 2015. He had been in that role since November 2006, and prior to that was Group CEO of the Trans-Tasman TOWER Limited Group. Mr Minto has extensive experience in the financial services sector. A Chartered Accountant, Mr Minto retired in 2015 as Chair of the Association of Superannuation Funds of Australia and was a panel member of the Australian Government's Review of Natural Disasters Insurance in 2011.

Mr Minto is Chairman of the Board's Risk Committee and is a member of the Sustainability Committee. He also routinely attends the Audit Committee meetings.

**Mr Paul O'Sullivan**

Mr Paul O'Sullivan has been Chairman of Optus since October 2014. He is a Director of Coca-Cola Amatil Limited; Healthscope, one of Australia's leading private healthcare operations. Mr O'Sullivan is also a Board Member of the St George and Sutherland Medical Research Foundation. Mr O'Sullivan is Chairman of the Western Sydney Airport Corporation (WSA Co).

Mr O'Sullivan is Chairman of the Board's ICT Committee and a member of the Risk and People and Remuneration Committees.

**Ms Estelle Pearson**

Ms Estelle Pearson has extensive experience in the insurance and injury compensation sector having worked as an Actuary and consultant in this sector since 1989. She is currently a Director of Finity Consulting Pty Limited, and was previously on the Council of the Actuaries Institute, including a term as President in 2015.

Ms Pearson is a member of the Board's Sustainability and Audit Committees. On 9 July 2018, Ms Pearson became the Chairman of the Sustainability Committee.



Ms Andrea Staines

Ms Andrea Staines is a Non-Executive Director with ten years' experience on listed, private, government and for-purpose Boards in retail service and transport arenas. Specifically in the area of care, Ms Staines is on the Board of UnitingCare Queensland, and was previously on the boards of Goodstart Early Learning and Early Learning Services.

Her executive career was in airlines. She was a member of Qantas ExCo—as CEO Australian Airlines (mark II), an international subsidiary which she co-launched—while a sole parent of two small children. Previously Ms Staines worked in finance and strategy at Qantas and at American Airlines' Dallas headquarters.

Ms Staines is a member of the Board's ICT Committee.



Mr John Walsh AM

Mr John Walsh AM is one of Australia's leading actuaries. He is a retired Partner of Pricewaterhouse Coopers, where he worked for over 20 years in the areas of social policy and funding across accident compensation, health and disability. He has personal experience of disability, having lived with quadriplegia following a rugby league accident in his early-twenties.

Mr Walsh is also a Board member of the Australian Commission for Safety and Quality in Healthcare.

At 30 June 2018, Mr Walsh was Chairman of the Board's Sustainability Committee. He resigned the Chairman's position, effective 9 July 2018, and remains a member of the Committee. He is also a member of the ICT Committee.

Board committees

A number of committees, councils and groups are in place to support the Board in ensuring the NDIA meets its statutory requirements and manages risk effectively. The following table provides the title and role of each committee and the committees members as at 30 June 2018.

Table 2.2.1: Board committees and members at 30 June 2018

| Committee | Role | Members |
|---|--|--|
| Audit Committee | <p>The Audit Committee was established in compliance with section 45 of the PGPA Act and assists the Board in the management and oversight of the quality and integrity of the accounting, auditing and financial reporting of the NDIA.</p> <p>The Australian National Audit Office (ANAO) attends Audit Committee meetings as external auditor, along with the Chief Internal Auditor.</p> | <p>Ms Sandra Birkenleigh (Chairman)</p> <p>Mr John Langoulant AO</p> <p>Dr Martin Laverty</p> <p>Ms Estelle Pearson</p> |
| Information, Communication and Technology (ICT) Committee | The ICT Committee assists the Board in the management and oversight of the NDIA's ICT solutions including providing input to the Board on the design, development, delivery and performance of the ICT strategy and systems. | <p>Mr Paul O'Sullivan (Chairman)</p> <p>Mr Glenn Keys AO</p> <p>Ms Andrea Staines</p> <p>Mr John Walsh AM</p> <p>Ms Helen Williams AO (independent member)</p> |
| People and Remuneration Committee | The People and Remuneration Committee's role includes supporting the NDIA to attract, retain and develop high-performing employees, overseeing strategies, frameworks and programs related to people and remuneration and providing recommendations to the Board on CEO succession planning. | <p>Ms Robyn Kruk AO (Chairman)</p> <p>Dr Helen Nugent AO</p> <p>Prof Rhonda Galbally AO</p> <p>Mr Paul O'Sullivan</p> |
| Risk Committee | The Risk Committee assists the Board in the management and oversight of the NDIA's approach to risk management. The role of the Risk Committee is to advise the Board in relation to the development and implementation of the NDIA's overall risk management approach. | <p>Mr Jim Minto (Chairman)</p> <p>Ms Robyn Kruk AO</p> <p>Dr Martin Laverty</p> <p>Mr Paul O'Sullivan</p> |
| Sustainability Committee | The Sustainability Committee's objective is to provide advice in assessing, monitoring, reporting on and managing the financial sustainability of the NDIS. | <p>Mr John Walsh AM¹ (Chairman)</p> <p>Prof Rhonda Galbally AO</p> <p>Mr Jim Minto</p> <p>Ms Estelle Pearson</p> |

¹ Following the end of the 2017-18 reporting period, Ms Estelle Pearson became Chair of the Sustainability Committee (effective 9 July 2018) following Mr John Walsh's resignation as the Chair of that committee from that date. Mr Walsh remains a member of the Sustainability Committee.

Independent Advisory Council

The Independent Advisory Council (IAC) continues to play an integral role in bringing the views of participants, families and disability sector experts to the heart of the NDIS by providing independent advice on the experience of its members and expert advisers, and their networks.

During 2017-18, the IAC continued to produce papers relating to the themes of self-determination, capacity building, independence, social and economic participation and inclusion, reducing vulnerability and enabling positive risk, and equity.

The term of the inaugural IAC expired on 30 June 2017 and a new council was appointed as of 1 July 2017 for a term of three years. The appointed members consisted of:

- Professor Rhonda Galbally AO (Principal Member)*
- Ms Jennifer Cullen*
- Ms Sylvana Mahmic*
- Ms Janet Meagher AM*
- Dr Gerry Naughtin*
- Ms Kerry Allan-Zinner
- Mr Kevin Cocks AM
- Mr Maurice Corcoran AM
- Ms Judy Huett
- Mr James Manders
- Ms Leah van Poppel
- Ms Liz Reid
- Ms Sue Salthouse.

(*Members of the inaugural IAC from 2013–2017 and reappointed for a second term from 1 July 2017. Dr Naughtin resigned as a member of the IAC from 31 December 2017. He took a role as Mental Health Adviser to the NDIA in February 2018.)

From 1 July 2017, the IAC has also been supplemented by 5 Expert Advisers, engaged to provide advice to the IAC from the perspective of the key national peak bodies and consisting of:

- Dr Ken Baker AM, Chief Executive of National Disability Services**
- Ms Ara Cresswell, CEO Carers Australia
- Mr Ross Joyce, CEO Australian Federation of Disability Organisations
- Mr Alastair McEwin, Disability Discrimination Commissioner
- Ms Therese Sands, Director Disabled People's Organisations Australia.

(** Dr Ken Baker was a member of the inaugural IAC from 2013-2017 and was engaged as an Expert Adviser from 1 July 2017).

Chapter 2.3

Our executive

The responsibility of the Executive Leadership Team (ELT) is to provide oversight of and make decisions on the execution of the Board approved strategic objectives for the NDIA, in line with the agreed risk appetite. The ELT implements the policy and strategy adopted by the Board and deals with the operational management of the NDIA.

The ELT reports to the CEO and is responsible for:

- delivery of the NDIA's Corporate Plan
- monitoring of operational and financial performance of the NDIA
- ownership of the identification and management of risk across the NDIA
- optimisation and allocation of NDIA resources
- the integrity of management information and financial reporting systems, and
- ensuring the NDIA meets its statutory requirements.



Chief Executive Officer

Robert De Luca

Mr De Luca has an extensive background in financial services and change management, and a strong and ongoing focus on a people-centred experience and equality in all his roles.

Rob is a values-led CEO with 20 years of experience in the Financial Services sector. Over this time he has led and grown sustainable organisations through significant technological, economic and regulatory uncertainty. He is motivated by leading high-performance customer-centric organisations that operate with agility and embrace collaboration and change. He is a strong advocate in promoting equality, inclusion and diversity and sees the value this brings to communities and organisations. He thrives on learning and supporting people to maximise their potential.

He is married with three children, and is defined by his family, values and passion to make a difference.



*DCEO Corporate Services and
Chief Financial Officer*

Victor Walter

Victor Walter joined the NDIA as Deputy CEO Corporate Services and Chief Financial Officer (CFO) in March 2018.

Victor is an experienced CFO with more than 20 years in the financial services industry, specifically in fast-growing and acquisitive organisations. He has successfully implemented a number of finance transformation and large technology projects to deliver efficient systems, processes and controls. He holds a Bachelor of Commerce and a Bachelor of Accountancy and is also a Chartered Accountant.

Victor is married and has four daughters. He has a strong belief in working with the community and does so through his involvement in sport and education.



DCEO Participants and Planning Experience

Michael Francis

Michael Francis joined the NDIA in March 2018 as Deputy CEO Participants and Planning Experience.

Michael comes to the NDIA driven by the opportunity to contribute to the NDIA's purpose and what the Scheme will achieve for Australians with disability.

Michael has a track record of delivering great results in complex social insurance contexts. A service model based on the provision of face-to-face service was key to those successes. Michael appreciates the importance of service competence, clear, accountable business models and sustainable delivery. This comes from his complementary experiences in service delivery roles as an Occupational Therapist and Exercise Physiologist, along with senior leadership and general management experience working for regulators and insurers.

Michael is married with two daughters.



DCEO Government, Communications and Stakeholder Engagement

Vicki Rundle

Vicki Rundle has worked in Commonwealth and state government across a range of health and human services departments, primarily in policy and service delivery reforms. Vicki moved to the NDIA in October 2015 from the previous Commonwealth Department of Employment for the opportunity to contribute to the significant NDIS reform and improve lives for people with a disability.

Vicki was awarded a Public Service Medal in the 2013 Australia Day Honours List for her work on the national early childhood quality reforms.



DCEO Strategy Development and Chief Risk Officer

Anthony Vella

Anthony Vella joined the NDIA as our Deputy CEO, Strategy Development and Chief Risk Officer in January 2018.

Anthony previously worked with the Commonwealth Bank Group, where he held roles such as Head of Strategy and Transformation for Bankwest, and most recently Head of Operational Risk and Assurance for the Business and Private Bank, and CommSec.

Anthony has an extensive background in the financial services sector in risk management, strategy, sales leadership and project/change management roles.

He holds a Bachelor of Business from the University of Technology, Sydney and is currently completing a Masters in Organisational Change and Psychology at INSEAD. From a leadership perspective, Anthony aspires to build high-performing teams that are risk aware and customer focused.



Scheme Actuary

Sarah Johnson

Sarah Johnson joined the NDIA as Scheme Actuary in 2013. Prior to joining the NDIA, Sarah was a Director at PricewaterhouseCoopers.

Sarah has worked within the disability sector and broader health and human services sector for the last 10 years. She assisted the Disability Investment Group in costing an NDIS in the Way Forward report, and worked with the Productivity Commission on the Disability Care and Support Inquiry. She has also undertaken a lot of actuarial work in accident compensation, housing, child protection, health and aged care.

In 2016, Sarah was awarded Actuary of the Year by the Actuaries Institute in recognition of her significant contributions to the success of the NDIS and the introduction of actuarial techniques into new areas of social policy.



*Head of Markets, Provider and
Sector Development*

Antonia Albanese

Antonia Albanese joined the NDIA as Head of Markets, Provider and Sector Development in December 2017.

Prior to joining the NDIA, Antonia worked as General Manager Small Business and Head of Broker and Acquisition at Bankwest.

Antonia is an experienced General Manager and has strong skills in change management, national leadership, commercial lending, business transformation, banking and credit risk.



Head of People, Culture and Training

Hamish Aikman

Hamish Aikman joined the NDIA as Head of People, Culture and Training in April 2018. Prior to joining the NDIA, Hamish worked as General Manager Human Resources at Kmart for three years. He is an experienced human resources leader, and has previously worked in supply chain management and management consulting.

Hamish is passionate about creating inclusive environments, inspiring people and energising teams to enable superior business performance and outcomes.

Hamish has a Bachelor of Arts (Economics) and a Bachelor of Business.



Chief Information Officer (CIO)

Ian Frew

Ian Frew joined the NDIA as Chief Information Officer (CIO) in early January 2018 after a 16-year career in General Insurance working for Suncorp, Allianz and IAG.

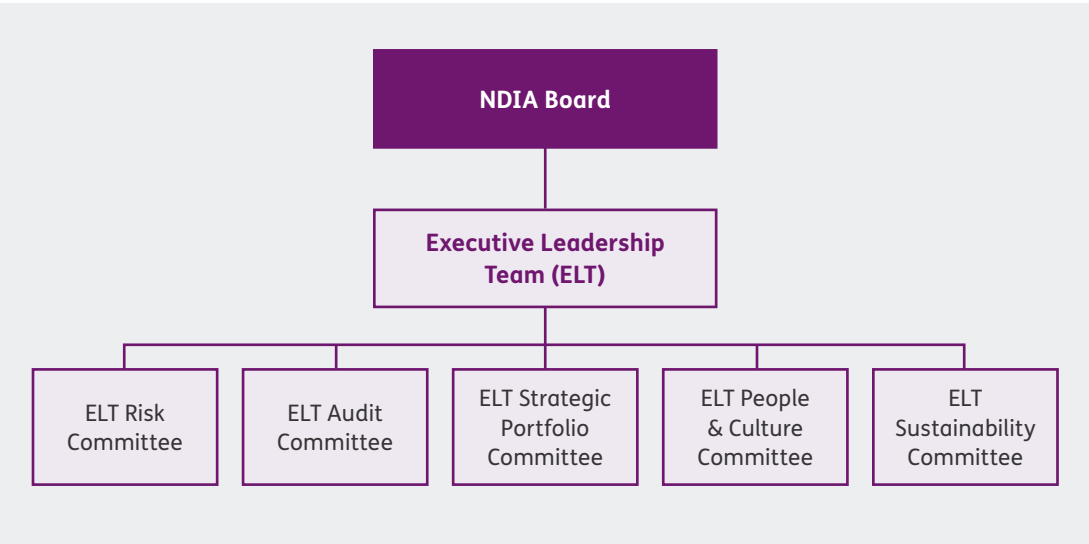
While at IAG, Ian was the CIO for CGU Insurance, and at both IAG and Allianz, Ian had deep involvement in workers' compensation across Australia.

Ian is a qualified Chemical Engineer, spending the first half of his career in global industrial automation roles, where he worked in a variety of industries from refining and manufacturing through to building automation.

Ian loves building and empowering multifunctional teams that deliver measurable benefits to the business and customers.

Executive Leadership Team (ELT) committees

Figure 2.3.1: Governance structure—Board and ELT committees as at 30 June 2018



ELT Risk Committee

The Executive Leadership Team (ELT) has established a Risk Committee to assist the ELT in fulfilling its risk related responsibilities and obligations and reporting to the Board’s Risk Committee.

The ELT Risk Committee’s purpose is to assist the ELT in ensuring the NDIA has in place robust risk management systems, policies and procedures to promote compliance with the Risk Management Rules and to provide advice to the ELT in relation to risk across the NDIA.

ELT Audit Committee

The ELT has established an Audit Committee to assist the ELT in fulfilling its responsibilities and obligations in monitoring of and response to audit activities as well as to assist it in its reporting responsibilities to the Board’s Audit Committee. The ELT Audit Committee’s purpose is to promote and monitor audit activities across the NDIA.

ELT Strategic Portfolio Committee

The ELT has established the Strategic Portfolio Committee to assist the ELT to fulfil its governance responsibilities for the alignment of the programs of work for the execution plan of its business strategy to meet the objectives of the Corporate Plan.

ELT People and Culture Committee

The ELT has established a People and Culture Committee to assist the ELT in fulfilling its people and culture related responsibilities and obligations and reporting to the Board and the Board's People and Remuneration Committee.

The ELT People and Culture Committee's purpose is to assist the ELT in ensuring the NDIA has in place systems, policies, solutions and programs, underpinned by progressive technology and people-centred design to support the attraction, retention and development of high-performing employees with the right capabilities and in the right locations, who will help deliver a successful NDIS.

ELT Sustainability Committee

The ELT has established a Sustainability Committee to assist the Board in fulfilling its functions under section 118(1)(b) of the NDIS Act in monitoring and managing the financial sustainability of the NDIS. The committee commenced on 23 May 2018. The role of the Scheme Actuary is to provide the Board with advice regarding the sustainability of the Scheme.

NDIA organisational structure

At 30 June 2018 there were four groups; three divisions; and the Scheme Actuary reporting directly to the NDIA Chief Executive Officer, Robert De Luca.

Their areas of responsibility were structured as follows:

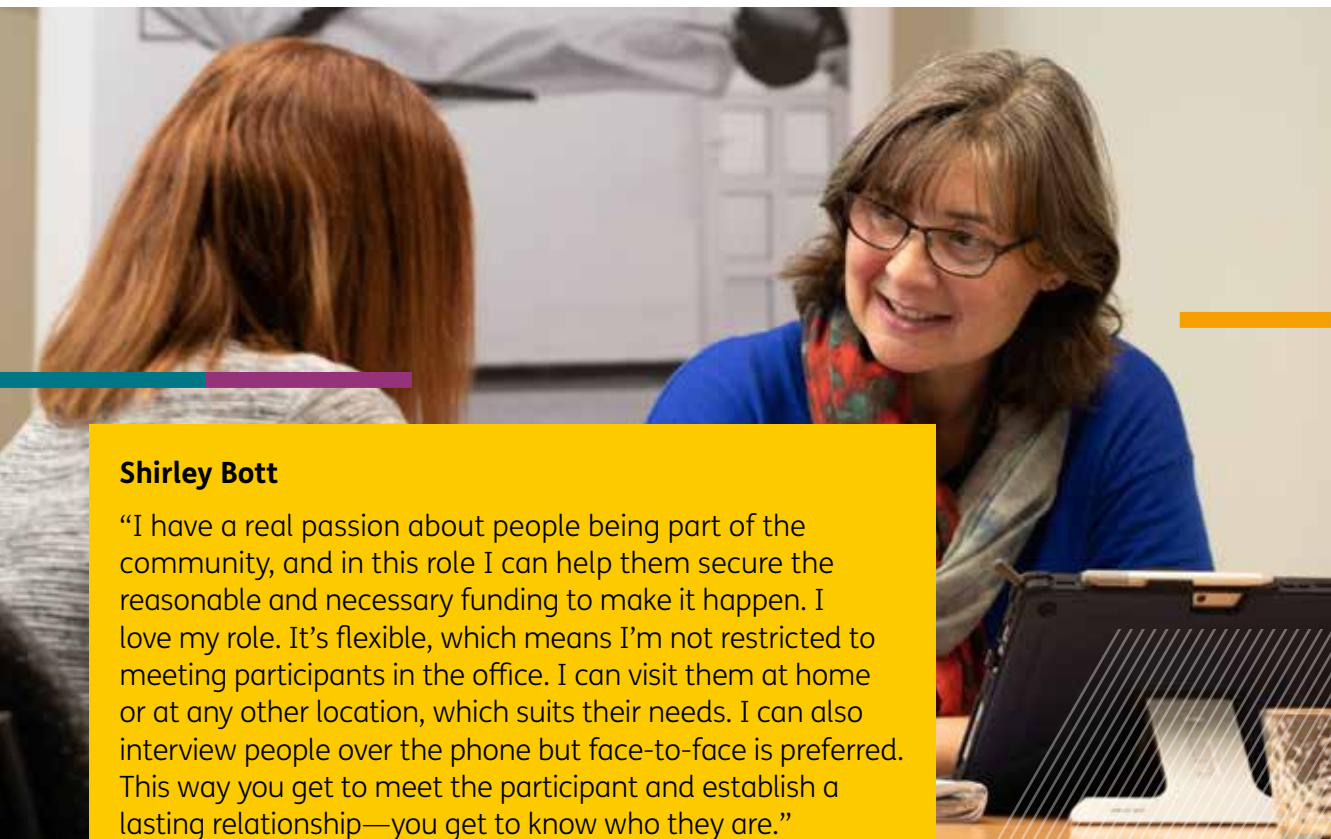
- 1. Participants and Planning Experience Group** comprising six divisions, who had responsibility for a total of eight branches, and thirteen regions.
- 2. Markets, Provider and Sector Development Division** comprising of one division and three branches.
- 3. Government, Communications and Stakeholder Engagement Group** comprising four divisions, who had responsibility for a total of eight branches, and two Expert Advisors.
- 4. People, Culture and Training Division** comprising four branches.
- 5. Corporate Services and Chief Financial Officer Group** comprising four divisions (including Legal General Council), who had responsibility for a total of three branches, and the Procurement and Accounts Payable Project.
- 6. Chief Information Officer Division** comprising three branches.
- 7. Strategy Development and Chief Risk Officer Group** comprising four divisions, who had responsibility for a total of eight branches.
- 8. Scheme Actuary**, with one branch.

Partners in the Community

The NDIA partners with organisations in the community across Australia to deliver the Scheme. Partners are the face of the Scheme in many communities. Partners in the Community (PITCs) are suitably experienced and qualified organisations within the community that deliver Local Area Coordinators (LAC) and Early Childhood Early Intervention (ECEI) services.

LACs provide support in planning and pre-planning activities and work with communities to improve accessibility and inclusion of people with disability. They play an important role in helping eligible participants navigate the Scheme and connect people with disability to community and other government services.

PITCs are responsible for working closely with the NDIA's regional offices to deliver outcomes, including alerting the NDIA to any quality of service, safeguards or performance issues, and undertaking any actions needed to deliver outcomes.



Shirley Bott

“I have a real passion about people being part of the community, and in this role I can help them secure the reasonable and necessary funding to make it happen. I love my role. It’s flexible, which means I’m not restricted to meeting participants in the office. I can visit them at home or at any other location, which suits their needs. I can also interview people over the phone but face-to-face is preferred. This way you get to meet the participant and establish a lasting relationship—you get to know who they are.”

—Shirley Bott, NDIS Local Area Coordinator

Chapter 2.4

Risk management

The NDIA has a structured approach to identifying and managing risks, with a focus on escalating and communicating key risks early. This is critical to the effective and efficient delivery of the Scheme.

The proactive use of risk management within the NDIA, has allowed the NDIA to support effective business planning with an evidence-based approach within the appetite and tolerances set by the NDIA Board.

The NDIA has identified the risk systems, capabilities and culture needed to align with the scale, speed and rollout of the Scheme. An understanding of risk is embedded in every aspect of the organisation, from business planning processes to day-to-day operations.

The Chief Risk Officer assists the Board and the NDIA's executives by providing objective risk reviews, oversight, monitoring and reporting. The role reports directly to the NDIA's Chief Executive Officer in line with the Australian Prudential Regulatory Authority's standards for independence and reporting.

Risk Management Strategy

The Board has formulated a risk management strategy, which outlines managerial responsibilities and controls in relation to risk, including the risk governance relationship between the Board, Board committees and senior management of the NDIA. The risk management strategy is approved by the COAG DRC and is reviewed at least annually.

The Board has adopted *Prudential Standard CPS 220*—the same standard applied by the Australian Prudential Regulatory Authority (APRA) to banks and insurers.

Managing the fraud risk

The Fraud Control Plan was developed with a focus on sustainability of the Scheme, to refresh the NDIA's fraud risk profile and strengthen fraud control governance and responsibilities.

Increasing the effectiveness in handling reports of suspected fraud received from the public or other stakeholders was a focus for the NDIA in 2017–18. Appropriately assessing, investigating and responding to allegations of suspected fraud is a key element in maintaining the confidence of the NDIA's stakeholders including governments and the Australian community.

The Fraud Control Plan is supported by ongoing fraud risk assessment processes and the implementation and expansion of the control testing regime.

Business continuity management

The NDIA is committed to ensuring that, if a significant outage, incident or crisis occurs, participant supports and other critical business functions are continued or quickly restored.

As a part of the NDIA's risk management strategy, a robust Business Continuity Management framework has been established and tested, to guide the rapid resumption of participant and provider services and critical business activities.



Billy Childs

“It just goes to show you what early intervention can do. Billy has just come along in leaps and bounds. At the start of the year, he literally didn’t speak – nothing, not a sound. All he did was cry but now with regular physio, speech and occupational therapies he is walking and he’s starting to say words! It’s still only single words but it’s a couple of hundred I understand, and that’s just fantastic! I just can’t believe how well Billy’s doing.”

— Kim Childs, mother of Billy Childs, NDIS participant

Chapter 2.5

Workforce management

To fulfil its purpose, the NDIA must have a capable and committed workforce, including skilful and passionate leaders, who are empowered to deliver the Scheme.

At 30 June 2018, the NDIA workforce comprised 2,634 employees, 1,799 contractors and secondees, and 3,439 Partners in the Community. Strategic workforce planning is critical in ensuring the NDIA attracts and retains the required workforce.

NDIA People Strategy

By building the capability and capacity of its people, the NDIA is cultivating a culture of continuous improvement. Employees are provided opportunities to grow their capabilities through a mix of on-the-job, collaborative and more structured learning opportunities.

With the pace of transition and the rapid growth in NDIA staff, the NDIA acknowledges the need to improve its training and investments in capability development.

The NDIA People Strategy 2017–19 informs how the NDIA will support its people to meet NDIA objectives by 2020 to deliver a world-leading NDIS.

The Strategy supports the NDIA to prepare for anticipated future changes and to further

define, source and build the capability of its people to deliver the Scheme. This will be achieved by building a positive and inclusive culture, and empowering our people to contribute to shaping the future of the Scheme.

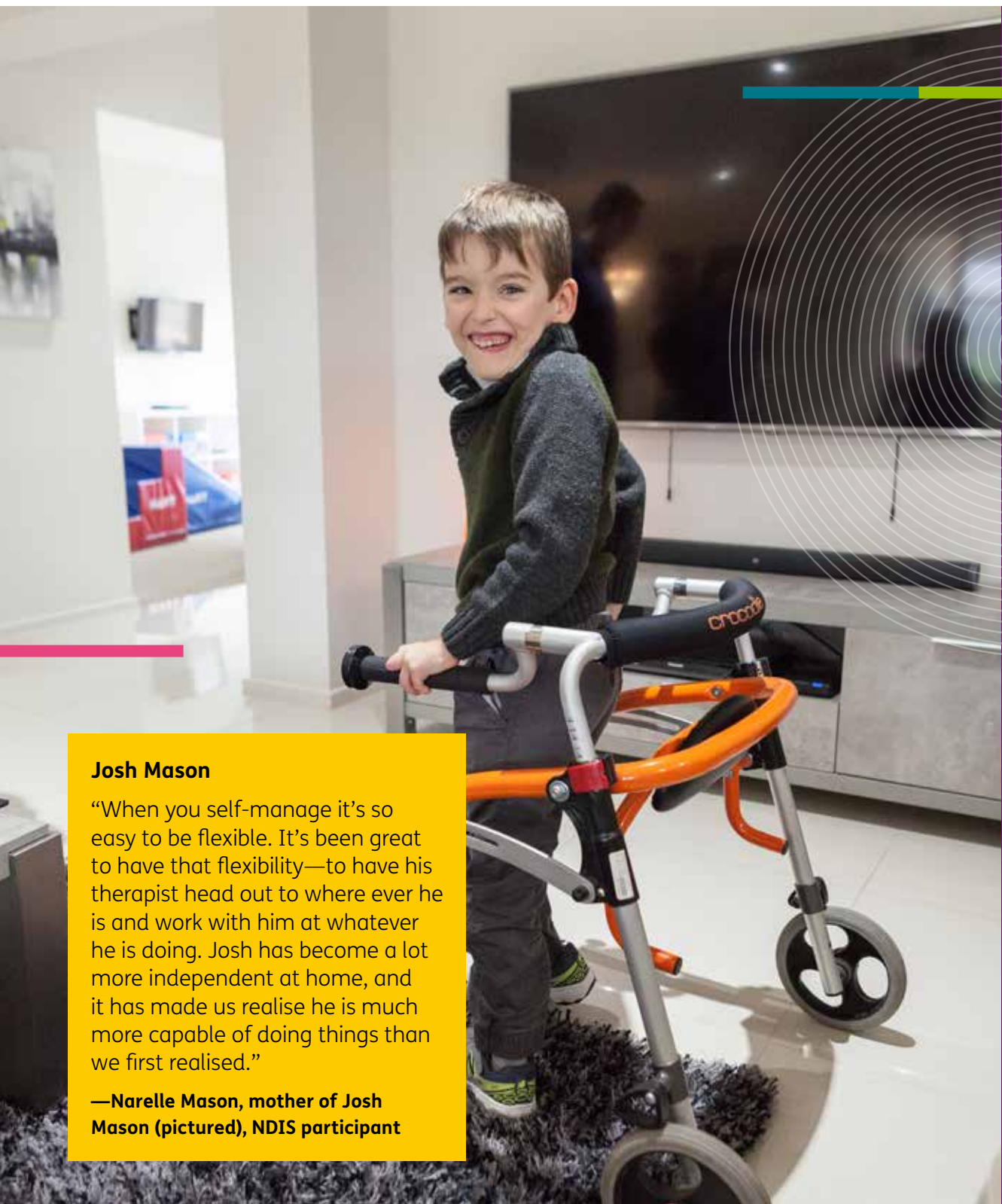
Performance management

The NDIA has embedded a strong approach to performance development that supports flexibility and agility in the NDIA's workforce. The Performance Development Framework assists staff in aligning their individual performance agreements with the NDIA's leadership culture.

The NDIA continues to embed its strong focus on developing employee performance to ensure we are a high-performing NDIA that delivers great outcomes for our participants and stakeholders. The NDIA employee recognition program, Light Up, recognises outstanding performance by NDIA employees. No performance-pay arrangements apply.

NDIA Staff Participant Network

The NDIA is committed to ensuring the views and experience of employees with lived experience of disability are respected. The NDIA Staff Participant Network (SPN), is a forum that is open to staff who are a Scheme participant, or are a parent, family member or carer of a participant. The network works in an advisory capacity with the theme of co-design to influence the operations and people practices of the NDIA.



Josh Mason

“When you self-manage it’s so easy to be flexible. It’s been great to have that flexibility—to have his therapist head out to where ever he is and work with him at whatever he is doing. Josh has become a lot more independent at home, and it has made us realise he is much more capable of doing things than we first realised.”

—Narelle Mason, mother of Josh Mason (pictured), NDIS participant

Part 3:

Sustainability and performance

Chapter 3.1 Financial sustainability report

Chapter 3.2 Annual performance statements

Chapter 3.3 Financial statements

Chapter 3.1

Summary of National Disability Insurance Scheme Financial Sustainability Report 2017–18

Sarah Johnson BCom FIAA, September 2018

Introduction

An annual financial sustainability report is required under section 180B of the NDIS Act. The report provides an assessment of the financial sustainability of the NDIS after the second year of transition, following the three year trial period.

The Scheme at 30 June 2018

The NDIS has nearly doubled in size in the year to 30 June 2018, with the number of participants who had an approved plan increasing from 90,638 to 176,197. Of these, 172,333 remained active participants as at 30 June 2018. There were a further 7,768 Early Childhood Early Intervention (ECEI) gateway referrals identified.

The Scheme participant population is over a third of the expected full Scheme population and 76 per cent of the bilateral estimate at 30 June 2018, including participants in the ECEI gateway. The rate at which participants are approaching the Scheme is lower than

estimated for those who had not previously accessed government disability supports.¹

There were \$7.7 billion in supports committed during 2017–18. Not all of the committed support in plans is being used by participants. The utilisation of committed supports has varied between 65 per cent and 75 per cent for supports committed in 2013–14 to 2016–17, and is projected to be about 73 per cent for 2017–18. Utilisation rates vary across States/Territories, and are generally lower for a participant's first plan and for those who have not previously accessed disability supports. The lower levels of utilisation in 2016–17 and 2017–18 are driven by high numbers of participants on their first plan.

Comparison between the revenue received during 2017–18 from both the Commonwealth and State/Territory governments and the amount of support used by participants in 2017–18, results in a surplus of approximately 12 per cent. The relatively low levels of utilisation to date has meant that the Scheme has operated within budget. However, if the utilisation of committed supports within the

1 In addition there are challenges associated with transitioning clients from State/Territory-based programs into a national Scheme. For transitioning State/Territory and Commonwealth clients, participant estimates were based on existing client data. There are multiple reasons why a client might not enter the Scheme, including difficulties in contacting potential participants; some individuals not wanting to enter the Scheme; insufficient records; and some individuals being ineligible or no longer requiring support.

Scheme increases over time as expected, cost pressure could emerge in the absence of the proposed management action described below.

Baseline data from the short-form outcomes framework questionnaires was collected during 2016–17 and 2017–18 (that is, information on participants when they first enter the Scheme). For those who had received more than one plan, the information indicated that the NDIS was helping most in the domains of choice and control, daily activities and health and wellbeing. Importantly, longitudinal outcomes information is beginning to allow analysis of whether different supports or other factors can be linked to better participant outcomes.

Scheme costs for all participants are projected to be about 0.9 per cent of GDP at 2020 and 1.4 per cent at 2030. This includes participants who remain in the Scheme past 65 years, noting that the Commonwealth has committed to funding these participants.²

This projection is in line with the estimates shown in the 2017 Productivity Commission report in the short to medium term, after allowing for costs not anticipated by the Productivity Commission such as the introduction of school transport, coverage for children with developmental delay and the current implementation of the National Injury Insurance Scheme.

Current pressures

Whilst the Scheme cost has been within the funding envelope for the first five years, there are some current pressures which require

management responses. In particular, these pressures relate to:

i. Scheme access and ongoing eligibility.

The number of children in the Scheme is higher than expected, particularly for children with high functioning autism, developmental delay and sensory disabilities. The number of participants transitioning out of the Scheme who have entered under the early intervention requirement is lower than expected.

ii. Participant costs.

Plan budgets continue to grow by more than would be expected solely due to inflation and ageing. This is particularly the case for participants in shared supported accommodation living arrangements, where costs are higher than expected.

NDIS insurance approach

The NDIS insurance approach allows pressures on the Scheme to be identified early and management responses put in place to respond to these pressures. Specifically, data is collected on participants (including the characteristics of the participants, costs and outcomes), and this actual experience is compared with the baseline projection. This actuarial monitoring occurs continuously and allows management to implement strategies as required.

It is not unreasonable that some emerging pressures are evident after five years of the NDIS. This is common in any statutory insurance or social welfare reform, and also

² Participants aged over 65 years exit the Scheme either through mortality or by entering residential aged care (which is no longer funded by the NDIS). As the Scheme continues to mature, the number of participants aged over 65 years who remain in the Scheme increases which contributes to the increasing cost over time.

reflects the fast-paced implementation of the NDIS over the past two years.

Management responses

Over the past year, data quality has improved, operational processes have evolved, provider markets have continued to develop, risk management initiatives have matured, and management have commenced several projects aimed at improving the participant experience and the supports provided to participants.

Specific management responses are also being developed to address the sustainability pressures listed above:

- The Agency's **participant and provider pathway review** is underway following stakeholder feedback that experience was not meeting the high standards to which the Agency aspires. One of the key outcomes of the review has been to better embed an "outcomes focus" within the Scheme. A nation-wide rollout of initial improvements will commence in October 2018.
- A **participant's functional assessment** is a key input into the planning process. A pilot will commence in October 2018 to consider the introduction of independent functional assessments to more objectively inform access and ongoing eligibility decisions, particularly for children who have entered the Scheme under the early intervention requirement. The independent functional assessment will also help to determine a more equitable allocation of committed supports to participants within the Scheme.
- The **reference package and guided planning process** is a method to better align a participant's support package with their level of function when they first enter the Scheme and at plan review. This process will require ongoing refinement to ensure that the right assessment tools and questions are being used to inform plan decisions.
- The costs for **participants in shared supported accommodation arrangements** form a large proportion of Scheme cost. Management is increasing the focus on the consistency of accommodation decision making further clarifying the supports covered by the NDIS.
- A **business intelligence strategy** has been developed and work has commenced on a number of initiatives to support this strategy. This has included the development of tools to support decision making and cost benefit analysis by planners, improved gateway interfaces with business partners and channels and the refinement of governance processes for data management. This work is supported by an expanded team capability and access to enterprise analytics platforms.

The combined impact of these management responses is intended to result in the Scheme remaining both financially sustainable and delivering positive outcomes for participants through transition and into Full Scheme. It is critical that the Agency is supported to monitor and address emerging pressures through a continued focus on data quality, and the development of tools and reports to support effective decision making and a strong risk management framework.

Peter Martin
9 Beedham Place
Lyons ACT 2606
pmactuarial@gmail.com

13 September 2018

Dr Helen Nugent AO
Chairman
National Disability Insurance Agency
GPO Box 700
CANBERRA ACT 2601

Dear Dr Nugent

REVIEW OF FINANCIAL SUSTAINABILITY REPORT SUMMARY

As required under section 180E of the *National Disability Insurance Scheme (NDIS) Act 2013* I have reviewed the summary of the annual Financial Sustainability Report (FSR), dated September 2018.

The FSR presents, for the first time, a projection of the scheme cost trajectory using assumptions that are intended to be both realistic and substantially experience-based. This is an important development. An experience-based projection provides an objective baseline against which to monitor emerging experience.

Actual future costs will inevitably be either lower or higher than the projected costs and will depend, in significant part, on agency decisions around planning and access. While noting that the scheme has again operated within the funding envelope during the second year of transition, the FSR points to a number of related cost pressures. In line with this, I note that the management response to the FSR focuses on the quality of the agency's decision making systems.

Finally, I note that the Agency has taken the necessary steps for me to undertake this review.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'PM', enclosed in a rectangular box.

Peter Martin
Reviewing Actuary

Chapter 3.2

Annual performance statements

National Disability Insurance Agency—performance statement authority

I, Helen Nugent, as Chairman of the accountable authority of the National Disability Insurance Agency (NDIA), present the NDIA's 2017–18 annual performance statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The performance statements acquit the performance criteria as published in both the NDIA Corporate Plan 2017–21 and Portfolio Budget Statements 2017–18, Budget Related Paper No. 1.15A.

In the opinion of the Board, the annual performance statements have been appropriately prepared and presented in compliance with subsection 39(2) of the PGPA Act, are based on properly maintained records and accurately reflect the performance of the NDIA for 2017–18.

The data included in the annual performance statement should be read in conjunction with the performance commentary provided at Part 1 of this annual report.

A handwritten signature in dark ink, reading "Helen M. Nugent". The signature is fluid and cursive, with a long horizontal flourish extending from the bottom of the name.

Dr Helen Nugent AO

Introduction

The Commonwealth performance framework is a comprehensive framework for corporate planning and performance reporting for Commonwealth entities including the National Disability Insurance Agency (NDIA).

The annual performance statements are one of three core elements of this performance framework. The NDIA Portfolio Budget Statements 2017–18 (PBS), which are published within Budget Related Paper No 1.15A, and the NDIA’s Corporate Plan constitute the remaining two components.

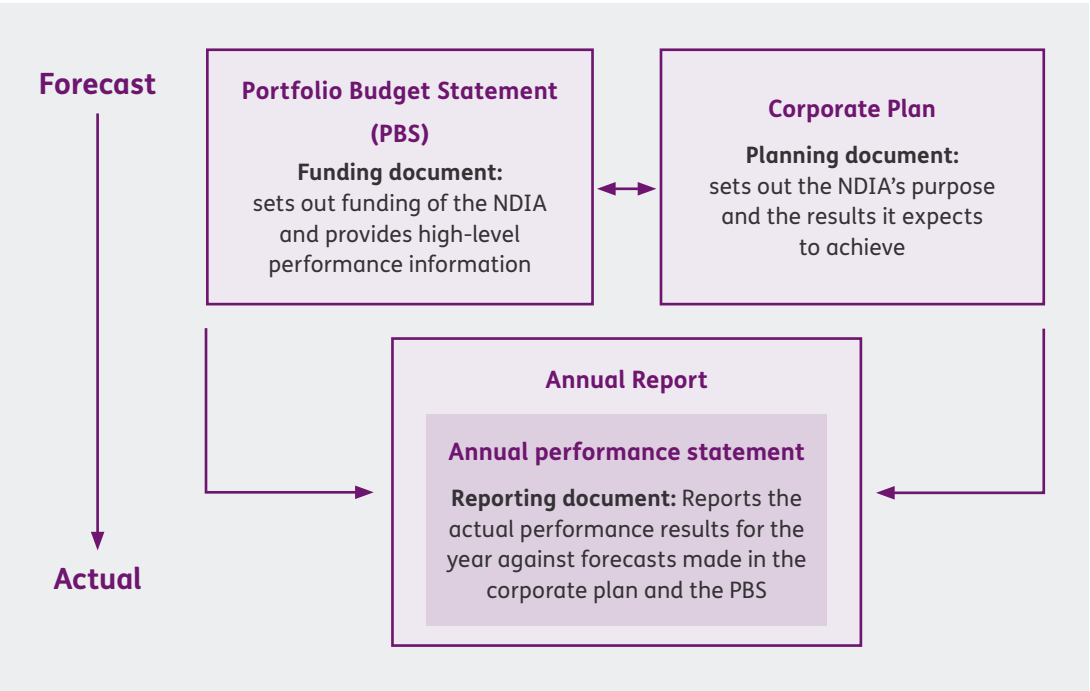
Structure and content

The annual performance statement begins by identifying the NDIA’s purpose, as described in the NDIA Corporate Plan 2017–21, with a cross-reference to the related outcome published in the PBS.

The report then provides actual results against each performance metric or target with supporting comments, where relevant, on the NDIA’s results. Where additional information is available in other parts of this annual report, the relevant page number is included.

The report concludes with an analysis of factors that have contributed to the NDIA’s performance.

Figure 3.2.1: Performance framework



NDIA purpose and aspirations

Figure 3.2.2: NDIA purpose and aspirations, 2017-18

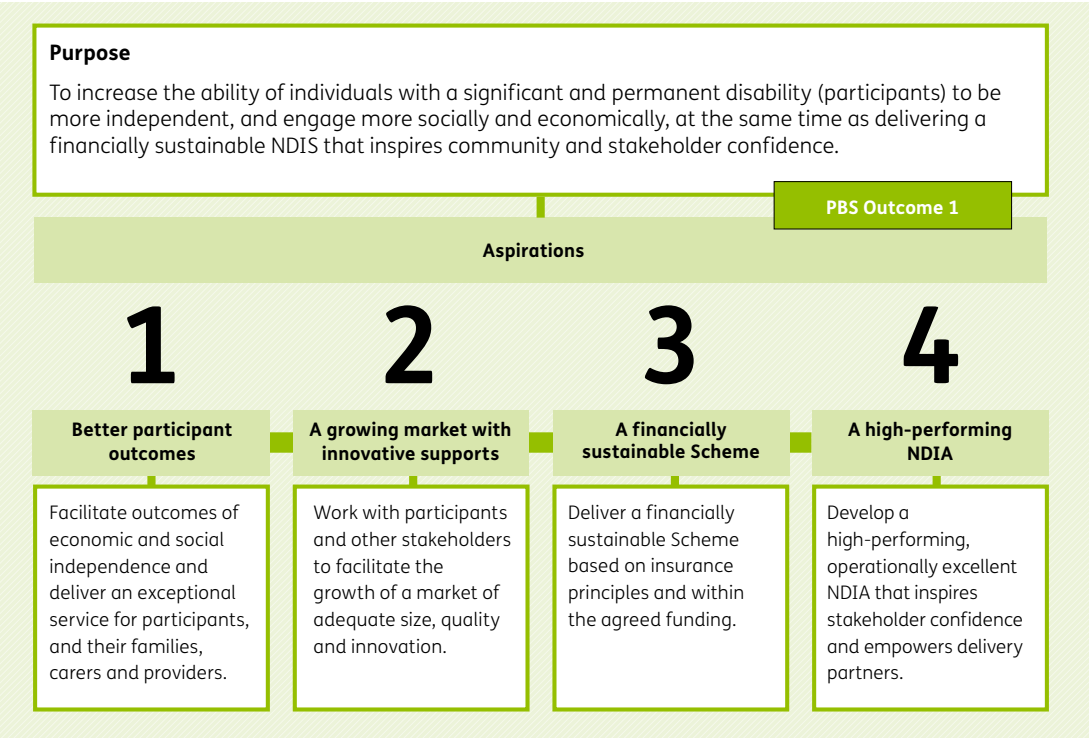


Table 3.2.1: 2017–18 targets and results at 30 June 2018

| 2017–18 Targets¹ and results | | | |
|--|------------------|---------------|--|
| Metric | Target | Result | Comment |
| 1. Participants ² involved in community and social activities (%) | 39% ³ | 38% | <p>The NDIA is committed to focusing on capacity building and community support through Information, Linkages and Capacity Building (ILC) investment.</p> <p>The objective of the ILC grants program is to connect people with disability to their community. In 2017–18 the NDIA increased its work to support the broader disability sector through ILC grants. Additional information on ILC grants is provided at Metric 12 and at Part 1 of this annual report.</p> |
| 2. Participants in work (%) ⁴ | 24% ⁵ | 21% | <p>At 30 June 2018 approximately 22% of participants (aged 25 and above) were entering the Scheme each quarter with a paid job.</p> <p>11% of adult participants have funding for capacity building for employment in their current NDIS plan, and 1 in 5 adults feel that NDIS has helped with employment.</p> |

1 Targets as published in either the 2017–21 Corporate Plan (page 38), the PBS (pages 140–44) or both.

2 Measures people who have been participants for 2 years or more.

3 Metric in the 2017–21 Corporate Plan measures improvement based on participants after they have been in the Scheme for 2 years or more. The NDIA is still in the process of building up a baseline for measuring the impact of the Scheme on participant outcomes, noting that data has been collected on participants entering the Scheme from 2016–17.

4 Correction: The 2017–21 Corporate Plan recorded this metric as ‘Participants involved in community and social activities (%)’. The correct metric is ‘Participants in work (%)’.

5 Metric in the 2017–21 Corporate Plan measures improvement based on participants after they have been in the Scheme for 2 years or more. The NDIA is still in the process of building up a baseline for measuring the impact of the Scheme on participant outcomes, noting that data has been collected on participants entering the Scheme from 2016–17.

| 2017–18 Targets ¹ and results | | | |
|--|--|---|--|
| Metric | Target | Result | Comment |
| 3. Bilateral estimates for participants (%) ^{6 7} | 100% ⁸ | Bilateral estimate: 125,468 % of estimate: 69% (86,705) plans approved | 183,965 people with disability have an approved NDIS plan (including ECEI) 90% of the operational target was met in 2017–18—of the participants who could be contacted who met the access requirements and where records were provided to the Agency, 90% received approved plans. |
| 4. Self-managed participants (%) | 18% | 24% ⁹ | Self-management is a key indicator of participant choice and control. There has been a steady increase in the number of participants that are self-managing some or all of their plans. The proportion of participants choosing to self-manage was 24% at 30 June 2018, compared to 16% at 30 June 2017 |
| 5. Participant satisfaction (%) ¹⁰ | New baseline ¹¹ is currently being established. | 88% of surveyed participants rated their experience as either good or very good | Participant satisfaction is increasing. The proportion of participants who rated their overall experience with the planning process as either 'Good' or 'Very good' increased from 88% at 30 June 2018, compared to 84% at 30 June 2017, indicating that the Agency's progress with the pathway experience is having a positive impact. |

6 Based on assumption that Western Australia will operate separately. Bilateral agreements for transition between Commonwealth and states only account for participants to full Scheme.

7 Target published in both the 2017–21 Corporate Plan and the PBS.

8 Subject to accuracy of the bilateral agreements, and the ability to identify and connect with all people with disability who are eligible to be participants.

9 Includes partly and fully self-managed participants.

10 At 1 July 2017 participant satisfaction was measured at the time of plan approval. Metrics for participant satisfaction are being reviewed and developed as part of the Agency's participant pathway review work.

11 Target is from the 2017–21 Corporate Plan. The target published in the PBS is: Participants satisfaction survey results are positive.

| 2017–18 Targets ¹ and results | | | |
|---|------------------------------------|---|---|
| Metric | Target | Result | Comment |
| 6. Provider satisfaction ¹² | New baseline is being established. | A metric and baseline assessment for provider satisfaction is being developed as part of the Agency's provider pathway review work. | <p>The range of providers in the developing disability market is diverse and includes existing disability organisations transitioning from state systems, adjacent services, allied health professional groups, individuals and emerging services.</p> <p>As the Scheme continues to grow we are building up a metric and baseline for measuring provider satisfaction.</p> |
| 7. Participants who choose who support them (%) ¹³ | Currently being established. | N/A, this cannot be reported as transition participants have not been in the Scheme for two years, noting that baseline data was collected from 1 July 2016 | The NDIA monitors providers that have been selected by participants. |
| 8. Scheme support costs (\$M) ^{14 15} | \$8,114M | \$5,490M | Scheme support costs by program: |
| | | | \$M |
| | | | Program 1.1: \$5,418 |
| | | | Program 1.2: \$72 |
| | | | Total \$5,490 |

12 A metric and baseline assessment for provider satisfaction is being developed as part of the Agency's provider pathway review work.

13 Metric in the 2017–21 Corporate Plan measures improvement based on participants after they have been in the Scheme for 2 years or more. The NDIA is still in the process of building up a baseline for measuring the impact of the Scheme on participant outcomes, noting that data has been collected on participants entering the Scheme from 2016–17.

14 Consistent with the 2017–18 PBS and its treatment of Western Australia. This cost is the aggregate of Program 1.1 (Reasonable and necessary care and support for participants) and Program 1.2 (Community inclusion and capacity development grants).

15 PBS target is: Costs are within expected amounts as per bilateral agreements and actuarial forecasts.

| 2017–18 Targets ¹ and results | | | |
|--|--|--|---|
| Metric | Target | Result | Comment |
| 9. Agency operating costs ¹⁶ | \$1,033M ¹⁷ | \$907M | |
| 10. Employee engagement, as measured by the APS census | 7.0 | Due to changes in APS census questions and performance indicators, a comparative score for this target is no longer available. | <p>The NDIA participated in the APS census 2018, with 64% of combined APS employees and contractors responding.</p> <p>Results for employee engagement were positive, with an overall rating for staff engagement of 71%. Results indicate that staff strongly support NDIA objectives:</p> <p>91% strongly believe in the purpose and objectives of the NDIA</p> <p>87% feel their work contributes to making a difference and supporting the lives of people with disability, and</p> <p>94% are happy 'to go the extra mile' at work when required.</p> |
| 11. Number of participants | Number of participants entering the Scheme as per bilateral agreements and actuarial forecasts including any remaining 2016–17 participants if required. | <p>Total: 183,965</p> <p>Bilateral estimate: 240,500</p> <p>% of bilateral estimate: 76%</p> <p>% of operational target: 90%</p> | <p>At 30 June 2018, 76% of the Scheme-to-date bilateral estimate was reached, and 69% of the 2017–18 bilateral estimate met.</p> <p>In 2017–18, the Agency achieved 90% of the operational target, meaning that of the participants who could be contacted, who met the access requirements and whose records were provided to the Agency, 90% received approved plans.</p> <p>The progress against bilateral estimates reflects existing challenges within the Scheme, including the difficulty in locating people transferring to the Scheme from state-based programs, the rapid growth of the Scheme, and the geographic diversity of participants.</p> |

16 Consistent with the 2017–18 PBS and its treatment of Western Australia.

17 Correction: The 2017–21 Corporate Plan recorded this target as \$1,003M. The correct figure is \$1,033M.

| 2017–18 Targets ¹ and results | | | |
|--|---|---|--|
| Metric | Target | Result | Comment |
| 12. Number and nominal value of grants provided ¹⁸ | All grants successfully delivered in accordance with the program agreed with the Commonwealth and state and territory jurisdictions | 95 grants issued in 2017–18, for a total value of \$72M ILC grants issued in 2017–18, were allocated in accordance with Commonwealth Grant Rules and Guidelines. | ILC Grants awarded in 2017–18 aimed to increase inclusion for people with disability in their communities. The outcomes achieved as a result of these grants indicate the aims of ILC are being realised. |
| 13. Ratio of operating expenses to Scheme costs | Agency is transitioning toward achieving operating expenses to Scheme costs target ratio. ¹⁹ | Ratio of operating expenses to Scheme costs 16.74% | The ratio of operating expenses to Scheme costs has decreased to 16.74% when compared to last year's ratio of 25.9%. |
| 14. The Agency is able to successfully achieve delivery of service network across Australia. | Required service network across Australia is operational as per bilateral agreements. | In 2017–18, the NDIA service network rolled out in alignment with bilateral agreements. | The NDIA is transitioning in sites across Australia in line with phasing schedules bilaterally agreed by state/territory and Commonwealth governments. The NDIA established 14 standalone service delivery sites and a further 6 co-located service delivery sites in 2017–18, bringing the total number of sites to 83 across Australia. In addition, there are an additional 15 sites from which the NDIA provides an in-sourced Local Area Co-ordination (LAC) function. |

18 Target from the PBS specifically relates to Program 1.2—Community inclusion and capacity development grants (ILC grants).

19 Target as published in the PBS.

Analysis of performance against the NDIA's purpose

The Scheme is phasing in rapidly around Australia. At 30 June 2018, the NDIS was supporting 183,965 participants (including children in the ECEI gateway) inclusive of participants from an increasingly diverse range of geographies, extending to rural and remote areas of the country.

The NDIS is now fully operational in all regions of New South Wales, South Australia and the Australian Capital Territory. The first new regions of Western Australia entered the Scheme this year. This expansion will continue in the second half of 2018. With these successes, there is still progress the NDIA needs to make on the path to full Scheme.

Delivering on the speed of the rollout as outlined in the bilateral agreements has been challenging, and significant actions are being taken to address the issues that have impacted the Scheme to date.

The NDIA is committed to providing participants and their families, carers and providers with a high quality service. The experience of those participating in the Scheme improved by four percentage points this year, with 88 per cent of participants rating their overall experience with the NDIA as either 'Good' or 'Very Good'.

Participants have reported improved outcomes across multiple life domains. The highest impact has been felt within the domains of Choice and Control, Daily Living Activities and Health and Wellbeing.

Higher satisfaction rates and improved outcomes demonstrate the positive effect the participant pathway reform is having on the participant experience. As the new pathway improvements continue to rollout, and as participants engage with the Scheme over longer periods of time, positive outcomes across all life domains are expected to grow.

A vibrant and competitive provider market is integral to supporting participants to achieve their goals. At 30 June 2018 there were a total of 16,755 providers across the country offering a range of supports, representing a 93 per cent increase on last year.

A number of initiatives are underway to further grow the market, and following recommendations of the 2017 Independent Pricing Review (IPR), the NDIA announced a series of key additional supports for providers to be implemented as of 1 July 2018.

The NDIA is looking to continue to improve the provider experience through ongoing enhancements to the provider pathway.

The Information, Linkages and Capacity Building (ILC) policy is a commitment made by the NDIA to connect people with disability to their community. As the NDIA's investment in ILC has grown, so too has the geographic diversity and scope of the community projects being delivered. Since the first jurisdictional allocation of close to \$3 million of ILC funding was made in Australian Capital Territory on 1 July 2017, \$28.5 million has been awarded through 104 grants to community organisations in New South Wales, South Australia and Australian Capital Territory, commencing 1 July 2018.

The best estimate of the cost of a well-managed NDIS remains within \$22 billion in the first year of full Scheme. The NDIA has been within budget in each year of its operation, including the 2017–18 financial year. In line with the Scheme's insurance approach, the NDIA has identified factors influencing financial sustainability and is managing them proactively. The best estimate of the longer-term cost of a well-managed NDIS remains at \$22 billion a year the first year of full Scheme, consistent with the Productivity Commission's Report released on 19 October 2017.

To further the advancement of a high-performing NDIA, the NDIA is increasing staff and partner capacity by attracting skilled professionals, refining systems and processes to better support staff, and instilling the NDIA values across the organisation.

The NDIA is dedicated to providing positive experiences and meaningful outcomes for participants, and to the development of a robust provider market. The NDIA's performance reflects the increasing number and diversity of participants and providers in the NDIS, the improved outcomes for stakeholders, and the positive steps the NDIA is taking to better understand the impact of the Scheme.

By July 2020, the NDIS aims to deliver life-changing support to an estimated 460,000 eligible Australians.

Chapter 3.3

Financial statements

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INDEPENDENT AUDITOR'S REPORT

To the Minister for Families and Social Services

Opinion

In my opinion, the financial statements of the National Disability Insurance Scheme Launch Transition Agency for the year ended 30 June 2018:

- a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- b) present fairly the financial position of the National Disability Insurance Scheme Launch Transition Agency as at 30 June 2018 and its financial performance and cash flows for the year then ended.

The financial statements of the National Disability Insurance Scheme Launch Transition Agency, which I have audited, comprise the following statements as at 30 June 2018 and for the year then ended:

- Statement by the Chairman of the Board, Chief Executive Officer, Chief Financial Officer and Chair of the Audit Committee;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements.

Basis for Opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the National Disability Insurance Scheme Launch Transition Agency in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key audit matter

Accuracy and occurrence of participant plan expenses

Refer to Note 1.1F Participant plan expenses

I focused on this area due to the rapid growth in participant numbers entering the National Disability Insurance Scheme (the Scheme), the high volume of transactions and the significance of the balance to the financial statements. Scheme participants are diverse, with varying supports within approved participant plans that can be claimed by either the participant or a

How the audit addressed the matter

The audit procedures I undertook to address this included:

1. testing the effectiveness of key controls related to the assessment of whether a participant meets the Scheme eligibility requirements, provider registration, participant plan approvals and claim validation and processing;
2. testing a sample of claims back to participant plans; and
3. examining quality assurance processes

provider.

For the year ended 30 June 2018, participant plan expenses were \$5.418 billion.

implemented by the National Disability Insurance Scheme Launch Transition Agency including the development and rollout of a compliance program.

Key audit matter

Valuation of participant plan provision

Refer to Note 2.4 Participant plan provisions

The National Disability Insurance Scheme Launch Transition Agency recognises a liability to pay disability service providers when a service under a participant plan is delivered. As there can be a time lag between provision of services and lodgement of a claim, the financial statements include an amount that is the best estimate of the expenditure required to settle the obligations at the end of the reporting period.

I focused on this area due to the reliance on accounting estimates based on relatively immature longitudinal data, the complexity of estimating the pattern of supports claimed by participants or providers and the significance of the balance to the financial statements.

For the year ended 30 June 2018, the participant plan provision was \$706.4 million.

How the audit addressed the matter

The audit procedures I undertook to address this included:

1. engaging an actuarial expert to assist in evaluating the reasonableness of the judgements and assumptions made on the advice of the Scheme Actuary in the estimation of the provision; and
2. assessing the data used in the estimation process for accuracy and reliability.

Key audit matter

Completeness, occurrence and accuracy of in-kind revenues and expenses

Refer to Note 1.2C Other gains

In-kind revenue relates to contributions provided by the Commonwealth or States and Territories directly to organisations providing disability services under existing funding relationships, where a proportion of the funding has been allocated to be made available to Scheme participants. The allocation of cash versus in-kind contributions is outlined in the respective State and Territory Bilateral agreements with the Commonwealth.

I focused on this area due to its significance to the financial statements, its reliance on management accounting estimates where data is not available and the manual management of some components of the in-kind contributions outside the customer relationship management system.

For the year ended 30 June 2018, in-kind revenue was \$1.086 billion.

How the audit addressed the matter

The audit procedures I undertook to address this included:

1. assessing the effectiveness of controls over the appropriate utilisation of cash and in-kind contribution in a participant's plan;
2. testing a sample of in-kind revenue and expense balances to supporting documentation; and
3. testing the treatment of in-kind amounts managed off-system, including the reasonableness of assumptions used by the directors to estimate the in-kind balances where documentation was unavailable.

Accountable Authority's Responsibility for the Financial Statements

As the Accountable Authority of the National Disability Insurance Scheme Launch Transition Agency the directors are responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under that Act. The directors are also responsible for such internal control as the directors determine necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the National Disability Insurance Scheme Launch Transition Agency's ability to continue as a going concern, taking into account whether the entity's operations will cease as a result of an administrative restructure or for any other reason. The directors are also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's Responsibilities for the Audit of the Financial Statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office



Rebecca Reilly
Executive Director

Delegate of the Auditor-General

Canberra
17 September 2018

**National Disability Insurance Scheme Launch Transition Agency
STATEMENT BY THE CHAIRMAN OF THE BOARD, CHIEF EXECUTIVE OFFICER,
CHIEF FINANCIAL OFFICER AND CHAIR OF THE AUDIT COMMITTEE**

In our opinion, the attached financial statements for the period ended 30 June 2018 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Disability Insurance Scheme Launch Transition Agency will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.

Signed.....
Helen Nugent AO
Chairman
14 September 2018

Signed.....
Victor Walter
Chief Financial Officer
14 September 2018

Signed.....
Robert De Luca
Chief Executive Officer
14 September 2018

Signed.....
Sandra Birkenleigh
Chair, Audit Committee
14 September 2018

National Disability Insurance Scheme Launch Transition Agency
STATEMENT OF COMPREHENSIVE INCOME
for the period ended 30 June 2018

| | | 2018 | 2017 | Original Budget 2018 |
|---|-------|------------------|------------------|----------------------------|
| | Notes | \$'000 | \$'000 | \$'000 |
| NET COST OF SERVICES | | | | |
| Expenses | | | | |
| Employee benefits | 1.1A | 235,252 | 175,013 | 236,563 |
| Suppliers | 1.1B | 370,552 | 262,653 | 765,059 |
| Community partnership costs | 1.1E | 288,846 | 125,687 | - |
| Grants | 1.1C | 71,783 | 39,104 | 68,871 |
| Participant plan expenses | 1.1F | 5,418,066 | 2,238,147 | 8,045,077 |
| Depreciation and amortisation | 2.2A | 10,751 | 8,718 | 24,495 |
| Finance costs | | 763 | 444 | - |
| Write-down and impairment of assets | 1.1D | 608 | 6,923 | 6,900 |
| Total expenses | | 6,396,621 | 2,856,689 | 9,146,965 |
| OWN-SOURCE INCOME | | | | |
| Own-source revenue | | | | |
| Rendering of services | 1.2A | 5,177,658 | 1,382,615 | 6,613,927 |
| Interest | | 32,359 | 13,802 | - |
| Other revenue | 1.2B | 6,641 | 1,379 | - |
| Total own-source revenue | | 5,216,658 | 1,397,796 | 6,613,927 |
| Gains | | | | |
| Other gains | 1.2C | 1,086,548 | 477,495 | 1,500,021 |
| Total gains | | 1,086,548 | 477,495 | 1,500,021 |
| Total own-source income | | 6,303,206 | 1,875,291 | 8,113,948 |
| Net (cost of)/contribution by services | | (93,415) | (981,398) | (1,033,017) |
| Revenue from Government | | 1,050,979 | 1,598,466 | 1,026,117 |
| Surplus/(Deficit) | | 957,564 | 617,068 | (6,900) |
| OTHER COMPREHENSIVE INCOME | | | | |
| Items not subject to subsequent reclassification to net cost of services | | | | |
| Changes in asset revaluation reserve | | 5,436 | 3,675 | - |
| Total other comprehensive income | | 5,436 | 3,675 | - |
| Total comprehensive income/(loss) | | 963,000 | 620,743 | (6,900) |

The above statement should be read in conjunction with the accompanying notes.

National Disability Insurance Scheme Launch Transition Agency

STATEMENT OF COMPREHENSIVE INCOME

for the period ended 30 June 2018

Budget Variances Commentary

Statement of Comprehensive Income

| Affected line items | Explanations of major variances |
|---|--|
| Expenses <i>Suppliers, Community partnership costs</i> | The Budget aggregates supplier expenses and community partnership costs. The variance to Budget is a result of the services provided by Local Area Co-ordinators (LAC) and Early Childhood Early intervention (ECEI) arrangements being rolled out in line with Participant intake rates which were lower than anticipated in the Budget. In addition, the Agency has undertaken recovery action from partners due to service volumes or scope of services being lower than originally anticipated. |
| Expenses <i>Participant plan expenses</i> | Participant plan expenses are lower than projected in the Budget, as the number of participants currently in the NDIS is lower than the estimate in the bilateral agreements. The reasons for this include difficulties in contacting potential participants, some individuals not wanting to enter the Scheme, insufficient records, and some individuals being ineligible or no longer requiring support. In addition, plan expenses have been adjusted on advice from the Scheme Actuary to reflect a lower utilisation rate of committed supports. |
| Expenses <i>Depreciation and amortisation</i> | The Agency has adopted whole-of-government policies in regard to co-locating service delivery sites within existing Commonwealth property infrastructure, where feasible. As a consequence, investment in leasehold improvements and related depreciation expenses are less than projected in the Budget. |
| Expenses <i>Write-down and impairment of assets</i> | A write-down in the value of the leasehold improvements held by the Agency in Western Australia (WA) was anticipated to reflect the decision to administer the NDIS at the jurisdictional level instead of the national level. Both the State and the Commonwealth Governments have now confirmed that WA will be part of the National Scheme. A write-down of the leasehold improvements therefore did not eventuate. |
| Own-source revenue <i>Rendering of services</i> | The Budget anticipated the phasing of participants in accordance with Bilateral Agreements. The delays experienced in transitioning participants from existing state and territory programs has impacted the revenue received. |
| Own-source revenue <i>Interest revenue</i> | Interest revenue is derived from the Agency investing cash in short-term deposits. The Budget does not assume that cash on hand will be in excess to immediate requirements, whereas a significant amount of surplus cash was held and invested during the year. |
| Own-source revenue <i>Other revenue</i> | Other revenue primarily captures cost recoveries made by the Agency during the year and are not anticipated by the Agency during the annual Budget process. Current year's other revenue comprises of administration costs recovered from the Western Australian Government for the period of July 2017 to November 2017. This also includes other amounts received through compensation claims for NDIS participants through other schemes or mechanisms. |
| Gains <i>Other gains</i> | Other gains primarily reflect in-kind contributions made to the Scheme by Commonwealth, state and territory governments. Other gains are lower than Budget due to the slower phasing of participants in the Scheme and therefore the proportion of in-kind services utilised was less than the targeted amounts agreed in the Bilateral Agreements. |

National Disability Insurance Scheme Launch Transition Agency
STATEMENT OF FINANCIAL POSITION
as at 30 June 2018

| | | 2018 | 2017 | Original Budget 2018 |
|-----------------------------------|-------|------------------|------------------|----------------------------|
| | Notes | \$'000 | \$'000 | \$'000 |
| ASSETS | | | | |
| Financial assets | | | | |
| Cash and cash equivalents | 2.1A | 2,323,192 | 1,328,287 | 648,805 |
| Trade and other receivables | 2.1B | 397,728 | 204,862 | 8,528 |
| Total financial assets | | 2,720,920 | 1,533,149 | 657,333 |
| Non-financial assets | | | | |
| Leasehold improvements | 2.2A | 61,364 | 33,900 | 157,491 |
| Property, plant and equipment | 2.2A | 87 | 391 | 71 |
| Other non-financial assets | 2.2B | 22,891 | 4,617 | - |
| Total non-financial assets | | 84,342 | 38,908 | 157,562 |
| Total assets | | 2,805,262 | 1,572,057 | 814,895 |
| LIABILITIES | | | | |
| Payables | | | | |
| Suppliers | 2.3A | 218,931 | 109,509 | 87,456 |
| Other payables | 2.3B | 1,917 | 1,516 | 5,837 |
| Total payables | | 220,848 | 111,025 | 93,293 |
| Provisions | | | | |
| Employee provisions | 3.1 | 47,594 | 35,563 | 43,708 |
| Participant plan provisions | 2.4 | 706,401 | 505,604 | 215,848 |
| Other provisions | 2.4 | 4,893 | 57,339 | 18,682 |
| Total provisions | | 758,888 | 598,506 | 278,238 |
| Total liabilities | | 979,736 | 709,531 | 371,531 |
| Net assets | | 1,825,526 | 862,526 | 443,364 |
| EQUITY | | | | |
| Contributed equity | | 205,733 | 205,733 | 205,733 |
| Asset revaluation reserve | | 10,992 | 5,556 | 1,881 |
| Retained surplus | | 1,608,801 | 651,237 | 235,750 |
| Total equity | | 1,825,526 | 862,526 | 443,364 |

The above statement should be read in conjunction with the accompanying notes.

National Disability Insurance Scheme Launch Transition Agency STATEMENT OF FINANCIAL POSITION

as at 30 June 2018

Budget Variances Commentary

Statement of Financial Position

| Affected line items | Explanations of major variances |
|------------------------------------|--|
| <i>Cash and cash equivalents</i> | Cash and cash equivalents are higher than Budget. The Agency has increased cash holdings due to lower than forecast participants entering the Scheme as well as the underutilisation of committed supports. Major variances for cash and cash equivalents are detailed in the Budget Variances Commentary for the Cash Flow Statement. |
| <i>Trade and other receivables</i> | The Budget does not anticipate significant timing differences in the collection of cash from accounts receivable. As at 30 June 2018, the majority of the receivables balance represents Commonwealth, state and territory Scheme cash contributions outstanding. These amounts are recoverable and in line with the principles as outlined in Commonwealth, state and territory government funding arrangements. |
| <i>Leasehold improvements</i> | The Agency has adopted whole-of-government policies for co-locating service delivery sites within existing Commonwealth property infrastructure, where feasible. As a consequence, investment in property is less than projected in the Budget. |
| <i>Other non-financial assets</i> | Other non-financial assets comprises of prepaid expenses. Major component of this balance represents amounts paid in advance to community partners as at balance date. These advances were not anticipated during the Budget process. |
| <i>Suppliers</i> | The variance is due to a larger than expected reliance on contractors and other Commonwealth entities by the Agency during the financial year to assist with transition to full Scheme as well as the charges from the DHS under the MoU and the delivery of services to participants and providers. As a result, there is a higher proportion of outstanding payables for these services at the end of the financial year than was anticipated in the Budget. |
| <i>Other payables</i> | Liabilities arising from lease commitments have been remapped from this line item to supplier payables. |
| <i>Participant plan provisions</i> | The participant plan provision was considerably higher than the amount projected in the Budget due to lower than forecast utilisation rates and delays in the timing of claims. |
| <i>Other provisions</i> | The Agency has adopted whole-of-government policies for co-locating service delivery sites within existing Commonwealth property infrastructure, where feasible. As a consequence, investment in property is less than projected in the Budget, as are lease provisions for restoration obligations. |
| <i>Asset revaluation reserve</i> | For the year ended 30 June 2018, the Agency undertook a valuation exercise and leasehold improvement assets were revalued upwards to reflect their estimated fair value. The revaluation increment was not anticipated in the Budget. Revaluation increments were primarily driven by the revision to useful lives for leasehold improvements. |
| <i>Retained surplus</i> | Major variances for the retained surplus are detailed in the Budget Variances Commentary for the Statement of Comprehensive Income. |

National Disability Insurance Scheme Launch Transition Agency
STATEMENT OF CHANGES IN EQUITY
for the period ended 30 June 2018

| | Retained Surplus | | | Asset Revaluation Reserve | | | Contributed Equity | | | Total Equity | | |
|---------------------------------------|------------------|----------------|----------------------------|---------------------------|--------------|----------------------------|--------------------|----------------|----------------------------|------------------|----------------|----------------------------|
| | 2018 | 2017 | Original Budget 2018 | 2018 | 2017 | Original Budget 2018 | 2018 | 2017 | Original Budget 2018 | 2018 | 2017 | Original Budget 2018 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Opening balance | 651,237 | 34,169 | 242,650 | 5,556 | 1,881 | 1,881 | 205,733 | 89,536 | 205,733 | 862,526 | 125,586 | 450,264 |
| Comprehensive income | | | | | | | | | | | | |
| Surplus/(Deficit) for the period | 957,564 | 617,068 | (6,900) | | | | | | | 957,564 | 617,068 | (6,900) |
| Other comprehensive income | | | | 5,436 | 3,675 | - | | | | 5,436 | 3,675 | - |
| Contributions by owners | | | | | | | | | | | | |
| Equity injection | | | | | | | | | | | | |
| Corporate Commonwealth entity payment | | | | | | | - | 116,197 | - | - | 116,197 | - |
| Closing balance | 1,608,801 | 651,237 | 235,750 | 10,992 | 5,556 | 1,881 | 205,733 | 205,733 | 205,733 | 1,825,526 | 862,526 | 443,364 |

The above statement should be read in conjunction with the accompanying notes.

National Disability Insurance Scheme Launch Transition Agency
STATEMENT OF CHANGES IN EQUITY
for the period ended 30 June 2018

Accounting Policy

Equity injections

Amounts received which are designated as ‘equity injections’ for a year (less any formal reductions) are recognised directly in contributed equity in that year.

Transfer to/from other entities

Net assets received from or transferred to another Government entity under a restructuring of administrative arrangements are adjusted at their book value directly against contributed equity.

Other distributions to owners

The *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR) requires that distributions to owners be debited to contributed equity unless it is in the nature of a dividend.

Budget Variances Commentary

Statement of Changes in Equity

Major budget variances for balances contained in the Statement of Changes in Equity have been included in the budget variances commentary for the Statement of Comprehensive Income and the Statement of Financial Position.

National Disability Insurance Scheme Launch Transition Agency CASH FLOW STATEMENT

for the period ended 30 June 2018

| | | | Original Budget 2018 |
|---|-------|------------------|----------------------------|
| | Notes | 2018 \$'000 | 2017 \$'000 |
| | | | \$'000 |
| OPERATING ACTIVITIES | | | |
| Cash received | | | |
| Receipts from Government | | 1,050,979 | 1,598,466 |
| Rendering of services | | 4,936,183 | 1,256,873 |
| Interest received | | 30,492 | 13,237 |
| GST received | | 61,213 | 27,990 |
| Other | | 6,614 | 938 |
| Total cash received | | 6,085,481 | 2,897,504 |
| Cash used | | | |
| Employee benefits | | 222,768 | 162,812 |
| Supplier expenses | | 300,512 | 211,681 |
| Community partnership costs | | 333,840 | 134,697 |
| Participant plan expenses | | 4,128,335 | 1,457,486 |
| Grant payments | | 75,482 | 42,206 |
| Total cash used | | 5,060,937 | 2,008,882 |
| Net cash from / (used by) operating activities | | 1,024,544 | 888,622 |
| INVESTING ACTIVITIES | | | |
| Cash received | | | |
| Proceeds from sales of long-term deposits | | - | 33,194 |
| Total cash received | | - | 33,194 |
| Cash used | | | |
| Purchase of leasehold improvements | | 29,639 | 16,156 |
| Total cash used | | 29,639 | 16,156 |
| Net cash from / (used by) investing activities | | (29,639) | 17,038 |
| FINANCING ACTIVITIES | | | |
| Cash received | | | |
| Corporate Commonwealth Entity payment | | - | 116,197 |
| Total cash received | | - | 116,197 |
| Net cash from / (used by) financing activities | | - | 116,197 |
| Net increase / (decrease) in cash held | | 994,905 | 1,021,857 |
| Cash and cash equivalents at the beginning of the reporting period | | 1,328,287 | 306,430 |
| Cash and cash equivalents at the end of the reporting period | 2.1A | 2,323,192 | 648,805 |

The above statement should be read in conjunction with the accompanying notes.

National Disability Insurance Scheme Launch Transition Agency

CASH FLOW STATEMENT

for the period ended 30 June 2018

Budget Variances Commentary

Cash Flow Statement

| Affected line items | Explanations of major variances |
|--|--|
| Operating activities <i>Rendering of services</i> | Cash from the rendering of services is lower than predicted in the Budget. The Budget anticipated the phasing of participants in accordance with Bilateral Agreements, however, the delays experienced in transitioning participants from existing state and territory programs impacted total cash received. |
| Operating activities <i>Interest received</i> | Interest received is derived from the Agency investing cash in short-term deposits. The original Budget does not assume that cash on hand will be in excess to immediate requirements. |
| Operating activities <i>GST received</i> | Net GST received is lower than budget due to the Budget assumption that cash flows from the purchase of capital items, supplier expenses and participant expense related payments would be considerably higher. |
| Operating activities <i>Supplier expenses, Community partnership expenses</i> | The Budget aggregates payments to suppliers and community partners. The variance to Budget for supplier and community partnership costs has resulted primarily from the slower rollout of Local Area Coordinator (LAC) services and Early Childhood Early Intervention (ECEI) arrangements. In addition, the Agency has undertaken recovery action from partners as a result of changes in service volumes or scope of services than originally anticipated. |
| Operating activities <i>Participant plan expenses</i> | Participant plan payments are less than projected in the Budget, primarily due to lower than projected utilisation of committed supports and delays in the timing of claims. |
| Investing activities <i>Purchase of leasehold improvements</i> | The Agency has adopted whole-of-government policies for co-locating service delivery sites within existing Commonwealth property infrastructure, where feasible. As a consequence, cash outlays for property is less than projected in the Budget. |

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

1. Financial Performance

- 1.1. Expenses
- 1.2. Own-Source Revenue and Gains

2. Financial Position

- 2.1. Financial Assets
- 2.2. Non-Financial Assets
- 2.3. Payables
- 2.4. Provisions

3. Governance, Employees and Relationships

- 3.1. Employee Provisions
- 3.2. Board and Key Management Personnel Remuneration
- 3.3. Related Party Disclosures
- 3.4. Remuneration of auditors

4. Managing Uncertainties

- 4.1. Contingent Assets and Liabilities
- 4.2. Financial Instruments

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

General information

The National Disability Insurance Scheme Launch Transition Agency ('the Agency') was established on 29 March 2013 by the *National Disability Insurance Scheme Act 2013* ('the Act'). The Agency is an Australian Government controlled not-for-profit entity.

The Scheme has operations in all states and territories of Australia with full access to the Scheme commencing progressively from 1 July 2016.

Objectives of the Agency

The objective of the Agency is to operate under the Act, and in conjunction with other legislation, to give effect to Australia's obligations under the Convention on the Rights of Persons with Disabilities. In doing so, the Agency supports the independence, social and economic participation of people with a disability.

The Agency is structured to meet a single Government outcome (Outcome 1):

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

For the period ended 30 June 2018, the Agency achieved a surplus of \$957.56M (2017: \$617.07M), and the net cost for delivering Outcome 1 was \$93.42M (2017: \$981.39M).

The Agency supports participants in the Scheme to exercise individual choice and control in respect to the delivery of reasonable and necessary supports. This allows people with disabilities, their families and carers to achieve improved outcomes in their lives. It also works to support the wider disability sector to promote better outcomes for people with a disability, in areas such as research and building community awareness.

The Agency makes estimates of current and future expenditure as well as identifies and manages financial risks and issues relevant to the financial sustainability of the Scheme. This is achieved by adopting an insurance-based approach, informed by actuarial analysis, to the provision and funding of support for people with a disability. The Agency also regularly reports on the sustainability of the Scheme.

The continued existence of the Agency in its present form and with its present programs is dependent on Commonwealth Government policy, continuing funding by Parliament for the Agency's administration and programs and agreement with state and territory governments.

The Basis of Preparation

The financial statements are general purpose financial statements as required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities which are recorded at fair value.

Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars, unless otherwise specified.

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

New Accounting Standards

Adoption of New Accounting Standard Requirements

No accounting standard has been adopted earlier than the application date as stated in the standard. There have been no other new, revised or amended standards or interpretations issued by the Australian Accounting Standards Board prior to the sign off date that are applicable to the current reporting period that have a material effect, or that are expected to have a future material effect, on the Agency's financial statements.

Future Accounting Standard requirements

The following new, revised and amending standards and interpretations were issued by the Australian Accounting Standards Board prior to the signing of the statement by the Accountable Authority and Chief Financial Officer, and are expected to have a financial impact on the Agency's financial statements for future reporting periods:

| Standard/Interpretation | Application date for the Agency | Nature of impending change/s in accounting policy and likely impact on initial application |
|-------------------------------------|---------------------------------|---|
| AASB 9 <i>Financial Instruments</i> | 1 July 2018 | <p>Nature: The revised standard incorporates the final requirements from all three phases of the financial instruments project: classification and measurement, impairment and hedge accounting. Classification of financial instruments under the new standard will be primarily determined by the entity's business model, i.e. the purpose for which the entity holds the instrument.</p> <p>Likely impact: Expected to have minimal impact on the Agency's financial statements. Specifically, under the revised standard, financial assets recorded by the Agency are managed under the 'Hold to Collect' model. Due to the nature of the revenue streams of the Agency, the expected credit loss requirement of this standard will have minimal impact on the financial statements. Note 4.2A Financial Instruments, will include all receivables reported in the Statement of Financial Position from 1 July 2019.</p> |
| AASB 16 <i>Leases</i> | 1 July 2019 | <p>Nature: The revised standard replaces AASB 117 <i>Leases</i> and provides a single lessee accounting model, requiring lessees to recognise assets and liabilities for all leases unless the lease term is 12 months or less, or the underlying asset has a low value. Lessors continue to classify leases as operating or finance, with AASB 16's approach to lessor accounting substantially unchanged from its predecessor, AASB 117.</p> <p>Likely impact: Expected to have an impact on the recognition, measurement and disclosure of leases.</p> |

National Disability Insurance Scheme Launch Transition Agency

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

| Standard/Interpretation | Application date for the Agency | Nature of impending change/s in accounting policy and likely impact on initial application |
|--|---------------------------------|---|
| <p>AASB 15 <i>Revenue from Contracts with Customers</i>; AASB 2014-5 <i>Amendments to Australian Accounting Standards arising from AASB 15</i>; AASB 2015-8 <i>Amendments to Australian Accounting Standards – Effective Date of AASB 15</i></p> | 1 July 2019 | <p>Nature: The revised Standard outlines a single comprehensive model for entities to use in accounting for revenue arising from contracts with customers, replacing AASB 111 <i>Construction Contracts</i>, AASB 118 <i>Revenue</i>, Interpretation 13 <i>Customer Loyalty Programmes</i>, and Interpretation 15 <i>Agreements for the Construction of Real Estate</i>, Interpretation 18 <i>Transfers of Assets from Customers</i>, and Interpretation 131 <i>Revenue-Barter Transactions Involving Advertising Services</i>. The core principle is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the expected consideration in exchange for those goods or services.</p> <p>Likely impact: Expected to have minimal impact on the Agency's financial statements as at the date of assessment, the Agency does not earn a significant amount of revenue from contracts with customers.</p> |
| <p>AASB 1058 <i>Income of Not-for-Profit Entities</i> and AASB 2016-8 <i>Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities</i></p> | 1 July 2019 | <p>Nature: AASB 1058, AASB 2016-7 and AASB 2016-8 clarify and simplify the income recognition requirements that apply to not-for-profit (NFP) entities, in conjunction with AASB 15 <i>Revenue from Contracts with Customers</i>. They supersede all income recognition requirements relating to private sector NFP entities, and the majority of income recognition requirements relating to public sector NFP entities, previously in AASB 1004 <i>Contributions</i>. The requirements of AASB 1058 more closely reflect the economic reality of NFP entity transactions that are not contracts with customers (as defined in AASB 15). The timing of income recognition depends on whether such a transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an entity.</p> <p>Likely impact: Expected to have an impact on the recognition, measurement and disclosure of in-kind gains recognised as a result of the difference between consideration paid and the fair value of services received by the Agency.</p> |

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

All other new, revised and amending standards and interpretations that were issued prior to signing date and are applicable to future reporting periods are not expected to have a material impact on the Agency's financial statements.

Taxation

The Agency is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Events after the reporting period

There are no known events occurring after the reporting period that could have a material impact on the financial statements.

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Financial Performance

This section analyses the financial performance of the Agency for the period ended 30 June 2018.

1.1. Expenses

| | 2018 \$'000 | 2017 \$'000 |
|-------------------------------------|----------------|----------------|
| Note 1.1A: Employee benefits | | |
| Wages and salaries | 182,704 | 134,999 |
| Superannuation | | |
| Defined contribution plans | 23,886 | 17,168 |
| Defined benefit plans | 6,688 | 5,601 |
| Leave and other entitlements | 21,642 | 16,683 |
| Separation and redundancies | 332 | 562 |
| Total employee benefits | 235,252 | 175,013 |

Accounting Policy

Accounting policies for employee related expenses are contained in Section 3. Governance, Employees and Relationships.

Note 1.1B: Suppliers

Services rendered

| | | |
|--|----------------|----------------|
| Travel | 11,302 | 7,801 |
| Contractors and consultants | 166,223 | 150,070 |
| Memorandum of Understanding costs ¹ | 95,399 | 40,966 |
| Information technology expenses | 1,492 | 1,651 |
| Property operating expenses | 13,975 | 11,142 |
| Staff recruitment and relocation | 16,087 | 2,534 |
| Other | 33,220 | 20,703 |
| Total services rendered | 337,698 | 234,867 |

Other suppliers

| | | |
|-------------------------------|----------------|----------------|
| Operating lease expenses | 30,704 | 24,978 |
| Workers compensation expenses | 2,150 | 2,808 |
| Total other suppliers | 32,854 | 27,786 |
| Total suppliers | 370,552 | 262,653 |

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

| | | |
|---|---------------|---------------|
| Within 1 year | 22,281 | 11,466 |
| Between 1 to 5 years | 57,406 | 31,145 |
| More than 5 years | 9,821 | 15,580 |
| Total operating lease commitments (inc. GST) | 89,508 | 58,191 |
| Less GST recoverable on operating lease commitments | (8,137) | (5,290) |
| Net operating lease commitments | 81,371 | 52,901 |

¹ The Agency has in place Memoranda of Understanding that cover the provision of various administrative and operational support services provided by the Department of Human Services and the Department of Social Services.

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Leasing Commitments

The Agency has operating leases over the following assets:

- a) Property leases – lease payments subject to increases in accordance with CPI or other agreed increment with initial periods of between 1 and 10 years. Some leases have options to extend.
- b) Motor Vehicles – operating leases over periods up to 36 months that do not have contingent rentals and do not have purchase options available at the end of the lease.

The Agency does not have any significant leasing arrangements in its capacity as a lessor.

Accounting Policy

Leases

A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease and where the lessor effectively retains substantially all such risks and rewards. The Agency has not entered into any leasing arrangements that are required to be classified as finance leases.

Operating lease payments are expensed on a straight-line basis over the life of the lease, which is representative of the pattern of benefits derived from the leased assets.

| | 2018 | 2017 |
|---------------------------------|---------------|---------------|
| Note 1.1C: Grants | \$'000 | \$'000 |
| Public sector | | |
| State and territory governments | 35,965 | 16,117 |
| Private sector | | |
| For profit organisations | 3,163 | 538 |
| Not for profit organisations | 32,655 | 22,449 |
| Total grants | 71,783 | 39,104 |

The Agency provides a range of grants to the disability sector and the community in order to promote improved outcomes for people with a disability, their families and their carers. These grants relate to a range of projects including disability research, increased social and community participation, innovation and education.

Note 1.1D: Write-down and impairment of assets

| | | |
|--|------------|--------------|
| Trade and other receivables | 600 | 825 |
| Property, plant and equipment | 3 | 1,371 |
| Participant Advances | 5 | 4,727 |
| Total write-down and impairment of assets | 608 | 6,923 |

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

| | 2018 \$'000 | 2017 \$'000 |
|---|----------------|----------------|
| Note 1.1E: Community partnership costs | | |
| Early Childhood Early Intervention costs | 76,902 | 25,302 |
| Local Area Coordination costs | 211,944 | 100,385 |
| Total Community partnership costs | 288,846 | 125,687 |

Early Childhood Early Intervention Costs

This stream reflects the costs incurred by the Agency by engaging early childhood partners across the nation with the intention of providing quicker and easier supports to children aged between 0-6 years who have a disability or where there are concerns regarding their development.

Local Area Coordination Costs

This stream reflects the costs incurred in funding selected providers of local area coordination services. Arrangements with providers will differ in form and content, according to the Agency's needs.

Local Area Coordinators are required to deliver several types of services including:

- Provision of support to prospective participants to engage with the Scheme, including community awareness;
- Support Scheme participants with the implementation of their plans; and
- Support Scheme participants with full scheme planning and plan reviews.

Accounting Policy

The costs associated with community partnerships are recognised in accordance with contractual arrangements.

Note 1.1F: Participant plan expenses

| | | |
|---|------------------|------------------|
| Claims received from participants and providers | 4,138,060 | 1,472,761 |
| Cost of services received in-kind | 1,079,208 | 475,634 |
| Other changes to participant plan provisions | 200,798 | 289,752 |
| Total participant plan expenses | 5,418,066 | 2,238,147 |

Accounting Policy

The costs associated with participant plan expenses are recognised as and when the Agency receives claims from participants and providers. Accounting policies for expenses resulting from adjustment to the participant plan provision are contained in Section 2.4 – Provisions.

Participant plan expenses

The Agency makes payments to registered providers for supports delivered in line with a participant's approved plan. Registered providers are able to access the NDIS Portal to submit payment claims after delivering supports to NDIS participants.

Self-lodgement of claims from providers can lead to payments that are inconsistent with NDIA guidance, even where no deliberate fraud is intended by the claimant. This risk is mitigated by the Agency through progressively rolling out a compliance and assurance program aimed at substantiating a statistically selected sample of claims lodged by providers. Errors identified can be either critical (having a financial impact) or non-critical (having no financial impact).

The review conducted in 2017-18 has identified 48 critical errors. The accuracy rate in payments made to providers after extrapolating the 48 critical errors over the total population of provider payments made in 2017-18 was 95 per cent.

The Agency will continue to strengthen assurance and compliance processes during 2018-19.

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.2. Own-Source Revenue and Gains

| OWN SOURCE REVENUE | 2018 | 2017 |
|--------------------|--------|--------|
| | \$'000 | \$'000 |

Note 1.2A: Rendering of services

Rendering of services in connection with

| | | |
|---|------------------|------------------|
| Related parties - contributions from Department of Social Services | 2,245,220 | 6,089 |
| External parties - contributions from state and territory governments | 2,932,438 | 1,376,526 |
| Total revenue from the rendering of services | 5,177,658 | 1,382,615 |

Accounting Policy

Rendering of services – contributions from Commonwealth, state and territory governments

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date and is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- the probable economic benefits associated with the transaction will flow to the Agency.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Cash contributions to the Agency from the Commonwealth, state and territory governments are recognised as revenue when they become payable to the Agency under a signed agreement. These include cash contributions outlined in the bilateral agreements for the funding of the National Disability Insurance Scheme.

Note 1.2B: Other revenue

| | | |
|-----------------------------|--------------|--------------|
| Compensation receipts | 3,012 | 162 |
| Cost recoveries | 2,997 | 820 |
| Rental income | 392 | 303 |
| Other miscellaneous revenue | 240 | 94 |
| Total other revenue | 6,641 | 1,379 |

Compensation

The Agency has powers set out in the NDIS Act and the NDIS Compensation Rules to recover amounts of compensation that have been paid to or given up by participants in certain circumstances. The Agency recognises compensation revenue when, and only when both the amount of the compensation can be reliably determined, and the receipt of the compensation is probable.

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

| | 2018 | 2017 |
|--|------------------|----------------|
| | \$'000 | \$'000 |
| Note 1.2C: Other gains | | |
| Contributions in-kind from Commonwealth, state and territory governments | 1,086,308 | 477,472 |
| Assets first found | - | 23 |
| Reversal of impairment losses | 240 | - |
| Total gains | 1,086,548 | 477,495 |

Accounting Policy

In-kind contributions

Prior to the commencement of the Scheme, the Commonwealth and each state and territory government had committed to provide (directly or by engaging service providers) items such as disability services, health, family support, education, employment, transport and/or housing to people with a disability. The provision of these services on behalf of the Agency is regarded as an in-kind contribution under Australian Accounting Standards and is accounted for as income from the contribution of services at the date when the services are provided. The fair value of these contributions is the unit cost provided by the jurisdiction which is based on what the jurisdiction has paid under its funding arrangements with the provider.

Resources received free of charge (Contributions in-kind from Commonwealth, state and territory governments)

Resources received free of charge are recognised as own-source income when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been contributed. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition, unless received from another Government entity as a consequence of a restructuring of administrative arrangements.

Key judgements and estimates

In-kind contributions

The Agency records income in relation to non-cash or in-kind contributions from Commonwealth, state and territory governments at the time when the services are provided to participants. In some cases, the Agency may not have been formally notified that the Commonwealth or a state or territory government has provided or funded a contribution to a participant. In this circumstance, the Agency makes an estimate of the amount of in-kind contributions provided to participants during the period but not yet notified to the Agency based on available evidence.

Accounting Policy

Revenue from Government

Funding received from the Department of Social Services (received by the Agency as a Corporate Commonwealth entity payment item) is recognised as Revenue from Government unless the funding is in the nature of an equity injection or a loan.

Revenue from Government for 2018: \$1,050.98M (2017: \$1,598.47M)

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2. Financial Position

This section analyses the Agency's assets used to conduct its operations and the operating liabilities incurred as a result.

Leasehold improvements and plant and equipment are carried at fair value in accordance with AASB 13 *Fair Value Measurement*. The remaining assets and liabilities disclosed in the statement of financial position do not apply the fair value hierarchy.

Employee related information is disclosed in Section 3. Governance, Employees and Relationship.

2.1. Financial Assets

| | 2018 \$'000 | 2017 \$'000 |
|---|------------------|------------------|
| Note 2.1A: Cash and cash equivalents | | |
| Cash on hand | 1,509,272 | 803,113 |
| Term deposits | 813,920 | 525,174 |
| Total cash and cash equivalents | 2,323,192 | 1,328,287 |

Accounting Policy

Cash is recognised at its nominal amount. This includes cash on hand and term deposits in bank accounts with an original maturity of three months or less that are readily convertible to cash and subject to insignificant risk of changes in value. Term deposits with maturity greater than three months are classified as other financial assets. As at reporting date, the Agency did not hold any term deposits with a maturity date greater than three months.

Note 2.1B: Trade and other receivables

Goods and services receivables

| | | |
|---|----------------|----------------|
| Good and services receivables | 382,908 | 198,210 |
| Total goods and services receivables | 382,908 | 198,210 |

Other receivables

| | | |
|--|----------------|----------------|
| GST receivable from the Australian Taxation Office | 9,297 | 5,056 |
| Participant and Provider Receivables | 1,827 | 309 |
| Other | 4,143 | 2,166 |
| Total other receivables | 15,267 | 7,531 |
| Total trade and other receivables (gross) | 398,175 | 205,741 |

Less impairment allowance

| | | |
|--|----------------|----------------|
| Goods and services | 447 | 879 |
| Total impairment allowance account | 447 | 879 |
| Total trade and other receivables (net) | 397,728 | 204,862 |

During 2017-18 credit terms for goods and services were within 30 days (2017: 30 days).

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Reconciliation of goods and services receivable impairment allowance:

| | 2018 | 2017 |
|---|--------|----------|
| | \$'000 | \$'000 |
| Opening balance as at 1 July 2017 | 879 | 17,671 |
| Amounts written off | (430) | (17,449) |
| Increase/(decrease) recognised in net surplus | (2) | 657 |
| Closing balance as at 30 June 2018 | 447 | 879 |

Accounting Policy

The Agency classifies all of its financial assets owing to their nature and purpose at the time of recognition. Financial assets are recognised and derecognised upon trade date.

Loans and receivables

Trade receivables, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables' and are measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate.

Held-to-maturity investments

Non-derivative financial assets with fixed or determinable payments and fixed maturity dates that the Agency has the positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis. The Agency classifies other investments as held-to-maturity.

The Agency's held-to-maturity investments are recognised in the Statement of Financial Position as term deposits and have been disclosed in Note 2.1A. At 30 June 2018 there are 16 term deposits maturing at different dates within the next three months. Interest rates range from 2.59% to 2.80%, payable upon maturity.

Effective interest method

Interest income is recognised on an effective interest rate basis. The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument, or, where appropriate, a shorter period.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period.

If there is objective evidence that an impairment loss has been incurred for loans and receivables or held-to-maturity investments held at amortised cost, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the asset's original effective interest rate. The carrying amount is reduced by way of an impairment allowance. The loss is recognised in the Statement of Comprehensive Income.

National Disability Insurance Scheme Launch Transition Agency

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2.2. Non-Financial Assets

Note 2.2A: Reconciliation of the opening and closing balances of leasehold improvements and property, plant and equipment for 2018

| | Leasehold improvements | Property, plant & equipment | Total |
|--|------------------------|-----------------------------|---------------|
| | \$'000 | \$'000 | \$'000 |
| As at 1 July 2017 | | | |
| Gross book value | 34,300 | 2,400 | 36,700 |
| Accumulated depreciation and impairment | (400) | (2,009) | (2,409) |
| Net book value 1 July 2017 | 33,900 | 391 | 34,291 |
| Additions | | | |
| Purchase or internally developed | 31,349 | - | 31,349 |
| Depreciation expense | (10,450) | (301) | (10,751) |
| Revaluations in other comprehensive income | | | |
| Revaluations in OCI - gross value | (4,016) | - | (4,016) |
| Revaluations in OCI - accumulated depreciation | 9,452 | - | 9,452 |
| Write offs | | | |
| Other movements - gross value | - | (13) | (13) |
| Other movements - accumulated depreciation | - | 10 | 10 |
| Other changes | | | |
| Other changes - gross value | 1,868 | - | 1,868 |
| Other changes - accumulated depreciation | (739) | - | (739) |
| Net book value 30 June 2018 | 61,364 | 87 | 61,451 |
| Net book value as of 30 June 2018 represented by: | | | |
| Gross book value | 63,501 | 2,387 | 65,888 |
| Accumulated depreciation and impairment | (2,137) | (2,300) | (4,437) |
| | 61,364 | 87 | 61,451 |

All items of property, plant and equipment were assessed for indications of impairment as at 30 June 2018 and no indicators of impairment were found.

No property, plant and equipment is expected to be sold or disposed of within the next 12 months.

Leasehold improvements, property, plant and equipment are measured at their estimated fair value in the financial statements and are classified as level 3 assets.

National Disability Insurance Scheme Launch Transition Agency

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Non-financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the Statement of Financial Position, except for purchases costing less than \$5,000 which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the Agency where there exists an obligation to restore the property to its original condition. These costs are included in the value of the Agency's leasehold improvements with a corresponding provision for the 'make good' obligation recognised.

Revaluations

Following initial recognition at cost, items of property, plant and equipment are carried at fair value less accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying value of items do not differ materially from their fair value at each reporting date.

The Agency's leasehold improvements are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation. The fair value measurements of the Agency's leasehold improvements as at 30 June 2018 were performed by Jones Lang LaSalle (JLL), independent valuers. JLL have appropriate qualifications and experience in the fair value measurement of similar assets in the Government sector.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset is restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets (other than freehold land and properties under construction) are written-off to their estimated residual values over their estimated useful lives using the straight-line method of depreciation. The estimated useful lives, residual values and depreciation methods are reviewed at the end of each reporting period, with the effect of any changes in estimates accounted for on a prospective basis. The table below outlines the depreciation rates applying to each class of depreciable asset based on the following useful lives:

| Asset class | Useful life |
|-------------------------------|--------------------------------------|
| Property, plant and equipment | 3 to 10 years |
| Leasehold improvements | Lesser of 10 years or the lease term |

Impairment

All assets were assessed for impairment at 30 June 2018. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the Agency were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Fair Value

All leasehold improvements and property, plant and equipment are measured at their estimated fair value in the Statement of Financial Position. All leasehold improvements and property, plant and equipment held by the Agency are categorised under Level 3 in accordance with the hierarchy listed in AASB 13.

Level 3 measurements use inputs to estimate fair value where there are no observable market prices for the assets being valued. The future economic benefits of the Agency's leasehold improvements and property, plant and equipment are not primarily dependent on their ability to generate cash flows. The Agency has not disclosed quantitative information about the significant unobservable inputs for the level 3 measurements in these classes.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or its disposal. Any gain or loss arising on disposal or retirement of an item of property, plant and equipment is determined as the difference between the sale proceeds and the carrying amount of the asset and is recognised in the statement of comprehensive income.

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy (continued)

Key judgements and estimates

The estimated fair value of leasehold improvements, plant and equipment is determined by an independent valuer and is subject to management assessment.

| | 2018 \$'000 | 2017 \$'000 |
|--|----------------|----------------|
| Note 2.2B: Other non-financial assets | | |
| Participant advances ¹ | 5,833 | 6,910 |
| Impairment Allowance - participant advances | (5,054) | (4,727) |
| Total participant advances (net) | 779 | 2,183 |
| Participant plan prepayments ² | 3,000 | 1,591 |
| Other prepayments | 19,112 | 843 |
| Total other non-financial assets | 22,891 | 4,617 |

No indicators of impairment were found for other non-financial assets.

¹ Participant advances represent payments that have been made to self-managed participants in the Scheme in advance of support being provided.

² Participant plan prepayments represent payments that have been made to providers in advance of supports being utilised by participants.

2.3. Payables

Note 2.3A: Suppliers

| | | |
|------------------------------|----------------|----------------|
| Trade creditors and accruals | 212,409 | 105,961 |
| Operating lease liabilities | 6,522 | 3,548 |
| Total suppliers | 218,931 | 109,509 |

Settlement is usually made for suppliers within 30 days (2017: 30 days).

Note 2.3B: Other payables

| | | |
|-----------------------------|--------------|--------------|
| Salaries and wages | 1,587 | 1,255 |
| Superannuation | 253 | 189 |
| Other | 77 | 72 |
| Total other payables | 1,917 | 1,516 |

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2.4. Provisions

Reconciliation of provisions

| | Participant plan provision \$'000 | Other provisions ¹ \$'000 | Cash advances provision ² \$'000 | Total \$'000 |
|--|--|--|--|-----------------|
| Carrying amount 1 July 2017 | 505,604 | 57,339 | 4,727 | 567,670 |
| Additional provisions made | 774,439 | 1,018 | 332 | 775,789 |
| Amounts reversed | (332,852) | - | (5) | (332,857) |
| Amounts used | (240,790) | (54,227) | - | (295,017) |
| Unwinding of discount or change in discount rate | - | 763 | - | 763 |
| Closing balance 30 June 2018 | 706,401 | 4,893 | 5,054 | 716,348 |

¹ Other provisions include provision for restoration and scheme contributions.

² Refer to note 2.2B.

The valuation of the participant provision was undertaken as at 30 June 2018 by the Scheme Actuary.

All participant provisions are expected to be settled within 12 months.

No liability is recorded for any participant supports to be provided in future reporting periods as the relevant recognition criteria are not met.

The Agency has 34 (2017: 19) agreements for the leasing of premises which have provisions requiring the entity to restore the premises to their original condition at the conclusion of the lease. The Agency has made a provision to reflect the present value of this obligation.

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy

The Agency makes a provision for the reasonable care and support for participants provided during the period but not yet notified to the Agency. The provision represents the best estimate of the amount based on available evidence in relation to rates of expenditure by participants and is informed by actuarial analysis.

Key judgements and estimates

Participant plan provisions

The Agency recognises a liability for the costs of reasonable care and support at the time that services are provided to participants in the Scheme. Due to the administrative processes associated with receiving and processing claims at the end of an accounting period, the Agency may not have been notified of the full value of all services provided during that period. Therefore, the Agency records a provision for the reasonable support for participants provided during the period but not yet notified to the Agency based on its best estimate of the outstanding liability. Accounting standards and information on committed supports contained within participant plans, the claims received by the Agency over time relating back to committed supports and the expected utilisation of committed supports within participant plans are used as guidance.

As at 30 June 2018, the expected utilisation of committed support provision raised by financial years is as follows:

2013-14: 64.94%

2014-15: 74.68%

2015-16: 75.02%

2016-17: 67.39%

2017-18: 72.75%

Given the rapid growth of the Scheme and the changing patterns of participant payments over time, the estimates of the participant plan provision includes an allowance for uncertainty. This allowance has been based on historical variations in payments to the Scheme and may require adjustment in future accounting periods. The weighted average term to settlement is four months and no allowance has been made for discounting these costs.

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3. Governance, Employees and Relationships

This section describes a range of employment and post-employment benefits provided to our employees and our relationships with other key people.

3.1. Employee Provisions

| | 2018 | 2017 |
|--------------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Note 3.1: Employee provisions | | |
| Leave | 47,594 | 35,563 |
| Total employee provisions | 47,594 | 35,563 |

Accounting Policy

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the Agency is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the Agency's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2018. The estimate of the present value of the liability for long service leave takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

Agency staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The Agency makes employer contributions to employee superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government. The Agency accounts for these contributions as if they were contributions to defined contribution plans in accordance with AASB 119.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

3.2. Board and Key Management Personnel Remuneration

Note 3.2: Board and Key Management Personnel Remuneration

| | | |
|---|--------------|--------------|
| Short-term employee benefits ¹ | 8,123 | 6,485 |
| Post-employment benefits | 769 | 699 |
| Other long-term employee benefits | 535 | 999 |
| Termination benefits | 188 | - |
| Total Board and Key Management Personnel remuneration expenses | 9,615 | 8,183 |

Board members are independent of Key Management Personnel.

¹ Employee benefits include salary and vehicle allowances.

Note 3.2 represents the Agency's actual Board Members and senior executive remuneration expenses on an accrual basis. The total number of Board members and Key Management Personnel that are included in the above table is 52 (2017: 44).

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.3. Related Party Disclosures

Related party relationships:

The Agency is governed by an independent Board. Related parties to the Agency are the Department of Social Services (DSS), Department of Human Services (DHS), the Board and Independent Members and Key Management Personnel which includes Senior Executive Service Band 2 personnel (or equivalent) and above.

There were no loans to any Board members, Key Management Personnel or related parties during the period (2017: Nil).

Transactions with related parties:

Given the scope of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note. Where the Agency has had interactions with DSS and DHS, the financial impact of such interactions have been disclosed in sections 1 and 2 of the financial statements.

The following transactions with parties related to the Board members and senior executives have occurred during the financial year:

| | | 2018 \$'000 | 2017 \$'000 |
|--|---|----------------|----------------|
| Board Member | Related party and payments for services rendered by the related party | | |
| Ms Sandra Birkenleigh | Council member at the University of the Sunshine Coast (USC). UCS was engaged for consultancy, review and co-design services. | 36 | 175 |
| Ms Andrea Staines | Board member of UnitingCare Queensland (service group within the UnitingCare Community). UnitingCare Community provided ECEI services in Queensland. | 4,727 | 4,107 |
| Prof Rhonda Galbally AO | Adjunct Professor at Deakin University. Deakin University received grants and payments for staff learning and development. | 43 | 1,932 |
| Mr John Walsh | Member of the Innovative Workforce Fund Independent Advisory Group at National Disability Services. National Disability Services was engaged for communication and engagement project activities for service providers. | 70 | 655 |
| Senior Executive | Related party and payments for services rendered by the related party | | |
| Ms Sarah Johnson <i>Scheme actuary</i> | Proprietor of Sarah Consulting Pty Ltd. Sarah Consulting provided scheme actuarial services to the Agency. | 426 | 347 |
| Mr Dean Yates <i>Chief Financial Officer (Acting)</i> | Partner at Ernst & Young. Ernst & Young provided professional accounting services to the Agency. | 6,963 | - |
| Ms Stephanie Gunn <i>General Manager</i> | Non-executive director at the Australian Network on Disability. The Agency made payments for membership and the 'Stepping into Student Placement' program. | 19 | 101 |

None of the above Board members or Key Management Personnel played any role in Agency decisions in relation to their related party transactions noted above.

**National Disability Insurance Scheme Launch Transition Agency
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

Registered Service Providers

Participants who elect to have their plan managed by the Agency must select a registered service provider to deliver the supports in their plan. To become a registered service provider an organisation must submit an application to the Agency which is assessed against the criteria specified in Part 3 of *National Disability Insurance Scheme (Registered Providers of Supports) Rules 2013*. Directors of the Agency are not involved in decisions to accept or reject applications to register as a service provider.

Several Board Members of the Agency play an active role in the disability sector and may have relationships with registered and/or potential service providers. Participants exercise choice and control in selecting service providers for funded supports in their individualised plans and consequently payments made by the Agency to service providers for participant supports are not considered to be related party transactions.

There were no other related party transactions during the period.

3.4. Remuneration of auditors

| | 2018 | 2017 |
|--|------------|------------|
| | \$'000 | \$'000 |
| <u>Note 3.4: Remuneration of auditors</u> | | |
| Fair value of services received | | |
| Financial statement audit services | 788 | 755 |
| Total Remuneration of Auditors | <u>788</u> | <u>755</u> |

National Disability Insurance Scheme Launch Transition Agency NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4. Managing Uncertainties

This section analyses how the Agency manages financial risks within its operating environment.

4.1. Contingent Assets and Liabilities

Quantifiable and Unquantifiable Contingencies

As at 30 June 2018, the Agency had no quantifiable/unquantifiable contingencies (2017: \$nil).

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

4.2. Financial Instruments

| | 2018 \$'000 | 2017 \$'000 |
|---|------------------|------------------|
| Note 4.2A: Categories of financial instruments | | |
| Financial assets | | |
| Loans and receivables | | |
| Cash and cash equivalents | 2,323,192 | 1,328,287 |
| Other receivables | 7,960 | 5,292 |
| Total loans and receivables | 2,331,152 | 1,333,579 |
| Total financial assets | 2,331,152 | 1,333,579 |
| Financial liabilities | | |
| At amortised cost | | |
| Supplier and other payables | 220,848 | 111,025 |
| Total financial liabilities | 220,848 | 111,025 |
| Note 4.2B: Net gains or losses on financial assets | | |
| Held-to-maturity investments | | |
| Interest revenue | - | 78 |
| Net gain on held-to-maturity investments | - | 78 |
| Loans and receivables | | |
| Interest revenue | 32,359 | 13,724 |
| Net gain on loans and receivables | 32,359 | 13,724 |
| Net gain from financial assets | 32,359 | 13,802 |

Accounting Policy

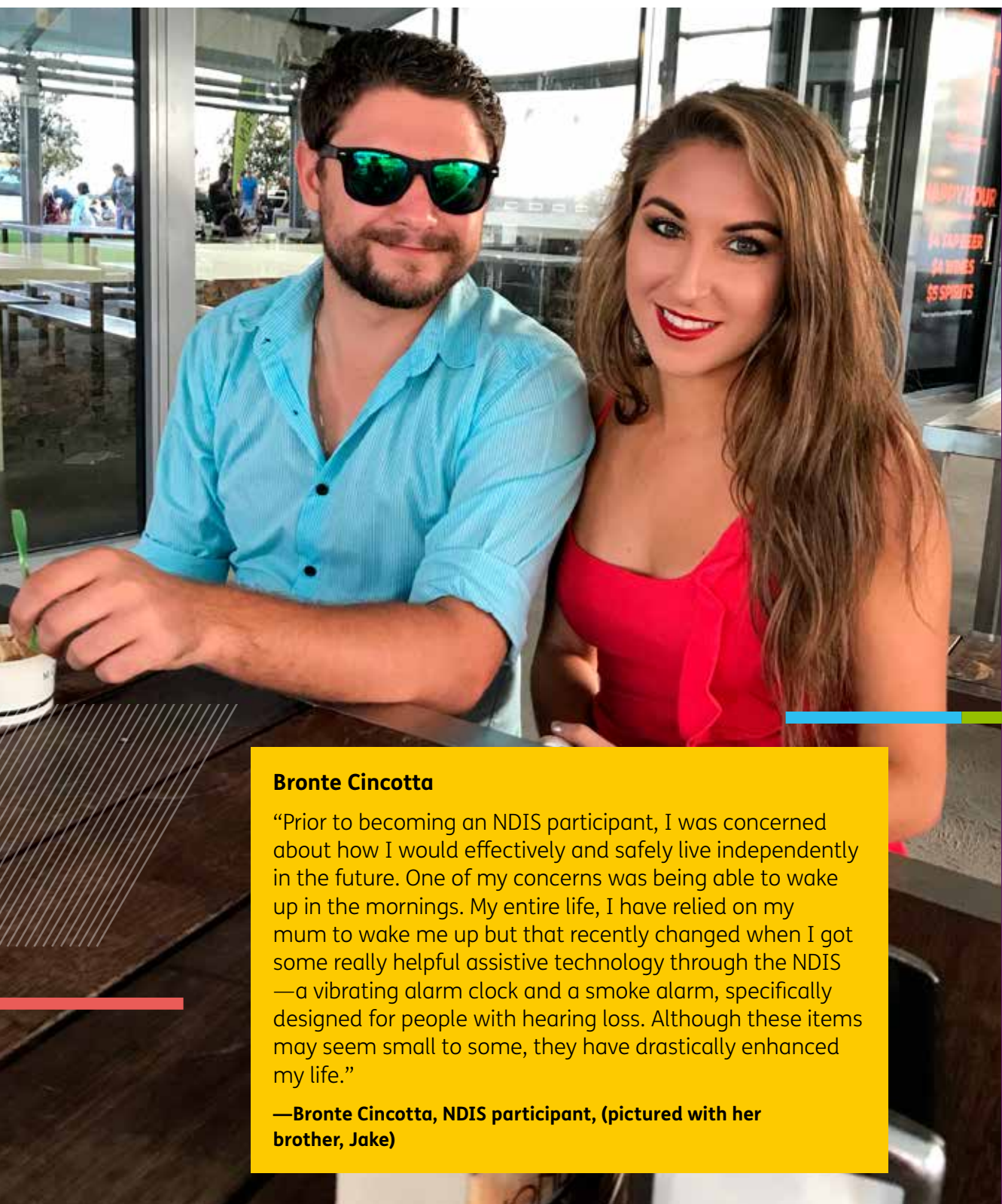
Interest revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

Financial liabilities

Financial liabilities, including supplier and other payables, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).



Bronte Cincotta

“Prior to becoming an NDIS participant, I was concerned about how I would effectively and safely live independently in the future. One of my concerns was being able to wake up in the mornings. My entire life, I have relied on my mum to wake me up but that recently changed when I got some really helpful assistive technology through the NDIS—a vibrating alarm clock and a smoke alarm, specifically designed for people with hearing loss. Although these items may seem small to some, they have drastically enhanced my life.”

—**Bronte Cincotta, NDIS participant, (pictured with her brother, Jake)**

Part 4:

Appendices and indexes

- Appendix A:** Enabling legislation
 - Appendix B:** Reports by Parliamentary committees
 - Appendix C:** Board members' meeting attendance
 - Appendix D:** Judicial decisions and external reviews
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 - Appendix F:** Other PGPA reportable items
 - Appendix G:** Workforce statistics
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 - Appendix I:** Advertising and market research
 - Appendix J:** Ecologically sustainable development and environmental performance
 - Appendix K:** Compliance with Carer Recognition Act
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 - Appendix N:** Glossary of terms
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Appendix A:

Enabling legislation

The National Disability Insurance Agency (NDIA) is a statutory authority established under the *National Disability Insurance Scheme Act 2013* (NDIS Act) to deliver the National Disability Insurance Scheme (NDIS or the Scheme). It is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Scheme operates under the NDIS Act. The NDIS Act (in conjunction with other laws) gives effect to Australia's obligations under the United Nations (UN) Convention on the Rights of Persons with Disabilities, and its objectives include:

- supporting people with disability to pursue their goals and maximise their independence and social and economic participation
- developing the capacity of people with disability to participate in the community and in employment
- providing reasonable and necessary supports, including early intervention supports, for participants
- supporting people with disability to exercise choice and control in pursuit of their goals and in the planning and delivery of their supports

- building a sustainable Scheme that is based on insurance principles, and
- raising community awareness about the social and economic participation of people with disability and acting to increase their inclusion in the mainstream of Australian society.

The NDIS Act establishes the NDIA, which has statutory responsibility for delivering the Scheme. The functions and powers of the NDIA are also prescribed by the NDIS Act.

The NDIS Act was amended by the *National Disability Insurance Scheme Amendment (Quality and Safeguards Commission and Other Measures) Act 2017*, assented to on 13 December 2017.

The NDIA is overseen by a Board, and is accountable as a corporate Commonwealth entity under the PGPA Act.

The Board is responsible for ensuring the proper, efficient and effective performance of the NDIA functions, and for determining the objectives, strategies and policies to be followed by the NDIA.

Appendix B:

Reports by Parliamentary committees

The Parliamentary Joint Standing Committee on the National Disability Insurance Scheme is tasked with inquiring into the following:

- implementation, performance and governance of the NDIS
- the administration and expenditure of the NDIS, and
- such other matters in relation to the NDIS as may be referred to it by either House of the Parliament.

The Committee is made up five members of from the House of Representatives and five senators, with the Hon Kevin Andrews MP the Chair.

After 30 June each year, the Committee is required to present an annual progress to Parliament on the activities of the Committee during the year, in addition to other reports on any other matters it considers relevant.

The Committee's annual progress report covering events from 1 July 2016 to 30 June 2017 was tabled in Parliament on 7 September 2017. The report and the Australian Government's response are published on the Australian Parliament House website (www.aph.gov.au).

The Committee tabled reports on the following inquiries in 2017–18.

Table B1: Parliamentary committee inquiries tabled in 2017–18

| Inquiry | Date report tabled |
|--|---|
| The provision of services under the NDIS for people with psychosocial disabilities related to a mental health condition | 15 August 2017 |
| Provision of services under the NDIS Early Childhood Early Intervention Approach | 7 December 2017 |
| Transitional arrangements for the NDIS | 15 February 2018 |
| The provision of hearing services under the NDIS | Interim report: 14 September 2017 Final report: 21 June 2018 |

The Committee established an inquiry into Market Readiness in December 2017 with the report due in September 2018.

Appendix C:

Board members' meeting attendance

Table C1: Number of meetings attended by Board members in 2017–18

| Board members | Board Meetings | | Sustainability Committee Meetings | | ICT ¹ Committee Meetings | | Audit Committee Meeting | | Risk Committee Meetings | | PR ² Committee Meetings | |
|---------------------------------|----------------|----------|-----------------------------------|----------|-------------------------------------|----------|-------------------------|----------|-------------------------|----------|------------------------------------|----------|
| | Eligible | Attended | Eligible | Attended | Eligible | Attended | Eligible | Attended | Eligible | Attended | Eligible | Attended |
| Helen Nugent ³ | 10 | 10 | 0 | 10 | 0 | 8 | 0 | 4 | 0 | 4 | 2 | 2 |
| James (Jim) Minto ⁴ | 10 | 9 | 10 | 9 | 0 | 3 | 0 | 4 | 4 | 4 | 0 | - |
| Estelle Pearson | 10 | 10 | 10 | 8 | 0 | 5 | 4 | 4 | 0 | 3 | 0 | - |
| Paul O'Sullivan ⁵ | 10 | 10 | 0 | 7 | 8 | 8 | 0 | - | 4 | 3 | 2 | 2 |
| Sandra Birkenleigh ⁶ | 10 | 10 | 0 | 3 | 0 | - | 4 | 4 | 0 | 4 | 0 | - |
| John Langoulant | 10 | 9 | 0 | 1 | 0 | 1 | 4 | 9 | 0 | - | 0 | - |
| Andrea Staines | 10 | 9 | 0 | 1 | 8 | 6 | 0 | - | 0 | - | 0 | - |
| Robyn Kruk ⁷ | 10 | 10 | 0 | 1 | 0 | - | 0 | - | 4 | 4 | 2 | 2 |
| Rhonda Galbally | 10 | 10 | 10 | 10 | 0 | 4 | 0 | 1 | 0 | - | 2 | 2 |
| Martin Laverty | 10 | 10 | 0 | - | 0 | - | 4 | 4 | 4 | 4 | 0 | |
| John Walsh ⁸ | 10 | 9 | 10 | 9 | 8 | 7 | 0 | 1 | 0 | - | 0 | - |
| Glenn Keys | 10 | 8 | 0 | - | 8 | 8 | 0 | - | 0 | - | 0 | - |
| Independent members | | | | | | | | | | | | |
| Helen Williams | 0 | - | 0 | - | 8 | 8 | 2 | 2 | 0 | - | 0 | - |
| Serdar Avsar | 0 | - | 0 | - | 4 | 3 | 0 | 1 | 0 | - | 0 | - |
| Tom Karp | 0 | - | 5 | 4 | 0 | - | 0 | - | 0 | - | 0 | - |
| Marian Micalizzi | 0 | - | 0 | - | 0 | - | 2 | 2 | 0 | - | 0 | - |

1 ICT Committee is the Information, Communication and Technology Committee

2 PR Committee is the People and Remuneration Committee

3 Chairman of the Board

4 Chairman of the Risk Committee

5 Chairman of the ICT Committee

6 Chairman of the Audit Committee

7 Chairman of the PR Committee

8 Chairman of the Sustainability Committee

Appendix D:

Judicial decisions and external reviews

The operations of the NDIA and decisions made in the delivery of the NDIS are subject to scrutiny by external entities.

Judicial and administrative tribunals decisions

The Australian Human Rights Commission (AHRC):

can investigate and conciliate complaints about breaches of human rights law, including the *Disability Discrimination Act 1992*. In 2017–18, the AHRC received 13 requests in which the NDIA was named. Of these, one matter remains active.

The Administrative Appeals Tribunal (AAT):

can, in response to applications, review decisions made by the NDIA under the *National Disability Insurance Scheme Act 2013* (NDIS Act), including decisions about whether a person meets the access criteria to become a participant in the Scheme, the supports provided under the Scheme and the registration of providers of support. In 2017–18, 758 applications for review were received. The majority were finalised without a substantive hearing required. At 30 June 2018, 536 matters remained open.

The AAT delivered 24 hearing decisions in 2017–18, where the AAT affirmed seven decisions, varied eight decisions, and set aside one decision. Seven decisions related to jurisdictional issues and one related to an extension of time application. A summary of decisions delivered by the AAT in 2017–18 is included at Appendix E.

Federal Court of Australia appeals: The NDIA has had one Full Federal Court appeal and one Federal Court appeal heard in 2017–18. The Full Federal Court matter was heard in August 2017 in relation to the reasonable and necessary costs of transport for a participant. The Federal Court matter was heard in June 2018 in relation to the supports and therapy in a participant's plan.

Reports by Australian National Audit Office

The ANAO conducts performance audits of the efficiency and effectiveness of the NDIA's operations and financial audits of NDIA financial statements. During 2017–18, the ANAO released one performance audit report involving the NDIA being 'Decision-making Controls for Sustainability—National Disability Insurance Scheme Access', tabled in October 2017. The NDIA agreed with all four recommendations and implementation of these recommendations is underway.

All ANAO recommendations, from both the performance and financial audits, are actively monitored and are being addressed within the necessary timelines with both executive and Board oversight.

Commonwealth Ombudsman

The NDIA is a prescribed authority for the purposes of the *Ombudsman Act 1976* (Ombudsman Act) and accordingly, the Commonwealth Ombudsman may investigate complaints from individuals,

groups or organisations about the administrative actions of the NDIA.

Section 8 of the Ombudsman Act requires the Ombudsman to inform the principal officer of the NDIA before commencing an investigation and to conduct such an investigation in private. The Ombudsman may conduct an investigation in any such manner, and make any such inquiry as he or she thinks fit. The NDIA may be requested to provide assistance and information relevant to an investigation. The Ombudsman may inform the relevant Minister and bring the conduct to the notice of the principal officer of the NDIA.

The Commonwealth Ombudsman progressed 976 section 8 investigations about the NDIA during 2017–18. The NDIA provided file material and responses to the Ombudsman's questions. The Ombudsman closed 664 of the matters. Of the 976 investigations, 38 were finalised without further action.

The NDIA received 291—S8 investigations. Of these, at 30 June 2018:

- 160 were closed. Of these, 145 closed with no further action required and 15 closed with notices of finalisation of investigations with comments made under S12(4)
- 131 remain open.

There were 414—Warm Transfers of complaints from the Commonwealth Ombudsman to the NDIA.

NSW Ombudsman: the NDIA received 66 preliminary inquiries from the NSW Ombudsman. These inquiries were raised

on the NSW Ombudsman's own initiative and in accordance with section 13AA of the *Ombudsman Act 1974* and section 11(1)(e) of the *Community Services (Complaints, Reviews and Monitoring) Act 1993*. These matters related to concerns brought to the NSW Ombudsman's attention regarding the welfare of people with a disability, specifically relating to concerns over the risk of abuse, harm and/or neglect in addition to concerns raised regarding disability service providers in NSW.

The NSW Ombudsman remains the appropriate state oversight body for concerns regarding risks of abuse, harm and neglect to people with disability in NSW. With the commencement of the NDIS Quality and Safeguards Commission in NSW on 1 July 2018, the Commission will retain responsibility for concerns raised about disability service providers in NSW.

Office of the Australian Information Commissioner (OAIC)

Under the *Freedom of Information Act 1982* a person may seek access to information that is held by the NDIA that concerns them or is otherwise appropriate for public release. In 2017–18, the NDIA received 336 freedom of information requests for access to copies of documents. There were 19 requests for internal review of an access decision. The NDIA received notification that nine requests were subject to a review by the Office of the Australian Information Commissioner.

Appendix E:

Administrative Appeals Tribunal (AAT) reviews and decisions

Table E1: AAT reviews and decisions 2017–18

| Matter | Decision under review | AAT Decision |
|---|---|--|
| Eccles and National Disability Insurance Agency [2017] AATA 1457 | Jurisdiction of the AAT to review a request for a plan review that was not decided by NDIA. | The AAT determined that it had jurisdiction by virtue of the automatic review provisions under section 100 of NDIS Act. |
| DXBG and National Disability Insurance Agency [2017] AATA 1752 | Whether the AAT had jurisdiction to review a decision to not conduct a plan review. | The AAT determined that it did not have jurisdiction as there was no internal review decision of a decision to not conduct a plan review. |
| SSBV and National Disability Insurance Agency [2017] AATA 1752 | Funding for speech therapy, occupational therapy and 1:1 supports. | The AAT decided to affirm the NDIA decision subject to undertakings made by NDIA at a scheduled plan review 2 weeks after the hearing. |
| KLMN and National Disability Insurance Agency [2017] AATA 1814 | Funding for 6 pairs of prism glasses. | The AAT varied the NDIA decision to include funding for 6 pairs of prism glasses. |
| KLMN and National Disability Insurance Agency [2017] AATA 1815 | Funding for transport and home modifications. | The AAT affirmed the NDIA decision to not fund additional transport costs, home security enhancements, blinds and air-conditioning unit. |
| Hudson and National Disability Insurance Agency [2017] AATA 2176 | Level of funding of physiotherapy. | The AAT varied the NDIA decision to include funding for a weekly 2-hour session. |
| ZCPY and National Disability Insurance Agency [2017] AATA 3056 | Funding for a specified intensive literacy program using Lindamood-Bell method. | The AAT varied the NDIA decision to approve funding for the specified literacy program subject to parties being satisfied of satisfactory progress by Applicant after completion of 1 st half of program. |

| Matter | Decision under review | AAT Decision |
|---|---|---|
| Holmes and National Disability Insurance Agency [2017] AATA 2750 | Access to the NDIS for male with emphysema, post-traumatic stress disorder (PTSD) and constriction of the throat. | The AAT affirmed the NDIA decision to decline access as the Applicant's PTSD did not meet section 24(1)(b) and the other impairments did not meet section 24(1)(c). The early intervention criteria were not met due to lack of evidence. |
| Hassett and National Disability Insurance Agency [2018] AATA 431 | Whether a decision letter was internal review letter. | The AAT determined in substance the decision letter was an internal review and it has jurisdiction. |
| | Increased funding for powered all-terrain recreational use wheelchair. | The AAT varied the NDIA decision to include increased funding for powered all-terrain recreational use wheelchair with a speed inhibitor. |
| BBMC and National Disability Insurance Agency [2018] AATA 386 | Access to the NDIS for female with mental health impairments (anxiety and depression) under the early intervention requirements. | The AAT affirmed the NDIA decision that the Applicant did not meet the early intervention requirements. |
| Pomeroy and National Disability Insurance Agency [2018] AATA 387 | Access to the NDIS for female with osteoarthritis (knees), back pain and morbid obesity. | The AAT affirmed the decision of the NDIA that the Applicant did not meet the disability or early intervention requirements. |
| LMNT and National Disability Insurance Agency [2018] AATA 431 | Increased funding for core supports (respite care), support coordination, social and community participation and extension of plan. | The AAT varied the decision of the NDIA to increase the level of supports but declined to extend the plan. |

| Matter | Decision under review | AAT Decision |
|--|---|--|
| SHGH and National Disability Insurance Agency [2018] AATA 674 | Whether the AAT retains jurisdiction to review the statement of supports if an agreement to extend the plan review date was made. | The AAT determined it would retain jurisdiction to review the statement of supports if the plan review date was amended by agreement for a further 6 months. |
| PNFK and National Disability Insurance Agency [2018] AATA 692 | Increased funding for support coordination, personal care hours and 'respite' care hours for a child with high and complex support needs. | The AAT varied the NDIA decision increasing support coordination hours, personal care hours and 'respite' care hours for the Applicant's family in the statement of supports. |
| Perosh and National Disability Insurance Agency [2018] AATA 980 | Increased transport funding for taxi fares from home to TAFE, gym and nearby shopping centre. | The AAT varied the NDIA decision to increase transport funding to the full cost of taxi transport to TAFE and gym. |
| Way and National Disability Insurance Agency [2018] AATA 983 | Increased funding for community access and personal care. | The AAT affirmed the decision of the NDIA. There was no need to increase funding for personal care as there were adequate funds in the plan. |
| DGJJ and National Disability Insurance Agency [2018] AATA 1263 | Increased funding for 24/7 care 7 days a week for a child participant. | The AAT varied the decision of the NDIA for up to 8 hours of active overnight assistance per night and up to 10 hours per day of active daytime assistance for personal care and community access supports. |
| BSLR and National Disability Insurance Agency; HKDG and National Disability Insurance Agency [2018] AATA 1282 | Whether the AAT had jurisdiction to review statement of supports despite a procedural irregularity by NDIA. | The AAT had jurisdiction to review as the NDIA decision to decline to conduct a plan review despite an internal review request was in substance a decision to affirm the statement of supports in the original decision. |

| Matter | Decision under review | AAT Decision |
|--|---|---|
| FJKH and National Disability Insurance Agency [2018] AATA 1294 | Whether the AAT had jurisdiction to review a deemed internal review decision due to a failure of the NDIA to make a decision “as soon as reasonably practicable”. | The AAT determined that it had jurisdiction to review. The period of making an internal review decision “as soon as reasonably practicable” under section 100(6) of NDIS Act is a prescribed period under section 25(5) of AAT Act. |
| Simpson and National Disability Insurance Agency [2018] AATA 1326 | Whether the AAT had jurisdiction to review access declined decision. | The AAT had jurisdiction as the ‘decision’ of the NDIA was in substance a decision to affirm the original decision. Alternatively the NDIA failure to make a decision is deemed to affirm the original decision by operation of section 25(5) of the AAT Act. |
| QZHH and National Disability Insurance Agency [2018] AATA 1465 | Increased funding for a range of supports including 24/7 personal care for child with complex and high support needs. | The AAT set aside the NDIA decision to approve a statement of supports with increased supports including increased personal care supports of 800 hours, short-term respite accommodation and back-up nursing support. |
| Furminger and National Disability Insurance Agency [2018] AATA 1872 | Access decision for Applicant with degenerative back condition, PTSD and depression. | The AAT affirmed the decision of the NDIA to decline access under section 24 and 25 of the NDIS Act. |
| Watson and National Disability Insurance Agency [2018] AATA 2247 | Application for extension of time for an application made 8 months after statutory timeframe. | The AAT declined to grant an extension of time as there was no acceptable explanation for the delay and there was prejudice to the NDIA. |

Appendix F:

Other PGPA reportable items

The following information addresses residual PGPA reportable items.

17BE (d), (e) and (f)—Ministerial directions and government policy orders: In 2017–18 the NDIA did not receive any Government policy orders or ministerial directions from the Minister for Social Services.

17BE (h) and (j)—Significant non-compliance issues with finance law:

No instances of significant non-compliance with finance law were reported to the responsible Minister under paragraph 19(1)(e) of the PGPA Act in 2017–18.

17BE (l)—Outline of the location of major activities or facilities: The NDIA continues to expand its presence and property across Australia. Co-location of public-facing service delivery centres and non-public-facing offices with other government services and agencies is a key strategy to ensure property locations are in the most appropriate and accessible areas for participants and staff. Standalone NDIS sites have been chosen only when co-location options are not available.

In May 2017, the NDIA reached a new milestone in the development of its Geelong national office with the signing of a construction agreement. Through a joint venture with the Department of Human Services, construction is expected to be completed in early 2019.

17BE (m)—Statement on governance:

Information in relation to the NDIA's Risk Management and People Management policies, as part of the NDIA's main corporate governance practices is included at Part 2 of this report.

The following additional information is provided in compliance with Department of Finance Resource Management Guide No. 136:

- **Education and performance review processes of the accountable authority:** In December 2017, the Board undertook Work Health and Safety (WHS) Officer Due Diligence training which provided the Board with information relating to their obligations and responsibilities as officers under WHS legislation. The NDIA Board undertook a review of its performance in May 2018 which included a confidential self-assessment by individual Directors, individual appraisal between the Chairman and each Director and then a collegiate consideration of the results by the full Board.

- **Ethics policies:** The NDIA promotes ethical standards and behaviours relating to our workplace and employment. Material published on our intranet includes information on:
 - Australian Public Service (APS) Values
 - APS Employment Principles
 - the APS Code of Conduct and
 - the Ethics Advisory Service, which is available to all APS employees who wish to discuss or seek advice on ethical issues that occur in the workplace.

17BE (n) and (o)—Related entity transactions are addressed in the Financial Statements.

17BE (p)—Significant activities and changes affecting the entity: No significant activities or changes affected the NDIA in 2017–18.

17BE (s)—Obtaining information from subsidiaries: Not applicable—the NDIA has no subsidiaries.

17BE (t)—Indemnities and insurance premiums: The NDIA purchased directors' and officers' liability cover from Comcover (the Commonwealth's self-insurance fund). The premium paid in 2017–18 for this cover was \$567,903.

Appendix G:

Workforce statistics

Table G1: NDIA staff by employment type, at 30 June 2018

| Staff | Headcount 30 June 2018 | FTE 30 June 2018 |
|---------------------------------|---------------------------|---------------------|
| Total | 2,634 | 2,541 |
| Ongoing | 1,922 | 1,847 |
| Non-ongoing | 702 | 693 |
| Irregular, intermittent, casual | 10 | 0 |
| SES | 66 | 66 |
| EL 1 and 2 equivalent | 538 | 529 |
| APS 1—6 equivalent | 2,030 | 1,946 |

Table G2: NDIA staff by substantive classification (headcount), at 30 June 2018

| Classification | 30 June 2017 | | | 30 June 2018 | | |
|----------------|--------------|-------------|-------|--------------|-------------|-------|
| | Ongoing | Non-ongoing | Total | Ongoing | Non-ongoing | Total |
| APS1 | 0 | 4 | 4 | 1 | 3 | 4 |
| APS2 | 4 | 3 | 7 | 1 | 1 | 2 |
| APS3 | 49 | 56 | 105 | 21 | 49 | 70 |
| APS4 | 268 | 177 | 445 | 366 | 233 | 599 |
| APS5 | 387 | 119 | 502 | 464 | 200 | 664 |
| APS6 | 450 | 62 | 512 | 563 | 118 | 681 |
| EL1 | 168 | 41 | 209 | 275 | 64 | 339 |
| EL2 | 93 | 18 | 111 | 175 | 24 | 199 |
| SES Band 1 | 27 | 7 | 34 | 41 | 8 | 49 |
| SES Band 2 | 7 | 1 | 8 | 11 | 2 | 13 |
| SES Band 3 | 0 | 1 | 1 | 4 | 0 | 4 |

Table G3: NDIA staff attributes, at 30 June 2018

| Staff | 30 June 2017 | 30 June 2018 |
|--|--------------|--------------|
| Total | | |
| Average age | 43 | 43 |
| Average length of service in the NDIA (months) | 20 | 21 |
| Female (per cent) | 74% | 74% |
| Male (per cent) | 26% | 26% |
| Part-time (per cent) | 14% | 13% |

Table G4: NDIA employees who identify as Aboriginal and Torres Strait Islander, at 30 June 2018

| Staff identifying as Aboriginal and Torres Strait Islander | 30 June 2017 (headcount) | 30 June 2018 (headcount) |
|--|-----------------------------|-----------------------------|
| Non-ongoing part time | 0 | 0 |
| Non-ongoing full time | 10 | 18 |
| Ongoing part time | 2 | 7 |
| Ongoing full time | 41 | 56 |
| Total | 53 | 81 |

Appendix H:

Work Health and Safety

The NDIA acknowledges its responsibilities under the *Work Health and Safety Act 2011* (WHS Act), the *Safety, Rehabilitation and Compensation Act 1988* and anti-discrimination legislation.

The NDIA takes all reasonably practicable measures to protect the health, safety and welfare of its workers while at work, including providing a safe work environment. The NDIA Work Health and Safety Policy, and Health and Safety Management Arrangements 2017–19 promote consultation, prevention and early intervention, and are aligned with a steadfast commitment to safeguard and value NDIA employees.

In 2017–18, the NDIA reported five incidents to Comcare pursuant to section 38 of the WHS Act. Each incident was closed by Comcare without further action being required of the NDIA.

Table H1: Summary of incidents pursuant to section 38 of the WHS Act, 2017–18

| Action | Number |
|--|--------|
| Death of a person that required notice to Comcare under s 35 | 0 |
| Serious injury or illness of a person that required notification to Comcare under s 35 | 3 |
| Dangerous incident that required notification to Comcare under s 35 | 2 |
| Investigation conducted under Part 10 | 0 |
| Notice given to NDIA under s 90 (provisional improvement notice) | 0 |
| Notice given to NDIA under s 191 (improvement notice) | 0 |
| Notice given to NDIA under s 195 (prohibition notices) | 0 |
| Directions given to NDIA under s 198 (non-disturbance) | 0 |

Appendix I:

Advertising and market research

The following information is provide in accordance with section 311A of the *Commonwealth Electoral Act 1918*, and discloses payments above \$13,200 (including GST) for advertising and market research services provided during 2017–18.

Table I1: Payments to media advertising organisations in 2017–18

| Organisation | Service provided | Amount paid \$ (including GST) |
|--------------|------------------|-----------------------------------|
| Nil | | |

Table I2: Payments to market research organisations in 2017–18

| Organisation | Service provided | Amount paid \$ (including GST) |
|-------------------------------------|---|-----------------------------------|
| NGS Global Pty Ltd | Market salary appraisal services | 18,250 |
| Health Consult Pty Ltd | Benchmarking survey management | 893,131 |
| ORIMA Research | Services to support the implementation and delivery of a local market questionnaire program | 42,600 |
| ARTD Pty Ltd | Provision of services to develop a provider benchmarking function | 51,410 |
| Market Access Consulting & Research | Market research focus groups for NDIS communications products | 23,860 |

Table I3: Payments to polling organisations in 2017–18

| Organisation | Service provided | Amount paid \$ (including GST) |
|--------------|------------------|-----------------------------------|
| Nil | | |

Table I4: Payments to direct mail organisations in 2017–18

| Organisation | Service provided | Amount paid \$ (including GST) |
|---------------|------------------|-----------------------------------|
| Carbine Media | Direct mail | 14,300 |

Table I5: Payments to direct media advertising organisations in 2017–18

| Organisation | Service provided | Amount paid \$ (including GST) |
|-----------------|--|-----------------------------------|
| Dentsu Mitchell | Recruitment advertising | 89,835 |
| Dentsu Mitchell | Media services for NDIS rollout | 34,638 |
| Dentsu Mitchell | Advertising for the third round of Partners in the Community | 18,133 |

Appendix J:

Ecologically sustainable development and environmental performance

The NDIA has continued to introduce ecological and sustainable measures that reduce energy and consumption costs at each of its sites including:

- installing energy-efficient T5 fluorescent lights and light emitting diode (LED) lighting for open-plan areas and meeting rooms together with motion sensor control for the lighting
- installing energy-efficient variable refrigerant flow air-conditioning systems that are operated via time clock
- installing low-flow sanitary fixtures, and
- supplying general waste and recyclable waste bins to suit the size of the tenancy.

The new national office of the NDIA, currently under construction, will meet or exceed the Government's 5-star National Australian Built Environment Rating System requirement when completed.

The whole-of-government arrangement for fleet vehicle selection has undergone a significant change as the motor industry no longer builds Australian-made vehicles. The NDIA has been proactive in moving to a wholly hybrid passenger vehicle base where available. The vehicles use both a conventional engine and an electric motor to achieve significantly better fuel efficiency than their non-hybrid counterparts.

In terms of greenhouse emissions, the hybrid vehicles selected reduce tailpipe CO₂ (carbon dioxide) emissions and stationary noise and will considerably reduce annual fuel costs. The selection of four-wheel drive vehicles is still limited to petrol and diesel options as no hybrid option is available. The NDIA's total fleet number has increased from 151 in 2016–17 to 188 in 2017–18.

Appendix K:

Compliance with Carer Recognition Act

Through the *Carer Recognition Act 2010* (CR Act), the Australian Government recognises the exceptional contribution made by unpaid carers. The CR Act stipulates that carers should have the same rights, choices and opportunities as other Australians.

To help achieve this, the CR Act sets out reporting and consultation obligations for Australian Public Service agencies with responsibilities towards carers. The following information has been prepared in accordance with CR Act requirements.

Subsection 7(1)—Ensure that employees and agents have an awareness and understanding of the Statement for Australia’s Carers.

The NDIA promotes staff awareness and understanding of the principles contained within the CR Act and the Statement through online tools and resources, including guides on the support available to employees with caring responsibilities and also those who support people with caring responsibilities.

Subsection 7(2)—Ensure internal human resources programs have due regard to the Statement for Australia’s Carers.

The NDIA complies through the NDIA Enterprise Agreement 2016–19 as well as internal policies. Employees with caring responsibilities are supported through access to personal leave, flexible working arrangements, part-time work, home-based work and the Employee Assistance Program.

Subsection 8(1)—Ensure the NDIA, its employees and agents take action to reflect the principles of the Statement for Australia’s Carers in developing, implementing, providing or evaluating care supports.

The role of carers is recognised by the NDIA as an important factor in developing participant plans. Carers are included in the planning process, and are recognised in participant plans through the informal care sections of plans. Participant plans are developed with a focus on capacity building and social and economic inclusion for participants.

At the request of the person they care for, carers can help with goal setting, assessment and the planning process. Carers can include a carer statement as part of the participant’s plan development, and this statement is recorded in the plan.

Increasing the capacity of the community to help people with disability, and increasing the social and economic participation of people with disability, improves the situation of carers. The NDIA's Quality Framework allows feedback from carers to inform improvements to the way the Scheme supports their needs.

Subsection 8(2)—Ensure that carers, or bodies that represent carers, are consulted when developing or evaluating care supports.

The NDIA continues to maintain an ongoing relationship with Carers Australia. The NDIA has held a variety of information sessions and engagement forums that have included carers and their representatives, such as Participant and Provider Pathway Review workshops that commenced in April 2017 and continued through to April 2018.

Appendix L:

Information on other specific statutory provisions

The following information is provided in compliance with specific statutory provisions.

National Disability Insurance Scheme Act 2013 (NDIS Act)

No directions or ministerial statements were given to the NDIA under sections 121 and 125 of the NDIS Act, and no legislative instruments were made during 2017–18.

Privacy Act 1988

The NDIA complies with its privacy obligations as required under both the *Privacy Act 1988* and the NDIS Act.

Compliance includes the NDIA ensuring its practices and procedures are consistent with requirements under the Australian Privacy Principles, such as having an established privacy policy and maintaining a privacy incident and complaints register.

The NDIA actively promotes privacy awareness through the appointment of a Privacy Contact Officer and through the ongoing development of training materials for NDIA staff. Advice is also provided to staff regarding the NDIA's privacy obligations under law, particularly as it relates to ensuring promotion of one of the general principles guiding actions under the NDIS Act, which is to ensure that people with disability have their privacy and dignity respected.

In 2017–18, the NDIA responded to four privacy complaints lodged with the Office of the Australian Information Commissioner.

Freedom of Information Act 1982 (FOI Act)

Agencies subject to the *Freedom of Information Act 1982* (FOI Act) are required to make information publicly available as part of the Information Publication Scheme (IPS).

Each agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements. To see the NDIA's plan, go to www.ndis.gov.au.

Appendix M:

Abbreviations and acronyms

| | |
|--|--|
| AAT —Administrative Appeals Tribunal | IAC —Independent Advisory Council |
| ACT —Australian Capital Territory | ICT —Information, Communication and Technology |
| AHRC —Australian Human Rights Commission | ILC —Information, Linkages and Capacity Building |
| AM —Member of the Order of Australia | IPR —Independent Pricing Review |
| ANAO —Australian National Audit Office | IPS —Information Publication Scheme |
| AO —Order of Australia, Officer in the General Division | LAC —Local Area Coordinator |
| APS —Australian Public Service | LGBTIQA+ —lesbian, gay, bisexual, transgender, intersex, queer, asexual and other sexualities |
| APSC —Australian Public Service Commission | NDIA —National Disability Insurance Agency |
| APRA —Australian Prudential Regulatory Authority | NDIS —National Disability Insurance Scheme |
| BCM —Business Continuity Management | NDIS Act — <i>National Disability Insurance Scheme Act 2013</i> |
| CALD —Culturally and Linguistically Diverse | NSW —New South Wales |
| CEO —Chief Executive Officer | NT —Northern Territory |
| CFO —Chief Financial Officer | PITC —Partner in the Community |
| CIO —Chief Information Officer | PBS —Portfolio Budget Statements |
| COAG —Council of Australian Governments | PGPA Act — <i>Public Governance, Performance and Accountability Act 2013</i> |
| CR Act — <i>Carer Recognition Act 2010</i> | PTSD —Post-traumatic stress disorder |
| DHS —Department of Human Services | QLD —Queensland |
| DRC —(COAG) Disability Reform Council | SA —South Australia |
| DSS —Department of Social Services | SES —Senior Executive Service |
| ECEI —Early Childhood Early Intervention | WA —Western Australia |
| EL —Executive Level | WHS —Work Health and Safety |
| ELT —Executive Leadership Team | WHS Act — <i>Work Health and Safety Act 2011</i> . |
| EPMO —Enterprise Program Management Office | |
| FTE —Full-time equivalent | |
| GST —Goods and Services Tax | |

Appendix N:

Glossary of terms

Access requirements: the criteria someone must meet to become a participant in the NDIS. The access requirements are: age (under 65 years); residency (live in Australia and be an Australian citizen or have paperwork letting you live here permanently); disability: your disability is permanent (will not go away) and significant or you need early intervention (you require support early to help reduce the future needs for supports).

Administrative Appeals Tribunal (AAT): an independent body that conducts reviews of administrative decisions made under Commonwealth laws.

Attendant care: refers to any paid care or support services delivered at a person's home or in their community to enable them to remain living in the community.

Bilateral Agreement: an agreement between the Commonwealth and a state or territory that formalises the commitments of each party during Scheme rollout.

Bilateral estimates: estimates for the number of people expected to enter the NDIS by quarter in each state and territory over the next three years. These figures are estimates only.

Carer: someone who provides personal care, support and assistance to a person with disability and who is not contracted as a paid or voluntary worker.

Choice and control: the NDIA principle which outlines a participant's right to determine, how and when and by whom their supports are delivered.

Committed supports: the cost of supports contained within a participant's plan, approved to be provided to support a participant's needs.

Culturally and Linguistically Diverse (CALD): for the purpose of Scheme estimates, 'culturally and linguistically diverse' is defined as: country of birth is not Australia, New Zealand, the United Kingdom, the United States of America, Canada or South Africa; or primary language spoken at home is not English.

Disability: total or partial loss of the person's bodily or mental functions (the *Disability Discrimination Act 1992*). Describes a person's impairment of body or function, a limitation in activities or a restriction in participation when interacting with their environment.

Disability sector: refers to organisations and sole traders who deliver disability support services and the peak bodies that represent them.

Early Childhood Early Intervention: providing support early in life to reduce the effects of disability and to improve the person's functional capacity.

Full Scheme: the dates when the NDIS will be available to all eligible residents. In the Australian Capital Territory this is July 2016. In New South Wales and South Australia this is July 2018. In Tasmania, Victoria, Queensland, and the Northern Territory, this is July 2019. In Western Australia, this is July 2020.

Funded supports: see reasonable and necessary supports.

Goals: the aspirational outcome which a participant has set for themselves.

Information, Linkages and Capacity Building (ILC):

the activities that will be supported by the NDIS to promote the social and economic inclusion of people with disability, including people not receiving individualised funded support from the NDIS. The activities include providing information and making linkages and referrals to community or mainstream services, building the capacity of people with disability and their families and carers, building community capacity, building mainstream service provider capacity, and local area coordination.

Insurance approach: sharing the costs of disability services and supports across the community.

Insurance principles: placing emphasis on making up-front investments that reduce participants' calls on the Scheme into the future, including investments in measuring lifetime costs, research and innovation, and community capability development.

Local Area Coordinators/Coordination

(LACs/LAC): local organisations working in partnership with the NDIA, to help participants, their families and carers access the NDIS. LACs will help participants write and manage their plans and also connect participants to mainstream services and local and community-based supports.

Lived experience of disability: either personally living with disability or having a close relationship with a person with disability (for example, a family member or partner).

Mainstream services: the government systems providing services to the Australian public (e.g. health, mental health, education, justice, housing, child protection and employment services).

Market: a medium where buyers and sellers interact to trade goods and services. Under the NDIS, the market for disability supports is where NDIS participants and providers interact to trade for disability supports.

Market and Enablement Framework:

articulates how the NDIA monitors and intervenes in markets in our role as market steward, encompassing several internal processes for monitoring and supporting ineffective or developing markets.

Market steward: the role the NDIA will take to promote market development under the NDIS. The role includes monitoring and facilitating the market and intervening when appropriate and necessary.

myplace: a secure website for participants or their nominees to view their NDIS plan, request payments and manage services with providers. Registered providers also use the myplace portal to manage their registration, connect and make service bookings with participants and submit and monitor claims for payment.

National Disability Insurance Agency (NDIA): the Commonwealth Government organisation administering the NDIS.

National Disability Insurance Scheme (NDIS): a new way of providing support for Australians with disability, their families and carers. In this report, the NDIS is also referred to as ‘the Scheme’.

Outcomes framework: the NDIA’s mechanism for measuring success for people with disability in areas like choice and control, social inclusion, education, employment, health and housing.

Other stakeholders: includes Partners in the Community, states and territories, other government departments who are stakeholders (e.g. Department of Social Services, Department of Human Services), and non-profit organisations in the disability sector.

Participant: a person who meets the NDIS access requirements.

Participant outcomes: a way of measuring whether participants’ goals are achieved combined with whether the NDIA is meeting its objectives.

Participant/provider experience: the experience of prospective or current NDIS participants (or their families or carers) or providers, during all points of contact with the NDIA and Partners in the Community against the individual’s expectations.

Participant Provider Pathway: the process by which participants, their families, carers and providers interact with the NDIS.

Partners in the Community: partners in the Community are suitably experienced and qualified organisations within the community that will deliver Local Area Coordination (LAC) and Early Childhood Early Intervention (ECEI) services. The NDIA will source, manage, support and train, and set standards for their delivery of LAC and ECEI services.

People with disability: people who experience any or all of the following: impairments, activity limitations (difficulties in carrying out usual age-appropriate activities), and participation restrictions (problems a person may have taking part in community, social and family life). People with disability include both participants who receive individualised support packages under the NDIS, and people who have a disability but do not meet access requirements under the NDIS. People with disability who are not participants will benefit from the Information, Linkages and Capacity Building services the NDIS provides.

Phasing/phasing arrangement: refers to the order in which people will enter the NDIS within jurisdictions, as agreed to by the Commonwealth, state and territory governments and the NDIA.

Plan: a written agreement worked out with the participant, stating their goals and needs, and the reasonable and necessary supports the NDIS will fund for them. Each participant has their own individual plan.

Planning process: the process by which the NDIA helps a participant to plan for the assistance they need from the Scheme to attain their goals.

Pricing: guidance on the price to be paid for each support item. For some items, such as personal care and community access, the amount indicates the maximum price that the NDIA will pay for that support.

Provider Finder: tool located in the participant and provider portals (myplace) that operates as a directory for finding providers.

Provider Portal: secure website that enables providers to view and manage the services they provide to a participant. It also provides updates on the status of a prospective provider's registration.

Providers: individuals or organisations that deliver a support or a product to a participant of the NDIS.

Provider Toolkit: a user-friendly online resource for providers and potential providers that takes users through the steps of the Provider Pathway. It includes fact sheets, step-by-step guides, videos and interactive e-learning activities.

Psychosocial disability: the term used to describe the disability experience of people with impairments and participation restrictions related to mental health conditions. These impairments and participation restrictions include loss of or reduced ability to function, think clearly, experience full physical health and manage social and emotional aspects of their lives.

Quality and safeguards: quality is about ensuring people receive good supports and safeguarding is about keeping people safe from harm. Features of quality and safeguarding systems generally include systems for handling complaints, staff screening processes and systems for checking that service providers meet the standards expected of them.

Readiness: refers to the preparedness of people with disability, providers and other stakeholders for the transition to the NDIS.

Reasonable and necessary supports: the supports that are funded under the NDIS Act. The NDIA publishes operational guidelines to assist decisions on what is to be funded as a reasonable and necessary support.

Registered provider: an approved person or provider of supports that has met the NDIS requirements for registration.

Sector: refers to organisations and sole traders who deliver disability support services and the peak bodies that represent them.

Self-management: where funding and supports are managed by the participant and/or their family.

Service bookings: the online agreement between a participant and provider detailing the timeframe and cost of supports. It is completed in the myplace portal.

Services: assistance delivered through a current support provider.

Specialist Disability Accommodation

Provider and Investor Brief: the first in a series of planned communications to enable provider and investor understanding of this market.

Support package: the term used by the NDIA to describe the funding for the supports available to an individual participant.

Supports: assistance that helps a participant to reach their goals, objectives and aspirations, and to undertake activities to enable their social and economic participation.

Trial phase: a term used to describe the first three years of the NDIS where different ways of working were trialled.

Workforce: refers to people currently working in the disability support sector, or to new members of the disability support workforce. Workforce is also used to describe NDIA employees.

Annual report requirements index

The following index of annual report requirements is provided in accordance with Section 17BE (u) of the *Public Governance, Performance and Accountability Rule 2014* (PGPA).

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| 17BB Approval of the annual report by the accountable authority | |
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| 17BD Plain English and clear design (aids to access) | |
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| j. Information on the accountable authority, or each member of the accountable authority, of the entity during the period, including: <ul style="list-style-type: none"> i. the name of the accountable authority or member ii. the qualifications of the accountable authority or member iii. the experience of the accountable authority or member iv. for a member—the number of meetings of the accountable authority attended by the member during the period and v. for a member—whether the member is an executive member or non-executive member | 36–43, 110 |
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The page features several decorative horizontal bars. A pink bar with an orange segment is located below the contact information. A blue bar with a green segment is positioned near the bottom left. A teal bar with a pink segment is located near the bottom right. The background of the lower half of the page is a dark purple with a pattern of fine, light purple diagonal lines.