The NDIS test in Tasmania: insights from our evaluation

14 November 2022 - 31 March 2023
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1.   Introduction

Since 2021, we have been working to build a new computer system to help us deliver a better experience for everyone connected to the National Disability Insurance Scheme (NDIS).

We wanted a new computer system that helped us in our work. We needed a computer system that reflected the improvements participants, providers, our National Disability Insurance Agency (NDIA) staff and NDIS partners, and the community want to see. We also needed a modern, simpler, and more reliable client relationship management (CRM) system we could manage ourselves and adapt to the outcomes of co-design activities with the disability community.

Our new computer system is built in a Salesforce CRM. Its purpose is to:

- Improve the quality of service we deliver to participants and providers.
- Make sure NDIA staff and NDIS partners work the same way everywhere in Australia, making consistent decisions.
- Meet the timelines for key decisions in the Participant Service Guarantee and Participant Service Improvement Plan.
- Ensure we had a modern and flexible ICT system to quickly deliver on the advice from the Royal Commission, NDIS review and our co-design activities.
- Help us deliver on the July 2022 changes to the NDIS Act.

Since 2016, the NDIA has been using a SAP CRM platform delivered by Services Australia to manage access, planning and payment claims. The SAP CRM system is at the end of its life. It is slow, clunky and impacts how NDIA staff, NDIS partners and providers work nationally. The SAP CRM system is contributing to poor participant experience and NDIS operations.

The SAP CRM system doesn't meet the NDIA's current or future requirements. It is an inefficient system that has led to a growing number of off-system processes. This means we are delivering an inconsistent participant experience, which is different depending on where participants live, and the planning practices staff and partners use. The SAP CRM is an inflexible system which we can't change or update ourselves and this means we cannot effectively deliver our legislative responsibilities in the Participant Service Guarantee.

From November 2022, we started a real-time test of our new computer system in Tasmania. We also wanted to test improved processes and practices for our NDIA staff and NDIS partners. Process improvements included adjusting the role of our Partners to be more aligned to the original Scheme design and providing participants the opportunity to meet with the planner who approved their plan. The test in Tasmania was about seeing how our new computer system and practice and process improvements worked together in the real-world, to make sure they worked the way we expected, and helped us deliver a better NDIS experience.

Our new computer system and practice and process improvements don't change the rules or the way the NDIS works. They also don't change the way we should make decisions, who is eligible for the NDIS, or what we can fund in NDIS plans.

This summary shares what we learnt in our Tasmania test, including what you told us and what we need to improve before we introduce our new computer system across Australia.

2.   Executive summary

Key points:

- Initial survey data shows participants found the overall Tasmania test experience positive.
- Frontline NDIA staff, NDIS partner and provider experiences were mixed.
- We will work with disability community stakeholders to prioritise improvements to our new computer system, as well as the practice and process changes tested in Tasmania.
- We will improve our transition and change management processes as we work towards introducing our new computer system nationally.

Existing participants reported higher satisfaction with the planning approach tested in Tasmania. Specifically, participants, families and carers liked the opportunity to meet with the planner approving their plan, compared to the existing process where a meeting does not occur.

Generally, most people wanted more details on when and how they would move to our new computer system. Many participants said they didn't know a new computer system was being tested before they met with their NDIS contact, and it wasn't talked about at their meeting. Also, participants and providers said the new participant-endorsed provider concept for Agency-managed participants was confusing and needed clearer language and resources to be used properly.

Overall, NDIA staff and NDIS partners using the new computer system have a positive view of the future operating system. However, their consistent feedback was that several critical features, processes, system guidance, change, communication and training activities or products, were needed prior to any further roll out of our new computer system.

Providers felt unprepared for the Tasmania test with some impacted by payment delays in the January to February 2023 period. While providers found the regular engagement approach beneficial, feedback indicated it was often focused on system changes or issues and didn't reflect the behavioral changes needed from a service provider perspective.

The Tasmania test showed how we could identify and deploy system refinements in a live, operational test. This practice worked well, making many urgent enhancements in response to provider feedback.

Importantly, the Tasmania test showed us that while our new computer system is supported by participants, NDIA staff, NDIS partners and providers as the "right thing to do", we need to do more to help everyone adjust. Focus group and survey feedback highlighted that most users felt they were not suitably informed about the changes and the training provided was insufficient. All stakeholders felt that targeted and relevant training is required.

Next steps

We know we have more to do before our new computer system, practice and process improvements are introduced to the rest of Australia. That's why we did the test in Tasmania first. We wanted to learn from the Tasmania experience to help us improve what we're doing and help plan for participants, NDIA staff, NDIS partners and providers everywhere else to join in.

It's important to remember, the transition to our new computer system and the introduction of practice and process improvements will be guided by the outcomes of the NDIS review, the Disability Royal Commission and the more than 6 co-design projects currently underway, as well as what we learn from the Tasmania test.

We will continue to work closely with the wider disability community to address what we've learnt on the Tasmania test. We'll also continue regular co-design activities as we consider how to expand and roll out the use of our new computer system nationally.

We expect to introduce our new computer system to the rest of Australia in the second half of 2023. Before we do, we'll share what we'll do next and how we'll help everyone connected to the NDIS to prepare.

3. What did we test?

Key points:

- Tasmania was a real-time, real-world test of our new computer system.
- We also tested practice and process improvements to deliver a better NDIS experience.
- The improvements tested were based on recommendations from previous reviews, stakeholder feedback and directions from government.
- Lessons from the Tasmania test will help inform how we prepare to introduce our new computer system to the rest of Australia.

Our new computer system

We prioritised the development of the following features for the test in Tasmania. These included:

- Internal reviews for advice – on system tracking of requests for internal advice.

- Knowledge management – in-system advice rather than separate systems.
- Enquiries management – all enquiries managed on one system.
- Correspondence and communications – greater flexibility on changing standard letters, clearer communication on decisions and tracking of correspondence.
- Review of a reviewable decision – centralisation of records of decisions to ensure staff have access to the latest information.
- Apps and portals – new accessible and user-friendly portals for providers and participants.
- Payment functionality – real-time tracking of plan budget and available funds.
- Payment workflow management – real-time tracking of payment is attached to participant record.
- Provisioning, permissions, and routing – internal improvements to better allocate and track requests through workflow.
- Record and relationship management – improved record management with simpler ways of viewing records, recent activity and correspondence and nominee details.
- Improved accessibility and usability for NDIA staff and NDIS partners who have a disability and need to work on our computer system every day.

Practice and process improvements

We wanted to test practice and process improvements in Tasmania that were based on recommendations from the 2019 Tune Review, Early Child Early Intervention Reset, Joint Standing Committee on the NDIS and policy directions from Disability Reform Ministers Meetings.

We also wanted to test how we had built our new computer system to support changes made to the NDIS legislation, which came into effect from 1 July 2022.

Participant-focused practice and process features tested

For people with disability approaching the NDIS:

- Community and Early Connection plans to support greater and earlier connection to community and mainstream supports.
- Additional support from Local Area Coordinators for people and families to gather the information needed to request access to the NDIS.

For existing NDIS participants:

- Meeting with the NDIA planner who makes decisions on a participant's NDIS plan to discuss their situation, plan, budget and how decisions are made.
- Additional support for participants to use their plan through a plan implementation meeting with their key NDIS contact.
- A new participant portal.
- A streamlined process called participant-endorsed providers, which documents the relationship Agency-managed participants have with

providers, and participants with specialist disability accommodation and behaviour supports in their plan.
- Enhanced plan security, where Agency-managed participants receive SMS alerts to verify claims from providers who aren't recorded on their plan.
- Plan variations without the need to create a whole new plan.
- Formalising the check-in process and support available to prepare for a plan reassessment.

Provider-focused practice and process features tested:

- Removing service bookings when a participant's plan moved to our new computer system.
- A new participant-endorsed provider function for Agency-managed participants, creating an in-system relationship between the provider and the participant that is approved by the participant.
- Claims from providers who are not endorsed are reviewed by participants before payment.
- Changes to support categories, such as simplifying language and adding 5 new categories. There were no changes to support items description or numbers providers use to claim.
- A new provider portal.
- New provider portal functions and features to support providers, plan managers, support coordinators and psychosocial recovery coaches engage with the Agency and participants, including:
  - A new request for service function for support coordinators.
  - New reporting templates to standardise provider reports and capture consistent information.
  - Viewing a participants plan with goals and nominee details (with consent).

Transition approach

The Tasmania test was also an opportunity to test our learning and development, training and change approach to transition stakeholders to our new computer system.

We wanted to understand whether these resources and processes prepared NDIA staff and NDIS partners to work in our new computer system, to move people's information from the old to the new system and respond to any problems or issues. We also needed to test whether our communication and engagement approach prepared participants and providers for their experience in the test.

4.   Who was involved in the Tasmania test?

Key points:

- More than 1,600 participants were involved in the Tasmania test during the evaluation period.
- The participants involved in the test represent a broad and diverse cross section of the NDIS population.

The test in Tasmania started on 14 November 2022. We started the test with people with disability looking for services and supports, and with people joining the NDIS for the first time.

In late November 2022, we began bringing existing participants into the test. These participants included people due for a plan reassessment, or who asked for a change to their NDIS plan.

We chose Tasmania for our real-time test because the state represents the broader NDIS population, with more than 500 registered providers and two experienced NDIS partners.

At 31 March 2023, there were 16,375 participants in Tasmania.

For the period we evaluated our Tasmania test, from 14 November 2022 to 31 March 2023, more than:

- 1,614 Tasmanian participants had approved plans in our new computer system.
- 171 new participants had their access requests and plans developed in our new computer system.
- 24,039 payments were made in our new computer system. This represents more than $9 million in payments to Tasmanian providers.
- Nearly 160 participants involved in the test identified as Aboriginal and Torres strait islander.
- Almost 35 participants identified as coming from Culturally and Linguistically Diverse backgrounds.
- Over 80 participants were receiving supported independent living services.

Demography of the participants involved in the Tasmania test

Gender

Gender description	Number of participants
Female / Woman or Female	615
Male / Man or Male	964
Non-Binary	3
(I/They) use a different term	2
Prefer not to answer	2

	28
Unknown	

Age

Age band	Number of participants
0 to 6	296
7 to 14	346
15 to 18	122
19 to 24	159
25 to 34	148
35 to 44	130
45 to 54	142
55 to 64	209
65+	62

Primary disabilities

NDIS disability group	Number of participants
Acquired Brain Injury	51
Autism	533
Cerebral Palsy	63
Developmental delay	154
Down Syndrome	40
Global developmental delay	22
Hearing Impairment	58
Intellectual Disability	267
Multiple Sclerosis	46
Other Neurological	83
Other Physical	76
Other Sensory/Speech	7
Psychosocial disability	109
Spinal Cord Injury	18
Stroke	29
Visual Impairment	26
Other	32

5. How we listened

Key points:

- We asked participants, providers, NDIA staff and NDIS partners to tell us about their experience in the Tasmania test.
- We asked for feedback in different ways, to make sure we heard from everyone involved.

During the Tasmania test, we talked to participants, providers, NDIA staff and NDIS partners to understand their experience, including:

- What worked well?

- What could be improved?
- What we need to do to help the rest of Australia prepare for the introduction of our new computer system and improved processes?

Surveys

We surveyed both participants and providers involved in the test in Tasmania.

We received survey responses from more than 400 people with disability, participants and their family and carers. Surveys were sent to participants, their family members, and carers after they interacted with the NDIS, such as an access request or plan reassessment. Of the responses we got back, 155 came from participants. We also surveyed Tasmanian providers and received close to 150 responses.

Tasmanian Disability Representative and Carer Organisations

We asked Tasmanian Disability Representative and Carer Organisations to run focus groups with participants and their supporters.

These organisations sent out 26 surveys and held 43 focus groups with more than 140 participants, families, and carers of people with disability between December 2022 and March 2023.

In addition to the focus groups and surveys, the NDIA met with Tasmanian Disability Representative and Carer Organisations every 4 weeks. We held these meetings regularly and frequently before the Tasmania test started, and through the evaluation period. We wanted to hear from Tasmanian Disability Representative and Carer Organisations how the test was going in the community and to gather informal feedback. These organisations also helped us promote community engagement activities in Tasmania with their members.

Focus groups, virtual and in-person engagement sessions

We held focus groups with our national Participant Reference Group, as well as 15 virtual and 6 in-person community engagement sessions in Hobart, Devonport, and Launceston. Over 340 people, participants, families, and carers attended these activities.

We held 24 Tasmanian provider working groups sessions for general providers, support coordinators and plan managers with over 1,859 registered attendees.

Throughout the evaluation period we held 25 Tasmanian provider question and answer sessions to capture feedback. This was supported by a national provider working group which had over 2,546 registered attendees at these engagement sessions.

6.   What we learnt from participants

Key points:

- Most participants had a positive experience in the Tasmania test.
- Participants liked having check-ins and meeting with the NDIA planner who approves their plan.
- Participants would like more plain English resources which explain what has changed, what stays the same and what happens in the next step of their NDIS journey.

We asked about the experience participants had in the Tasmania test, what worked well, and what could be improved.

- 72% of participants said their experience in the Tasmania test was good or very good.
- 55% of participants said their experience in the test was better, or a lot better than the last time they talked to the NDIA.

We asked if we had helped people in the test understand what we were testing in Tasmania, and why.

- 59% of participants said the information available was helpful or very helpful.
- 44% of participants said they knew we were testing a new computer system and improved processes in Tasmania.

In our focus groups, we asked participants to tell us what they thought about the practice and process features being tested.

Meeting with an NDIA planner:

"Meeting with the NDIS delegate is a great way to understand the funding in a plan."

"I welcome the notion of a plan being approved in real time by the NDIA planner as opposed to a plan needing to be sent away for approval."

Having a check-in:

"Check-ins are a great way to stay connected with my NDIS contact and should be seen as a welcoming change."

The NDIS app and portal:

"The NDIS app is a great way to manage my daughter's plan on the go. It just would help to know when new features are added, perhaps through a pop-up message."

"The new participant portal is easy to navigate. It would be great to see if there is an option to change contact details like a permanent address and phone number."

"We want the opportunity for hands-on demonstrations of the portal."

How we explained the new participant experience:

"I was not aware of the new process, and this wasn't told to me at any time by my planner."

"More information on the changes for participants need to be provided in review meetings (plan meetings) or earlier."

"Step-by-step videos are always useful for people to watch in their own time and get the response and support they need."

"The first time I found out about the changes was when videos from the NDIS website were shown to us at the self-advocacy group meetings."

Having a Community Connections plan:

"It's a great concept in theory but implementation of this with the one of the most vulnerable groups in the community will be challenging."

"Partners delivering Community Connections plans need more training on the new computer system and improved processes."

"The purpose or intent of a community connections plan essentially …needs clarity."

How we talk about and explain new concepts:

"More easy read resources are needed."

"More educational videos would be helpful to learn about the new computer system and improved processes."

"We are confused about participant-endorsed providers and what they need to do… Needs to be simplified as it's too complicated."

Many participants said they had a positive experience in the Tasmania test, or an experience that was better than last time they worked with the NDIS.

Participants liked working with NDIS partners to understand the community and mainstream services available to them. They also liked meeting the NDIA planner who approves their plan.

Participants want NDIA staff, NDIS partners and providers to learn more about our new computer system, practice and process improvements to be able explain:

- what has changed
- what stays the same
- what happens in the next step of their NDIS journey

Having these discussions was important to help people know their experience might change, or things might be done differently. Explaining the difference would also help participants evaluate whether their NDIS experience was better, compared to last time.

Participants also want more easy read information and animations to explain the new NDIS experience. They want more plain English and consistency in our communications. An example is to change the term "participant-endorsed provider" to be a plain English description of what it is, for example, "my providers".

Participants would also like more information about how to use the new my NDIS participant portal and app. Participants said a portal testing environment as well as training support would be helpful.

7. What we learnt from providers

Key points:

- Most providers would like more education, training and change resources to prepare for our new computer system.
- Most providers would like advance notice of when participants move to our new computer system.
- Providers continue to be concerned about the removal of service bookings.

We asked if we had helped providers in the test understand what we were testing in Tasmania, and why.

- 76% of providers said they found the communications about the Tasmania test very helpful, helpful, or somewhat helpful.

We asked about the experience providers had in the Tasmania test.

- Providers liked the step-by-step guides, 28% said they were useful, and 25% liked the quick reference guides and frequently asked questions.
- 26% of providers surveyed said they had enough training to understand our new computer system.
- 46% of providers disagreed that we had helped them prepare and understand what to expect from the test.

NDIS providers said the information on our website was useful. They also liked that NDIA representatives met with them regularly during the Tasmania test, sharing information and answering their questions.

"The engagement has been proactive and positive."

NDIS providers told us they weren't sure when participants had moved to the new computer system, which meant some confusion and delays to delivering supports and receiving payments. NDIS providers would like advance notice of when the participants they work with move to our new computer system, to reduce any support or payment delays.

NDIS providers also think more support from the NDIA to help prepare their business to move to the new provider portal and processes, like requests for service and participant-endorsed providers, would be helpful.

"Overall change management approach of <the new computer system> was good. However, an opportunity for change management to be more effective could focus on addressing the impacts on the provider organisations, relationships between the provider and the participants."

NDIS providers said they wanted more of a focus on education resources and training. They would like a training environment and walk-throughs from the NDIA to help them through the change in computer systems. They wanted resources that could be shared within their organisation to facilitate operational changes needed as part of the new computer system.

"We did not have any direct training. Face to face training session would have been very beneficial on specific process i.e., request for service."

NDIS providers would like more information about why we are introducing a new computer system and improving our practices and processes. They would like more resources to help them talk to participants about what's changing and when, what to expect, and to explain new ideas like participant-endorsed providers.

"Participants have a poor understanding of <the new computer system> or aren't aware they have transitioned to <it>, impacting participant experience."

"Training materials to support general providers are needed to support engagement and communication to participants. There is currently a heavy reliance on service coordinators and plan managers to guide participants on <the new computer system>."

NDIS providers would like resources help prepare their business to move to the new provider portal and processes, like requests for service and participant-endorsed providers. Providers believe separate resources for the kind of work they do would be helpful, such as, plan managers, support coordinators and general providers.

"The engagement focused on the system changes and hasn't reflected the behavioural change from the perspective of a service provider, and how they will need to deliver services differently."

"There was a lack of understanding of what plan managers really need. Much of the change management approach did not cover specifics to plan managers including the claiming process."

Providers became more comfortable with the new provider portal and its features as the test progressed in Tasmania. Providers suggested improvements such as being notified, especially when a participant has transferred to our new computer system, or a key task or process was starting.

"Having to check the portal regularly for any 'Request for Services" is an administrative burden. Notifications or emails would help reduce the effort required."

Providers continue to be concerned about the removal of service bookings. While service bookings provide surety of payment and service for providers, they restrict participants from using their plan flexibly and reduce choice and control they have over their plan. As participants move to our new computer system, we are committed to removing the requirement for service bookings.

8. What we learnt from NDIA staff and NDIS partners

Key points:

- NDIA staff and NDIS partners had mixed experiences in the Tasmania test.
- They can see the potential of our new computer system and practice and process improvements.
- NDIA staff and NDIS partners would like more education, training and change resources to help them make and support the change between computer systems.

We asked if we had helped NDIA staff and NDIA partners understand what we were testing in Tasmania, and why.

NDIA staff told us:

- 91% of Agency staff said they understood why we were changing our computer system and improving our processes.
- 97% of Agency staff supported the change.
- 42% of Agency staff said they had enough information about our new computer system and improved processes before the test started, and 53% knew who to contact to answer their questions.

NDIS partners told us:

- 31% of NDIS partners said they had enough information about our new computer system and improved processes before the test started, and 36% knew who to contact to answer their questions.

We asked if we had helped people prepare to be involved in the test, and what to expect from the test experience.

NDIA staff told us:

- 29% of Agency staff said they had enough training on our new computer system.
- 49% of Agency staff disagreed that we had helped them prepare and understand what to expect from the test.

NDIS partners told us:

- 27% of NDIS partners said they had received helpful training on our new computer system.
- 49% of NDIS partners disagreed that we had helped them prepare and understand what to expect from the test.

NDIA staff

NDIA staff liked how the test started with a small number of participants, to help build staff confidence to use our new computer system and deliver a better service.

NDIA staff liked how we supported them to use the system, specifically, the on-the-ground support was helpful.

NDIA staff thought we could improve our learning and development resources and training approach. NDIA staff asked for more resources, in more diverse accessible formats, which are closely matched to our new computer system. They also said the learning and development resources should include step-by-step information about how processes have changed and improved.

NDIA staff would like practical training with real-life scenarios, in a testing environment to try the new computer system for themselves, with trainers there to support them and answer their questions.

They also thought a training environment where they can use both the old and the new computer system would be helpful. They also want more time to work through the system resources that support the training before using our new computer system.

NDIA staff asked for more support to help them understand and explain the end-to-end participant journey. They also want more resources and instructions when we fix parts of the computer system.

NDIS partners

NDIS partners want the NDIA to be clear about what's expected from NDIA staff and what's expected from NDIS partners and how these roles work together, including when responsibilities are different to what they are now.

NDIS partners want the right information at the right time, with more streamlined communications sent to them in consistent ways. They also want information and training resources to use in their work that closely reflect our new computer system as well as the practice and process improvements.

NDIS partners said they can see how our new computer system will be better for participants, NDIA staff, and NDIS partners, and would look forward to having more time and opportunity to focus on supporting people with disability and participants to connect with their communities.

NDIS partners thought we could improve how we explain the work we expect them do, supported by training resources.

9.   What we learnt about our new computer system

Key points:

- We resolved system issues, updating information and resources based on real-time stakeholder feedback.
- Test data shows our new computer system streamlines activities and processing, but our staff and partners need more time, training, and confidence in our new computer system to see all its benefits.
- We'll continue testing the practice and process improvements participants found useful.

The core features of our new computer system have been stress tested with multiple system deployments, with fixes and real-time issues resolved during the test. Our new computer system is now functioning at a satisfactory level, aligned to the scope of the Tasmania test.

Early results from time in motion studies indicate that our new computer system has created process efficiencies, however, there is evidence that all stakeholders are finding the transition challenging. We need to build staff and partner confidence in our new computer system through an effective change management program.

Early in the test, examples were raised of system functionality either being incomplete, or with production defects. Both types of examples resulted in staff using system workarounds to complete their work. As the test continued, new system deployments and fixes have resolved the defects.

In January 2023, we heard from some Tasmanian providers they were not receiving payments for their claims as timely as expected.

We identified some integration issues between our new computer system and our payments system which meant they were not always working together the way they should. We worked with Services Australia to fix most of these issues in February and March 2023.

We learnt from providers that we needed to offer more information and support to them on our claim validation process for Agency-managed participants. We published additional resources on the NDIS website for providers in Tasmania and further guidance for NDIA staff and NDIS partners.

10. What we are going to do next

Key points:

- We aim to begin introducing our new computer system nationally in the second half of 2023.
- We'll work closely with the disability community to refine and prioritise the practice and process we should start with, and others which need more a collaborative co-design approach to design and implementation.
- We will expand our Disability Representative and Carer Organisation advisory group to include provider peak bodies to help us prepare to introduce our new computer system nationally.
- Prioritise further improvements to the new computer system based on provider and participant feedback.

We aim to begin introducing our new computer system nationally in the second half of 2023. We will work closely with the wider disability community to respond to the findings of the test in Tasmanian and ensure we have regular feedback mechanisms as we consider how expand the use of our new computer system nationally.

Our new computer system

Based on the Tasmania test, we plan to prioritise further enhancements to our new computer system, including:

- Make the system easier for NDIA staff and NDIS partners to use including:
  - Reviewing how enquiries are managed.
  - Simpler processes and guidance to support the transfer of a participant from SAP CRM and our new computer system.
  - Update of guidance material to ensure it is fit-for-purpose.
  - Ensure we use consistent and use plain English language in our participant interactions and being clearer about what has changed or not.
- Make the system easier for participants and providers by:
  - Ensuring notifications are a key part of system processes.
  - Simplifying the concept and language of the Participant-Endorsed Provider process.
  - Increasing the functionality of the participant and provider portals.

    o   Working closely with participant and provider representatives to ensure they have the information and resources to be ready.

We will also review the system design to make sure it is inclusive of remote and very remote participants and service delivery in regions with poor internet connectivity.

Practice and process improvements

We recognise nationally consistent practices like meeting with an NDIA planner and formalising the check-in process are process improvements our stakeholders would like to see sooner, rather than later.

However, it is important we make sure our transition to our new computer system nationally is considered and carefully managed. We need to work closely with the disability community to refine, prioritise and implement the practice and process changes tested in Tasmania.

In our national rollout approach, we will work with disability community stakeholders, including providers, to give us further advice on which improvements we should start with, and others which need more a collaborative co-design approach to design and implementation.

Transition approach

The Tasmania test demonstrated we need to improve our transition and change management approach, and we've already made some adjustments while planning for others.

We have already changed the way we operate. The NDIA has moved from a technology-focused to a change management-focused operating model, establishing dedicated business areas accountable for defining and delivering change along with readiness activities across all stakeholder groups.

Improving our change management approach

We know that when things change, it can sometimes be hard to know what to do next, or what to expect. That's why we've been meeting with participants, providers, and partners in Tasmania, talking to them about the test and hearing about their experience.

As part of our evaluation of the test in Tasmania we are considering what are the most effective change management forums as we progress towards a national rollout.

Our direct engagement with participants, disability advocates and providers on the ground worked well and we expect these to continue. However, we are considering how these types of activities could be complemented by a senior stakeholder forum.

Over the next 3 months we will expand the advisory group, currently comprised of national Disability Representative and Carer Organisations to include provider peak bodies. We will continue to work with this group, seeking their advice on our approaches for national rollout and the readiness activities we need to undertake.

As part of our improving our change management approach we are working through a range of activities to deliver a more complete and integrated experience:

- We are designing change approaches that are specific to each audience, including participants, providers, NDIA staff and NDIS partners. This way, we can be clear about the changes our new computer system and practice and process improvements introduce, and the impact these changes have on each audience.

- We are building a new website, to sit next to www.ndis.gov.au. This new website will have information for participants, providers, and the disability community about what to expect from our new computer system and the practice and process improvements. The website will include information about each step of the NDIS journey, so that participants, providers and the disability community can find what they want to know, when they need to know it. We will structure the information in plain English, and around key questions for these audiences in their NDIS journey.

- For participants and providers, we want to have specific information for each audience on what they can do to learn about and prepare for our new computer system. We are investigating how we can provide access to the new portals for participants and providers to see and familarise themselves with these systems before they need to use them.

- For our NDIA staff and NDIS partners, we're committed to improving our training and learning resources, and having clearer transition processes to better support participants as they move to our new computer system.