



Delivered by the
National Disability
Insurance Agency

Corporate Plan 2024–2025



Annika's in her happy place baking and selling dog treats



When Annika Hill talks about Harry's Healthy Treats, you can tell she's in her happy place.

Annika runs her own small dog treat business (a social enterprise) from home, named after her old dog Harry. Mum Diane said 'It's proving to be quite a success in so many ways for Annika'.

Diane said the small business has made her 44-year-old daughter, with an intellectual disability and mild autism, more confident, independent, and feeling more included in her community.

'Annika joined the NDIS in 2018 and it's been life changing,' Diane said. 'She has support to help her cook and budget.'

Diane said she's seen so much growth in her daughter since she's started her business.

'I can see Annika's confidence and independence has really grown – from putting together the ingredient list and baking the biscuits, to engaging with clients when she delivers them'.

Annika said she loves baking her dog treats 'Oatie Bones' with her support worker Amanda. 'Amanda and I have fun baking biscuits. She helps me a lot,' Annika said.

Partnering first with one local café to sell Harry's Healthy Treats, Annika now supplies to 4 other local businesses who happily sell them to local pet owners.

Annika also supplies The Farm Gate, a small shop at the Collingwood Children's Farm.

Since starting Harry's Tasty Treats, Annika said she's donated all the profits from Harry's Tasty Treats to support the Collingwood Children's Farm, where she also volunteers.

Read [Annika's full story](#) on our website.

Statement of preparation

We, the Board of the National Disability Insurance Agency, as the accountable authority, present the revised NDIA Corporate Plan for 2024–25, prepared in accordance with paragraph 35 (1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule) and subsection 177(1) of the *National Disability Insurance Scheme Act 2013* (NDIS Act).

The revised NDIA Corporate Plan 2024–25 was provided to the responsible Minister and Chair of the Ministerial Council in March 2025.

The NDIA Corporate Plan provides strategic direction to guide our key activities with forecast performance from 1 July 2024 through to 30 June 2028.

In this document, we refer to the National Disability Insurance Agency as the NDIA or the Agency and the National Disability Insurance Scheme as the NDIS or the Scheme.

The Board acknowledges the objectives of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).



Acknowledgement of Country

The NDIA acknowledges the Aboriginal and Torres Strait Islander peoples of this nation and the Traditional Custodians of the lands across which our Agency conducts our business. We pay respects to the custodians of the land on which we work as well as their ancestors and Elders, past, present and emerging.

The NDIA is committed to honouring Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters, seas and their rich contribution to society.

Artwork 'Belonging' by Charmaine Mumbulla.

Contents

Introduction from the Chair	6
Section 1 Our strategic direction	8
Strategic direction overview	10
Strategic direction in detail	11
Changes from previous Corporate Plan and Portfolio Budget Statement	14
Section 2 Our operating context	16
Our operating environment	18
Important public reviews	19
Cooperation with others	20
Risk oversight and management	21
Capability requirements	26
Section 3 Our performance framework	28

Introduction from the Chair



As Board Chair of the National Disability Insurance Agency (NDIA), I'm pleased to share this revised Corporate Plan 2024–25, updated in March 2025.

The NDIA established its original Strategic Direction in 2013, when the National Disability Insurance Scheme (NDIS) was created. The initial overarching goal was to roll out the Scheme nationally, an important milestone that is now a reality. Consequently, the NDIA is updating its outcome statement to better align with this milestone and ensure it is consistent with the objectives of the NDIS Act.

The Scheme is undergoing its most significant reform since it launched in 2013. The voices and needs of people with disability are at the heart of all NDIS reforms, and we continue to grow, changing the lives of Australians for the better. There are now more than 649,000 participants receiving support through the Scheme, with more than three-quarters of those reporting that the NDIS has given them more choice and control in their lives. Importantly, participation in work, community and social activities continues to improve for participants, their families and carers.

This Corporate Plan is developed in the context of the significant and long-term reform efforts currently underway. This includes those pending further Government direction and decision, namely the Independent Review into the NDIS, Australian Government response to the Joint Standing Committee on the National Disability Insurance Scheme report, proposed legislative changes, the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, and wider Agency reform.

We know that many of the ideas about how to make the NDIS better have come from the disability community. Over the past 12 months the NDIA has delivered key initiatives co-designed with NDIS participants and the disability community. Co-design working groups will continue to meet and progress priorities including plan flexibility, plan management resources, home and living, workforce capability, and fraud and compliance.

The NDIA continues to make significant progress in the detection and prevention of fraud and non-compliance. Our ability to do this has been enhanced by the work of the multi-agency Fraud Fusion Taskforce and the investment made by the Federal Government to the Crack Down on Fraud program.

Importantly, all integrity work will continue to prioritise participant safety. We are also reducing the number of participants waiting for an external review and reducing the number of new cases going to the Administrative Appeals Tribunal. Separately, we are continuing to improve the safe and timely discharge of NDIS participants from hospital.

The NDIA is committed to ensuring the NDIS remains affordable and available for future generations of Australians. We will continue to work with providers to ensure NDIS participants obtain value for money supports while providers are able to operate within a market of adequate size, quality and return.

Work on the national rollout of the NDIA's new computer system and processes continues. As the new computer system matures, it will improve our efficiency and over time will deliver a better NDIS experience for every participant.

In last year's Corporate Plan, we committed to increasing diversity, with a particular focus on disability, First Nations and culturally and linguistically diverse (CALD) representation.

In January 2024, the NDIA established the Office of Agency Accessibility and Inclusion, which is dedicated to driving a culture of accessibility and inclusion within the NDIA. We have also established a First Nations Group to improve services in remote and very remote communities and to support positive outcomes for First Nations and other participants, families and carers in these communities.

The NDIA is also focused on improving the skills, specialisation and culture of the NDIA workforce to ensure the NDIS meets the needs of participants. We are increasing the number of specialised planners and improving the consistency of access and planning decisions.

We are expanding the National Contact Centre (NCC) workforce to meet increasing demand, with the in-sourced NCC exceeding disability workforce inclusion targets. Encouragingly, 43% of operational staff identify as having disability, and 55% as having lived experience of disability.

These changes demonstrate our strong commitment to better support both staff and participants by ensuring the NDIA workforce embraces culture and diversity—helping us to reflect the communities we serve and creating a more inclusive experience for participants.

The NDIS continues to be life-changing for thousands of Australians, but we know that, for others, it is not working as well as it could and should be. I, along with all NDIA Board members and the NDIA Executive, want to reassure the community that we, and all who work in the NDIA, will continue to be focused on improving outcomes for participants.

The Board and I recognise genuine change is needed to ensure the NDIS works for all people with disability. We remain committed to continuous improvement and lasting reforms to make the Scheme stronger.

Kurt Fearnley AO
NDIA Board Chair



Section 1

Our strategic direction



Karan's grateful to Australia for letting him be who he is



NDIS participant Karan Nagrani says Australia has 'let him be who he is – a blind, partially deaf, gay, man of colour.'

Karan's NDIS supports have helped him lead his best life, working at Guide Dogs Australia, and being active in his community as a disability and gay rights advocate.

With sight initially, Karan worked full-time in marketing, his chosen career.

'It was a job I loved but with Ushers syndrome my eyesight began to deteriorate, so I had to give it up,' he said.

Now with only 3% vision left and hearing loss, Karan hasn't let his condition stop him from continuing to pursue his goals.

Happily married to 'the love of his life', David, the couple live in an apartment in Hawthorn. They both work and are proud parents to Ellie and Henry, 2 French Bulldogs.

To remain self-sufficient Karan uses his NDIS funding to employ Antony, a support worker, for 4 hours a week.

'Antony is great. He works with me to prepare food for David and I and the dogs. We also clean, iron, fold and change the bedding together,' he said.

When he's not at work, he's out in the community as a disability advocate and motivational speaker. He attends events, festivals and workplaces sharing his lived experience.

'I want others to realise they are not alone. I want to educate society. No matter who you are or what your background is, everyone should enjoy a more fulfilling and equitable life.'

Karan also creates regular informative Instagram content about vision and hearing loss, disability and LGBTIQ+ matters.


Read [Karan's full story on our website](#).


Strategic direction overview


Agency purposes


Outcome Statement


Improve the independence, and the social and economic participation of eligible people with disability through the management of a financially sustainable National Disability Insurance Scheme with proper, efficient and effective use of resources.


 **Function 1**
Deliver the NDIS

 **Function 2**
Manage, advise and report on NDIS financial sustainability

 **Function 3**
Disability sector development and enhancement

 **Function 4**
Build community awareness

 **Function 5**
Collect, analyse and exchange data

 **Function 6**
Undertake research

Program 1.1
Reasonable and necessary supports for participants

Program 1.2
NDIA and general supports

Key activities to achieve our purposes

Key Activity 1
Improve participant experience and outcomes with a financially sustainable Scheme

Key Activity 2
Develop a high-performing NDIA for participants

Strategic direction in detail

Our purposes

The NDIA's purposes are described through our outcome statement, functions and programs.

Agency outcome statement

Improve the independence, and the social and economic participation of eligible people with disability through the management of a financially sustainable National Disability Insurance Scheme with proper, efficient and effective use of resources.

The NDIS comprises of:

1. Funding for NDIS participant plans for reasonable and necessary supports
2. The provision of general supports to participants and people with disability
3. Funding for services that assist people with disability to participate in economic and social life.¹

Agency functions




Function 1

Deliver the NDIS to:

- a. Support the independence, and social and economic participation, of people with disability
- b. Enable people with disability to exercise choice and control in the pursuit of their goals and the planning and delivery of their supports
- c. Ensure that the decisions and preferences of people with disability are respected and given appropriate priority
- d. Promote the provision of high quality and innovative supports that enable people with disability to maximise their independent lifestyles and inclusion in the community
- e. Ensure that a reasonable balance is achieved between safety and the right of people with disability to choose to participate in activities involving risk.

¹ Sections 8, 9 of the *National Disability Insurance Scheme Act 2013*.

 Function 2

Manage, and to advise and report on, the financial sustainability of the NDIS.

 Function 3

Develop and enhance the disability sector, including by facilitating innovation, research and contemporary best practice in the sector.

 Function 4

Build community awareness of disabilities and the social contributors to disabilities.

 Function 5

Collect, analyse and exchange data about disabilities and the supports (including early intervention supports) for people with disability.

 Function 6

Undertake research relating to disabilities, the supports (including early intervention supports) for people with disability and the social contributors to disabilities.²

² Section 118 of the *National Disability Insurance Scheme Act 2013*.

Our programs

Program 1.1

Reasonable and necessary supports for participants

The objective of this program is to provide funding for reasonable and necessary supports, including early intervention supports, to eligible people with disability ensuring participants have flexibility, choice and control to pursue their goals for improved independence and social and economic participation.

Program 1.2

NDIA and general supports

The objective of this program is to fulfill the functions of the NDIA delivering a financially sustainable NDIS to Australians in line with the *NDIS Act 2013*.

Key activities to achieve our purposes

Key activity 1

Improve participant experience and outcomes with a financially sustainable Scheme.

[Go to page 30 for more detail.](#)

Key activity 2

Develop a high performing NDIA for participants.

[Go to page 37 for more detail.](#)

Changes from previous Corporate Plan and Portfolio Budget Statement

The NDIA has updated its strategic direction, acknowledging the achievement of our previous outcomes statement:

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

In 2013, when the NDIS was launched, the NDIA set a strategic direction with the goal of rolling out the NDIS across the country.

The NDIA has revised its outcome statement to reflect this milestone while ensuring it aligns with the objectives of the NDIS Act. The revised outcomes statement is also consistent with recommendations from the NDIS Review and Joint Standing Committee on the NDIS.

In addition to amending the NDIA’s outcome statement, we have amended the objectives of the programs the NDIA is responsible for delivering. This recognises the achievement of implementing the NDIS while also committing to an ongoing focus on improving participant outcomes.

In last year’s Corporate Plan the NDIA committed to reviewing its performance measures, pending the outcomes of external reviews. The NDIA has carried over the key activities from last year’s Corporate Plan and has revised the performance measures for each key activity.

In reviewing our performance measures, we considered the link to our functions, new outcome statement and program objectives.

The NDIA has made the following changes to how we report the following performance measures:

- participant perception of choice and control over their life (independence)
 - *reported in:* NDIA Annual Report
- participant perception of choice and control for selecting providers
 - *reported in:* NDIA Annual Report
- number of people under the age of 65 living in residential aged care unless there are exceptional circumstances by end 2025
 - *reported in:* Department of Social Services Corporate Plan and Annual Report
- children benefiting from the NDIS and no longer needing supports
 - *reported in:* NDIA Annual Report
- NDIS annual spend (Program 1.1) compared to estimates
 - *reported in:* NDIA Quarterly Report to Disability Ministers
- NDIA spend (program 1.2) as proportion of NDIS spend (Program 1.1) (%)
 - *reported in:* NDIA Quarterly Report to Disability Ministers
- staff wellbeing
 - *reported in:* NDIA Annual Report
- staff engagement
 - *reported in:* NDIA Annual Report
- SES staff with disability
 - *reported in:* NDIA Annual Report.

The NDIA will no longer report on the following performance measures:

- socioeconomic equity (%)
- general community sentiment and confidence in the NDIA (%).

The following changes have been made to the performance information published in the Portfolio Budget Statement 2024–25:

- participant perception of choice and control
 - *reported in:* NDIA Annual Report
- NDIS annual spend (program 1.1) compared to forecasts
 - *reported in:* NDIA Quarterly Report to Disability Ministers.

The revised NDIA Corporate Plan 2024–25 includes changes to the targets of 2 performance measures. The changes were made to bring the targets in line with the projections in the [2023–24 Annual Financial Sustainability Report \(AFSR\)](#) and [Mid-Year Economic and Fiscal Outlook \(MYEFO\) for the Budget 2024–25](#). The changes are:

- Target change for average payment per participant – \$67,200 in 2024–25, \$67,800 in 2025–26, \$69,100 in 2026–27 and \$72,000 in 2027–28.
- Target change for annualised Scheme growth rate – 12.0% in 2024–25, 8.4% in 2025–26, 6.7% in 2026–27 and 7.7% in 2027–28.



Section 2

Our operating context



Eshan's heart beats for drums and disability advocacy



Melbourne teenager Eshan Lakhani may be a great drummer, but when it comes to empowering people with a disability, he wants to be the frontman.

At 13, Eshan is the youngest person with a premium busking permit from Melbourne City Council, having held it for the past 3 years.

A NDIS participant since 2017, Eshan lives with intellectual disability, developmental delay, attention deficit hyperactivity disorder (ADHD) and heart issues.

Eshan uses NDIS funding to access various supports that his mother, Erum, says he uses to foster his independence and community participation.

Born in 2009 with hypoxia, Eshan had many medical emergencies.

At the age of 2, Eshan was diagnosed with developmental delay and had difficulty speaking.

Eshan's world changed when he received a toy drum kit as a 2-year-old.

By the age of 6, Eshan began playing in public and entering competitions. A year later, he was representing Australia at an arts festival in Lisbon, Portugal. He has also performed at Rod Laver Arena, Melbourne Exhibition Centre, and the Palais Theatre.

'I am never anxious when I play,' Eshan said. 'Playing drums gives me great happiness. When I go busking, everyone cheers for me. I love to entertain. The bigger the audience, the better.'

Aside from entertaining, Eshan wants to use his voice to encourage people with disability to follow their dreams.

'Eshan has a passion to be an ambassador for the NDIS and for people with a disability,' Erum said. 'He wants to share his triumphs and challenges to motivate others to be the best they can be.'

Read [Eshan's full story](#) on our website.

Our operating environment

We know people with disability achieve the best outcomes when they have access to the same services and facilities as the broader community.

We use the *NDIS Act* as the foundation for governments to work together, to adopt an insurance-based approach and to deliver a national regulatory framework for the funding and provision of supports and services. We do this to build a strong mutual understanding of:

- what is considered a reasonable and necessary support
- whether reasonable and necessary supports should be provided by the NDIS or community and other government services
- how the NDIS and other service delivery systems interact and complement one another
- how to determine the most appropriate funding and service delivery approach.

In line with the NDIA's function to manage the financial sustainability of the NDIS, the NDIA has a role in supporting the delivery of the Federal Government's reform initiatives within the NDIS Financial Sustainability Framework.

The [Australian Public Service \(APS\) reform](#) agenda is committed to building a stronger APS that delivers better outcomes for the community, acts as a model employer and contributes to a fairer and more inclusive Australia.

Important public reviews

There are 3 important reviews that have been completed that address both the NDIA and the NDIS in their final reports:

- [The Joint Standing Committee of the NDIS Report into the Capability and Culture of the NDIA](#) (Joint Standing Committee)
- [Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability Final Report](#) (Disability Royal Commission)
- [NDIS Review Final Report 'Working together to deliver the NDIS'](#).

The Federal Government has provided its response to the Joint Standing Committee, noting the committee's recommendations had considerable overlap and alignment with the recommendations of the Disability Royal Commission and NDIS Review. The NDIA may make adjustments to its Corporate Plan as action is taken by the Government in response to the recommendations.

Cooperation with others

To achieve its purposes, the NDIA works with:

- participants and their supporters to facilitate the development of plans and to support participants to implement their plans
- Commonwealth, State and Territory, and local governments on [Australia's Disability Strategy 2021–2031](#), the [National Agreement on Closing the Gap](#) and the Financial Sustainability Framework
- the [Disability Reform Ministerial Council](#) to discuss ways to improve and implement policy
- the Joint Agency Taskforce to help deliver the Federal Government's Younger People in Residential Aged Care targets outlined in the [Final Report of the Royal Commission into Aged Care Quality & Safety](#)
- the Department of Aged Care, through their provision of relevant supports
- other Commonwealth entities as part of the Fraud Fusion Taskforce
- the Department of Social Services for:
 - developing policy and legal frameworks for the NDIS ([NDIS Market Roles and Responsibilities](#)), which the NDIA operates within, and for [programs related to disability employment services](#)
 - services for people with disability, [Information Linkages and Capacity Building \(ILC\) programs](#)
 - NDIS appeals
 - the [Disability Royal Commission Taskforce](#)
 - provision of support to implement Scheme reform initiatives.
- Services Australia for 'shared services' arrangements, provision of specialised resources and the provision of payments
- the NDIS Quality and Safeguards Commission, which assess providers to ensure participants and people with disability are safe
- the Digital Transformation Agency on the Artificial Intelligence Copilot for Microsoft 365.

Risk oversight and management

Risk oversight and management is applied across all functions within the NDIA, including business planning, reporting, decision making, financial operations and strategic initiatives.

The NDIA's risk management framework is underpinned by the:

- *National Disability Insurance Scheme Act 2013*
- National Disability Insurance Scheme Risk Management Rules 2013
- *Public Governance, Performance and Accountability Act 2013*
- related Commonwealth risk management policies and frameworks.

The NDIA Board provides oversight and management of risk through the Audit and Risk Committee, ensuring effective risk management, performance management and governance frameworks are in place.

Senior executives are responsible for identifying and managing NDIA risks through regular monitoring and reviewing of risks, controls and treatment plans.

Risk management roles and responsibilities are defined for staff at all levels in the NDIA and supported by guidance materials, training modules and access to advisory services.

Strategic risks

Consistent with our practice of identifying, escalating and mitigating key risks, we have proactively identified 8 strategic risks that could affect the ability to achieve our purposes. The strategic risks and associated mitigation strategies form a key component of the NDIA’s established risk governance framework. They are periodically reviewed in line with the corporate planning cycle.

Strategic risk 1

Scheme outcomes

Ability to fund reasonable and necessary supports (inc. general and early intervention) to eligible people with disability to ensure improved independence and social and economic participation.

Mitigation strategies:

- We will continue to focus on, and be informed by, participant goals and outcomes in the delivery of the Scheme.
- We will continue to invest in engagement with the sector, participants, and the community to build and maintain mutual trust and co-design for Scheme changes.
- We will review Home and Living supports and are committed to enhancing the quality and consistency of home and living decisions.
- We will focus on training, oversight, and quality assurance.

Strategic risk 2

Participant experience

Ability to provide a quality experience in access and eligibility decisions, planning including timely reviews.

Mitigation strategies:

- We will continue to focus on, and be informed by, participant experience in the delivery of the Scheme, including through co-design.
- We will continue to focus on participant safety through the enhancement of our responsiveness to critical incidents and complaints.
- We will ensure our assessments and decisions are transparent, fair and delivered to all communities (inc. remote and other vulnerable cohorts) in line with participant expectations.

Strategic risk 3

Enabling partner and provider performance

Ability to inform, engage and enable providers and partners to deliver supports to our participants.

Mitigation strategies:

- NDIS providers are critical to the successful delivery of the Scheme and we are committed to regular engagement and feedback to support the provision of high-quality service delivery for participants.
- We are committed to ensuring ongoing intent and performance of our partners in the delivery of the Scheme and within the broader disability ecosystem.
- Through our partners, we will continue to monitor costs and respond as appropriate, with a strong focus on helping participants identify value for money services for reasonable and necessary supports.
- We will continue to work in collaboration with the Department of Social Services and the NDIS Quality and Safeguards Commission in support of a robust provider sector.

Strategic risk 4

Scheme sustainability

Scheme scope, growth and/or costs deviate significantly.

Mitigation strategies:

- We will monitor Scheme costs against allocated funding to ensure sustainable Scheme growth.
- We will engage cross-jurisdictionally to promote increased access and inclusiveness in community and mainstream supports.
- We will work closely with the disability community to implement measures to moderate growth, improve outcomes for participants and ensure the sustainability of the NDIS.

Strategic risk 5

People capability, capacity and wellbeing

Ability to build and maintain a highly capable and high performing workforce, where the NDIA prioritises staff safety and wellbeing.

Mitigation strategies:

- We will enhance the Agency's workforce and culture strategies to ensure we have the right functions, roles, and people in place to deliver a quality participant experience and compliant Scheme.
- We will continue to focus on having the right capability and capacity strategies, processes and supports in place to maintain a high performing workforce.
- We will continue to focus on the physical and psychosocial safety and security of our workforce through proactive leadership and culture, an embedded and functional management system underpinned by thorough risk and continuous improvement processes.

Strategic risk 6

Integrity

Ability to protect the Scheme and participants against fraud and non-compliance, through a pro-integrity culture and in accordance with integrity frameworks and guidelines.

Mitigation strategies:

- We will work within the multi-agency Fraud Fusion Taskforce and the NDIA in designing and implementing more sophisticated detection, prevention and treatment options for fraud and non-compliance.
- We recognise that integrity of the Agency is critical to community confidence in the Scheme. We will strengthen the Agency's pro-integrity culture in relation to its people, systems, and accountability.

Strategic risk 7

Safeguarding our information

Ability to enhance the integrity of Agency, Scheme and participant information including preventing, detecting and responding to cyber security threats.

Mitigation strategies:

- We recognise the threat of cyber-attack and commit to maintain appropriate cyber security measures according to the Australian Government Security Framework (AGSF) inclusive of the Protective Security Policy Framework (PSPF), Australian Government Information Security Manual (ISM) and the Australian Secret Intelligence Organisation's (ASIO) Technical Notes.
- We will continue to prioritise robust cybersecurity governance, and operations to safeguard the Agency's critical data and systems from evolving threats, including third party cyber risk.

Strategic risk 8

Agency and Scheme transformation

Ability to transform and enhance the Agency and Scheme in line with agreed outcomes and in accordance with applicable intergovernmental agreements.

Mitigation strategies:

- We will continue to work collaboratively with Scheme stakeholders (inc. with Commonwealth entities and State/Territory jurisdictions) to prepare for significant changes.
- We will address agreed reform priorities through codesign and engagement, robust project and change management and continuous monitoring and adaption of strategies.

Capability requirements

The NDIA requires the right capabilities so we can continue to deliver and manage the NDIS. Where change may impact key activity performance, details are included with the key activities performance measure and monitored in the [Quarterly Report to Disability Ministers](#).

Workforce capability

The Agency is focussed on improving how we effectively recruit, develop and retain the right people with the right skills, mindsets and values to support participants and their families. This includes ensuring we have the right strategies and initiatives in place to support workforce wellbeing and psychosocial safety.

We are committed to ensuring the Agency provides a supporting and inclusive workplace for all staff. This reporting period we will implement a 10-day paid disability leave policy for all APS employees, as we continue to work towards becoming a genuine employer of choice for people with disability. To reconfirm our support for staff with disability and other diversity groups, we have established a dedicated Office of Agency Accessibility and Inclusion. The Office of Inclusion and Accessibility, led by a person with disability, will lead efforts to improve culture, systems, processes and supports for staff with disability and other intersectional experiences.

Australian Public Service (APS) reform and capability activities are underway across the APS to build public sector capability. This includes the APS Strategic Commissioning Framework that supports entities to increase the number of direct, permanent public sector jobs and reducing the use of consultants and outsourcing. The Agency is committed to rebalancing our workforce so that we can meet community expectations of government and deliver better outcomes for people with disability. Our targets under the APS Strategic Commissioning Framework focus on the transition of more than 75% of current labour hire roles to public service roles over 2024–25 and 2025–26.

Integrity capability

The NDIA, NDIS Quality and Safeguards Commission and 15 other Fraud Fusion Taskforce (FFT) member entities are actively working together to manage fraud, non-compliance and provider issues to ensure the best possible outcomes for NDIS participants.

The NDIA uses information sharing and data analytics to identify targets of interest and conduct investigations. Sharing intelligence across government entities will ensure providers who commit fraud in another government program do not then move to exploit the NDIS.

The NDIA uses different strategies to manage the risk of fraud or non-compliance including education, self-correction, compliance action or investigations for more serious matters.

This work has been further supported by the February 2024, \$83.9 million investment made by the Australian Government to the Crack Down on Fraud (CDoF) program.

The NDIA will use the funding to improve fraud-detecting IT systems, including:

- building a new fraud case management system that will interact with other enforcement entities
- building new IT systems to connect with other entities, providers and banks so that transactions can be actioned faster with reduced errors
- improving the systems that assess, process and pay over 400,000 NDIS claims per day
- improving identity proofing systems to increase safety and privacy
- improving the NDIS mobile app and online interfaces.

The CDoF program will help safeguard the sustainability of the Scheme whilst ensuring that legitimate participants continue to have access to supports and services they need to thrive.



Section 3

Our performance framework



Kristy's story

Fallen jockey rides high in barrel racing



Former jockey Kristy Banks is showing the cowboys a thing or 2 about speed and agility.

Kristy has led the way in barrel racing after getting back in the saddle following a serious fall during a race in 2011.

‘It was just a normal day at the races until I unfortunately clipped heels with the horse in front of me and fell,’ Kristy, 41, said. ‘It was pretty scary, not knowing what your life will be like never being able to walk again.’

But the veteran jockey was quickly back riding again, this time in barrel racing.

When Kristy became a NDIS participant in 2017, her quality of life improved dramatically.

‘If my husband couldn’t take me to an event, I’d miss out because I couldn’t get on the horse without help but now with my supports in place, I can have some independence back’.

Kristy’s NDIS supports include a modified horse float with a hoist to help get Kristy in the saddle, a 4WD wheelchair and support workers.

‘Without the hoist, I needed someone to lift me up into the saddle,’ she said. ‘The four-wheel-drive wheelchair also makes it easier to get around the property and get jobs done. The NDIS has been fantastic for me. It’s given me my independence back and allowed me to do the things I love’

Kristy, who took to competitive barrel racing instantly, has already won three titles in the premier division.

‘I grew up around horses,’ Kristy said. ‘Nothing has changed, I still love being around them and with my supports in place, I can.’

Read [Kristy’s full story on our website](#).

Key activity 1

Improve participant experience and outcomes with a financially sustainable Scheme

Why this matters

Improving participants' independence, economic and social outcomes is at the core of the NDIS. The Scheme is supported by Commonwealth, State and Territory governments, and local governments (see [Cooperation with Others](#)). Our performance measures and targets help us to understand the extent to which the NDIS is contributing to:

- improvements to participant outcomes (including early intervention)
- effectiveness of services and supports funded by a financially sustainable Scheme
- a growing understanding of best practice in relation to services and supports
- participants who are supported with a safe environment to make decisions during their journey with the NDIS.

As of 31 March 2024, the NDIS is supporting 649,623 participants.

We are focused on supporting participants to exercise choice and control over implementing their plan. Participants can exercise choice and control through selecting their goals and

providers to ensure they get the supports they need. This also ensures participants can take reasonable risks managing their plan.

Financial sustainability of the NDIS is defined as a state where:

- the NDIS is successful on the balance of objective measures and projections of economic and social participation and independence, on participants' views that they are getting enough money to buy enough goods and services to allow them reasonable access to life opportunities – that is, reasonable and necessary support
- contributors think that the cost is and will continue to be affordable, under control, represents value for money and, therefore, remain willing to contribute.³

Risks and issues to financial sustainability of the NDIS and recommendations to manage the risks and issues are provided in the [NDIS Annual Financial Sustainability Report \(AFSR\)](#). The NDIA has addressed these and the AFSR provides a progress update on previous recommendations made by the Scheme Actuary and actions by the NDIA.

³ NDIS Insurance Principles and Financial Sustainability Manual 2016.

Program costs and forward estimates

The [Portfolio Budget Statements \(PBS\) 2024–25](#) set out the anticipated expenditure for programs administered by the NDIA (Tables 1 and 2 below).

Program 1.1 expenditure estimates for 2024–25 are \$46.4 billion, increasing to \$50.8 billion in 2025–26 and to \$59.3 billion by 2027–28.

Total Scheme revenue from States and Territories (including in-kind contributions) estimates for 2024–25 are \$12.6 billion, increasing to \$13.1 billion in 2025–26 and to \$14.2 billion by 2027–28. Federal Government contribution estimates for 2024–25 are \$33.8 billion, increasing to \$37.7 billion in 2025–26 and \$45.1 billion by 2027–28.

Program 1.2 expenditure estimate for the 2024–25 budget is \$2.7 billion, followed by \$1.7 billion each financial year till 2027–28.

Table 1. Program expenditure

Program	2023–24 estimate (\$'million)	2024–25 budget (\$'million)	2025–26 forward estimate (\$'million)	2026–27 forward estimate (\$'million)	2027–28 forward estimate (\$'million)
Program 1.1 Reasonable and necessary supports for participants	42,417	46,381	50,805	54,869	59,251
Program 1.2 NDIA and general supports	2,222	2,663	1,736	1,749	1,624

Table 2. Program 1.1 revenue

Source	2023–24 estimate (\$'million)	2024–25 budget (\$'million)	2025–26 forward estimate (\$'million)	2026–27 forward estimate (\$'million)	2027–28 forward estimate (\$'million)
Australian Government (appropriations and contributions)	30,280	33,797	37,718	41,261	45,100
State and territory jurisdiction contributions (cash)	11,237	12,227	13,086	13,609	14,151
In-kind and other revenue (Commonwealth, State and Territory governments)	864	357	0	0	0
Recoveries	0	0	0	0	0
Total (\$'m)	42,381	46,381	50,805	54,869	59,251

Key activity 1 performance measures

Our performance measures have been selected as a set that together inform the achievement of the key activity. The NDIA monitors and publishes these measures in the Quarterly Report to Disability Ministers and provides result factor analysis for the key activity within the Annual Performance Statements. Additional explanation has been provided against each measure to indicate links to the ‘state of financial sustainability’.

Our performance measures, targets, rationale, and method of assessment for the 2024–25 and forward reporting periods are detailed below. The NDIA reviewed its performance measures and selected measures that best align to the new outcome statement within its strategic direction.

Performance measure 1.1 – Participant employment rate

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	26%	26%	26%	26%

Why we measure this

Measures the effectiveness of the Scheme in supporting the independence, and social and economic participation, of people with disability.⁴

How we measure this

The participant employment rate is calculated as the number of participants who responded ‘Yes’ to the question ‘Do you have a paid job?’ at their latest plan reassessment divided by the number of respondents. The source of the data is the Agency’s Shortform Outcomes Framework questionnaires. The responses from participants who have been in the Scheme for at least 2 years are included in the results.

⁴ Subparagraph 118 (1)(a)(i) of the *National Disability Insurance Scheme Act 2013*.

Performance measure 1.2 – Participant social and community engagement rate

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	46%	46%	46%	46%

Why we measure this

Measures the effectiveness of the Scheme in supporting the independence, and social and economic participation, of people with disability.⁵

How we measure this

This measure is calculated using the number of active participants who have informal community and/or mainstream supports in their plan divided by the number of active participants.

Performance measure 1.3 – Participant satisfaction

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	76%	76%	76%	76%

Why we measure this

Measures the output of the Agency in delivering the Scheme in supporting the independence, and social and economic participation, of people with disability.⁶

How we measure this

The satisfaction survey is conducted monthly by an independent provider, Australian Healthcare Associates. Satisfaction is measured by the percentage of ‘good’ and ‘very good’ responses to the question regarding a participant’s experience with the NDIS across the 6 stages (early supports, community connections, access, pre planning, planning, plan reassessment).

⁵ Subparagraph 118 (1)(a)(i) of the *National Disability Insurance Scheme Act 2013*.

⁶ Subparagraph 118 (1)(a)(i) of the *National Disability Insurance Scheme Act 2013*.

Performance measure 1.4 – Participant satisfaction with progress toward their goals

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	70%	70%	70%	70%

Why we measure this

Measures the output (quality) of the Agency in delivering the Scheme in supporting the independence, and social and economic participation, of people with disability.⁷

How we measure this

The satisfaction survey is conducted monthly by an independent provider, Australian Healthcare Associates.

Performance measure 1.5 – Participants with Community and/or Mainstream supports in their plans

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	>90%	>90%	>90%	>90%

Why we measure this

Measures the effectiveness of the Agency delivering the Scheme through the provision of plans that support the independence, and social and economic participation, of people with disability.⁸

How we measure this

This measure is calculated using the number of active participants who have indicated they access mainstream and informal community supports divided by the number of active participants.

⁷ Subparagraph 118 (1)(a)(i) of the *National Disability Insurance Scheme Act 2013*.

⁸ Subparagraph 118 (1)(a)(i) and paragraphs 34(1)(e) and (f) of the *National Disability Insurance Scheme Act 2013*.

Performance measure 1.6 – Average payment per participant

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	\$67,200	\$67,800	\$69,100	\$72,000

Why we measure this

When combined with participant outcome measures (Participant employment rate, Participant social and community engagement rate, Participant satisfaction with progress toward their goals) this measures the efficiency of the Agency delivering and managing the scheme in supporting the independence, and social and economic participation, of people with disability.⁹

How we measure this

Average annualised payments per participant are based on Scheme expenses on an accrual basis, divided by the average participant exposure over the financial year.

Performance measure 1.7 – Annualised Scheme growth rate

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	12.0%	8.4%	6.7%	7.7%

Why we measure this

When combined with other benefit measurement measures, this measures the efficiency of the Agency in delivering the scheme in supporting the independence, and social and economic participation, of people with disability.¹⁰

How we measure this

The annualised Scheme growth rate is calculated as Scheme expenses in the current financial year to date divided by the Scheme expenses in the previous financial year minus one.

⁹ Subparagraph 118 (1)(a)(i) and paragraph 118(1)(b) of the *National Disability Insurance Scheme Act 2013*.

¹⁰ Subparagraph 118 (1)(a)(i) and paragraph 118(1)(b) of the *National Disability Insurance Scheme Act 2013*.

Key activity 2

Develop a high performing NDIA for participants

Why this matters

The NDIA is focused on improvements to the Participant Experience through our [Participant Service Charter](#) (PSC), which has 5 principles for the way we will interact with participants:

Transparent: We will make it easy to access and understand our information and decisions.

Responsive: We will respond to individual needs and circumstances.

Respectful: We will recognise your individual experience and acknowledge you are an expert in your own life.

Empowering: We will make it easy to access and use information and be supported by the NDIS to lead your life.

Connected: We will support you to access the services and supports you need.

The [Participant Service Guarantee](#) (PSG) sets timeframes for key NDIS processes such as access, plan approvals, plan reassessments and nominee changes. The [Participant Service Improvement Plan](#) outlines the actions needed to achieve the

Participant Service Charter and Participant Service Guarantee. Since mid-2020, we have been monitoring and reporting our progress to achieving our timeframes and our commitments in our [Quarterly Reports to Disability Ministers](#).

Developing a high performing NDIA for participants includes:

- delivering a quality experience in line with the PSC and PSG
- developing a market with high quality, competitive and innovative supports and services for participants
- improving the NDIS provider experience
- enhancing the sector and community sentiment and confidence through co-design, transparency and better communications
- enhance efficiency and effectiveness of the NDIA
- protecting the Scheme (Reasonable and Necessary Supports and General Supports) from non-compliant and fraudulent practices through a control environment.

Key activity 2 performance measures

Our performance measures, targets, rationale, and method of assessment for the 2024–25 and forward reporting periods are detailed below. The NDIA reviewed its performance measures and selected measures that best align to the new outcome statement within its strategic direction.¹¹

Performance measure 2.1 – Staff with disability

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	20%	21%	22%	23%

Why we measure this

This measure supports the effectiveness of Agency interactions with participants. Understanding of disability is vital to our ability to connect, empathise, communicate with, and provide quality services to participants.¹²

How we measure this

This is sourced from the annual APSC Census survey. The result is the percentage of survey respondents, that are NDIA employees (both APS employees and labour hire), who identify as having a disability.¹³

11 Our diversity and inclusion measures are important to the NDIA and Agency staff. The Agency continues to manage these measures internally and reports on them in the Annual Report.

12 Subparagraph 118 (1)(a)(iii) of the *National Disability Insurance Scheme Act 2013*.

13 The method has been amended to include labour hire.

Performance measure 2.2 – Payments made within agreed timeframes

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	>90%	>90%	>90%	>90%

Why we measure this

This measures the output (timeliness) of NDIS payments from the NDIA to participants, nominees and providers.

How we measure this

The result is the percentage of claims that pass validations and become payable within 3 days, as per our payment terms.

Performance measure 2.3 – PSG timeframes met 95% of the time

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	80%	80%	80%	80%

Why we measure this

Measures the output (timeliness and quality) of the Agency to meet legislated PSG timeframes and the implementation of the Participant Service Improvement Plan.

How we measure this

This measure is reported in the Quarterly Report to Disability Ministers. It is a two-part measure, including:

- an individual PSG measure is considered to have been met overall if 95% or more of the tasks being measured meet the target timeframes as specified in legislation.¹⁴
- the measure is then reported as the proportion of reportable PSGs (currently 17) where 95% or more of the tasks being measured meet the target.

¹⁴ The measure is then reported as the proportion of reportable PSGs (currently 17) where 95% or more of the tasks being measured meet the target.

Performance measure 2.4 – Resolution on first call to National Contact Centre

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	80%	80%	80%	80%

Why we measure this

Measures the output (quality) of Agency interaction with participants. Participant Service Charter says we will respond to each person’s needs and situation.

How we measure this

The measure takes the qualitative satisfaction response from callers to indicate the commitment has been achieved.

Performance measure 2.5 – Disclosure of NDIS Quarterly Reports to Disability Ministers within prescribed timeframes

Financial Year	2024–25	2025–26	2026–27	2027–28
Target	All quarterly reports provided to the ministerial council within legislative time frames.	All quarterly reports provided to the ministerial council within legislative time frames.	All quarterly reports provided to the ministerial council within legislative time frames.	All quarterly reports provided to the ministerial council within legislative time frames.

Why we measure this

Measures the output (timeliness and quality) of activities related to the Agency managing, advising and reporting on, the financial sustainability of the National Disability Insurance Scheme.¹⁵

How we measure this

Quarterly reports provided within legislated timeframe.¹⁶

¹⁵ Paragraph 118(1)(c) of the *National Disability Insurance Scheme Act 2013*.

¹⁶ Section 174 of the *National Disability Insurance Scheme Act 2013*.



National Disability Insurance Scheme



Website: [ndis.gov.au](https://www.ndis.gov.au)



Telephone: 1800 800 110



Webchat: [ndis.gov.au](https://www.ndis.gov.au)

Follow us on our social channels



For people who need help with English



TIS: 131 450

For people who are deaf or hard of hearing



TTY: 1800 555 677



Voice relay: 1800 555 727



National Relay Service: [accesshub.gov.au](https://www.accesshub.gov.au)