



Delivered by the  
National Disability  
Insurance Agency

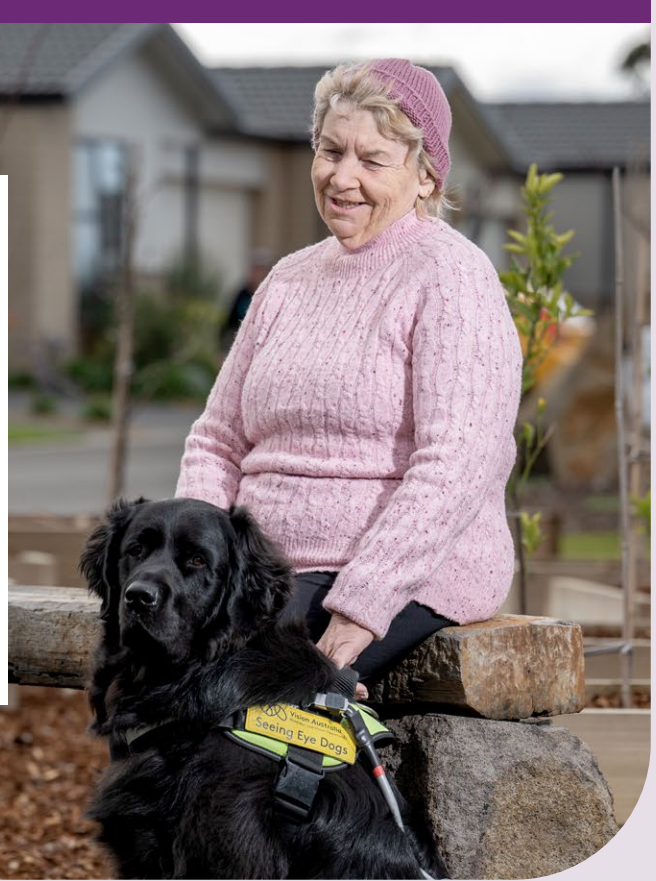
# Corporate Plan

## 2025–26





## Linda felt respected, heard and valued in co-design workshop



Linda's determination to support people with disability knows no boundaries, and for the first time in a long time she said she felt respected, heard and valued.

Linda, who is blind, was one of 20 NDIS participants who took part in an NDIS Co-Design Plan and Plan Approval Letter workshop.

The workshop aimed to improve an existing NDIS Plan and Plan Approval Letter sent to people each time they receive their NDIS plan, Linda said she, her support worker, other participants and NDIA staff all worked together over 2 days listening to various views and ideas.

Together, they designed a more condensed, easier-to-read version. Linda said she felt participants would be much happier about the new letter the Agency is looking to send out.

'Ever since day dot, when our Plan and Plan Approval Letters have been sent out, they have had a lot of repeated information in them which is irrelevant,' she said.

'The original letter contained a lot of personal information, and when you're dealing with providers, they all ask to see your letter, and there's a lot of information in it you don't necessarily want them or anyone else to know.'

'We know all that information, so why repeat it in every Plan and Planning Approval Letter we get? It was senseless and frustrating,' Linda said.

Coming away from the NDIS Co-Design Plan and Plan Approval Letter workshop, Linda said she really enjoyed the way it was run and felt others did too.

'NDIA staff wanted us to be authentic and honest and to hear how our experiences dealing with the Agency have made us feel.'

'It was so good to be part of the consultation process and I'm confident we've produced a pretty good letter,' Linda said.

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

## Statement of preparation

We, the Board of the National Disability Insurance Agency (NDIA), as the accountable authority, present the NDIA Corporate Plan 2025–26, which covers the financial years 2025–26 to 2028–29, 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* (Cth)(NDIS Act).

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 and present.

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.

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## A message from the NDIA Board Chair



It is a privilege to present the National Disability Insurance Agency (NDIA) Corporate Plan 2025–26. This plan, my third since becoming Board Chair, addresses a time of important reform for the NDIA, and the National Disability Insurance Scheme (NDIS) to better support NDIS participants.

As of March 2025, there are now over 717,000 participants receiving supports through the NDIS.

We know the NDIS continues to be life-changing for Australians, but participants have told us we need to ensure the Scheme works better for them. We also have an obligation to make the NDIS stronger, so that it can continue to support Australians living with disability for generations to come.

In October last year, we began work to deliver reforms, a result of the NDIS Review, to provide lasting change that puts participants at the centre of the NDIS. These changes, enacted by the *Getting the NDIS Back on Track No.1 Act 2024*, reflect the NDIA's enduring commitment to participants. They aim to deliver better, easier to understand supports, ensure participants are free from fraud, exploitation and abuse, and make the NDIS more sustainable.

To ensure that changes to the NDIS reflect the needs of participants, we are more focused than ever on effective co-design – involving people with lived experience to build a better NDIS.

Already, NDIA staff have conducted more than 70 co-design sessions on the reform with over 620 participants.

The work from these sessions and our future co-design work will ensure the lived experience of people with disability is at the centre of how we design and roll out NDIS reforms. It has already provided invaluable insight into initiatives, such as the NDIA's new framework for developing participant plans, including the introduction of funding periods to make managing plan budgets easier.

We are also introducing a new support needs assessment. This assessment will include a strengths-based evaluation that will focus on a participant's support needs rather than their functional capacity.

Over the coming year, we will continue to develop this new approach to assessing participants' needs, which will improve how their plans and budgets are developed.

Supporting participants through these changes is of the highest importance. We will keep listening to feedback and involving people with disability in improving the NDIS.

Our First Nations Group celebrated its first anniversary earlier this year. They have already had a significant impact, with a variety of projects and initiatives either delivered or on the way. Perhaps most notable of these was the launch of the inaugural NDIS First Nations Strategy in January of 2025.

The NDIA is committed to an equitable Australia for First Nations people with disability, and the strategy is an important part of this commitment.

The strategy sets the groundwork for numerous NDIS improvements that will directly benefit First Nations Peoples and make strong progress towards Closing the Gap.

These improvements include engaging in partnership, co-design and power sharing, and providing culturally safe services for First Nations Peoples.

The next step is for the NDIA to begin work on co-designing a strategy implementation plan with First Nations communities.

As always, we aim to make improvements by listening and responding to the voices of people living with disability, and this is especially important for First Nations communities.

Another major part of the NDIA's reform work is focused on fraud. This includes a raft of measures that will make sure NDIS funding goes directly to participants.

With the Fraud Fusion Taskforce now well established, and major Australian Government funding announcements in November 2024 and March 2025 for the Crack Down on Fraud program, we are rapidly expanding our fraud detection and prevention capabilities.

To deliver reform and better meet the needs of participants, the NDIA itself must evolve.

To address increasing participant demand, we have added more than 1,000 staff to service delivery teams within the NDIA. This includes a focus on employing people with lived experience of disability, to ensure our people at all levels of the Agency reflect the community we support.

We have also made improvements to our service delivery systems, including training 169 National Contact Centre staff to improve first contact resolution, and improving hospital discharge processes, aged care supports and our information technology systems.

As detailed in this corporate plan, we have added a new activity to the NDIA's program of work.

Going forward, the NDIA will facilitate existing and emerging NDIS markets to deliver accessible, innovative supports to people with disability.

This will ensure participants have access to quality supports and services, no matter where they live or what their needs are.

Since its launch, the NDIS has remained adaptable in the face of many challenges.

In this spirit of adaptability and reform, I would like to reaffirm that the Board and I are committed to improving outcomes for NDIS participants – the effectiveness of their supports and their freedom from fraud, exploitation and abuse – and the sustainability of the NDIS, to ensure it is strong for future generations.

Above all, we are committed to genuine change that will improve the lives of Australians with disability.

**Kurt Fearnley AO**  
NDIA Board Chair



## Section 1

# Our purpose



## Creativity is at the heart of Saffron's employment journey



Saffron loves doing art and has started her own business, called 'Art by Saffron'.

An NDIS participant since the scheme first rolled out, the 19-year-old who has autism and a genetic disorder uses her funding to engage provider Life Without Barriers to help her get job-ready. She is part of its employment pathways program.

Program manager Natalie Christian said Saffron is a great NDIS success story.

'Saffron's very talented, so we have supported her to turn her hobby into a small business,' Natalie said.

'As part of her employment pathway, Saffron does voluntary work at the library and the op shop. That's on top of running her small business.'

She manages her own Facebook page where she advertises her art. She also sells it at twilight markets and at shops around the island. She even holds art exhibitions.

'I'm excited to share my art,' Saffron said.

Lately, she has been exploring new and different ideas for her business, including printing her art on mugs, which she's been able to pay for with the money she has earned from selling her artwork.

Saffron has 2 support workers, Luna and Lorraine, who help to build her independence. Luna helps Saffron with her art and Lorraine helps when she does her voluntary work.

Saffron lives on Norfolk Island and leads a full and busy life, thanks in part to the support she receives from the NDIS.

Mondays and Thursdays are her employment pathway days, while on Tuesdays, Wednesdays and Fridays she does community access and works on her daily living skills.

'I'd like to be famous one day,' she said.

But she's already a celebrity on the island. Locals love her art and often stop her to ask when she's holding her next exhibition.

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

## NDIA purpose

### 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

Prevent, detect, investigate and respond to misuse or abuse of, or criminal activity involving, the NDIS



#### Function 4

Develop and enhance the disability sector



#### Function 5

Build community awareness



#### Function 6

Collect, analyse and exchange data



#### Function 7

Undertake research

#### Program 1.1

Reasonable and necessary supports for participants

#### Program 1.2

NDIA and general supports

#### Key Activity 1

Improve participant experience and outcomes with a financially sustainable NDIS

#### Key Activity 2

Develop a high-performing NDIA for participants

#### Key Activity 3

Facilitate NDIS markets to deliver accessible and innovative supports to people with disability

## Our purpose

According to the NDIS Act, the NDIS comprises:

- funding for NDIS participant plans to provide NDIS supports
- the provision of general supports to NDIS participants and other people with disability
- funding for services that assist people with disability to participate in economic and social life.<sup>1</sup>

To develop and implement the NDIS, the NDIA sets out its purpose, which is described through our outcome statement, functions and programs. To achieve our purpose, we will undertake 3 key activities.

## 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.



<sup>1</sup> Sections 8, 9, 10 of the NDIS Act.

# 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 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.



## Function 2

Manage, advise and report on the financial sustainability of the NDIS, including by:

- a. regularly making and assessing estimates of the current and future expenditure of the NDIS
- b. identifying and managing risks and issues relevant to the financial sustainability of the NDIS
- c. considering actuarial advice, including advice from the Scheme actuary and the reviewing actuary.



## Function 3

Prevent, detect, investigate and respond to misuse or abuse of, or criminal activity involving, the NDIS, where this relates to:

- a. claims for and payment of NDIS amounts, or the use of funding provided under the NDIS
- b. information provided to the NDIA relating to a participant or prospective participant, including access requests; participant status; plan preparation, variation reassessment, or replacement; or the management of funding for supports under a participant's plan
- c. the management of funding of supports in a participant's plan, or the duties or obligations of nominees, or a person appointed to act on behalf of a participant, including the appointment, suspension or cancellation of a nominee or appointed person.



#### Function 4

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



#### Function 5

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



#### Function 6

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



#### Function 7

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

## 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 of improved independence and social and economic participation.

### Program 1.2

#### NDIA and general supports

The objective of this program is to fulfil the functions of the NDIA and deliver a financially sustainable NDIS to Australians, in line with the NDIS Act.

## Key activities to achieve our purpose

We will undertake 3 key activities linked to our 2 programs to achieve our purpose.

### Key Activity 1

**Improve participant experience and outcomes with a financially sustainable Scheme.**

This activity is linked to program 1.1.

[Read more on page 26.](#)

### Key Activity 2

**Develop a high-performing NDIA for participants.**

This activity is linked to program 1.2.

[Read more on page 37.](#)

### Key Activity 3

**Facilitate NDIS markets to deliver accessible and innovative supports to people with disability.**

This activity is linked to program 1.2.

[Read more on page 43.](#)



## Section 2

# Our operating context



## Santi's now doing things he thought he could never do



Santi missed the regular day-to-day tasks many of us take for granted.

Forty-year-old Santi from Perth was diagnosed with limb girdle muscular dystrophy 2A in 2014, and his condition is slowly weakening the muscles in his hips, shoulders and arms.

It impacts his mobility and makes it harder for him to do regular everyday tasks. Simple things like walking, showering, dressing, preparing meals and doing his own washing has become difficult, taking away more time in his day.

Working full-time for a Melbourne-based business while also running his own, Santi knew his way of life would eventually change. But joining the NDIS as a participant some years after it was first rolled out in Perth in 2014 made the change a whole lot easier.

'I could do everything when I was younger. I know how to cook, but as my condition got worse, just preparing simple things like a breakfast would take me around 2 hours.'

Grateful to live in Australia and have access to a life-changing NDIS, Santi said so many aspects of his life have improved.

'Everything is a lot easier now with the equipment and daily support I get,' he said.

Recently, Santi moved into his own home, where he managed the build. 'I got support from the NDIS to include some accessible features,' he said. 'In my old home it was difficult for me to move my arm to turn switches on and off or even open the blinds. Now, I can control everything on my phone.'

Santi said it's his power wheelchair he loves most. 'It's been one of the best things I received. I can stand with my chair and go around from a standing position.'

'The NDIS has meant a lot to me. Since I've been part of it, many aspects of my life have changed. Now I have access to do things I never believed I could,' he said.

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

## Our operating context

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.<sup>2</sup>

We do this to build a mutual understanding of:

- what is considered a reasonable and necessary support
- whether reasonable and necessary supports should be provided by the NDIS or by 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 Australian Government’s reform initiatives within the NDIS Financial Sustainability Framework.



<sup>2</sup> Section 3 of the NDIS Act.

## Changes to NDIS legislation

The [Independent Review of the NDIS \(NDIS Review\)](#) was an important public review that examined ways to make sure the NDIS and broader disability supports work effectively for people with disability.

It set out a roadmap for long-lasting reform that delivers better outcomes for participants while ensuring the NDIS is more sustainable for the future.

Following passage through the Australian Parliament, new NDIS laws (the *National Disability Insurance Scheme Amendment [Getting the NDIS Back on Track No.1] Act*) came into effect on 3 October 2024.

They include changes such as:

- formalising the NDIA's role in addressing risks related to fraud and misuse and abuse of NDIS funds
- clarifying what NDIS funding can and cannot cover
- clarifying the amount of funds available and how long the funds need to last, for both new and revised plans.

As part of these changes, a new framework for developing fairer participant plans will be implemented, along with new participant pathways, including the creation of a new early childhood pathway to better support children younger than 9 years old.

The NDIS Review proposed a 5-year transition period. The changes to legislation are the start of this process. The transition will enable us to design and test further enhancements in partnership with people with disability as additional changes are made to the NDIS.

## Cooperation with others

To achieve its purpose, the NDIA works with:

- participants and their supporters through a co-design process, because they are central to the NDIS
- federal, state, territory and local governments on [Australia’s Disability Strategy 2021–2031](#), the [National Agreement on Closing the Gap](#) and the Financial Sustainability Framework
- the NDIS Quality and Safeguards Commission, which assesses providers to ensure participants and people with disability are safe
- the Department of Health, Disability and Ageing and the Department of Social Services for:
  - developing policy and legal frameworks for the NDIS (which the NDIA operates within, including NDIS market roles and responsibilities), and for programs related to disability employment services
  - services for people with disability through the Information Linkages and Capacity Building programs
  - the NDIS Appeals Program
  - provision of support to implement NDIS reform initiatives
- the [Disability Reform Ministerial Council](#) to discuss ways to improve and implement policy
- other Australian Government entities, as part of the Fraud Fusion Taskforce
- Services Australia for ‘shared services’ arrangements, the provision of specialised resources and the provision of payments.

## Capability requirements

The NDIA needs the right capabilities to continue to deliver and manage the NDIS. These capabilities span our workforce, systems and service delivery processes, and are discussed below under the headings people, technology and process.

### People

The NDIA is focused on building a capable and responsive workforce to meet the needs of participants and deliver on our purpose. We will strengthen our national frontline workforce to build capabilities, support consistent service delivery and improve participant outcomes. By defining essential skills, sharing best practices and deepening disability knowledge, we will enable high-quality, evidence-based decision-making across the NDIA.

As part of the Australian Public Service (APS) Strategic Commissioning Framework, we have committed to rebalancing our workforce to meet community expectations of government and deliver better outcomes for people with disability. Over the 2025–26 reporting period, we will continue to work towards our target of transitioning 75% of labour hire roles to public service roles.

We will continue enhancing our workforce capability through the work of the Office of Agency Accessibility and Inclusion. This office leads improvements in culture, systems, processes and supports for staff with disabilities and other diverse experiences. The implementation of a Neuroinclusion Plan will enhance accessibility and inclusion for staff who identify as neurodivergent. Alongside this, our Disability Action Plan will improve the workplace experience of staff

with disability and uphold our commitment to industry-leading accessibility and inclusion practices, as we continue to work towards becoming a genuine employer of choice for people with disability.

As a Gold member of the Australian Disability Network and an accredited Disability Confident Recruiter, we will continue to refine our recruitment processes to deliver a candidate-focused experience that meets the evolving needs of the NDIA.

### Technology

Our technology and digital services aim to provide an accessible, reliable and secure experience for all users. We work closely with users to co-design our digital platforms, ensuring they are user-friendly and customised to meet the specific needs of those who use them.

The NDIA has strong cyber security measures to protect the data we hold and make sure our systems follow national security standards. This includes following the Australian Signals Directorate's *Information security manual* and applying the Essential Eight strategies to guard against cyber threats. We will continue to invest in partnerships with other government entities to help ensure the integrity and confidentiality of NDIS information.

We continue to sustain and enhance technologies that align with Australian Government priorities, focusing on the security, resilience and reliability of our systems. This includes the Crack Down on Fraud program to enhance the participant experience and uphold the integrity and sustainability of the NDIS. The program will concentrate on enhancing cyber security through initiatives such as formulating a new cyber security strategy, procuring new security systems and improving analytical tools.

## Process

By enhancing our processes, we will improve consistency, efficiency and service outcomes for participants. This reporting period, we will continue to implement co-design and engagement activities to achieve these improvements.

We have formed several co-design working groups that include people with disability and their families and carers, to help shape NDIS changes, including those resulting from new legislation. Other activities range from consultations with peak bodies and sector representatives to public surveys.

The Independent Advisory Council represents participants' voices in the NDIS. Quarterly meetings with disability representative and carer organisations will continue to discuss improvements to the NDIS, while reference and advisory groups will provide guidance based on their areas of expertise. These engagements will ensure changes reflect the voices of people with disability.

We are building our capability to deliver outcomes for children with disability and developmental delay in the NDIS. We will continue to strengthen early childhood supports by designing a new early childhood pathway to better support children younger than 9 years old. We will also co-design a system of best practice and align the NDIA's approach with relevant national strategies, including the Australian Government's Early Years Strategy and the National Autism Strategy.

We are also using co-design to develop a First Nations Strategy Implementation Plan and a monitoring and evaluation framework with First Nations disability stakeholders.

To ensure robust governance and risk management practices, the NDIA will implement legislative and policy changes in response to recommendations from the NDIS Review. This will include implementing the Commonwealth Fraud and Corruption Control Framework. The framework is designed to support Australian Government entities to effectively manage the risks of fraud and corruption, and improve standards of integrity across the public sector and trust in government.

## Risk oversight and management

The NDIA Risk Management Framework ensures risks are identified, assessed, mitigated, monitored and reported. This approach protects the NDIA’s purpose and fosters stability, accountability and public trust.

Our framework aims to identify and assess potential risks impacting operations and objectives, implement strategies to manage them, and ensure compliance with relevant laws and standards. It promotes a risk-aware culture within the NDIA and monitors risks to adapt to new challenges and changes.

The NDIA’s risk management approach involves managing risks through structured processes, including:

- risk governance – the Audit and Risk Committee provides support and advice to the NDIA Board on risk management activities
- the Risk Management Framework, which contains risk management guidance materials and tools, supporting us to meet our obligations under the *National Disability Insurance Scheme—Risk Management Rules 2013* and the PGPA Act.

### Managing our risk environment

We take a thoughtful and coordinated approach to managing risk, so the NDIS can continue to support people with disability now and into the future. Our focus is to build a strong, capable NDIA that delivers quality services, uses resources responsibly and keeps participants at the centre of everything we do.

To support this, we will invest in our people, technology and culture, developing a skilled, safe and supported workforce. We are strengthening leadership, promoting wellbeing and embedding a culture of accountability.

By working closely with participants, providers and the broader community, we remain committed to co-design, continuous improvement and lasting reforms to make the NDIS stronger and the experience for participants better.

We protect our information and systems by aligning with national cyber security and safety standards, while using data and evidence to guide decisions and monitor costs.

Our approach is grounded in genuine partnerships with participants and stakeholders, including First Nations communities. Through these actions we manage complex risks to deliver on our purpose.

## Strategic risks

Strategic risks are integral elements of the NDIA's risk governance framework. These risks have been identified as factors that may impact our capacity to fulfil our objectives.

### Strategic risk 1 – Participant experience and outcomes

Our ability to provide a quality participant experience and fund reasonable and necessary NDIS supports (including general and early intervention) to eligible people with disability to ensure improved independence and social and economic participation.

### Strategic risk 2 – Providers and markets

Our ability to inform, engage and enable providers to deliver evidence-based, accessible and innovative supports to people with disability.

### Strategic risk 3 – NDIS Sustainability

Our ability to manage the sustainability of the NDIS.

### Strategic risk 4 – Workforce and culture

Our ability to build and maintain a safe, capable and high-performing workforce.

### Strategic risk 5 – Integrity

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

### Strategic risk 6 – Safeguarding our information

Our ability to enhance the integrity of NDIA, NDIS and participant information, including preventing, detecting and responding to cyber security threats.

### Strategic risk 7 – NDIA and NDIS transformation

Our ability to transform the NDIA and NDIS in accordance with Government policy, reform recommendations and stakeholder expectations.

### Strategic risk 8 – Empowering First Nations Peoples

Our ability to build trust, promote equity and increase participation of First Nations Peoples by embedding the National Agreement on Closing the Gap Priority Reforms (genuine partnerships, shared decision-making and cultural safety) into the design and delivery of NDIS services.

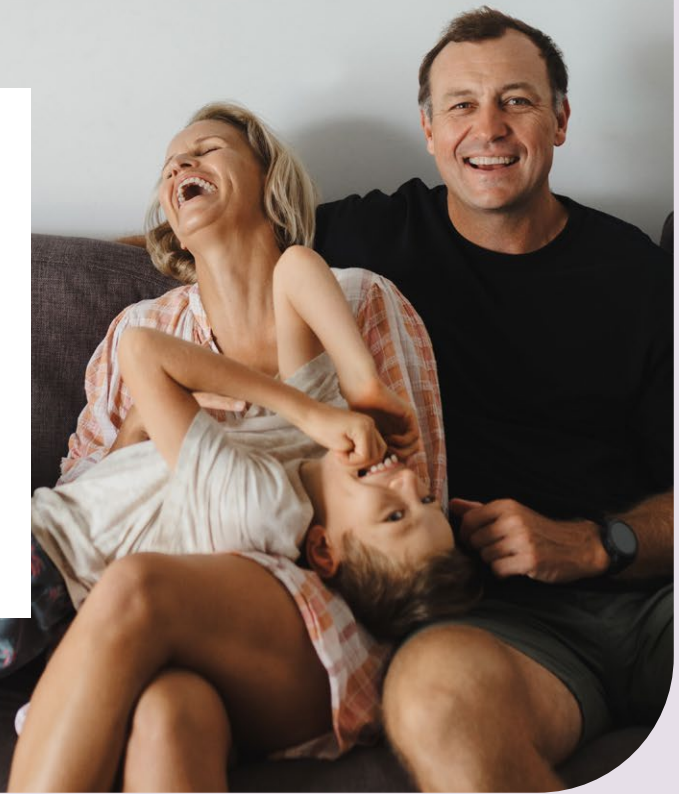


## Section 3

# Our performance framework



## Self-managing son Dax's NDIS plan works for Bree and Mitch



Bree and Mitch self-manage their son Dax's NDIS plan. Dax is a young surfer who loves to be around friends, play outside and ride his modified bike.

Dax's goals in his NDIS plan include increasing his independence, communication, and participation in social and community activities.

Over 4 years, Bree and Mitch have gone from self-managing part of Dax's plan to all of it.

'In the first few years we opted for the NDIA to manage Dax's funding for equipment like wheelchairs and walking frames. Now we are self-managing it,' Bree said.

'I really like having direct contact with the supplier and managing the payments. I have also been kept up to date with delivery timeframes, which previously I hadn't.'

Bree and Mitch attended an NDIS workshop on self-management to get a better understanding of what they can use Dax's NDIS funding for. This also gave them the building blocks to develop an administration process.

'I use a basic spreadsheet to manage my claims, which has evolved over time,' Bree said. 'We have also set up a separate bank account for Dax's plan and all payments go through this account. All invoices and receipts sit in a folder in my email.'

'I used to use the myplace portal but mostly manage claims through the NDIS app now.'

'The app has made it easier to stay on top of the administration side of self-managing.'

'My confidence has increased in my approach to self-managing and also in understanding the funding system over time,' Bree said.

For those keen to try self-managing but feel unsure, the couple suggest starting small.

'Have a plan before you attempt it and perhaps just do one part of your budget,' Bree said. 'Learn about self-management through workshops and make it a part of your routine.'

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

### Key activity 1



## Improve participant experience and outcomes with a financially sustainable NDIS

### Why this matters

Improving participants' independence and economic and social outcomes is at the core of the NDIS. Achieving this requires collaboration across federal, state, territory and local governments (see [Cooperation with others](#)) to make sure participants receive coordinated and high-quality support.

Our performance measures and targets help us to understand the extent to which the NDIS is:

- improving participant outcomes (including early intervention)
- providing funding for effective services and supports, while ensuring a financially sustainable NDIS
- increasing understanding of best practice in services and supports
- providing a safe environment for participants to make decisions during their journey with the NDIS.

As at 31 March 2025, the NDIS is supporting 717,001 participants.

We are focused on supporting participants to exercise choice and control in implementing their plans, which they do by selecting their goals and providers to ensure they get the supports they need. This allows participants to take reasonable risks in managing their plans.

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

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

The risks and issues impacting the financial sustainability of the NDIS and recommendations to manage them are provided in sections 8 and 9 of the 2023–24 [NDIS Annual Financial Sustainability Report \(AFSR\)](#). The report also provides a progress update on the 11 recommendations made by the NDIA’s Scheme actuary in the 2022–23 AFSR.

## Program costs and forward estimates

The [Portfolio Budget Statements \(PBS\) 2025–26](#) set out the anticipated expenditure for programs administered by the NDIA (Tables 1 and 2).

Program 1.1 expenditure estimates for 2025–26 are \$49.8 billion, increasing to \$53.7 billion in 2026–27 and to \$62.2 billion by 2028–29 (Table 1).

Total NDIS revenue from states and territories (including in-kind contributions) is estimated at \$13.1 billion for 2025–26, increasing to \$13.6 billion in 2026–27 and to \$15.3 billion by 2028–29. Australian Government contribution estimates are \$36.7 billion for 2025–26, increasing to \$40.0 billion in 2026–27 and \$47.0 billion by 2028–29 (Table 2).

Program 1.2 expenditure estimates for 2025–26 are \$2.9 billion, decreasing to \$1.8 billion in 2026–27 and to \$1.7 billion by 2028–29.

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<sup>3</sup> NDIS Insurance Principles and Financial Sustainability Manual 2016.

Table 1: Program expenditure (\$m)

Program	2024–25 estimate	2025–26 budget	2026–27 forward estimate	2027–28 forward estimate	2028–29 forward estimate
1.1 Reasonable and necessary supports for participants	46,196	49,829	53,654	57,636	62,242
1.2 NDIA and general supports	2,788	2,857	1,767	1,645	1,670

Table 2: Program 1.1 revenue (\$m)

Source	2024–25 estimate	2025–26 budget	2026–27 forward estimate	2027–28 forward estimate	2028–29 forward estimate
Australian Government (appropriations and contributions)	33,561	36,743	40,046	43,484	46,971
State and territory jurisdiction contributions (cash)	11,712	12,219	13,173	14,151	15,271
In-kind and other revenue (federal, state and territory governments)	873	867	436	0	0
Recoveries	40	30	30	30	30
Total	46,186	49,859	53,684	57,666	62,272

## Key activity 1 performance measures

Our performance measures have been selected as a set that together help us assess progress against each key activity. The NDIA monitors and publishes these measures in the quarterly reports to disability ministers and provides an analysis of the factors that contributed to the result in the annual performance statements.

Our performance measures, targets, rationale and method of assessment for the 2025–26 and forward reporting periods are detailed below.

### Performance measure 1.1 – Participant employment rate

Financial year	2025–26	2026–27	2027–28	2028–29
Target	22%	22%	22%	22%

#### Why we measure this

Measures the effectiveness of the NDIS in supporting the independence, and social and economic participation, of people with disability.<sup>4</sup>

#### How we measure this

This measure 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. Only responses from participants who have been in the NDIS for at least 2 years are included in the results.

#### Data source

Responses from the current financial year outcomes framework questionnaires.

<sup>4</sup> Subparagraph 118(1)(a)(i) of the NDIS Act.

### Performance measure 1.2 – Participant social and community engagement rate

Financial year	2025-26	2026-27	2027-28	2028-29
Target	43%	43%	43%	43%

#### Why we measure this

Measures the effectiveness of the NDIS in supporting the independence, and social and economic participation, of people with disability.<sup>5</sup>

#### How we measure this

This measure is calculated as the number of participants who responded ‘Yes’ to the question ‘Have you been actively involved in a community, cultural or religious group in the last 12 months?’ at their latest plan reassessment, divided by the number of respondents. Only responses from participants who have been in the NDIS for at least 2 years are included.

#### Data source

Responses from the current financial year outcomes framework questionnaires.

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<sup>5</sup> Subparagraph 118(1)(a)(i) of the NDIS Act.

### Performance measure 1.3 – Participant satisfaction

Financial year	2025–26	2026–27	2027–28	2028–29
Target	76%	76%	76%	76%

#### Why we measure this

Measures the output (quality) of the NDIA in delivering the NDIS to support the independence, and social and economic participation, of people with disability across the NDIS participant pathway.<sup>6</sup>

#### How we measure this

This measure is calculated as the number of participants who responded ‘Very good’ or ‘Good’ to the question ‘Overall, how was your experience with the X process?’ (where X is a particular ‘moment’ along the participant pathway), divided by the number of participants surveyed across all moments. The moments measured in this metric are:

- apply for NDIS process
- plan approval process
- plan implementation process
- plan reassessment process.

#### Data source

Responses from the participant satisfaction survey.

<sup>6</sup> Paragraph 118(1)(a) of the NDIS Act.

### Performance measure 1.4 – Participant satisfaction with progress toward their goals

Financial year	2025–26	2026–27	2027–28	2028–29
Target	70%	70%	70%	70%

#### Why we measure this

Measures the output (quality) of the NDIA in delivering the NDIS to support the independence, and social and economic participation, of people with disability, and enable participants to achieve their goals.<sup>7</sup>

#### How we measure this

This measure is calculated monthly and is equal to the number of participants who responded ‘Completely’ or ‘Mostly’ to the question ‘To what extent is your NDIS plan helping you to meet your goals?’, divided by the total number of participant responses received. The participant satisfaction survey continues to be conducted monthly by an independent provider, Australian Healthcare Associates. The calculations are completed by the NDIA.

#### Data source

Responses from the participant satisfaction survey.

<sup>7</sup> Subparagraph 118(1)(a)(ii) of the NDIS Act.

### Performance measure 1.5 – Participants with community and/or mainstream supports in their plans

Financial year	2025–26	2026–27	2027–28	2028–29
Target	>90%	>90%	>90%	>90%

#### Why we measure this

Measures the output (quality) of the NDIA in delivering the NDIS to support the independence, and social and economic participation, of people with disability.<sup>8</sup> The NDIA supports people with disability and NDIS participants to make and maintain connections to community and mainstream supports, including other agencies, departments and organisations, for the provision of mainstream services.<sup>9</sup>

#### How we measure this

This measure is calculated as the number of active participants who have either had a check-in or used community connections or early supports in the financial year to date, and indicated they access mainstream and/or community supports, divided by the total number of active participants who have had a check-in or used community connections or early supports in the financial year to date.

#### Data source

Participant informal community and mainstream support data, updated by planners and partners.

<sup>8</sup> Subparagraph 118(1)(a)(i) of the NDIS Act.

<sup>9</sup> Paragraph 3(3)(d) of the NDIS Act.

### Performance measure 1.6 – Average payment per participant

Financial year	2025-26	2026-27	2027-28	2028-29
Target	Projected average payment per participant as reported in the latest AFSR	Projected average payment per participant as reported in the latest AFSR	Projected average payment per participant as reported in the latest AFSR	Projected average payment per participant as reported in the latest AFSR

#### Why we measure this

Measures both the effectiveness of the NDIA in ensuring participants know how to use their plans to achieve their goals, and the NDIA's insurance-based approach to providing and funding supports for people with disability to ensure the financial sustainability of the NDIS.<sup>10</sup>

#### How we measure this

The average payment per participant is the Scheme expenses in the current financial year divided by the average number of participants in the year.

#### Data source

Cumulative payments (cash basis) in the financial year to date.

<sup>10</sup> Paragraph 3(2)(b) and Subsection 118(2) of the NDIS Act.

### Performance measure 1.7 – Annualised growth rate of the NDIS

Financial year	2025-26	2026-27	2027-28	2028-29
Target	Annual growth in projected Scheme expenses as reported in the latest AFSR	Annual growth in projected Scheme expenses as reported in the latest AFSR	Annual growth in projected Scheme expenses as reported in the latest AFSR	Annual growth in projected Scheme expenses as reported in the latest AFSR

#### Why we measure this

Measures the effectiveness of the NDIA in managing the financial sustainability of the NDIS.<sup>11</sup>

#### How we measure this

This measure is calculated as Scheme expenses in the current financial year divided by Scheme expenses in the previous financial year, minus one.

#### Data source

Scheme expenses recorded in internal financial reports.

<sup>11</sup> Paragraph 118(1)(b) and subsection 118(2) of the NDIS Act.

### Performance measure 1.8 – Claim integrity checks

Financial year	2025–26	2026–27	2027–28	2028–29
Target	Baseline to be established	Pending baseline to be established in 2025–26	Pending baseline to be established in 2025–26	Pending baseline to be established in 2025–26

#### Why we measure this

Measures the output of integrity checks conducted on claims for NDIS payments, as part of the NDIA’s function to prevent, detect and respond to misuse or abuse of claims for payment under the NDIS.<sup>12</sup>

#### How we measure this

This measure is the number of claims for NDIS payments that have had an integrity check (either completed, or a request for evidence has been issued and the NDIA is waiting for a response).

#### Data source

Claims process in the NDIS business system.

<sup>12</sup> Subparagraph 118(1)(ba)(i) of the NDIS Act.

## Key activity 2



## Develop a high-performing NDIA for participants

### Why this matters

The NDIA is focused on improving the participant experience through the [Participant Service Charter](#), [Participant Service Guarantee](#) (PSG) and [Participant Service Improvement Plan](#).

The Participant Service Charter 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 PSG sets timeframes for key NDIS processes, such as access decisions, plan approvals, plan reassessments and nominee changes.

The Participant Service Improvement Plan outlines the actions needed to fulfil the charter principles and achieve the timeframes of the PSG. Since mid-2020, we have been monitoring and reporting our progress on achieving our timeframes and our commitments in our quarterly reports.

Developing a high-performing NDIA for participants includes:

- delivering a quality experience in line with the Participant Service Charter and Guarantee
- developing a market with high-quality, competitive and innovative supports and services for participants
- improving the NDIS provider experience
- enhancing the disability sector and community sentiment and confidence through co-design, transparency and better communications
- enhancing the efficiency and effectiveness of the NDIA
- protecting the NDIS from non-compliant and fraudulent practices through a controlled environment.

## Key activity 2 performance measures

Our performance measures, targets, rationale and method of assessment for the 2025–26 and forward reporting periods are detailed below.

### Performance measure 2.1 – Staff with disability

Financial year	2025–26	2026–27	2027–28	2028–29
Target	22%	23%	24%	25%

#### Why we measure this

Measures the output of NDIA internal management actions related to inclusion and diversity, and supports the effectiveness of NDIA staff interactions with participants. The lived experience that staff with disability bring to the NDIA is vital to our ability to connect, communicate, understand, empathise and provide quality services to participants and their families and carers.

#### How we measure this

This measure is the number of staff (APS and labour hire) who responded ‘Yes’ to the question ‘Do you have an ongoing disability?’, divided by the total number of respondents.

#### Data source

Australian Public Service Employee Census.

### Performance measure 2.2 – Payments made within agreed timeframes

Financial year	2025-26	2026-27	2027-28	2028-29
Target	>90%	>90%	>90%	>90%

#### Why we measure this

Measures the output of payable NDIS claims, made by the NDIA to participants, nominees and providers, within the agreed timeframe of 3 business days.

#### How we measure this

This measure is the percentage of claims that pass validations and become payable within 3 business days, as per the NDIA's payment terms.

#### Data source

Approved claims process in the NDIS business system.

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

Financial year	2025-26	2026-27	2027-28	2028-29
Target	80%	80%	80%	80%

#### Why we measure this

Measures the output of the NDIA to meet the PSG timeframes and the implementation of the Participant Service Improvement Plan.

#### How we measure this

An individual PSG measure is considered to have been met overall if 95% or more of the tasks being measured meet the PSG timeframe as specified in legislation or the commitment.<sup>13,14</sup>

The measure is then calculated as the proportion of reportable PSGs where 95% or more of the tasks being measured met the service guarantee timeframe.

A PSG timeframe is available for reporting if it meets operational thresholds for data viability.

#### Data source

Total count of PSG timeframes met as reported in the NDIS business system.

<sup>13</sup> PSG metrics and targets are defined on the [NDIS website](#).

<sup>14</sup> As rounded to the nearest whole percentage.

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

Financial year	2025-26	2026-27	2027-28	2028-29
Target	80%	80%	80%	80%

#### Why we measure this

Measures the output (quality) of the NDIA's interactions with participants. The Participant Service Charter states we will respond to each person's needs and situation.

#### How we measure this

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

#### Data source

Customer satisfaction recorded at the time of call in the Contact Centre Management database.

### Performance measure 2.5 – Disclosure of quarterly reports to disability ministers in prescribed timeframes

Financial year	2025–26	2026–27	2027–28	2028–29
Target	All legislative timeframes met	All legislative timeframes met	All legislative timeframes met	All legislative timeframes met

#### Why we measure this

This measures the output of the NDIA in managing, advising and reporting on the state of financial sustainability of the NDIS.<sup>15</sup> It includes collecting, analysing and exchanging data about disabilities and the supports (including early intervention supports) for people with disability.<sup>16</sup>

The NDIA is required to prepare a quarterly report on the operations of the NDIA for each period of 3 months and:<sup>17</sup>

- provide it to the Ministerial Council within 42 days after the end of the period to which the report relates
- publish it on the NDIS website within 45 days after the end of the period to which the report relates.

#### How we measure this

Confirmation of release of each report to the Ministerial Council and publication to the NDIS website.

#### Data source

Email releases to the Ministerial Council stored in the internal records management system.

<sup>15</sup> Subparagraph 118 (1)(b) of the NDIS Act.

<sup>16</sup> Subparagraph 118 (1)(e) of the NDIS Act.

<sup>17</sup> Section 174 of the NDIS Act.

### Key activity 3



Facilitate NDIS markets to deliver accessible and innovative supports to people with disability

### Why this matters

A well-functioning, diverse and sustainable NDIS market is essential to giving participants choice and control over the supports they receive. The NDIA plays a key role in facilitating this market by monitoring provider availability, developing strategies to address service gaps, and supporting innovative service delivery. These efforts help build a responsive market that delivers improved outcomes for people with disability.

“My confidence has increased in my approach to self-managing.”



## Key activity 3 performance measures

Our performance measures, targets, rationale and method of assessment for the 2025–26 and forward reporting periods are detailed below.

### Performance measure 3.1 – NDIS pricing arrangements and price limits

Financial year	2025–26	2026–27	2027–28	2028–29
Target	Release of the NDIS pricing arrangements and price limits	Release of the NDIS pricing arrangements and price limits	Release of the NDIS pricing arrangements and price limits	Release of the NDIS pricing arrangements and price limits

#### Why we measure this

Measures the output of the NDIA in developing and releasing the NDIS pricing arrangements and price limits that will support the development and enhancement of the disability sector and facilitate NDIS markets to deliver accessible and innovative supports to people with disability.<sup>18</sup>

#### How we measure this

Confirmation of the release of the NDIS pricing arrangements and price limits across NDIA channels.

#### Data source

NDIS website and Parliamentary Document Management System.

<sup>18</sup> Paragraph 118(1)(c) of the NDIS Act.

# Appendix


## Changes from previous corporate plan

- A function was added to the NDIS Act: ‘to prevent, detect, investigate and respond to misuse or abuse of, or criminal activity involving, the National Disability Insurance Scheme’. The Portfolio Budget Statements were published in March 2025 and a new performance measure for Key activity 3 has been added (see page 44).
- Key activity 3 has been added under Program 1.2: Facilitate NDIS markets to deliver accessible and innovative supports to people with disability.
- A revised Corporate Plan 2024–25 was approved by the Board in March 2025 with updates to the following performance measure targets:
  - Average payment per participant
  - Annualised Scheme growth rate.
- Further updates to performance measures include:
  - Two new performance measures have been included:
    - 1.8 – Claim integrity checks – delivers to the new function
    - 3.1 – NDIS pricing arrangements and price limits – under Key activity 3.
  - Targets have been updated for:
    - 1.1 – Participant employment rate
    - 1.2 – Participant social and community engagement rate
    - 2.1 – Staff with disability
    - 2.5 – Disclosure of quarterly reports to disability ministers in prescribed timeframes.
  - Targets have been updated from numeric to narrative description for:
    - 1.6 – Average payment per participant
    - 1.7 – Annualised growth rate of the NDIS.
  - Data source information has been added for all performance measures.



### 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)

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