



Australian Government



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National Disability
Insurance Agency



Queensland
Government

Operational Plan between the National Disability Insurance Agency (NDIA), Queensland Government and Commonwealth Government for transition to the National Disability Insurance Scheme (NDIS)

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Background

This Operational Plan sets out the key deliverables agreed between the National Disability Insurance Agency (NDIA), the Queensland Government and Commonwealth Government (through the Department of Social Services (DSS)) to support the roll out of the full National Disability Insurance Scheme (NDIS). This Operational Plan also serves as the roadmap for transition to the NDIS as best achieved in Queensland.

The primary purpose of the plan is to operationalise the *Bilateral Agreement between the Commonwealth and Queensland – Transition to a National Disability Insurance Scheme* (Bilateral Agreement) and its supporting schedules, agreed on 16 March 2016.

The parties to the Operational Plan are the NDIA, the Commonwealth Government (through the Department of Social Services (DSS)) and the Queensland Government.

1. Terms of the Queensland Operational Plan

1.1 Purpose

1.1.1 This Operational Plan identifies a program of work and the responsibilities of the parties during the transition to the NDIS and operationalises the high level Bilateral Agreement and supporting schedules agreed between governments.

1.1.2 The parties acknowledge that the transition to the NDIS is the shared responsibility of all parties that requires a considered approach, supported by the agreed governance arrangements.

1.1.3 The NDIS will be progressively rolled out in Queensland, commencing in the early transition areas of Townsville, Charters Towers and Palm Island from January 2016. Transition will continue across Queensland from 1 July 2016, and by 1 July 2019 the NDIA will have full responsibility for eligible participants in Queensland.

1.1.4 This Operational Plan outlines the implementation actions for the transition to full scheme in Queensland. It identifies the key elements required in Queensland to transition to the NDIS, including the respective roles and responsibilities of governments and the NDIA in achieving the outcomes in this Operational Plan.

1.1.5 For the removal of doubt, nothing within the Operational Plan shall override agreements between the Commonwealth and the Queensland Governments as set out in the Bilateral Agreement and supporting schedules.

1.1.6 The parties acknowledge actions agreed in the Operational Plan are to be implemented consistent with policies and frameworks agreed by the Council of Australian Governments (COAG) and Disability Reform Council.

1.1.7 The parties acknowledge that actions highlighted in the Operational Plan will continue to be shaped by the development and finalisation of a range of policy settings that will have flow-on impacts to the key elements critical for transition to the NDIS, including:



- Development and implementation of a nationally consistent quality and safeguarding framework for the NDIS.
- Market design work between the NDIA, the Commonwealth and the states and territories to define governance arrangements and roles and responsibilities for the development of the market, including a market intervention framework and participant and provider readiness, and
- Outcomes arising from the review of the *National Disability Insurance Scheme Act 2013 (NDIS Act 2013)*.

1.2 Working Together

1.2.1 This Operational Plan has been developed in partnership between the NDIA, the Commonwealth Government and the Queensland Government. The parties are committed to closely collaborating on this Operational Plan to ensure the Plan is founded on strong planning processes and a commitment to work closely in achieving the best possible outcomes for people with disability, their families and carers.

1.2.2 The parties will act in partnership on the co-production and co-delivery of the actions detailed in this Operational Plan, including through working groups established between the NDIA and jurisdictional representatives and agreed roles and responsibilities (as identified in the Operational Plan).

1.3 Key Elements

The following key elements have been identified by the parties for managing the transition to the NDIS, drawing on lessons learnt from trial sites and building upon the Queensland Government's experience and knowledge in funding and managing the state's disability service system.

Part 1 – Includes elements related to NDIS design and national policy. The Implementation of these elements will commence as agreed in the Bilateral Agreement and further policy development.

Part 2 – Includes elements for transition that governments and the NDIA can work together on under current policy settings and existing inter-governmental agreements.

Part 1 – Bilateral and National Policy Elements

1. Phasing arrangements
2. Government workforce transition
3. NDIA locations and infrastructure
4. Quality and safeguards
5. Continuity of support arrangements
6. Sector and system readiness
7. Management of Interfaces between the NDIS and mainstream services
8. Information, Linkages and Capacity Building (ILC)
9. Specialist Disability Accommodation for participants



10. Implementation of funding arrangements

Part 2 – Administration and Service Delivery Operating Model Elements

11. Pre-intake preparations

12. Data exchange and systems planning

13. Reviews and evaluation (inter-operability of NDIS and Queensland legislation and early launch operations)

14. Participant readiness

15. Participants/cohorts with specific requirements

16. Provider readiness

17. Jurisdiction service delivery strategies

18. Functions to support system stewardship

19. Transition Working Arrangements for people in:

19.1 Rural and remote locations

19.2 Aboriginal and Torres Strait Islander communities

19.3 Culturally and Linguistically Diverse (CALD) communities

20. Communication and engagement



2. Operational Plan

2.1 Part 1 – Bilateral and National Policy Elements

1 Phasing arrangements

The Bilateral Agreement Schedule A, Participant Transition Arrangements in Queensland (phasing schedule) for full Scheme transition details the high level phasing arrangements for Queensland. The NDIS Rules made under the *NDIS Act 2013* will provide the detailed phasing for transition to full Scheme.

Deliverable:

The parties will develop and implement a detailed Phasing Strategy to give practical effect to the phasing schedule to enable timely and efficient phasing of eligible participants to the NDIS, in accordance with the NDIS Rules.

Agreed Actions:

- Phasing arrangements will be outlined in a legislative rule under the *NDIS Act 2013*, following agreement by the Commonwealth and Queensland Governments.
- The parties, will develop and implement a Phasing Strategy in accordance with the NDIS Rules, to operationalise the Bilateral phasing schedule that:
 - Identifies and agrees intake prioritisation criteria, sequencing and mechanisms for intake;
 - Includes an intake plan for existing clients and other participants in Queensland and considers more detailed categories within phasing cohorts (e.g. geographic spread, participants with urgent needs);
 - Ensures Commonwealth programs are aligned (where possible) to transition at the same time as similar Queensland programs;
 - Includes a monitoring approach to the phasing in transition, contingency planning and a process for making adjustments as required (within the parameters of the phasing schedule).
- The parties will develop key intake messages for public communications and engagement, and adjust plans accordingly.

Timeframe:

The Phasing Strategy will be agreed by the parties in Quarter 1, 2016-17. The Queensland Phasing Rules will be registered in Quarter 1, 2016-17. The Strategy will be implemented in sequence throughout transition.

2 Government workforce transition

The parties will agree to an approach to government workforce transition in line with the Bilateral Agreement Schedule H, Workforce. This work is in addition to broader work on market, sector and workforce development.

Deliverable:

The parties will develop and implement an agreed government workforce transition approach in relation to recruitment and engagement of affected Queensland Government staff to the NDIA.



Agreed Actions:

- The NDIA will develop an Agency Workforce Plan (QLD) to cover both the transition period (surge years) and prospective NDIS operations in Queensland. The plan will include details of NDIA staff numbers, roles, locations, engagement method, and outsourcing functions where feasible.
- The parties will develop and implement a process to give effect to the Bilateral Agreement Schedule H, Workforce to recruit and engage affected Queensland Government staff for the NDIA.
- The NDIA and the Queensland Government will agree on specific communication and engagement strategies to support the agreed approach and agencies will adjust communication and engagement plans accordingly.

Timeframe:

The process to give effect to Bilateral Agreement Schedule H, Workforce was completed in Quarter 2, 2015-16. The Agency Workforce Plan (QLD) and communication strategies will be developed in Quarter 1, 2016-17.

3 NDIA locations and infrastructure

The NDIA will have a physical presence throughout transition and at full Scheme, including a network of offices with staff in local communities.

Deliverable:

The NDIA will develop and implement a plan to establish a physical presence and a property strategy that aligns with agreed phasing arrangements and which takes into consideration strategic property procurement and existing Commonwealth/State infrastructure.

Agreed Actions:

- The NDIA will establish a physical presence across Queensland consistent with the Property Strategy and Implementation Plan. This includes developing a strategy for managing state border phasing.
- Where required, the NDIA will consult with governments on strategic property planning and implementation to support the intake of participants during the transition period, including exploring co-location opportunities, use of existing office accommodation and use of existing government infrastructure and resources.

Timeframe:

The NDIA will establish a physical presence in locations within a reasonable timeframe aligned to the agreed phasing between governments as outlined in the Property Strategy and Implementation Plan. The Property Strategy and Implementation Plan was completed in Quarter 4, 2015-16. NDIA locations and infrastructure will be progressively rolled out in accordance with the phasing schedule.

4 Quality and safeguards

The Bilateral Agreement Schedule F, Transition Arrangements for Quality and Safeguards in Queensland, details the high level quality and safeguards approach.

Existing Commonwealth and Queensland Government quality and safeguarding systems will continue to operate in Queensland throughout transition or until such time as a nationally consistent framework has been agreed and implemented, whichever is sooner.



Deliverable:

Aligned with Bilateral Agreement Schedule F, the parties will develop and implement working arrangements to operate existing quality systems for providers seeking to register with the NDIA and existing safeguarding arrangements for participants, for the transition period.

Agreed Actions:

- The Commonwealth and Queensland Governments will review existing quality and safeguard systems, including legislation and policy, for compatibility with transition arrangements and identify any operational issues.
- The parties will develop and implement working arrangements to ensure appropriate management and monitoring of quality and safeguards arrangements during transition considering in particular Schedule F, clauses 9 and 14. These working arrangements will also include: registration for current and new providers with the NDIA; specific roles and responsibilities; information exchange details; and monitoring, complaints management and serious incident management and reporting.

Timeframe:

The parties will review existing Commonwealth and Queensland Government quality and safeguard systems, including legislation and policy. The development and implementation of working arrangements for transition was completed in Quarter 4, 2015-16.

5 Continuity of support arrangements

The Bilateral Agreement Schedule D, Continuity of Support Arrangements in Queensland, details the high level arrangements for continuity of support

The parties will agree a process to give effect to the arrangements on Continuity of Support and implement specific arrangements in Queensland during the transition to the NDIS.

Deliverable:

The parties will develop and implement approaches to provide continuity of support arrangements for existing clients in Queensland who will not meet access requirements for individual funded support or who are eligible but are receiving supports that do not meet the definition of a reasonable and necessary support.

Agreed Actions:

- The Commonwealth and Queensland Governments will identify cohorts of existing clients in Queensland that will not meet the access requirements for NDIS and identify the number of people supported by programs and services that will cease or transition as the NDIS is introduced.
- The Queensland Government in consultation with the NDIA will develop a management plan for ineligible clients under 65 years and ineligible clients under 50 years for Aboriginal or Torres Strait Islander people currently in state programs.
- The Commonwealth Government in consultation with the NDIA will develop a management plan for ineligible clients under 65 years and ineligible clients under 50 years for Aboriginal or Torres Strait Islander people currently in Commonwealth programs.
- The Commonwealth, in consultation with the Queensland Government, will determine the administrative arrangements, including Quality and Safeguards, for clients 65 years and over (and ineligible NDIS clients 50 years and over for



Aboriginal or Torres Strait Islander people) consistent with Schedule D of the Bilateral Agreement.

- The parties will develop specific communication strategies to inform existing clients who will not meet the access requirements for the NDIS, and incorporate into the joint Communication and Engagement Strategy.

Timeframe:

The approaches to continuity of support arrangements will be agreed in Quarter 1, 2016-17. Approaches and communication strategies implemented in accordance with the phasing arrangements (phasing schedule).

6 Sector and system readiness

The Bilateral Agreement Schedule E Sector and System Readiness in Queensland details the high level approach to market readiness.

The parties will seek to minimise market gaps, promote market access and maximise choice and control for participants. Market readiness activities will support the implementation of nationally agreed market, sector and workforce strategies and build on existing work by the Queensland Government and the NDIA.

Deliverable:

The parties will develop and implement an approach to market, sector and workforce readiness for the transition period (aligned to national policy work).

Agreed Actions:

- The NDIA and the Queensland Government will share existing knowledge of the local market for disability supports, including any existing gap analyses or market development activities undertaken.
- The NDIA to lead, in collaboration with the Queensland Government, the implementation of the agreed NDIS Market, Sector and Workforce Strategy to put in effect Schedule E of the Bilateral Agreement and will include:
 - Arrangements for the monitoring of market readiness to ensure timely mitigation of transition risks. This includes monitoring the sector response to trial period pricing, and management of price settings to support scheme transition whilst promoting individualised support models and contribute to Scheme sustainability;
 - Analysis of short-term supply and demand gaps at the local level and utilisation of appropriate responses;
 - Strategies including joint messaging to promote the move for the sector a competitive market-based system.
- The NDIA will lead on identifying and developing approaches to ensure that a provider of last resort is available, as well as support for participants in crisis.
- The NDIA and the Queensland Government will work with the Queensland non-government sector to implement the Queensland NGO Sector NDIS Workforce Strategy, to assist the Queensland sector to meet workforce demand.
- The Queensland Government will support the NDIA to manage the transition of current assistive technology programs to full Scheme. During the transition, the Queensland Government will provide continued access to assistive technology products and services sourced by Queensland equipment programs, where this is agreed by both parties, and it provides value; and will provide input and expertise



into further development of the Assistive Technology Strategy for effective solutions post transition.

Timeframe:

Agreed market readiness approach will be developed in Quarter 1, 2016-17 and implemented throughout the transition period.

7 Management of Interfaces between the NDIS and mainstream services

The Bilateral Agreement Schedule I, Arrangements for the interface between the NDIS and Mainstream services in transition, details the high level management of mainstream interfaces in Queensland.

The parties will work together to support participants' access to the NDIS and mainstream services as outlined in the Principles to Determine the Responsibility of the NDIS and Other Services Systems (Attachment A to Bilateral Schedule I) to ensure the interface between the NDIS and mainstream services is managed efficiently and effectively at the local level, taking into account the Queensland context.

Deliverable:

The parties will develop and establish working arrangements to ensure the interface between mainstream and NDIS supports in Queensland are established, maintained and communicated in line with the agreed Bilateral Schedule I, Attachment A.

Agreed Actions:

- The parties will develop national working arrangements for access by NDIS participants to mainstream services, to be implemented at the Queensland regional level as part of Transition Plans.
- The parties will further consider the implementation of the intersections between the mainstream interface principles. Governments will work with the NDIA to ensure the interface is managed effectively and efficiently in line with COAG policy decisions.
- The parties will develop and implement specific communication strategies for each mainstream interface area in Queensland consistent with COAG principles.
- The parties will determine governance arrangements and escalation processes to resolve mainstream interface policy and practice issues to support transition to the NDIS.

Timeframe:

The NDIA National Working Arrangements for Mainstream Interfaces to be developed, reviewed and agreed for implementation in Queensland in Quarter 1, 2016-17.

8 Information, Linkages and Capacity Building (ILC)

The parties agree to work together to ensure ILC type supports are available to support the transition, including having Local Area Coordination (LAC) supports available six months in advance of NDIS roll-out into a particular area.

Deliverable:

A robust system of ILC supports that assists transition and complements support to participants as well as providing support to non-participants and the community.



Agreed Actions:

- The Queensland Government and Commonwealth will map current ILC type supports. Detailed mapping of current Commonwealth and State funded ILC type services in Queensland to include: identification of providers, program expenditure, support types and activities and any other relevant information (where available).
- The parties will develop an overall Transition Plan (including a joint ILC Communications and Engagement Plan) for ILC type services delivered in Queensland taking into account both national priorities and local need, building on existing best practice and well-established networks and resources that are in place.
- The NDIA will provide the Commonwealth and Queensland Governments with a draft commissioning framework for future ILC investment prior to its public release. In partnership with Queensland, the NDIA will develop and implement communications and engagement strategy to support the ILC commissioning framework.

Timeframe:

ILC mapping work was completed by Queensland Government in Quarter 4, 2015-16. The ILC Transition Plan will be completed in Quarter 1, 2016-17. The ILC Commissioning Framework will be developed in Quarter 1, 2016-17. The above actions will be implemented prior to transition and sequenced according to the Phasing Schedule.

9 Specialist Disability Accommodation for NDIS participants

The NDIS will support the availability of specialist disability housing for participants with high support needs who require and prefer specialist accommodation to live independently. The Queensland Government and the NDIA will jointly consider Queensland's profile of participant accommodation, property management and asset transfer arrangements and identify any possible impacts for participants and providers during transition. Agreed working arrangements will be implemented in accordance with the NDIA Specialist Disability Accommodation Pricing and Payments Framework agreed by Disability Reform Council.

Deliverable:

The Queensland Government will work with the NDIA to develop and implement working arrangements to manage any impacts associated with Queensland's accommodation, property and asset profile, and the implementation of the NDIA Specialist Disability Accommodation Pricing and Payments Framework for funding participants needing specialist disability accommodation.

Agreed Actions:

- The Queensland Government will develop a profile of its participant accommodation, and work with the NDIA to identify property management, or asset transfer issues that are to be resolved or managed during transition.
- The Queensland Government will work with the NDIA to develop working arrangements to manage the impact of accommodation changes (if any) during transition for participants and providers. These arrangements will have due regard to any policy agreements on NDIA Specialist Disability Accommodation payments during the transition period.

Timeframe:

The profile of existing Queensland Government specialist disability accommodation in Queensland will be developed in Quarter 1, 2016-17. Working arrangements will be



developed in Quarter 1, 2016-17 and implemented in accordance with the phasing schedule.

10 Implementation of funding arrangements

The parties will jointly consider practical requirements of the Bilateral Agreement regarding the funding of government programs and the management of in-kind supports (Bilateral Agreement Schedule B Financial Contributions for Transition in Queensland).

Deliverable:

Working Arrangements will be developed to define responsibilities and manage the continuation of funding and maintenance of government supports, services, programs and management of in-kind supports and any bulk purchasing of supports throughout the transition period.

Agreed Actions:

- The parties will develop an approach to the change from existing funding mechanisms to NDIS funding mechanisms for transition to ensure it is managed to reduce the impact on providers and maximise choice and control of participants.

The approach will detail the

- agreed arrangements for streamlining and managing in-kind supports and any bulk purchasing of supports that maintain programs during the transition to the NDIS, including administrative arrangements for pricing, streamlined invoicing, monitoring and reporting.
- identified service models which may require intervention in the market to ensure provision in this area;
- Queensland and Commonwealth Governments processes for exiting from in-kind funding arrangements and effectively communicate information about the transition to participants and providers.

Timeframe:

The development and implementation of working arrangements will be agreed in Quarter 1, 2016-17. Implementation will be in accordance with the phasing schedule.

2.2 Part 2 – Administration and Service Delivery Operating Model

11 Pre-intake preparations

The parties will agree on preparations not covered elsewhere in the Operational Plan or Bilateral Agreement to be completed prior to transition to full scheme that will streamline the intake of participants into the NDIS.

Deliverable:

The parties agree required transition preparations and processes (not covered elsewhere) and their practical implementation prior to Quarter 1, 2016-17 to ensure streamlined access to the NDIS.

Agreed Actions:

- The parties will identify and agree defined programs.
- NDIA will develop an access process for clients of defined and non-defined programs to support participants to access the scheme in a streamlined way.



- Queensland in consultation with the Commonwealth and NDIA will develop an administrative process to support the nationally agreed funding mechanism for the transfer of funding between the parties that accords with the Bilateral Agreement Schedule B - Financial Contributions for Transition in Queensland including:
 - Flexible management by governments of funding arrangements with providers in line with the phasing schedule, to enable the transition to the NDIS to be as seamless as possible
 - Information and data to trigger: reconciliation of invoices; transfer of funding; provider contract variations; and inform continuity of support arrangements.
- The parties will agree on governance arrangements to support transition at a regional and local level.
- The Commonwealth and Queensland Governments will inform the NDIA of any contracts that cannot be ceased in line with the phasing schedule, and agree with the NDIA a plan for managing these contracts through transition.

Timeframe:

Pre-intake preparations to identify clients in defined programs were finalised in Quarter 3, 2015-16 (noting further submissions were accepted until Quarter 4, 2015-16). Administrative processes to support the funding mechanism will be finalised in Quarter 1, 2016-17. Regional and local governance arrangements between the NDIA and Queensland Government are to be finalised in Quarter 1, 2016-17. A plan for managing contract issues was finalised in Quarter 4, 2015-16. Implementation of processes, arrangements and plans will be in accordance with the phasing schedule where applicable.

12 Data exchange and systems planning

Aligned to Bilateral Agreement Schedule E Sector and System Readiness in Queensland, and Schedule G, Integrated NDIS Performance Reporting Framework, data held by jurisdictions will be used to manage and streamline the transition of existing Queensland and Commonwealth clients to the NDIS.

Deliverable:

Effective and timely transfer of quality data (current clients and current supports) and sharing of information between the parties to ensure streamlined and timely intake arrangements are implemented.

Agreed Actions:

- The NDIA will provide the Queensland and Commonwealth Governments the agreed standards for data items (including in-kind data) required to effectively transition people from their existing Queensland systems into the NDIS.
- The parties will agree legal authorisation for data exchange and privacy provisions, a secure data transfer methodology and information protocols.
- The parties will agree a working arrangement for:
 - the provision of data from each party and data transfer strategies (including in-kind) in line with the phasing approach; and
 - an approach to collect participant data from providers where data is not readily available.



- The NDIA will provide the Queensland Government with access to participant data and state specific reports during the transition period, subject to privacy and other requirements, as per the Bilateral Agreement Schedule G.

Timeframe:

Data standards were provided in Quarter 1, 2015-16 and Quarter 4, 2015-16 (in-kind). The information protocol and working arrangements to be developed in Quarter 1, 2016-17 and implemented in accordance with the phasing schedule.

13 Reviews and Evaluations: Inter-operability of legislation

The Queensland Government will review legislation to ensure it supports, and does not impede, the transition to the NDIS.

Deliverable:

The Queensland Government will review the interoperability of current state legislation and work with the NDIA where there are administrative functions or responsibilities that need to be handed over to the NDIA or a third party.

Agreed Actions:

- The Queensland Government will review legislation to identify any inconsistencies with the *NDIS Act 2013*, to enable both transition and business as usual activities to run concurrently, and full Scheme operation (from 2019).
- Where legislation or regulation is identified as inconsistent with the *NDIS Act 2013*, and changes to legislation or regulation prior to full Scheme commencement is impracticable, the Queensland Government will develop and implement strategies in conjunction with the NDIA to manage these inconsistencies during the transition period.
- The Queensland Government will work with the NDIA on the administrative functions and responsibilities needing to be handed to the NDIA or a third party.

Timeframe:

The review and legislative amendments for transition were finalised in Quarter 3, 2015-16. Activities to enable full scheme will be completed in Quarter 4, 2018-19.

14 Participant readiness

The parties will jointly identify and implement strategies to support and prepare people with disability, their families and carers to transition to the NDIS and maximise their capacity to exercise choice and control. This includes establishing a LAC presence, enhancing ILC type supports in advance of the NDIS commencing in an area.

Deliverable:

The parties will develop and implement plans to support and prepare people with disability, their families and carers to transition to the NDIS, based on coordinated approaches and existing networks and communication activities.

The Parties will develop an approach to support and prepare people with a disability to feel empowered to exercise choice and control as they transition to the NDIS.

Agreed Actions:

- The parties will develop and implement a shared approach for participant readiness and transition activities, including respective roles and responsibilities:
 - Agree timing of preparation and transition activities relative to phasing schedules.



- Support participants to understand the outcomes/insurance framework, how and when phasing relates to them, and to be ready to engage with the NDIS when it is available in their location.
- Identify and develop and promote a range of resources available to build participant knowledge of the NDIS.
- Undertake activities to provide targeted information and resources to support participant access and transition to the NDIS including identification of different approaches to engaging with particular cohorts (e.g. Aboriginal and Torres Strait Islander peoples, people with psycho-social disability).
- Ensure preparation and transition activities align to the Queensland NDIS Communication and Engagement Strategy and agency plans.

Timeframe:

The plan will be developed by the parties in Quarter 1, 2016-17 and implemented in accordance with the phasing schedule.

15 Participants/cohorts with specific or complex requirements

Some participants and cohorts of participants may require additional consideration by the NDIA, Commonwealth and Queensland Government to ensure they are identified and their needs are addressed during the roll-out of the NDIS, especially as participants transition to NDIS funded supports.

Deliverable:

The parties will identify participants and cohorts of participants with specific or complex requirements and identify and implement strategies to address their specific requirements during transition.

Agreed Actions:

- The parties will identify issues and develop working arrangements for transition of existing participants and cohorts with specific or complex requirements to the NDIS including, but not limited to:
 - Participants residing in supported accommodation facilities.
 - Hard to engage and / or high risk participants and cohorts who may require intensive assistance to transition into the NDIS.
 - Participants experiencing crisis or emergency situations, requiring rapid provision of NDIS and non-NDIS supports.
 - People involved in out-of-home care or the justice system.
 - New and emerging cohorts during transition.
- The Queensland Government will share knowledge and details of current strategies that have proven effective for engaging with specific participant cohorts and local communities.
- The NDIA will ensure the Service Delivery Operating Model, and the provision of ILC, is sensitive to and can accommodate the needs of participants and cohorts with specific requirements during the transition.

Timeframe:

The working arrangements will be developed by the parties in Quarter 1, 2016-17 and implemented in accordance with the phasing schedule.



16 Provider readiness

The parties will use their best endeavours to improve the capability and capacity of providers to transition to the NDIS and operate within a contestable environment, in line with Bilateral Agreement Schedule E Sector and System Readiness.

Deliverable:

The parties will develop and implement a provider readiness plan for capability and capacity building across the broad spectrum of providers in the market, which also supports implementation of the national *Integrated Market, Sector and Workforce Strategy*.

Agreed Actions:

- The parties develop and implement a provider readiness plan to support providers prepare to enter or transition to the NDIS environment. This plan will specify respective roles and responsibilities and include actions to:
 - Agree timing of preparation and transition activities relative to phasing schedules;
 - Deliver practical readiness activities such as guidance and advice for providers on understanding the financial and operational impacts of the NDIS on their business models;
 - Provide information on doing business with the NDIA including invoicing arrangements and provider registration;
 - Promote information and advice channels;
 - Identify and implement strategies to build the capacity of providers for increases in demand during transition, including mechanisms for signalling potential demand for supports to the market; and
 - Identify and implement support that may be required for providers running dual systems during transition.
- The Queensland and Commonwealth Governments will provide available data aligned with phasing that may assist the NDIA with 'State of the Sector' information that provides a picture of provider characteristics, numbers and capacities that includes:
 - Functions of support
 - Existing and potential capacity
 - Thin markets that may require additional assistance to support transition
 - Corner stone providers

Timeframe:

Provider Readiness Plan to be developed in Quarter 1, 2016-17 and implemented as part of local transition planning in accordance with the phasing schedule. The timing for data related to providers to be agreed.

17 Jurisdiction service delivery strategies

The NDIA and Queensland Government will work together to determine the most effective approach for managing transition issues based on the role of government in direct delivery of disability and related supports during transition.



Deliverable:

The NDIA and the Queensland Government will develop and implement an approach for managing transition issues arising from the role of the Queensland Government in direct provision of disability and related supports during the transition period and the potential withdrawal of the Queensland Government from direct service delivery, for NDIS in scope supports.

Agreed Actions:

- The Queensland Government will determine which direct service delivery programs will be continued as Queensland Government direct service delivery and which programs the Queensland Government will exit from.
- The NDIA and the Queensland Government will jointly review the impacts of the Queensland Government continuing and exiting from direct service delivery programs, including impacts on provider readiness activities and implementation of a nationally agreed Integrated Market, Sector and Workforce Strategy.
- The Queensland Government will plan and implement an approach to managing transition issues jointly with NDIA including risk management strategies and contingency plans.

Timeframe:

The approach for managing transition issues arising from the role in direct provision will be developed by the Queensland Government and NDIA in Quarter 1, 2016-17.

18 Functions to support system stewardship

The parties will work to identify key administrative and emergency/disaster management functions the Queensland Government delivers or oversees which need to intersect with the NDIA so that these functions continue seamlessly during the transition to NDIS.

Deliverable:

The parties will undertake a review to identify key administrative and emergency/disaster management issues that will need to be managed to ensure continuity of functions. The development of a framework for the management of issues relating to Queensland Government administrative functions, and a protocol for emergency management processes, will be implemented prior to transition.

Agreed Actions:

- The Queensland Government will determine which of their key administrative functions such as business continuity and vacancy management will continue through transition, and in collaboration with the NDIA identify any emerging issues that may occur during transition.
- The parties will develop a framework (including roles and responsibilities and governance arrangements) for the management of issues relating to Queensland key administrative functions which may emerge through the phased transition.
- The parties will identify current emergency/disaster management systems and any interfaces that may be required with the NDIA during transition and ensure agreed interfaces and roles are included in a protocol and incorporated into Queensland's emergency/disaster management system.

Timeframe:

Review of key administrative functions was finalised in Quarter 3, 2015-16. A framework for the identification and management of key administrative functions during phased



transition will be developed in Quarter 1, 2016-17. An emergency/disaster management protocol to be finalised in Quarter 1, 2016-17.

19 Transition Working Arrangements for people in Rural and Remote locations, Aboriginal and Torres Strait Islander communities, and Culturally and Linguistically Diverse communities

The parties will work together to implement the NDIS in Rural and Remote locations, Aboriginal and Torres Strait Islander communities and Culturally and Linguistically Diverse communities.

19.1 Transition Working Arrangements for people in Rural and Remote locations

Consistent with the NDIA's Rural and Remote Strategy, the delivery of the NDIS in both rural and remote locations in Queensland poses particular challenges in terms of mode of delivery of services, limited infrastructure and workforce supply throughout the state.

Deliverable:

The parties will develop and implement approaches to support effective transition for people with disability living in rural and remote Queensland. This will give consideration to the challenges of mode of service delivery, workforce supply, provider and participant readiness and communication and engagement.

Agreed Actions:

- Commonwealth and Queensland Governments will identify and share with the NDIA information on existing local strategies, knowledge and current practices.
- The NDIA will recognise the specific Queensland context in operationalising the NDIA Rural and Remote Strategy.

19.2 Transition Working Arrangements for people in Aboriginal and Torres Strait Islander communities

The NDIA Aboriginal and Torres Strait Islander Engagement Strategy and Action Plan describes the NDIA's engagement approach and reflects the different needs of Aboriginal and Torres Strait Islander peoples with disability living in urban, rural and remote areas. Delivery of the NDIS in line with the Engagement Strategy and Action Plan will provide opportunities to enhance Aboriginal and Torres Strait Islander people's participation in the scheme.

Deliverable:

The parties will develop and implement approaches to support effective transition for Aboriginal and Torres Strait Islander people with disabilities in Queensland. This will give consideration to the challenges of mode of service delivery, workforce supply, provider and participant readiness and communication and engagement.

Agreed Actions:

- Commonwealth and Queensland Governments will identify and share with the NDIA information on existing local strategies, knowledge and current practices.
- The NDIA will recognise the specific Queensland context in operationalising the NDIA Aboriginal and Torres Strait Islander Engagement Strategy and Action Plan.

19.3 Transition Working Arrangements for people in Culturally and Linguistically Diverse communities

The parties will work together to ensure that the national NDIA CALD Engagement Plan is implemented in a way that is responsive to Queensland's CALD communities.



Deliverable:

The parties will develop and implement approaches to support effective transition for people from CALD communities in Queensland. This will give consideration to the challenges of mode of service delivery, workforce supply, provider and participant readiness and communication and engagement.

Agreed Actions:

- Commonwealth and Queensland Governments will identify and share with the NDIA information on existing local strategies, knowledge and current practices.
- The NDIA will recognise the specific Queensland context in operationalising the NDIA CALD Strategy.

Timeframe:

The approaches will be developed for Aboriginal & Torres Strait Islander people, the CALD population and people residing in rural and remote areas in Quarter 1, 2016-17 and implemented in accordance with phasing arrangements.

20 Communication and engagement

The parties will work together to develop and implement tailored communication and engagement plans, addressing the needs of a range of stakeholders including the general public, existing Queensland clients and potential participants with an agreed and aligned message structure. These plans will reflect the Transition to NDIS Full Scheme Communication Key Message Framework.

Deliverable:

The parties to develop a joint tailored communications and engagement strategy which guides development and implementation of communications and engagement plans that are responsive to emerging themes and issues throughout transition, across all elements of the Operational Plan.

Agreed Actions:

- The parties will develop a Queensland NDIS Communications and Engagement Strategy which provides for consistent messaging and identifies opportunities for joint messaging between the NDIA and Queensland Government
- The parties will develop and implement NDIS communication and engagement plans, aligned to the Queensland NDIS Communications and Engagement Strategy.
- The parties will develop and implement a media management protocol, including crisis communications, risks, key messages and mitigation strategies.

Timeframe:

The Queensland NDIS Communication and Engagement Strategy was developed in Quarter 2, 2015-16 and communication and engagement plans will be aligned to key milestones. Communication and Engagement Plans will be implemented on an ongoing basis, and in accordance with the phasing schedule where required.



3. Glossary of Terms

Term	Description
Access Requirements or eligibility criteria	Information about the NDIS access requirements are detailed on the NDIS website at Access Requirements
Aboriginal and Torres Strait Islander	Aboriginal and Torres Strait Islander peoples is the collective term for all people who identify and are recognised as descendants of the original inhabitants of Australia, and acknowledges the many Aboriginal and Torres Strait Islander groups in Australia.
Assistive Technology (AT)	Assistive technology is the term used to cover aids, equipment and technology that provide practical solutions to everyday activities for people with disability.
Bilateral Agreement	An agreement between the Commonwealth Government and jurisdictional Governments regarding roles and responsibilities for the transition to full coverage of an NDIS in Australia. The Northern Territory NDIS Bilateral Agreement is between the Commonwealth and the Territory Government of the Northern Territory.
Carer	A carer is someone who provides personal care, support and assistance to a person with disability. Includes both paid and unpaid workers and volunteers
Choice and Control	Enabling participants to control the supports they receive and to choose how support is provided. This can also involve a range of options from choosing providers to managing their own support funding; choose types and timing of provision support, which provider and how payments will be administered.
Co-design	A collaborative process which empowers, encourages and supports the development of shared solutions.
Continuity of Support	Ensures people with disability who are currently receiving services are not disadvantaged in the transition to the NDIS. This means that if a person is currently receiving a disability service, but does not become a participant in the NDIS, they can continue to have access to support that is consistent with their current arrangements.
Data Exchange	Client data sharing between the QLD Government and the NDIA, for management of transition, in accordance with privacy legislation.
Data Standard	The information being sought by the NDIS about existing clients funded for supports by Queensland to assist with streamlined intake, access and planning processes.
Defined Programs	Approved Commonwealth and Territory programs whereby people receiving support from these programs can transition to the NDIS without a requirement to provide evidence of disability because the eligibility of these programs is consistent with NDIS disability criteria.
Disability Sector	The disability sector relates to the traditional sector, which is funded or envisaged by Queensland under the National Disability Agreement and may be defined as "those organisations and individuals that work in support of people with disability and disability issues".
Eligibility requirements	Also known as 'access requirements,' are the criteria a person must meet to become a participant in the NDIS.



Term	Description
Full Scheme	The dates by which the Scheme will be available to all eligible residents.
Funding Envelope	The NDIA funding envelope refers to the monies contributed by state and Commonwealth governments for the operational and participant costs of the NDIS.
Information Linkages and Capacity (ILC) Building	ILC provides information, linkages and referrals to efficiently and effectively connect people with disability, their families and carers, with appropriate disability, community and mainstream supports. It facilitates capacity building supports for people that are not directly tied to a person through an individually funded package and promotes collaboration and partnership with local communities and mainstream services to create greater inclusivity and accessibility of people with disability.
In-kind contribution	Contributions from jurisdictions and the Commonwealth to NDIS that are not in the form of cash but instead are in the form of services provided to individuals on behalf of the NDIS through existing government programs.
Intake Plan	Scheduled plan to facilitate the orderly intake of current and new participants in Queensland.
Local Area Coordinator (LAC)	<p>Local Area Coordination is an important part of the supports and activities that will be available to people with disability and their communities as they transition to the NDIS. It is designed to support people with disability to explore and build an ordinary life within their communities.</p> <p>LACs work with participants to</p> <ul style="list-style-type: none"> • Provide assistance to connect to and build informal and natural supports • Provide assistance with the planning process and effective implementation • Work with non-participants as part of Information, Linkages and Capacity Building • Work with community, providers and mainstream to build inclusion and awareness of the needs of people with disability
Principles to Determine the Responsibilities of the NDIS and Other Service Systems	The interactions of the NDIS with other service systems will reinforce the obligations of other service delivery systems to improve the lives of people with disability, in line with the National Disability Strategy. The principles outlined in this document will be used to determine the funding and delivery responsibilities of the NDIS and other systems in achieving this vision. The principles can be found at Principles to determine responsibilities
Mainstream Services	Goods, services supports and assistance available for the general community which lie outside funding in the NDIS. These are the first option for service provision for all NDIS participants. Support required to access such services will be included where required in a statement of support for an NDIS participant.
Market	Refers to the competitive marketplace for suppliers of a range of supports through the NDIS.
National Disability Insurance Agency (NDIA)	The NDIA is an independent statutory body whose role is to implement the National Disability Insurance Scheme (NDIS), which will support a better life for hundreds of thousands of Australians.



Term	Description
National Disability Insurance Scheme (NDIS)	The NDIS is an insurance scheme created to provide assistance in the form of funding for persons or entities for the purpose of assisting people with disability to realise their potential for physical, social, emotional and intellectual development, and to fully participate in social and economic life.
National Disability Insurance Scheme Rules	National Disability Insurance Scheme Rules will give practical effect to the intent of the <i>NDIS Act 2013</i> . https://www.comlaw.gov.au/Details/F2013L01063
Non-Government Organisation (NGO)	An organisation which is not part of a government. Includes for profit and not for profit organisations which provide disability related support.
Participant	A person becomes a participant in the National Disability Insurance Scheme on the day the CEO determines the person meets the access criteria and has been assessed as satisfying the criteria for approval/acceptance.
Parties	Parties refers to the signatories to the Operational Plan, namely the Commonwealth Government, the Northern Territory Government and the NDIA.
People with disability	A person who experiences any or all of the following: impairments, activity limitations, and participation restrictions.
Planning process	The process designed to assist participants and their families to purchase reasonable and necessary support to meet their disability support needs.
Provider	The NDIS funds reasonable and necessary supports that help a participant to reach their goals, objectives and aspirations, and to undertake activities to enable the participant's social and economic participation. NDIA staff make decisions based on the National Disability Insurance Scheme Act 2013 (NDIS Act) and the rules made under the NDIS Act. The operational guidelines also provide practical guidance for decision makers.
National Quality and Safeguards Framework	A nationally consistent framework that ensures people with disability can make decisions about their supports while also enabling them to live free from abuse, neglect and exploitation. The framework will also promote innovation, continuous improvement and best practice in the provision of supports.
Reasonable and necessary supports	Defined as the most appropriate, cost effective support to enable a participant's social and economic participation. The NDIA publishes operational guidelines to assist decisions on what is to be funded as a reasonable and necessary support by NDIS in a participant's plan. For supports to be reasonable and necessary they must meet all elements of the test set out in s34 of the NDIS Act 2013.
Registered Provider	A disability support provider that has met the NDIS requirements for qualification, approvals, experience and capacity for the approved supports and the quality standards of Queensland.
Rural and Remote	The Rural, Remote and Metropolitan Areas classification applied by the NDIA is the Modified Monash Model. It has seven categories based primarily on population numbers and an index of remoteness. http://www.doctorconnect.gov.au/internet/otd/publishing.nsf/Content/MMM_locat_or



Term	Description
Service Delivery Operating Model (SDOM)	The SDOM is the overarching design of how the Agency will operate, at a service delivery level, to best deliver on the intent of the NDIS. The design of the SDOM seeks to ensure the Agency administers the NDIS in a fair, flexible and efficient way.
Supports	Assistance that helps a participant to reach their goals, objectives and aspirations, and to undertake activities to enable their social and economic participation.
System Stewardship	System stewardship refers to the responsible planning, management and administration of existing government functions through the transition to the NDIS.