



**NDIS Quality
and Safeguards
Commission**

Disability Action Plan 2025–2030

September 2025

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You can find digital and other accessible versions of our Disability Action Plan at www.ndiscommission.gov.au/disability-action-plan

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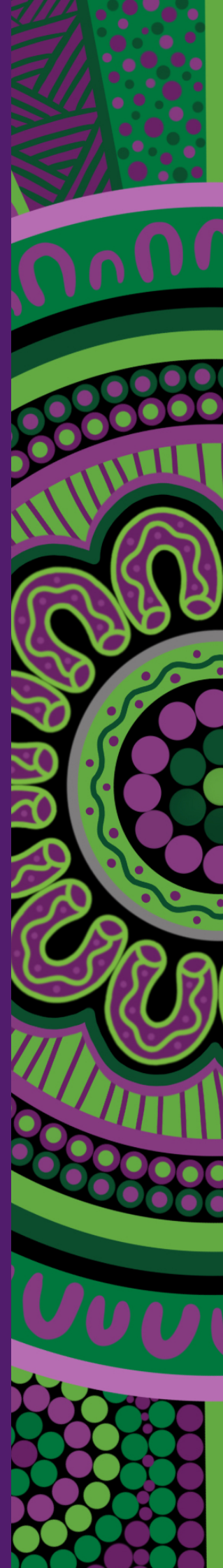
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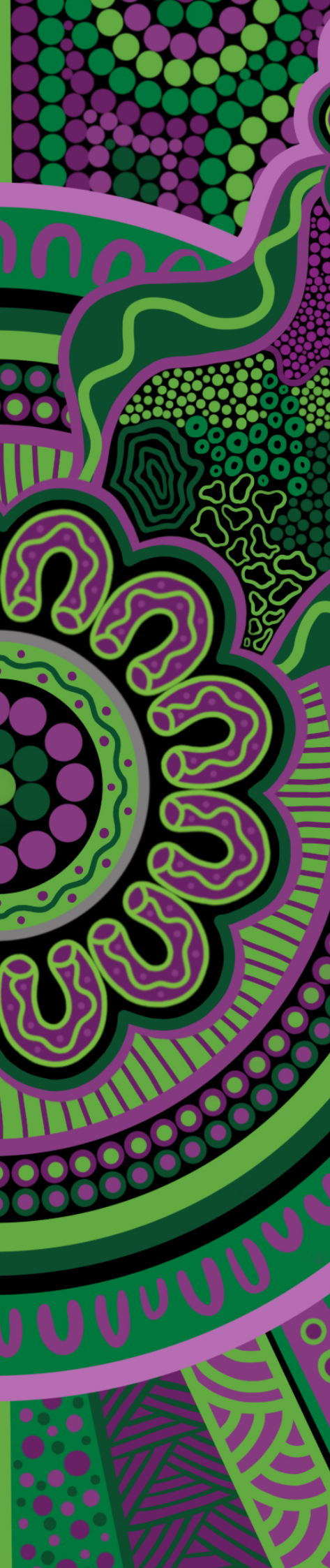
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WARNING: Aboriginal and Torres Strait Islander readers are warned that this document may contain images of deceased persons.





Acknowledgment of Country

The NDIS Commission acknowledges the Traditional Custodians of the lands upon which we work. We pay our respects to Elders past, present and emerging.

We believe that Australians can all work together to make a meaningful difference to the lives of Aboriginal and Torres Strait Islander people with disability and shape a more inclusive society for everyone.

Artwork by Presten Warren,
a proud Wirangu, Dieri, Kokatha,
Mirning, Arabana man from
Port Lincoln in South Australia

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Message from the Commissioner and Associate Commissioner



We are pleased to present the first Disability Action Plan (DAP) of the NDIS Quality and Safeguards Commission (NDIS Commission).

The purpose of the DAP is to promote and prioritise disability inclusion within our workplace and the community. This plan is a necessary step forward in our commitment to people with disability. We aim to advance human rights and remove barriers for people with disability, and create a workplace and community where everyone is respected and included.

We all have a role to play in disability inclusion. Our organisation needs to take deliberate action to ensure people with disability feel valued, respected and empowered.

This DAP is our commitment to inclusion. Over the next 5 years, through this plan we will set the foundations for:

- ◆ inclusion
- ◆ accessibility
- ◆ strengthening disability leadership
- ◆ improving outcomes for people and staff with disability.

This DAP has been shaped by people with disability, within the NDIS Commission and external stakeholders, who come from diverse backgrounds and communities. We want to offer our sincere thanks to everyone who has generously given their time and shared their knowledge. We appreciate that you have championed the development and delivery of the DAP. It is essential that our internal culture is one we can be proud of. We will foster a positive, respectful and safe workplace culture that values diverse identities and lived experiences.

We acknowledge that disability is not experienced in the same way by everyone. We are committed to continuing to listen and learn from people with lived experience. Their insights are fundamental in guiding our vision, commitments and actions detailed in this plan.

There is still so much more work to do in disability inclusion and dismantling barriers. However, we are confident this DAP is a blueprint to address barriers while upholding the rights of people with disability.

Louise Glanville
Commissioner
NDIS Quality and
Safeguards Commission

Natalie Wade
*Associate
Commissioner*

About our Disability Action Plan

The DAP is a 5-year plan that sets out how we will:

- ✓ create a foundation for inclusion and accessibility
- ✓ strengthen disability leadership
- ✓ improve outcomes for people and staff with disability.

Purpose of the plan

The purpose of the DAP is to remove barriers for people with disability and promote inclusion.

We want people with disability to be valued, respected and empowered in our workplace and the community. This plan helps us to take deliberate steps to make this happen.

Who this plan is for

People with disability

to demonstrate our commitment to inclusion, accessibility and human rights.

NDIS Commission staff

to understand their role in building a more inclusive and accessible workplace and community.

Our leaders and decision makers

to guide inclusive policies and initiatives across the NDIS Commission.

The disability sector

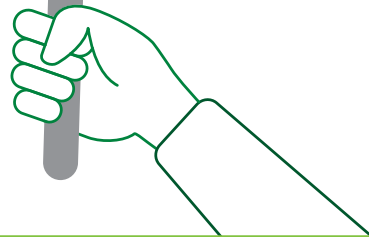
to improve disability leadership in the sector we regulate.



Why this matters

People with disability have a right to receive high-quality services that:

- ◆ are culturally safe
- ◆ provide dignity and inclusion
- ◆ remove barriers to full participation in the community.



Our Disability Action Plan objectives at a glance



1 | Accessibility in our environments and digital systems

Everyone can access and participate in our workplace.



2 | NDIS Commission an employer of choice for people with disability

We're recognised as a leading inclusive employer where people with disability thrive.



3 | NDIS Commission leading disability inclusion

The NDIS Commission is a trusted and visible leader in the Australian Public Service and disability sector.



Our organisation

The NDIS Commission is the national regulator of the NDIS market. The Commission is committed to ensuring people with disability receive culturally safe, high-quality services. We prioritise dignity, inclusion and removing barriers to full participation in society. We do this by including human rights principles in all our activities. We also set clear standards for delivering high-quality outcomes for participants.

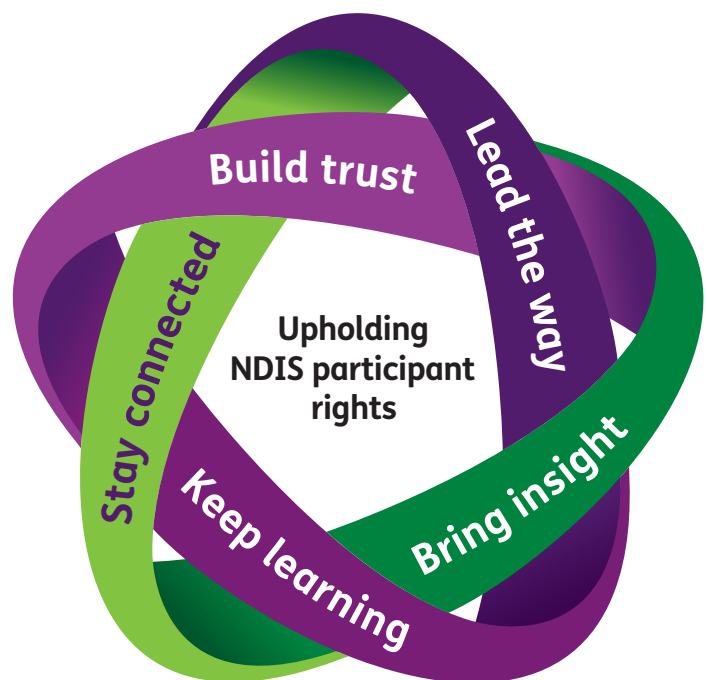
Our vision is that we have an inclusive workplace. We value the diverse knowledge and experience of people with disability. We work with others in the NDIS sector to improve outcomes for people with disability.

Alignment with NDIS Commission initiatives

Strategic plan 2022–2027

This Disability Action Plan aligns with our Strategic Plan 2022–2027. It helps us to be a contemporary, purpose-centred regulator in the following ways:

- ◆ **Lead the way** – We can lead by example and be an employer of choice. We do this by removing barriers, improving access and featuring inclusion in policies and practices.
- ◆ **Build trust** – We can build safe and respectful relationships and trust in our workplace and the services we deliver. We can do this when we are transparent and follow through on our commitments.
- ◆ **Keep learning** – We can always listen and learn from people with disability. Their lived experience is essential to continuous improvement across our organisation.
- ◆ **Bring insight** – We will highlight and address system-wide concerns and risks to the rights of people with disability. We are evidence-informed when we listen to lived experience and analyse data.
- ◆ **Stay connected** – We will continue to connect with people with disability by asking for feedback and providing updates. We can create a shared direction and positive outcomes in the workplace and the broader community.



NDIS Commission Human Rights Guidance

The NDIS Commission has developed internal [Human Rights Guidance](#).^{*} We developed it with the Australian Human Rights Commission to improve organisational culture. This information:

- ◆ guides us to consider human rights in our administrative practices and policy development
- ◆ considers the key areas of Human Rights under the Convention of Rights for People with Disability (CRPD)
- ◆ explains how we can strengthen our approach to human rights as an industry regulator.

The Human Rights Guidance helps us to apply a rights-based lens to the objectives set out in our Disability Action Plan.

Intersectionality

People with disability have different life experiences shaped by things like gender, age, culture, sexuality and socio-economic backgrounds. This is called intersectionality.

The NDIS Commission recognises the intersectionality of people with disability. By recognising intersectionality, we can identify more barriers faced by people with disability. This means we can strengthen our commitment to equity, inclusion and human rights.

The Disability Action Plan has been shaped by people with disability who have diverse backgrounds, identities and experiences. When we include diverse voices of people with disability, we're making sure we're well informed. We are acknowledging the broader systemic and structural barriers facing people with disability.

Data and Regulatory Transformation Program

The Data and Regulatory Transformation (DART) program will create a modern integrated IT system in the NDIS Commission. It will give us access to real-time data to inform regulatory decision making. This will improve our data collection, sharing, analysis and protection.

This program has people with disability at its core. It will make system improvements that will:

- ◆ enhance safeguarding of participants
- ◆ helps us build stronger regulation of providers and workers
- ◆ reduce regulatory burden
- ◆ improve cyber security to protect personal and sensitive data.



D.A.R.T

Sharper Insights

Smarter Decisions

Better Ways of Working

^{*} <https://www.ndiscommission.gov.au/rules-and-standards/rights-people-disability#paragraph-id-10413>

Alignment with disability reform and legislation

Disability reform landscape

The [Royal Commission into Abuse, Neglect and Exploitation of People with Disability](https://disability.royalcommission.gov.au/publications/final-report)^{*} produced a Final Report. Our Disability Action Plan aligns with the Royal Commission's request for a more inclusive and fair society. The plan supports the independence of people with disability – within our organisation and when we serve the community.

The Disability Action Plan also aligns with the [NDIS Review](https://www.ndisreview.gov.au/)[†] reform agenda. The review asks us to create a unified system which delivers a more accessible and inclusive Australia. Our plan sets specific, practical and measurable objectives. It supports our short-term and long-term goal of sustainable change.

Many of the recommendations from the Disability Royal Commission and the NDIS Review talk about:

- ◆ strengthening our role in the system
- ◆ building sector capability
- ◆ consistently upholding the rights of people with disability.

Legislation and frameworks

The [Convention of the Rights of Persons with Disabilities](https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-rights-persons-disabilities)[‡] (CRPD) describes the rights of all people with disability. Australia must make sure people with disability experience all their human rights and freedoms without discrimination.

There is federal legislation, standards and frameworks that protect the rights of people with disability. These include the:

- ◆ *Disability Discrimination Act 1992* (Cth)
- ◆ *National Disability Insurance Scheme Act 2013* (Cth)
- ◆ *Disability Services and Inclusion Act 2023* (Cth)

The [Australia's Disability Strategy 2021–2031](https://www.un.org/en/content/disabilitystrategy/)[§] and the [United Nations Disability Inclusion Strategy](https://www.un.org/en/content/disabilitystrategy/)[¶] also protect the rights of people with disability.

^{*} <https://disability.royalcommission.gov.au/publications/final-report>

[†] <https://www.ndisreview.gov.au/>

[‡] <https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-rights-persons-disabilities>

[§] <https://www.disabilitygateway.gov.au/document/11081>

[¶] <https://www.un.org/en/content/disabilitystrategy/>

Developing our Disability Action Plan

We developed this Disability Action Plan in an intentionally inclusive way. It was important to us to talk to people with disability and make sure the plan reflects current and future needs.

We also reviewed existing legislation strategies and inclusion frameworks. This included the [Australian Public Service Code of Conduct](https://www.apsc.gov.au/working-aps/integrity/integrity-resources/code-of-conduct)^{*} and [Disability Employment Strategy](https://www.apsc.gov.au/publication/aps-disability-employment-strategy-2020-25)[†]. When we looked at this best-practice work, it became clear that we need a strong direction and structures. This helps us achieve outcomes that have impact and meaning.

We want to offer our sincere thanks to everyone who's given their time, shared their knowledge, and encouraged the development of the plan. Find out who we consulted in developing our Disability Action Plan on [page 17](#).

^{*} <https://www.apsc.gov.au/working-aps/integrity/integrity-resources/code-of-conduct>

[†] <https://www.apsc.gov.au/publication/aps-disability-employment-strategy-2020-25>



Disability Action Plan objectives

Our Disability Action Plan has 3 objectives. These objectives give us the foundation and direction for everything we want to achieve. They describe our commitment to making changes that remove barriers for people with disability.

Our objectives focus on:

- ◆ improving accessibility to create a safe and inclusive organisation
- ◆ improving career pathways and professional development opportunities for staff with disability
- ◆ disability leadership and inclusion.

We are committed to:

- ◆ working with our NDIS sector partners to improve outcomes for people with disability
- ◆ including the perspectives of people with a lived experience of disability in all our work
- ◆ encouraging a shift in community attitudes that helps to improve the human rights of people with disability.

We understand that we need to build the foundations first. We can then add practices into our everyday work and finally move towards exceeding best practice.



1

Accessibility in our environments and digital systems

Objective

Everyone can access and participate in our workplace.

Our commitment

We commit to using accessibility best practice in our physical and digital work environments.

We will make sure everyone can fully participate in our workplace. Our built environment, systems and digital spaces will respond to the diverse needs of people with disability.

Our actions

- ◆ Improve all office locations to meet or exceed minimum accessibility standards.
- ◆ Create accessible digital content that meets or exceeds:
 - » national standards
 - » the most current Web Content Accessibility Guidelines (WCAG).
- ◆ Present internal and external resources in accessible formats that work with assistive technology.
- ◆ Deliver digital communication like emails and presentations in accessible formats.
- ◆ Improve staff capability in creating inclusive content and achieving digital accessibility.



2

NDIS Commission an employer of choice for people with disability

Objective

We're recognised as a leading inclusive employer where people with disability thrive.

Our commitment

We commit to becoming an employer of choice for people with disability.

We will attract the best talent by providing a safe and inclusive environment. We will support staff to work at their full capacity and achieve their career aspirations. We will have inclusive, confident and capable leaders who make employees with disability feel safe and supported. These leaders will provide an example for all our staff.

Our actions

- ◆ Develop a Disability Employment Strategy that encourages greater representation of people with disability. This will be at all levels of the NDIS Commission, but particularly leadership roles. The Strategy will cover:
 - » attracting people with disability
 - » improving recruitment processes
 - » supporting and increasing the use of RecruitAbility
 - » retaining staff with disability.
- ◆ All NDIS Commission staff complete training to improve disability awareness and confidence. The training will include intersectionality and have a continuous learning approach.
- ◆ All managers and leaders complete disability leadership training every 12 months. This will improve our workforce's ability to support staff.
- ◆ Create pathways that support staff with disability to move into leadership roles. This may include mentoring programs, leadership training, and active succession planning.
- ◆ Support and strengthen our Employee Networks to build connectedness and community for all staff. This includes:
 - » reviewing and removing barriers that may prevent people from participating
 - » considering disability inclusion at every stage of policy development.
- ◆ Make all policies, processes and procedures inclusive and accessible. Make them respond to the needs and rights of people with disability.
- ◆ Consider what a co-designed neuro-inclusion plan might look like for the NDIS Commission. This may include dedicated and appropriate support for neurodivergent staff and community members. We will engage with people with lived experience to determine the best approach.
- ◆ Provide staff with disability with equal access to learning, training and development opportunities.



3

NDIS Commission leading disability inclusion

Objective

The NDIS Commission is a trusted and visible leader in the Australian Public Service and disability sector.

Our commitment

We commit to being a trusted organisation with the NDIS sector. We will be a visible and values-driven organisation. We will partner with people with disability and a range of external stakeholders. We will drive social change and challenge stigma, bias and assumptions.

Our actions

- ◆ Improve disability leadership within the Australian Public Service and the sector we regulate.
- ◆ Develop an organisational benchmark and roadmap using the Australian Disability Network Access and Inclusion Index. Identify strengths and areas for improvement in disability confidence and maturity.
- ◆ Establish an Advisory Council to provide disability advice to the NDIS Commissioner and Associate Commissioner. The council will:
 - » give advice on issues affecting people with disability
 - » uphold the human rights of people with disability
 - » promote the health, safety and wellbeing of people with disability who receive NDIS supports and services.
- ◆ Incorporate and build on our Human Rights Guidance. This will challenge assumptions and encourage changes in attitude. We will take a zero-tolerance approach to blatant discrimination, stigma and bias.
- ◆ Continuously seek feedback on human rights approaches for people with disability.
- ◆ Develop human-rights focussed dispute resolution processes.
- ◆ Co-design our regulatory priorities and policy. As we work, we'll:
 - » use our lived experience expertise
 - » work closely with disability-led organisations and advocacy groups.

Next steps for the Disability Action Plan

The governance of the Disability Action Plan is key to its success and implementation.

The NDIS Commission will develop annual implementation plans that describe how we'll achieve the objectives in the plan. The annual implementation plan will be part of our annual business and divisional planning process. It will consider the resourcing needed for Disability Action Plan initiatives.

We commit to:

- ◆ developing a governance and accountability structure that defines how the Disability Action Plan is implemented, with regular reporting into the Executive Management Group
- ◆ regular monitoring of our performance
- ◆ public reporting on our progress on the annual implementation plan
- ◆ a mid-point evaluation to learn from the first couple of years, and ensure a strong second-half rollout of initiatives.

Years 1 and 2

We expect the first 2 years of the Disability Action Plan will create:

- ◆ appropriate governance structures
- ◆ a strong foundation that will set the organisation up for success.

Years 3 to 5

We will focus on:

- ◆ building on the foundations created in years 1 and 2
- ◆ moving towards best practice
- ◆ making the NDIS Commission a leader in equity, inclusion, and accessibility in the Australian Public Service.

Consultation

We consulted with a diverse group of organisations and people when developing the Disability Action Plan.

Internal consultation

We consulted with:

- ◆ Corporate Accommodation Technical Design Working Group
- ◆ Culturally and Linguistically (CALD) Network
- ◆ Data and Regulatory Transformation (DART) Team
- ◆ Enable (Disability and Carers) Network
- ◆ First Nations Employee Network
- ◆ People and Culture
- ◆ Leaders and manager cohorts
- ◆ Rainbow Network
- ◆ Research and Evaluation Team

- ◆ Workplace Consultative Committee and Health Safety Representatives
- ◆ Young Professionals Network.

We held open sessions with staff on these themes:

- ◆ accessibility
- ◆ disability employment
- ◆ neurodiversity
- ◆ staff development.

We also offered a number of one-on-one consultations with NDIS Commission staff.

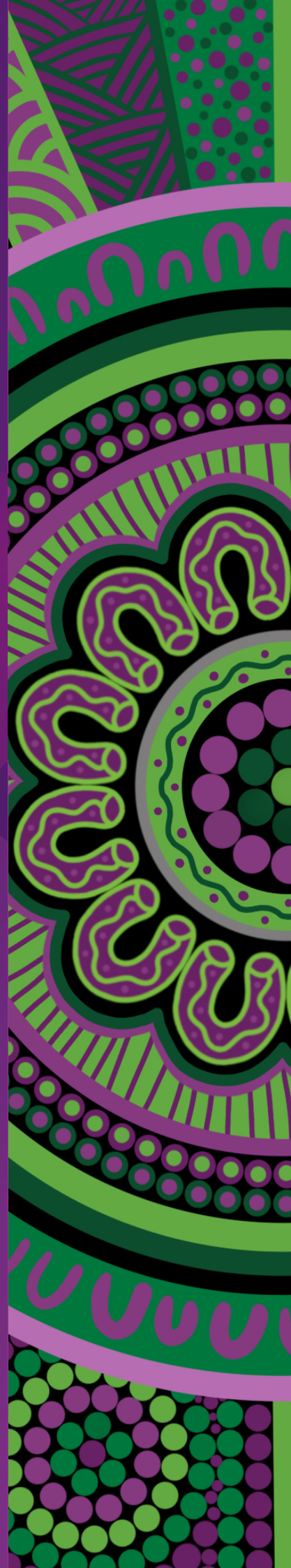
External consultation

We consulted with:

- ◆ Australian Public Service Commission (APSC)
- ◆ APSC Senior Executive Service Disability Network
- ◆ Children and Young People with Disability Australia
- ◆ Provider Advisory Group
- ◆ Consultative Committee

- ◆ NDIS providers
- ◆ support coordinators
- ◆ advocates
- ◆ disability organisations.

We also offered a number of one-on-one consultations and focus groups with a wide range of NDIS sector and government stakeholders.







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