



NDIS Quality
and Safeguards
Commission

2025–26 Corporate Plan

August 2025

The NDIS Quality and Safeguards Commission works with people with disability, providers and the community to deliver nationally consistent, responsive and effective regulation of NDIS providers.



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An Easy Read version of the Corporate Plan is available on our website: www.ndiscommission.gov.au/about/corporate-documents

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

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Cover image — Marie and Alexander

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Acknowledgement of Country

The NDIS Quality and Safeguards Commission acknowledges the traditional custodians of the lands on which we work. We pay our respects to Elders past, present and emerging.

We thank all Aboriginal and Torres Strait Islander people for sharing their knowledge of country and culture with us so we can work together to shape culturally appropriate services for a more inclusive society.

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

Message from the Commissioner and Associate Commissioner

I, Louise Glanville, as the accountable authority of the NDIS Quality and Safeguards Commission (NDIS Commission), am pleased to present the 2025–26 NDIS Commission Corporate Plan. This plan covers the periods of 2025–26 through to 2029–30, as required under paragraph 35(1)(b) of the Public Governance, Performance and Accountability Act 2013.

We are pleased to share the NDIS Quality and Safeguards Commission (NDIS Commission) Corporate Plan 2025–26 with you. This is an important document that positions us to deliver our strategic purpose, priorities and direction over the next 12 months to four years.

The NDIS Commission regulates the National Disability Insurance Scheme (NDIS) market. We are committed to ensuring people with disability receive safe, high-quality services. We prioritise dignity, inclusion and removing barriers to full participation in society. We do this by embedding human rights principles in all our activities and setting clear standards for delivering high-quality outcomes for NDIS participants.

Our corporate plan details our role as a regulator of NDIS supports and services, and our responsibility to uphold the rights of – and promote the health, safety and wellbeing of – people with disability receiving NDIS supports or services. It details important programs of work that are ongoing and presents new strategic commitments we are making to deliver impact across the NDIS.

We want to be clear in how we will meaningfully invest our resources to deliver the greatest benefit to people with disability, and drive regulatory reform to strengthen the quality and safety of supports for NDIS participants. As such, we are taking an organisation-wide risk-based approach to managing complaints, incidents and enquiries coming into the NDIS Commission.

This new approach strengthens our ability to identify and respond to the most serious risks to NDIS participants, enabling more consistent and targeted regulatory responses.

While these changes will not affect how participants or providers submit information to us, they will support faster and more proportionate responses where risks to participants are greatest.

Our focus for the future

In the next 12 months – and throughout the additional four-year outlook of this plan – the disability community can expect to see the NDIS Commission:

- **be a formidable regulator** – exercising statutory powers and holding NDIS providers and workers accountable for quality and safety
- **focus on human rights** – addressing the greatest challenges to the dignity and safety of people with disability
- **deliver a sustainable future for the NDIS** – monitoring market influences and building stronger relationships with sector partners.

We explain these priorities in our Strategic Intent 2025–27, which supports the final two years of our five-year [Strategic Plan](#), published in June 2022. Our vision, purpose and cultural values have not changed. They are strong navigation points we continue towards. However, our priorities and strategic activities have evolved.

They reflect our deeper understanding of the disability sector and our ability to act on emerging opportunities and issues.

Our priorities shift our focus towards being a regulator that acts more, so we need to respond less. They affirm the NDIS Commission as a regulator that delivers strong, proactive and effective regulation.

In the next two years we will start rolling out several multi-year projects. We are connecting our data and the disability sector intelligence we hold to get a more detailed insight into the NDIS market and range of services offered, shining light on the shadows and blind spots systemic issues often hide in.

This will allow us to shape an NDIS market that offers more independence and opportunity to people with disability.

We will manage a reform program that gives a clearer view of all NDIS providers and workers, to give us greater control over who enters the market, and who must exit it for the safety and wellbeing of NDIS participants.

Our focus on human rights drives our regulatory activities to protect people with disability from violence, abuse, neglect and exploitation.

In time, a clearer regulatory structure and better provider accountability will rebuild confidence in the NDIS, as we address issues within the sector before they impact people with disability.

A more systemic, risk-responsive regulatory approach will enable us to have a greater impact on quality and safety in the sector. A more balanced disability market will offer safe, useful and fairly priced supports to people with disability. All NDIS providers and workers will rise above the standard of care defined in the [NDIS Code of Conduct](#). And we will enjoy stronger relationships with our disability partners and regulatory peers, sharing knowledge and expertise for the benefit of people with disability.

You can't be what you can't see

Australia's disability rights movement stands on the principle of *nothing about us without us*. It's important that the voices of people with disability guide our work. This includes having greater representation within our own workforce. It is essential that our internal culture is one we can be proud of — a positive, respectful and safe workplace that recognises, supports and celebrates our diverse identities and lived experiences.

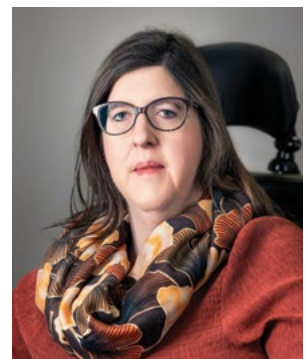
Our vision is to showcase an inclusive workplace that embraces the diverse expertise of people with disability as valued employees, and to regulate the NDIS market to advance and uphold the rights of people with disability.

This corporate plan outlines how we will move towards that vision, working with the disability community, our employees and sector partners to achieve it.



Louise Glanville
NDIS Quality and
Safeguards
Commissioner

29 August 2025



Natalie Wade
Associate
Commissioner

29 August 2025



Claire

Our purpose

Our corporate structure

As the national regulator of the NDIS market, the NDIS Commission is a Commonwealth agency and part of the [Health, Disability and Ageing portfolio](#). The NDIS Commission operates in seven areas (see Figure 1), with three leadership groups providing advisory and governance support — the Executive Management Group, Strategic Leadership Group and Senior Leadership Team.

The NDIS Commission is also supported by an Audit and Risk Committee, established in accordance with the *Public Governance, Performance and Accountability 2013* (PGPA Act) and PGPA Rule 2014. The committee provides independent advice on the NDIS Commission's financial and performance reporting, systems of risk oversight and management, and internal control.

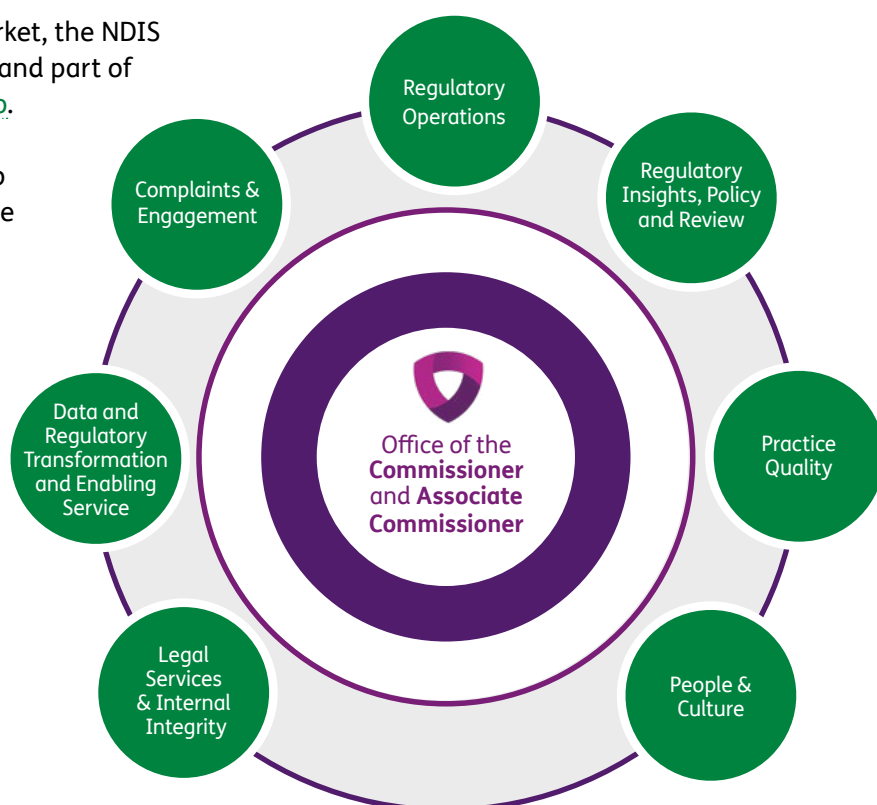


Figure 1: NDIS Commission functional structure

NDIS Commission's core functions

The NDIS Commission is governed by the responsibilities assigned under the *National Disability Insurance Scheme Act 2013* (NDIS Act). The NDIS Quality and Safeguards Commissioner's (NDIS Commissioner) core functions are outlined in Section 181E of the Act (see Appendix B, [page 42](#)). The commission's core functions are to protect the quality of disability supports and services, and to reduce the risk of harm to people with disability when accessing those services.

These core functions shape every element of our organisation's activities. This includes informing our regulatory activities and the strategic direction we have outlined in this corporate plan.

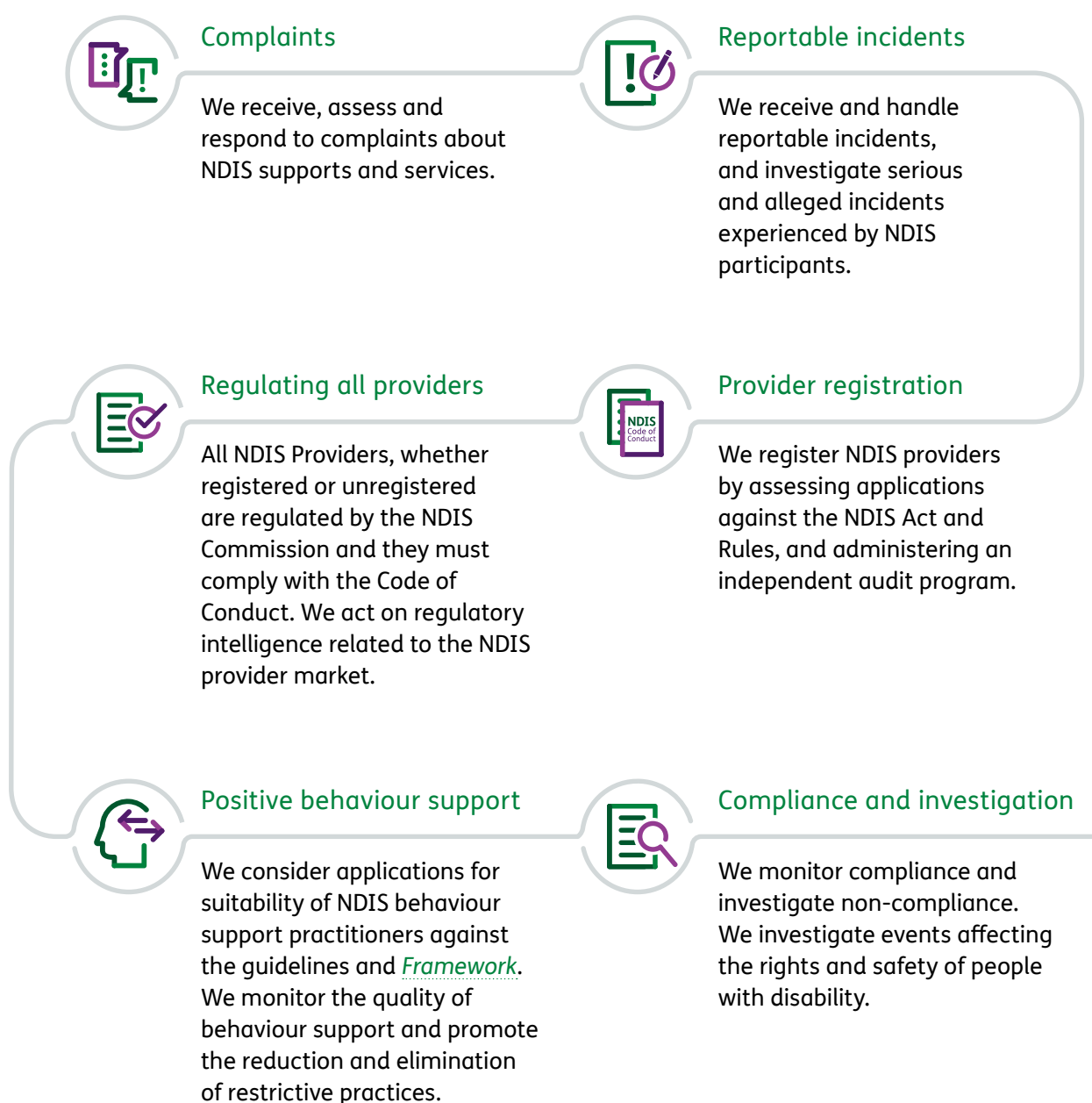


Figure 2: NDIS Commission's core functions

Our regulatory approach

Our [regulatory approach](#) guides how we uphold the rights of people with disability. It explains the regulatory levers we use to do that and the circumstances in which we typically apply them (see figure 3). We use a mix of proactive and reactive levers to improve service quality and reduce risks for NDIS participants.

We aim to act on all matters where there is a high risk of harm to participants, following a risk-proportionate approach. We also monitor registered providers' compliance with their registration obligations, and hold all NDIS providers and workers to account for quality and safety.

Reactive levers: responding to risks and harm

We take action when risks or harm to participants arise.



We **ensure** providers and workers understand and address risks, comply with the law and minimise harm. We investigate and take action against those who don't.



We **enforce** relevant laws and standards by sanctioning providers or workers when necessary to protect participants. We partner with the NDIA and other regulators to maximise the impact of enforcement action.



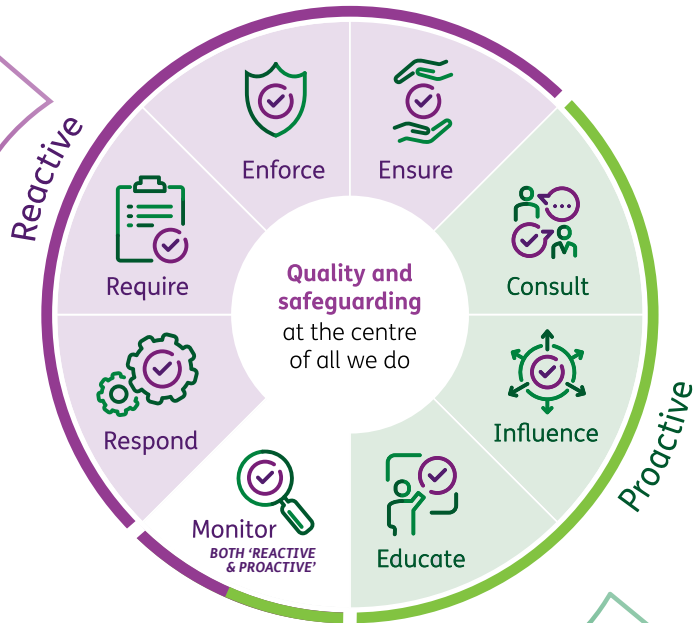
We **require** businesses and individuals to meet quality and safety standards, including controlling who can provide certain services.



We **respond** to all complaints and incident reports by considering the relationship between the seriousness of a matter, the presence and nature of any alleged or potential contravention and the NDIS Commission's regulatory role and priorities.



We **monitor** the quality of services and the treatment of people with disability, with particular focus on high-risk activities, like restrictive practices. We also collect market intelligence that informs our activities.



Proactive levers: promoting quality and safety

We work to improve the overall system.



We **consult** with participants and stakeholders to understand their needs and experiences. This helps guide our actions.



We **influence** the sector by promoting innovation and excellence among providers.



We **educate** the sector and the public about the rights of people with disability and best practices in the NDIS. This includes supporting providers and participants with training, guidance and resources to make informed decisions and deliver quality supports and services.



We **monitor** the quality of services and the treatment of people with disability, with particular focus on high-risk activities, like restrictive practices. We also collect market intelligence that informs our activities.

Figure 3: Reactive and proactive regulatory levers

2025–26 Regulatory Priorities

Each financial year, the NDIS Commission publishes its [regulatory priorities](#) for the next 12 months. To develop the priority themes, we review patterns in our market intelligence, and data and industry research to identify the issues that pose a risk to the safety, rights or wellbeing of people with disability.

We use these priorities in tandem with our human rights frameworks to guide our community campaigns, education programs and policy agenda. We also check our thinking with our sector partners and the disability community to make sure our proposed actions are practical and achievable.

Our four regulatory priorities for 2025–26 are:

- The reduction and elimination of regulated restrictive practices (RRP)
- Strengthened oversight and regulation of unregistered NDIS providers and sole traders
- Provider obligations to support participants to proactively identify and manage high-risk health concerns
- Provider obligations to support, train and monitor appropriately skilled and capable workers.



L–R: Shane and Taylor

Our plan on a page

Why

Vision: People with disability can achieve their goals

Purpose: Uphold the rights of NDIS participants by improving quality and safety, and supporting their independence.

Portfolio Budget Statements (PBS) – Outcome 1:

Promote the delivery of quality supports and services to people with disability under the NDIS and other prescribed supports and services, including through nationally consistent and responsive regulation, policy development, advice and education.

Program 1.1

Support for National Disability Insurance Scheme providers in relation to registration.

Support for NDIS providers with the costs of obtaining registration to support service providers with cost of obtaining NDIS registration and to support the provision of education and training for providers, workers and auditors.

Program 1.2

Program Support for the NDIS Quality and Safeguards Commission.

To provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes.

What

Priorities

A formidable regulator

- We hold providers and workers to account
- We use all our statutory powers
- We have a clear, proportionate, and progressive risk framework
- We have the right systems to gather insights and enforce rules

Focused on human rights

- We deliver benefits to the public based on human rights principles
- We work closely with the community to build strong relationships
- We work to stop violence, abuse, neglect and preventable deaths of people with disability
- We use our powers to reduce and eliminate restrictive practices, in collaboration with states and territories

Delivering a sustainable future for the NDIS

- We control who enters and exits the NDIS market
- We promote a strong and safe NDIS market with high quality services to ensure it lasts
- We work with our partners to deliver a scheme that truly meets the needs of people with disability

How

Providers and workers – we hold providers and workers to account for quality and safety.

People

We help our staff succeed and work effectively as a national regulator focused on managing risk

Partner

We partner effectively to ensure the NDIS has a long and lasting future

Performance

We track and share our results to show our impact and effectiveness

Our principles:

Lead the way – Build trust – Bring insight – Stay connected – Keep learning

Plan on a page

A formidable regulator

We are known as a strong and trusted regulator, using the full range of its powers to prevent harm, enforce standards, and lift sector performance.

Focused on human rights

People with disability experience greater safety, dignity, and inclusion as a result of regulatory decisions that uphold rights and reduce harm.

Delivering a sustainable future for the NDIS

The NDIS delivers fair, high-quality supports through a capable market shaped by our regulatory influence and partnerships across the ecosystem.

Our priorities and key activities

The NDIS Commission regulates almost 300,000 providers in a large scheme of more than 700,000 participants.¹ As a result, we must be efficient with our time and resources.

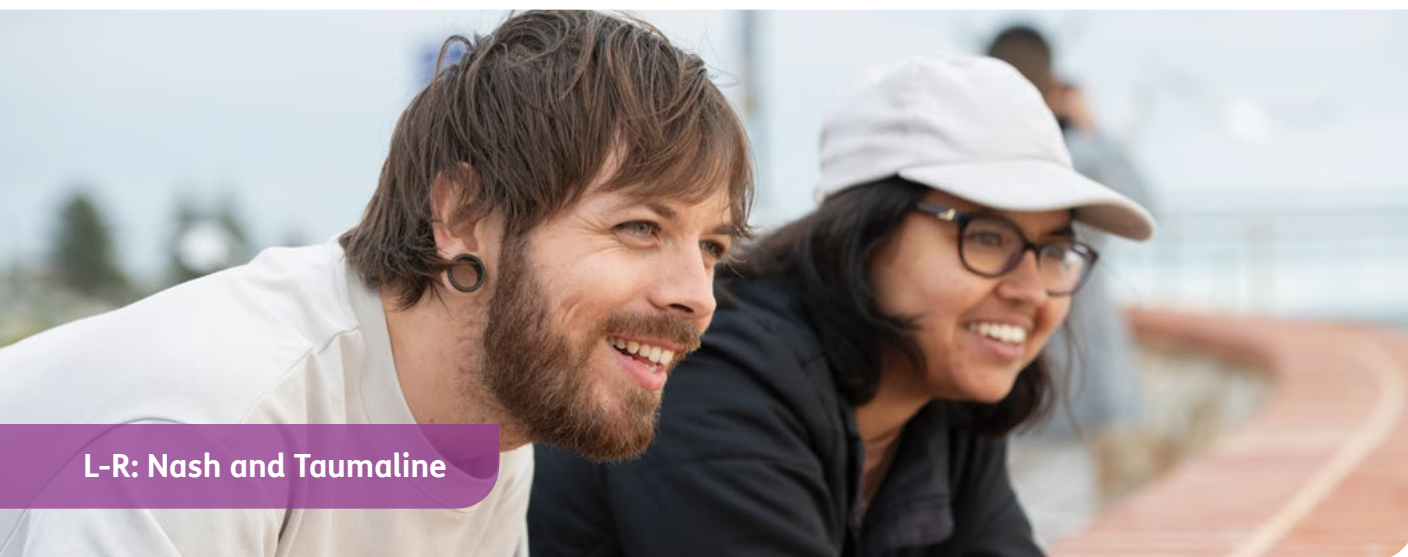
We choose our key activities for scale and purpose, to make sure our work benefits the most amount of people in the best possible way and contributes to the sustainability of the scheme.

In all instances, our key activities support at least one of our three strategic priorities.

Additionally, the activities we will work on in 2025–26 and beyond fall into six key areas:

- Culture
- Regulatory reform
- Own Motion Inquiry (OMI) focused on participants' human rights
- Maturing our regulatory craft
- Business transformation
- Uplifting engagement (including all online environments)

The key activities in these areas reflect the work we have identified as critical to achieving our priorities and strategic initiatives, and are in addition to our 'business as usual' activities.



L-R: Nash and Taumaline

¹ 263,145 active providers and 717,001 active participants: [NDIA \(March 2025\) Quarterly Report Q3 2024–25, accessed 29 July 2025](#)

Key area	Activity	Strategic priority		
		A formidable regulator	Focused on human rights	Delivering a sustainable future for the NDIS
Culture Improve employee engagement and inclusion, foster innovation and increase adaptability to improve our workplace.	<ul style="list-style-type: none"> • Culture Roadmap • Disability Action Plan (DAP) • Reconciliation Action Plan (RAP) • Human rights training for staff • NDIS Commission Workplace National Design Standards 		✓	✓
Regulatory reform Progress changes to regulation to improve the quality and safety of support being delivered to NDIS participants.	<ul style="list-style-type: none"> • Mandatory registration for supported independent living (SIL) providers, platform providers and support coordination services • NDIS Rules and Practice Standards review • Behaviour Support Practitioner Strategy 	✓	✓	✓
OMI Investigate participants' human rights.	<ul style="list-style-type: none"> • Launch OMI based on data and evidence collected 	✓	✓	
Maturing our regulatory craft Ensure our people have the right skills and knowledge and are confident using our regulatory powers.	<ul style="list-style-type: none"> • Regulatory Learning and Development Program • Collaborative relationships with government and sector partners 	✓	✓	✓
Business transformation Ensure the NDIS Commission's technology and processes meet our regulatory demands.	<ul style="list-style-type: none"> • Data and Regulatory Transformation (DART) Program • Risk-based Regulatory Model • Data strategy 	✓	✓	✓
Uplifting engagement Make the NDIS Commission more accessible to our stakeholders.	<ul style="list-style-type: none"> • Website and intranet update • Contact centre upgrade (phase II) • Markets Insights Report 	✓	✓	✓

Operating context

There are more than 5 million people with disability in Australia, each in pursuit of their own ambitions and goals. The NDIS Commission exists to uphold their right to safe and high-quality supports and services, which we do by delivering our core functions (see Appendix B, [page 42](#)).

In doing this we must consider our impact across our three priority areas, and our actions must address, and be informed by, the issues confronting the disability sector.

Environment

The NDIS Commission is now part of the Department of Health, Disability and Ageing portfolio

In May 2025, the NDIS Commission underwent Machinery of Government changes, moving from the Social Services portfolio into the Department of Health, Disability and Ageing (DHDA, formerly the Department of Health and Aged Care).

This change accompanied the appointment of two new responsible ministers following the Federal Election in May 2025:

- **The Hon Mark Butler MP** – Minister for Disability and the National Disability Insurance Scheme, and Minister for Health and Ageing
- **Senator the Hon Jenny McAllister** – Minister for the National Disability Insurance Scheme

We continue to work closely with our responsible Ministers and agency partners.

We must contribute to the scheme's sustainability and regulatory reform

The NDIS contributes to a more inclusive and fair society for people with disability. As the NDIS regulator, we expect safe, ethical and high-quality support from all NDIS providers and workers. While public support for the scheme is strong, there is ongoing scrutiny of serious issues within the NDIS, such as systemic fraud, the rising cost of running the scheme, and violence, abuse, neglect and exploitation of NDIS participants.

These are some of the themes the [Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability](#) and the [NDIS Review](#) (both published in late 2023) called out as needing to be addressed.

On 22 August 2024, the first tranche of NDIS Act reforms passed through Parliament. The National Disability Insurance Scheme Amendment ([Getting the NDIS Back on Track No. 1](#)) Act 2024 introduced key quality and safeguarding reforms, including:

- new powers for the NDIS Commissioner to make NDIS rules regarding the approval of approved quality auditors.
- provisions enabling greater delegation of the NDIS Commissioner's compliance and enforcement powers to specified positions.

In early 2024, the Australian Government also created the NDIS Provider and Worker Registration Taskforce to advise on a risk-proportionate regulatory model.

We are also progressing consultation on proposed changes to regulation to improve the quality and safety of support being delivered to NDIS participants. The proposals aim to respond to emerging and long-standing quality, safety and integrity issues and ensure participants receive progressively higher standards of NDIS supports and services. Key reform initiatives include:

- Design and consultation on mandatory registration changes for platform providers, support coordinators and supported independent living (SIL) providers.
- Implementing changes to requirements for plan managers to lift provider capability and integrity.
- Reviewing the NDIS Commissioner made NDIS rules and NDIS Practice Standards.
- Increasing quality of in-home and housing supports via compliance and monitoring campaigns

Our [regulatory reform hub](#) provides updates on key reform areas and supports public and stakeholder consultation activities on initiatives related to improving the regulation of NDIS providers, workers and supports.

Taking our place in the care and support economy

The NDIS is part of the [care and support economy](#), one of the fastest growing components of Australia's overall economy. Indeed, the government projects a \$21 billion investment increase in the care and support economy over the next three years to 2028.²

The care and support economy is part of the health care and social assistance industry, which employs 15 per cent of Australia's workforce and is the nation's largest employer.

The care and support economy spans several sectors, including:

- disability support
- aged care
- early childhood education and care
- veterans' care.

It is common for people to use services across more than one of these four sectors. While supports can be similar from one sector to another, they are often subject to different rules and regulations.

This can create a significant burden for providers and suppliers. Regulatory harmonisation is a method of reducing regulatory burden for providers and suppliers working across several care markets. We welcome the opportunity to remove inconsistency and regulatory overlap from the disability sector, and focus more on human rights across all care and support segments.

In 2025–26, we will work with our partners in the care and support economy to coordinate regulatory processes, where appropriate. We will contribute to reform that makes it easier for NDIS providers to work in the care and support economy, while preserving the human rights approach that underpins the NDIS.

² Department of Prime Minister and Cabinet (28 May 2024), [Care and support economy reform at a glance](#), accessed 29 July 2025



Lianne

Updates to Australia's Disability Strategy

The [National Disability Strategy 2010–2020](#), published in February 2011, was Australia's first national disability policy framework. All Australian governments supported and contributed to this strategy.

In early 2024, the Department of Social Services (DSS) began a review of the strategy (the [ADS Review](#)). This led to an update of the strategy, called [Australia's Disability Strategy 2021–2031](#) (ADS), published in November 2024.

More updates to the ADS are possible. An independent evaluation of the ADS began in July 2025, to explore feedback and considerations that were out of scope for the ADS Review. The recommendations from this evaluation will be available in 2026.

Three targeted action plans have been commissioned and endorsed under the current ADS:

- [Community Attitudes Targeted Action Plan 2025–2027](#)
- [Inclusive Homes and Communities Targeted Action Plan 2025–2027](#)
- [Safety, Rights and Justice Targeted Action Plan 2025–2027](#)

Although these plans do not assign direct actions for the NDIS Commission, our work always considers and reflects the aims of the ADS.

Advancements in technology and data security risks

Advancements in technology continue to reshape society, business and government, particularly the growth in artificial intelligence (AI). Privacy, trust and safety remain top concerns for our people and the community.

We do not currently use AI internally or in providing our public services or advice. We will explore its value to our organisation and update our [AI transparency statement](#) as needed. We will also continue to follow the Digital Transformation Agency [Policy for the responsible use of AI in government](#).

More broadly, the NDIS Commission's DART program is helping us:

- replace outdated systems with adaptable purpose-built technology, tools and processes
- create new ways of working so we can quickly adapt to changes in the regulatory environment
- harness data and analytics to gather smarter insights for more informed decision-making.

Strengthening human rights regulation

The *NDIS Act 2013* is a rights-based Act, giving effect to the United Nations [Convention on the Rights of Persons with Disabilities](#). The NDIS Act determines that people with disability have the right to:

- determine their own best interests, including exercising choice and control
- be safe
- receive quality supports and services from NDIS providers and workers
- live with dignity and respect, free from violence, abuse, neglect and exploitation.

As a result, our regulatory approach aligns with human rights frameworks by:

- empowering people with disability to exercise choice and control over their disability supports
- ensuring appropriate protections are in place
- sharing information that helps people with disability make informed decisions about NDIS providers
- receiving, assessing and responding to concerns and complaints
- supporting a strong and viable market for disability supports and services.

*Promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity. **Purpose of the UN Convention on the Rights of Persons with Disabilities***

Capability

People and culture

Effective NDIS policy and regulation must be based on lived experience of disability. This includes increasing participation of people with disability within our workforce. As the regulator of NDIS providers, the NDIS Commission must be a leader in disability inclusion in the workplace.

In 2025, we will publish our inaugural Disability Action Plan (DAP). This five-year action plan reflects our values of lived experience, genuine collaboration and empowering diverse voices. The DAP focuses on three objectives:

- advancing the NDIS Commission’s environmental and digital accessibility to meet best practice
- promoting the NDIS Commission as an employer of choice
- establishing the NDIS Commission as a pillar of disability inclusion by being visible and values-driven.

Our **National Office Design Standards** project will embed universal design into NDIS Commission workplaces. This project is essential to ensuring everyone can access and use our office environments.

We will also implement a **Cultural Roadmap** to reset our internal identity and shared expectations. This work will support our continued efforts to strengthen psychological safety, reinforce wellbeing, and rebuild a culture grounded in care, accountability and inclusion.

Two separate and independent culture reviews inform this work.

- **Culture Review (September 2024):** We commissioned an independent culture review to examine issues and practices that may have caused staff to feel unsupported and unsafe at work. The NDIS Commissioner received the final report, including recommendations, in August 2025.
- **Comcare Psychosocial Inspection Program (February 2025):** The NDIS Commission agreed to an independent investigation – led by the Commonwealth work health and safety regulator, Comcare – into how we manage psychosocial risks and hazards. The NDIS Commissioner is expecting the final report, including recommendations, in late 2025.

Feedback from the annual [APS Employee Census](#) will also inform our cultural initiatives.

Reflect Reconciliation Action Plan

We published our [Reflect Reconciliation Action Plan](#) (RAP) in August 2024. We are very proud of our commitment to reconciliation and contributing to an inclusive and equitable future for First Nations peoples.

We recognise the importance of understanding the lived experiences of Aboriginal and Torres Strait Islander peoples – especially those of the Aboriginal and Torres Strait Islander NDIS participants we safeguard, and of their families and communities.

The Reflect RAP features the four themes of relationships, respect, opportunities and governance. These themes guide our actions as we improve our current practices and embed reconciliation and inclusivity in our organisational culture.

We are working on the 33 deliverables listed within 13 action categories of our Reflect RAP, which we expect to complete in 2026. Once complete, we will develop our Innovate RAP. This will be the second of four RAPs (Reflect, Innovate, Stretch and Elevate) and will build on our commitment to reconciliation. It will outline the actions we plan to take to achieve the NDIS Commission’s vision for reconciliation, reaffirming our commitment to a reconciled Australia where the rights and cultures of Aboriginal and Torres Strait Islander peoples are recognised, respected and celebrated. We expect to publish our Innovate RAP by the end of 2026.

Information communications and technology

Data and Regulatory Transformation

The NDIS Commission has completed the first year of our four-year DART program. This is a complex multi-year program to replace outdated technology systems and uplift our data and intelligence capabilities, made possible by a \$160.7 million investment allocation in the 2024–25 Federal Budget. DART is critical to giving us real-time data, tools and systems, as well as better ways of working.

The first DART projects leverage new analytics and case management systems to support provider registration, facilitate the complaints process and give us a single view of providers.

These early projects will:

- improve the registration process through a new portal that will streamline information and data collection, easing the regulatory burden for providers and reducing the need for NDIS Commission staff to manually process these registrations.
- streamline the complaints process, improving the experience of participants interacting with the NDIS Commission, supporting our implementation of the risk-based regulatory prioritisation model and reducing manual handling so we can respond in a timely manner.
- enable us to collate data and information into a single view of providers, reducing manual processing and embedding the data capability we need for sharper insights, smarter decision-making and faster responses.

L-R: Zane, Bodhi and Johnathon



Risk-based Regulatory Model

In 2025–26, we will roll out improvements in how we assess and prioritise the complaints, enquiries and reportable incidents we receive.

As part of this process, we may refer more low- and moderate-risk matters to providers to address. This reflects our view that many issues are best resolved early and locally by those delivering the service. It also ensures we focus our regulatory efforts on serious and systemic matters, especially where there is significant risk to participant safety, wellbeing or rights.

All NDIS providers must comply with the [NDIS Code of Conduct](#), and registered NDIS providers must also comply with the [NDIS Practice Standards](#).

This new way of working fits with our wider approach to regulation (see *Our Regulatory Approach* on [page 9](#)) and helps us better respond to different levels of risk.

We have been testing and iterating the model and prioritisation criteria since early 2025, incorporating feedback from staff and stakeholders.

We anticipate fully implementing this model before the end of 2025–26.

Operations

Australian National Audit Office performance audit

The Australian National Audit Office (ANAO) audits Commonwealth entities to examine any aspect of their operations or performance, in line with [ANAO Auditing Standards](#). This process supports transparency and accountability in the Australian Public Service (APS).

The ANAO began its first performance audit of the NDIS Commission in May 2024. The audit included a detailed review of our operations and processes, and the effectiveness of our regulatory functions.

The audit report is expected to be tabled in Parliament in September 2025. The NDIS Commission welcomes this audit, which builds on our annual internal audit program.

APS Strategic Commissioning Framework

The NDIS Commission converted much of its labour hire workforce to non-ongoing APS staff in the past two years.

Noting the need for technical expertise and flexibility in the future, we have a labour hire target of less than 10 per cent of the total workforce for ongoing work over the 2025–26 financial year.

We will see a short-term increase in labour hire over the next four years, mostly in relation to DART, as we seek external technical expertise in this area. Where possible, we will use non-ongoing contracts to provide staff for this program.

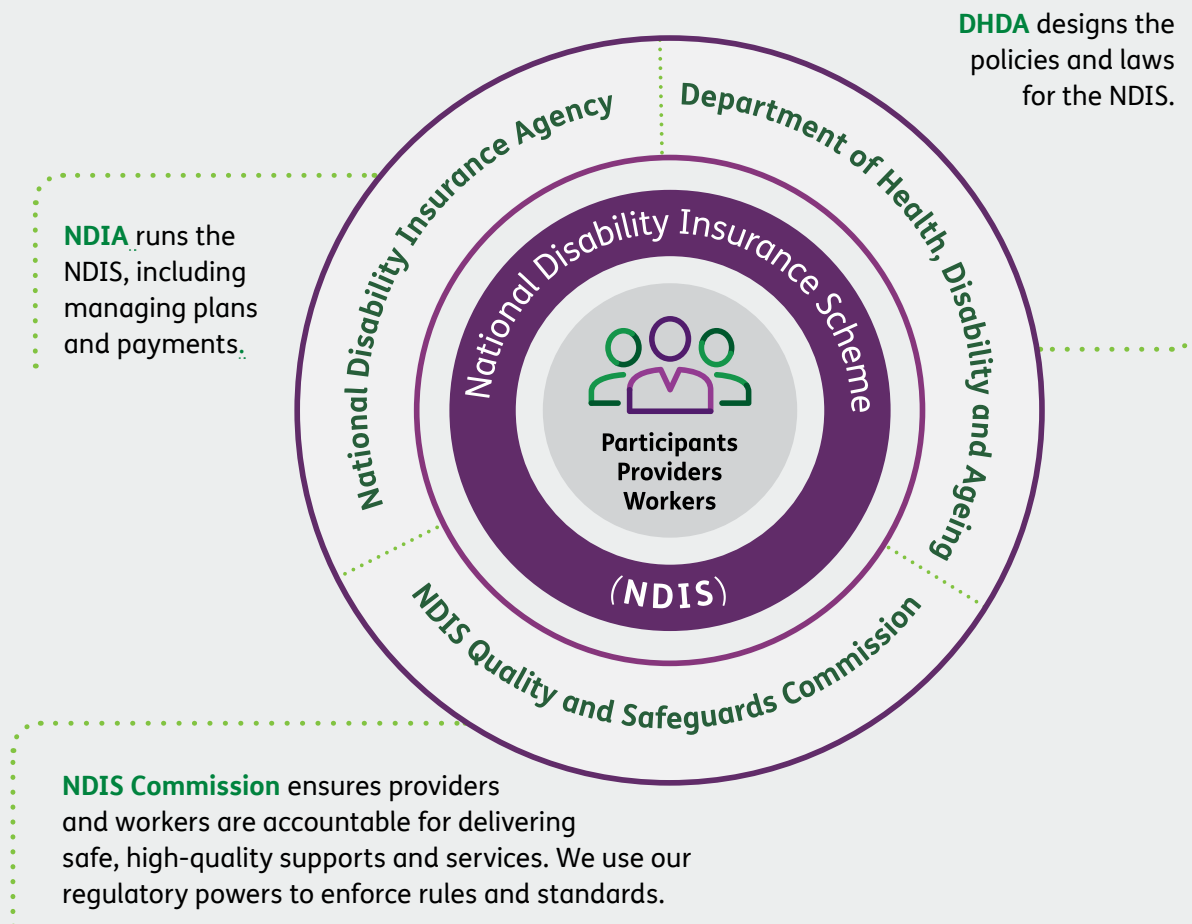
Much of the recent conversion work was completed in 2024–25 financial year. In 2025–26, we will maintain our current low levels of outsourcing of work. This is in line with the [APS Strategic Commissioning Framework](#).

Collaboration

Working together as stewards of the NDIS

The NDIS Commission works alongside the DHDA and the NDIA as stewards of the NDIS.

- **DHDA** designs NDIS policy and legislation, working in parallel with broader human services agencies.
- The **NDIA** administers the scheme and manages plans and payments.
- The **NDIS Commission** regulates NDIS providers.



Risk management

The NDIS Commission Risk Management Framework and Policy 2024 aligns with the Commonwealth Risk Management Policy, as established under the PGPA Act. The NDIS Commission’s goal is to embed risk management practices as part of the culture to enable well-informed decision-making.

Risk oversight

The NDIS Commission’s risk framework and governance is underpinned by:	
<ul style="list-style-type: none">• <i>National Disability Insurance Scheme Act 2013</i> and NDIS Rules• PGPA Act and PGPA Rule 2014• <i>Public Service Act 1999</i>• <i>Public Interest Disclosure Act 2013</i>• <i>Work Health and Safety Act 2011</i>• National Disability Insurance Scheme Risk Management Rules 2013• Work Health and Safety Regulations 2011• Work Health and Safety (Sexual and Gender-based Harassment) Code of Practice 2025• Work Health and Safety (Managing Psychosocial Hazards at Work) Code of Practice 2024	<ul style="list-style-type: none">• Comcover insurance and risk management requirements• Commonwealth Procurement Rules and Procurement Connected Policies• Commonwealth Grant Rules and Principles 2024• Commonwealth Risk Management Policy• Commonwealth Fraud and Corruption Control Framework 2024• <i>National Anti-Corruption Commission Act 2022</i>• Protective Security Policy Framework• Information Security Manual• Australian Signals Directorate Essential Eight Maturity Model

The NDIS Commission actively monitors and manages enterprise risk according to the NDIS Commission’s Risk Management Framework. The framework guides us in:

- building risk management practices into our systems, reporting and processes
- managing operational risks across regulatory operations for participant safeguarding, compliance activities and implementation of the Risk-based Regulation Prioritisation Model
- enabling appropriate multi-layered governance within the NDIS Commission and joint multi-layered governance under a shared services portfolio.

The Audit and Risk Committee provides advice to the NDIS Commissioner on the appropriateness of our risk management system, specific areas of concern and suggestions for improvement.

Consistent with our practice of identifying and managing key risks, we have identified six enterprise risks that may stop us from achieving the NDIS Commission’s objectives, as described in the following table.

Enterprise risk description	How we will manage the risk
R1 – Regulation	
<p>There is a risk that our regulatory functions do not shape the NDIS provider market, compromising the quality and safeguards of services and supports offered to NDIS participants.</p>	<ul style="list-style-type: none"> • Strategic plans and policies outline our approach to be a formidable risk-based and intelligence-led regulator, holding NDIS providers to account. • Proactive and reactive regulatory levers elevate the quality of services and supports received by NDIS participants. • Consult with the sector to drive market insights and promote a culture of excellence and ongoing improvement. • Monitor and enforce practice standards and laws by taking action against NDIS providers that don't comply. • Apply a consistent and repeatable standard for assessing regulatory risk, assigning priorities and allocating work. • Undertake targeted campaigns to address emerging risks to participants.
R2 – People	
<p>There is a risk we are not mature in the structures, policies and procedures that support an engaged workforce and an environment that includes an appropriate work health and safety (WHS) system.</p>	<ul style="list-style-type: none"> • Continue to implement our Workforce Plan and capability uplift project. • Drive engagement and deliver on our forward work plan, informed by the recommendations in the Culture Review. • Continue proactive support for workplace wellbeing initiatives that focus on psychosocial hazards. • Embed a new WHS management system to improve hazard and incident monitoring and reporting. • Implement recommendations arising from the NDIS Commission's participation in Comcare Psychosocial Inspection Program.

Enterprise risk description	How we will manage the risk
R3 – Financial sustainability	
There is a risk that the NDIS Commission is not appropriated at a level that is sustainable.	<ul style="list-style-type: none"> • Participate in the government’s budget process to seek a sustainable and appropriate level of resources based on the government’s risk appetite. We demonstrate the NDIS Commission’s value through outcomes for people with disability. • Complete regular strategic planning and prioritising processes, including considering what we will cease to do (or do less of). • Communicate work program adjustments with government and delivery partners. • Conduct rigorous business planning and budget monitoring to ensure the alignment of people and resources to have the greatest impact. • Continue engagement with NDIS partners to harmonise work programs and reduce duplication. • Refine financial reporting practices, using financial dashboards to improve executive oversight and decision-making.
R4 – Information and communications technology	
A fragmented technology suite restricts operational effectiveness, hinders continuous improvement and creates blind spots within our data, potentially resulting in cybersecurity breaches and/or breach of legislative responsibilities.	<ul style="list-style-type: none"> • Ongoing oversight by relevant management, governance committees and program boards. • Link internal guidance, education and mandatory training to performance development plans and remuneration outcomes. • Assess, track and implement recommendations from assurance activities to test controls. • Strengthen the NDIS Commission’s culture of transparency and good governance. • Strengthen the NDIS Commission’s data governance capabilities, processes and tools to support accurate data capture and reporting. • Deliver the DART program to optimise our ability to make well-informed, risk-based decisions.

Enterprise risk description	How we will manage the risk
R5 – Enterprise reform	
<p>There is a risk that strategic projects and regulatory reform do not effectively manage or coordinate implementation, interface or change management activities, resulting in poor outcomes, operational inefficiencies, reduced impact and stakeholder confusion.</p>	<ul style="list-style-type: none"> • Ongoing oversight by relevant management and governance committees and program boards. • Support the delivery of the DART program with strong governance arrangements, including a program management office to progress design and delivery. • Create tools, templates and technology to ensure a consistent approach to managing and reporting on strategic projects. • Engage and consult with sector partners to inform our regulatory reform program. • Pilot processes and evaluation activities to inform our implementation plans. • Communicate strategic priorities and change management activities clearly to staff.
R6 – Shared risk	
<p>There is a risk that business capability is impacted and quality outcomes for participants are compromised due to failure to effectively manage shared risk, or due to external risk owners not appropriately overseeing their shared risk responsibilities.</p>	<ul style="list-style-type: none"> • Establish responsibilities and expectations for managing shared risk under governance arrangements and frameworks. • Memoranda of understanding, contract management, working groups, joint projects or programs and treaties ensure common understanding of responsibilities and risks. • Monitor service delivery to ensure the most appropriate and effective processes, systems and use of resources. • Share knowledge and shape service expectations and outcomes through regular communication.

Performance

As a Commonwealth entity, the NDIS Commission is subject to mandatory planning and reporting requirements under the PGPA Act. The PGPA Act outlines the Commonwealth Performance Framework (see Appendix D, [page 44](#)) as a clear process for planning and reporting that the NDIS Commission must follow. This ensures a transparent system of governance and accountability for public resources.

As a regulator, we are guided by the principles of best practice and ministerial Statements of Expectations and Statements of Intent (see Appendix C, [page 43](#)). The NDIS Commission considers the [regulator principles of best practice](#) when determining our performance measures and targets.

Overview

The NDIS Commission's performance measures are reviewed and updated each year to make sure they support our key activities and strategic priorities. As a result, adjustments have been made to performance measures 2, 4 and 6. These adjustments are noted in the relevant sections.

The table below summarises our performance measures and targets.

Performance measure	Targets
1. The NDIS Commission Grants Program creates resources and opportunities that enhance providers', workers' and auditors' registration and training capability.	1.1 Awarding of grant funding to suitable organisations to support capability building of providers and workers.
2. The NDIS Commission uses the full range of compliance and enforcement levers available to influence an uplift in quality and safeguarding of NDIS supports and services.	2.1 20% increase in the use of statutory enforcement tools (infringement notices, civil penalty proceedings, injunctions, compliance notices, enforceable undertaking, banning orders) for detected non-compliance.
3. Reduce the risk of harm to participants and lift the quality of service through guidance materials for providers and workers.	3.1 The proportion of providers and workers that say NDIS Commission information and resources increases their understanding of how to meet their obligations in providing quality and safe supports to people with disability remains at least 95%.

Performance measure	Targets
4. The use of restrictive practices is reduced and eliminated through increased provider compliance in relation to unauthorised restrictive practices (URPs), quality of behaviour support plans (BSPs) and BSP implementation.	4.1 Increase in the proportion of participants with a BSP lodged within 60 days of a URP notification.
	4.2 Increase in the proportion of participants that experience a reduction in restrictive practices across two or more BSPs.
	4.3 Decrease in the number of participants that are subject to URPs for more than 90 days.
	4.4 Increase the quality of BSPs.
5. The NDIS Commission supports a thriving, diverse, registered NDIS market of providers who provide quality and safe NDIS supports and services.	5.1 Percentage of applications received in a year resulting in a refusal.
	5.2 Percentage of applications determined within 12 months of a valid application received.
	5.3 20% increase in number of revocations of registrations per year.
6. People with disability know their rights and trust us to support them, their carers and advocates to make complaints, and report violence, abuse, neglect and risk of harm.	6.1 Awareness of the NDIS Commission's role and functions increases by 2% year-on-year.
	6.2 Trust in the NDIS Commission increases by 2% year-on-year.
	6.3 70% of priority-driven assessments for all complaints and reportable incidents are completed within 90 days.
7. Providers and workers have an increased understanding of what quality and safety means to NDIS participants and understand the rights of people with disability as consumers.	7.1 More than 95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety mean.
	7.2 More than 95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disabilities as consumers.

Performance measures and targets

Performance Measure 1	The NDIS Commission Grants Program creates resources and opportunities that enhance providers', workers' and auditors' registration and training capability.	
	Planned performance result	That providers, workers and auditors have an increased understanding of their obligations and the delivery of quality services and supports for NDIS Participants.
	Measure type	Effectiveness
	Related PBS program 1.1	Support for NDIS providers in relation to registration – support for NDIS providers with the costs of obtaining registration to support service providers with cost of obtaining NDIS registration and to support the provision of education and training for providers, workers and auditors.
	Related PBS key activities	Provide support to providers, workers and auditors in relation to the registration process, via administration of the NDIS Commission grants program and management of its deliverables.
Target 1.1		
Awarding of grant funding to suitable organisations to support capability building of providers and workers.		
Target rationale	The target will provide evidence of an increase in awareness and understanding of providers', workers' and auditors' obligations along with an increase in the delivery of good-quality services and supports for NDIS participants. The robust grant award selection process ensures suitably competent organisations are funded to deliver community-led projects resulting in positive outcomes in the NDIS market.	
Data source	Quantitative data is the total expenditure of the Grants Program funds. Qualitative data is collected from progress reports or at grantee progress meetings.	
Methodology	Both quantitative and qualitative analysis will identify whether the grantee delivered what they were contracted to deliver. Methods to capture this include project plan tracking against key deliverables ensuring milestone payments are made only upon endorsement of progress reports. It will also be considered if the required outputs, per the Grant Agreement, are deemed satisfactory, and tools such as surveys will be implemented to determine impact by both quantitative data capture and qualitative stories of change.	
Target for 2025–26	\$2.3 million available fund is fully expended and committed to new grants <ul style="list-style-type: none"> • 2026–27: Not applicable as policy authority has not been approved for forward years • 2027–28: Not applicable as policy authority has not been approved for forward years • 2028–29: Not applicable as policy authority has not been approved for forward years 	
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: Above 80% of allocated funds are committed to new grant awards • Partially achieved: Between 60% and 80% of allocated funds are committed to new grant awards • Not achieved: Below 60% of allocated funds are committed to new grant awards 	
Change from previous year	N/A	

Performance Measure

2

The NDIS Commission uses the full range of compliance and enforcement levers available to influence an uplift in quality and safeguarding of NDIS supports and services.

Planned performance result

- Securing compliance with the NDIS Act through effective compliance and enforcement arrangements including the use of each of our compliance and enforcement tools.
- Decrease in non-enforcement outcomes to detected non-compliance per year.
- Increase in enforcement regulatory outcomes per year (count of warnings, infringement notices, civil penalty proceedings, compliance notices, enforceable undertakings, banning orders, corrective action requests).

Measure type

Effectiveness

Related PBS program 1.2

Program Support for the NDIS Quality and Safeguards Commission – to provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes.

Related PBS key activities

Complaints and reportable incidents management, communications and engagement with stakeholders, behaviour support leadership, registration of NDIS service providers, management of worker screening processes, compliance operations, intra-agency operational, legal, policy and administrative support.

Target 2.1

20% increase in the use of statutory enforcement tools (infringement notices, civil penalty proceedings, injunctions, compliance notices, enforceable undertaking, banning orders) for detected non-compliance.

Target rationale

This target is intended to report on the quantity of statutory regulatory actions that have been undertaken during the reporting period. This target will be used to demonstrate the use of proactive and reactive levers employed by the NDIS Commission to change behaviour in the sector.

Data source

Data is primarily sourced from the Commission Operating System (COS), through the data warehouse. Off-system data will be collected for civil penalty proceedings and injunctions by engagement directly with legal division.

Methodology

Data will be extracted between 1 July 2026 and 14 July 2026; the data date range is 1 July 2025 to 30 June 2026. Business definitions are agreed upon by the data owner and stewards before extraction, and this logic is used to create the metric. Civil penalty proceedings are held off-system and are owned by Legal Services Branch; data is extracted quarterly.

Target for 2025–26

- 388
- 2026–27: 388
 - 2027–28: 388
 - 2028–29: 388

Assessment for achievement

- **Achieved:** 388 or above
- **Partially achieved:** Above 330
- **Not achieved:** Below 330

Change from previous year

Baseline data and target have changed.

Performance Measure

3

Reduce the risk of harm to participants and lift the quality of service through guidance materials for providers and workers.

Planned performance result	95% of providers and workers who access sector guidance materials report an increased understanding of provider and participant obligations and rights.
Measure type	Output
Related PBS program 1.2	Program Support for the NDIS Quality and Safeguards Commission – to provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes.
Related PBS key activities	Complaints and reportable incidents management, communications and engagement with stakeholders, behaviour support leadership, registration of NDIS service providers, management of worker screening processes, compliance operations, intra-agency operational, legal, policy and administrative support.

Target 3.1

The proportion of providers and workers that say NDIS Commission information and resources increases their understanding of how to meet their obligations in providing quality and safe supports to people with disability remains at least 95%.

Target rationale	This target supports the performance measure by measuring the proportion of providers and workers who find NDIS Commission resources effective in clarifying their obligations. A 95% target ensures that guidance materials are widely understood and used, reducing the risk of harm to participants and improving service quality. It aligns with regulator best practice principles through transparency (clear metrics), continuous improvement (via feedback-driven updates) and risk-based regulation (by addressing high-risk areas).
Data source	Data to inform this target is collected and verified through our annual comprehensive stakeholder survey conducted by an independent social research consultancy.
Methodology	<p>The results will be collected through an online survey conducted by an independent social research consultancy. This survey will also collect results for performance measures 6 and 7. The questionnaires will be designed by the independent social research consultancy in consultation with the NDIS Commission, to collect reliable data against the performance targets and other related issues. The survey will use plain English and be available in other accessible formats such as Easy Read, Computer Assisted Telephone Interviews (CATIs) and specialist video-assisted interviews. The survey will be delivered close to the end of the reporting period.</p> <p>The survey will be distributed to people with disability (including NDIS participants and others), representatives of people with disability, disability services providers (NDIS providers and others), workers of disability services providers and members of the public.</p> <p>A sampling plan developed by the independent social research consultancy provides minimum responses required from each stakeholder group for result confidence. The survey will be conducted in line with ISO 20252 and quality checked by the independent social research consultancy.</p>

Target 3.1

Target for 2025–26	Providers 95%; workers 95% <ul style="list-style-type: none"> • 2026–27: Providers 95%; workers 95% • 2027–28: Providers 95%; workers 95% • 2028–29: Providers 95%; workers 95%
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: 95% or above • Partially achieved: Between 90% and 94.9% (inclusive) • Not achieved: Below 90%
Change from previous year	N/A

Performance Measure

4

The use of restrictive practices is reduced and eliminated through increased provider compliance in relation to unauthorised restrictive practices (URPs), quality of behaviour support plans (BSPs) and BSP implementation.

Planned performance result	An increase in the quality of BSPs, a reduction in the number of unauthorised restrictive practices (URPs) participants are subject to and an overall reduction in restrictive practice use.
Measure type	Effectiveness
Related PBS program 1.2	Program Support for the NDIS Quality and Safeguards Commission – to provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes.
Related PBS key activities	Complaints and reportable incidents management; communications and engagement with stakeholders; behaviour support leadership; registration of NDIS service providers; management of worker screening processes; compliance operations; and intra-agency operational, legal, policy and administrative support.

Target 4.1

Increase in the proportion of participants with a BSP lodged within 60 days of a URP notification.

Target rationale	This target drives continuous improvement by providers in meeting legislative timeframes, which ensures the use of a restrictive practice is safeguarded in a timely way by the implementation of a BSP. The target addresses the roles of both implementing providers and specialist behaviour support providers. The result is achieved when both providers work together effectively for the benefit of participants.
Data source	Data is primarily sourced from COS, through the data warehouse.
Methodology	The number of participants that have a BSP lodged within 60 days of their earliest URP in the reporting period is divided by the total number of participants with both a URP and a BSP lodged in the reporting period and the result is expressed as a percentage.
Target for 2025–26	4% increase on previous financial year (FY) result <ul style="list-style-type: none"> • 2026–27: 5% increase on previous FY result • 2027–28: 5% increase on previous FY result • 2028–29: 5% increase on previous FY result

Target 4.1 (cont.)	
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: An increase of 4% or above • Partially achieved: The proportion increases but below 4% • Not achieved: The proportion is the same or below the previous FY result
Change from previous year	<p><i>Previous target:</i> Increase the number of verified participants with a BSP lodged, proportionate to the increase or decrease in total participant numbers (quantitative).</p> <p><i>Target change rationale:</i> The changes are intended to improve the reporting of restrictive practice information in the NDIS, enable improved analysis and interpretation of the results, and better reflect whether regulatory activities have achieved a desired impact.</p>
Target 4.2	
Increase in the proportion of participants that experience a reduction in restrictive practices across two or more BSPs.	
Target rationale	<p>The development and effective implementation of high-quality BSPs developed in accordance with the NDIS (Restrictive Practices and Behaviour Support) Rules 2018 is critical to facilitate the reduction of restrictive practices over time. Baseline data indicates that some participants experience reductions from plan to plan, some experience no changes across multiple plans and some experience an increase in restrictive practices. This measure seeks to drive regulatory activities that lead to more participants experiencing a decrease.</p> <p>Target 4.2 differs from target 4.3 in that its focus is on restrictive practices that have been authorised and included in a BSP, the focus of which should be to reduce the need for and application of restrictive practices over time and so enhance participants' quality of life.</p>
Data source	Data is primarily sourced from COS, through the data warehouse.
Methodology	The number of participants where their most recent BSP lodged in the reporting period has one or more less restrictive practices compared to the participant's previous BSP is divided by the total number of participants with a lodged BSP in the reporting period and expressed as a percentage.
Target for 2025–26	<p>4% increase of the proportion of participants who have had one or more restrictive practices removed from their BSP compared to their previous BSP</p> <ul style="list-style-type: none"> • 2026–27: 5% increase on previous FY result • 2027–28: 5% increase on previous FY result • 2028–29: 5% increase on previous FY result
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: The proportion increased by above 4% from the previous year • Partially achieved: The proportion increases, but not by more than 4% • Not achieved: The proportion is the same or below the previous year
Change from previous year	<p><i>Previous target:</i> Decrease the total number of restrictive practices used proportionate to the increase or decrease in total participant numbers.</p> <p><i>Target change rationale:</i> The changes are intended to improve the reporting of restrictive practice information in the NDIS, enable improved analysis and interpretation of the results, and better reflect whether regulatory activities have achieved a desired impact.</p>

Target 4.3

Decrease in the number of participants that are subject to URPs for more than 90 days.

Target rationale	This target drives continuous improvement by providers to meet legislative timeframes that reduces the risk of prolonged use of unauthorised restrictive practices. Where providers report URPs, we expect that use – which may be unavoidable initially – to cease as an unauthorised use and move to an authorised use of a restrictive practice within three months. The time spent using and reporting URPs is managed by the provider and should be as short as possible; three months generally reflects the time required for providers to develop a BSP and seek authorisation of any restrictive practices contained therein from the relevant state or territory authorising body. Target 4.3 seeks to assess this.
Data source	Data is primarily sourced from COS, through the data warehouse.
Methodology	This metric is a count of participants where the time between their first and last URP report is more than 90 days. The number excludes participants with only a one-off use. A participant only has a one-off use when there is only one single use of a URP notified within the reporting period (and no URPs notified in the three months prior to the reporting period).
Target for 2025–26	<p>4% decrease on previous FY result</p> <ul style="list-style-type: none"> • 2026–27: 5% decrease on previous FY result • 2027–28: 5% decrease on previous FY result • 2028–29: 5% decrease on previous FY result
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: The proportion decreases by above 4% from the previous year • Partially achieved: The proportion decreases, but not by more than 4% • Not achieved: The proportion is the same or below the previous year
Change from previous year	<p><i>Previous target:</i> Decrease the number of participants subject to URPs, proportionate to the increase or decrease in total participant numbers.</p> <p><i>Target change rationale:</i> The changes are intended to improve the reporting of restrictive practice information in the NDIS, enable improved analysis and interpretation of the results, and better reflect whether or not regulatory activities have achieved a desired impact.</p>

Target 4.4

Increase the quality of BSPs.

Target rationale	The provision of high-quality BSPs that are developed in accordance with best practice in positive behaviour support are expected to improve participants' quality of life and reduce the need to use restrictive practices.
Data source	Trained assessors within the NDIS Commission score the quality of BSPs using the Behaviour Support Plan Quality Evaluation Tool II (BSP-QEII).
Methodology	A random sample of comprehensive BSPs is selected for quality review. Each plan is reviewed by an assessor trained in the use of the BSP-QEII. The BSP-QEII is a 12-item research-based scoring instrument that can be used to rate the quality of a BSP and support the process of behaviour support planning.

Target 4.4

Target for 2025–26	<p>The mean BSP-QEII score on a random sample of BSPs is 15 or higher</p> <ul style="list-style-type: none"> • 2026–27: The mean BSP-QEII score on a random sample of BSPs is 16 or higher • 2027–28: The mean BSP-QEII score on a random sample of BSPs is 17 or higher • 2028–29: The mean BSP-QEII score on a random sample of BSPs is 18 or higher
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: The mean BSP-QEII score on a random sample of BSPs is 15 or above • Partially achieved: The mean BSP-QEII score on a random sample is above 14.39, but not above 15 • Not achieved: The mean BSP-QEII score on a random sample is 14.39 or below
Change from previous year	Targets have been redefined to improve the assessment on the impacts.

Performance Measure

5

The NDIS Commission supports a thriving, diverse, registered NDIS market of providers who provide quality and safe NDIS supports and services.

Planned performance result	<ul style="list-style-type: none"> • Registration market entry and removal controls prevent and remove ineffective operators and set conditions to address quality and safeguarding risks. • Increase of applications received in a year resulting in a refusal. • Increase number of conditions imposed on registrations with monitoring requirements. • Increase number of revocations per year.
Measure type	Output
Related PBS program 1.2	Program Support for the NDIS Quality and Safeguards Commission – to provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes
Related PBS key activities	Complaints and reportable incidents management, communications and engagement with stakeholders, behaviour support leadership, registration of NDIS service providers, management of worker screening processes, compliance operations, intra-agency operational, legal, policy and administrative support.

Target 5.1

Percentage of applications received in a year resulting in a refusal.

Target rationale	As the registered provider market continues to grow in size and complexity (particularly through new applications for registration), an increase in application refusals is expected. This reflects the NDIS Commission's strength and regulatory approach, including improved intelligence, assessment processes and information sharing capabilities, which support the identification and prevention of unsuitable providers entering the market. Refusing applications that do not meet the required standards directly contributes to a safer, high-quality and more trusted NDIS market, supporting a diverse and thriving provider landscape.
Data source	Refusals of applications are recorded in the COS Registration Module. The count reflects an application status of 'refused' with a decision date falling within the reporting period.

Target 5.1

Methodology	Data will be extracted between 1 July 2026 and 14 July 2026; the data date range is 1 July 2025 to 30 June 2026. Calculation based on count of distinct Application IDs refused as a percentage of the total count of Application IDs determined.
Target for 2025–26	10% <ul style="list-style-type: none"> • 2026–27: 10% • 2027–28: 10% • 2028–29: 10%
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: Above 5% • Partially achieved: Within 5% • Not achieved: Below 5% of targets above
Change from previous year	N/A

Target 5.2**Percentage of applications determined within 12 months of a valid application received.**

Target rationale	Timely determination of valid registration applications supports a thriving and diverse registered provider market by enabling suitable providers to enter the market without unnecessary delay. This ensures participants have access to a broad range of quality and safe services.
Data source	Data is sourced from COS, through the data warehouse.
Methodology	Improved intelligence capabilities and strengthened information sharing across agencies are expected to enhance the NDIS Commission's ability to identify and act against registered providers that pose a risk to participants. An increase in revocations reflects a stronger regulatory posture and more effective detection of non-compliance or harm, demonstrating that the NDIS Commission is actively safeguarding participants and ensuring the registered provider market remains trustworthy, high-quality and diverse.
Target for 2025–26	85% <ul style="list-style-type: none"> • 2026–27: 85% • 2027–28: 90% • 2028–29: 90%
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: 85% or above • Partially achieved: Between 80% and 84.9% • Not achieved: Below 80%
Change from previous year	N/A

Target 5.3	
20% increase in number of revocations of registrations per year	
Target rationale	Improved intelligence capabilities and strengthened information sharing across agencies are expected to enhance the NDIS Commission's ability to identify and act against registered providers that pose a risk to participants. An increase in revocations reflects a stronger regulatory posture and more effective detection of non-compliance or harm, demonstrating that the NDIS Commission is actively safeguarding participants and ensuring the registered provider market remains trustworthy, high-quality and diverse.
Data source	Raw data for registration revocations, suspensions and banning orders is recorded within COS. The numbers reflect a count of approved compliance outcomes of that type, with a delegate decision date falling within the reporting period.
Methodology	Data will be extracted between 1 July 2026 and 14 July 2026; the data date range is 1 July 2025 to 30 June 2026. Calculation based on count of distinct Enforcement Action IDs or Registration IDs
Target for 2025–26	<p>20% increase in the number of revocations of registrations per year, compared to the previous FY result</p> <ul style="list-style-type: none"> • 2026–27: 20% increase on previous FY result • 2027–28: 20% increase on previous FY result • 2028–29: 20% increase on previous FY result
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: 20% increase on previous FY result • Partially achieved: 10% increase on previous FY result • Not achieved: Below 10% increase on previous FY result
Change from previous year	N/A



L-R: Zane and Melissa

Performance Measure

6

People with disability know their rights and trust us to support them and their carers and advocates to make complaints, and report violence, abuse, neglect and risk of harm.

Planned performance result

- Awareness of the NDIS Commission's role and functions increases by 2% year-on-year.
- Trust in the NDIS Commission's role and functions increases by 2% year-on-year.
- The percentage of participants and their supporters that say that they trust the Commission increases by 2% year-on-year.

Measure type

Effectiveness

Related PBS program 1.2

Program Support for the NDIS Quality and Safeguards Commission – to provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes.

Related PBS key activities

Complaints and reportable incidents management, communications and engagement with stakeholders, behaviour support leadership, registration of NDIS service providers, management of worker screening processes, compliance operations, intra-agency operational, legal, policy and administrative support.

Target 6.1

Awareness of the NDIS Commission's role and functions increase by 2% year-on-year.

Target rationale

This target provides a measurable benchmark to evaluate the success of awareness-raising initiatives. Awareness of the NDIS Commission's role and functions is foundational to building trust and empowering people with disability, carers, advocates and providers to engage effectively with the NDIS Commission.

The target 2% annual increase ensures steady progress in measuring the impact of communication campaigns, education programs and other outreach activities aimed at increasing the understanding of the NDIS Commission's role.

By tracking awareness levels through surveys, this target helps identify areas for improvement, refine strategies and allocate resources effectively, to achieve success against the goal of empowering people with disability to exercise their rights and trust the NDIS Commission to safeguard those rights.

Data source

Data is collected via an annual comprehensive stakeholder survey conducted by an independent social research consultancy.

Methodology

The results will be collected through the same online survey used for performance measure 3.

Target for 2025–26

- 74%
- **2026–27:** 76%
 - **2027–28:** 78%
 - **2028–29:** 80%

Assessment for achievement

- **Achieved:** 74% or above
- **Partially achieved:** Between 68% and 73.9% (inclusive)
- **Not achieved:** Below 68%

Change from previous year

N/A

Target 6.2

Trust in the NDIS Commission increases by 2% year-on-year.

Target rationale	<p>This target supports the performance measure by providing a clear and measurable benchmark to evaluate the success of awareness-raising initiatives and the progress in building public confidence in the NDIS Commission. Trust is critical to effective engagement and collaboration between the NDIS Commission, people with disability, carers, advocates and providers.</p> <p>The target 2% annual increase ensures steady progress in measuring the impact of communication campaigns, education programs and other outreach activities aimed at increasing the understanding of the NDIS Commission's role.</p> <p>By tracking awareness levels through surveys, this target helps identify areas for improvement, refine strategies and allocate resources effectively, to achieve success against the goal of empowering people with disability to exercise their rights and trust the NDIS Commission to safeguard those rights.</p>
Data source	Data is collected via an annual comprehensive stakeholder survey conducted by an independent social research consultancy.
Methodology	The results will be collected through the same online survey used for performance measure 3.
Target for 2025–26	<p>72%</p> <ul style="list-style-type: none"> • 2026–27: 74% • 2027–28: 76% • 2028–29: 78%
Assessment for achievement	<ul style="list-style-type: none"> • Achieved: 72% or above • Partially achieved: Between 66% and 71.9% (inclusive) • Not achieved: Below 66%
Change from previous year	N/A

Target 6.3

70% of priority-driven assessments for all complaints and reportable incidents are completed within 90 days.

Target rationale	Directly supports the performance measure by tracking the percentage of complaints and incidents received and actioned. It reflects the NDIS Commission's ability to assess matters promptly, safeguarding participant rights and building trust in the fairness of processes by ensuring high-risk matters are escalated for further regulatory action.
Data source	System data gathered by the Data and Insights team.
Methodology	<p>Baseline</p> <ol style="list-style-type: none"> 1. Data collection 2. Data cleansing and validation 3. Analysis and calculation 4. Benchmarking and contextualisation 5. Documentation and reporting 6. Continuous monitoring and refinement

Target 6.3

Target for 2025–26

During 2025–26, the NDIS Commission will collect data to determine the percentage of matters assessed within priority-driven timeframes under the Risk-based Regulatory Model. This will serve as the starting point for measuring future performance.

Targets for 2026–27 financial year and beyond will be established after analysing baseline data.

- **2026–27:** Performance will show a percentage improvement relative to the baseline established in 2025–26, with incremental progress expected each year.
- **2027–28:** As above
- **2028–29:** As above

Assessment for achievement

- **Achieved:** Baseline data is fully collected and accurate, and aligns with operational realities under the Risk-based Regulatory Model.
- **Partially achieved:** Baseline data is mostly collected, but some gaps or inconsistencies remain. Efforts are underway to address these issues.
- **Not achieved:** Baseline data collection is incomplete or significantly delayed, impacting the ability to set realistic targets for future years.

Change from previous year

The previous target did not accurately reflect the work and goals aligned with management of complaints and incidents, and the results were skewed by the number of aged matters in queues. The new target is better aligned with the work of the NDIS Commission and the incoming changes accompanying the implementation of the Risk-based Regulatory Model.

The previous target no longer aligns with our evolving operational environment, as it excludes reportable incidents and does not account for priority levels. This limits our ability to analyse trends and set realistic goals. Under the Risk-based Regulatory Model framework, the new target will track the percentage of complaints and incidents assessed within 90 days, aiming for 70% in 2025–26. Data collected during this period will inform future adjustments to the target, ensuring alignment with operational capacity and stakeholder expectations.

Performance Measure

7

Providers and workers have an increased understanding of what quality and safety means to NDIS participants and understand the rights of people with disability as consumers.

Planned performance result

- More than 95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means.
- More than 95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers.

Measure type

Effectiveness

Related PBS program 1.2

Program Support for the NDIS Quality and Safeguards Commission – to provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes.

Related PBS key activities

Complaints and reportable incidents management, communications and engagement with stakeholders, behaviour support leadership, registration of NDIS service providers, management of worker screening processes, compliance operations, intra-agency operational, legal, policy and administrative support.

Target 7.1

More than 95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means.

Target rationale	This target aligns with the strategic intent of the NDIS Commission, by providing a clear, measurable benchmark for assessing the effectiveness of the NDIS Commission's educational initiatives in enhancing provider and worker understanding of quality and safe supports for people with disability. Measuring this target allows the NDIS Commission to assess where we need to focus efforts in education.
Data source	Data is collected from the annual comprehensive stakeholder survey conducted by an independent social research consultancy.
Methodology	The results will be collected through the same online survey used for performance measures 3 and 6.
Target for 2025–26	Maintain a result of 95% <ul style="list-style-type: none">• 2026–27: 95%• 2027–28: 95%• 2028–29: 95%
Assessment for achievement	<ul style="list-style-type: none">• Achieved: 95% or above• Partially achieved: Between 85% and 94% (inclusive)• Not achieved: Below 85%
Change from previous year	N/A

Target 7.2

More than 95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers.

Target rationale	This target supports the performance measure by providing a clear and measurable benchmark to evaluate the effectiveness of the NDIS Commission's educational initiatives in enhancing provider and worker understanding of participant rights. This target directly aligns with the NDIS Commission's purpose of upholding the rights of NDIS participants and enabling consumer independence by ensuring that providers and workers are equipped to deliver person-centred, rights-based supports.
Data source	Data is collected from the annual comprehensive stakeholder survey conducted by an independent social research consultancy.
Methodology	The results will be collected through the same online survey used for performance measures 3 and 6.
Target for 2025–26	Maintain a result of 95% <ul style="list-style-type: none">• 2026–27: 95%• 2027–28: 95%• 2028–29: 95%
Assessment for achievement	<ul style="list-style-type: none">• Achieved: 95% or above• Partially achieved: Between 85% and 94% (inclusive)• Not achieved: Below 85%
Change from previous year	N/A

Appendix

Appendix A: Public Governance, Performance and Accountability Act 2013 requirements

Requirement	Page(s)
Introduction	Page 5
<ul style="list-style-type: none">• Statement of preparation• Reporting period for which the plan is prepared• Reporting periods covered by the plan	
Purpose	Page 7
<ul style="list-style-type: none">• Plan on a page	
Operating context	Pages 14–25
<ul style="list-style-type: none">• Environment• Risk oversight and management• Capability• Cooperation• Subsidiaries (if applicable)	
Performance	Page 26–48

Appendix B: Commissioner's core functions

The *National Disability Insurance Scheme Act 2013* (NDIS Act) outlines the NDIS Quality and Safeguards Commissioner's core functions in section 181E. These are to:

- a. uphold the rights of, and promote the health, safety and wellbeing of, people with disability receiving supports or services, including those received under the National Disability Insurance Scheme
- b. develop a nationally consistent approach to managing quality and safeguards for people with disability receiving supports or services, including those received under the National Disability Insurance Scheme
- c. promote the provision of advice, information, education and training to NDIS providers and people with disability
- d. secure compliance with relevant legislation through effective compliance and enforcement arrangements, including through the monitoring and investigation functions conferred on the NDIS Commissioner by legislation
- e. promote continuous improvement amongst NDIS providers and the delivery of progressively higher standards of supports and services to people with disability
- f. develop and oversee the broad policy design for a nationally consistent framework relating to the screening of workers involved in the provision of supports and services to people with disability
- g. provide advice or recommendations to the NDIA or the Board in relation to the performance of the NDIA's function
- h. engage in, promote and coordinate the sharing of information to achieve the objects of the relevant legislation, and
- i. provide NDIS market oversight, including:
 - i. by monitoring changes in the NDIS market which may indicate emerging risk; and
 - ii. by monitoring and mitigating the risks of unplanned service withdrawal.

Appendix C: Ministerial Directions

A Statement of Expectation clarifies the government's expectations about how a regulator should fulfil its statutory responsibilities. The regulator responds to the Statement of Expectation with a Statement of Intent that outlines how it will meet the government's expectations.

- [Direction to the NDIS Quality and Safeguards Commission under section 181K of the National Disability Insurance Scheme Act 2013 – No. 1/2023 – October 2023](#)

With the appointment of new ministers in May 2025, a new Ministerial Statement of Expectation and the NDIS Commission's Statement of Intent will be prepared.

- [Ministerial Statement of Expectations – December 2022](#)
- [NDIS Commission Letter of Intent – March 2023](#)

L-R: Matthew and George



Appendix D: Commonwealth Performance Framework

Portfolio Budget Statements

Outcome 1

Promote the delivery of quality supports and services to people with disability under the NDIS and other prescribed supports and services, including through nationally consistent and responsive regulation, policy development, advice and education

Program 1.1

Support for National Disability Insurance Scheme providers in relation to registration.

Support for NDIS providers with the costs of obtaining registration to support service providers with cost of obtaining NDIS registration and to support the provision of education and training for providers, workers and auditors.

Program 1.2

Program Support for the NDIS Quality and Safeguards Commission. To provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes.

Corporate Plan

Purpose

Uphold the rights of NDIS participants by improving quality and safety, and supporting their independence.

Performance

Set expected performance results for the key activities undertaken to deliver the program.

Regulator Performance

Ministerial Statement of Expectations and the NDIS Commission Statement of Intent.

Principle 1

Continuous improvement and building trust.

Principle 2

Risk-based and data driven.

Principle 3

Collaboration and engagement.

Annual report

The report provides a broad statement of the NDIS Commission's capability, financial performance, and non-financial performance against the targets in the Corporate Plan and Portfolio Budget Statements.

Annual Performance Statements

Annual performance statements report the actual results achieved against the performance measures and targets set for the NDIS Commission in the Corporate Plan and Portfolio Budget Statements.

Appendix E: Glossary

Term	Definition
National Disability Insurance Agency (NDIA)	The Australian Government organisation administering the NDIS.
Audit and Risk Committee	This committee provides independent advice to the NDIS Quality and Safeguards Commissioner on the appropriateness of the NDIS Commission's financial and performance reporting, system of risk oversight and management, and system of internal control. For more information, see the Audit and Risk Committee Charter
Australian National Audit Office (ANAO)	An organisation that provides audit and assurance services to the Parliament and Commonwealth public sector entities and statutory bodies. It supports accountability and transparency in the Australian Government sector through independent reporting to the Parliament.
Behaviour Support Plan (BSP)	A document developed for a person with disability by an NDIS behaviour support practitioner. A BSP specifies a range of proactive evidence-based and person-centred strategies focusing on the individual needs of the participant. This includes positive behaviour support to build on the participant's strengths, increase their opportunities to participate in community activities, and increase their life skills. It also includes any regulated restrictive practices that may be required. An interim BSP may be in place while a comprehensive BSP is being created for a participant.
Commissioner or NDIS Commissioner	NDIS Quality and Safeguards Commissioner, who is the Accountable Authority of the NDIS Quality and Safeguards Commission.
Department of Health, Disability and Ageing (DHDA)	An Australian Government department responsible for funding and regulating health care, aged care and some disability programs. It develops and delivers policies and programs, and advises the Australian Government on matters relating to health care, disability and aged care.
Department of Social Services (DSS)	The Australian Government's main source of advice on social policy. DSS manages about one-fifth of the federal budget. It works in partnership with other government and non-government organisations in managing a diverse range of programs and services designed to improve the economic and social wellbeing of individuals, families and vulnerable members of Australian communities.

Term	Definition
Executive Management Group	A group comprising the NDIS Commission's most senior executives, each with divisional leadership responsibilities. It is responsible for ensuring the NDIS Commission meets its statutory obligations, is financially sustainable and has the right people and culture. It also oversees enterprise and regulatory risk, and strategic and operational business activities.
The government	Australian Government.
NDIS Commission or the Commission	NDIS Quality and Safeguards Commission.
Stakeholder sentiment survey	An annual online survey open to adult members of the Australian community. This includes people with disability and NDIS participants, their carers, supporters and family, disability advocates and disability service providers and workers. The anonymous survey identifies levels of awareness and understanding of the NDIS Commission's role and functions, and seeks feedback on our operational performance and sector resources.
NDIS Provider Register	A register of providers maintained under section 73ZS of the NDIS Act.
NDIS Review	A review of the NDIS was announced by the then NDIS Minister, The Hon Bill Shorten MP, in October 2022. The review looked at the design, operations and sustainability of the NDIS. It also considered ways to make the market and workforce more responsive, supportive and sustainable. The final report was published in October 2023. NDIS Review website
NDIS Worker Screening Check	An assessment that determines whether a person who works, or seeks to work, with people with disability poses a risk to them. Workers are either cleared or excluded from working in certain roles with people with disability. Worker screening units within state or territory government departments or authorities conduct the checks under the relevant state or territory law.
NDIS Worker Screening Database	An online portal for NDIS providers to verify Worker Screening Check applications and review prospective workers. It lists NDIS workers from all states and territories who have undertaken the NDIS Worker Screening Check and shows their cleared or excluded status.

Term	Definition
Own Motion Inquiry	An investigation that is initiated by a regulatory body, often in response to serious or systemic issues identified in one or more complaints or reportable incidents.
Parliament	Parliament of Australia. Parliament of Australia
Participant or NDIS participant	A person who is a participant in the NDIS, as defined in the NDIS Act, sections 28–30.
Provider or NDIS provider	A person or legal entity who is an NDIS provider as defined in section 9 of the NDIS Act.
Registered NDIS provider	A person or entity who is registered with the NDIS Quality and Safeguards Commission under section 73E of the NDIS Act.
Regulator Performance Guide	Part of the government’s commitment to reduce unnecessary or inefficient regulation imposed on individuals, businesses and community organisations. The guide outlines three principles of regulator best practice that regulators are required to report against in their corporate plans and annual reports. ACCC, Regulator Performance Guide
reportable incidents	Serious or alleged incidents that result in harm to an NDIS participant and have occurred in connection with NDIS supports and services.
restrictive practice	A practice that limits the rights of freedom of movement of a person with disability. Includes chemical, mechanical, social, physical and environmental methods and seclusion.
Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission)	A royal commission established in April 2019 in response to community concern about widespread reports of violence against, and abuse, neglect and exploitation of people with disability. The final report was published in September 2023. A royal commission is an investigation, independent of government, into a matter of great importance. Royal commissions have broad powers to hold public hearings, call witnesses under oath and compel evidence. They culminate in recommendations to government about what should change. Disability Royal Commission website

Term	Definition
Strategic Leadership Group	A group accountable for ensuring the NDIS Commission's regulatory function is embedded in our strategic purpose and priorities and in line with government priorities.
Supports, NDIS supports, or supports and services	A range of products and services relating to education, employment, social participation, independence, living arrangements, and health and wellbeing.
Unauthorised Restrictive Practice (URP)	A restrictive practice that is not included in an active Behaviour Support Plan and/or has not received the required state or territory authorisation and/or consent (if applicable).
Worker or NDIS worker	A person employed or engaged by an NDIS provider.

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**NDIS Quality
and Safeguards
Commission**

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