NDIS Quality and Safeguards Commission

Strategic Roadmap

2025–2027

Acknowledgment of Country

The NDIS Quality and Safeguards Commission acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respects to First Nations Elders past, present and emerging.

We believe that, as Australians, we can all work together to make a meaningful difference to the lives of Aboriginal and Torres Strait Islanders with disability as we work together for a more inclusive society for all.

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

Foreword

The NDIS Quality and Safeguards Commission (NDIS Commission) regulates the National Disability Insurance Scheme (NDIS) market.

Our Strategic Roadmap 2025-27 builds upon the Strategic Plan 2022-27 and Statement of Intent in response to the Minister's Statement of Expectations to forecast our key priorities. These include protecting human rights, addressing systemic challenges and improving outcomes for participants, providers and workers.

Louise Glanville

Commissioner
NDIS Quality and Safeguards Commission

Key challenges

The NDIS market faces significant challenges:

- lack of compliance with the NDIS Code of Conduct resulting in breaches of human rights
- restricted oversight of NDIS providers - only 7% of providers operating in the market are registered with the NDIS Commission*
- unfair pricing practices that disrupt the market and impact service delivery
- supports and services that don't meet the needs of people with complex disabilities
- regulatory standards and powers that need to be enhanced to support safety, quality and innovation
- limited collaboration between regulators in the care sector
- the need for sustainable resourcing to fulfil our remit as regulator of the NDIS market.

Natalie Wade

Associate Commissioner
NDIS Quality and Safeguards Commission

* NDIS Quarterly Report Q3 2024–25

Our priorities

To address these challenges, we are taking decisive action in these areas:

1. Being a formidable regulator

We are enhancing our statutory powers and the way we operate. This includes:

- using data to identify and address risks early
- encouraging innovation while managing risks
- enforcing the NDIS Code of Conduct. This includes removing individuals and businesses from the NDIS if they fail to meet their obligations.

2. Focusing on human rights

We are committed to ensuring people with disability receive safe, high-quality services. We also prioritise dignity, inclusion and removing barriers to full participation in society by:

- reducing and eliminating violence, abuse, neglect, exploitation and restrictive practices
- embedding human rights principles into all our activities
- setting clear standards for delivering high-quality outcomes for participants.

3. Delivering a sustainable future for the NDIS

We aim to ensure the NDIS market is equitable, sustainable and participant-focused by:

- ensuring services are fair, affordable and meet high standards
- controlling who enters and exits the provider market to maintain quality and integrity
- sharing insights and expectations with providers, workers and stakeholders. This includes unregistered providers, who represent 93% of the market.

We are a leader in the care and support economy and will work with the disability sector, Department of Health, Disability and Ageing (DHDA) and National Disability Insurance Agency (NDIA) and states and territories to address these challenges. These partnerships are crucial as we progress our regulatory reform activities.

This Strategic Roadmap demonstrates our commitment to protecting the rights of people with disability and fostering a market that supports innovation, resilience and high-quality supports and services.

Update to Strategic Plan (2022-27)

The Strategic Roadmap is an adjustment to our Strategic Plan (2022-27) based on the changing disability landscape and our growth as a regulator. It outlines:

- who we are
- our priorities for the next two years
- outcomes we aim to achieve.

It guides our staff, our internal business planning and the sector. It also enhances how the NDIS Commission supports people with disability.

Strategic Roadmap 2025–27

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

What

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

Success indicator:

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

- 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

Success indicator:

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

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

Success indicator:

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

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

Our role in the NDIS

The NDIS Commission is a small regulator compared to the market we monitor.

We have just over

1,000
Commission staff

Who oversee more than

263,000
providers

Delivering supports and services to more than

717,000
NDIS participants

Data at March 2025, NDIS Quarterly Report Q3 2024–25

By focusing on actions that have the most impact, we aim to create a safe and inclusive NDIS, free from violence, abuse, neglect and exploitation.

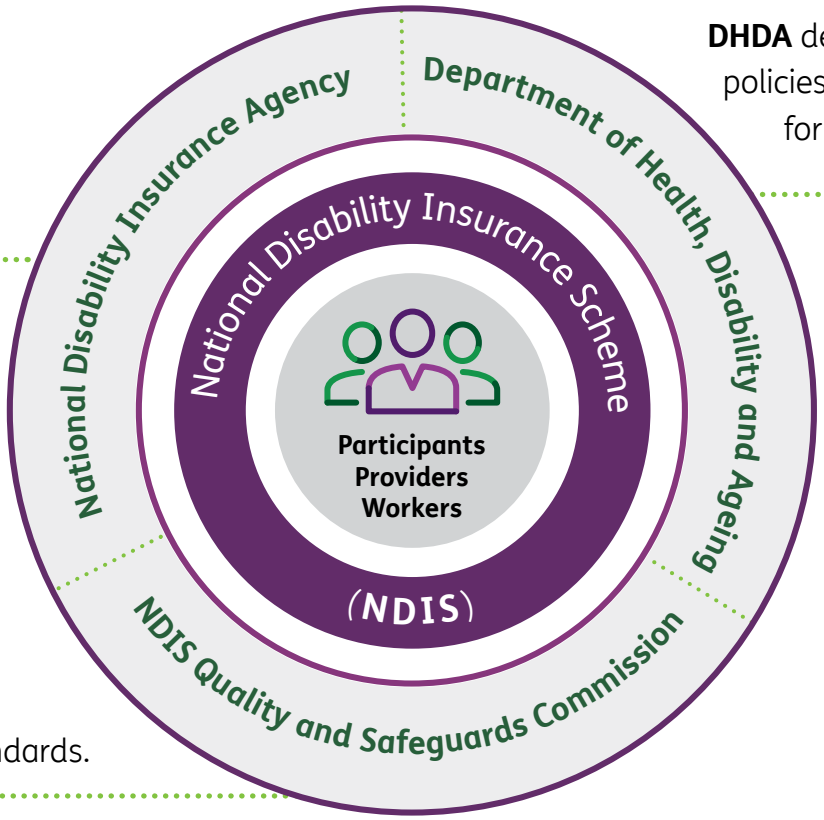
Key players

The NDIS Commission works alongside the National Disability Insurance Agency (NDIA) and Department of Health, Disability and Ageing (DHDA). The NDIS Commission also works closely with states and territories to support regulatory alignment and reform, including on Foundational Supports.

NDIA administers eligibility for the scheme, plans and payments.

DHDA designs the policies and laws for the NDIS.

NDIS Commission ensures providers and workers are accountable for delivering safe, high-quality supports and services. We use our regulatory powers to enforce rules and standards.



Our core legislative functions

Our core legislative functions under the *National Disability Insurance Scheme Act 2013* (NDIS Act) are:

- Protect and promote the rights, health and safety of people with disability receiving supports or services, including those under the NDIS.
- Ensure consistency across Australia in managing the quality and safety of supports and services for people with disability.
- Educate and guide NDIS providers and people with disability to improve understanding and practices.
- Enforce compliance with the law by monitoring providers and investigating issues when needed.
- Encourage continuous improvement among NDIS providers to deliver better supports and services over time.
- Oversee worker screening policies to ensure safe and consistent practices by workers who provide supports and services to people with disability.
- Work with the NDIA on improving our joint performance and operations.
- Play our role in market stewardship. This includes sharing information and monitoring the NDIS market to:
  - identify risks early, such as changes in the market
  - reduce the impact of providers leaving the market unexpectedly.

Our regulatory approach

The NDIS Commission uses a mix of proactive and reactive approaches to improve quality and reduce risks for participants.

Reactive levers: Responding to risks and harm

We take action when risks or harm to participants arise.

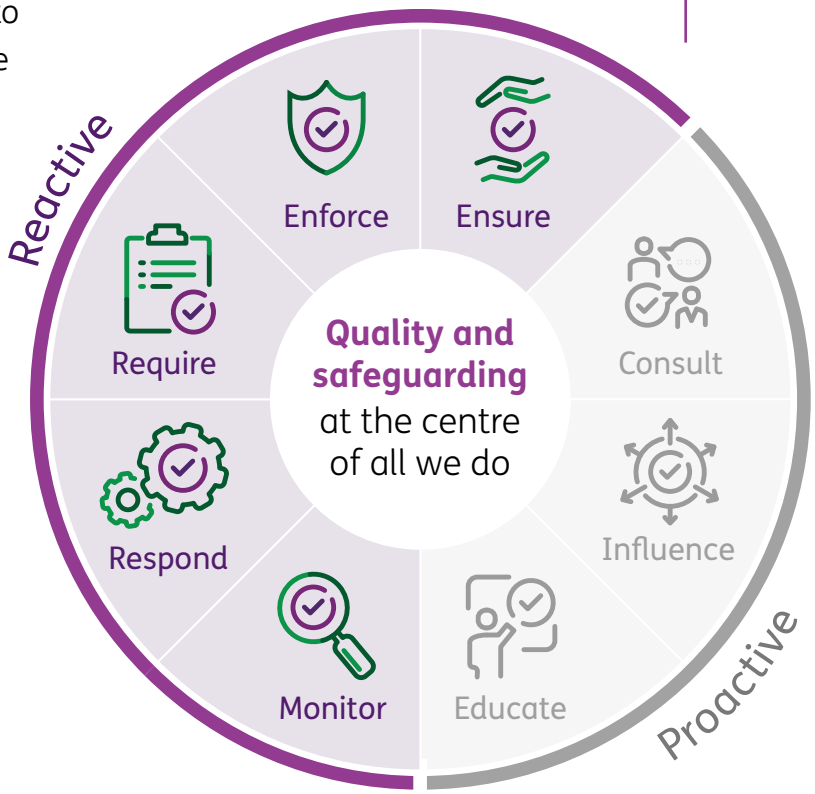
We **ensure** providers and workers understand and address risks, comply with the law and minimise harm. We investigate and take action against those who don't.

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 issues and incidents. We work with stakeholders to get the best outcome for the participant. This includes investigating both immediate issues and root causes.

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 to 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.