



NDIS Quality
and Safeguards
Commission

Annual Report

2024–25



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Acknowledgement of Country

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

We thank all Aboriginal and Torres Strait Islander people who share their knowledge of Country and culture with us so that 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.



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NDIS Quality
and Safeguards
Commission

Letter of transmittal

15 October 2025

Senator the Hon Jenny McAllister
Minister for Disability and the National Disability Insurance Scheme
Parliament House
Canberra ACT 2600

Dear Minister,

I am pleased to present the annual report of the NDIS Quality and Safeguards Commission (NDIS Commission) for the year ended 30 June 2025 (reporting period).

The report has been prepared in accordance with all applicable requirements of the Public Governance Performance and Accountability Rule 2014 (PGPA Rule) and *Public Governance, Performance and Accountability Act 2013* (PGPA Act), including section 46(1) of the PGPA Act which requires you to present the report to the Australian Parliament.

This annual report reflects the NDIS Commission's activities during the reporting period and includes audited annual financial statements and the NDIS Commission's annual performance statements as required by subsections 43(4) and 39(1)(b) of the PGPA Act, respectively.

In accordance with section 10 and as required by subsection 17AG(2) of the PGPA Rule, I certify that the NDIS Commission has:

- ◆ prepared fraud and corruption risk assessments and fraud and corruption control plans
- ◆ implemented appropriate mechanisms for preventing, detecting incidents of, investigating or dealing with, and recording and reporting, fraud and corruption that meet the specific needs of the NDIS Commission
- ◆ taken all reasonable measures to deal appropriately with fraud and corruption relating to the entity.

Yours sincerely

Louise Glanville

NDIS Quality and Safeguards Commissioner

How to read this report

The annual report is an important document created by the NDIS Quality and Safeguards Commissioner (NDIS Commissioner) each year. It provides information required by the PGPA Act and PGPA Rule, giving a clear overview of our performance and how we govern.

We also include extra information to show our achievement during the year. By looking back at our Corporate Plan, which guides our planning, the annual report helps us see where we can do better in the future.

This annual report is divided into several parts:

- ◆ **Part 1** gives an overview from the NDIS Commissioner and the Associate Commissioner.
- ◆ **Part 2** summarises our purpose, structure, goals, and achievements.
- ◆ **Part 3** presents the performance results and how we progressed against our targets.
- ◆ **Part 4** covers our governance and the measures we have taken to keep ourselves accountable.
- ◆ **Part 5** reviews how well staff are supported to achieve our goals.
- ◆ **Part 6** provides detailed financial information on how we managed public resources.
- ◆ **Appendices** contain additional information required by other legislation and tools to help you better understand the annual report.

This annual report is available on our website [Corporate reports pageⁱ](#) and the [Transparency Portalⁱⁱ](#). We also prepared an Easy Read version which is also available on our website: [Corporate reportsⁱ](#).

For more information about this report, please contact us by:

Email: contactcentre@ndiscommission.gov.au

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Part 1 Introduction

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and Associate Commissioner 10

Review by the NDIS Commissioner and Associate Commissioner



Louise Glanville
NDIS Quality and
Safeguards
Commissioner



Natalie Wade
Associate
Commissioner

The NDIS Commission has the critical role of upholding the rights of people with disability and ensuring the delivery of safe, quality, person-centred supports under the National Disability Insurance Scheme (NDIS). Over the past year, we have continued to mature our focus as a risk-based regulator.

The progress outlined in this annual report is the result of deep and ongoing collaboration. We thank participants and their supporters, as well as providers, workers, advocacy groups, community leaders, government partners and our staff who continue to shape the NDIS through their insights and commitment to reform.

We also recognise the leadership of Acting Commissioner Mike Phelan, whose term concluded during the 2024–25 reporting period. His stewardship provided continuity during a critical period of transition. We acknowledge the retirement of

the Hon Bill Shorten, a key architect of the NDIS, and his unwavering focus on reform and safeguarding, and thank the Hon Amanda Rishworth MP, who assumed the NDIS portfolio following his departure. We now welcome the Hon Mark Butler MP, Minister for Health and Ageing and Minister for Disability and the NDIS; and the Hon Jenny McAllister, Minister for the NDIS. We look forward to working in close partnership with the ministers to continue improving outcomes for participants.

This year also saw a change in the Commission's structure. For the first time, we operated under a shared leadership model with the establishment of an Associate Commissioner. This role elevates disability leadership and embeds lived experience at the highest levels of regulatory decision-making.

Navigating complex challenges

The NDIS Commission's work continues to be shaped by several systemic and complex challenges.

We continue to see serious non-compliance with the NDIS Code of Conduct, with some breaches resulting in significant harm and enduring impacts on participants' rights and wellbeing. These incidents demand strong, transparent and consistent regulatory action.

At the same time, our ability to monitor and respond to risk is constrained. Currently, 15 out of 16 providers are unregistered with the NDIS Commission, leaving most of the market not directly visible to us.

We've also seen persistent unfair pricing practices, which undermine service delivery and distort the market. Many participants, particularly those with complex support needs, continue to face challenges accessing safe and appropriate services.

These challenges have informed the NDIS Commission's priorities for reform, enforcement and engagement in the year ahead.

Embedding more effective safeguarding

In 2024–25, we continued to use the full extent of our regulatory powers to hold providers and workers accountable, safeguarding and upholding the human rights of participants.

Our decisions and actions were guided by our [Human Rights Guidance Frameworkⁱⁱⁱ](#), which embeds the principles of dignity, choice and inclusion at the centre of regulation.

Over the year, we:

- ◆ pursued strategic litigation, including the record-setting civil penalty against Valmar Support Services.

This highlights our commitment to serious enforcement where provider conduct puts participants at risk

- ◆ issued banning orders, including against Freedom Care Group, to quickly and decisively remove unsafe providers from the market
- ◆ used data and intelligence proactively, allowing us to identify patterns of emerging risk and intervene early. This maturing capability reflects our shift towards a predictive, intelligence-led model of regulation.

Strengthening partnerships

Much of what we have achieved this year has been made possible through strong, cross-agency collaboration.

Through the Fraud Fusion Taskforce, we worked closely with the National Disability Insurance Agency (NDIA), the Australian Federal Police and the Fair Work Ombudsman to tackle fraud and financial exploitation, notably in the investigation into Cocoon SDA Care.



“We have also made substantial progress in improving the way we identify, assess and respond to risk.”

We've also taken coordinated action with our partner agencies in the Fair Pricing Taskforce to address unfair pricing practices. This action led to the Australian Competition and Consumer Commission (ACCC) pursuing enforceable undertakings with platform provider Mable, and issuing fines to providers Thermomix and Bedshed for misleading consumers.

The ACCC has also instituted proceedings in the Federal Court against registered NDIS provider Ausnew Home Care Services Pty Ltd, for alleged false or misleading representations relating to the sale of aged-care and disability products.

In addition, in partnership with Fire Rescue Victoria, we held a fire safety forum dedicated to preventing avoidable deaths in supported accommodation. This ensured that our approach to safety included not only the quality of services but also physical environments and emergency readiness.

Building a stronger regulator

We have continued to invest in our people, systems and culture by:

- ◆ working with Comcare to enhance our approach to workplace health and safety
- ◆ commissioning an independent review into the workplace culture of the NDIS Commission
- ◆ appointing a new Deputy Commissioner for People and Culture to support workforce capability and wellbeing
- ◆ developing a refreshed Disability Action Plan, with clear commitments to accessibility and inclusion in our workplace.

We have also made substantial progress in improving the way we identify, assess and respond to risk. Innovations include:

- ◆ a new risk-based regulation prioritisation model for assessing all incoming complaints, incidents and enquiries that strengthens internal governance and ensures resources are focused on the highest-priority matters

- ◆ a Data and Regulatory Transformation program that will deliver the data, systems and tools to support effective and efficient risk-based regulation and improve how we interact with stakeholders and respond to issues within the sector.

Together, these reforms are positioning the NDIS Commission as a more data-driven, risk-based regulator.

Looking ahead

As we move into 2025–26, we will continue to:

- ◆ take steps to strengthen the quality and safety of supports and services across the NDIS market
- ◆ advance regulatory reform by updating rules for providers and closing gaps in oversight
- ◆ grow our intelligence capabilities to anticipate and respond to emerging risks
- ◆ transform our data and systems, including through data and digital innovation
- ◆ deepen collaboration with participants, providers and partners in the sector.

We are committed to being a risk-based and data-driven proactive regulator that is effective in safeguarding participants' rights.

Thank you to all who share in this mission and work alongside us to deliver a safer and more sustainable NDIS.



Part 2

About us

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Overview

The NDIS Commission was created following the amendment to the *National Disability Insurance Scheme Act 2013* (NDIS Act) in 2017 and began operating in 2018. By the end of 2020, we were operating in every state and territory.

Our role is to ensure people with disability get safe, high-quality supports and services through the NDIS. As an independent Australian Government regulator, we set and enforce rules. Above all, we protect the rights of people with disability so they can live safely and access quality supports and services.

Who we are

The NDIS Commission has legislated responsibilities under the NDIS Act. Our core functions guide everything we do. In 2024–25, they shaped our reforms, education programs, compliance work and the way we listened to people with disability (outlined in our 2024–25 Corporate Plan).

The NDIS Commissioner's core functions are in section 181E of the NDIS Act ([see Appendix 4 – NDIS Commission's core functions](#)). The NDIS Commissioner'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.

We continue to grow and mature as a formidable regulator while upholding the rights of all NDIS participants. Our priorities and key activities during 2024–25 to achieve our purpose are summarised throughout this Report.

Regulatory priorities

During 2024–25, the NDIS Commission had a greater focus on quality and safe supports in regional and remote locations and worked more closely with other regulators. Our regulatory priority commitments were to:

- ◆ reduce and eliminate the use of restrictive practices through monitoring the quality and compliance of behaviour support plan development and implementation
- ◆ ensure registered NDIS providers comply with their conditions of registration, especially auditing requirements, effective incident management systems and reporting obligations
- ◆ ensure supports and services are delivered by registered and unregistered NDIS providers and workers to people with disability, in a safe and competent manner and with care and skill, particularly in supported accommodation
- ◆ regulate registered and unregistered NDIS providers' conduct in respect to individual participant rights, independence, choice and control
- ◆ prevent and remove unscrupulous providers and workers from operating in the NDIS, by focusing on pricing, false and misleading conduct, and serious and organised crime.





NDIS Quality
and Safeguards
Commission

NDIS Commission

- ◆ Independent regulator
- ◆ Ensures quality and safety of NDIS supports
- ◆ Puts rights of people with disability at the centre of regulation

How we fit

The NDIS Commission is an Australian Government entity established under the NDIS Act and is part of the Health, Disability and Ageing portfolio.

In May 2025, after the federal election, the NDIS Commission moved from the Social Services portfolio to the [Health, Disability and Ageing](#)^{iv}. Two Ministers were appointed to oversee the NDIS Commission as part of this change:

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 work alongside the Department of Health, Disability and Ageing (DHDA) and the National Disability Insurance Agency (NDIA).

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



NDIS participants

- ◆ People with disability who qualify for the NDIS
- ◆ Receive funding and supports to reach their goals



National Disability Insurance Agency

- ◆ Runs the NDIS
- ◆ Provides funding and planning
- ◆ Ensures scheme sustainability and efficient use of resources

National Disability Insurance Scheme

- ◆ Provides reasonable, necessary, and flexible supports
- ◆ Focus: choice, control, goals, aspirations



NDIS providers

- ◆ Persons, businesses, or organisations delivering NDIS supports
- ◆ Some providers must be registered with the NDIS Commission



Workers

- ◆ Any individuals providing NDIS supports
- ◆ Includes employees, contractors, volunteers, and self-employed workers

Our planned activities for 2024–25

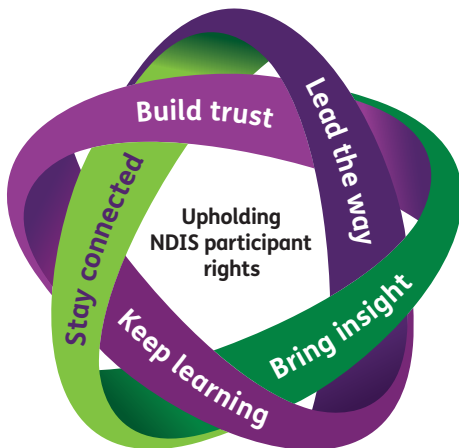
Our vision

People with disability achieve their aspirations.

Our purpose

To uphold the rights of NDIS participants, to elevate quality and safety and enable consumer independence.

Our role as a regulator



Our impact areas



Rights of people with disability



Quality providers and workers



Thriving, diverse markets

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 NDIS providers in relation to registration – support for NDIS providers with the costs 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 Commission – to provide departmental funding for the annual operating costs of the NDIS Commission to enable the NDIS Commission to achieve its outcomes.

Our priorities

Key activities



Informed by participants

Human rights approach; Accessible digital content; NDIS Practice Standards for Supported Independent Living



Committed to risk-based regulation

Legislative reform program; Provider registration plan; Enterprise prioritisation model; Market Stewardship Portfolio; Auditor Capability Framework



Increasing quality and safeguarding

National approach to authorising restrictive practices; Reduce or eliminate unnecessary restrictive practices; Positive Behaviour Support Capability Framework; Disability support worker education; Analytics capability; Worker Screening Improvement Program



Supporting our people

Capability and culture program; Ongoing Work Health and Safety (WHS) program; Regulatory capability program; Professional regulator program; Reconciliation Action Plan

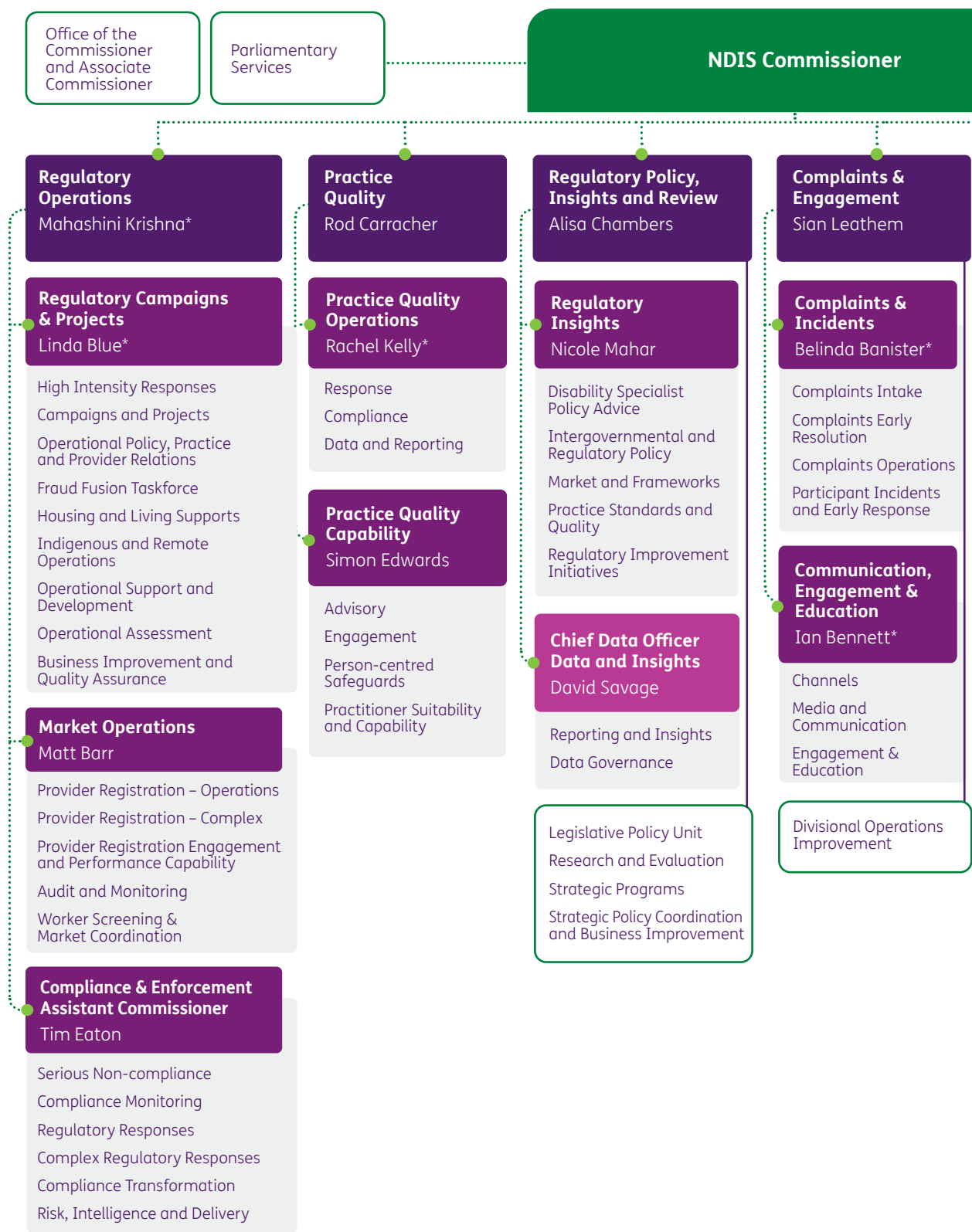


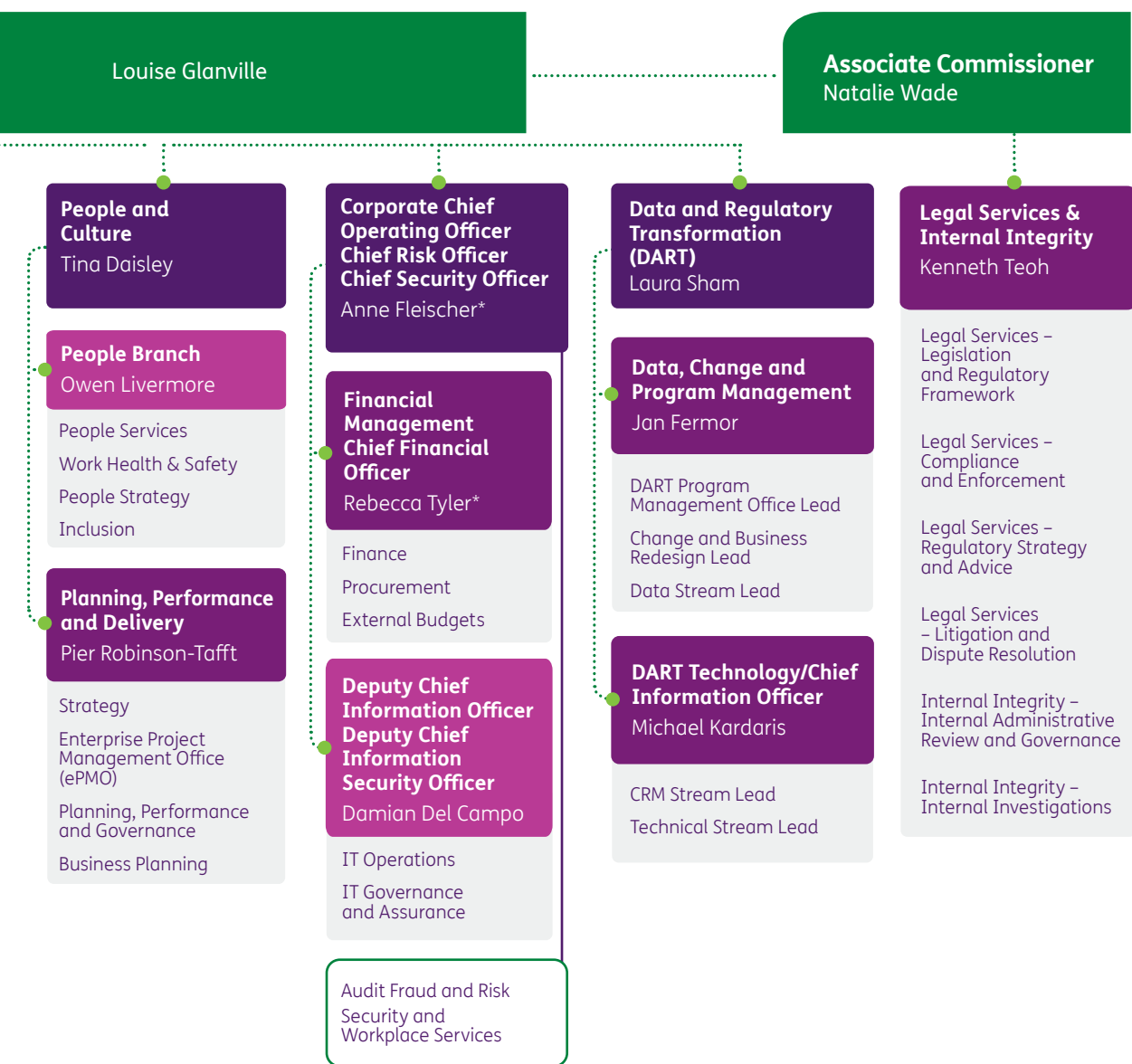
Strengthening systems and capability

Data and Regulatory Transformation (DART) program; Inter-government data-sharing arrangements

Organisational structure

As at 30 June 2025





*Acting

Deputy Commissioner

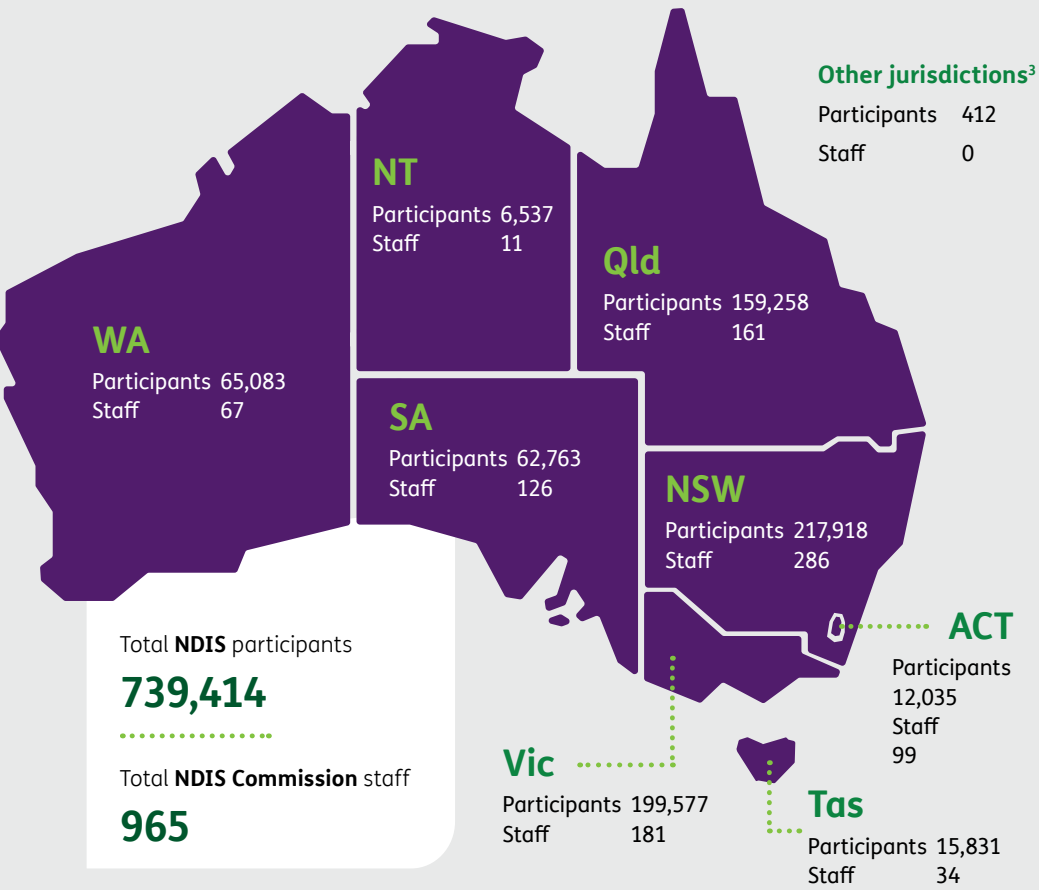
Assistant Commissioner

Executive Director

Where we are located

The NDIS Commission operates nationally, with offices in the capital cities of all states and territories. As at 30 June 2025, we had a total of **965 staff**¹ working in collaboration with NDIS participants and their informal supports, providers and workers to improve the quality and safety of NDIS supports and services.

Below is a breakdown of the NDIS Commission staff in each state and territory, along with the number of active NDIS participants in that state or territory, as at 30 June 2025.² We discuss our people in more detail in [Part 5 – Our people](#).



1 This NDIS Commission staff includes staff engaged under the *Public Service Act 1999* and contractors, excluding auditors and consultants.

2 The NDIA provides the data on participant numbers. Further details are available on its website: [Quarterly Reports](#)^v.

3 As at 30 June 2025, there were 333 active participants with missing state or territory information and 79 active participants residing in other Australian territories, including Norfolk Island, Christmas Island and the Cocos (Keeling) Islands.

How we operate

Complaints and Engagement Division

Comprises: Complaints and Incidents; Communication, Engagement and Education.

We are the NDIS Commission's front door. We:

- ◆ take enquiries, complaints and reportable incidents, and triage them by risk
- ◆ manage the contact centre, websites, sector events, consultative forums, and publications
- ◆ inform and educate about participant rights and provider obligations under the NDIS Code of Conduct
- ◆ use data to identify issues early and run targeted education and campaigns.

Data and Regulatory Transformation (DART)

Comprises: Program Management Office; Change and Business Redesign; Data; Case Management; Technical streams.

The DART program will deliver an integrated and modernised IT system with the real-time data needed to make informed regulatory decisions. This will enable better collection, sharing, analysis and protection of data and information from multiple sources to allow for:

- ◆ enhanced safeguarding of participants
- ◆ stronger regulation of providers and workers
- ◆ reduced regulatory burden, and
- ◆ strengthened cyber security to better protect personal and sensitive information and data.

Regulatory Operations Division

Comprises: Regulatory Campaigns and Projects; Market Operations; Compliance and Enforcement.

We handle the NDIS Commission's core regulatory activities. We:

- ◆ assess and register providers; audit and monitor them to check legal obligations
- ◆ run the NDIS Worker Screening Database and coordinate market entry with other agencies; use intelligence from complaints, incidents and partners to monitor provider and worker conduct
- ◆ investigate and, when needed, use enforcement powers (including banning orders)
- ◆ run proactive regulatory campaigns on emerging risks and deliver high-intensity responses to urgent safeguarding issues
- ◆ build and enhance regulator skills with in-house learning and capability uplift.

Regulatory Policy, Insights and Review Division

Comprises: Data and Insights; Regulatory Insights.

We turn evidence into policy and programs. We:

- ◆ develop policy and influence market settings and provide advice
- ◆ lead major projects, inquiries and reviews
- ◆ analyse and publish data and insights
- ◆ manage workforce initiatives and the Support for NDIS Providers Grants Program.

Practice Quality Division

Comprises: Practice Quality Capability; Practice Quality Operations.

We provide leadership to NDIS providers in relation to quality behaviour support and reduce and eliminate the use of restrictive practices over time. We:

- ◆ decide if behaviour support practitioners are suitable
- ◆ provide clinical and policy advice on best practice
- ◆ engage and educate providers on best practice in behaviour support
- ◆ take compliance action in relation to the use of restrictive practices and poor-quality behaviour support interventions (including the use of prohibited practices)
- ◆ oversee and follow up on unauthorised restrictive practices
- ◆ analyse data to target risk and guide action
- ◆ work with participants, providers and other agencies to keep participants safe.

Corporate Division

Comprises: Information and Communication Technology (ICT), including Cyber and Information Management; Finance and Procurement; Internal Audit, Internal Fraud and Risk; Property, Security and Fleet Services; Corporate Support.

We keep the organisation running. We:

- ◆ run reliable systems and technology
- ◆ manage finance, procurement, audit, fraud and risk
- ◆ look after property, security, fleet and corporate support

- ◆ provide advice that supports risk-informed decisions and efficient use of resources.
- ◆ undertake internal reviews under the NDIS Act, process freedom of information requests and handle privacy matters.

People and Culture

Comprises: People; Planning, Performance and Delivery.

We build a safe, inclusive, high-performing workplace. We:

- ◆ recruit and support staff; deliver learning, leadership and early-career programs
- ◆ lead inclusion and work health and safety (WHS)
- ◆ run planning, performance and reporting (corporate plans and annual reports) and coordinate cross-Commission projects.

Legal Services and Internal Integrity

Comprises: Legal Services; Internal Integrity Unit.

We provide legal and integrity services. We:

- ◆ advise on the law, support decision-making and run court and tribunal matters
- ◆ improve the regulatory framework and support governance, workplace relations, information law and contracts
- ◆ manage Public Interest Disclosures and investigate workplace misconduct and external complaints

Our achievements

In 2024–25, we worked on 21 key activities across five priorities. Some were quick improvements; others are complex, multi-year projects that will continue across the four-year outlook.

Every activity connects back to our strategic goals:

- ◆ upholding the rights of people with disability
- ◆ ensuring providers and workers deliver safe, quality supports
- ◆ helping build a strong and diverse NDIS market.

Our five priorities are the lens through which our work is planned and delivered. They are not separate streams, but interconnected areas that strengthen each other. Together, these priorities make the NDIS safer and more sustainable.

Priorities	What this means
Informed by participants	We learn from, and work with, people with disability to protect their rights.
Committed to risk-based regulation	Our actions will be intelligence-led and risk-based, proportionate to the risk.
Increasing quality and safeguarding	People with disability are safe and have access to supports and services they trust.
Supporting our people	We support our people and have a strong culture that encourages their success.
Strengthening systems and capability	Our systems are connected and enable us to work more efficiently.



Priority: Informed by participants

This priority ensures people with disability have a direct influence on how the NDIS is regulated. Embedding their voices makes regulation more human-centred and rights-focused.

Focus areas

- ◆ Continue strengthening our human rights approach, including creating guidance on intersectional human rights and balancing competing human rights.
- ◆ Improve accessibility of our digital content and how we engage in co-design with our partners.
- ◆ Co-design the quality indicators and guidance for the NDIS Practice Standards for Supported Independent Living (SIL) with participants.

Key achievements in 2024–25

- ◆ **Human rights guidance:** Updated our Human Rights Guidance Paper with new content on the human rights model of disability, intersectionality, international human rights instruments and how these connect to the rights in the NDIS Act. We also began developing fact sheets on the 17 human rights in the NDIS Act. These provides clear, practical tools for both staff and providers.
- ◆ **Whole-of-government alignment:** Worked with co-regulatory partners to align on a human rights model of regulation across government.
- ◆ **Accessible digital services:** Improved website and social media accessibility. We introduced a feedback widget with a Net Sentiment Score, and embedded

user research into decision-making – making it easier for participants to find and use information.

We also systematically tested readability and used behavioural analytics to inform content and feature design.

- ◆ **Co-design of Supported Independent Living (SIL) Practice Standards:** Own Motion Inquiries and government reviews recommended SIL practice standards; our co-design responded to that evidence. We consulted with providers, auditors, advocates and academics on new standards for SIL. Insights from La Trobe University and Inclusion Australia helped ensure lived experience guided the development of the standards. Read our Insights Report: [Consultation on regulation for in-home and accommodation supports](#)^{vi}.
- ◆ **Housing and Living Supports team:** Established in April 2024, this team worked on strengthening regulation and identified risks in the Specialist Disability Accommodation (SDA) and SIL sector and fed insights into SIL Practice Standards, reinforcing participant safety as the focus of regulation. Proactive housing and living supports visits found breaches in governance, information management, conflict of interest, and privacy and dignity.

Impact

By embedding human rights, improving accessibility, and co-designing standards, we ensured participant voices don't just inform our work – they inform the direction of regulation.

Priority: Committed to risk-based regulation

This priority focuses our resources where they matter most – on the highest risks to participant safety and rights.

Focus areas

- ◆ Implement a program of legislative reform aligned with the NDIS Back on Track Bill and recommendations from reviews.
- ◆ Implement a Provider registration plan including defining risk categories and parameters for efficient processing of applications.
- ◆ Design and embed a risk-based regulatory prioritisation model to direct our resources to the matters of highest priority.
- ◆ Build a Market Stewardship Portfolio that monitors the market for potential impacts and challenges to market segments.
- ◆ Design an Auditor Capability Framework for NDIS worker screening check.
- ◆ Uplift our analytics capability to enable a data-driven understanding of risk in NDIS markets.

Key achievements in 2024–25

- ◆ **Legislative reform:** Consulted widely on Bill No. 2, which would give the NDIS Commission stronger powers to protect participants. Engagement included 81 survey responses, 51 submissions, targeted engagements with industry bodies, peak bodies and people with disability, and a Ministerial Town Hall on 27 November 2024 that was attended by more than 1,100 people. We also launched a Regulatory Reform Hub to consolidate proposals and support public consultation.

- ◆ **Provider quality reforms:** Consulted on mandatory registration for high-risk provider categories (platform providers, support coordinators and SIL providers); commenced the review of NDIS Rules and NDIS practice standards; and lifted the quality of in-home housing supports. We also considered next steps for the legal and practical separation of SIL and SDA. More information is available on the [Insights Report^{vii}](#) we published on our website.

Fraud Fusion Taskforce takes action against Western Sydney provider

What happened: A Western Sydney provider made claims for supports that were not provided, including against expired NDIS plans and for participants who were in hospital or incarcerated at the time. They also falsified documents. NDIA issued a debt notice for more than \$340,000.

What we did: Revoked registration and issued a permanent banning order.

Outcome: Provider removed from the market; enquiries continue.

- ◆ **Grants program:** We invested \$7.8 million to build provider capability, strengthen complaints cultures, and empower participants to exercise their rights – targeting risk at its source. More detailed information on grants can be found in [Part 3 – Annual performance statements](#).
- ◆ **Provider registration plan:** We now triage applications by risk. In 2024–25, 85 per cent of applications were decided within 12 months (up from 73 per cent in 2023–24). Median decision times improved to 154 days for new certification (from 323) and 70 days for new verification (from 136) – comparing April–June 2024 and April–June 2025.
- ◆ **Complaints and incidents:** We developed and implemented a new model to triage all complaints, incidents, and enquiries. It focuses our regulatory efforts on the most serious and systemic issues that pose significant risk to the safety, wellbeing or rights of people with disability. All matters are logged in the NDIS

Commission's Operating System; we're shifting from individual dispute resolution to thematic, intelligence-led regulation.

- ◆ **Market stewardship:** We continued market monitoring activities and using a data- and information-driven approach for effective, efficient and economical regulatory outcomes. We worked with the NDIA on the Joint Operational Protocols. This includes:
 - monitoring and mitigating risks, such as unplanned provider exits, to protect continuity of supports (Provider Registrations and Exits Schedule Oversight Group), and
 - clarifying shared responsibilities and functions for NDIS market stewardship and oversight (Market Stewardship Schedule Oversight Group).

We have also been working with the DHDA and the NDIA on a whole-of-government NDIS Market Stewardship Framework.



Freedom Care Group – urgent safeguarding response

What happened: Freedom Health Care Services Pty Ltd stopped providing support and services for more than 62 high-needs participants on 31 January 2025. Given the risk to the health, safety and welfare of participants, the matter was referred to High Intensity Responses on the same day for immediate response.

What we did: High Intensity Responses led a multi-team response that involved Fraud Fusion Taskforce, Serious Non-Compliance, Provider Registration, Complaints Intake, and Safeguarding. We identified participants most at risk and prioritised safeguarding and site visits. Four teams of four officers visited 13 properties across NSW, interviewing participants and workers conducting safeguarding and compliance activity.

Outcome: Immediate risks were managed; further regulatory work continues.

- ◆ **Potentially avoidable deaths:** Developed richer datasets and new screening tools to identify systemic risks earlier, including an internal NDIS Participant Deaths – Quarterly Summary. We began integrating a potentially avoidable deaths screening tool and commenced two thematic deep dives. An aspiration pneumonia education campaign is scheduled from July 2025.

- ◆ **Auditor Capability Framework for worker screening:** From April 2025, Approved Quality Auditors must verify Worker Screening Checks during registration audits, ensuring unsuitable individuals are prevented from entering the market.
- ◆ **Data and analytics:** Through the Data and Regulatory Transformation (DART) program, we have established a cloud analytics platform that will dramatically improve our ability to derive insights from our data, and identify unsafe practices earlier and respond more effectively.

Operation Quicksilver – banning a dishonest provider

What happened: A provider operating in Sydney and the ACT claimed more than \$1.5 million for supports not delivered. Support coordinators provided evidence of claims made against participants' plans for supports that were not provided or were delivered by another entity. The affected participants and their support coordinators had never heard of the provider.

What we did: Revoked registration and issued a permanent banning order; the Director also received a temporary two-year banning order.

Outcome: The provider is out of the NDIS market.

Impact

Our regulatory effort is increasingly intelligence-led, helping us prevent harm sooner and reduce red tape for low-risk providers.

Priority: Increasing quality and safeguarding

This priority is about lifting provider standards and making sure people with disability are protected from harm.

Focus areas

- ◆ Work with the state and territory authorities to develop a best practice model for a national approach to authorising restrictive practices.
- ◆ Undertake a strategic education and compliance campaign to reduce and eliminate the unnecessary use of restrictive practices.
- ◆ Review the Positive Behaviour Support Capability Framework to determine what qualifications should be mandatory for support practitioners developing behaviour support plans.
- ◆ Increase sector understanding of actions needed to improve quality, implement positive behaviour support and reduce the use of regulated restrictive practices.
- ◆ Prioritise national capability and consistency in disability services through accessible and targeted disability support worker education.
- ◆ Support workers from culturally and linguistically diverse (CALD) backgrounds to access the NDIS Workforce Capability Framework and NDIS Code of Conduct.
- ◆ Implement an NDIS Worker Screening Plan, including strengthening information sharing between the NDIS Commission and state and territory government agencies.

Key achievements in 2024–25

- ◆ **National restrictive practices model:** Began preparing a draft national discussion paper – authored by an external human-rights legal expert – identifying legislative gaps and options for a nationally consistent, rights-based approach to restrictive practices. This paper will inform further consultation and discussion about a potential national model.

Reducing environmental restraint in behaviour support plans

What happened: We targeted BSPs with five or more environmental restraints.

What we did: We assessed the plans using the internal version of the Comprehensive BSP Checklist tool, ran three webinars (965 attendees) and sent a post-webinar survey.

Outcome: Later assessments showed 33 per cent reduced restraints, 52 per cent unchanged, 15 per cent increased. Among the survey respondents, 77 per cent indicated that after attending the webinar they were either ‘very confident’ or ‘extremely confident’ in their understanding of obligations and steps taken to reduce and eliminate environmental restraints.

- ◆ **Education and engagement:** Delivered webinars and resources on restrictive practices and positive behaviour support, engaging more than 1,200 providers and practitioners. Staff also attended 31 communities of practice sessions for behaviour support practitioners across jurisdictions.

◆ **Positive Behaviour Support Framework:**

An independent review of the Positive Behaviour Support Capability Framework and NDIS practitioner suitability assessment process recommended stronger education requirements and oversight. In 2025–26, we'll run targeted consultations and stage implementation of a five-year roadmap (including legislative changes) to uplift practitioner requirements. At 30 June 2025, 10,545 (cumulative) NDIS practitioners were considered suitable.

◆ **Support for CALD audiences:** Published key NDIS Workforce Capability Framework resources in 17 languages other than English, and delivered an animated video detailing the Code of Conduct in nine languages other than English and Auslan (over 1,000 users since December 2024).

◆ **Worker screening:** Stronger information sharing with state and territory governments led to action by other regulators, including stopping workers from entering or remaining in the NDIS. In 2024–25, we disclosed information on 726 individual workers to state and territory worker screening units for co-regulatory action. We also shared information about 233 workers with the Aged Care Quality and Safety Commission, and information about 32 workers with the Victorian Disability Workers Commission. We reviewed 1,419 exclusions (issued in 2021–2023) with 57 per cent finalised and a 7.4 per cent banning order rate.

My Ability Australia Pty Ltd (MAA) – civil penalty proceedings

What happened: Between December 2020 and April 2025, the NDIS Commission received numerous complaints alleging neglect, abuse, poor service provision and insufficient incident management at MAA. Our Non-Compliance Team (starting in 2023) identified non-compliance, including breaches of behaviour support rules, prohibited practices and the use of restrictive practices not in accordance with BSPs. NDIS Code of Conduct breaches were also identified, including privacy breaches arising from CCTV in child participants' homes and failure to prevent and respond to child participants' use of illicit drugs.

What we did: Investigated; issued two compliance notices; approved civil penalty proceedings.

Outcome: Court action is underway.

Impact

Providers and workers are now more accountable, practitioners will be better trained, and regulators are acting earlier on emerging risks – making participants safer.



Priority: Supporting our people

This priority ensures our staff have the skills, culture, and systems they need to succeed.

Focus areas

- ◆ Continue the implementation of activities to address capability and culture, including a refresh of our Learning and Development program and a focus on leadership capability and internal mobility.
- ◆ Ongoing program of activity to prioritise WHS.
- ◆ Continue to implement the Regulatory Capability Program, including staff engagement with the Professional Regulator Program and complete development of regulatory eLearning modules and workshops.
- ◆ Publish the NDIS Commission's Reflect Reconciliation Action Plan (Reflect RAP).

Key achievements 2024–25

- ◆ **Disability Leave Determination:** Introduced a Disability Leave Determination, allowing employees with disability to better balance their work and personal needs.
- ◆ **Capability and culture:** Expanded leadership development, process improvements, and psychosocial health and wellbeing training to strengthen culture and performance.
- ◆ **Staff feedback tool:** Launched an anonymous feedback form to improve transparency, trust, and responsiveness to staff needs.
- ◆ **Workforce pathways:** Expanded graduate and entry-level pathways, with tailored programs for First Nations candidates and university students.

- ◆ **Work health and safety:** New systems and tools, including a WHS incident and hazard reporting and management tool, and a stronger focus on early intervention accepted Comcare claims, from eight in 2023–24 to 4 in 2024–25.
- ◆ **Role clarity:** Reviewed all position descriptions to strengthen accountability and balance workloads.
- ◆ **Regulatory Capability Program:** 341 staff enrolled in the Professional Regulator Program; 65 enrolled in Certificate IV in Government Investigations; 7 eLearning modules published; workshops rolling out to more than 750 staff in 2025–26.
- ◆ **Reflect Reconciliation Action Plan (RAP):** Published our first Reflect RAP, embedding respect for Aboriginal and Torres Strait Islander peoples into our culture. Of the 33 deliverables across 13 action items in the Reflect RAP, 16 were completed in 2024–25.

Indigenous and Remote Operations – outreach and compliance

What happened: The Indigenous and Remote Operations Team conducted community outreach across the Top End of Australia and the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands. Of the 77 communities in these regions, the Indigenous and Remote Operations Team visited 58, 78 per cent of which were in remote or very remote locations.

What we did: Ran engagement and education and site visits; issued one infringement and one compliance notice where non-compliance was found.

Outcome: Better awareness and targeted compliance in remote areas.

Impact

By investing in our people, we are building a more capable, inclusive, and resilient workforce – strengthening our ability to safeguard participants



Priority: Strengthening systems and capability

This priority is about building modern systems and data capabilities so we can regulate effectively.

Focus areas

- ◆ Begin the DART program.
- ◆ Collaborate with portfolio and other government partners to expand Data Sharing Arrangements to enrich the NDIS Commission's data and support informed decision making.

Key achievements 2024–25

- ◆ **Launch of DART:** In May 2024, the Government provided \$160.1 million over four years to develop and implement the DART program. This program aims to deliver an integrated and modernised suite of data and IT systems with the real-time data needed to make informed regulatory decisions. Across 2024–25, the program completed the mobilisation phase. This phase established a large and professional multi-disciplinary team, helped to prepare our work for 2025–26 and laid a good foundation to build flexible systems to better manage risks, fraud, and worker screening. Now the mobilisation phase is complete, we have moved into delivering modern systems, data and intelligence via five streams: Case Management, Data, Change and Business Redesign, Program Management Office, and Technical (security and integration). During 2024–25, we examined how our systems can simplify the administrative burden for providers to improve governance and monitoring processes.

We also made sure the program will improve how we identify and respond to risks to participants more quickly and efficiently.

◆ Data sharing and governance:

In addition to the existing information sharing arrangements, we have developed two new data-sharing arrangements separately with the NDIA and Australian Securities and Investments Commission. These arrangements established frameworks and policies for data quality, governance, data asset management, and public release of data. We also conducted our first data maturity assessment.

Impact

The DART program is building foundational capabilities that will enable the NDIS Commission to identify and respond to risks faster and more consistently. They also give staff better tools and data, including an analytics platform, real-time data exchanges with government partners, and a single view of providers, participants and workers. A new and improved modern case management system will allow our staff to seamlessly interrogate and analyse data in one concise platform. New external-facing accessible portals will enable our participants and providers to engage with the NDIS Commission in a modern way that suits their needs. The DART program is supporting the critical foundations to help us becoming a modern, risk-based, data-driven regulator.

Key compliance matters

As a regulator, we monitor compliance and investigate non-compliance. Where we find unacceptable risk of harm, we take firm action.

Highlights from 2024–25 compliance work

Booroongen Djugun Limited

Issued a compliance notice for extensive breaches related to incident management, complaints management, behaviour support and the NDIS Practice Standards. We required the provider to retrain staff, develop policies and processes, and work with an external advisor. Significant improvements were verified on site.

Irabina Autism Services

Began civil penalty proceedings against former senior staff for alleged breaches of the NDIS Code of Conduct associated with using prohibited restraints on children. Permanent banning orders had already been issued. Proceedings remain before the court.

Lifestyle Solutions (Aust) Ltd

Initiated two civil penalty proceedings for alleged breaches of the NDIS Practice Standards and NDIS Code of Conduct for repeated failures to notify incidents and report physical aggression. Proceedings remain ongoing.

Valmar Support Services

Federal Court ordered \$1.916 million in penalties for breaches of the NDIS Act that led to a participant's death from choking. It was held that Valmar did not provide the required level of supports to its residents who were known to be at risk of harm by choking when they consumed food or drink. The judgement reinforced that unsafe practices will attract significant penalties.



“The death is a tragedy that could have been prevented had appropriate procedures and staff training been in place. As the NDIS regulator, we will forcefully uphold the rights of people with disability to ensure they are provided safe and high-quality services and supports. Failure to meet these obligations is unacceptable and, in cases like this, will result in substantial penalties for providers.” – Louise Glanville, NDIS Commissioner

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Part 3

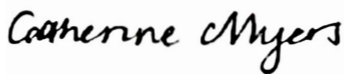
Annual performance statements

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Statement of preparation

As the Accountable Authority for the NDIS Quality and Safeguards Commission (NDIS Commission), I present the 2024–25 Annual Performance Statements, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, these performance statements accurately present the NDIS Commission's performance for the year ended 30 June 2025 and comply with subsection 39(2) of the PGPA Act and section 16F of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).



Catherine Myers

Acting NDIS Quality and Safeguards Commissioner
25 September 2025

Overview

Consistent with the Commonwealth Performance Framework, the NDIS Commission's Planning and Performance Framework allows us to plan, monitor and measure:

- ◆ what we did (output)
- ◆ how well we did it (quality and/or efficiency)
- ◆ what the benefits were (effectiveness or impact).

The Annual Performance Statements allow us to assess our achievements against the planned performance measures (PMs). The NDIS Commission published seven PMs in the 2024–25 Corporate Plan, some of which contain more than one target. The matrix below was used to evaluate the outcome of each PM.

Table 1: Assessment matrix

Number of targets included in a performance measure					
Number of targets met	1	2	3	4	
	0	Not achieved	Not achieved	Not achieved	Not achieved
	1	Achieved	Partially achieved	Partially achieved	Not achieved
	2	Not applicable	Achieved	Partially achieved	Partially achieved
	3	Not applicable	Not applicable	Achieved	Partially achieved
	4	Not applicable	Not applicable	Not applicable	Achieved

Performance results

For 2024–25, out of the seven PMs that were reported against, the NDIS Commission achieved four, partially achieved one and did not achieve two. Table 2 details the overall outcome for each of the seven PMs.

Table 2: Performance measure outcomes

Performance measures	Outcomes
1. The NDIS Commission Grants Program creates resources and opportunities that enhance providers', workers' and auditors' registration and training capability.	Achieved
2. The NDIS Commission uses the full range of compliance and enforcement levers available to influence an improvement in quality and safeguarding of NDIS supports and services.	Achieved
3. Reduce the risk of harm to participants and lift the quality of service through guidance materials for providers and workers.	Achieved
4. The use of restrictive practices is reduced or eliminated through increased quality of behaviour support plans (BSPs), and NDIS Commission programs contribute to an increased number of verified participants with behaviour support plans (BSPs) and a reduction in unauthorised restrictive practices (URPs).	Partially achieved
5. The NDIS Commission supports a thriving, diverse, registered NDIS market of providers who provide quality and safe NDIS supports and services.	Achieved
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.	Not achieved
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.	Not achieved

Changes to performance measures

Since publishing the 2024–25 Corporate Plan, the NDIS Commission has reviewed its survey process and improved the sampling methodology for PMs 3, 6 and 7, which differs from the sampling methodology used to establish the baseline and target. The changes were made to improve the reliability and accuracy of the results used to assess our performance, and increase the representation of respondents to the survey.

The changes include the following:

- ◆ **Direct access to participants:** To improve survey participation by NDIS participants, the NDIS Commission used the data-sharing agreement with the NDIA, enabling survey invitations to be issued directly to participants. In the past, the NDIS Commission relied on generic survey links and could only reach out to participants for whom it had information.
 - **Impact:** This change improves the reliability of the results and encourages responses from participants who might previously not have participated in the survey.
- ◆ **Workers:** To enhance the representation of workers, the NDIS Commission added to the sample of people who had completed its eLearning modules in the previous 12 months. This addition was possible due to an updated privacy and collection statement on the NDIS Commission's training website, allowing registered users to be contacted for the purpose of undertaking surveys.
 - **Impact:** The targeted distribution of the survey complements the online panel and generic promotion, and contributes to the overall response rate for this cohort.
- ◆ **NDIS Commission eLearning module:** The NDIS Commission changed the verification pathway for respondents who answered questions relating to PM 7. In 2024–25, all providers and workers were asked to specify which NDIS Commission eLearning modules they had completed in the past 12 months, and, if they had completed at least one, they were asked to answer a question about the key performance indicator. Previously, respondents could only access this section if they had indicated they had contacted the NDIS Commission to access the eLearning modules.
 - **Impact:** The change in the survey approach led to a substantial increase in responses from providers and workers who indicated that they or their staff had undertaken an eLearning module in the past 12 months and who subsequently answered the key performance indicator question – from 496 in 2024 to 2234 in 2025. This substantial increase in the coverage and representativeness of the survey results increased the reliability of the result. However, it also reduced the comparability of results between the two years.
- ◆ **Calculation method:** For continuous improvement, the NDIS Commission adjusted the threshold of what constitutes 'trust' to calculate the score in PM 6.2. The NDIS Commission no longer includes respondents who have 'little' trust in the NDIS Commission to support people with disability, carers and advocates if there are issues with NDIS services.
 - **Impact:** The changes made to reporting this target, along with the changes to the sampling methodology, enhanced the quality of the information collected through the survey. However, this also decreased the comparability of the performance targets and previous results.

Summary analysis

As the regulator of the NDIS, we are focused on ensuring people with disability receive safe, high-quality NDIS services and supports. Our Strategic Plan prioritises three impact areas:

- ◆ the rights of people with disability
- ◆ quality providers and workers
- ◆ thriving, diverse markets.

The 2024–25 Annual Performance Statements present the actual results achieved by the NDIS Commission against seven PMs and 15 established targets. This set of PMs encompasses both qualitative and quantitative aspects, reflecting our core regulatory responsibilities and evolving capabilities in risk-based and data-driven regulation and safeguarding.

Our PMs align with regulator best practice and integrate the three principles of:

- ◆ continuous improvement and building trust
- ◆ risk-based and data-driven regulation
- ◆ collaboration and engagement.

The 2024–25 results were largely collected from the NDIS Commission's Operating System (COS), GrantConnect, and a stakeholder survey. Notably, the survey methodology was significantly improved to ensure unbiased results. These improvements include refined questions and collaboration with the NDIS to issue direct survey mail-outs to a random sample of NDIS participants.

PM 2, PM 4 and PM 5 evaluate our effectiveness as a risk-based and data-driven regulator. The collective results indicated that we achieved two of the PMs (and partially achieved the third PM) and met six of the eight targets, underscoring the success of our regulatory strategy. While two targets were not met, significant improvements were observed compared to the previous year, indicating progress towards our goals.

By strategically prioritising the human rights of people with disability, and implementing both proactive and reactive regulatory measures, we aim to ensure that our efforts are directed at protecting those who may be most vulnerable. Our evolving priorities are guiding us towards becoming a more robust regulator, positioning us to be both proactive and effective.

PM 1 and PM 7 focused on assessing our collaboration and engagement efforts. The transparency and responsiveness reflected in the achievement of PM 1 are commendable, although we note that our enhanced survey methodology resulted in lower overall satisfaction compared to the previous year. The PM 7 results remind us of the importance of reviewing our existing training materials, many of which were developed prior to the COVID-19 pandemic. This serves as a timely opportunity to update our resources, given the significant changes in the market in recent years. We are committed to listening to the feedback we receive and refreshing our training modules to emphasise the importance of human rights.

PM 3 and PM 6 provided valuable insights for fostering continuous improvement and building trust. The outcomes of PM 3 reaffirmed that our current guidance and materials play a vital role in assisting the sector in minimising risks to participants and enhancing service quality. While the results for PM 6 were not as favourable, they highlight an opportunity for us to improve the management of complaints and reportable incidents through a more effective, risk-based approach.


In alignment with our dedication to continuous improvement, the insights we gleaned from the survey data will help us provide meaningful guidance and ongoing improvements to sector services. By actively seeking to improve clarity, understanding and the scope of our data samples, we will

increase our ability to assess outcomes comprehensively. This will further solidify the NDIS Commission's role as a trusted and influential source of guidance for individuals with disability, their families and supporters regarding quality and safety issues.

This year's performance results have provided us with rich insights, and offer assurance that our stakeholders' needs align with the NDIS Commission's strategic priorities, in particular, the objectives of the DART program. This reassures us that our strategic priorities, informed by our performance data and results, will lead to enhanced operations. As we continue to develop our reporting capabilities, we are optimistic about realising further improvements in our performance by 2025-26.



Detailed analysis of performance measures (PM 1–PM 7)

<div>  <div> Performance Measure (PM) 1 </div> </div> <div> The NDIS Commission Grants Program creates resources and opportunities that enhance providers', workers' and auditors' registration and training capability. </div>	<div> Linked PBS program </div> <div> Program 1.1 – Support for National Disability Insurance Scheme providers in relation to registration – Support for NDIS providers with the costs of obtaining NDIS registration and to support the provision of education and training for providers, workers and auditors. </div>
	<div> Key Activities </div> <div> 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. </div>
	<div> Measure type </div> <div> Effectiveness </div>
<div> Target </div> <div> Awarding of grant funding to suitable organisations to support capability building of providers and workers. </div>	<div> Result </div> <div> \$7.75 million in grant funding has been fully awarded </div>

Results

The NDIS Commission **achieved** this PM by meeting the one target.

The data was collected from Grants Program evaluation activities and quarterly progress meetings, using information reported by the grant recipients. The progress of each project was analysed against the plan and budget submitted with the application to enable the timely management of any risks to delivery.

The grant funding outlined in the Social Services PBS has been fully expended for the 2024–25 financial year.

- ◆ The NDIS Commission received a large number of applications across two highly competitive grant rounds. In total, applications were submitted seeking more than \$343 million in funding.
- ◆ As the delegate for the Grants Program, the NDIS Commissioner awarded \$7.75 million (excl. GST) in funding to 20 highly suitable organisations to deliver projects that address the policy objectives and intended outcomes of the two grant opportunities. Milestone payments have been scheduled for these grants across financial years 2024–25, \$4,977,000 (excl. GST) and 2025–26 \$2,769,739.51 (excl. GST).

In 2024–25:

- ◆ \$4,675,716.77 (excl. GST) was awarded to 14 organisations under the Knowledge and Skill Development grant opportunity (GO6984)
- ◆ \$3,071,022.74 (excl. GST) was awarded to six organisations under the Quality and Safeguarding grant opportunity (GO6985).

Table 3: Grants awarded

Grant award	Knowledge and Skill Development (GO6984)	Quality and Safeguarding (GO6985)	Total
Number of grants	14	6	20
Awarded funds	\$4.68 million	\$3.07 million	\$7.75 million
Focus areas and priority cohorts	Priority cohorts include participants who are Aboriginal and Torres Strait Islander peoples, living in rural and remote locations, culturally and linguistically diverse, LGBTQIA+, and children and young people	Focus areas include home and living safeguarding, natural safeguards, capability building for providers and workers, quality in governance and safeguarding in group settings	

Under the Grants Program in 2024–25, the grant recipient organisations developed and launched a range of co-designed resources for making complaints and providing feedback to providers.

Four grant projects were concluded. These projects have released resources that are now available for use by participants, providers, workers and other stakeholders. Specifically:

- ◆ Settlement Services International (SSI) completed ‘The Rights Path’ project to support culturally and linguistically diverse participants and communities to speak up when NDIS supports and services do not meet their needs, and guide providers and workers on how to better support these participants. The resources are available in five languages, and include videos and downloadable guides.
- ◆ Summer Foundation produced the ‘Solving Problems in NDIS Housing’ project in partnership with Housing Hub. The website and resources were co-designed with participants living in supported accommodation. The resources enable providers to access useful guidance on how to build a positive complaints culture to solve problems and improve the quality and safety of the services provided to participants.
- ◆ Youth Disability Advocacy Service (YDAS) launched the ‘Right to be Heard!’ website. The resource hub was created with and for young people with disability. The resources support young people in feeling confident and building their skills to raise concerns and complaints with their providers and workers.
- ◆ nTrustus developed a digital solution to support communication between participants and providers to facilitate early resolution of issues and complaints. The platform gives participants a pathway to communicate and helps providers develop skills to solve issues early.

Three other funded projects progressed their activities throughout 2024–25 and with completion dates in September 2025. These projects focus on Aboriginal and Torres Strait Islander participants, participants experiencing psychosocial disability and participants with behaviour support plans.

Analysis

The funded projects that progressed throughout 2024–25 addressed participants' rights to speak up about the quality and safety of their NDIS supports and services and provider obligations. Grant deliverables were completed over 2024–25, and resources were released that achieved the policy objectives of the funded grants.

The grants awarded in 2024–25 will reach a broad range of audiences over the coming years and provide additional resources to help stakeholders understand and uphold participants' rights to quality and safe NDIS supports and services.

The NDIS Commission awarded grants that would be funded over two financial years, enabling the allocation of grant funding across a broad range of projects, locations, focus areas, priority cohorts and a large number of recipients. This reflects the objective of the Grants Program to consult, educate and influence a broader range of providers and workers, and increase their capabilities, both directly and indirectly (through the increased knowledge and skills of participants of provider obligations under the NDIS Code of Conduct).

The number of applications for funding received by the NDIS Commission Grants Program continues to increase. As the Grants Program becomes more well-known, it is anticipated that future grant rounds will similarly receive significant interest and quality community-led proposals. These will continue to help enhance the suite of training, resources and programs available to improve the quality and safety of NDIS supports and services. The results were positive and intended.

The NDIS Commission gave significant consideration to a refreshed program with program guidelines to support continuous improvement in the commissioning of new grants and the administration of the Grants Program.

The results also reflected the benefits of open competitive selection processes that enable merit-based recommendations in alignment with the Commonwealth Grants Rules and Principles 2024.

The NDIS Commission continues to apply best practices and seek insights from the sector and other government agencies on how to best deliver a quality grants program.

The grant activities delivered throughout the year build on the continuous improvement and partnership approach adopted by the NDIS Commission in the Grants Program. The funded projects continue to support participants to exercise their rights to receive safe, quality NDIS supports and services. Participants' voices are elevated in these projects to ensure providers and workers increasingly uphold their obligations in delivering NDIS supports and services.

Adopting a partnership approach to grants management has strengthened the NDIS Commission's connections with the organisations developing and delivering the projects. This has helped ensure that the funded projects can deliver against the PMs by increasing the alignment with the objectives of the grant opportunities.

The NDIS Commission employed a considered communications and engagement approach to connect developed resources with a broader audience.

Insights from the Grants Program will assist the NDIS Commission in improving the design and delivery of grant opportunities. These insights, including the provision of additional information and data from those involved in delivering projects that are proactive and aligned with the NDIS Commission's regulatory role, may also inform policy advice and direction.

The NDIS Commission seeks to continuously improve the administration and commissioning approaches of the Grants Program to build public and sector trust and confidence in the Australian Government's administration of grant funds to achieve outcomes for people with disability.

The Grants Program is a proactive regulatory lever that enables the NDIS Commission to educate and influence participants, providers and workers through community-led solutions to policy priorities.

By building awareness of participant rights and provider obligations through the Grants Program, the NDIS Commission seeks to reduce and mitigate risk in the NDIS market.

The NDIS Commission manages the Grants Program with an emphasis on collaboration and engagement with grant recipients. It also encourages grant recipients to collaborate with participants, providers and workers throughout the development, delivery and evaluation of funded projects.

Building a positive complaints culture (grants)

What happened: Three projects (funded by the NDIS Commission Grants Program) developed resources to build a positive complaints culture. The Grant recipients YDAS, Summer Foundation and SSI have now completed their activities, successfully engaging their communities and networks to increase participants' skills and confidence in raising issues with providers and workers.


What we did: We funded, guided and reviewed the work and ensured the resources were co-designed with people with disability.

Outcome: New hubs, videos and tools in multiple languages are now available for free, and participants have reported more confidence in raising issues.

'Right to be Heard!' (YDAS): Guided by a project advisory group of diverse young people with disability, a hub was created by young people for young people. As one Project Advisory Group member noted, *"It can be confronting to make a complaint, but this resource helps bridge the gap ... It helps young people with disability to be informed so they know what their rights are and how to voice them."* <https://righttobeheard.org.au/>

Solving Problems in NDIS Housing (Summer Foundation/Housing Hub): Resources were developed to help participants understand their rights and take action when those rights are at risk. Video explainers and knowledge builders outline actionable steps that providers and workers can take to meet obligations related to participants accessing specialist disability accommodation and shared supports. As one co-design participant stated, *"By being a part of the ... co-design project, I get to explain what I struggled with when moving and how to best use available resources ... I particularly enjoyed exploring the roles and responsibilities of housing providers and support organisations."* <https://www.housinghub.org.au/resources/article/solving-problems-in-ndis-housing>

'The Rights Path' (SSI): Workshops and resources were co-designed with lived experience consultants and providers across New South Wales, Queensland and Victoria. The website includes videos and printable resources on making and handling complaints, available in English, Khmer, Punjabi, Urdu and Vietnamese. One consultant with lived experience stated, *"What I have learnt in this project, I can share with my community. I can share knowledge; I can share my experience. I can share what I have learned. I can spread the word."* <https://www.ssi.org.au/our-services/disability/the-rights-path-project/>

 Performance Measure (PM) 2	Linked PBS program 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.
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.	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.
	Measure type Output
Target 20% increase in the use of statutory enforcement tools (Infringement Notices, Civil Penalty Proceedings, Injunctions, Compliance Notices, Enforceable Undertakings, Banning Orders) for detected non-compliance.	Result 214% increase

Results

The NDIS Commission **achieved** this performance measure by meeting the one target.

The data was collected from the COS, using information the NDIS Commission holds.

The NDIS Commission used 1,005 statutory enforcement tools during 2024–25. It has exceeded its target, with a 214 per cent total increase from 2023–24. Table 4 provides a detailed breakdown.

Table 4: Breakdown of statutory enforcement tools used during 2024–25

Statutory enforcement tool types	2023–24 result	2024–25 result	Change (%)
Banning order	124	194	56.5
Civil penalty proceedings	3	8	166.7
Compliance notice	42	716	1604.8
Enforceable undertaking	5	0	–100.0
Infringement notice	146	87	–40.4
Total	320	1,005	214.1

Analysis

The NDIS Commission has exceeded its target of a 20 per cent increase in statutory outcomes, achieving a total increase of 214 per cent from 2023–24.

The NDIS Commission continues to steadily increase its investigative and compliance capabilities and resources in addressing serious non-compliance in the sector. As capability building was a focus in 2024–25, the NDIS Commission provided training to operational staff in the Australian Government Investigation Standards (AGIS) Certificate IV in Investigations. Over the year, 33 staff members completed the Certificate IV training and Professional Regulators mandatory training through the National Regulators Community of Practice.

Increased intelligence sharing and operational coordination between the NDIA and other state and federal agencies has significantly improved the NDIS Commission's ability to identify and respond to emerging threats in the sector and address detected non-compliance in a timely manner.


The NDIS Commission shifted from a capability and educative approach to using all regulatory tools and levers to respond to non-compliance. Civil penalty proceedings and compliance notices presented the most significant increase year on year.

The results demonstrate the NDIS Commission's commitment to continuous improvement, focusing on the regulatory tools and levers that will positively impact the market and improve quality and services for participants.

The results underscore the effectiveness of a risk-based, data-driven regulatory approach. By strategically focusing on the most vulnerable participant cohorts and aligning provider conduct with both legislative requirements and community expectations, we can direct our regulatory efforts where they matter most, protecting those who are at greatest risk.

The rollout of the DART program will further enhance the tools and intelligence available to the NDIS Commission for targeting serious non-compliance in the sector.



 <div> Performance Measure (PM) 3 </div>	<div> Linked PBS program 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. </div>
<div> Reduce the risk of harm to participants and lift the quality of service through guidance materials for providers and workers. </div>	<div> 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. </div>
	<div> Measure type Output </div>
<div> <div> Target 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%. Breakdown of target by population: a. Providers remain at or above 95% b. Workers remain at or above 95% </div> <div> Result Providers: 94% Workers: 96% </div> </div>	

Results

The NDIS Commission **achieved** this performance measure by meeting the one target. While we did not reach sub-target (a), the shortfall was not statistically significant, and we effectively achieved the PM with the combined results of sub-targets (a) and (b).

The data was collected from the annual stakeholder survey, conducted between 15 May and 13 June 2025 by ORIMA Research.

Stakeholders were invited to complete the survey through three methods:

- ◆ a direct mail-out to NDIS participants selected from the NDIA database, active registered providers listed on the NDIS Commission database, and a sample of workers who had completed the NDIS Commission’s eLearning modules in the previous year
- ◆ an online research panel
- ◆ the promotion of the survey via industry and generic media channels.

Stakeholders indicated which category of respondent they represented before answering questions relevant to their cohort.

A total of 11,168 stakeholder surveys were completed, 2,400 of which were completed by providers and 1,207 by workers.

Table 5: Performance results for PM 3

Survey respondent groups	2023–24 FY result (%)	2024–25 FY result (%)	Change (%)
Providers	95	94	–1
Workers	97	96	–1

Analysis

The results once again show that a high proportion of providers and workers (95 per cent) were of the view that the NDIS Commission’s information and resources were helpful (to a small, moderate or large extent) in improving the services their organisation provides to people with disability. The result is in line with that from 2023–24.

Similar to 2023–24, a slightly higher proportion of workers (96 per cent) than providers (94 per cent) considered the information and resources helpful.

The results for providers and workers between 2023–24 and 2024–25 both decreased by 1 percentage point, but the difference was not statistically significant.

These results show that the NDIS Commission is providing guidance and materials that are helping the sector (including providers and workers) to reduce the risk of harm to participants and increase the quality of service. The results will guide ongoing improvements in the services provided to the sector.

The core guidance materials provided include provider and participant packs, fact sheets and process guides, the NDIS Code of Conduct and workforce capability framework, worker training and induction modules.

The NDIS Commission provides quality, safety, incident and behaviour support. This includes

guidance materials on the following themes: NDIS practice standards, incident management and reportable incidents, behaviour supports and restrictive practices, and evidence-informed and person-centred practice.

Workforce development tools are also provided to support a sustainable market.

The NDIS Commission will continue to improve the guidance materials by adapting key content to contemporary educational tools. For example, bite-sized videos on the NDIS Code of Conduct are under development for release in 2025–26. These videos reflect modern consumption habits, making it easier to capture and hold the attention of NDIS providers and workers. These videos are becoming one of the most effective tools for educating stakeholders in today’s fast-moving technology landscape. By continuing to update material and adapt to modern education methods, the NDIS Commission intends to maintain or increase the sector’s understanding of the NDIS and improve the services provided to people with disability.

The NDIS Commission’s guidance materials are designed to support its core objectives and priorities. These resources help ensure that providers, workers and participants operate within a framework of safety, quality and empowerment, aligning with the NDIS Commission’s commitment to improving participant outcomes.



Performance Measure (PM)

4

The use of restrictive practices is reduced or eliminated through increased quality of Behaviour Support Plans (BSPs), and NDIS Commission programs contribute to an increased number of verified participants with behaviour support plans and a reduction in unauthorised restrictive practices (URP).

Linked PBS program

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.

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.

Measure type Output

Target

Result

4.1 Increase the number of verified participants with a Behaviour Support Plan (BSP) lodged, proportionate to the increase or decrease in total participant numbers.

Not met

4.2 Decrease the total number of restrictive practices used proportionate to the increase or decrease in total participant numbers.

Met

4.3 Decrease the number of participants subject to unauthorised restrictive practices (URPs), proportionate to the increase or decrease in total participant numbers.

Not met

4.4 Increase the quality of Behaviour Support Plans (BSPs).

Met



Results

The NDIS Commission **partially achieved** this performance measure by meeting two out of four targets.

The data was collected from the COS and information published by the NDIA. Only registered providers are allowed to implement and report on their use of regulated restrictive practice and lodge BSP that contain restrictive practices.

Table 6: Performance results for PM 4

Target	2023–24 result	2024–25 result	Change (%)
Increase the number of verified participants with a BSP lodged, proportionate to the increase or decrease in total participant numbers.	n/a	14,733	n/a
Decrease the total number of restrictive practices used proportionate to the increase or decrease in total participant numbers.	n/a	47,911	n/a
Decrease the number of participants subject to URPs, proportionate to the increase or decrease in total participant numbers.	n/a	12,439	n/a
Increase the quality of BSP.	14.39	14.93	3.75%

Table 7: Breakdown result for target 4.1

Period	Participants with a BSP lodged	NDIS population
2023–24	13,290 ¹	661,268
2024–25	14,733	739,418
Change (number)	1,443	78,150
Change (%)	10.8	11.8

1 This number differs from the one published in the 2023–24 annual report due to an error in how unique participants were identified; the revised figure is the correct figure. However, this does not affect the assessment of the results.

Table 8: Breakdown result for target 4.2

Period	Participants with a 'current' plan	Number of restrictive practices	Average RPs per participant	NDIS population
2023–24	15,136	45,246	2.99	661,268
2024–25	16,563	47,911	2.89	739,418
Change (number)	1,427	2,665	–0.10	78,150
Change (%)	9.43	5.89	–3.23	11.80

Table 9: Breakdown result for target 4.3

Period	Participants with at least one URP in period (includes one-off use)	Participants with only a one-off use in the period*	NDIS population
2023–24	11,358	3,953	661,268
2024–25	12,439	4,243	739,418
Change (number)	1,081	290	78,150
Change (%)	9.5	7.3	11.8

*Participants with only a one-off use is reported as at 30 June 2025. Further URP use reports may be received from 1 July 2025.

Table 10: Breakdown result for target 4.4

Domains	2023	2024	2025
Mean score – BSP-QEII	14.75	14.39	14.93
Median score – BSP-QEII	15	14	14.5
Consultation in the development of the BSP (%)	40	58	79

Analysis

1. Increase the number of verified participants with a BSP lodged

In the 2024–25, 1,443 more individuals had a BSP lodged which represents a 10.8 per cent increase compared to the 2023–24. This increase was slightly lower than the NDIS population's growth rate (11.8 per cent) and the projected target number of participants with a BSP (17,019) therefore, the target was not met.

2. Decrease the total number of restrictive practices used

In the 2024–25, the total number of restrictive practices used increased by 2,655 (an increase of 5.9 per cent) compared to the 2023–24. This

increase was significantly lower than the NDIS population's growth rate (11.8 per cent) and the projected target number of restrictive practices (51,740) therefore, the target was achieved.

In addition, the average number of restrictive practices used per participant decreased to 2.89 in the 2024–25 which represents a decrease of 3.23 percent when compared to the 2023–24. This trend is notable given the growth in the NDIS population and BSP lodgements suggesting an overall reduction in the use of restrictive practices listed in current BSPs. Table 11 below shows that this trend was found across all restrictive practice types and administration types.

Table 11: Number of restrictive practices in participants' most recent plan by restrictive practice type and administration type for 2023–24 and 2024–25

	Chemical	Environmental	Mechanical	Physical	Seclusion
2024–25 participants: 16,563					
2024–25 – PRN	5,346	2,247	896	2,846	465
2024–25 – Routine	16,844	16,746	2,130	254	128
Total	22,190	18,993	3,026	3,100	593
Average per participant	1.34	1.15	0.18	0.19	0.04
2023–24 participants: 15,136					
2023–24 – PRNs	4,816	2,056	846	2,679	450
2023–24 – Routine	15,612	16,259	2,100	290	124
Total	20,428	18,315	2,946	2,969	574
Average per participant	1.35	1.21	0.19	0.20	0.04
Total change	1,762	678	80	131	19
Change (%)	8.6	3.7	2.7	4.4	3.3
Change in average	–0.010	–0.063	–0.012	–0.009	–0.002
Change in average (%)	–0.73	–5.23	–6.13	–4.58	–5.59

3. Decrease the number of participants subject to URP

In the 2024–25, 1,081 more participants were subject to unauthorised restrictive practices which represents a 9.5 per cent increase compared to the 2023–24. This increase was lower than the NDIS population's growth rate (11.8 per cent) and the projected target number of participants of 9,150 therefore, the target was not met.

It should be noted that 34.1 per cent of participants in the 2024–25 were subject to

a one-off use of an unauthorised restrictive practices (4,243 of the 12,439 participants), which was an increase of only 7.3 per cent compared to the 2023–24.

Participants are considered to be subject to an unauthorised restrictive practice if they had one or more reported unauthorised restrictive practice uses during the 2024–25. Participants associated with only one reported use during 2024–25 are considered to have experienced a one-off or emergency use of an unauthorised restrictive practice. The ongoing

use of a restrictive practice requires the provider implementing the restrictive practice to facilitate the development of a BSP (by a suitable behaviour support practitioner) and the authorisation of the restrictive practices included in the BSP. The one of use of a restrictive practices suggests that the use of the restrictive practice is not ongoing and therefore a BSP is not required to be developed, and the authorisation of the restrictive practice is also not required.

4. Increase the quality of BSP

To determine if the quality of BSP has increased a sample of BSPs lodged in February 2025 was assessed using the Behaviour Support Plan Quality Evaluation Tool II (BSP-QEII). This was the third year the quality of BSPs has been assessed in this way. The random sample selected represented 12 per cent of all BSPs lodged in February 2025.


The quality of the BSPs, assessed using the BSP QEII, identified a small increase in the quality of BSPs from 2024 to 2025. The average score of 14.93 was higher than the average in 2024 and the median score of 14.5 was higher than 2024. It should be noted that the BSP quality assessments observed a significant increase in participant consultations during the development of BSPs.

During 2024–25, the NDIS Commission implemented a range of initiatives to uplift quality. These included:

- ◆ three webinars on the topic of developing compliant BSPs, which had a total of 965 attendees
- ◆ publishing two policy guidance documents:
 - Working within your knowledge, skills and experience
 - Behaviour Support Assessment, including Functional Behaviour Assessment.

The NDIS Commission will continue to work with the sector and invest in the development of resources to help specialist behaviour support providers produce high-quality behaviour support plans. These plans aim to reduce and eliminate restrictive practices, ultimately leading to better quality of life for NDIS participants.

Please note the NDIS Commission has reworked the performance measure description as well as reshaping the four performance target areas for the 2025–26 Corporate Plan. These changes are intended to ensure the focus is on participant outcomes and enable improved analysis and interpretation of the results to better reflect regulatory impact.

 Performance Measure (PM) 5	Linked PBS program	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.
	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.
	Measure type	Output
The NDIS Commission supports a thriving, diverse, registered NDIS market of providers who provide quality and safe NDIS supports and services.		
Target		Result
5.1	10% of applications received in a year resulting in a refusal.	29%
5.2	80% of applications determined within 12 months of a valid application received. 2024–25 target 80%.	85%
5.3	20% increase in number of revocations of registrations per year.	202%

Results

The NDIS Commission **achieved** this performance measure by meeting all three targets.

The data was collected from the COS. Compared to 2023–24, the original method of calculating the number of refusals, as a percentage of provider registration applications, for target 5.1 has changed. The amended approach allows for a better understanding of the rate of refusals as a proportion of the total volume of registration decisions for the financial year. It should be noted that revocations may also occur at the request of a provider. These revocations are not included in the counts for target 5.3.

Table 12: Performance results for PM 5

Activities	2023–24 result	2024–25 result	Change (%)
Applications received in a year resulting in a refusal	n/a	29%	n/a
Applications determined within 12 months of a valid application received	n/a	85%	n/a
Revocations of registrations per year	187	566	202

Analysis

The NDIS Commission has used the full range of available compliance and enforcement levers to influence an uplift in the quality and safeguarding of NDIS supports and services. We have increased our use of regulatory interventions such as imposing registration conditions and revoking, suspending or varying registrations to achieve timely and responsive outcomes for NDIS participants.

The NDIS Commission allocated additional resources to the registration area, introduced a more streamlined registration assessment process and provided enhanced training to staff. These initiatives have contributed to improved provider registration application timeframes.

Further, the NDIS Commission implemented the Approved Quality Auditors Assurance Program to enhance the quality of audits and audit reporting. The program ensures compliance with the Principles for Audit Reports and the

AQA Guidelines, reinforcing expectations of quality and safety. These activities contribute to a stronger, more accountable provider market, attracting high-quality providers and workers to the NDIS.

Since the establishment of the Fraud Fusion Taskforce in November 2022, the NDIS Commission has steadily increased its investigative tools, resources and capacity to address current and historical matters. Improved intelligence sharing and operational coordination between the Fraud Fusion Taskforce and other areas of the NDIS Commission have facilitated the identification of registration applications, resulting in increased refusal rates in 2024–25.

The NDIS Commission has launched a digital register of compliance and enforcement actions, which is available on [our website](#)^{vii}. This tool allows the public, participants and sector



stakeholders to search for compliance and enforcement actions taken against providers or workers and browse the list of infringement notices the NDIS Commission issued.

Further improvements to the timeliness of registration decisions and the active monitoring of provider non-compliance with registration obligations and conditions (with a focus on quality audit and worker screening obligations) will enable earlier detection of ‘bad actors’ in the NDIS market, which would require the application of additional statutory enforcement tools.

These results demonstrate that the NDIS Commission is effectively using the full range of available compliance and enforcement levers to influence an uplift in the quality and safeguarding of NDIS supports and services. This, in turn, supports a thriving, diverse and quality-assured NDIS provider market. It also aligns with our strategic priorities set in our 2024–25 Corporate Plan, specifically:

- ◆ using strengthened systems and capabilities to undertake risk-based registration processes and provider workforce capability initiatives
- ◆ increasing the quality and safeguarding outcomes through efficient operational decision-making and enforcement actions.

Continued improvement in data sharing with the NDIA will enhance safeguards and further reduce the risk of unsuitable providers entering the market. The ongoing rollout of the DART program will improve system integration, data access and regulatory intelligence, helping to ensure that only quality providers and workers support participants.


These improvements will strengthen the market’s ability to deliver on our vision – supporting participants to achieve their aspirations through safe, high-quality services and strong provider standards.

Healing Hands – Revocation and permanent ban

What happened: A provider’s ongoing non-compliance raised serious concerns about participant safety across multiple outlets. Since 2022, the provider, which had more than 49 participants and 104 linked employees across eight service outlets, had been subject to multiple compliance and enforcement actions (including a corrective action request, variation of conditions, two compliance notices, six infringement notices and two education letters). Investigations started in 2024 following a failure to comply with a 2023 compliance notice that required an internal review and engagement of an external adviser to review policies, processes and practices.

What we did: We conducted two compliance inspections, issued six section 55A notices (seeking information from NSW Police, NSW Ambulance, hospitals and the provider’s former accountant) and interviewed 18 witnesses, including participants and workers.

Outcome: The provider’s registration was revoked, and a permanent banning order was issued.

 Performance Measure (PM) 6	Linked PBS program	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.
	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.
	Measure type	Output
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.		
Target		Result
6.1 Awareness of the NDIS Commission’s role and functions increase by 2% year on year.		-2%
6.2 Trust in the NDIS Commission increases by 2% year on year.		-8%
6.3 70% of complaints resolved in 90 days		47%

Results

The NDIS Commission met zero of the three targets, and **did not achieve** this PM.

The methodology used to calculate the results for targets 6.1 and 6.2 is based on an annual survey of relevant stakeholder groups on the NDIS Commission’s performance during the reporting period. Survey responses are captured annually from people with disability, representatives and advocates.

The data was sourced from the COS and other channels, including webforms, phone calls and emails, to calculate the results for target 6.3.

Table 13: Performance results for PM 6

Activities	2023–24 result (%)	2024–25 result (%)	Change (%)
Awareness of the NDIS Commission’s role and functions	70	68	–2
Trust in the NDIS Commission	64 ¹	56	–8
Complaints resolved in 90 days	58	47	–11

1 The 2023–24 result for 6.2 Trust in the NDIS Commission has been updated in this table to reflect the updated methodology used in 2024–25 for comparison only.

Analysis

In 2024–25, there were methodology changes for targets 6.1 and 6.2, which have resulted in more accurate results for PM 6. While the new results showed a decrease compared to the 2023–24 results, the commentary below provides context for these changes.

Awareness of the NDIS Commission decreased for people with disability (from 64 per cent to 62 per cent) and advocates (from 92 per cent to 89 per cent), while the awareness of representatives remained stable at 79 per cent. The change in awareness from 2023–24 was statistically significant for people with disability but not for advocates.

The slight decrease (–2 per cent) in awareness of the NDIS Commission between the two survey periods is likely to reflect a change in the sampling methodology used in the 2024–25 survey. A direct mail-out to a random sample of NDIS participants was implemented in 2024–25 to improve the representativeness of the survey.

This resulted in a considerable increase in the number of NDIS participants included in the survey, yielding results that are likely to be more representative of the awareness levels of the underlying population.

This new approach complements existing data collection approaches based on the recruitment of participants via an online panel and promotion via the NDIS Commission and industry communication channels.

An analysis of the awareness levels of the respondents who completed the survey via the generic link and online panel only (and excluding those who completed the survey via the direct mail-out) showed that the awareness levels of the NDIS participants decreased slightly from 76 per cent in 2023–24 to 75 per cent in 2024–25, while the awareness of non-NDIS participants increased slightly from 55 per cent to 59 per cent. Neither of these changes was statistically significant.



In relation to target 6.2, the proportion of people with disability and representatives who trust the NDIS Commission (completely, a lot or moderately) to support people with disability, carers and advocates if there are issues with NDIS services decreased from 64 per cent to 56 per cent. This was largely attributable to a significant decrease in this trust measure among representatives (from 74 per cent to 54 per cent) and advocates (from 67 per cent to 52 per cent), while people with disability recorded a slight decrease in trust (from 56 per cent to 54 per cent).

The decreases in the trust levels of the representatives and advocates were statistically significant, while the decrease in the trust level of people with disability was not.

The NDIS Commission acknowledges that there has been a decline in the trust level compared to 2023–24. There are a number of initiatives underway to better understand the result and to develop strategies to enhance trust. This includes a refreshing of the NDIS Commission's consultative arrangements, including the introduction of an Advisory Committee, which will comprise people with disability, in order to provide direct advice to the NDIS Commissioner and Associate Commissioner.

In relation to target 6.3, in 2024–2025, the NDIS Commission finalised 38,203 complaints (an increase of more than 150 per cent from the same period last year). The increase can be attributed to the rollout of testing a new risk-based prioritisation framework for managing complaints, reportable incidents and enquiries.

The increase in finalisations is also partially attributable to the implementation of an aged matter strategy. This strategy used short-term resources to review and finalise older complaints and those that were identified as low risk.

While this helped to reduce our backlog and increased the number of finalisations in the current financial year, it negatively affected our performance against the timeliness measure of finalising 70 per cent of complaints within 90 days.

The quarterly performance was at 61.1 per cent prior to the strategy's commencement on 1 July 2024. Aged matters that remain outstanding will continue to affect our timeliness outcomes in the short term, as they typically extend beyond the 90-day timeframe specified by the target. We expect to improve our performance against this target in 2026–27, once the aged matters are finalised and the risk-based regulation model has been fully implemented. The implementation of the risk-based prioritisation model, resulting in improved response timeframes from the NDIS Commission, may increase the trust of people who contact the NDIS Commission.

In 2024–25, the NDIS Commission demonstrated a continued commitment to human rights, participant safety and sector improvement, driven by lessons from independent reviews. A focus on proactive compliance and enforcement ramp-up, stronger penalties for NDIS providers, and enhanced communication and engagement have contributed to trust-building efforts as a by-product of the NDIS Commission's work towards becoming a formidable regulator.

The NDIS Commission continues to work to increase the understanding of its role and function in the disability sector. Awareness of the NDIS Commission is relatively high compared to that of similar agencies. This positive result can be attributed to the engagement activities and events undertaken in 2024–25. An NDIS Commission-wide focus on expanding engagement capability in 2025–26 will assist in increasing the NDIS Commission's profile and positive awareness of its role and responsibilities in the sector.

Notably, the Disability Royal Commission final report was released in September 2023, and an associated Budget announcement for reforms addressing the recommendations was delivered in May 2024, which may have increased the 2023–24 awareness results. This awareness is expected to decrease over 12 months as media and public interest decrease.


Jedda and Blake – Safeguarding missed supports

What happened: Jedda was a support worker for Blake. Jedda’s employer (Empower Solutions) was sending rotating support workers to support Blake with personal care and meal preparation. Empower Solutions advised Blake that two support workers had left and there might be interruptions to the support visits. Blake then stopped receiving support visits Friday to Sunday evenings. As a result, Blake’s continence aid was not changed on these nights and remained unchanged for 22 hours on weekends. Concerned for Blake’s health and wellbeing, Jedda spoke to her employer, but no action was taken. Jedda then lodged a complaint with the NDIS Commission without Blake’s consent.

What we did: We collected information, safeguarded Blake, directed a reportable incident, conducted site visits and interviews, and escalated the complaint for regulatory action.

Outcome: Support visits were restored, and compliance and enforcement action was started against the provider.



 Performance Measure (PM) 7	Linked PBS program	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.
	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.
	Measure type	Effectiveness
Providers and workers have an increased understanding of what quality and safety mean to NDIS participants and understand the rights of people with disability as consumers.		
Target		Result
7.1 More than 95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means.		91%
7.2 More than 95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers.		91%

Results

The NDIS Commission met zero of two targets, and **did not achieve** this PM.

The data was collected from the annual stakeholder survey, conducted between 15 May and 13 June 2025 by ORIMA Research.

Stakeholders were invited to complete the survey through three methods:

- ◆ a direct mail-out to NDIS participants selected from the NDIA database, active registered providers listed on the NDIS Commission database, and a sample of workers who had completed the NDIS Commission’s eLearning modules in the previous year
- ◆ an online research panel
- ◆ the promotion of the survey via industry and generic media channels.

Stakeholders indicated which category of respondent they represented before completing questions relevant to that cohort.

A total of 11,168 stakeholder surveys were completed, 2,400 of which were completed by providers and 1,207 by workers.

Table 14: Performance results for PM 7

Activities	2023–24 result (%)	2024–25 result (%)	Change (%)
More than 95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means.	96	91	–5
More than 95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers.	98	91	–7

Analysis

The proportion of providers and workers who reported an increased understanding of what quality and safety mean to NDIS participants after completing a NDIS Commission eLearning module decreased from 95 per cent in 2023–24 to 91 per cent in 2024–25. This was largely driven by a decrease in provider ratings (from 96 per cent to 91 per cent), with worker ratings decreasing slightly (from 92 per cent to 90 per cent).

While the decreases in ratings for providers and workers as a whole, and for providers alone, were statistically significant, the decrease for workers alone was not.

The decrease in the reported impact of the eLearning modules is likely to have been influenced by a change in the survey, which resulted in more comprehensive coverage of eLearning completions in 2024–25. In 2023–24, only survey respondents who contacted the NDIS Commission to access and complete an eLearning module within the past 12 months were asked about the impact on their understanding. However, in 2024–25, all individuals who completed an eLearning module in the previous year were invited to answer this question, leading to over four times as many respondents. This change affects the comparability of the results between the two years.

Although the results may not appear favourable, the new survey method allowed for broader coverage of the survey population and is likely more accurate.

In 2024–25, 71 per cent of providers and workers indicated they had completed an eLearning module in the previous 12 months and were thus included in the PM calculation for target 7.2. Conversely, in 2023–24, only 14 per cent of providers and workers were recorded as both having contacted the NDIS Commission about access to an eLearning module and having completed a module (the previous criteria for answering the question about the PM). The comparison of results for the full sample of respondents is likely to provide a more accurate indication of the change in awareness levels between the two years.

An approximate measure of the actual change in awareness of rights between the two years can be gained by analysing the full sample of provider and worker respondents, rather than just those who completed an eLearning module (as this was not affected by the questionnaire change). This analysis showed that the average proportion of providers and workers who indicated they were fully aware of the rights of people with disability decreased only slightly from 92 per cent to 91 per cent. This change was not statistically significant.

The understanding of participants' rights or the meaning of quality and safety are not learning outcomes of the eLearning modules. The Worker Orientation Module may very loosely capture target 7.1, as elements of quality and safety are reflected in the NDIS Code of Conduct content. However, the Worker Orientation Module is targeted at workers, not providers.

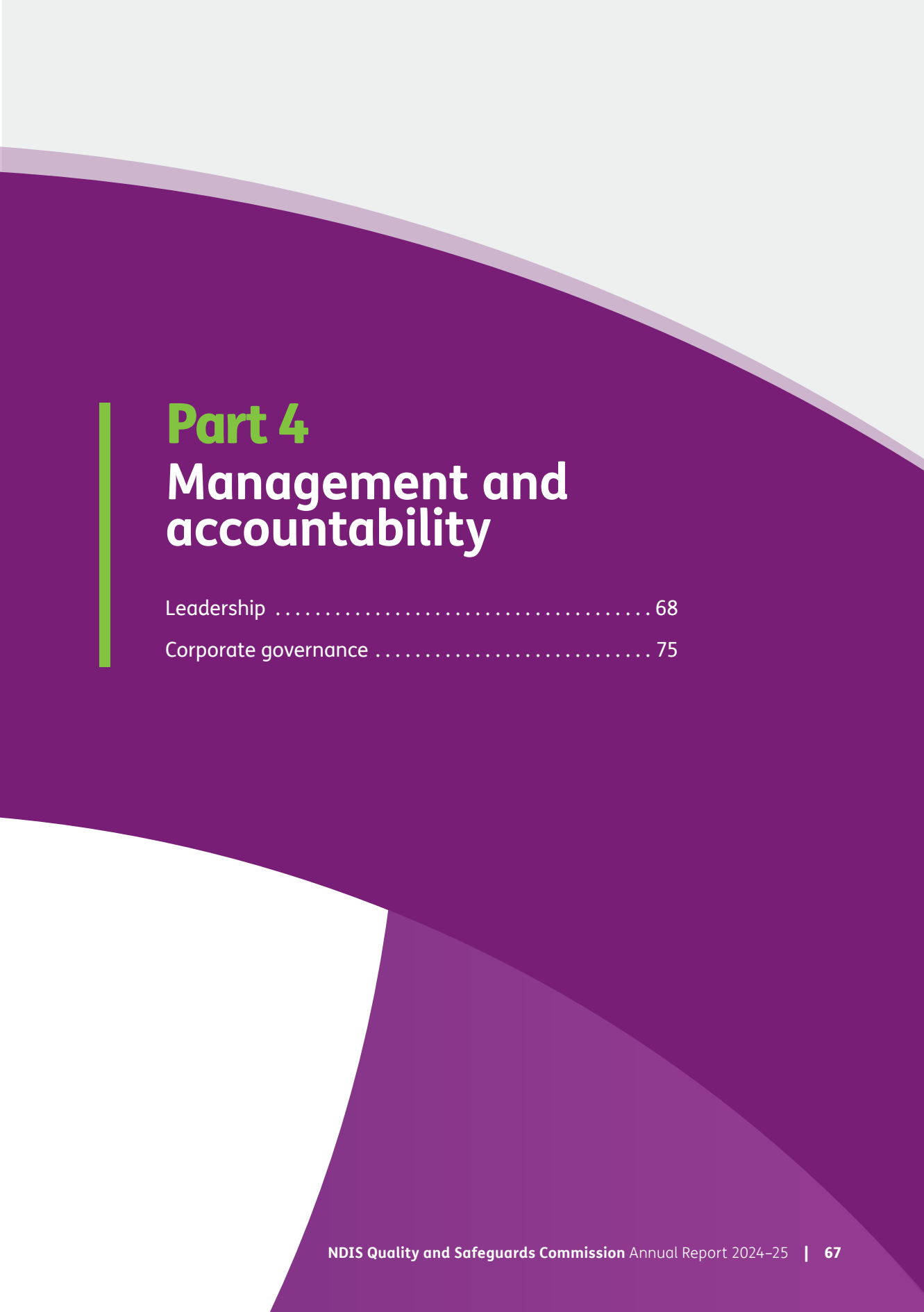
This PM and the appropriateness of its targets will be reviewed. The effective measurement of learning outcomes of educational content should ideally be obtained near the completion of training through tailored

and consistent evaluation methods. A broad annual survey is less likely to provide accurate results.

The WOM was last updated in 2019. Work is underway to review and update the module, including incorporating a comprehension element to measure the understanding of workers who complete the module. This will ensure better alignment between the educational resources and the PMs.

Overall, PM 7's results decreased, and the targets were not met in 2024–25. Given the sampling adjustment, the measurement in 2024–25 is considered more accurate.





Part 4

Management and accountability

Leadership	68
Corporate governance	75



Leadership As at 30 June 2025

The NDIS Commissioner is the Accountable Authority for the NDIS Commission. The following individuals were the Accountable Authority between 1 July 2024 and 30 June 2025:

- ◆ Michael Phelan, Acting NDIS Commissioner, from 1 July 2024 to 30 September 2024
- ◆ Louise Glanville, NDIS Commissioner, from 1 October 2024 to 25 February 2025, and from 5 March 2025 to 30 June 2025
- ◆ Natalie Wade, Acting NDIS Commissioner, from 26 February 2025 to 4 March 2025.



Louise Glanville

NDIS Quality and Safeguards Commissioner

Louise Glanville is an influential leader in Australian public policy, social justice and law reform. She is an experienced chair, chief executive officer (CEO), deputy secretary and commissioner across legal, social and government sectors.

In October 2024, Louise was appointed NDIS Quality and Safeguards Commissioner. She is leading efforts to improve the quality and safety of NDIS supports and services, to improve the quality of life for Australians with significant or permanent disability.

For 25 years, she has led policy development, service delivery, major reform and systematic change at federal, state and local levels through working with individuals and communities.

As CEO of Victoria Legal Aid and Chair of National Legal Aid, she headed a team of more than 1,400 staff offering legal assistance to those who need it most. In these roles, she provided system leadership, strategic litigation, law reform and advocacy input to senior levels of industry and government.

As former Deputy CEO of the NDIA, Louise was part of the executive team that established the statutory agency and led the rollout of the NDIS pilots across Australia, working with people with disability.

Executive Management Group

As at 30 June 2025



Natalie Wade

Associate Commissioner

Natalie Wade is a pioneer in advancing disability rights. She is committed to driving systemic change and ensuring equality for people with disability. Natalie was made Associate Commissioner in October 2024.

Before this, she founded and was Principal Lawyer of Equality Lawyers, providing expert legal representation to people with disability and their families.

Regarded as one of Australia's foremost disability human rights lawyers, Natalie was appointed to lead the NDIS Provider and Worker Registration Taskforce, established to reform the NDIS following the recommendations of the NDIS Review.

Natalie wrote *Disability Rights in Real Life*, a disability rights law handbook for people with disability. She also represented Australia at the United Nations Conference of State Parties to the Convention on the Rights of Persons with Disabilities (16th session).

In recognition of her contributions, Natalie was named Australian Young Lawyer of the Year in 2016. More recently, she was presented with the 2024 Dennis Mutton Award for outstanding leadership.



Rod Carracher

Deputy Commissioner, Practice
Quality Division

Rod Carracher joined the NDIS Commission in September 2023 and has supported the division through a restructure and changes in leadership and business priorities.

Rod has extensive senior executive leadership experience in the human services sector and in direct disability service delivery across state government departments and not-for-profit organisations. He brings to the NDIS Commission experience in practice quality leadership and managing large disability and human support services, behaviour support and clinical practitioners.

Throughout his career, Rod has been committed to safeguarding the rights of people with disability and ensuring supports and services provided are of the highest quality.

He holds a Master of Public Administration and is a graduate of the Australian Institute of Company Directors (AICD).



Alisa Chambers

Deputy Commissioner, Regulatory Policy,
Insights and Review

Alisa Chambers started as General Manager Policy, Markets and Insights in 2022. In her current role, she provides strategic policy development and advice. Her main focus areas are the regulatory framework, participants' rights, the provider market and workforce quality, data and analysis activities, and the NDIS Commission Grants Program.

Throughout her career, Alisa has worked in areas that deal with highly sensitive and complex social issues, such as aged care, child protection services, early childhood education and environmental regulation. She is committed to improving communities, particularly for the most vulnerable.

Alisa has designed and delivered major reform and cultural change programs on behalf of government and organisations. She has an inclusive leadership approach, coupled with qualifications in change leadership, allowing her to skilfully manage diverse stakeholder priorities to deliver the best outcomes.



Sian Leathem

Deputy Commissioner,
Complaints and Engagement

Sian Leathem began in the role of Deputy Commissioner, Complaints and Engagement in January 2022. She has two decades of senior executive experience in state and federal agencies, working in a range of dispute resolution and regulatory areas. Before joining the NDIS Commission, she was Registrar and CEO of the Administrative Review Tribunal. It is responsible for conducting independent merit reviews of administrative decisions, including a range of decisions relevant to the NDIS, made under Commonwealth laws.

Sian led the project team responsible for merging 22 tribunals into the NSW Civil and Administrative Tribunal (NCAT). She then became the Principal Registrar of the amalgamated tribunal.

Before NCAT, Sian was Registrar of the Workers Compensation Commission of NSW. She also has a wealth of legal policy experience gained through roles in the NSW Attorney General's Department and in the Department of Prime Minister and Cabinet.

Sian has received an Excellence in Government Legal Service Award from the Law Society of New South Wales and an Excellence in Leadership Award from the NSW Department of Justice. In 2011, the Institute of Public Administration Australia made her a recipient of a Young Public Sector Leader Award. She is a graduate of the AICD.



Mahashini Krishna

Acting Deputy Commissioner,
Regulatory Operations (Registrar)

Mahashini Krishna joined the NDIS Quality and Safeguards Commission in April 2021 and has held a number of roles leading a diverse portfolio of teams and initiatives.

With more than 25 years' experience in the public and private sectors, Mahashini has dedicated her career working with people who have experienced significant trauma, been victims of violent crime and had engagement with the criminal justice system. She has held senior leadership roles in the NSW public service, including Commissioner of Victims Rights and Registrar of the Victims Compensation Tribunal. She has led multidisciplinary teams and delivered state-wide programs and initiative to improve service responses. She has extensive experience working and partnering with stakeholders from across government, non-government and not-for-profit organisations to address domestic and family violence, child sexual assault, and victims support. Mahashini has worked closely with First Nations communities, including through the Strong Aboriginal Program run by the NSW Education Centre Against Violence and is a strong advocate for equitable but fit-for-purpose services for people living in regional, rural and remote areas. She holds a Bachelor of Arts and Law.



Anne Fleischer

Acting Chief Operating Officer; Deputy Commissioner, Corporate Division

Anne Fleischer began with the NDIS Commission in September 2023, bringing more than 35 years' experience that spans the public and private sectors in the United Kingdom and Australia. She has extensive leadership experience and a strong track record in finance, governance and human resources. Anne has held the roles of Chief Financial Officer (CFO) and Chief People Officer in the NDIS Commission's Infrastructure portfolio. Throughout her career, she has championed using data analytics to solve complex problems and drive strategic decision-making.

As a CFO, Anne led the implementation of sustainable agency funding solutions, including making budget submissions and creating activity-based costing and financial models. Anne has held internal audit and risk roles at Singtel Optus, Westpac, Shell UK Ltd, the UK National Audit Office and the Attorney-General's Department. She has also worked with CIT Solutions, developing and delivering financial management training across Commonwealth laws.

Anne has a passion for learning and holds a Bachelor of Arts in Accounting, a Certificate IV in Training and Assessment, and is a Fellow of CPA Australia and a Chartered Accountant.



Tina Daisley

Deputy Commissioner, People and Culture

Tina Daisley started as Deputy Commissioner, People and Culture in February 2025. She is a seasoned people and culture professional in the public sector, who is passionate about supporting organisations to build healthy, high-performing teams. She specialises in creating sustainable team practices and enhancing organisational resilience through her expertise in building organisational health and capability, and embedding a values-based leadership culture.

She has more than 20 years' experience in senior roles in the public sector, leading People and Culture at the NDIA, and more recently, in the Victorian Public Service. She has also held executive positions at the then Department of Education, Employment and Workplace Relations, Centrelink and ComSuper (now part of the Commonwealth Superannuation Corporation). Her extensive experience includes service delivery and program management, focused on capability building and fostering positive workplace cultures.

Tina is deeply committed to advancing the NDIS Commission's purpose by leading a high-performing workforce that upholds the rights, safety and inclusion of people with disability.



Laura Sham

Deputy Commissioner, Data
and Regulatory Transformation

Laura Sham is an experienced public sector leader with more than 20 years of service across state and federal government. She brings extensive experience in service delivery, policy and program management, regulation and enabling services.

Laura joined the NDIS Commission from the Department of Finance, where she most recently led whole-of-government corporate shared services reform. Before this, she served as Chief Information Officer at the Department of Veterans' Affairs, leading the Veteran Centric Reform and Modernisation transformation programs.

She holds an Executive Master of Public Administration from the University of Sydney and a Bachelor of Social Science, majoring in Counselling and Social Welfare, from Southern Cross University.



Kenneth Teoh

General Counsel and Assistant
Commissioner, Legal and Internal Integrity

Kenneth Teoh joined the NDIS Commission in November 2022. He leads the provision of legal advice to the NDIS Commissioner. He also oversees the NDIS Commission's range of legal services, and integrity and accountability functions. These include complaints handling, requests under the FOI Act, disclosures under the PID Act, and reviews of NDIS Commission decisions.

He has around 25 years' experience working in legal roles for federal regulators and has spent time in regulatory and enforcement roles. He also worked as a solicitor for the Australian Government Solicitor, specialising in administrative and government law litigation.

Corporate governance

The NDIS Commission's corporate structure is in accordance with normal practices for non-corporate Commonwealth entities. The NDIS Commissioner is the Accountable Authority for the purposes of the PGPA Act. They are the sole statutory officer overseeing all functions of the NDIS Commission and the sole officer of the NDIS Commission in which the NDIS Act and rules confer powers and functions. The NDIS Commissioner delegates powers and functions through instruments of delegation, including for:

- ◆ financial governance, including powers under the PGPA Act and its associated rule
- ◆ human resources-related matters, including powers under the *Public Service Act 1999* and other relevant legislation
- ◆ the NDIS Commissioner's functions and powers under the NDIS Act and related rules
- ◆ matters relating to functions and powers under the *Freedom of Information Act 1982* (FOI Act)
- ◆ matters relating to functions and powers under the *Public Interest Disclosure Act 2013* (PID Act).

The NDIS Commissioner gives relevant instructions under the PGPA Act on the use of those powers through a set of Accountable Authority Instructions, supported by a variety of policies and practices.

The key committees providing governance for the NDIS Commission include:

- ◆ Executive Management Group (EMG) – focuses on setting the NDIS Commission's strategic and regulatory direction, statutory obligations, financial sustainability, people management, enterprise risk, regulatory risk, and strategic and operational business activities through a 'one commission' lens
- ◆ Senior Leadership Group (SLG) – advises the EMG, facilitating strategic, forward-looking and action-oriented discussions on significant legislative, policy, regulatory, risk and other administrative matters across all NDIS Commission operations
- ◆ Regulatory Coordination Committee – provides oversight and overarching strategic guidance on regulatory matters across the NDIS Commission
- ◆ Regulatory Tasking and Allocation Committee – provides operational guidance and direction, and promotes a whole-of-Commission approach to allocating and tasking of compliance monitoring and investigation, and enforcement activities
- ◆ Workplace Consultative Committee – focuses on consulting with employees and their representatives about workplace issues, policies and changes

- ◆ Health and Safety Committee – primary mechanism for consultation and engagement on workplace health, safety and wellbeing matters
- ◆ Reconciliation Action Plan Committee – supports the establishment and implementation of the NDIS Commission’s Reconciliation Action Plan
- ◆ Audit and Risk Committee (ARC) – provides independent assurance and advice to the NDIS Commissioner and EMG on the NDIS Commission’s financial and performance reporting responsibilities, risk oversight and management, and system of internal control
- ◆ Consultative Committee – provides the NDIS Commission with feedback and advice from stakeholders, including participants, their representatives, advocates, providers and workers, and peak organisations
- ◆ Provider Advisory Group – consults with and advises the NDIS Commission on provider perspectives
- ◆ Complaints Function Advisory Committee – provides feedback to the Deputy Commissioner, Complaints and Engagement on all aspects of the complaints function.



Audit and Risk Committee

The ARC provides independent advice to the NDIS Commissioner on financial and performance reporting responsibilities, risk oversight and management, and our system of internal control. It has an independent Chair and three external members appointed by the NDIS Commissioner.

The [Audit and Risk Committee Charter](#)^{viii} provides further information about the ARC’s role and membership.

Table 15 shows ARC membership during 2024–25, the number of meetings held during the year, the number each member attended, and their total remuneration.

Table 15: Audit and Risk Committee membership

Member	Qualification, knowledge, skills or experience	Meetings attended	Meetings held	Total annual remuneration	Additional information
Carolyn Walsh	◆ Bachelor of Economics	3	4	\$16,052.68	Chair
	◆ Graduate of AICD				
	◆ Chair or member of state and federal boards, statutory bodies and audit committees				
Donna Rygate	◆ Bachelor of Economics	4	4	\$16,465.23	Member
	◆ Master of Planning				
	◆ Graduate of AICD				
	◆ Diploma of Governance				
	◆ Juris Doctor				
	◆ Graduate diploma of legal practice				
	◆ Fellow of Institute of Public Administration Australia				
	◆ Fellow of Institute of Community Directors Australia				
	◆ Chair or member of boards, statutory bodies, planning panels, audit and risk committees, and experienced state and local government chief executive				

Member	Qualification, knowledge, skills or experience	Meetings attended	Meetings held	Total annual remuneration	Additional information
Helen Vickers	◆ Bachelor of Arts	4	4	\$11,068.86	Member
	◆ Bachelor of Laws				
	◆ Graduate diploma in legal practice				
	◆ Member of AICD				
	◆ Member of Law Society of New South Wales				
	◆ Member of Audit & Risk Management Committee for eHealth NSW				
	◆ Lawyer for over 30 years and adviser to government agencies, specialising in public sector law, governance and risk				
	◆ Former Chair of Twilight Aged Care				
Michael Manthorpe PSM	◆ Bachelor of Arts	4	4	\$13,105.00	Member
	◆ Fellow of Institute of Public Administration Australia				
	◆ Commonwealth Ombudsman 2017–21; extensive public sector experience at senior executive level				
	◆ Adviser to multiple public sector entities				

Fraud and corruption control

The NDIS Commission's Fraud and Corruption Control Plan is designed to prevent, detect and respond to the risk of fraud and corruption, in accordance with the requirements of section 10 of the PGPA Rule.

The plan includes a:

- ◆ statement of the NDIS Commission's policy on, and approach to, fraud and corruption risks, based on a fraud and corruption risk assessment
- ◆ description of fraud and corruption control responsibilities and management strategies
- ◆ direction for fraud and corruption controls, responses and awareness
- ◆ description of fraud and corruption reporting obligations within the NDIS Commission.

The NDIS Commission's fraud and corruption control strategy encompasses staff training to identify, address and report risks from both internal and external threats. Fraud and corruption awareness, integrity, public interest disclosures, information management and security training are mandatory for all NDIS Commission staff. This supports the NDIS Commission's commitment to prevent, detect and respond to fraud and corruption.

Significant non-compliance issues with finance law

No significant issues were reported to the Minister for the National Disability Insurance Scheme under paragraph 19(1)(e) of the NDIS Act in relation to non-compliance with finance law.



External scrutiny

Judicial decisions

During 2024–25, there were nil judicial decisions that had a significant effect on the NDIS Commission’s operations.

Merits review decisions

During 2024–25, there were nil decisions made by the Administrative Review Tribunal that had a significant effect on the NDIS Commission’s operations.

Commonwealth Ombudsman

During 2024–25, there were nil reports from the Ombudsman about the NDIS Commission’s operations.

National Anti-Corruption Commission

During 2024–25, there were nil reports from the National Anti-Corruption Commission about the NDIS Commission’s operations.

Internal review

In 2024–25, the NDIS Commission received 387 requests for reviews of reviewable decisions, compared to 65 requests a year ago. One hundred per cent of reviews were completed within the 90-day timeframe.

For further information about the NDIS Commission review process, see [Ask for a decision to be reviewed^{ix}](#).

Capability review

During 2024–25, there were nil reports from the Ombudsman about the NDIS Commission’s operations.

Australian National Audit Office audits

The NDIS Commission works closely with the Australian National Audit Office (ANAO). We provide information that informs audit field work and respond to proposed audit findings and recommendations before the Auditor-General presents reports to Parliament.

During 2024–25, the ANAO tabled a cross-entity performance audit involving the NDIS Commission on the *Ministerial Statements of Expectations and Responding Statements of Intent*. While the NDIS Commission is not responsible for implementing audit recommendations, we are implementing better practices identified in the audit’s key messages.

Annual fraud census survey

In accordance with the Commonwealth Fraud and Corruption Control Framework 2024, the NDIS Commission completed the Commonwealth annual fraud census survey, initiated by the Australian Institute of Criminology.

Asset management

Our assets are managed under the authority of section 20A of the PGPA Act, relevant accounting standards and Department of Finance requirements.

We invest in new assets to improve our systems and processes. We manage capital investment through a capital management plan that reflects Government priorities and ongoing business needs.

Purchasing

During 2024–25, the NDIS Commission’s approach to procuring goods and services, including consultancies, was consistent with the Commonwealth Resource Management Framework, the PGPA Act and the Commonwealth Procurement Rules.

The NDIS Commission applied the framework by mandating a purchase order for all procurements valued at more than \$10,000. This process allows the NDIS Commission to track commitments and fulfil reporting obligations and other accountability requirements.

The central Procurement team oversees the creation of purchase orders, ensuring compliance with the Commonwealth Resource Management Framework.

Consultancy and non-consultancy contract expenditure reporting

During 2024–25, 13 new reportable consultancy contracts were entered into involving total actual expenditure of \$2.88 million. In addition, 10 ongoing reportable consultancy contracts, involving total actual expenditure of \$0.789 million, were active during the period.

During 2024–25, 135 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$8.51 million. In addition, 151 ongoing reportable non-consultancy contracts, involving total actual expenditure of \$12.92million, were active during the period.

The NDIS Commission applies the Department of Finance guidelines and criteria to determine consultancy arrangements before starting the procurement process. The mandatory Management Advisory Services Panel arrangement is the primary arrangement through which consultancy services are procured.

Table 16: Expenditure on reportable consultancy contracts during 2024–25

	Number	Expenditure \$'000 (inc. GST)
New contracts entered into during the reporting period	13	2,886
Ongoing contracts entered into during the previous reporting period	10	789
Total	23	3,675

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Table 17: Expenditure on reportable non-consultancy contracts during 2024–25

	Number	Expenditure \$'000 (inc. GST)
New contracts entered into during the reporting period	135	8,515
Ongoing contracts entered into during the previous reporting period	151	12,927
Total	286	21,442

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

Table 18: Top five organisations receiving a share of reportable consultancy contract expenditure during 2024–25

Name of organisation	Organisation ABN	Expenditure \$'000 (inc. GST)
EY	75 288 172 749	1,099
EB & Co Consulting Pty Ltd	26 657 066 245	635
Scyne Advisory Pty Ltd	20 607 773 295	582
The Quantum Group Pty Ltd	45 102 444 253	312
KPMG	51 194 660 183	227

Table 19: Top five organisations receiving a share of reportable non-consultancy contract expenditure during 2024–25

Name of organisation	Organisation ABN	Expenditure \$'000 (inc. GST)
The Martinez HWL Practice Trust	37 246 549 189	599
Norton Rose Fulbright Australia	32 720 868 049	581
Hays Specialist Recruitment (Australia) Pty Ltd	47 001 407 281	550
Clicks Recruit (Australia) Pty Ltd	87 078 625 242	498
HiTech Group Australia Limited	41 062 067 878	475

Australian National Audit Office access clauses

The NDIS Commission has no contracts valued at more than \$100,000 that do not include a clause giving the Auditor-General access to the contractor's premises. Of the NDIS Commission's procurements valued at more than \$100,000, only 10 were not through a standing offer or coordinated procurement. All 148 of the procurements used a Commonwealth Contracting Suite contract, or a whole-of-Australian-Government panel head agreement that included the clause. All other procurements valued at more than \$100,000 were through standing offers or procurements coordinated by the Department of Finance.

Exempt contracts

During 2024–25, no contracts of \$10,000 or more (inclusive of GST) or standing offers were exempted by the NDIS Commissioner from being published on AusTender on the basis that it would disclose exempt matters under the FOI Act.

Small business

The NDIS Commission supports small business participation in the Australian Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.

NDIS Commission supports SMEs through the following initiatives or practices:

- ◆ ensuring at least one SME is included in the approach to market when SMEs are included on a panel
- ◆ using the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- ◆ using electronic systems or other processes, including payment cards, to facilitate on-time payments.

The NDIS Commission recognises the importance of ensuring that small businesses are paid on time. The results of the Australian Government's Pay On-Time Survey are available on the Treasury's website.

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Part 5

Our People

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Overview

Following considerable workforce growth in 2023–24, the NDIS Commission focused on strengthening internal capability and structures to deliver on our strategic purpose and priorities. We also focused on our commitment to support a safe, respectful and inclusive workplace for everyone.

In 2024–25, the NDIS Commission made two external engagements to improve workplace culture and safety. This included engaging a specialist consulting firm, Elizabeth Broderick & Co, to conduct a cultural review and identify recommendations and areas for improvement. We will share and address the findings in 2025–26. We also participated in a proactive regulatory program with Comcare to review and improve work health and safety (WHS) management systems and practices. Once finalised, we will implement measures to address the recommendations in 2025–26.

We implemented our Performance Management and Development Policy, which is guided by a number of key principles, in 2024–25. The policy supports establishing a high-performance culture, focusing on the productive, professional relationships between managers and employees that are necessary to meet our vision and purpose. This was supported by the introduction of a new Performance Development Agreement template, which will be transitioned to an online platform.

The NDIS Commission also implemented a schedule of monthly manager information sessions. This initiative enabled managers to meet regularly to discuss topical issues that enhance their understanding of key people and human resources processes and practices, to support staff in their day-to-day roles.

Our internal communications and engagement strategy focused on transparency, openness and building trust. We increased engagement with staff by establishing the intranet as a communications channel, refreshing content and introducing videos to profile subject-matter experts and leaders.

The NDIS Commission's Learning and Development program prioritised leadership capability improvements throughout 2024–25. Targeted programs were developed, including Mental Health Training for Managers, Psychosocial Risk Management, Preventing Sexual Harassment, and WHS Due Diligence for Senior Executive Service (SES) employees. We have started preparing to deliver the Australian Disability Network's Disability Confidence for Managers Training, and Disability Confidence for all staff in 2025.

We have established an Inclusion team to support a greater focus on building an inclusive workplace culture and becoming an employer of choice for people with disability.

Recognising that our work can involve challenging material and conversations, we rolled out tailored vicarious trauma and unacceptable conduct training across the workforce in 2024–25. This training is now part of our suite of training offerings.

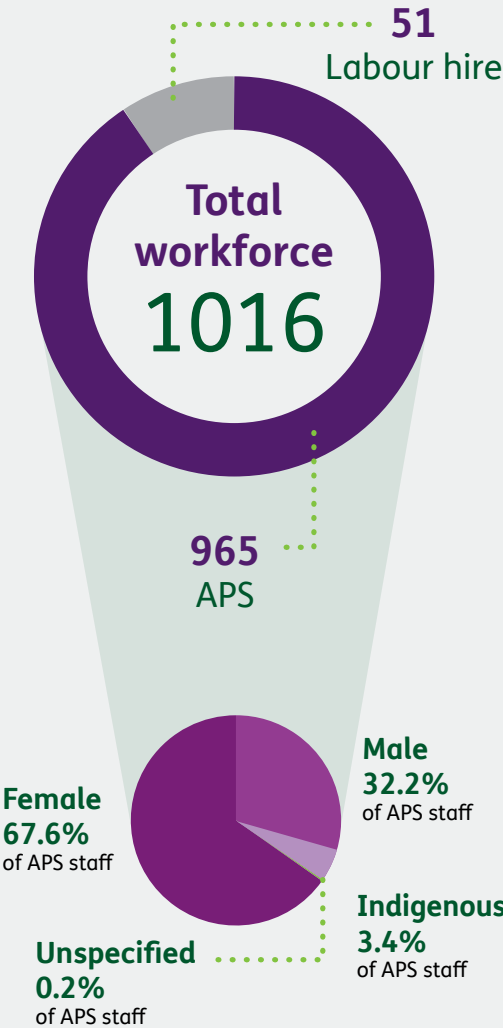
Finally, each staff member was allocated a budget for personal learning that aligned with their delivery and development objectives. Personalising learning opportunities were closely linked with Performance Development Agreements. Staff could consider Australian Public Service (APS) Academy courses and targeted learning courses from the Institute of Public Administration Australia. They were also free to explore external learning opportunities if they aligned with their Performance Development Agreement.


Non-salary benefits provided to employees

NDIS Commission employees have access to non-salary benefits, including:

- ◆ generous flexible work arrangements and leave entitlements
- ◆ professional learning and development opportunities
- ◆ discounted membership to gym and pool facilities
- ◆ the Employee Assistance Program, which includes confidential counselling and can be used by family members
- ◆ free annual influenza and COVID-19 vaccinations
- ◆ reimbursement for eligible study assistance
- ◆ employee support networks.


Our people



 **22%**
of staff self-reported
of having a disability

 **49%**
of staff self-reported
as having caring
responsibilities

 **13%**
of staff self-identified
as LGBTQIA+

 **24%**
of staff from
culturally and
linguistically diverse
background (CALD)

People strategies

As at 30 June 2025, the NDIS Commission had a total workforce of 1,016 people. This includes 965 APS staff and 51 people sourced through labour hire. Detailed breakdowns of our APS staff by engagement type, location, gender, classification and the remuneration details are available in [Appendix 3 – Employee statistics](#).

The NDIS Commission did not have any other highly paid staff in 2024–25.

No staff received performance pay in 2024–25.

APS Strategic Commissioning Framework

In 2024–25, the NDIS Commission took steps to bring core work in-house, in line with the APS Strategic Commissioning Framework. We aimed to bring down to \$650,000 (excluding GST) of core work in-house. We achieved this target, reducing information technology, finance and human resources supplier contracts worth \$649,015 (excluding GST).

Work health and safety

In consultation with staff and Comcare, the NDIS Commission made significant efforts in 2024–25 to continue improving and maturing the WHS Management System. We implemented robust initiatives to enhance management confidence and capacity, and empower staff. This drove positive health, safety and wellbeing outcomes, through the programs outlined below.

Employee Assistance Program

The NDIS Commission staff and their immediate families continued to have access to free and confidential counselling support services via our Employee Assistance Program. Our service partner continued to deliver counselling support and a suite of mental health services to supplement our focus on reducing the impact of psychosocial hazards on our staff. Additional services were used, including conflict resolution services, post-traumatic event debriefings and group supervision services. Embedding these services in the operational environment creates a mechanism for staff to discuss issues and problems, and find new ways of thinking in a safe and supportive environment.

Influenza and COVID-19 vaccinations program

We expanded our important annual influenza vaccination program to include COVID-19 vaccinations for interested staff. Arranged through a central provider and delivered locally, the program provided 233 influenza vaccinations and 169 COVID-19 vaccinations across the workforce.

Continuation of early intervention

In recognition of the critical role early recognition of symptoms and intervention plays, the NDIS Commission provided early intervention funding and support to 46 employees. We emphasised the importance of early intervention through informal manager networks and a Manager Information Session, and will continue this focus in the coming year.

The NDIS Commission implemented the following initiatives in 2024–25.

Prevention and detection

- ◆ Delivered Psychosocial Risk Management training
- ◆ Designed and delivered tailored WHS Risk Management eLearning for staff
- ◆ Reviewed and updated the Psychosocial Risk Register
- ◆ Developed a Physical Risk Register
- ◆ Increased the number of Health and Safety Representatives
- ◆ Facilitated Reflective Supervision approaches
- ◆ Included data from quarterly workplace inspections (geographical) and environmental scans (psychosocial hazard indicators identifiable by supervisors and managers) in quarterly WHS reports.

Response

- ◆ Implemented hazard and incident reporting tools to better respond to and monitor incident responses
- ◆ Designed and implemented Vicarious Trauma and Unacceptable Conduct training
- ◆ Developed information and resources surrounding early intervention and rehabilitation for workers and managers
- ◆ Updated worksite handbooks to reflect WHS arrangements and security procedures.

Management

- ◆ Defined due diligence activities required to address psychosocial hazards
- ◆ Delivered WHS Due Diligence training for SES employees
- ◆ Focused on building mental health and psychosocial risks management capability for managers
- ◆ Launched a range of guidance and tools for supervisors in the APS, including monthly information sessions with information on the Manager's Toolkit.

Health and safety outcomes

The NDIS Commission's Health and Safety Committee continues to govern WHS performance through quarterly reviews of data and initiatives.

Notifiable incidents

Two workplace incidents occurred that required notification to Comcare as the WHS regulator. Comcare closed both incidents without further investigation.

Investigation conducted

The NDIS Commission continues to build on foundational WHS improvements to ensure a safe and inclusive workplace and meet legislative requirements. We continue to improve our WHS Management System and partner with staff, Health and Safety Representatives and Comcare to achieve these goals. We have started developing a cultural roadmap outlining how we will continue to grow and foster an inclusive, respectful and positive workplace culture.

Notices issued to the NDIS Commission:

Inspector notices:

- ◆ MC00035106 – Inspection notice relating to procedures for responding to incidents – closed 23 May 2025
- ◆ MC00037046 – Inspection notice relating to the management of risks associated with psychosocial hazards – Received 23 May 2025, ongoing.

We engaged Comcare in a voluntary Regulatory Program to continue our investment in the wellbeing (physical and psychological) of our workforce, and to finalise verification of activities to address an improvement notice received in 2023–24 (MC00028634-NT04). We are awaiting the outcomes of the Regulatory Program to close out this notice, and establish priority areas of focus for workforce health, safety and wellbeing.

Improvement notice

The NDIS Commission received one new improvement notice (MC00034524-NT03) during the reportable period. The notice related to managing our labour hire/contracted workforce. We immediately updated policies, processes and templates to address the concerns raised. Following a verification inspection, Comcare closed the notice, being satisfied the issues were remedied.



Part 6

Financial statements

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Overview

The NDIS Commission received appropriations totalling \$197.3 million including administered for 2024–25.

In the 2024–25 Budget, the Australian Government provided the NDIS Commission with an additional \$160.2 million, includes \$64.2 million in equity injection, over four years from 2024–25. This funding is for upgrading our information technology systems, better protecting the safety of NDIS participants, reducing regulatory burden on NDIS providers and improving cyber security. This work has been taking place as part of our DART program.

In the Mid-Year Economic and Fiscal Outlook 2024–25, the Australian Government announced its response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission). Funding of \$1.7 million over two years from 2024–25 was provided to the NDIS Commission to pilot the Strengthening Information Sharing with Community Visitors Project to improve and standardise information sharing with state and territory governments' Community Visitor Schemes.

As at 30 June 2025, the NDIS Commission had a departmental deficit of \$4.86 million (after accounting for unfunded depreciation of \$8.49 million).

There are sufficient unspent prior year appropriations for the NDIS Commission to continue operations and pay liabilities as and when they become due.



INDEPENDENT AUDITOR'S REPORT

To the Minister for the National Disability Insurance Scheme

Opinion

In my opinion, the financial statements of the NDIS Quality and Safeguards Commission (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the NDIS Commissioner and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and her delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Commissioner is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Commissioner is also responsible for such internal control as the Commissioner determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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In preparing the financial statements, the Commissioner is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Commissioner is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Peter Kerr

Executive Director

Delegate of the Auditor-General

Canberra

23 September 2025

NDIS Quality and Safeguards Commission

Financial Statements

for the year ended 30 June 2025

NDIS Quality and Safeguards Commission

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Current year : 2025

Comparator year : 2024

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Overview

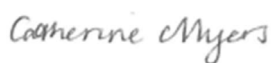
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NDIS Quality and Safeguards Commission
STATEMENT BY THE NDIS COMMISSIONER AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the NDIS Quality and Safeguards Commission will be able to pay its debts as and when they fall due.



Signed

Catherine Myers

Acting NDIS Quality and Safeguards Commissioner

23 September 2025



Signed

Anne Fleischer

Chief Financial Officer

23 September 2025

NDIS Quality and Safeguards Commission
Statement of Comprehensive Income
for the year ended 30 June 2025

		2025	2024	Original budget
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	122,669	92,310	97,010
Suppliers	1.1B	32,648	32,778	59,235
Depreciation and amortisation	3.2A	8,519	8,244	9,678
Finance costs	1.1C	181	171	86
Payments for service delivery	1.1D	8,201	6,672	6,216
Write-down and impairment of other assets	3.2A	1,081	-	-
Total expenses		173,299	140,175	172,225
Own-Source Income				
Own-source revenue				
Other revenue	1.2A	1,283	2,326	-
Total own-source revenue		1,283	2,326	-
Total own-source income		1,283	2,326	-
Net cost of services		(172,016)	(137,849)	(172,225)
Revenue from Government	1.2B	167,158	149,780	166,526
Surplus/(Deficit)		(4,858)	11,931	(5,699)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		1,071	(478)	-
Total other comprehensive income/(loss)		1,071	(478)	-
Total comprehensive income/(loss)		(3,787)	11,453	(5,699)

The above statement should be read in conjunction with the accompanying notes.

Refer to Note 8.2A for explanations of major variances to the Original budget.

NDIS Quality and Safeguards Commission
Statement of Financial Position
as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	3.1A	1,218	1,734	1,077
Trade and other receivables	3.1B	67,858	45,488	17,266
Total financial assets		69,076	47,222	18,343
Non-financial assets¹				
Leasehold improvements	3.2A	6,506	8,323	15,565
Buildings	3.2A	9,855	9,610	6,409
Plant and equipment	3.2A	4,551	2,869	18,374
Intangibles	3.2A	3,570	1,698	-
Other non-financial assets	3.2B	1,244	412	65
Total non-financial assets		25,726	22,912	40,413
Total assets		94,802	70,134	58,756
LIABILITIES				
Payables				
Suppliers	3.3A	5,477	7,334	3,152
Other payables	3.3B	3,801	3,313	1,481
Total payables		9,278	10,647	4,633
Interest bearing liabilities				
Leases	3.4A	11,535	11,963	8,112
Total interest bearing liabilities		11,535	11,963	8,112
Provisions				
Employee provisions	6.1A	20,222	15,184	8,467
Other provisions	3.5A	1,817	1,747	1,224
Total provisions		22,039	16,931	9,691
Total liabilities		42,852	39,541	22,436
Net assets		51,950	30,593	36,320
EQUITY				
Contributed equity		43,936	18,792	43,938
Asset revaluation reserve		2,299	1,228	1,707
Retained surplus/(Accumulated deficit)		5,715	10,573	(9,325)
Total equity		51,950	30,593	36,320

The above statement should be read in conjunction with the accompanying notes.

- Property lease right of use (ROU) assets are included in Buildings. Motor vehicle lease ROU assets are included in Plant and equipment.

Refer to Note 8.2A for explanations of major variances to the Original Budget.

NDIS Quality and Safeguards Commission
Statement of Changes in Equity
for the year ended 30 June 2025

	2025 \$'000	2024 \$'000	Original budget \$'000
CONTRIBUTED EQUITY			
Opening balance as at 1 July	18,792	14,073	18,794
Transactions with owners			
Contributions by owners			
Departmental capital budget	7,038	4,719	7,038
Equity injection	18,106	-	18,106
Total transactions with owners	25,144	4,719	25,144
Closing balance as at 30 June	43,936	18,792	43,938
RETAINED EARNINGS			
Opening balance	10,573	(1,358)	(3,626)
Surplus/(Deficit) for the period	(4,858)	11,931	(5,699)
Total comprehensive income/(loss)	(4,858)	11,931	(5,699)
Closing balance as at 30 June	5,715	10,573	(9,325)
ASSET REVALUATION RESERVE			
Opening balance	1,228	1,706	1,707
Other comprehensive income/(loss)	1,071	(478)	-
Total comprehensive income/(loss)	1,071	(478)	-
Closing balance as at 30 June	2,299	1,228	1,707
TOTAL EQUITY			
Opening balance	30,593	14,421	16,875
Surplus/(Deficit) for the period	(4,858)	11,931	(5,699)
Other comprehensive income/(loss)	1,071	(478)	-
Total comprehensive income/(loss)	(3,787)	11,453	(5,699)
Transactions with owners			
Contributions by owners			
Departmental capital budget	7,038	4,719	7,038
Equity injection	18,106	-	18,106
Total transactions with owners	25,144	4,719	25,144
Closing balance as at 30 June	51,950	30,593	36,320

The above statement should be read in conjunction with the accompanying notes.

Refer to Note 8.2A for explanations of major variances to the Original Budget.

Accounting Policy

Equity injections

Amounts appropriated that are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

NDIS Quality and Safeguards Commission
Cash Flow Statement
for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original budget \$'000
OPERATING ACTIVITIES				
Cash received				
Appropriations		168,433	128,247	166,526
Goods and service tax (GST) received		3,891	3,350	-
Total cash received		172,324	131,597	166,526
Cash used				
Employees		117,143	84,148	97,010
Suppliers		46,779	37,411	65,451
Interest payments on lease liabilities		108	125	86
Section 74 receipts transferred to Official Public Account		4,417	4,875	-
Total cash used		168,447	126,559	162,547
Net cash from operating activities		3,877	5,038	3,979
INVESTING ACTIVITIES				
Cash used				
Purchase of leasehold improvements		118	79	-
Purchase of property, plant and equipment		3,234	2,250	25,144
Purchase of intangibles		2,317	1,359	-
Total cash used		5,669	3,688	25,144
Net cash used by investing activities		(5,669)	(3,688)	(25,144)
FINANCING ACTIVITIES				
Cash received				
Contributed equity		5,655	3,688	25,144
Total cash received		5,655	3,688	25,144
Cash used				
Principal payments of lease liabilities		4,379	4,381	3,979
Total cash used		4,379	4,381	3,979
Net cash from/(used by) financing activities		1,276	(693)	21,165
Net increase /(decrease) in cash held		(516)	657	-
Cash and cash equivalents at the beginning of the reporting period		1,734	1,077	1,077
Cash and cash equivalents at the end of the reporting period	3.1A	1,218	1,734	1,077

The above statement should be read in conjunction with the accompanying notes.
Refer to Note 8.2A for explanations of major variances to the Original Budget.

NDIS Quality and Safeguards Commission
Administered Schedule of Comprehensive Income
for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original budget \$'000
NET COST OF SERVICES				
Expenses				
Grants	2.1A	4,977	-	4,977
Refund of infringements		-	4	-
Total expenses		4,977	4	4,977
Income				
Fines and penalties	2.2A	2,913	3,924	-
Grant recoveries	2.2B	43	2,401	-
Total income		2,956	6,325	-
Net (cost of) / contribution by services		(2,021)	6,321	(4,977)
Surplus / (Deficit)		(2,021)	6,321	(4,977)
Total comprehensive income / (loss)		(2,021)	6,321	(4,977)

The above statement should be read in conjunction with the accompanying notes.
Refer to Note 8.2B for explanations of major variances to the Original Budget.

NDIS Quality and Safeguards Commission
Administered Schedule of Assets and Liabilities
as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original budget \$'000
Assets				
Financial assets				
Trade and other receivables	4.1A	<u>1,596</u>	-	440
Total financial assets		<u>1,596</u>	-	440
Total assets administered on behalf of government				
		<u>1,596</u>	-	440
Net assets				
		<u>1,596</u>	-	440
The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2B for explanations of major variances to the Original Budget.				

NDIS Quality and Safeguards Commission
Administered Reconciliation Schedule
for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Opening assets less liabilities as at 1 July		-	440
Net cost of services			
Income		2,956	6,325
Expenses		(4,977)	(4)
Transfers (to)/from the Australian Government			
Appropriation transfers from Official Public Account			
Payments to entities other than corporate Commonwealth entities		5,475	-
Special appropriations			
Payments to entities other than corporate Commonwealth entities	5.1C	19	5
Appropriation transfers to Official Public Account			
GST receipts transferred to Official Public Account		(494)	(200)
Administered receipts transferred to Official Public Account		(1,383)	(6,566)
Closing assets less liabilities as at 30 June		1,596	-

The above statement should be read in conjunction with the accompanying notes.

Accounting Policy

Administered cash transfers to and from the Official Public Account

Revenue collected by the entity for use by the Australian Government rather than the entity is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of the government. These transfers to and from the OPA are adjustments to the administered cash held by the entity on behalf of the government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

NDIS Quality and Safeguards Commission
Administered Cash Flow Statement
for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original budget \$'000
OPERATING ACTIVITIES				
Cash received				
GST Received		494	200	-
Grant recoveries		47	2,641	-
Fines and penalties		1,336	3,925	-
Total cash received		1,877	6,766	-
Cash used				
Grants		5,475	-	4,977
Other		19	5	-
Total cash used		5,494	5	4,977
Net cash from / (used by) operating activities		(3,617)	6,761	(4,977)
Net increase/(decrease) in cash held		(3,617)	6,761	(4,977)
Cash and cash equivalents at the beginning of the reporting period		-	-	-
Cash from Official Public Account				
Appropriations		5,494	5	4,977
Total cash from Official Public Account		5,494	5	4,977
Cash to Official Public Account for				
Appropriations		1,877	6,766	-
Total cash to official public account		1,877	6,766	-
Cash and cash equivalents at the end of the reporting period		-	-	-
The above statement should be read in conjunction with the accompanying notes. Refer to Note 8.2B for explanations of major variances to the Original Budget.				

NDIS Quality and Safeguards Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

Objectives of the NDIS Quality and Safeguards Commission

The NDIS Quality and Safeguards Commission (the entity) is an Australian Government controlled entity. It is a not-for-profit entity. The objective of the entity is to promote the delivery of quality supports and services to people with disability under the National Disability Insurance Scheme and other prescribed supports and services, including through nationally consistent and responsive regulation, policy development, advice and education.

Administered activities support National Disability Insurance Scheme providers in relation to registration by providing grants that support the provision of guidance, education and training for providers, workers and auditors.

The continued existence of the entity in its present form and with its present programs depends on government policy and on continuing funding by Parliament for the entity's administration and programs.

The basis of preparation

The financial statements are general purpose financial statements as required by section 42 of the *Public Governance, Performance and Accountability Act 2013 (Cth)*.

The financial statements have been prepared in accordance with:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015 (FRR)*; and
- Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities recorded at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars, unless otherwise specified.

New accounting standards

No new /or amending accounting standards were adopted for the 2024-25 reporting period.

Taxation

The entity is exempt from all forms of taxation except fringe benefits tax (FBT) and GST.

Reporting of administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

Events after the reporting period

There are no known events occurring after the reporting period that could have a material impact on the departmental or the administered financial statements.

NDIS Quality and Safeguards Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Financial Performance

This section analyses the financial performance of the entity for the period ended 30 June 2025.

1.1 Expenses

	2025 \$'000	2024 \$'000
Note 1.1A: Employee benefits		
Wages and salaries	88,428	66,580
Superannuation		
Defined contribution plans	13,639	9,680
Defined benefit plans	2,519	1,903
Leave and other entitlements	18,046	13,819
Separation and redundancies	37	328
Total employee benefits	122,669	92,310

Accounting Policy

Accounting policies for employee related expenses are contained in Note 6, People and Relationships.

Note 1.1B: Suppliers

Goods and services supplied or rendered

Contractors	10,964	10,253
Contractual services	3,426	4,223
Consultants	3,341	2,292
Travel	2,769	3,138
Legal fees	2,547	2,455
Training	1,634	1,282
Property	1,424	1,391
Other	1,397	1,199
IT services	1,310	4,374
Printing and publications	267	325
Police and security clearances	182	485
Workplace health and safety costs	160	248
Audit fees	125	125
Stakeholder engagement and Communications	62	51
Total goods and services supplied or rendered	29,608	31,841

Goods supplied	593	648
Services rendered	29,015	31,193
Total goods and services supplied or rendered	29,608	31,841

Other suppliers

Workers compensation expenses	2,277	718
Short-term leases	763	219
Total other suppliers	3,040	937
Total suppliers	32,648	32,778

The entity has contractual commitments for short-term leases for its temporary office locations. The short-term lease commitment as at 30 June 2025 was \$0.25M (2024: \$0.11M). The above lease disclosures should be read in conjunction with the accompanying notes 1.1C, 3.2A and 3.4A.

NDIS Quality and Safeguards Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy

Short-term leases and leases of low-value assets

The entity has elected not to recognise ROU assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low value assets (less than \$10,000 per asset). The entity recognises the lease payments associated with short-term leases as an expense on a straight-line basis over the lease term. The entity had seven (2024: 4) short-term leases during the year.

	2025 \$'000	2024 \$'000
Note 1.1C: Finance costs		
Interest on lease liabilities	110	127
Unwinding of discount	71	44
Total finance costs	181	171

Accounting Policy

All finance costs are expensed in the year incurred.

Note 1.1D: Payment for service delivery

Payment for service delivery	8,201	6,672
Total payment for service delivery	8,201	6,672

The above payment mainly relates to the provision of corporate services and systems by the Department of Social Services and the ICT services delivered by Services Australia.

Accounting Policy

Payments for services delivered by other government entities are recognised when services have been delivered.

NDIS Quality and Safeguards Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.2 Own-Source Revenue and Gains

	2025 \$'000	2024 \$'000
Note 1.2A: Other revenue		
Resources received free of charge		
Remuneration of auditors	125	125
Other ¹	<u>1,158</u>	<u>2,201</u>
Total other revenue	<u>1,283</u>	<u>2,326</u>

1. The entity received \$0.82M from the Department of Social Services for the behaviour support training program (2024: \$2M) and \$0.33M from other entities (2024: \$0.20M).

Accounting Policy

Resources received free of charge

Resources received free of charge are recognised in revenue when, and only when, a fair value can be reliably determined, and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Other revenue

Other revenue is recognised in revenue when, and only when, a fair value can be reliably determined.

Note 1.2B: Revenue from government

Appropriations		
Departmental appropriations	<u>167,158</u>	<u>149,780</u>
Total revenue from government	<u>167,158</u>	<u>149,780</u>

Accounting Policy

Revenue from government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as revenue from government when the entity gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriation receivables are recognised at their nominal amounts.

NDIS Quality and Safeguards Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2. Income and Expenses Administered on Behalf of Government

This section analyses activities the entity does not control but administers on behalf of the government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

2.1 Administered – Expenses

	2025 \$'000	2024 \$'000
Note 2.1A: Grants		
External parties	898	-
Not-for-profit organisations	4,079	-
Total grants	4,977	-

Accounting Policy

The entity administers a number of grants on behalf of the government. Grant liabilities are recognised to the extent that (i) the services required to be performed by the grantee have been performed or (ii) the grant eligibility criteria have been satisfied, but payments due have not been made. When the government enters into an agreement to make these grants and services, but services have not been performed or criteria satisfied, this is considered a commitment.

2.2 Administered – Income

Note 2.2A: Fines and penalties

Fines and penalties	2,913	3,924
Total fines and penalties	2,913	3,924

Accounting Policy

The entity can issue fines and penalty orders pursuant to section 103 of the *Regulatory Powers (Standard Provisions) Act 2014* (Cth) on any contravention of the National Disability Insurance Scheme Act 2013. Fines and penalties are recognised as income when the cash is received.

Note 2.2B: Other revenue

Grant recoveries	43	2,401
Total other revenue	43	2,401

Accounting Policy

Grants recoverable are recognised when the services have not been performed or criteria satisfied and the grantee has agreed to return the payments.

NDIS Quality and Safeguards Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3. Financial Position

This section analyses the entity's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in Note 6, People and Relationships.

3.1 Financial Assets

	2025	2024
	\$'000	\$'000
Note 3.1A: Cash and cash equivalents		
Cash on hand	1,218	1,734
Total cash and cash equivalents	1,218	1,734

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes cash on hand.

Note 3.1B: Trade and other receivables

Appropriations receivables

Appropriations receivables	66,942	44,312
Total appropriations receivables	66,942	44,312

Other receivables

GST receivable from the Australian Taxation Office	519	512
Employee benefits receivable	362	574
Other	40	90
Total other receivables	921	1,176
Total trade and other receivables (gross)	67,863	45,488

Less allowance for a doubtful debt	5	-
Total trade and other receivables (net)	67,858	45,488

Credit terms for goods and services were within 30 days (2024: 30 days).

Accounting Policy

Financial assets

Trade receivables and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest that are not provided at below-market interest rates are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

NDIS Quality and Safeguards Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.2 Non-Financial Assets

Note 3.2A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Leasehold improvements \$'000	Buildings \$'000	Plant and equipment \$'000	Intangibles \$'000	Total \$'000
As at 1 July 2024					
Gross book value	14,656	23,323	4,810	1,734	44,523
Accumulated depreciation, amortisation and impairment	(6,333)	(13,713)	(1,941)	(36)	(22,023)
Total as at 1 July 2024	8,323	9,610	2,869	1,698	22,500
Additions					
Purchase	118	-	3,234	3,137	6,489
ROU assets	-	3,979	43	-	4,022
Revaluations recognised in other comprehensive income	1,040	-	31	-	1,071
Depreciation	(2,975)	-	(1,521)	(186)	(4,682)
Depreciation on ROU assets	-	(3,734)	(103)	-	(3,837)
Write-down and impairment of other assets	-	-	(2)	(1,079)	(1,081)
Total as at 30 June 2025	6,506	9,855	4,551	3,570	24,482
Total as at 30 June 2025 represented by					
Gross book value	6,506	26,092	4,780	3,792	41,170
Accumulated depreciation, impairment, and amortisation	-	(16,237)	(229)	(222)	(16,688)
Total as at 30 June 2025	6,506	9,855	4,551	3,570	24,482
Carrying amount of ROU assets	-	9,855	75	-	9,930

The entity's write-down and impairment of intangibles related to impairment of SaaS and CRM project. There were no material indicators of impairment found in the 2023-24 financial year.

Revaluations of non-financial assets

There was a full revaluation of non-financial assets during the 2024-25 year. The asset revaluation was conducted in accordance with the revaluation policy stated in the Accounting Policy below. It is not anticipated that any property, plant or equipment will be sold or disposed of within the next 12 months.

Contractual commitments including GST for the acquisition of leasehold improvements

As at 30 June 2025, the entity had contractual commitments of \$4.04M relating to acquisition of leasehold improvements and the electric car charging project (2024: Nil).

Accounting Policy

Assets are recorded at cost of acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in office accommodation leases taken up by the entity where there exists an obligation to restore the office to its original condition. These costs are included in the value of the entity's leasehold improvements with a corresponding provision for the 'make good' recognised. Leasehold improvement assets have a recognition threshold of \$10,000.

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Intangible assets comprise purchased and internally developed software for internal use. Intangibles are capitalised when their gross values are greater than \$50,000 for externally acquired software and \$200,000 for internally developed software. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Lease right-of-use assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received.

These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright but included in the same column as where the corresponding underlying assets would be presented if they were owned.

Following initial application of AASB 16 *Leases*, an impairment review undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss was recognised against any ROU lease asset that was impaired. Leased ROU assets continue to be measured at cost after initial recognition in the entity's financial statements.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding ROU assets) are carried at fair value. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends on the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset is restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current or future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives.

Asset class	Useful life
Plant and equipment	3-10 years
Intangibles	5 years
Leasehold improvements	Lesser of 10 years or the lease term

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All cash-generating assets and assets held at cost, including intangibles and ROU assets, were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value at 30 June 2025.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2025 \$'000	2024 \$'000
<u>Note 3.2B: Other non-financial assets</u>		
Prepayments	1,244	412
Total other non-financial assets	1,244	412

No indicators of impairment were found for other non-financial assets.

3.3 Payables

	2025 \$'000	2024 \$'000
<u>Note 3.3A: Suppliers</u>		
Trade creditors and accruals	5,411	6,614
Other suppliers	66	720
Total suppliers	5,477	7,334

<u>Note 3.3B: Other payables</u>		
Salaries and wages	2,935	2,356
Leave transfers	357	538
Superannuation	506	394
Other	3	25
Total other payables	3,801	3,313

Accounting Policy

Suppliers and other payables are recognised at amortised costs. Liabilities are recognised to the extent that the goods or services have been received.

NDIS Quality and Safeguards Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.4 Interest Bearing Liabilities

	2025 \$'000	2024 \$'000
Note 3.4A: Leases		
Buildings	11,458	11,827
Plant and equipment	77	136
Total leases	11,535	11,963

Total cash outflow for leases for the year ended 30 June 2025 was \$5.25M which includes principal, interest and short-term lease payments (2024: \$4.73M).

Note 3.4A: Leases - Maturity

Maturity analysis - contractual undiscounted cash flows

Within 1 year	3,042	4,102
Between 1 to 5 years	8,547	8,099
More than 5 years	763	-
Total leases	12,352	12,201

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1C and 3.2.

Accounting Policy

For all new contracts entered into, the entity considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the ROU asset or profit and loss depending on the nature of the reassessment or modification.

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.5 Provisions

Note 3.5A: Other provisions

	Make good provisions \$'000
As at 1 July 2024	1,747
Unwinding of discount	70
Total as at 30 June 2025	1,817

Accounting judgement and Estimates

Make good provision

The fair value of make good for leasehold improvements is based on estimated costs per square metre on a site-by-site basis and is included as a provision for make good. The value of the provision for each property will depend on the rate and assessed cost of the make good obligation applied to the premises in the lease. The entity's management has determined that not all properties have a make good obligation.

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4. Assets and Liabilities Administered on Behalf of Government

This section analyses assets used to conduct operations and the operating liabilities incurred as a result that the entity does not control but administers on behalf of the government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

4.1 Administered – Financial assets

	2025	2024
	\$'000	\$'000
Note 4.1A: Trade and Other Receivables		
Goods and services receivables	1,596	-
Total goods and services receivables	1,596	-
Total trade and other receivables	1,596	-

Credit terms for goods and services were within 30 days (2024: 30 days).

NDIS Quality and Safeguards Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5. Funding

5.1 Appropriations

Note 5.1A: Annual and Unspent Appropriations ('Recoverable GST exclusive')

	2025 \$'000	2024 \$'000
Departmental		
Annual Appropriation		
Ordinary annual services	167,158	151,280
Departmental Capital Budget (DCB) ¹	7,038	4,719
Equity Injections	18,106	-
PGPA Act		
Section 74 receipts ²	4,417	4,875
Total annual appropriation	196,719	160,874
Appropriation applied (current and prior years) ³	174,602	131,280
Variance	22,117	29,594
Opening unspent appropriation balance	47,544	22,279
Appropriations repealed		
Appropriation Act (No. 1) 2021-2022 ⁴	-	(4,329)
Closing unspent appropriation balance	69,661	47,544
Balance comprises appropriations as follows:		
Cash (Appropriation Act (No. 1) 2023-2024)	-	1,732
Appropriation Act (No. 1) 2023-2024 DCB	-	148
Appropriation Act (No. 1) 2023-2024 ⁵	1,500	1,500
Appropriation Act (No. 1) 2023-2024	-	36,765
Appropriation Act (No. 3) 2023-2024	-	5,899
Appropriation Act (No. 3) 2023-2024 DCB	-	1,500
Appropriation Act (No. 1) 2024-2025	44,087	-
Cash (Appropriation Act (No. 1) 2024-2025)	1,218	-
Appropriation Act (No. 1) 2024-2025 DCB	4,920	-
Appropriation Act (No. 2) 2024-2025 Equity Injection	16,218	-
Appropriation Act (No. 3) 2024-2025	1,718	-
Total unspent appropriation - Ordinary annual services	69,661	47,544

1. Departmental Capital Budgets are appropriated through Appropriation Acts (No.1, 3, 5). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.
2. The departmental appropriation section 74 receipts are largely receipts from Department of Social Services and employee leave transfers.
3. The Department of Social Services draws down money from the Consolidated Revenue Fund (CRF) to make payments on behalf of the entity under a shared service arrangement.
4. Section 51 withholding of \$4.32M was confirmed on 29 June 2023 and was repealed on 1 July 2024. The amount had previously been quarantined in 2021-22 by Department of Finance for administrative purposes.
5. The Section 51 application to withhold Appropriation Act (No.1) 2023-2024 (\$1.50M) was approved on 26 June 2024. The amount is being quarantined by Department of Finance for administrative purposes.

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Note 5.1B: Annual and unspent appropriations ('recoverable GST exclusive')

	2025 \$'000	2024 \$'000
Administered		
Annual Appropriation		
Ordinary annual services	4,977	4,804
Total annual appropriation	4,977	4,804
Appropriation applied (current and prior years) ¹	4,977	-
Variance²	-	4,804
Opening unspent appropriation balance	4,995	1,038
Appropriations repealed		
Appropriation Act (No. 1) 2020-2021	-	(821)
Supply Act (No. 1) 2020-2021	-	(26)
Closing unspent appropriation balance	4,995	4,995
Balance comprises appropriations as follows:		
Supply Act (No.3) 2022-2023	191	191
Appropriation Act (No. 1) 2023-2024	4,804	4,804
Total unspent appropriation - Ordinary annual services	4,995	4,995

1. The Department of Social Services draws down money from the Consolidated Revenue Fund (CRF) in order to make payments on behalf of the entity under a shared service arrangement.

2. Appropriations applied were lower due to a delay in establishing education and training resources for providers.

Note 5.1C: Special appropriations applied ('recoverable GST exclusive')

Authority		
Section 77 PGPA Act ¹	19	5
Total special appropriations applied	19	5

1. Refund appropriation to enable repayment of funds to third parties for incorrect payments that were previously received and sent to the OPA as an administered receipt.

NDIS Quality and Safeguards Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5.2 Net Cash Appropriations Arrangements

	2025 \$'000	2024 \$'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	(3,787)	11,453
Plus: depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) ¹	4,682	4,259
Plus: depreciation of ROU assets ²	3,837	3,985
Less: lease principal repayments ²	(4,379)	(4,381)
Net Cash Operating Surplus/(Deficit)	353	15,316
Changes in asset revaluation reserve	(1,071)	478
Surplus/(Deficit) attributable to NDIS Quality and Safeguards Commission	(718)	15,794

1. From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity injections. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

2. The inclusion of depreciation/amortisation expenses relating to ROU leased assets and the lease liability principal repayment amount reflect the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.

NDIS Quality and Safeguards Commission

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6. People and Relationships

This section describes a range of employment and post-employment benefits provided to our employees and our relationships with other key people.

6.1 Employee Provisions

	2025	2024
	\$'000	\$'000
Note 6.1A: Employee Provisions		
Leave	20,222	15,184
Total employee provisions	20,222	15,184

Accounting Policy

Liabilities for short-term employee benefits and termination benefits expected within 12 months of the end of the reporting period are measured at their nominal amounts.

Long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the entity's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination. The liability for long service leave has been determined using the shorthand method (as per the *Commonwealth Entities Financial Statements Guide*) and the *Standard Parameters for use in Financial Statements*. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

The entity's staff are members of the *Commonwealth Superannuation Scheme* (CSS), the *Public Sector Superannuation Scheme* (PSS), or the *PSS accumulation plan* (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes. The entity makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The entity accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

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6.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) and the Portfolio Minister of that entity. The entity has determined the Commissioner, Associate Commissioner, Deputy Commissioner (Complaints and Engagement), Deputy Commissioner (Regulatory Operations, Insights and Review), Deputy Commissioner (Practice Quality), Chief Operating Officer, Deputy Commissioner (Regulatory Policy, Insights and Review), General Counsel, Assistant Commissioner (Planning, Performance and Delivery), Deputy Commissioner (People and Culture) and Deputy Commissioner (Data and Regulatory Transformation) as key management personnel for financial year 2024-2025.

Key management personnel remuneration is reported in the table below:

	2025 \$'000	2024 \$'000
Short-term employee benefits	2,858	2,233
Post-employment benefits	412	277
Other long-term employee benefits	57	34
Termination benefits	-	149
Total key management personnel remuneration expenses¹	3,327	2,693

The above table accounts for 12 (2024: 10) key management personnel including five substantive officers who held the position for the full year, six substantive officers who held the position for part of the year and one officer acting in a key management personnel position for part of the year.

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio and Cabinet Ministers. The Portfolio and Cabinet Ministers' remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the entity.

6.3 Related Party Disclosures

Related party relationships:

The entity is an Australian Government controlled entity. Related parties to this entity are key management personnel including the Portfolio and Cabinet Ministers, and other Australian Government entities.

Transactions with related parties:

Given the breadth of Australian Government activities, related parties may transact with the Government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

The following material transactions with related entities occurred during the financial year:

- The entity received ICT services delivered by Services Australia amounting to \$6.03M (2024: \$5.39M)
- The entity received corporate business services delivered by Department of Social Services (DSS) amounting to \$4.44M (2024: \$1.47M).
- The entity provided business services for the behaviour support training program to DSS amounting \$0.82M (2024: \$2.00M) under a Memorandum of Understanding (MOU).

NDIS Quality and Safeguards Commission

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

7. Managing Uncertainties

This section analyses how the entity manages financial risks within its operating environment.

7.1 Contingent Assets and Liabilities

Quantifiable contingencies

As at 30 June 2025, the entity had quantifiable contingent assets of \$0.35M relating to legal cost recoveries and nil quantifiable contingent liabilities (2024: nil).

Unquantifiable contingencies

As at 30 June 2025, the entity had no unquantifiable assets or liabilities (2024: nil).

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

7.2 Financial Instruments

	2025	2024
	\$'000	\$'000
Note 7.2A: Categories of financial instruments		
Financial assets		
Financial assets at amortised cost		
Cash	1,218	1,734
Other	40	90
Total financial assets at amortised cost	1,258	1,824
Total financial assets	1,258	1,824
Financial liabilities		
Financial liabilities measured at amortised cost		
Suppliers	5,477	7,334
Total financial liabilities measured at amortised cost	5,477	7,334
Total financial liabilities	5,477	7,334

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Accounting Policy

Financial assets

In accordance with AASB 9 Financial Instruments, the entity classifies its financial assets at amortised cost.

The classification depends on both the entity's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when the entity becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and are derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon the trade date.

Financial assets at amortised Cost

Financial assets included in this category need to meet two criteria:

1. The financial asset is held in order to collect the contractual cash flows; and
2. The cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach which measures the loss allowance based on an amount equal to *lifetime expected credit losses* where risk has significantly increased or an amount equal to *12-month expected credit losses* if risk has not increased.

Financial liabilities

Financial liabilities are classified as other financial liabilities. Financial liabilities are recognised and derecognised upon the 'trade date'.

Financial liabilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with the interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of whether they have been invoiced).

NDIS Quality and Safeguards Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

8. Other Information

8.1 Current/non-current distinction for assets and liabilities

2025
\$'000

2024
\$'000

Note 8.1A: Current/non-current distinction for assets and liabilities

Assets expected to be recovered in:

No more than 12 months

Cash and cash equivalents	1,218	1,734
Trade and other receivables	67,858	45,488
Prepayments	1,205	412

Total no more than 12 months

70,281

47,634

More than 12 months

Leasehold improvements	6,506	8,323
Buildings	9,855	9,610
Plant and equipment	4,551	2,869
Other intangibles	3,570	1,698
Prepayments	39	-

Total more than 12 months

24,521

22,500

Total assets

94,802

70,134

Liabilities expected to be settled in:

No more than 12 months

Suppliers	5,477	7,334
Other payables	3,801	3,313
Leases	2,798	3,959
Employee provisions	7,649	8,078
Other provisions	1,035	-

Total no more than 12 months

20,760

22,684

More than 12 months

Leases	8,737	8,004
Employee provisions	12,573	7,106
Other provisions	782	1,747

Total more than 12 months

22,092

16,857

Total liabilities

42,852

39,541

NDIS Quality and Safeguards Commission
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	2025	2024
	\$'000	\$'000
Note 8.1B: Administered - Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Trade and other receivables	480	-
Total no more than 12 months	480	-
More than 12 months		
Trade and other receivables	1,116	-
Total more than 12 months	1,116	-
Total assets	1,596	-

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

8.2 Explanation of Major Variances to Budget

Note 8.2A: Departmental Major Budget Variances for 2025

The following major variance explanations between the Original Budget as presented in the 2024-25 Portfolio Budget Statements and the 2024-2025 financial statements are presented in accordance with Australian Accounting Standards.

The variances are included in the statement of comprehensive income, statement of financial position, statement of changes in equity and the cashflow statement. Major variances are those greater or less than 10% of the original budget. Variances below this threshold are not included unless considered significant by their nature. The major variances below are in relation to the management of resources that ensured delivery of the entity objectives during the year.

Explanations of major variances in relation to management of resources	Affected line items
<p>Total net cost of services was \$0.21 million lower than budgeted, primarily due to:</p> <ul style="list-style-type: none"> Suppliers coming in \$26.59 million lower than budgeted as reliance on labour hire and contracts for services was reduced during the year with a decision to transition this work to APS within the entity. Employee benefits were \$25.66 million higher than budgeted due to the transition of work from labour hire contracts to APS. An increase of \$1.99 million in service delivery (including payroll services) provided by Services Australia under a Memorandum of Understanding with costs primarily driven by headcount. Depreciation and amortisation coming in \$1.16 million lower than budgeted due to the timing of commencement of Data and Regulatory Transformation (DART) capital projects. Write off \$1.1 million proof of concept from assets under construction on the balance sheet. Originally capitalised on the basis that further development would continue, however change in vendor in 2025 meant that the requirement for capitalisation could no longer be met. Own-source income totaling \$1.28 million was earned, mainly, \$0.82 million by providing a behaviour support training program to Department of Social Services and \$0.33 million in legal costs awarded by court settlements that were not budgeted. <p>The entity deficit of \$4.86 million was \$0.84 million lower than budgeted. This was the result of the increase in Revenue from Government of \$0.63 million provided through Portfolio Additional Estimates and the \$0.21 million lower cost of services outlined above.</p>	<p>Statement of Comprehensive Income</p> <p>Suppliers</p> <p>Employee benefits</p> <p>Payments for service delivery</p> <p>Depreciation and amortisation</p> <p>Write-down and impairment of other assets</p> <p>Own source income</p> <p>Revenue from Government and Entity Surplus</p>
<p>Total assets were \$36.05 million higher than budgeted primarily due to:</p> <ul style="list-style-type: none"> Cash and cash equivalents increased by \$0.14 million due to account for the timing of invoice payments at end of month. Appropriations receivable were \$50.59 million higher than budgeted as a consequence of the current and prior year's operating surpluses not requiring funding draw down. Leasehold improvements being lower by \$9.06 million due to new leases and fitouts commencing later than budget. Plant and equipment and Intangibles being lower by \$10.07 million primarily due to timing of capitalisation of DART assets compared to budget. 	<p>Statement of Financial Position</p> <p>Cash and cash equivalents</p> <p>Trade and other receivables</p> <p>Non-financial assets</p>

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<p>Total liabilities were \$20.42 million higher than budgeted primarily due to:</p> <ul style="list-style-type: none"> Payables being \$4.65 million higher because of increased procurement activity in the DART program and the timing of invoices and accruals, and an increase to salary and superannuation accruals. Leasehold improvements being lower by \$9.06 million due to new leases and fitouts commencing later than budget. Employee provisions were \$11.76 million higher than budgeted due to the increase in ASL during the year and transfer of their accumulated leave liabilities from other agencies, along with an increase associated with the actuarial review of employee provisions. <p>Total equity was \$15.63 million higher than the budget as a result of:</p> <ul style="list-style-type: none"> Cumulative operating surplus increasing the retained surplus by \$13.71. million. Movement in the asset revaluation reserve of \$1.07 million as the value of leasehold improvements increased (\$0.754 million), makegood (\$0.286 million) and plant and equipment (\$0.031 million). <p>Net Cash used by investing activities was \$19.48 million lower than budgeted primarily due to the timing of acquisition and development of assets related to the DART program.</p> <p>Net Cash used by financing activities was \$0.4 million higher than budgeted primarily due to an increase in lease liabilities for several new office premises and the addition of a new fleet car.</p>	<div>Payables</div> <div>Leases</div> <div>Employee Provisions</div> <div>Comprehensive surplus/loss</div> <div>Asset Revaluation Reserve</div> <div>Cashflow Statement</div>
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NDIS Quality and Safeguards Commission
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Note 8.2B: Administered Major Budget Variances for 2025

Explanations of major variances in relation to management of resources	Affected line items
Total administered income was \$2.96 million higher than budgeted due to increased regulatory activity that led to an increase in fines and penalties. Net Assets were \$1.60 million higher than budgeted due timing of receivables that was not anticipated during the budget preparation.	<i>Administered Schedule of Comprehensive Income</i>

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1. Information required by other legislation

Advertising and market research

During 2024–25, the NDIS Commission did not conduct any advertising campaigns.

Commonwealth Electoral Act 1918

During 2024–25, the NDIS Commission paid \$127,630.65 to market research organisation ORIMA Research.

Grants

Information on grants the NDIS Commission awarded in 2024–25 is available at [Grants](#)^x.

Disability reporting mechanism

Australia's Disability Strategy 2021–2031 (the Strategy) is the national disability policy framework. Agreed by all levels of government, implementation of the Strategy plays an important role in ensuring inclusive policies, programs and infrastructure will better support people with disability to participate in all areas of Australian life.

The Strategy sets out where practical changes will be made to improve the lives of people with disability in Australia. The Strategy's vision is for an inclusive Australian society that ensures people with disability can fulfil their potential, as equal members of the community.

Australia's commitments under the United Nations Convention on the Rights of Persons with Disabilities (UN CRPD) are incorporated into reform and change in all the Strategy's outcome areas.

A range of reports on progress of the Strategy's actions and outcome areas are published and available at www.disabilitygateway.gov.au/ads.

Disability reporting is included the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at www.apsc.gov.au.

As at 30 June 2025, the NDIS Commission had 93 (9.6 per cent) APS staff who identify as having a disability.

Freedom of information

Under the *Freedom of Information Act 1982* (FOI Act), a person may request access to information held by the NDIS Commission. In 2024–25, the NDIS Commission received 246 primary requests under the FOI Act, an increase of 84 per cent from the previous financial year.

The NDIS Commission received six requests for internal reviews of initial information access decisions. Three freedom of information decisions were subject to external review by the Office of the Australian Information Commissioner (OAIC).

Information access requests generally relate to the NDIS Commission's Complaints, Registration and Practice Quality functions. Non-personal documents released under the FOI Act are listed on the NDIS Commission's publicly available FOI Disclosure Log.

The NDIS Commission is required to publish certain information as part of the Information Publication Scheme (IPS). The IPS statement, pursuant to Part II of the FOI Act, is available at [Information Publication Scheme \(IPS\) agency plan](#)^{xi}.

Privacy

The NDIS Commission is bound by the *Privacy Act 1988* (Privacy Act), the Privacy (Australian Government Agencies – Governance) APP Code 2017 and the NDIS Act. The NDIS Commission requires staff to comply with privacy obligations, report suspected privacy incidents as soon as practicable and consider request to access personal information under the Privacy Act.

The NDIS Commission investigates privacy incidents reported to the Internal Integrity Unit. During 2024–25, the NDIS Commission registered 67 incidents, the majority resulting from human error. Four were considered eligible data breaches under the Notifiable Data Breaches scheme and referred to the OAIC. The OAIC did not issue the NDIS Commission with any determinations during the year.

The Privacy Code requires the NDIS Commission to complete a privacy impact assessment (PIA) for high-risk privacy projects. In 2024–25, the NDIS Commission finalised four PIAs, which are listed on the PIA register at [Privacy impact assessment register](#)^{xii}.

For further information about the NDIS Commission's privacy practices, please visit [Privacy](#)^{xiii}.

Carer Recognition Act 2010

The NDIS Commission acknowledges the Statement for Australia's Carers and reflects this in human resources policies, such as for:

- ◆ leave
- ◆ workplace adjustments
- ◆ flexible work arrangements.

All policies were developed by consulting with employees who have caring responsibilities to ensure they can continue providing informal supports to family or friends.

Environment Protection and Biodiversity Conservation Act 1999

APS Net Zero 2030 is the Government's policy for the APS to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions. As part of the [Net Zero in Government Operations Strategy](#)^{xiv}, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2024–25 period. Results are presented on the basis of carbon dioxide equivalent (CO₂-e) emissions. Greenhouse gas emissions have been calculated in line with the APS Emissions Reporting Framework, consistent with the Whole of Australian Government approach under the APS Net Zero 2030 policy.

Not all data was available at the time of the report and amendments to data may be required in future reports.

Reporting on refrigerants is being phased in over time as emissions reporting matures and are optional in 2024–25 emissions reporting. Refer to the [Emissions Reporting Framework^{xv}](#) for more details.

Table 20: 2024–25 greenhouse gas emissions inventory – location-based method

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based method)	n/a	178.05	16.86	194.91
Natural gas	—	n/a	—	—
Solid waste¹	—	n/a	0.94	0.94
Refrigerants²	—	n/a	n/a	—
Fleet and other vehicles	8.24	n/a	2.09	10.32
Domestic commercial flights²	n/a	n/a	473.32	473.32
Domestic hire car²	n/a	n/a	—	—
Domestic travel accommodation	n/a	n/a	125.04	125.04
Other energy	—	n/a	—	—
Total t CO₂-e	8.24	178.05	618.25	804.53

Note: The table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = carbon dioxide equivalent. n/a = not applicable.

1 The emissions reporting on solid waste and hire cars for 2024–25 may be incomplete due to a lack of robust data and is expected to improve over time as emissions reporting matures.

2 Commercial domestic flight emissions reported may contain some flights that were cancelled or not flown.

Table 21: 2024–25 electricity greenhouse gas emissions

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (Location Based Approach)	178.05	16.86	194.91	287,097.90
Market-based electricity emissions	37.69	5.12	42.8	46,525.96
Total renewable electricity consumed	n/a	n/a	n/a	240,571.94
Renewable Power Percentage¹	n/a	n/a	n/a	52,237.46
Jurisdictional Renewable Power Percentage²	n/a	n/a	n/a	5,976.72
GreenPower³	n/a	n/a	n/a	182,357.76
Large-scale generation certificates³	n/a	n/a	n/a	—
Behind-the-meter solar⁴	n/a	n/a	n/a	—
Total renewable electricity produced	n/a	n/a	n/a	—
Large-scale generation certificates³	n/a	n/a	n/a	—
Behind-the-meter solar⁴	n/a	n/a	n/a	—

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = carbon dioxide equivalent. Electricity usage is measured in kilowatt hours (kWh).

- 1 Listed as Mandatory renewables in 2023–24 annual reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
- 2 The Australian Capital Territory is currently the only territory or state with a jurisdictional renewable power percentage (JRPP).
- 3 Listed as Voluntary renewables in 2023–24 annual reports.
- 4 Reporting behind-the-meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

2. Entity resource statements

Table 22: Entity resource statement

	Current available appropriation (a)	Payments made (b)	Balance remaining (a)–(b)
	\$'000	\$'000	\$'000
Departmental			
Annual appropriations – ordinary annual services ¹	171,575	124,552	47,023
Prior year appropriations available – ordinary annual services ^{2,3}	45,896	44,396	1,500
Annual appropriations – other services – non-operating ⁴	25,144	4,006	21,138
Prior year appropriations available – other services – non-operating ⁵	1,648	1,648	-
Total departmental annual appropriations (c)	244,263	174,602	69,661
Total departmental special appropriations (d)	-	-	-
Opening balance – special accounts	-	-	-
Special account receipts	-	-	-
Total special accounts (e)	-	-	-
Less departmental appropriations drawn from annual/special appropriations and credited to special accounts (f)	-	-	-
Total departmental resourcing (c+d+e–f)	244,263	174,602	69,661
Administered			
Annual appropriations – ordinary annual services	4,977	4,977	-
Prior year appropriations available – ordinary annual services	4,995	-	4,995

1 Appropriation Act (No. 1 and 3) 2024–2025.

2 The section 51 application to withhold Appropriation Act (No. 1) 2023–2024 (\$1.50 million) was approved on 26 June 2024. The amount is being quarantined by Department of Finance for administrative purposes.

3 Appropriation Act (No. 1, 3) 2023–2024.

4 Appropriation Act (No. 1, 2) 2024–2025 DCB and equity.

5 Appropriation Act (No. 1, 3) 2023–2024 DCB.

	Current available appropriation (a)	Payments made (b)	Balance remaining (a)–(b)
Annual appropriations – other services – non-operating	-	-	-
Prior year appropriations available – other services – non-operating	-	-	-
Annual appropriations – other services – specific payments to states, ACT, NT and local government	-	-	-
Prior year appropriations available other services – specific payments to states, ACT, NT and local government	-	-	-
Annual appropriations – other services – new administered expenses	-	-	-
Prior year appropriations available – other services – new administered expenses	-	-	-
Total administered annual appropriations (g)	9,972	4,977	4,995
Total administered special appropriations (h)	19	19	-
Opening balance – special accounts	-	-	-
Special account receipts	-	-	-
Total special accounts receipts (i)	-	-	-
Less administered appropriations drawn from annual/special appropriations and credited to special accounts (j)	-	-	-
Less payments to corporate entities from annual/special appropriations (k)	-	-	-
Total administered resourcing (g+h+i-j-k)	9,991	4,996	4,995
Total resourcing and payments for the NDIS Commission	254,254	179,598	74,656

Table 23: Expenses for outcomes

Expenses for outcome 1

Outcome 1: Promote the delivery of quality supports and services to people with disability under the National Disability Insurance Scheme and other prescribed supports and services, including through nationally consistent and responsive regulation, policy development, advice and education	Budget* 2024–25 \$'000	Actual expenses 2024–25 \$'000	Variation 2024–25 \$'000
	(a)	(b)	(a)–(b)
Program 1.1: Support for National Disability Insurance Scheme provider in relation to registration			
Administered expenses			
Ordinary annual services (Appropriation Act No. 1)	4,977	4,977	-
Other services (Appropriation Act No. 2, 4 and 6)	-	-	-
s74 External Revenue ¹	-	-	-
Special appropriations	19	19	-
Special accounts	-	-	-
Payments to corporate entities	-	-	-
Expenses not requiring appropriation in the Budget year ²²	-	-	-
Administered total	4,996	4,996	-
Departmental expenses			
Departmental appropriation			
s74 External Revenue ¹	-	-	-
Special appropriations	-	-	-
Special accounts	-	-	-
Expenses not requiring appropriation in the Budget year ²	-	-	-
Departmental total	-	-	-
Total expenses for Program 1.1	4,996	4,996	-

* Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

1 Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act 2013.

2 Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses and audit fees.

Outcome 1: Promote the delivery of quality supports and services to people with disability under the National Disability Insurance Scheme and other prescribed supports and services, including through nationally consistent and responsive regulation, policy development, advice and education	Budget* 2024–25 \$'000	Actual expenses 2024–25 \$'000	Variation 2024–25 \$'000
Program 1.2: Program Support for the NDIS Quality and Safeguards Commission			
Departmental expenses			
Ordinary annual services (Appropriation Act Nos. 1, 3 and 5)	174,196	122,253	51,943
Other services (Appropriation Act Nos. 2, 4 and 6)	18,106	1,888	16,218
s74 External Revenue ¹	-	4,417	(4,417)
Special appropriations	-	-	-
Special accounts	-	-	-
Payments to corporate entities	-	-	-
Expenses not requiring appropriation in the Budget year ²	5,699	6,961	(1,262)
Departmental total	198,001	135,519	62,482
Total expenses for Program 1.2	198,001	135,519	62,482

* Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

* Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

1 Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act 2013.

2 Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses and audit fees.

3. Employee statistics

Table 24: Australian Public Service Act employees by full-time and part-time status (2024–25)

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total Non-ongoing	
SES 3	-	-	-	1	-	1	1
SES 2	6	-	6	1	-	1	7
SES 1	13	-	13	-	-	-	13
EL 2	72	1	73	8	-	8	81
EL 1	203	18	221	15	2	17	238
APS 6	225	26	251	13	1	14	265
APS 5	196	16	212	45	3	48	260
APS 4	62	8	70	9	1	10	80
APS 3	9	3	12	4	4	8	20
APS 2	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total	786	72	858	96	11	107	965

Table 25: Australian Public Service Act employment type by location (2024–25)

	Ongoing	Non-Ongoing	Total
NSW	258	28	286
Qld	145	16	161
SA	109	17	126
Tas	33	1	34
Vic	156	25	181
WA	65	2	67
ACT	83	16	99
NT	9	2	11
External territories	-	-	-
Overseas	-	-	-
Total	858	107	965

Table 26: Australian Public Service Act indigenous employment (2024–25)

	<i>Total</i>
Ongoing	30
Non-ongoing	3
Total	33

Table 27: Australian Public Service Act employment arrangements (2024–25)

	SES	Non-SES	<i>Total</i>
2024–2027 Enterprise Agreement	-	944	944
Determinations under section 24(1) of the Public Service Act 1999	21	-	21
NDIS Quality and Safeguards Commission Disability Leave Determination 2025	21	944	965
Total	21	944	965

Table 28: Australian Public Service Act employment salary ranges by classification level (minimum/maximum) (2024–25)

	Minimum salary (\$)	Maximum salary (\$)
SES 3	395,021	395,021
SES 2	292,000	360,772
SES 1	216,000	270,000
EL 2	141,800	235,000
EL 1	120,307	161,663
APS 6	96,558	115,254
APS 5	88,155	94,850
APS 4	80,270	86,280
APS 3	70,850	76,874
APS 2	-	-
APS 1	-	-
Other	-	-
Minimum/maximum range	70,850	395,021

Table 29: All ongoing employees (2024–25)

Man/male				Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
Full time	Part time	Total		Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	72	3	75	161	22	183	-	-	-	-	-	-	-	-	-	258
Qld	45	-	45	95	5	100	-	-	-	-	-	-	-	-	-	145
SA	31	1	32	67	9	76	-	-	-	-	1	1	-	-	-	109
Tas	14	1	15	14	4	18	-	-	-	-	-	-	-	-	-	33
Vic	51	2	53	92	10	102	-	-	-	1	-	1	-	-	-	156
WA	13	2	15	43	7	50	-	-	-	-	-	-	-	-	-	65
ACT	37	1	38	42	3	45	-	-	-	-	-	-	-	-	-	83
NT	4	-	4	4	1	5	-	-	-	-	-	-	-	-	-	9
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	267	10	277	518	61	579	-	-	-	1	1	2	-	-	-	858

Table 30: All non-ongoing employees (2024–25)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	9	-	9	15	4	19	-	-	-	-	-	-	-	-	-	28
Qld	3	-	3	12	1	13	-	-	-	-	-	-	-	-	-	16
SA	4	-	4	12	1	13	-	-	-	-	-	-	-	-	-	17
Tas	-	-	-	-	1	1	-	-	-	-	-	-	-	-	-	1
Vic	10	-	10	14	1	15	-	-	-	-	-	-	-	-	-	25
WA	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	2
ACT	6	-	6	7	3	10	-	-	-	-	-	-	-	-	-	16
NT	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	2
External territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	34	-	34	62	11	73	-	-	-	-	-	-	-	-	-	107

Table 31: Australian Public Service Act ongoing employees (2024–25)

Man/male				Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SES 2	1	-	1	5	-	5	-	-	-	-	-	-	-	-	-	6
SES 1	5	-	5	8	-	8	-	-	-	-	-	-	-	-	-	13
EL 2	25	-	25	46	1	47	-	-	-	1	-	1	-	-	-	73
EL 1	70	1	71	133	17	150	-	-	-	-	-	-	-	-	-	221
APS 6	76	2	78	149	24	173	-	-	-	-	-	-	-	-	-	251
APS 5	59	5	64	137	11	148	-	-	-	-	-	-	-	-	-	212
APS 4	26	2	28	36	5	41	-	-	-	-	1	1	-	-	-	70
APS 3	5	-	5	4	3	7	-	-	-	-	-	-	-	-	-	12
APS 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	267	10	277	518	61	579	-	-	-	1	1	2	-	-	-	858

Table 32: Australian Public Service Act non-ongoing employees (2024–25)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
SES 2	-	-	-	1	-	1	-	-	-	-	-	-	-	-	-	1
SES 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EL 2	5	-	5	3	-	3	-	-	-	-	-	-	-	-	-	8
EL 1	9	-	9	6	2	8	-	-	-	-	-	-	-	-	-	17
APS 6	5	-	5	8	1	9	-	-	-	-	-	-	-	-	-	14
APS 5	13	-	13	32	3	35	-	-	-	-	-	-	-	-	-	48
APS 4	1	-	1	8	1	9	-	-	-	-	-	-	-	-	-	10
APS 3	1	-	1	3	4	7	-	-	-	-	-	-	-	-	-	8
APS 2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
APS 1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	34	-	34	62	11	73	-	-	-	-	-	-	-	-	-	107

Table 33: Remuneration for key management personnel

Name	Position title	Short-term benefits (\$)			Post-employment benefits (\$)	Other long-term benefits (\$)		Termination benefits (\$)	Total remuneration (\$)
		Base salary	Bonuses	Other benefits and allowances		Long service leave	Other long-term benefits		
Louise Glanville	NDIS Commissioner	400,640	0	0	23,937	5,507	0	0	430,084
Michael Phelan	Acting NDIS Commissioner	125,672	0	0	9,204	2,303	0	0	137,179
Natalie Wade	Associate Commissioner	325,140	0	0	46,392	4,471	0	0	376,003
Sian Leatham	Deputy Commissioner, Complaints and Engagement	350,579	0	657	68,040	9,868	0	0	429,144
Catherine Myers	Deputy Commissioner, Regulatory Operations	305,291	0	2,619	48,550	6,268	0	0	362,728
Rod Carracher	Deputy Commissioner, Practice Quality	300,367	0	841	46,223	5,232	0	0	352,663
Lisa Pulko	Chief Operating Officer	270,514	0	1,758	48,733	8,089	0	0	329,094

Name	Position title	Short-term benefits (\$)			Post-employment benefits (\$)	Other long-term benefits (\$)		Termination benefits (\$)	Total remuneration (\$)
		Base salary	Bonuses	Other benefits and allowances		Long service leave	Other long-term benefits		
Alisa Chambers	Deputy Commissioner, Regulatory Policy, Insights and Review	306,543	0	813	46,700	6,030	0	0	360,086
Kenneth Teoh	General Counsel	151,104	0	952	28,085	4,370	0	0	184,511
Pier Robinson-Tafft	Assistant Commissioner, Planning, Performance and Delivery	160,783	0	2,378	23,494	2,961	0	0	189,616
Tina Daisley	Deputy Commissioner, People and Culture	127,600	0	196	18,123	1,690	0	0	147,609
Laura Sham	Deputy Commissioner, Data and Regulatory Transformation	23,928	0	0	4,417	227	0	0	28,572

Table 34: Remuneration for senior executives

Total remuneration bands	Number of senior executives	Short-term benefits (\$)			Post-employment benefits (\$)	Other long-term benefits (\$)		Termination benefits (\$)	Total remuneration (\$)
		Average base salary	Average bonuses	Average other benefits and allowances		Average long service leave	Average other long-term benefits		
\$0–\$220,000	7	93,213	-	-1,026 ¹	17,037	2,318	-	-	111,542
\$220,001–\$245,000	-	-	-	-	-	-	-	-	-
\$245,001–\$270,000	2	217,859	-	887	28,986	5,419	-	-	253,151
\$270,001–\$295,000	5	235,122	-	2,187	39,916	5,596	-	-	282,821
\$295,001–\$320,000	2	265,166	-	1,252	40,389	5,093	-	-	311,900

1 Relates to an overpayment of executive vehicle allowance that was repaid by the employee during the period.

4. NDIS Commissioner's core functions

Section 181E of the NDIS Act 2013 outlines the NDIS Quality and Safeguards Commissioner's core functions. These are to:

- ◆ 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
- ◆ 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
- ◆ promote the provision of advice, information, education and training to NDIS providers and people with disability
- ◆ 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
- ◆ promote continuous improvement amongst NDIS providers and the delivery of progressively higher standards of supports and services to people with disability
- ◆ 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
- ◆ provide advice or recommendations to the NDIA or the Board in relation to the performance of the NDIA's function
- ◆ engage in, promote and coordinate the sharing of information to achieve the objects of the relevant legislation, and
- ◆ provide NDIS market oversight, including:
 - by monitoring changes in the NDIS market which may indicate emerging risk; and
 - by monitoring and mitigating the risks of unplanned service withdrawal.

5. Glossary

Term	Definition
Agency	National Disability Insurance Agency (NDIA), the Australian Government organisation administering the NDIS
Audit and Risk Committee (ARC)	The ARC 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.
Australian Government Investigation Standards (AGIS)	Developed in 2011 and revised in 2022, the AGIS articulates Australian Government policy and is the foundational standard, framing accountability and security for entities conducting investigations relating to the government programs and legislation they administer. (Australian Government Investigation Standards^{xvi})
Australian National Audit Office (ANAO)	The ANAO 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 BSP is a document developed for a person with disability by an NDIS behaviour support practitioner. A behaviour support plan specifies a range of evidence-based, person-centred, proactive strategies that focus on the individual needs of the participant. This includes positive behaviour support to build on the person’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. A BSP can be a comprehensive behaviour support plan or an interim behaviour support plan.
NDIS Commissioner	The NDIS Quality and Safeguards Commissioner. The Accountable Authority of the NDIS Quality and Safeguards Commission.
Department of Health, Disability and Ageing (DHDA)	The Australian Government department responsible for funding and regulating healthcare, aged-care and some disability programs. It develops and delivers policies and programs, and advises the Australian Government on health care, disability and aged care.

Term	Definition
Department of Social Services (DSS)	<p>An Australian Government agency that is the government's main source of advice on social policy and manages about a fifth of the federal budget.</p> <p>DSS works in partnership with other government and non-government organisations in managing a diverse range of programs and services designed to support and improve the lives of Australians.</p> <p>Its mission is to improve the economic and social wellbeing of individuals, families and vulnerable members of Australian communities.</p>
Executive Management Group (EMG)	<p>Comprises the NDIS Commission's most senior executives, each with divisional leadership responsibilities.</p> <p>It is responsible for ensuring the NDIS Commission meets its statutory obligations and is financially sustainable. It oversees matters relating to people and culture, enterprise and regulatory risk, and strategic and operational business activities.</p>
the government	The Australian Government Style Manual, 2024 ^{xvii}
NDIS Act	<i>National Disability Insurance Scheme Act 2013</i>
NDIS Commission	NDIS Quality and Safeguards Commission
NDIS Commission stakeholder survey	<p>An annual online survey opens to all adult members of the Australian community. This includes people with disability and NDIS participants, and their carers, supporters and family; disability advocates; and disability service providers and workers.</p> <p>The anonymous survey identifies levels of awareness and understanding of the NDIS Commission's role and functions and seeks feedback on the commission's operational performance and sector resources.</p>
NDIS Review	<p>The NDIS review 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^{xviii} was published in October 2023.</p> <p>NDIS Review website^{xix}.</p>
Own Motion Inquiry (OMI)	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, 2024 ^{xx})

Term	Definition
Participant or NDIS participant	A person who is a participant in the NDIS, as defined in the NDIS Act, sections 28–30.
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
Provider or NDIS provider	A person or legal entity that is an NDIS provider as defined in section 9 of the NDIS Act.
Registered NDIS provider	A person or entity registered with the NDIS Quality and Safeguards Commission under section 73E of the NDIS Act.
Regulator performance	Regulators are required to report against three principles of regulator best practice through their corporate plans and annual reports.
Reportable incidents	Serious or alleged incidents that have resulted in harm to an NDIS participant and have occurred in connection with NDIS supports and services.
Restrictive practices	Practices that have the effect of restricting the rights or freedom of movement of a person with disability. There are five categories of regulated restrictive practices the NDIS Commission monitors – chemical, environmental, mechanical, physical and seclusion.
Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability	<p>Also known as the Disability Royal Commission. It was established in April 2019 in response to concerns about widespread reports of violence against, and abuse, neglect and exploitation of people with disability. The final report^{xxi} was published in September 2023.</p> <p>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. Royal Commissions make recommendations to government about what should change. Disability Royal Commission website^{xxii}.</p>
Strategic Leadership Group (SLG)	A group that is collectively accountable for ensuring the NDIS Commission’s regulatory function is embedded within the NDIS Commission’s strategic purpose and priorities, and is in line with government priorities.
Supports, NDIS supports or supports and services	A range of products and services that may include education, employment, social participation, independence, living arrangements, and health and wellbeing.
Unauthorised Restrictive Practice (URP)	A URP is a restrictive practice that is not included in an active Behaviour Support Plan (BSP) and/or has not received required state/territory authorisation and/or consent (if applicable).
Worker or NDIS worker	A person employed or engaged by an NDIS provider.

6. Abbreviations and acronyms

Term	Definition
ACCC	Australian Competition and Consumer Commission
AICD	Australian Institute of Company Directors
APS	Australian Public Service
ARC	Audit and Risk Committee
BSP	behaviour support plan
CALD	culturally and linguistically diverse
CEO	Chief Executive Officer
COS	Commission's Operating System
DART	Data and Regulatory Transformation Program
DSS	Department of Social Services
the entity	NDIS Quality and Safeguards Commission (for financial statements only)
FOI Act	<i>Freedom of Information Act 1982</i>
ICT	Information and Communications technology
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and Others
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
NDIS Commission	NDIS Quality and Safeguards Commission
NDIS Commissioner	NDIS Quality and Safeguards Commissioner
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance Performance and Accountability Rule 2014
PM	performance measure
SIL	Supported Independent Living
SME	small and medium enterprise
SSI	Settlement Services International
URP	unauthorised restrictive practice
WHS	Work Health and Safety
YDAS	Youth Disability Advocacy Service

7. List of requirements

Below is the table set out in Schedule 2 of the PGPA Rule. Section 17AJ(d) requires this table be included in entities' annual reports as an aid of access.

PGPA Rule Reference	Part of Report	Description	Requirement
17AD(g)	Letter of transmittal		
17AI	Page 7	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
17AD(h)	Aids to access		
17AJ(a)	Page 5	Table of contents (print only).	Mandatory
17AJ(b)	Page 163–169	Alphabetical index (print only).	Mandatory
17AJ(c)	Page 150–153	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	Page 154–161	List of requirements.	Mandatory
17AJ(e)	Page 8	Details of contact officer.	Mandatory
17AJ(f)	Page 8	Entity's website address.	Mandatory
17AJ(g)	Page 8	Electronic address of report.	Mandatory
17AD(a)	Review by accountable authority		
17AD(a)	Page 10–12	A review by the accountable authority of the entity.	Mandatory
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	Page 14,149	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	Page 20–21	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	Page 18	A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a)(iv)	Page 18	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1)(aa)(i)	Page 68	Name of the accountable authority or each member of the accountable authority	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AE(1)(aa)(ii)	Page 68	Position title of the accountable authority or each member of the accountable authority	Mandatory
17AE(1)(aa)(iii)	Page 68	Period as the accountable authority or member of the accountable authority within the reporting period	Mandatory
17AE(1)(b)	n/a	An outline of the structure of the portfolio of the entity.	Portfolio departments mandatory
17AE(2)	n/a	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
17AD(c)	Report on the Performance of the entity		
	Annual performance Statements		
17AD(c)(i); 16F	Page 38–66	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii)	Report on Financial Performance		
17AF(1)(a)	Page 92	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	Page 136–139	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	n/a	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.
17AD(d)	Management and Accountability		
	Corporate Governance		
17AG(2)(a)	Page 79	Information on compliance with section 10 (fraud systems)	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(2)(b)(i)	Page 7	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory
17AG(2)(b)(ii)	Page 7	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory
17AG(2)(b)(iii)	Page 7	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory
17AG(2)(c)	Page 75–76	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	Page 79	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with Finance law and action taken to remedy noncompliance.	If applicable, Mandatory
Audit Committee			
17AG(2A)(a)	Page 77	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	Page 77–78	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	Page 77–78	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
17AG(2A)(d)	Page 77–78	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	Page 77–78	The remuneration of each member of the entity's audit committee.	Mandatory
External Scrutiny			
17AG(3)	Page 80	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(3)(a)	Page 80	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
17AG(3)(b)	Page 80	Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
17AG(3)(c)	Page 80	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
Management of Human Resources			
17AG(4)(a)	Page 86	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	Page 140	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> a. statistics on fulltime employees; b. statistics on parttime employees; c. statistics on gender; d. statistics on staff location. 	Mandatory
17AG(4)(b)	Page 141–145	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: <ul style="list-style-type: none"> ◆ Statistics on staffing classification level; ◆ Statistics on fulltime employees; ◆ Statistics on parttime employees; ◆ Statistics on gender; ◆ Statistics on staff location; ◆ Statistics on employees who identify as Indigenous. 	Mandatory
17AG(4)(c)	Page 141	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(4)(c)(i)	Page 141	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)	Page 141	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	Page 87	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	Page 87	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)	n/a	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	n/a	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)	n/a	Information on aggregate amount of performance payments.	If applicable, Mandatory
Assets Management			
17AG(5)	Page 81	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities	If applicable, mandatory
Purchasing			
17AG(6)	Page 81	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory
Reportable consultancy contracts			
17AG(7)(a)	Page 81	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(7)(b)	Page 81	A statement that “ <i>During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million].</i> ”.	Mandatory
17AG(7)(c)	Page 81	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	Page 82	A statement that “ <i>Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.</i> ”	Mandatory
Reportable non-consultancy contracts			
17AG(7A)(a)	Page 82	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7A)(b)	Page 82	A statement that “ <i>Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.</i> ”	Mandatory
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	Page 82	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
Australian National Audit Office Access Clauses			
17AG(8)	Page 83	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory
Exempt contracts			
17AG(9)	Page 83	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory
Small business			
17AG(10)(a)	Page 83	A statement that "[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website."	Mandatory
17AG(10)(b)	Page 83	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	n/a	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that "[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
Financial Statements			
17AD(e)	Page 93–129	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
Executive Remuneration			
17AD(da)	Page 146–149	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule.	Mandatory
17AD(f)	Other Mandatory Information		
17AH(1)(a)(i)	n/a	If the entity conducted advertising campaigns, a statement that “ <i>During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.</i> ”	If applicable, Mandatory
17AH(1)(a)(ii)	Page 132	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)	Page 132	A statement that “ <i>Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].</i> ”	If applicable, Mandatory
17AH(1)(c)	Page 132–133	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	Page 132	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	n/a	Correction of material errors in previous annual report	If applicable, mandatory
17AH(2)	Page 88–90, 133–135	Information required by other legislation	Mandatory

8. List of external hyperlink web addresses

Ref.	URL
i	https://www.ndiscommission.gov.au/about-us/corporate-reports
ii	https://www.transparency.gov.au/portfolio-entities-companies/health-disability-and-ageing/ndis-quality-and-safeguards-commission
iii	https://www.ndiscommission.gov.au/rules-and-standards/rights-people-disability
iv	https://www.health.gov.au/about-us/who-we-are/our-portfolio
v	https://www.ndis.gov.au/publications/quarterly-reports
vi	https://www.ndiscommission.gov.au/rules-and-standards/quality-practice/supported-accommodation#paragraph-id-8907
vi	https://www.ndiscommission.gov.au/rules-and-standards/quality-practice/platform-providers
vii	https://www.ndiscommission.gov.au/about-us/compliance-and-enforcement/compliance-actions
viii	https://www.ndiscommission.gov.au/about/corporate-documents/audit-and-risk-committee-charter
ix	https://www.ndiscommission.gov.au/about-us/compliance-and-enforcement/ask-decision-be-reviewed
x	https://www.ndiscommission.gov.au/about-us/grants
xi	https://www.ndiscommission.gov.au/lodge-freedom-information-foi-request/information-publication-scheme-ips-agency-plan
xii	https://www.ndiscommission.gov.au/privacy/privacy-impact-assessment-register
xiii	https://www.ndiscommission.gov.au/privacy
xiv	https://www.finance.gov.au/sites/default/files/2023-11/Net_Zero_Government_Operations_Strategy.pdf
xv	https://www.finance.gov.au/government/climate-action-government-operations/commonwealth-emission-reporting/australian-public-service-net-zero-emissions-reporting-framework
xvi	https://www.counterfraud.gov.au/library/australian-government-investigations-standards
xvii	https://www.stylemanual.gov.au/grammar-punctuation-and-conventions/names-and-terms/government-terms
xviii	https://www.ndisreview.gov.au/sites/default/files/resource/download/working-together-ndis-review-final-report.pdf
xix	https://www.ndisreview.gov.au/
xx	https://www.aph.gov.au/
xxi	https://disability.royalcommission.gov.au/publications/final-report
xxii	https://disability.royalcommission.gov.au/

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**NDIS Quality
and Safeguards
Commission**

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