



**NDIS Quality
and Safeguards
Commission**

2026–27 Corporate Plan

August 2026

The NDIS Quality and Safeguards Commission works with people with disability, service providers and communities to ensure a nationally consistent, responsive and effectively regulated NDIS market.



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ISSN 2652-2608 (Online)



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



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Acknowledgement of Country

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

We thank all Aboriginal and Torres Strait Islander peoples for sharing their knowledge of Country and culture with us, as it helps us create culturally appropriate services for a more inclusive society together.

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



Acknowledgement of people with disability

The NDIS Quality and Safeguards Commission acknowledges the lived experience of people with disability, as well as their family members, carers and supporters. We appreciate the ongoing contributions people with disability make to the National Disability Insurance Scheme (NDIS) and to disability advocacy more broadly. The NDIS Commission recognises the objectives of the United Nations Convention on the Rights of Persons with Disabilities, which seek to promote and protect the human rights of all people with disability while fostering respect for their inherent dignity, autonomy and independence.

Message from the Commissioner and Associate Commissioner

The NDIS Quality and Safeguards Commission (NDIS Commission) is the regulator for the NDIS. Our role is to ensure NDIS services and supports are safe and of high quality, applying a consistent approach across Australia.

Upholding human rights is central to all aspects of our position and work. We play an important role within the disability ecosystem and the care and support economy, working closely with others across these sectors. Our aim is to ensure the following:

- safe and high-quality NDIS services and supports
- strong protection and promotion of human rights for people with disability
- a sustainable NDIS, now and into the future.

Our 2026–27 Corporate Plan outlines the changes we need to make to achieve our ambition of becoming a formidable human rights regulator. This vision will set a clear and practical path to reshape and improve all our operations and regulatory practices.



I, Louise Glanville, the accountable authority of the NDIS Quality and Safeguards Commission, am pleased to present the NDIS Commission 2026–27 Corporate Plan. This plan, which I present alongside Associate Commissioner Natalie Wade, covers the reporting periods from 2026–27 to 2029–30, as required by paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. It outlines our purpose, role and key activities for this period.

Our vision for change

The NDIS Commission is at a pivotal stage in its development as a maturing regulator, with significant reforms underway. Expectations of our role and performance are now clearer than ever, shaped by lessons learned from our early years. Significant investment and ongoing legislative reform are strengthening the organisation. Alongside this, there is a wider effort to place the NDIS on a more sustainable footing. Together, these factors place the NDIS Commission in a strong position to fulfil its mandate and realise its full potential.

Central to this direction are the rights of people with disability, who must have access to services that are safe, high quality and delivered with integrity. Human rights are embedded within the NDIS framework and remain fundamental to our purpose. Ultimately, our success will be measured by the outcomes we deliver and the impact we achieve. Our ambition to become a formidable, risk-based regulator represents a significant and necessary transformation. Our priority now is to translate our intent into sustained action, building on the foundations already established.

Building capacity to focus on what matters most

The NDIS Commission has already made, and continues to make, meaningful progress towards our objectives. Recent legislative amendments provide strengthened and clearer regulatory powers, with implementation now underway. Amendments to the *National Disability Insurance Scheme Act 2013*, along with findings from reviews and other government decisions, will shape our regulatory activities and the key priorities of the NDIS.

Regulatory policy and system design are being updated, as reflected in the [Regulatory Reform Roadmap 2026](#).¹ Risk-based regulatory approaches are also evolving, including through the pilot implementation of the Risk-based Regulatory Prioritisation Model (RRPM) and a stronger emphasis on compliance and enforcement. In parallel, critical system and process enhancements are being delivered through the Data and Regulatory Transformation (DART) program. Such transformations are vital to achieving systemic, measured and meaningful impact across the NDIS.

Moving forward with purpose

Looking ahead, the challenge lies in sharpening our focus, building momentum and embedding a culture of continuous improvement. To achieve this, we need a clear and consistent strategic direction, a coordinated and well-sequenced implementation approach, and strong collaboration across all stages of delivery. These elements are essential to reduce the risks of unclear priorities, fragmented planning and execution, and siloed activity.

Mindset and method will both be critical. The NDIS Commission must remain agile as we continue to mature our regulatory posture and approach. We need to communicate with confidence and clarity, and we must demonstrate how our strategic direction aligns with expectations. This means describing the process of regulatory evolution, the implementation of necessary reforms and the impact these changes will have. Close and ongoing collaboration with people with disability, the National Disability Insurance Agency (NDIA), policy partners and other care economy regulators will also be vital to achieving these outcomes.

This corporate plan sets a clear path forward. We have a strong commitment to being a capable, trusted human rights regulator. By maintaining focus, strengthening partnerships and continuously improving, the NDIS Commission will help ensure the NDIS delivers safe, high-quality and sustainable services for people with disability now and into the future.

Louise Glanville

NDIS Quality and
Safeguards Commissioner



Natalie Wade

Associate Commissioner



Our purpose

The NDIS Quality and Safeguards Commission (NDIS Commission) aims to enhance the quality and safety of supports and services provided under the NDIS. We are dedicated to upholding the rights, dignity and wellbeing of people with disability. This enduring commitment aligns with the core functions of the NDIS Quality and Safeguards Commissioner (NDIS Commissioner), as outlined in the *National Disability Insurance Scheme Act 2013* (NDIS Act).

Our role is to:

- regulate the NDIS market and its providers and workers
- monitor compliance with the [NDIS Code of Conduct](#),² [NDIS Practice Standards](#)³ and other conditions of registration
- respond to concerns, complaints and reportable incidents, including allegations of violence, abuse, neglect or exploitation.

We work with NDIS participants, providers, workers and communities to ensure participants have choice, control and dignity when accessing high-quality supports and services in safe environments.

The key activities we undertake to achieve this purpose are as follows.

Being a formidable regulator



- Holding providers and workers to account
- Using all our statutory powers
- Administering a clear, proportionate and progressive risk framework
- Establishing the right systems to gather insights and enforce rules

Focusing on human rights



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

Delivering a sustainable future for the NDIS



- Controlling who enters and exits the NDIS market
- Promoting a strong and safe NDIS market with high-quality services to ensure its continuity
- Working with our partners to deliver a scheme that truly meets the needs of people with disability

Core functions

The NDIS Commission is governed by the responsibilities assigned under the NDIS Act. The NDIS Commissioner's core functions are outlined in section 181E of the Act (see ['Appendix C'](#) on page 55).

Our core functions are to:

- protect and improve the safety and quality of disability supports and services
- reduce and prevent risks of harm to people with disability when they access these services.

These functions underpin our role as a strong and effective regulator. They guide our regulatory priorities and shape all our activities and strategic direction.

The NDIS Commission's core functions

Complaints

We receive, assess and respond to complaints about NDIS supports and services.

Reportable incidents

We manage incident reports and investigate serious matters affecting NDIS participants.

Provider registration

We register NDIS providers by assessing applications against the NDIS Act and Rules, and by administering an independent audit program.

Market oversight

We monitor changes in the NDIS market, including provider exits, to track and mitigate emerging risks.

Provider regulation

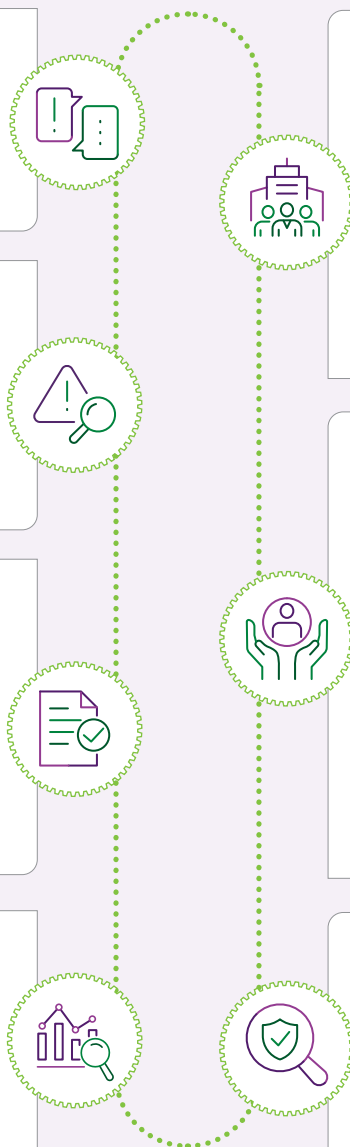
We regulate all NDIS providers, both registered and unregistered. All providers must comply with the NDIS Code of Conduct. We act on regulatory intelligence concerning the NDIS provider market.

Behaviour support

We assess applications of NDIS behaviour support practitioners against guidelines and the [Positive Behaviour Support Capability Framework](#).⁴ We monitor the quality of behaviour support and promote the reduction and elimination of restrictive practices.

Compliance and investigation

We monitor compliance and investigate events that affect the rights and safety of people with disability.



Strategic direction

As the national regulator for the NDIS, we play a key role within the disability ecosystem and the care and support economy. We work with others across these sectors to ensure safe, high-quality NDIS services, uplift the human rights of people with disability and support a sustainable NDIS into the future.

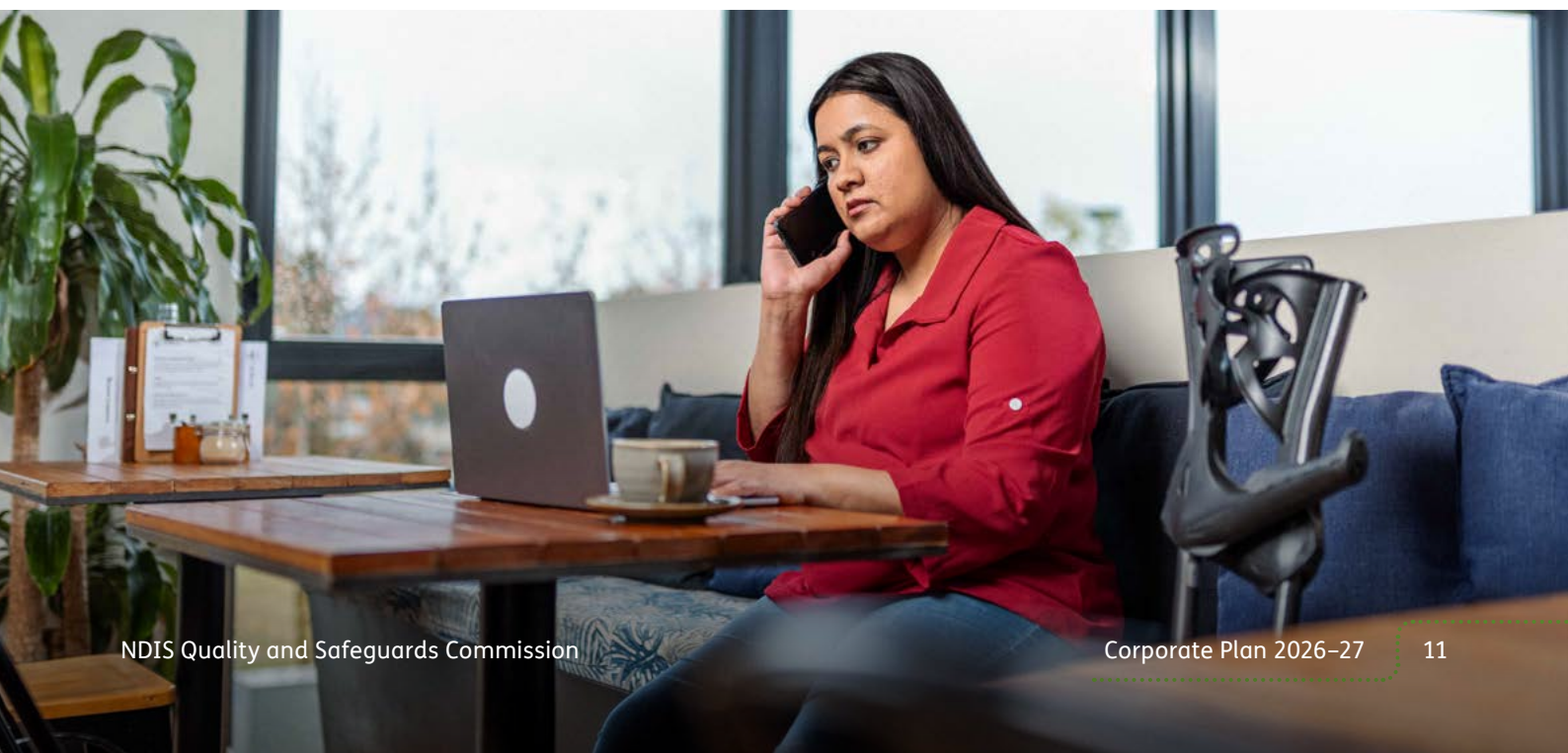
The [NDIS Commission's Strategic Roadmap 2025-27](#)⁵ reflects changes in the NDIS landscape (see '[Strategic Roadmap 2025-27](#)'). The roadmap outlines our priorities and direction as a maturing regulator. It details how we operate and respond to risks, focus on human rights and safety, and support the NDIS over the long term. Alongside the [Minister's Statement of Expectations and our Statement of Intent](#)⁶, the roadmap provides a clear and responsive framework to achieve our regulatory objectives and carry out our functions and statutory powers.

Our strategic direction focuses on increasing safety and quality, and reducing fraud.

We are taking firm action as a formidable regulator by using our statutory powers to hold providers and workers accountable. Using the full range of our regulatory powers helps prevent harm, enforce standards and improve performance across the sector.

Respect for human rights underpins our regulatory approach. We are committed to ensuring people with disability have choice, control, dignity and protection from harm. By embedding human rights principles in all our activities, we help participants to be informed, empowered and supported, and help remove barriers to full participation in society.

We also support a sustainable future for the NDIS by ensuring the market is equitable, capable and participant-focused. Through our regulatory influence and partnerships across the ecosystem, we help ensure participants can access high-quality supports now and into the future.



Strategic Roadmap 2025–27

Why	Vision	People with disability can achieve their goals.
	Purpose	Uphold the rights of NDIS participants by improving quality and safety, and supporting their independence.

What	 A formidable regulator • We hold providers and workers to account. • We use all our statutory powers. • We have a clear, proportionate, and progressive risk framework. • We have the right systems to gather insights and enforce rules. Success indicator: We are known as a strong and trusted regulator, using the full range of its powers to prevent harm, enforce standards, and lift sector performance.	 Focused on human rights • We deliver benefits to the public based on human rights principles. • We work closely with the community to build strong relationships. • We work to stop violence, abuse, neglect and preventable deaths of people with disability. • We use our powers to reduce and eliminate restrictive practices, in collaboration with states and territories. Success indicator: People with disability can access greater safety, dignity, and inclusion as a result of regulatory decisions that uphold rights and reduce harm.	 Delivering a sustainable future for the NDIS • We control who enters and exits the NDIS market. • We promote a strong and safe NDIS market with high-quality services to ensure it lasts. • We work with our partners to deliver a scheme that truly meets the needs of people with disability. Success indicator: The NDIS delivers fair, high-quality supports through a capable market shaped by our regulatory influence and partnerships across the ecosystem.
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How	Providers and workers We hold providers and workers to account for quality and safety.				
	People We help our staff succeed and work effectively as a national regulator focused on managing risk.	Partner We partner effectively to ensure the NDIS has a long and lasting future.	Performance We track and share our results to show our impact and effectiveness.		
	Our principles • Lead the way	• Build trust	• Bring insight	• Stay connected	• Keep learning

Regulatory approach

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

Following a risk-proportionate approach, we aim to act on all matters that pose a high risk of harm to participants. We also monitor registered providers' compliance with their registration obligations, and hold all NDIS providers and workers accountable for quality and safety.

Reactive and proactive regulatory levers

Reactive: We act when risks or harm to participants arise.



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



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



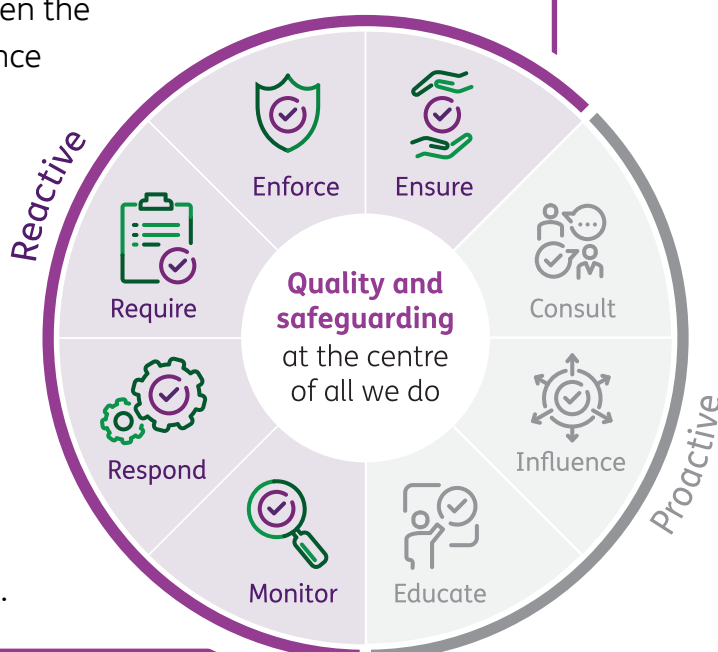
We **require** businesses and individuals to meet quality and safety standards, including controlling who can provide certain services.



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



We **monitor** the quality of services and the treatment of people with disability, with a particular focus on high-risk activities such as restrictive practices. We also collect market intelligence to inform our activities.





Proactive: We work to improve the overall system.



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



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



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



We **monitor** the quality of services and the treatment of people with disability, with a particular focus on high-risk activities such as restrictive practices. We also collect market intelligence to inform our activities.

2026–27 regulatory priorities

The NDIS Commission continues to mature as an intelligence-led and risk-based regulator. We use data, evidence and regulatory intelligence to identify emerging risks and direct our regulatory efforts where they will have the greatest impact on the safety, rights and wellbeing of people with disability.

Each year, we publish regulatory priorities that identify areas of heightened risk and matters requiring the greatest oversight. These priorities support the delivery of our Strategic Roadmap, regulatory reform program and Australian Government commitments, and are applied in conjunction with our human rights frameworks to guide regulatory decision making.

A broad range of intelligence and evidence informs our regulatory priorities. Sources of information include complaints, reportable incidents, provider registration activities, research, inquiries, reviews and market insights. Government agencies, regulators and other stakeholders also share information. This intelligence-driven approach enables us to respond to emerging risks, strengthen safeguards, promote quality and safe supports for people with disability, and ensure the integrity of the NDIS.

The NDIS Commission's regulatory priorities for 2026–27 are available on [our website](#).⁷

Our operating context

Our key activities are carried out within a defined operating context that shapes how we deliver our purpose and achieve positive outcomes. This context includes the environment we operate in, the capabilities we need, who we work with and how we manage risks.

Together, these elements support how we plan, deliver and improve our activities to help us achieve our purpose, manage risks and respond effectively to change.

Environment

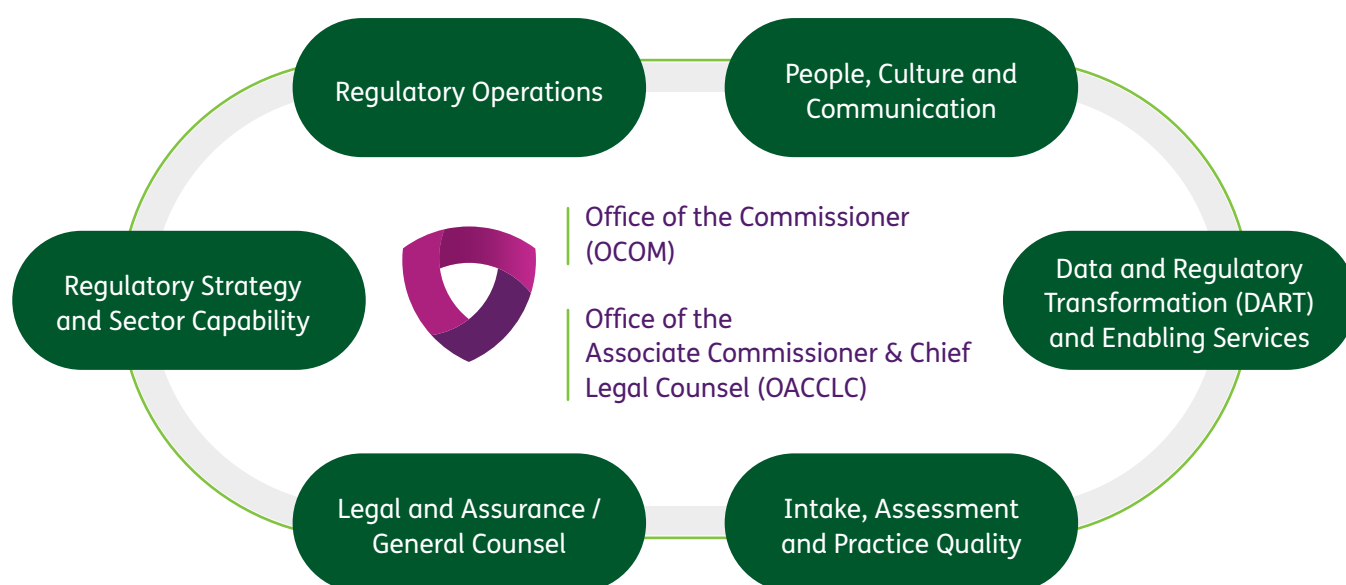
The NDIS Commission is part of the Australian Government Department of Health, Disability and Ageing (DHDA) portfolio, led by:

- **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 closely with our responsible ministers and agency partners to uphold the government's commitment to ensuring that people with disability receive safe, high-quality and rights-based supports through the NDIS.

We operate in 6 areas (see [Figure 1](#)) to deliver our legislated functions.

Figure 1. NDIS Commission functional structure



The Executive Management Group is responsible for setting our strategy and operating model, ensuring we achieve our purpose. We also have an Audit and Risk Committee (ARC), which was established under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and Public Governance, Performance and Accountability Rule 2014 (PGPA Rule). The committee provides independent advice on our financial and performance reporting, risk oversight and management systems, and internal controls.

The NDIS Commission operates in a changing environment that can impact how we achieve our purpose.

Supporting the Australian Government's productivity objectives

The NDIS Commission works to be an effective regulator that takes a proportionate risk-based approach. This strategy helps balance risk management with efficiency, growth and dynamism, as outlined by the [Department of Finance](#).⁸

We recognise that the quality and safety of supports for people with disability depend on a market that can adapt, innovate and grow while upholding participants' rights. Our work and regulatory approach focuses regulatory effort where risks to participants are greatest and streamlines processes where risks are lower. We continue to use data and intelligence to support timely, targeted interventions and enforcement actions.

Contributing to the sustainability of the NDIS and regulatory reform

The NDIS contributes to a more inclusive and fair society for people with disability. We expect people with disability to receive safe, ethical and high-quality support from all NDIS providers and workers. While public support for the NDIS is strong, we recognise serious ongoing issues within it. Key issues include fraud, rising costs, and NDIS participants experiencing violence, abuse, neglect and exploitation.

Themes from the [Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability](#)⁹ and the [NDIS Review](#)¹⁰ help us understand what remains important and needs to change. On 8 April 2026, the second tranche of the NDIS Act reforms passed parliament. The [National Disability Insurance Scheme Amendment \(Integrity and Safeguarding\) Act 2026](#)¹¹ introduces new powers for the NDIS Commission. These new powers enable us to take earlier and stronger regulatory action to protect people with disability and ensure a sustainable NDIS.

Key amendments include:

- a stronger penalty framework, with increased civil penalties and new criminal offences
- anti-promotion orders to restrict predatory marketing that exploits participants and damages the NDIS
- expansion of banning powers to include auditors and consultants
- stronger information-gathering powers to better investigate providers.

Our actions will prevent dishonest, unfair and harmful providers from operating in the sector, while working to maintain trust and confidence in the NDIS.

We are improving regulations to make supports safer and better for NDIS participants. These changes address emerging and ongoing issues, so participants can receive better-quality supports and services.

Key reform initiatives include:

- amending the National Disability Insurance Scheme (Approved Quality Auditors) Rules 2025
- amending the National Disability Insurance Scheme (Complaints Management and Resolution) Amendment (Dealing with Complaints) Rules 2026
- changing the NDIS (Incident and Reportable Incidents) Rules to streamline the management of reportable incidents
- moving to mandatory registration for platform providers and Supported Independent Living (SIL) providers
- expanding mandatory registration of providers delivering support to participants who are most at risk of abuse and/or exploitation
- introducing SIL Practice Standards
- reviewing the NDIS Practice Standards and NDIS Rules.

Our [regulatory reform hub](#)¹² provides updates on key reform areas and supports consultation with the public and stakeholders to improve the regulation of NDIS providers, workers and supports.

Taking our place in the care and support economy

The NDIS sits within the care and support economy – one of the fastest-growing components of Australia’s economy. This sector is part of the healthcare and social assistance industry, which is the nation’s largest employer, accounting for 15% of the workforce.*

The care and support economy spans several sectors, including:

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

People often use services across more than one of these 4 sectors. While supports may be similar across sectors, the rules and regulations may differ. This can create a significant burden for providers and suppliers. Aligning regulation can reduce this burden for those working across several care markets. It gives us an opportunity to focus more on human rights to promote choice, control and dignity for people with disability.

In 2026–27, and beyond, we will contribute by actively engaging in forums with other agencies and proactively sharing information. We will coordinate regulatory responses and joint regulatory actions with our partners where needed. We will continue to support reforms that improve outcomes for people with disability and make it easier for NDIS providers to maintain a strong human rights approach in the care and support economy.

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* Department of the Prime Minister and Cabinet (PM&C), *Draft National Strategy for the Care and Support Economy*, PM&C, Australian Government, 2023, accessed 3 August 2026.
<https://www.pmc.gov.au/resources/draft-national-strategy-care-and-support-economy>

Ensuring alignment with Australia's Disability Strategy

[Australia's Disability Strategy 2021–2031](#)¹³ is the national plan to improve the lives of people with disability. The strategy aims to drive changes for people with disability that enable full inclusion and participation.

The NDIS Commission supports enhanced accountability mechanisms for the strategy. These mechanisms uphold the rights of people with disability in all areas of community life.

The strategy and associated action plans do not outline direct actions for the NDIS Commission. However, our work always considers and reflects the aims of Australia's Disability Strategy. Improved mainstream services that are more inclusive and accessible will also enhance outcomes for NDIS participants. This will result in better management of participant risks and an overall improvement in the quality of NDIS supports.

Strengthening human rights regulation

The NDIS Act is a rights-based Act. It supports the rights set out in the [United Nations Convention on the Rights of Persons with Disabilities](#).¹⁴

The NDIS Act determines that people with disability have the right to:

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

Our regulatory approach is based on a strong human rights framework. We are guided by our [Human Rights Guidance Paper](#),¹⁵ developed in conjunction with the Australian Human Rights Commission.



“Promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity.”

– *Purpose of the UN Convention on the Rights of Persons with Disabilities*

Our 3 core duties – positive duty, participation duty and duty of candour – guide how we lead regulation, build trust and continue to improve.

We uphold rights by:

- enforcing strong regulation and quality assurance to protect the rights and wellbeing of people with disability
- providing accessible information and education so people can make informed choices
- communicating in inclusive ways and protecting personal information in line with legislative requirements
- working meaningfully with people with disability and other stakeholders to shape policies, processes and practices
- learning and improving through feedback, monitoring, research and evidence-based insights.

Our [Strategic Roadmap 2025–27](#)¹⁶ reinforces our role as a rights-based regulator.

Addressing remoteness and access to care

Many First Nations people with disability live in remote and very remote areas, where disability rates are higher. Understanding and navigating the NDIS can be difficult for these individuals, and many face significant barriers to accessing the support they need. The challenges are even greater in remote and very remote communities, where limited service options can force people to travel long distances or move away from Country to get support.

As the NDIS Commission grows as a regulator, we will implement more targeted and proactive compliance initiatives along with our engagement strategies. Compliance ensures we improve the quality and safety of supports and services. It also empowers consumers to make their own choices and protects the rights of NDIS participants living in remote areas.

Improving behaviour support

Findings from the Disability Royal Commission, the NDIS Review and internal data on regulation indicate a need to improve the skills, capabilities and knowledge of NDIS behaviour support practitioners. Reviews of behaviour support plans also highlight the need to improve quality.

By enhancing expertise and capability, we can help improve the quality of life for NDIS participants and work towards reducing and ultimately eliminating the use of restrictive practices.

Over the next 12 months, we will focus on sector consultation and market analysis. This will help us plan the necessary phases to improve the capabilities and oversight of NDIS behaviour support practitioners over the next 5 years.

Our focus is on national reform to reduce and remove restrictive practices, in line with human rights and safeguarding goals. We are working with state and territory authorising bodies to create consistent approaches to authorisation, regulation and oversight. These changes will enhance service delivery and better protect people with disability.

Capability

The NDIS Commission is continuing to build its capability to support the delivery of its key activities and achieve its purpose.

People

Our people are at the heart of how we work. To do our job well, we need the right skills and experience to be a strong and effective regulator. We also need to make sure we focus our time and efforts on the work that makes the biggest difference – improving quality and safeguards in disability services.

For this reason, we are focused on building the right skills in the right roles. We are making sure jobs and responsibilities clearly support our regulatory purpose. It is also vital that our workforce is well supported to perform at a high level where it matters most.

Over the next 12 months, we will strengthen our workforce and organisation by doing the following.

Building a strong workplace culture

We will continue to create a safe, inclusive and high-performing culture by implementing our culture roadmap and culture action plan. This will strengthen shared expectations, accountability and organisational identity to support the delivery of our regulatory role.

Supporting the inclusion of people with disability

We will continue to implement our [Disability Action Plan 2025–2030¹⁷](#) to increase participation of people with disability across our workforce. We will embed inclusive practices in how we design roles, systems and workplaces.

Planning for the workforce we need

We will update our workforce plan to understand the skills, roles and capacity we need to be a strong and effective regulator. This will align with our Target Operating Vision and support systematic design, capability uplift, regulatory maturity and key reform delivery.

Supporting staff wellbeing

We will strengthen support for staff who face challenging work. We will enhance early intervention and prevention supports, including psychosocial risk management. We are piloting an embedded mental health counselling program, alongside existing employee assistance services.

Improving safety and resilience

We will strengthen organisational resilience by uplifting our security and business continuity frameworks. This includes enhancing plans, policies and procedures to support a safe and secure operating environment.

Improving our workplaces

We will continue our strategic property initiatives to ensure our physical work environments are safe, accessible and fit for purpose. This includes implementing national design standards across our accommodation footprint.

Together, these actions will strengthen our capability over the next 12 months and support ongoing improvement beyond this period.

Australian Public Service Strategic Commissioning Framework

As required by the APS Strategic Commissioning Framework, the NDIS Commission has identified the Compliance and Regulation job family as its core work for 2026–27. This job family encompasses the NDIS Commission’s primary regulatory, compliance, monitoring and enforcement functions in safeguarding the human rights and safety of NDIS participants.

Over the past 2 years, the NDIS Commission has significantly reduced its reliance on labour hire. We have transitioned more roles to ongoing and non-ongoing Australian Public Service (APS) staff.

To retain flexibility and access specialist expertise, targeted short-term labour hire will primarily support delivery of the DART program, complemented by non-ongoing contracts where appropriate. We will use

labour hire in non-core government roles as per the APS Strategic Commissioning Framework.

Information and communication technology infrastructure

We use technology to create better ways of working, gather insights for informed decision making, and adapt to changes in the regulatory environment.

Artificial intelligence

The NDIS Commission is committed to the safe and responsible use of artificial intelligence (AI). This supports our vision to uphold the rights of people with disability and ensure safe, high-quality services, now and into the future.

We are guided by the Digital Transformation Agency’s (DTA) [Policy for the responsible use of AI in government](#).¹⁸ We comply with mandatory requirements under the

DTA policy, including strategic oversight, operational preparedness and impact assessment for AI use cases. This ensures our AI practices remain safe, ethical and transparent. We have also appointed an Accountable Official and Chief AI Officer. We will continue updating our [transparency statement](#)¹⁹ as we gain more AI capabilities.

Data and Regulatory Transformation program

The NDIS Commission has completed the second year of its 4-year DART program. This complex program will replace outdated technology systems and improve how we use our data and information. It is funded by a \$160.3 million investment from the 2024–25 federal Budget.

DART is critical to giving us real-time data, tools, systems and more efficient ways of working. It will leverage new analytics and case management systems to:

- support provider registration
- facilitate the complaints process
- provide a single view of providers.

In its second year, the program has moved from mobilisation to delivery. New systems and capabilities will be released in stages over the next year. This will deliver early business value and improve efficiency as we continue to build other key capabilities, such as the RRPM and mandatory registration of providers.

The first releases of DART focus on provider registration and complaints delivered in 2025–26. The next releases in 2026–27 include a new external portal for providers

to manage registration, reportable incidents and behaviour support reporting. We designed the portal with providers to ensure it is fit for purpose. It focuses on improving experience through clearer information, regular updates and simpler reporting. Streamlined data and information collection for providers will also reduce regulatory burden.

Internally, NDIS Commission officers will find it easier to access data and information in one place. Overall, this reduces manual processing and embeds the data capability we need for sharper insights, smarter decision making and faster regulatory responses.

Risk-based Regulatory Prioritisation Model

The RRPM provides us with a consistent, risk-based framework. It helps us assess, prioritise and escalate complaints, reportable incidents and intelligence across regulatory pathways.

The model identifies high-risk matters that require regulatory action. The RRPM is based on the Enterprise Prioritisation Criteria. These criteria set consistent thresholds and escalation principles across the model's stages.

The effectiveness of the RRPM depends on our ability to manage incoming volumes across the full lifecycle of matters. By providing structural guidance, it supports consistent decision making and determines regulatory responses based on risk. While the model strengthens consistency and prioritisation, ongoing demand highlights the need to align workforce capacity and

capability with regulatory risk. We also need new ways to take regulatory action to achieve timely and effective outcomes.

Access to reliable, integrated and fit-for-purpose operational tools also supports the model. Improvements from the DART program will increase automation (thereby reducing manual processing), improve functionality and strengthen data quality. These changes will help us manage matters more efficiently and apply the model consistently. Over time, these capabilities will improve visibility of risk, demand and outcomes. This will strengthen our performance monitoring and help identify broader systemic risks across the sector. These valuable insights will inform planned and thematic regulatory interventions.

Collectively, these elements support the NDIS Commission to operate as an effective, transparent and credible risk-based regulator.

Cooperation and collaboration

Australia's disability system is complex and constantly changing. Responsibilities are shared across all levels of government. Trusted sector relationships, collaboration and joint efforts are essential to protect the safety and wellbeing of people with disability.

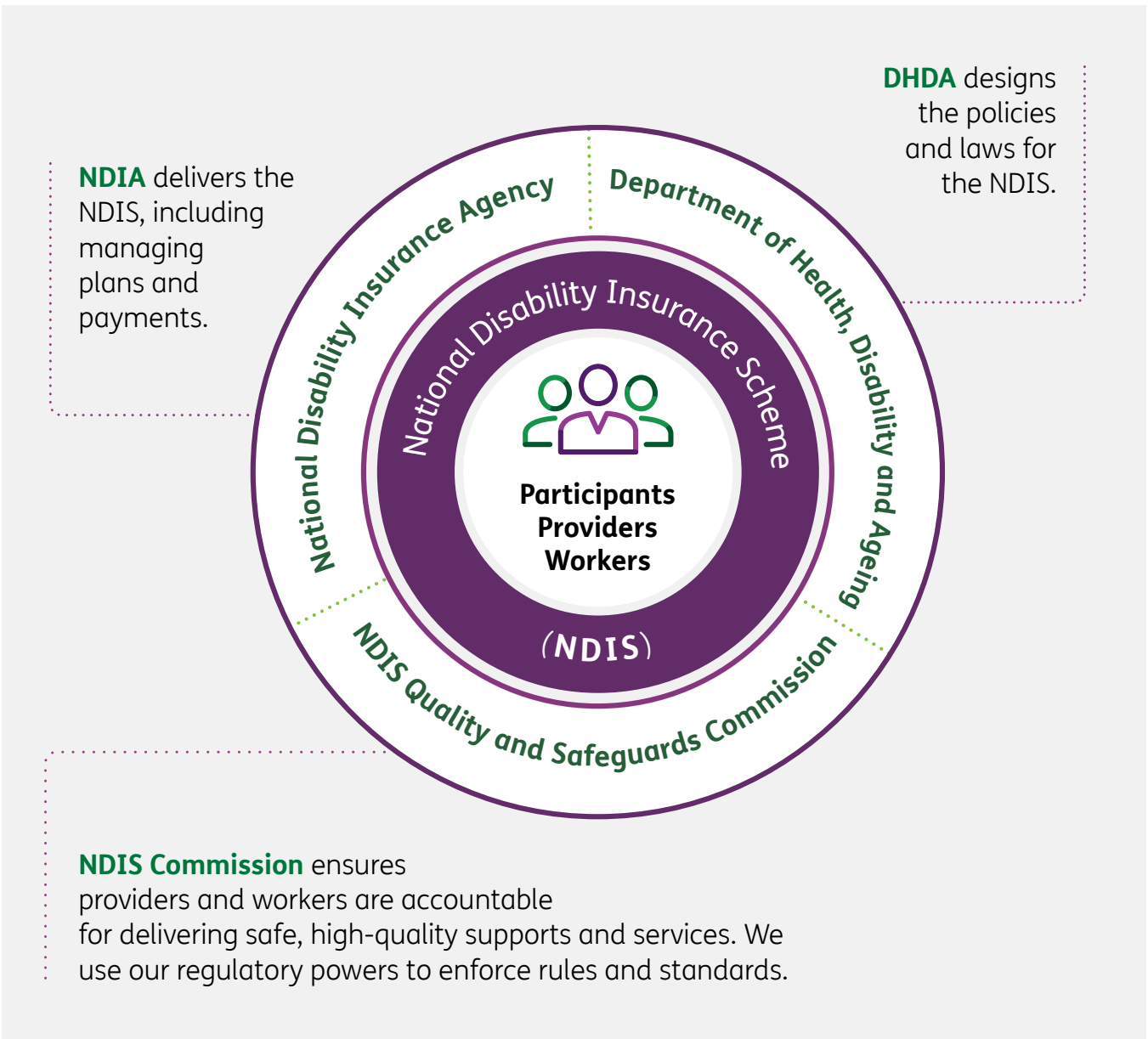
Working together as stewards of the NDIS

To be an effective regulator, the NDIS Commission works closely alongside the DHDA and the NDIA as stewards of the NDIS (see [Figure 2](#)).

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

We are committed to working collaboratively with state and territory governments, service providers, people with disability, peak bodies and international partners. We engage through forums such as the newly established NDIS Commission Advisory Council and the Sector Consultation Forum. Collaborating closely helps deliver meaningful changes for people with disability by enabling us to better understand community needs and experiences when accessing NDIS services and supports.

Figure 2. NDIS collaboration ecosystem



We strengthen data collection and reporting on restrictive practices in the NDIS through our partnership with the Australian Institute of Health and Welfare (AIHW) and the DHDA. This work forms the foundation of the [Joint Action Plan](#),²⁰ agreed by the Australian Government and state and territory governments, to reduce and eliminate restrictive practices.

The plan responds to recommendations 6.39 and 6.40 of the Disability Royal Commission,

and NDIS Review Recommendation 18.1. It will improve data consistency, transparency and comparability, and support targets and performance indicators to reduce and eliminate restrictive practices in the NDIS over time.

Subsidiaries

The NDIS Commission has no subsidiaries.

Risk management

The NDIS Commission's Risk Management Framework and Policy 2025 align with the Commonwealth Risk Management Policy under the PGPA Act. The framework provides a consistent approach to identifying, assessing and managing risk proportionally across the agency. We aim to embed risk management as a core part of our culture. It supports informed decision making, effective governance and responsible use of public resources.

Risk oversight

We take a structured and informed approach to overseeing and managing risks.

We actively monitor and manage risks across the NDIS Commission using our Risk Management Framework. This framework guides how we:

- build risk management into everyday systems, decision making, reporting and business processes
- manage operational risks across our regulatory functions, including participant safeguarding, compliance and targeted regulation
- support strong, multi-layered governance within the NDIS Commission and across shared service arrangements.

The ARC provides independent advice to the NDIS Commissioner on key risk issues, the effectiveness of the risk management system and opportunities for improvement.

As part of our commitment to continuous improvement, we have identified 6 enterprise risks that could affect our ability to achieve our objectives (see [Table 1](#)).



Table 1. Enterprise risks and management strategies.

Enterprise risk descriptions 2026–27	Management strategies
R1 – Regulatory impact We are ineffective in driving regulatory impact that delivers quality and safe outcomes within the NDIS for people with disability.	• Strengthen NDIS Commission governance to monitor and direct our regulatory strategy to the areas of highest regulatory impact. • Embed a risk-based approach to regulation to ensure our data and intelligence direct regulatory effort to the highest levels of risk. • Strengthen system-wide partnerships and coordinated regulatory approaches to influence market behaviour and outcomes. • Build regulatory capability and professional judgement, supported by clear policy, guidance and practice frameworks. • Enhance transparency and sector confidence through clear articulation of regulatory priorities, decisions and impact.
R2 – People and capability We are unable to attract, develop and retain a skilled and adaptable workforce to deliver our regulatory mandate and achieve our vision of becoming a formidable regulator.	• Build and sustain an adaptable workforce strategy that aligns workforce planning, role design and capability uplift with the NDIS Commission’s maturing regulatory operating model. • Continue to uplift cultural maturity and wellbeing through strong leadership accountability, psychosocial safety, and a clear focus on respectful behaviours, wellbeing and inclusion. • Invest in targeted attraction, development and retention strategies to strengthen regulatory craft, leadership capability and specialist skills. • Support change readiness and workforce resilience through structured change management, clear communication and capability transition support as roles and functions evolve. • Embed human rights and disability inclusion as core capabilities across all NDIS Commission functions.

Enterprise risk descriptions 2026–27	Management strategies
R3 – Financial management We don't sufficiently target the activities most critical to achieving strong, impactful regulatory outcomes.	• Undertake regular strategic planning and prioritisation to ensure resources are directed to the highest-value regulatory activities, including clear decisions to cease, reduce or defer lower-priority work where required. • Build stronger partnerships across the NDIS ecosystem to maximise our influence and contribution to NDIS sustainability efforts, in collaboration with the DHDA, the NDIA and the sector. • Strengthen financial oversight and governance structures that support early visibility of emerging financial risks, effective performance reporting, and the agility to shift focus to emerging regulatory demand and priorities.
R4 – Data and digital effectiveness We don't maximise the use of data and digital capabilities in a safe and secure way to reduce regulatory burden and deliver regulatory impact.	• Maintain an integrated future-focused approach to digital, data and cyber risk to protect and advance regulatory effectiveness, data integrity and stakeholder trust. • Deliver the DART program, advancing our use of data and digital capabilities; uplifting processes, systems and people capability to maximise the efficient delivery of NDIS Commission functions; and reducing regulatory burden for providers and workers. • Strengthen governance and accountability for data, digital, cyber and privacy to ensure secure, trusted data that supports effective intelligence-led regulation across systems, shared services and external dependencies. • Apply disciplined change and risk management to system transitions, to protect continuity of regulatory operations and confidence in data-driven decisions. • Build workforce capability and awareness to support secure, effective use of data and digital systems across the regulatory lifecycle.

Enterprise risk descriptions 2026–27	Management strategies
R5 – NDIS reform Our influence is diminished if we do not effectively align and deliver our internal reform programs and contributions to broader NDIS policy reforms.	• Position the NDIS Commission as an effective deliverer, influencer and partner in NDIS reform by clearly articulating our regulatory role within the broader reform landscape. • Align major reform initiatives to a defined future end state through a coherent target operating vision and transformation roadmap. • Strengthen organisational readiness for reform through capability uplift, change management, and systems that support agility and responsiveness to policy and legislative change. • Apply strong governance and assurance to reform programs to manage interdependencies, track outcomes and address emerging risks early. • Engage constructively with stakeholders to test, refine and evaluate reform impacts on regulatory practice and market behaviour.
R6 – Partnerships We are not a trusted, transparent and influential regulator and partner within the NDIS ecosystem.	• Strengthen the NDIS Commission’s identity as a trusted regulator by promoting consistency, transparency and accountability in regulatory approach and decision making. • Establish clear governance and shared accountability for managing cross-jurisdictional and third-party risks. • Enable coordinated regulatory action through clear partnership frameworks, information-sharing arrangements and joint approaches to market stewardship. • Leverage partnerships to influence capability, behaviour and sustainability across the provider market and regulatory ecosystem.

Our performance

This section outlines how the NDIS Commission measures and assesses its performance in achieving its purpose.

Overview

For 2026–27, we have 6 performance measures and 11 targets, developed in accordance with section 16EA of the PGPA Rule.

Consistent with the [Commonwealth Performance Framework²¹](#), the NDIS Commission maintains a clear line of sight across its key corporate documents:

- **Portfolio Budget Statements (PBS):** outlines resource allocation and associated performance measures aligned to government outcomes and programs.
- **Corporate plan:** expands on PBS performance information, including the rationale, methodology and criteria for assessing performance; that is, why we do it, how we do it and what success looks like.
- **Annual report:** includes the Annual Performance Statements, which report results against the performance measures.

Pathway to performance maturity

As a maturing regulator, the NDIS Commission is strengthening its planning and reporting capabilities. We recognise that meaningful performance measures require time to develop, test and refine.

Over the next 12 months, we will drive improvements in performance reporting by making accurate, real-time data available through the DART program. As new data becomes available, we will review our performance measures and targets to better reflect how we operate as a regulator.

As we continue to enhance our organisational maturity, we will implement the following improvements in 2026–27.

- Align the key activities in the PBS to better reflect the NDIS Commission's distinct and significant areas of work (see '[Our performance framework](#)').
- Revise Performance Measure 4 regarding the new behaviour support plan quality tool. Target 4.4 will not be included in this corporate plan, with 2026–27 serving as the baseline.
- Revise Performance Measure 5 by removing 2 targets relating to revocations and refusals of registration applications.



- Revise target 6.3 by assessing complaints and reportable incidents separately.
- Undertake a comprehensive review of the performance measures and targets to ensure they remain fit for purpose and aligned with the direction of the NDIS Commission's regulatory maturity and key priorities.

Since the 2026–27 PBS, Performance Measure 1 (NDIS Commission Grants Program) has been discontinued following the Grants Program's cessation in 2025–26. We have retained the measure details in this corporate plan for transparency; however, Performance Measure 1 will be removed from the 2027–28 PBS and 2027–28 Corporate Plan.

Our performance framework

Our purpose

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

Our outcome statement
(PBS 2026–27)

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.

Key activities

**A formidable regulator**

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

**Focused on human rights**

- We deliver benefits to the public based on human rights principles.
- We work closely with the community to build strong relationships.
- We work to stop violence, abuse, neglect and preventable deaths of people with disability.

**Delivering a sustainable future for the NDIS**

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

Our programs (PBS 2026–27)

Program 1.1
Support for NDIS providers in relation to registration

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

Program 1.2
Program Support for the NDIS Quality and Safeguards Commission

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

Performance measures (PM)

PM1 (ceased at the conclusion of the 2025–26 reporting period)

PM2

PM3

PM4

PM5

PM6

PM7

Reporting on our progress in achieving our purpose

NDIS Quality and Safeguards Commission Annual Report 2026–27 (Annual Performance Statements)

Best practice

As a regulator, we are guided by the principles of [regulatory best practice](#),²² ensuring each of our performance measures are aligned to one or more of the following best practice principles.

Best practice principles

Principle 1:

Continuous improvement and building trust



Principle 2:

Risk based and data driven



Principle 3:

Collaboration and engagement



In September 2025, Senator the Hon Jenny McAllister issued the NDIS Commission with a [Statement of Expectations](#).²³ This outlines her expectations regarding how the NDIS Commission should achieve its regulatory objectives, carry out its regulatory functions and exercise its powers. In response, the

NDIS Commissioner provided a [Statement of Intent](#)²⁴ detailing how the NDIS Commission will meet these expectations and fulfil its responsibility as the national regulator of the NDIS market.

Our performance measures and targets are summarised in [‘Appendix B’](#) on page 53.



Performance measures and targets

Performance Measure

1

The NDIS Commission Grants Program creates resources and opportunities that enhance providers', workers' and auditors' registration and training capability.

Related PBS program 1.1:

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

Target 1.1

2026–27	2027–28	2028–29	2029–30
N/A	N/A	N/A	N/A

Change from previous year:

This performance measure will cease from the end of financial year (FY) 2025–26. There will be no new grant funding from 2026–27 onwards.

Performance Measure

2

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

Related PBS program 1.2:

Program Support for the NDIS Quality and Safeguards

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

Aligns with NDIS Commission key activities:



A formidable regulator



Focused on human rights



Delivering a sustainable future for the NDIS

Aligns with regulator best practice principles:



Continuous improvement and building trust



Risk based and data driven

Target 2.1

2026–27

20% increase from FY 2023–24 in the use of regulatory enforcement tools for detected non-compliance

2027–28

20% increase from FY 2023–24 in the use of regulatory enforcement tools for detected non-compliance

2028–29

20% increase from FY 2023–24 in the use of regulatory enforcement tools for detected non-compliance

2029–30

20% increase from FY 2023–24 in the use of regulatory enforcement tools for detected non-compliance

Note: Regulatory enforcement tools include infringement notices, civil penalty proceedings, injunctions, compliance notices, enforceable undertakings and banning orders

Measure type:

Output

Target rationale:

This target reports on the number and types of statutory regulatory actions undertaken during the reporting period. It will demonstrate how the NDIS Commission uses proactive and reactive levers to change behaviour in the sector.

Methodology:

Data is extracted for the date range 1 July 2026 to 30 June 2027. The data owner and stewards agree upon business definitions before extraction, and this logic is used to define the metric. Civil penalty proceedings are held off-system and are owned by the Legal and Assurance Branch, with data extracted quarterly.

Data source:

Data is primarily sourced from the NDIS Commission’s operating systems (COS and RADAR), and performance statistics are calculated on the Data and Analytics Platform. Off-system data is collected for civil penalty proceedings and injunctions through direct engagement with the Legal and Assurance Branch.

Assessment for achievement:

Achieved	Partially achieved	Not achieved
20% increase or above	Increase between 5% and 19.9% (inclusive)	Increase 4.9% or below

Change from previous year:

N/A



Performance Measure

3

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

Related PBS program 1.2:

Program Support for the NDIS Quality and Safeguards

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

Aligns with NDIS Commission key activities:



A formidable regulator



Focused on human rights



Delivering a sustainable future for the NDIS

Aligns with regulator best practice principles:



Continuous improvement and building trust



Risk based and data driven



Collaboration and engagement

Target 3.1

2026–27	2027–28	2028–29	2029–30
95% of providers and workers report NDIS Commission information and resources increase their understanding of how to meet their obligations in providing quality and safe supports to people with disability	95% of providers and workers report NDIS Commission information and resources increase their understanding of how to meet their obligations in providing quality and safe supports to people with disability	95% of providers and workers report NDIS Commission information and resources increase their understanding of how to meet their obligations in providing quality and safe supports to people with disability	95% of providers and workers report NDIS Commission information and resources increase their understanding of how to meet their obligations in providing quality and safe supports to people with disability

Measure type: Effectiveness

Target rationale: This target measures the proportion of providers and workers who consider NDIS Commission resources effective in clarifying their

obligations. The 95% target ensures that guidance materials are widely understood and used. This helps reduce the risk of harm to participants and improves service quality. It promotes transparency through clear metrics, continuous improvement through feedback-driven updates, and risk-based regulation through addressing high-risk areas.

Methodology:

The results will be collected through an online survey run by an independent social research consultancy. This survey will also collect results for performance measures 6 and 7. The research consultancy designed the questionnaire in consultation with the NDIS Commission to collect reliable data on performance and other related issues. The survey will be distributed to people with disability (including NDIS participants and others), representatives of people with disability, disability services providers (NDIS providers and others), workers of disability service providers and members of the public. It will use plain English and be available in accessible formats. These include Easy Read, computer-assisted telephone interviews and specialist video-assisted interviews.

The survey will be delivered close to the end of the reporting period.

A sampling plan, developed by the consultancy, sets the minimum number of responses required from each stakeholder group for reliable results. The survey will be conducted in line with ISO 20252 and quality checked by the consultancy.

Data source:

Data informing this target are collected and verified through our annual stakeholder survey, conducted by an independent social research consultancy.

Assessment for achievement:

The 2 stakeholder groups, **providers** and **workers**, will be assessed against the following ratings.

Achieved	Partially achieved	Not achieved
95% or above	Between 91% and 94.9% (inclusive)	90.9% or below

The average of the 2 scores will be evaluated against the same assessment criteria to determine whether the target was met.

Change from previous year: N/A

Performance Measure

4

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

Related PBS program 1.2:

Program Support for the NDIS Quality and Safeguards

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

Aligns with NDIS Commission key activities:



A formidable regulator



Focused on human rights

Aligns with regulator best practice principles:



Continuous improvement and building trust



Risk based and data driven

Target 4.1

2026–27	2027–28	2028–29	2029–30
5% increase in the proportion of participants with a BSP lodged within 60 days of a URP notification	5% increase in the proportion of participants with a BSP lodged within 60 days of a URP notification	5% increase in the proportion of participants with a BSP lodged within 60 days of a URP notification	5% increase in the proportion of participants with a BSP lodged within 60 days of a URP notification

Measure type: Effectiveness

Target rationale: This target drives provider continuous improvement in meeting legislative timeframes. This ensures that the use of a restrictive practice is safeguarded promptly through the implementation of a BSP. The target addresses the role of implementing providers and specialist behaviour support providers. The result is achieved when these providers work together effectively for the benefit of the participants.

Methodology: The number of participants who have a BSP lodged within 60 days of their earliest URP notification is divided by the total number of participants who have a BSP lodged following a URP notification. The result is expressed as a percentage.

Data source: Data is primarily sourced from the NDIS Commission's operating systems (COS and RADAR), and performance statistics are calculated on the Data and Analytics Platform.

Assessment for achievement:

Achieved	Partially achieved	Not achieved
An increase of 5% or above on the previous FY	An increase of between 0.1% and 4.9% on the previous FY	The proportion is the same or below the previous FY

Change from previous year: N/A

Target 4.2

2026–27	2027–28	2028–29	2029–30
5% increase in the proportion of participants that experience a reduction in restrictive practices across 2 or more BSPs	5% increase in the proportion of participants that experience a reduction in restrictive practices across 2 or more BSPs	5% increase in the proportion of participants that experience a reduction in restrictive practices across 2 or more BSPs	5% increase in the proportion of participants that experience a reduction in restrictive practices across 2 or more BSPs

Measure type: Effectiveness

Target rationale: Effective development and implementation of high-quality BSPs are critical to reducing restrictive practices over time. BSPs should be developed in accordance with the [NDIS \(Restrictive Practices and Behaviour Support\) Rules 2018](#).²⁵ Baseline data indicate that some participants experience reductions from one plan to the next, some

experience no changes across multiple plans, and some experience an increase in restrictive practices. This measure seeks to drive regulatory activities that lead to more participants experiencing a reduction.

Target 4.2 focuses on authorised restrictive practices included in a BSP. These practices should focus on reducing the need for and application of restrictive practices over time to enhance participants' quality of life.

Methodology:

The number of participants whose most recent BSP lodged in the reporting period has one or more less restrictive practices compared to the participants' previous BSP. This is divided by the total number of participants with a lodged BSP in the reporting period and expressed as a percentage.

Data source:

Data is primarily sourced from the NDIS Commission's operating systems (COS and RADAR), and performance statistics are calculated on the Data and Analytics Platform.

Assessment for achievement:

Achieved	Partially achieved	Not achieved
An increase of 5% or above on the previous FY	An increase of between 0.1% and 4.9% on the previous FY	The proportion is the same or below the previous FY

Change from previous year: N/A

Target 4.3

2026–27	2027–28	2028–29	2029–30
5% decrease in the number of participants that are subject to URPs for more than 90 days	5% decrease in the number of participants that are subject to URPs for more than 90 days	5% decrease in the number of participants that are subject to URPs for more than 90 days	5% decrease in the number of participants that are subject to URPs for more than 90 days

Measure type:	Effectiveness
Target rationale:	This target drives provider continuous improvement to meet legislative timeframes, which reduces the risk of prolonged use of URPs. Where providers report URPs, they may be unavoidable at first. However, we expect that use will cease and move to an authorised use of a restrictive practice within 3 months. The provider manages the time spent using and reporting URPs, which should be as short as possible. Three months generally reflects the time required for providers to develop a BSP and seek authorisation of any restrictive practices from the relevant state or territory authorising body. Target 4.3 seeks to assess this timeframe.
Methodology:	This metric counts the number of participants for whom the time between their first and last URP report exceeds 90 days. The number excludes participants with only a one-off use. A one-off use means there is only one single use of a URP notified within the reporting period, and no URPs notified in the 3 months prior to the reporting period.
Data source:	Data is primarily sourced from the NDIS Commission’s operating systems (COS and RADAR), and performance statistics are calculated on the Data and Analytics Platform.

Assessment for achievement:

Achieved	Partially achieved	Not achieved
A decrease of 5% or above on the previous FY	A decrease of between 0.1% and 4.9% on the previous FY	The proportion is the same or above the previous FY

Change from previous year:	With the introduction of a new tool to measure the quality of BSPs (Positive Behaviour Support Plan Quality Assessment tool), Target 4.4 will not be included in this corporate plan. Instead, the 2026–27 reporting year will be used to establish a baseline score.
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Performance Measure

5

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

Related PBS program 1.2:

Program Support for the NDIS Quality and Safeguards

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

Aligns with NDIS Commission key activities:



A formidable regulator



Delivering a sustainable future for the NDIS

Aligns with regulator best practice principles:



Risk based and data driven

Target 5.1

2026–27	2027–28	2028–29	2029–30
85% of valid applications are determined within 12 months	90% of valid applications are determined within 12 months	90% of valid applications are determined within 12 months	90% of valid applications are determined within 12 months

Measure type: Output

Target rationale: Timely determination of valid registration applications supports a thriving and diverse registered provider market. It enables suitable providers to enter the market without unnecessary delay. This ensures participants have access to a broad range of quality and safe services.

A baseline result of 80% was achieved in 2024–25. To drive continuous improvement, targets have been set at 85% for both 2025–26 and 2026–27, increasing to a final target of 90% over the subsequent 2 years.

Methodology: The results are calculated by the percentage of registration applications that are determined within 12 months, from the total number of applications determined. A determined application is when a delegate makes a final ‘approved’ or ‘refused’ decision on an application. A valid application is where an approved quality auditor (AQA) has submitted a recommendation to the NDIS Commission.

Data source: Data is primarily sourced from the NDIS Commission’s operating systems (COS and RADAR), and performance statistics are calculated on the Data and Analytics Platform.

Assessment for achievement:

Achieved	Partially achieved	Not achieved
85% or above	Between 80.1% and 84.9% (inclusive)	80% or below

Change from previous year: Previous targets 5.1 and 5.3 have been removed for 2026–27. As the NDIS Commission has matured as a regulator and systems and data capability have improved, these targets are no longer effective performance indicators. External or operational factors can influence measures based on refusal and revocation volumes. They do not necessarily reflect the quality, risk-based nature or impact of regulatory activity. Their removal supports a more meaningful and outcomes-focused performance framework.

Performance Measure

6

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

Related PBS program 1.2:

Program Support for the NDIS Quality and Safeguards Commission

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

Aligns with NDIS Commission key activities:



A formidable regulator



Focused on human rights

Aligns with regulator best practice principles:



Continuous improvement and building trust



Risk based and data driven



Collaboration and engagement

Target 6.1

2026–27	2027–28	2028–29	2029–30
Awareness of the NDIS Commission's role and functions increases year on year	Awareness of the NDIS Commission's role and functions increases year on year	Awareness of the NDIS Commission's role and functions increases year on year	Awareness of the NDIS Commission's role and functions increases year on year

Measure type: Effectiveness

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

The target focuses on year-on-year increases. This ensures steady progress in measuring the impact of communication campaigns,

education programs and other outreach activities aimed at increasing the understanding of the NDIS Commission's role.

Awareness levels will be tracked through surveys. This target helps identify areas for improvement to refine strategies and allocate resources effectively, to achieve the goal of empowering people with disability to exercise their rights and trust the NDIS Commission to safeguard these rights.

Methodology:

The results will be collected through an online survey conducted by an independent social research consultancy. The same survey will also gather results for performance measures 3 and 7. The questionnaire will collect reliable data on performance and other related issues.

The survey will be distributed to people with disability (including NDIS participants and others), representatives of people with disability, disability services providers (NDIS providers and others), workers of disability services providers and members of the public.

The survey will use plain English and specialist video-assisted interviews and be available in accessible formats. The survey will be delivered close to the end of the reporting period.

A sampling plan developed by the consultancy indicates the minimum number of responses required from each stakeholder group for result confidence. The survey will be conducted in line with ISO 20252 and quality checked by the consultancy.

Data source:

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

Assessment for achievement:

Achieved	Partially achieved	Not achieved
1% or more increase from 2025–26 result	0.1% to 0.9% increase from 2025–26 result	No increase from 2025–26 result

Change from previous year:

N/A

Target 6.2

2026–27	2027–28	2028–29	2029–30
Trust in the NDIS Commission increases year on year	Trust in the NDIS Commission increases year on year	Trust in the NDIS Commission increases year on year	Trust in the NDIS Commission increases year on year

Measure type: Effectiveness

Target rationale: This target provides a clear, measurable benchmark for evaluating the success of awareness-raising initiatives and progress in building public confidence in the NDIS Commission. Trust is critical to effective engagement and collaboration between the NDIS Commission, people with disability, carers, advocates and providers.

The target focuses on year-on-year increases to ensure continuous progress in measuring the impact of communication campaigns, education programs and other outreach activities aimed at increasing the understanding of the NDIS Commission's role.

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

Methodology: The results will be collected through the same online survey used for target 6.1.

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

Assessment for achievement:

Achieved	Partially achieved	Not achieved
1% or more increase from 2025–26 result	0.1% to 0.9% increase from 2025–26 result	No increase from 2025–26 result

Change from previous year: N/A

Target 6.3

2026–27	2027–28	2028–29	2029–30
70% of complaints and reportable incidents are actioned within published service standards	70% of complaints and reportable incidents are actioned within published service standards	70% of complaints and reportable incidents are actioned within published service standards	70% of complaints and reportable incidents are actioned within published service standards

Measure type: Effectiveness

Target rationale: This target reflects a new way of measuring how well the NDIS Commission handles complaints and reportable incidents against published service standards.

Methodology: Performance will be measured across the following sub-measures:

- complaints timeliness
- incidents timeliness.

Complaints and reportable incidents are assessed separately to reflect their different operational processes. To meet the target, the NDIS Commission must achieve at least 70% across all sub-measures.

Each sub-measure is assessed against a set service standard and assigned a rating. The ratings are converted into scores. The target for the overall score is 70%. Setting the target at 70% ensures the NDIS Commission is performing well while still allowing room to add new sub-measures in the future.

The overall target would be rated:

- **Achieved** – where both complaints and reportable incidents are rated ‘Achieved’.
- **Partially achieved** – where one or both work types are rated ‘Partially achieved’, or where only one work type is rated ‘Not achieved’.
- **Not achieved** – where both work types are rated ‘Not achieved’, or where performance is materially below standard.

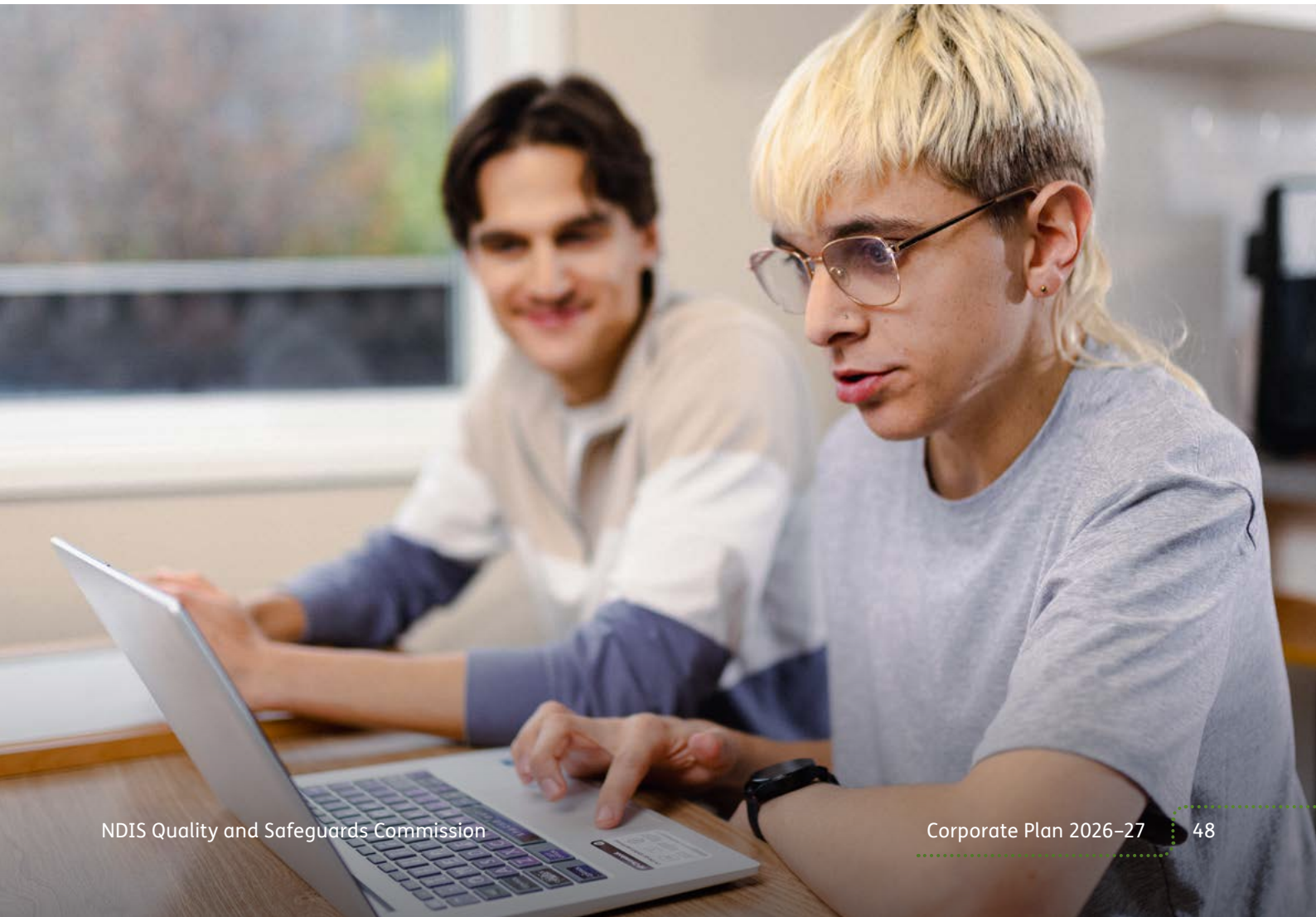
Service standards will be established using 2025–26 baseline data and published on the NDIS Commission website.

Data source: Data is primarily sourced from the NDIS Commission’s operating systems (COS and RADAR), and performance statistics are calculated on the Data and Analytics Platform.

Assessment for achievement:

Achieved	Partially achieved	Not achieved
70% or above	Between 50% and 69.9% (inclusive)	49.9% or below

Change from previous year: The previous target combined 2 fundamental different work types (complaints and incidents) against an arbitrary threshold that did not reflect operational reality. The revised approach separates complaints and incidents. It uses a broader, service standards-based approach assessed across sub-measures. A weighted scoring model is also introduced. Service standards will be based on the 2025–26 baseline data.



Performance Measure

7

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

Related PBS program 1.2:

Program Support for the NDIS Quality and Safeguards

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

Aligns with NDIS Commission key activities:



Focused on human rights



Delivering a sustainable future for the NDIS

Aligns with regulator best practice principles:



Continuous improvement and building trust



Risk based and data driven



Collaboration and engagement

Target 7.1

2026–27	2027–28	2028–29	2029–30
95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means	95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means	95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means	95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means

Measure type: Effectiveness

Target rationale: This target aligns with the NDIS Commission's strategic intent. It provides a clear, measurable benchmark for assessing the effectiveness of the NDIS Commission's educational initiatives in enhancing provider and worker understanding of quality and safe supports.

Measuring this target allows the NDIS Commission to assess where we need to focus our education efforts.

Methodology: Results will be collected through an online survey conducted by an independent social research consultancy. The same survey will also collect results for performance measures 3 and 6. The consultancy designed the survey in consultation with the NDIS Commission to ensure the data is reliable and relevant to the performance targets.

The survey will be distributed to people with disability (including NDIS participants and others), representatives of people with disability, disability services providers (NDIS providers and others), workers of disability services providers and members of the public. The survey will use plain English and specialist video-assisted interviews and be available in accessible formats. The survey will be delivered close to the end of the reporting period.

A sampling plan developed by the consultancy specifies the minimum number of responses required from each stakeholder group to ensure confidence in the results. The survey will be conducted in line with ISO 20252 and quality checked by the consultancy.

Data source: Data is collected from the annual stakeholder survey conducted by an independent social research consultancy.

Assessment for achievement: The 2 stakeholder groups, **providers** and **workers**, will be assessed against the following ratings.

Achieved	Partially achieved	Not achieved
95% or above	Between 90.1% and 94.9% (inclusive)	90% or below

The average of the 2 scores will be evaluated against the same assessment criteria to determine whether the target was met.

Change from previous year: N/A

Target 7.2

2026–27	2027–28	2028–29	2029–30
95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers	95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers	95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers	95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers

Measure type: Effectiveness

Target rationale: This target sets a benchmark for evaluating the effectiveness of the NDIS Commission's educational initiatives in improving provider and worker understanding of participant rights. This target directly aligns with the NDIS Commission's purpose of upholding the rights of NDIS participants. It enables consumer independence by ensuring that providers and workers are equipped to deliver person-centred, rights-based supports.

Methodology: The results will be collected through the same online survey used for target 7.1.

Data source: Data is collected from the annual stakeholder survey conducted by an independent social research consultancy.

Assessment for achievement:

The 2 stakeholder groups, **providers** and **workers**, will be assessed against the following ratings.

Achieved	Partially achieved	Not achieved
95% or above	Between 90.1% and 94.9% (inclusive)	90% or below

An average of the 2 scores will be measured against the same assessment criteria to determine if the target has been met.

Change from previous year: N/A

Appendices

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

Requirement	Page(s)
Introduction • Statement of preparation • Reporting period for which the plan is prepared • Reporting periods covered by the plan	Page 6
Purpose	Page 9
Key activities	Pages 9, 31
Operating context • Environment • Capability • Corporation and collaboration • Subsidiaries • Risk management	Pages 15–25
Performance	Pages 33–51

Appendix B: Summary of performance measures and targets

Performance measure	Targets
1. The NDIS Commission Grants Program creates resources and opportunities that enhance providers', workers' and auditors' registration and training capability.	1.1 Performance Measure 1 ceased at the conclusion of the 2025–26 reporting period.
2. The NDIS Commission uses the full range of compliance and enforcement levers available to influence an uplift in quality and safeguarding of NDIS supports and services.	2.1 20% increase from FY 2023–24 in the use of regulatory enforcement tools (infringement notices, civil penalty proceedings, injunctions, compliance notices, enforceable undertaking, banning orders) for detected non-compliance.
3. Reduce the risk of harm to participants and lift the quality of service through guidance materials for providers and workers.	3.1 95% of providers and workers report that NDIS Commission information and resources increase their understanding of how to meet their obligations in providing quality and safe supports to people with disability.
4. The use of restrictive practices is reduced and eliminated through increased provider compliance in relation to unauthorised restrictive practices (URPs), quality of behaviour support plans (BSPs) and BSP implementation.	4.1 5% increase in the proportion of participants with a BSP lodged within 60 days of a URP notification. 4.2 5% increase in the proportion of participants that experience a reduction in restrictive practices across 2 or more BSPs. 4.3 5% decrease in the number of participants who are subject to URPs for more than 90 days.

Performance measure	Targets
5. The NDIS Commission supports a thriving, diverse, registered NDIS market of providers that provide quality and safe NDIS supports and services.	5.1 85% of valid applications are determined within 12 months.
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.	6.1 Awareness of the NDIS Commission's role and functions increases year on year. 6.2 Trust in the NDIS Commission increases year on year. 6.3 70% of complaints and reportable incidents are actioned within published service standards.
7. Providers and workers have an increased understanding of what quality and safety means to NDIS participants and understand the rights of people with disability as consumers.	7.1 95% of respondents completing NDIS Commission modules report an increased understanding of what quality and safety means. 7.2 95% of respondents completing NDIS Commission modules report an increased understanding of the rights of people with disability as consumers.

Appendix C: Commissioner's core functions

Section 181E of the *National Disability Insurance Scheme Act 2013* (NDIS Act) outlines the NDIS Quality and Safeguards Commissioner's core functions, as listed below.

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

Appendix D: Ministerial directions

Statements of Expectation clarify the government's expectations about how the regulator will fulfil its statutory responsibilities. Regulators respond to a Statement of Expectation with a Statement of Intent that outlines how they will meet those expectations.

- [Ministerial Statement of Expectations²⁶](#) – September 2025
- [NDIS Commission Statement of Intent²⁷](#) – October 2025
- [Direction to the NDIS Quality and Safeguards Commission under section 181K of the National Disability Insurance Scheme Act 2013 – No. 1/2023²⁸](#) – October 2023

Appendix E: Glossary

Term	Definition
Audit and Risk Committee (ARC)	Provides independent advice to the NDIS Commissioner on the appropriateness of the NDIS Commission's financial and performance reporting, system of risk oversight and management, and system of internal control. For more information, see ARC Charter²⁹.
Australian Government Investigations 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 Standards³⁰)
Australian National Audit Office	An organisation that provides audit and assurance services to parliament and Australian public sector entities and statutory bodies. It supports accountability and transparency in the Australian Government sector through independent reporting to parliament.

Term	Definition
behaviour support plan (BSP)	A document an NDIS behaviour support practitioner develops for a person with disability, specifying a range of evidence-based, person-centred and 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 support plan or an interim one.
Board	Board of the National Disability Insurance Agency (NDIA)
COS	Commission Operating System
DART	Data and Regulatory Transformation
Department of Health, Disability and Ageing (DHDA)	The Australian Government department responsible for funding and regulating health care, aged care and some disability programs. It develops and delivers policies and programs, and advises the Australian Government on health, disability and aged care.
Department of Social Services (DSS)	The Australian Government's main source of advice on social policy, which manages about one-fifth of the federal Budget. 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. Its mission is to improve the economic and social wellbeing of individuals, families and vulnerable members of Australian communities.
Executive Management Group	A group comprising the NDIS Commission's most senior executives, each with divisional leadership responsibilities. It is responsible for ensuring the NDIS Commission meets its statutory obligations, is financially sustainable, and has the right people and culture. It also oversees enterprise and regulatory risk, and strategic and operational business activities.
the Government	Australian Government

Term	Definition
NDIA	National Disability Insurance Agency (NDIA), the Australian Government organisation that administers the National Disability Insurance Scheme and manages plans and payments.
NDIS Commission	NDIS Quality and Safeguards Commission
NDIS Commissioner	NDIS Quality and Safeguards Commissioner – the accountable authority of the NDIS Quality and Safeguards Commission
NDIS Provider Register	A register of providers maintained under section 73ZS of the NDIS Act.
NDIS Review	A review of the NDIS was announced by 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 ³¹ was published in October 2023. For more information, see the NDIS Review . ³²
NDIS Worker Screening Check	An assessment that determines whether a person who works, or seeks to work, with people with disability poses a risk to them. Workers are either cleared or excluded from working in certain roles with people with disability. Worker screening units conduct the checks under state or territory law. The units are contained within state or territory government departments or authorities.
NDIS Worker Screening Database	An online portal for NDIS providers to verify Worker Screening Check applications and review prospective workers. It lists NDIS workers from all states and territories who have undertaken the NDIS Worker Screening Check and shows their cleared or excluded status.
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 ³³
participant or NDIS participant	A person who is a participant in the NDIS, as defined in section 28–30 of the NDIS Act.

Term	Definition
provider or NDIS provider	A person or legal entity who is an NDIS provider as defined in section 9 of the NDIS Act.
RADAR tool	Risk, Accessibility and Data Assisted Regulation tool
registered NDIS provider	A person or entity who is registered with the NDIS Commission under section 73E of the NDIS Act.
Regulator Performance Guide	A part of the Australian Government's commitment to reduce unnecessary or inefficient regulation on individuals, businesses and community organisations. The guide outlines 3 principles of regulator best practice that regulators are required to report against in their corporate plans and annual reports. For more information, see ACCC, Regulator Performance Guide.³⁴
reportable incidents	Serious or alleged incidents that result in harm to an NDIS participant and have occurred in connection with NDIS supports and services.
restrictive practice	A practice that limits the rights of freedom of movement of a person with disability. It includes chemical, mechanical, social, physical and environmental limitations, and seclusion.
Risk-based Regulatory Prioritisation Model (RRPM)	A new operational model that establishes a consistent, efficient and responsive process for assessing incoming information (complaints, reportable incidents and third-party reports) to determine the highest priority matters requiring regulatory action. Formerly known as Enterprise Prioritisation Model (EPM).

Term	Definition
Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability or (Disability Royal Commission)	The Disability Royal Commission was established in April 2019 in response to community concern about widespread reports of violence against, and abuse, neglect and exploitation of people with disability. The final report³⁵ was published in September 2023. A royal commission is an investigation, independent of government, into a matter of great importance. Royal commissions have broad powers to hold public hearings, call witnesses under oath and compel evidence. They then make recommendations to government about what should change. For more information, see Disability Royal Commission.³⁶
stakeholder sentiment survey	An annual online survey open to all adult members of the Australian community. This includes people with disability; NDIS participants and their carers, supporters and family; disability advocates; and disability service providers and workers. The anonymous survey identifies levels of awareness and understanding of the NDIS Commission's role and functions and seeks feedback on our operational performance and sector resources.
Strategic Leadership Group	This group is accountable for ensuring the NDIS Commission's regulatory function is embedded within our strategic purpose and priorities, and aligns with government priorities.
supports, NDIS supports, or NDIS supports and services	A range of products and services that may focus on education, employment, social participation, independence, living arrangements, and health and wellbeing.
unauthorised restrictive practices (URPs)	A restrictive practice that is not included in an active behaviour support plan (BSP) and/or has not received required state or territory authorisation and/or consent (if applicable).
worker or NDIS worker	A person employed or engaged by an NDIS provider.

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