



# Strategic Plan

2022-2027



NDIS Quality  
and Safeguards  
Commission

## NDIS Quality and Safeguards Commission Strategic Plan 2022–2027

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1800 035 544





## Acknowledgement of Country

The NDIS Quality and Safeguards Commission acknowledges the traditional custodians of the land on which we work. We pay our respects to their Elders past and present and we believe that as Australians we can all work together to make a meaningful difference to the lives of Aboriginal and Torres Strait Islanders with disability as we work together for a more inclusive society for all.

The artwork pictured was developed during NAIDOC week 2022 by the artist Natalie 'NJ' Mudford. Natalie is a proud Wallabaloola and Pajong woman, from Ngunnawal and Wiradjuri country. Her artwork combines the handprints of the Commission's Brisbane-based staff and symbols to represent community and connection, and each person's unique contribution. The artwork is reproduced with the artist's permission and licensed for the Commission's use under the [Creative Commons Attribution 4.0 International License](#).

The NDIS Commission acknowledges the Jagera people and the Turrbal people as the Traditional Custodians of Meanjin (Brisbane), the lands on which our Brisbane office is located and where this artwork was created. We pay our respects to Elders past, present and emerging.

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## From the Commissioner

Our Strategic Plan 2022–2027 affirms our commitment to people with disabilities through our ambition to be a contemporary, purpose-centred regulator keeping people with disability at the heart of what we do and every decision we make.

The NDIS Quality and Safeguards Commission (NDIS Commission) has identified three areas of focus for the next five years where we will have the greatest impact. The impacts we seek are necessarily aspirational and we commit to using the full range of our regulatory scope and tools and a proactive approach to uphold the rights of National Disability Insurance Scheme (NDIS) participants, elevate quality and safety and enable consumer independence.

To achieve our vision we recognise the importance of working together with others to deliver the NDIS as intended.

To meet the demands of the future and to build the maturity of the sector and regulatory landscape, we have set ambitious goals, which will drive change and lift quality and safety.

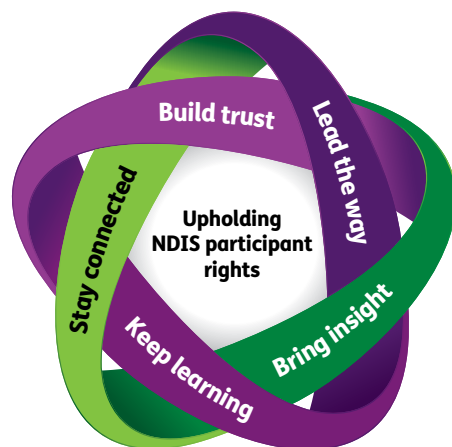
We have also developed a common language and description of the core principles that will guide and support the realisation of our strategic plan and amplify our vision and purpose.

Our five principles – Lead the way, Build trust, Keep learning, Bring insight and Stay connected – will be how the NDIS Commission is known and the experience people have when engaging with us.

Thank you to everyone who contributed to the development of our Strategic Plan, together our connection and collaboration contributes to strengthening the NDIS as a whole.

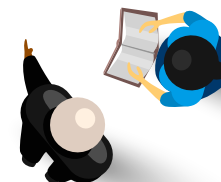
**Tracy Mackey**  
Commissioner  
NDIS Quality and Safeguards Commission





# Our principles

As a contemporary, purpose-centred regulator we will:



## Lead the way

We communicate, anticipate and proactively respond to have a positive impact for people with disability



## Build trust

We are transparent, confident and effective in protecting the rights and safeguards of people with disability



## Keep learning

We continuously invest in our development and build our knowledge to evolve and improve



## Bring insight

We use data, technology and collaborate to identify information patterns, act early and influence the National Disability Insurance Scheme



## Stay connected

We work as One Commission, as part of the National Disability Insurance Scheme to learn, influence and adapt for regulatory impact

# Strategic Plan 2022-2027

The NDIS Quality and Safeguards Commission (NDIS Commission) works with people with disability, the National Disability Insurance Agency (NDIA), governments and the sector who together deliver the National Disability Insurance Scheme (NDIS)

## Our vision

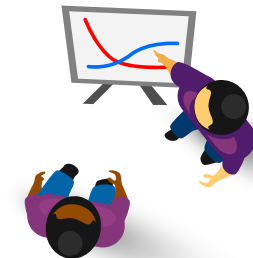
People with disability achieve their aspirations

## Our purpose

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

## Strategic enablers

- ✓ Regulate for positive impact
- ✓ Practice and regulatory excellence
- ✓ Work together to build trust
- ✓ Data and digital approaches
- ✓ Our people



### Legislative and policy framework

NDIS Rules i.e. NDIS Code of Conduct, Provider Registration and Practice Standards  
NDIS Act 2013 | NDIS Quality and Safeguards Framework

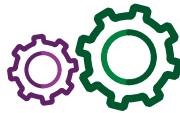
## Our focus



Rights of people with disability



Quality providers and workers



Thriving, diverse markets

## Our impact

- ✓ The NDIS Commission amplifies and promotes the rights of people with disability
- ✓ Every NDIS participant has safeguards in place and access to quality services and supports delivered by skilled workers of their choice
- ✓ The NDIS Commission will enable consumer independence and informed choice for NDIS participants by using regulatory frameworks to promote and remove barriers to quality and safety



**As a contemporary, purpose-centred regulator we will:**



**Lead the way**



**Build trust**



**Keep learning**



**Bring insight**



**Stay connected**





## Our focus

Rights of people with disability

## Our impact

The NDIS Commission amplifies and promotes the rights of people with disability

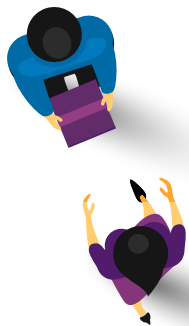


Photo: Pippa and Shea



# What success will look like

- › NDIS participants are free from violence, abuse, neglect and exploitation
- › The use of restrictive practices is reduced or eliminated through increased positive behaviour support
- › NDIS participants, their families and supporters know their rights and are supported to make complaints, report violence, abuse, neglect and exploitation, and risk of active harm
- › The NDIS Commission is a trusted and influential source of advice for people with disability, their families and supporters, on quality and safety
- › NDIS participants are able to assess quality and risk to make informed and genuine choices about service providers
- › Diversity, dignity of risk, and the individual needs and aspirations of people with disability are respected and promoted for all participants



Photo: Pippa and Shea





Photo: Shainayer



## Our focus

Quality providers and workers

## Our impact

Every NDIS participant has safeguards in place and access to quality services and supports delivered by skilled workers of their choice

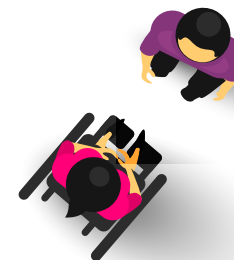




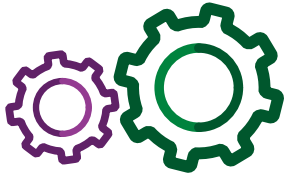


Photo: Shainayer

## What success will look like

- › The quality of service provision increases over time and promotes impact for participants and increases consumer independence
- › Systemic issues related to poor quality and safety are reduced
- › NDIS participants have greater access to and choice of skilled workers
- › Providers and workers have increased understanding of what quality and safety means to NDIS participants
- › The cost of regulation is reduced by provider investment in quality and innovation
- › Providers and workers understand the rights of people with disability as consumers





## Our focus

Thriving, diverse markets

## Our impact

The NDIS Commission will enable consumer independence for NDIS participants by using regulatory frameworks to promote and remove barriers to quality and safety



Photo: Luke



# What success will look like

- › Market diversity is increased to stimulate consumer choice and control, reduce market capture and/or failure
- › Innovation increases market viability and access to providers and services for people most at risk, those with high needs, in remote areas or Aboriginal communities
- › The NDIS Commission influences quality market levers to activate and increase consumer choice to stimulate market growth
- › Regulatory problems are reduced through the use of regulatory levers to exit unscrupulous and ineffective operators from the market



Photo: Luke



# Strategic enablers

## Regulate for positive impact

We are maturing and continuously improving the way we regulate.

At the heart of how we regulate are the rights of people with disability.

We are building a regulatory strategy that focuses our regulatory approach to have the greatest impact for NDIS participants and strengthen the integrity of the scheme.

## Practice and regulatory excellence

We will amplify and promote the rights of people with disability by fostering and encouraging practice excellence and innovation.

We will establish a Centre of Excellence to drive innovation, consistency and outstanding practice quality.

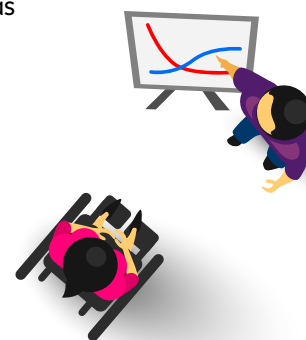


## Work together to build trust

People with disability, providers, workers and the community know us and have confidence and trust in the NDIS Commission.

We will co-design and deliver stakeholder engagement initiatives that create value for all people with disability and enhance our capability to solve complex issues.

We are transparent, consistent and approachable and work with others to jointly resolve concerns as early as possible.



## Data and digital approaches

We are building a data and digital strategy which will enable informed decision making, support our maturity as a regulator and improve participant experience.

## Our people

Our people are our greatest asset. They are passionate, engaged and high-performing, committed to the vision of 'One Commission' and our principles.

Our people have the confidence and competency to meaningfully engage with people with disability and carry out regulatory responsibilities.

We are building a workforce strategy to develop, attract and retain a diverse mix of the right staff with the right skills and attributes.





**NDIS Quality  
and Safeguards  
Commission**