



Australian Government

National Indigenous Australians Agency

Our reference: 4-HBIG4U4

Mr Zachariah Matysek

Acting Chief Executive Officer

National Aboriginal and Torres Strait Islander Housing Association

s47F @natsiha.org.au

Dear Mr Matysek

NOTICE OF BREACH AND REMEDY

Thank you for your letter dated 11 December 2024. This is in response to queries relating to Project Head Agreement 4-HAO4BFJ and Schedule 4-HBIG4TY under the Culture and Capability program to deliver the NATSIHA Housing Peak Body Capacity Building project.

I write to advise you the National Aboriginal and Torres Strait Islander Housing Association (**your organisation**) is in breach of its Project Agreement with the National Indigenous Australians Agency (**NIAA /we / us / our**).

We are issuing this notice under clause 82 of the Head Agreement. That is because your organisation has not complied with the conditions set out in the funding agreement.

Breach	Breach	Action to Remedy
Overseas Travel	Clause 11 (d) Provider must not use any part of the agreement for overseas travel unless it obtains prior written approval.	NATSIHA to provide detail of overseas trip including names and positions of travellers and amount of time away from work for NIAA retrospective consideration. To be provided by the date specified below.
Payments to Board of Directors	Clause 11 (b) Grant Agreement stipulates funds cannot be used to pay sitting fees, allowances, travel expenses or similar payments unless prior written approval is obtained	NATSIHA to provide a list of payments to board of director since start of NIAA funding agreement (March 2022). This needs to include any remuneration or sitting fees funded by the NIAA grant agreement. This is for NIAA retrospective consideration. This list to be provided by the date specified below.
Fund sourcing	Part 3, clause 2.10 states the provider must obtain and allocate additional funding contributions from State and Territory Governments, the private sector, non-government organisations and donations to	Provide information on what funding is being obtained from state and territory governments, the private sector, non-government organisations and donations to support the operations in the 2024-25 budget. To be provided by the date specified below.

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Breach	Breach	Action to Remedy
	support operations. This condition has not been met.	
Annual Workplan	Part 3, Item 2.14 (b) - Submission of Annual Work Plan covering the period 01 July 2024 to 30 June 2025. Annual Work Plan to be agreed by the Commonwealth. Response to Project Objectives D and J are not accepted. Collaboration, Engagement, Governance and Staffing are ongoing and not complete.	Objective D - Submit Operational Plans Objective J - Provide further details on the outcome and deliverables of the project. Collaboration, Engagement, Governance. Provide updates on progress for the above by the date specified below.
Statement of compliance	WWVP and WHS Statement of Compliance. Due date 31/10/2024. Not submitted.	Submit the Statement of Compliance by the date specified below.
Budget	Item 2.14 (a) – Submission of an annual detailed budget. Seeking further information for 2024-25 budget including sub contractors and other funding sources.	Submit the 2024-25 budget including detail on funding sources and sub contractors as requested by the date specified below.

We engaged with your organisation several times over the last 6 months via email, phone and meetings, seeking compliance with this obligation. However, your organisation's responses have been less than satisfactory and remains in breach of the Grant Agreement.

As we consider these breaches are capable of being remedied, we require your organisation to submit the required documentation by 13 February 2025.

Your organisation is required, under clause 83 of the Head Agreement, to comply with this Notice within this timeframe and to our reasonable satisfaction.

If complete documentation is not received by this date, we reserve the right to take further action under clause 84 of the Head Agreement, which may include:

- reducing or withholding one or all of the Grant payments for any Projects under the Project Agreement
- reducing the total amount of any Grant payments for any Projects under the Project Agreement
- imposing additional conditions for any Projects under the Project Agreement, or
- reducing the scope of, or terminating any Projects under the Project Agreement.

The NIAA may also require your organisation to repay some or all of a Grant payment that has not been spent in accordance with the Project Agreement under clause 80, and your organisation's failure to remedy this matter may result in NIAA not offering your organisation any future funding.



If you have any queries please contact s47F on s47F or GMUCanberra@niaa.gov.au.

Yours sincerely

s47F

s47F

Acting Branch Manager | Program Compliance and Fraud Branch | Integrity Group
National Indigenous Australians Agency

30 January 2025



**Australian Government****National Indigenous Australians Agency**

Our reference: 4-HBIG4U4

Mr Zachariah Matysek

Acting Chief Executive Officer

National Aboriginal and Torres Strait Islander Housing Association

s47F @natsiha.org.au

Dear Mr Matysek

NOTICE OF BREACH AND REMEDY OUTCOME

I write to inform you the Breaches outlined in the Notice of Breach and Remedy of 30 January 2025 have been partially remedied as outlined below.

Breach	Breach	Action to Remedy	Outcome
Overseas Travel	Clause 11 (d) Provider must not use any part of the agreement for overseas travel unless it obtains prior written approval.	NATSIHA to provide detail of overseas trip including names and positions of travellers and amount of time away from work for NIAA retrospective consideration. To be provided by the date specified below.	NIAA accepts the information provided. No further action required.
Payments to Board of Directors	Clause 11 (b) Grant Agreement stipulates funds cannot be used to pay sitting fees, allowances, travel expenses or similar payments unless prior written approval is obtained	NATSIHA to provide a list of payments to board of director since start of NIAA funding agreement (March 2022). This needs to include any remuneration or sitting fees funded by the NIAA grant agreement. This is for NIAA retrospective consideration. This list to be provided by the date specified below.	NIAA agrees to payment of board fees up to 31 December 2024. Provide your policy on Board sitting fees and submit request including names and amount for period January to June 2025, for NIAA approval, by 7 March 2025
Fund sourcing	Part 3, clause 2.10 states the provider must obtain and allocate additional funding contributions	Provide information on what funding is being obtained from state and territory	NIAA accepts the information

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Breach	Breach	Action to Remedy	Outcome
	from State and Territory Governments, the private sector, non-government organisations and donations to support operations. This condition has not been met.	governments, the private sector, non-government organisations and donations to support the operations in the 2024-25 budget. To be provided by the date specified below.	provided. No further action required.
Annual Workplan	Part 3, Item 2.14 (b) - Submission of Annual Work Plan covering the period 01 July 2024 to 30 June 2025. Annual Work Plan to be agreed by the Commonwealth. Response to Project Objectives D and J are not accepted. Collaboration, Engagement, Governance and Staffing are ongoing and not complete.	Objective D - Submit Operational Plans Objective J - Provide further details on the outcome and deliverables of the project. Collaboration, Engagement, Governance. Provide updates on progress for the above by the date specified below.	See email from Cyndee Davis on 28/1/2025. Work on Annual plan is ongoing. NIAA acknowledge receipt of Objective D and J. No further action required.
Statement of compliance	WWVP and WHS Statement of Compliance. Due date 31/10/2024. Not submitted.	Submit the Statement of Compliance by the date specified below.	NIAA accepts the information provided. No further action required.
Budget	Item 2.14 (a) – Submission of an annual detailed budget. Seeking further information for 2024-25 budget including sub contractors and other funding sources.	Submit the 2024-25 budget including detail on funding sources and sub contractors as requested by the date specified below.	Budget for 2024/25 approved by NIAA. No further action required.

We remind you that your organisation is required to meet the obligations under the funding agreement and submit deliverables on the dates as outlined under Reporting requirements.

If you have any queries please contact s47F on s47F or GMUCanberra@niaa.gov.au.

Yours sincerely

s47F

s47F

Director | GMU Canberra | Grants Management Branch
National Indigenous Australians Agency

24 February 2025



From: s47F
Sent: Friday, March 07, 2025 3:57 PM
To: Zachariah Matysek
Cc: Ian BARTHOLOMEW; Benjamin Thompson; s47F; GMU Canberra
Subject: RE: NATSIHA Response To Breach Notice & Reporting 4-HBIG4U4
[SEC=OFFICIAL]

OFFICIAL

Thankyou Zac.

We will review this and get back to you.

Regards

s47F

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From: Zachariah Matysek s47F @natsiha.org.au>
Sent: Friday, 7 March 2025 4:54 PM
To: s47F @niaa.gov.au>
Cc: Ian BARTHOLOMEW s47F @niaa.gov.au>; Benjamin Thompson
s47F @natsiha.org.au>; s47F @natsiha.org.au>; GMU
Canberra <GMUCanberra@niaa.gov.au>
Subject: NATSIHA Response To Breach Notice & Reporting 4-HBIG4U4 [SEC=OFFICIAL]

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Dear s47F & Ian,

I trust this email finds you well.

I refer to the following:

1. Attachment from email dated 24 February 2025 'Notice of Breach and Remedy Outcome' - NIAA response to NATSIHA's submission - noting all queries are resolved, apart from Payment to Board Directors due **7 March 2025**.
2. Email dated from NIAA confirming **7 March 2025** as the due date for NATSIHA's reporting for the period 1 July to 31 December 2025.

Attached you will find:

3. Payment to Board Directors & NATSIHA's Board Remuneration Policy - outstanding action on NIAA ref: 4-HBIG4U4 Notice of Breach and Remedy Outcome. I note some Board Directors may choose not to be remunerated however I thought to include all current positions in case someone changes their mind.
4. NATSIHA's reporting period 1 July to 31 December 2024.
5. NATSIHA Snapshot December 2024.

We trust this suffices and appreciate your review. We look forward to continuing to work together.

With regards

Zac

Regards



Zachariah Matysek

Acting Chief Executive Officer

Co-chair National Housing Policy Partnership

NATSIHA – National Aboriginal & Torres Strait Islander
Housing Association

Suite 3/59 Spence Street, Cairns City QLD 4870

E **s47F** [@natsiha.org.au](mailto:s47F@natsiha.org.au)

Executive Manager - s47F

M **s47F** E **s47F** [@natsiha.org.au](mailto:s47F@natsiha.org.au)

NATSIHA would like to acknowledge the Traditional Owners and Custodians of the land in which we work, live, and meet.

We acknowledge our work impacts and supports every country of our First Nations peoples. We pay our deepest respects to their Elders past, present, and emerging leaders.



Document Date: 7 March 2025

NIAA Ref: 4-HBIG4U4

NIAA Requirement: Payment to Board Directors

NIAA agrees to payment of board fees up to 31 December 2024. Provide your policy on Board sitting fees and submit request including names and amount for period January to June 2025, for NIAA approval, by 7 March 2025

NATSIHA Board Payment Request – January to June 2025

NATSIHA requests NIAA Board Remuneration approval for the following Board directors, in accordance with NATSIHA's Board Remuneration Policy.

Board Director	Position	Amount
Tom Slookee	Chair	\$5,000
Darren Smith	Director	\$2,500
Darrien Bromley	Director	\$2,500
Leeanne Caton	Director	\$2,500
Tina Ugle	Director	\$2,500
Charlie Trindall	Director	\$2,500
Mary Doctor	Director	\$2,500
Total		\$20,000

Section 3a & b of NATSIHA's Board Remuneration Policy states an annual fee of \$5,000 for Directors and \$10,000 to the Chair (should they wish to claim) will be payable in quarterly installments.



National Aboriginal and Torres Strait Islander Housing Association Board Remuneration Policy

Effective Date: 21 February 2024

1. Introduction

This Board Remuneration Policy ("Policy") outlines the framework for remuneration of the Board of Directors ("Board") of the National Aboriginal and Torres Strait Islander Housing Association (hereinafter referred to as "the Association" or "NATSIHA"). The purpose of this Policy is to ensure transparency, fairness, and accountability in the remuneration practices of the Board.

2. Principles of Remuneration

The remuneration of the Board is designed to attract and retain individuals with the skills and expertise necessary for effective governance of NATSIHA. The following principles govern the remuneration structure:

- a. **Fairness:** Remuneration will be fair, competitive, and reflective of the responsibilities and time commitment required.
- b. **Transparency:** The remuneration process will be transparent and communicated to all relevant stakeholders.
- c. **Alignment with Objectives:** The remuneration structure will align with the strategic objectives and values of NATSIHA.

3. Remuneration Structure

The remuneration structure for the Board is as follows:

- a. **Annual Director Fees:** Each Board Director shall receive an annual fee of \$5,000, payable in quarterly instalments.
- b. **Chairperson Fees:** The Chairperson of the Board shall receive an annual fee of \$10,000, also payable in quarterly instalments.

4. Payment Process

The annual remuneration for Board Directors and the Chairperson will be paid in quarterly instalments, subject to the satisfactory performance of their duties.

5. Review and Adjustment

The Board Remuneration Policy will be subject to periodic review to ensure its continued effectiveness and alignment with the objectives of NATSIHA. Adjustments may be made based on changes in responsibilities, market conditions, or other relevant factors.

6. Approval Process

Any changes to the Board Remuneration Policy will require the approval of the Board, with due consideration given to the interests of the Association and its stakeholders.

7. Confidentiality

Details of individual Board members' remuneration will be treated with confidentiality and disclosed only to those with a legitimate need to know.

8. Compliance

This Policy shall comply with all relevant laws and regulations governing the remuneration of charitable organisations.

This Board Remuneration Policy is hereby approved and adopted by the Board of the National Aboriginal and Torres Strait Islander Housing Association on [Insert Date].



s47F

From: GMU Canberra <GMUCanberra@niaa.gov.au>
Sent: Tuesday, 25 February 2025 4:41 PM
To: Zachariah Matysek; GMU Canberra
Cc: Jody BROUN; Simone PERSSON; Ian BARTHOLOMEW
Subject: RE: NATSIHA Response To Breach Notice - funding activity id 4-HBIG4U4 [SEC=OFFICIAL]

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Hello Zac

We are pleased that we could resolve these contractual matters and thank you for submitting the required documents.

We are comfortable with the due date of 7 March for submission of Performance report for the period 1 July to 31 December 2024 and the Board sitting fees policy and proposed payments for the period January to June 2025.

Regards

s47F

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From: Zachariah Matysek s47F @natsiha.org.au>
Sent: Tuesday, 25 February 2025 4:28 PM
To: GMU Canberra <GMUCanberra@niaa.gov.au>
Cc: Jody BROUN s47F @niaa.gov.au>; Simone PERSSON s47F @niaa.gov.au>; Ian BARTHOLOMEW s47F @niaa.gov.au>
Subject: RE: NATSIHA Response To Breach Notice - funding activity id 4-HBIG4U4 [SEC=OFFICIAL]

OFFICIAL

Hi Vicki and Team,

Many thanks for sending this through – I am really glad we have been able to collectively work through this, and that these matters are now closed.

If I may, could I please circle back to the email I sent on 14 February 2025 (trail attached for convenience) regarding our reporting obligations for the period 1 July 2024 – 31 December 2024, which was due on 15 January 2025. Based on previous advice from the NIAA, it is my understanding that NATSIHA would wait until existing matters were resolved before submitting the next performance report.

Now that this has been resolved can I confirm with you what the new proposed reporting date is for the above (my suggestion is 07 March 2025 however happy to take your advice on what you think is fair and appropriate).

Any advice you are able to provide would be most appreciated.

Thanks,

Zac

Regards



Zachariah Matysek

Acting Chief Executive Officer

Co-chair National Housing Policy Partnership

NATSIHA – National Aboriginal & Torres Strait Islander Housing Association

Suite 3/59 Spence Street, Cairns City QLD 4870

E **s47F** [@natsiha.org.au](mailto:s47F@natsiha.org.au)

Executive Manager - s47F

M **s47F** E **s47F** [@natsiha.org.au](mailto:s47F@natsiha.org.au)

NATSIHA would like to acknowledge the Traditional Owners and Custodians of the land in which we work, live, and meet.

We acknowledge our work impacts and supports every country of our First Nations peoples. We pay our deepest respects to their Elders past, present, and emerging leaders.

We would also like to acknowledge that the foundation and work delivered by NATSIHA is because of the hard work of our strong First Nations men and women that came before us.

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From: GMU Canberra <GMUCanberra@niaa.gov.au>

Sent: Monday, 24 February 2025 2:47 PM

To: Zachariah Matysek **s47F** [@natsiha.org.au](mailto:s47F@natsiha.org.au)

Cc: Jody BROUN **s47F** [@niaa.gov.au](mailto:s47F@niaa.gov.au); Simone PERSSON **s47F** [@niaa.gov.au](mailto:s47F@niaa.gov.au); Ian BARTHOLOMEW **s47F** [@niaa.gov.au](mailto:s47F@niaa.gov.au); GMU Canberra <GMUCanberra@niaa.gov.au>

Subject: RE: NATSIHA Response To Breach Notice - funding activity id 4-HBIG4U4 [SEC=OFFICIAL]

OFFICIAL

Hello Zac

Please find attached the NIAA response to your submission of documents as outlined in the breach notice.

Regards

s47F

Grants Management Unit Canberra

National Indigenous Australians Agency

Ngunnawal Country

Charles Perkins House, 16 Bowes Place, Woden ACT 2606 | PO Box 2191 Canberra ACT 2600

w. niaa.gov.au w. gmucanberra@niaa.gov.au

The National Indigenous Australians Agency acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the elders past, present and emerging.

Released under the FOI Act by the
National Indigenous Australians Agency (NIAA)



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Document 10C

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From: GMU Canberra <GMUCanberra@niaa.gov.au>

Sent: Thursday, 13 February 2025 2:46 PM

To: Zachariah Matysek s47F@natsiha.org.au; GMU Canberra <GMUCanberra@niaa.gov.au>; Ian BARTHOLOMEW s47F@niaa.gov.au

Cc: Jody BROUN s47F@niaa.gov.au

Subject: RE: NATSIHA Response To Breach Notice - funding activity id 4-HBIG4U4 [SEC=OFFICIAL]

OFFICIAL

Thankyou Zac.

I have been able to access these documents and will review and get back to you regarding compliance with the breach notice.

Regards

s47F@niaa.gov.au

OFFICIAL

From: Zachariah Matysek s47F@natsiha.org.au

Sent: Thursday, 13 February 2025 2:06 PM

To: GMU Canberra <GMUCanberra@niaa.gov.au>; Ian BARTHOLOMEW s47F@niaa.gov.au

Cc: Jody BROUN s47F@niaa.gov.au

Subject: NATSIHA Response To Breach Notice - funding activity id 4-HBIG4U4 [SEC=OFFICIAL]

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Dear Chris, Ian & Jody,

I trust this email finds you well.

I refer to:

- the letter of 27 November 2024 from the Chief Executive Officer (**CEO**) of National Indigenous Australians Agency (**NIAA**) to the National Aboriginal and Torres Strait Islander Housing Association (**NATSIHA**) which set out a list of concerns.
- the letter of 11 December 2024 from NATSIHA in response to the letter of 27 November 2024 in detail to those concerns (**11 December 2024 Response**).

- c. the Notice outlining 4 remaining allegations of non-compliance after the NIAA's assessment of my letter dated 11 December 2024 and outlining two additional allegations of non-compliance); and
- d. the email dated 31 January 2025 from the NIAA CEO to the NATSIHA (in response to my email to her from 30 January 2025 seeking clarification) which confirmed that the Notice had been issued following NIAA's assessment of the information in the 11 December 2024 Response.

Attached you will find NATSIHA's response to the said Notice of Breach. As the NIAA has restrictions on the size of the emails it can receive, I provide you with the following link to all attachments referenced in our response [NATSIHA Response to NIAA Breach Notice](#). I have given all recipients of this email access to the link, whereby you can open the hyperlink above named "NATSIHA Response to Breach Notice" to access the file. Once you open the file, you should be able to download and/or open all attachments.

If you have difficulty accessing the file, I would welcome advice on your preferred approach to provide these documents to you.

In the spirit of the relationship between our organisations, and our shared objectives, we look forward to meeting with the GMU Canberra team as soon as possible to discuss our responses in this letter, and agree on the best way forward if you have any remaining concern.

Many Thanks,

Regards



Zachariah Matysek
 Acting Chief Executive Officer
 Co-chair National Housing Policy Partnership
 NATSIHA – National Aboriginal & Torres Strait Islander Housing Association
 Suite 3/59 Spence Street, Cairns City QLD 4870
 E s47F@natsiha.org.au

Executive Manager - s47F
 M s47F@natsiha.org.au E s47F@natsiha.org.au

NATSIHA would like to acknowledge the Traditional Owners and Custodians of the land in which we work, live, and meet. We acknowledge our work impacts and supports every country of our First Nations peoples. We pay our deepest respects to their Elders past, present, and emerging leaders. We would also like to acknowledge that the foundation and work delivered by NATSIHA is because of the hard work of our strong First Nations men and women that come before us.

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From: GMU Canberra <GMUCanberra@niaa.gov.au>
 Sent: Thursday, 30 January 2025 9:13 AM
 To: Zachariah Matysek s47F@natsiha.org.au

Cc: s47F @niaa.gov.au>

Subject: NATSIHA Breach Notice - funding activity id 4-HBIG4U4 [SEC=OFFICIAL]

You don't often get email from gmucanberra@niaa.gov.au. [Learn why this is important](#)

OFFICIAL

Dear Mr Matysek

Please find attached Notice of breach and remedy relating to your funding agreement with the NIAA.

Regards

s47F

Grants Management Unit Canberra

National Indigenous Australians Agency

Ngunnawal Country

Charles Perkins House, 16 Bowes Place, Woden ACT 2606 | PO Box 2191 Canberra ACT 2600

w. niaa.gov.au w. gmucanberra@niaa.gov.au

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Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

Organisation Name	National Aboriginal and Torres Strait Islander Housing Association Limited (NATSIHA) (ABN 70 646 448 142)			Activity Name	NATSIHA Housing Peak Body Capacity Building	Activity ID	4-HBIG4U4
ACTIVITY DETAILS							
Activity Start Date	01 March 2022	Activity End Date	30 June 2025	Total Funding	\$5,297,151.41		

The Provider must submit an Annual Work Plan covering the period stipulated at Part 3, item 7 - Reporting and Site Visits, of the Project Agreement. Annual Work Plan to be agreed by the Commonwealth.

The Annual Work Plan must detail clear actions, timelines and allocation of responsibilities to address and deliver on all aspects of the project, specifically those set out in the Project Description at Part 3 item 2 of the Project Agreement; and include:

- a) Recruitment progress, position descriptions and staffing; and
- b) A risk analysis and accompanying mitigation strategies to provide greater assurance of the successful delivery of the Project.

Key Reference Documents:

- Project Schedule – Part 3, item 2, Project Description
- Project Schedule – Part 3, item 3, Key Performance Indicators

Project

NATSIHA will appoint a CEO and support staff to enable it to support and strengthen the ATSI jurisdictional peaks and Aboriginal community-controlled housing organisations so that they can represent their members on each level. NATSIHA aims to provide advice and guidance to the Australian and Jurisdictional Governments on policy and budget matters and advocate for community-developed solutions that contribute to the quality of life and improved housing outcomes for Aboriginal and Torres Strait Islander people. NATSIHA will be inclusive and responsive to the issues, needs and priorities developed and informed by the Aboriginal community-controlled housing sector. This includes, as appropriate, the involvement of tenants and members of the Aboriginal community more broadly. NATSIHA is proposing two-tiered funding and resourcing approach that includes: 1. Initial Establishment costs and resourcing; and 2. Priority Activity Schedule and Resourcing.

Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

Project Objectives

Project Schedule – Project Description, Part 3, item 2.5

Outcomes	Progress	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>Project objectives as detailed in the Project Description</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
A) Recruiting a CEO to assist and guide the establishment of the governance and administration of the organisation;	Completed						
B) Progressive recruitment of key staff as identified and required;	Completed						
C) Leasing of appropriate premises, purchase of appropriate hardware and software for operations;	Completed						
D) Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation;	Completed						
E) Development of policies and procedures required for the effective governance and general operations of the organisation;	Completed						
F) Identification of 'key stakeholders' including the type of relationship they would have with NATSIHA (both formal and informal);	Completed						
G) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSICCHO);	Governance Training- NATSIHA is conducting a face-to-face National Governance training program	Peaks and ICCHO's, King Wood and Mallesons (KWM)	Provide all participating ICCHOs with an opportunity to engage in face-to-face governance training, share their personal experiences, and learn together, develop, and collaborate in obtaining the Governance Certification. Also, build an understanding of a more culturally appropriate platform for an online training module.	June 2024 – March 2025 Training Roll out. April – May 2025 Program Evaluation.	<ul style="list-style-type: none"> Identifying participants Policy/Legislation constraints. Stakeholders buy-in. Governance Training – Limited Participation 	<ul style="list-style-type: none"> Limited leadership skills in current - existing Board members and aspiring leaders Long-term impacts on good governance practices through the ICCHO sector 	Maintain and strengthen our partnership. Governance Training- Early advocacy and notification timeframes Promote and include good practices carried out by our sector and ensure their inclusive of our programs
G) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander	Spoken – a data platform developed by and for the First Nations Housing sector, ensuring that our	Peaks and ICCHO's,	Establish a national data platform for the ICCHO Sector to inform strengths and issues nationwide	Platform development – Sep 2024 – Jan 2025	<ul style="list-style-type: none"> Limited participation from the ICCHO sector. 	<ul style="list-style-type: none"> No data to inform what is happening with our 	Ensuring Peaks and ACHHO's are well informed, we maintain and strengthen our

Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

Community Controlled Housing Organisations (ATSICCHO);	communities accurately represent and own our stories and data. The Platform has been developed, and data is currently being collected from the sector to project the initial projections in Feb 2025			Data input – Jan –Apr 2025. Evaluation May 2025	<ul style="list-style-type: none">Limited time limit to roll out the projectData sovereignty issues	community housing <ul style="list-style-type: none">Limited opportunity for the sector to participateICHHOs not wanting to participate	partnership. Provide information on what data will be used. Ensure effective governance to remove the risk of personal information that will not be subject to the data collection
H) Development of a National Indigenous Housing Employment Strategy for housing, encompassing all jurisdictions;	IN DEVELOPMENT NATSIHA is developing a National Indigenous Housing Employment Strategy for Housing, encompassing 3-5 Jurisdictions. The project aims to enhance the First Nations housing sector by addressing specific workforce challenges, understanding what sustainability looks like at a community level and developing a view for scale to achieve a strong, sustainable First Nations Housing sector. The rollout of the consultation will be in February 2025, starting in QLD.	Jurisdictional Peaks, ICHHO’s, Expert Advisory Group PWC	<ul style="list-style-type: none">Continue Consultation Ensuring Community Housing provides advice and is consulted on how to deliver services with place-based solutions	<ul style="list-style-type: none">Employment strategy Consultation sessions Feb – QLD and NSW March – WA and possibly NTApril Draft Strategy developed and ready to finalise after EAG make final amendmentsMay – June Strategy Finalised	<ul style="list-style-type: none">Stakeholders' buy-in and participation from the sector	<ul style="list-style-type: none">The sector will lack direction on employment opportunities across the nations and be locally focused	<ul style="list-style-type: none">Highlight opportunities and potential for inclusion and jobsidentify key priority areas that have the potential for shared services and support areas of quick winsEnsure Expert Advisory Group has experience in Employment Services that are housing-related
I) Review and develop a National Indigenous Housing Standard encompassing all jurisdictions;	IN DEVELOPMENT Additional Consultation to be Completed across jurisdictions - in person and/or through online surveys. Academic support is also being sought to support the findings and strengthen place-based solutions. To note this will require ongoing funding to implement recommendations.	Peaks, Community Housing Providers, Indigenous Councils, Expert Advisory Group	Promote culturally safe practices to ensure best outcomes are achieved. Identify Local Place based solutions that have proven ability to be practical. Guide the priorities through robust conversations ensure inclusion of remote, regional and urban solutions are identified.	<ul style="list-style-type: none">Dec 2024 – Identify EAG membersDec 2024 – Map out key consultation dates and locations that are achievable for 2025Feb – QldMarch – NSWMarch – WAMARCH – NTApril – Draft report DevelopmentMay-June – EAG final report	<ul style="list-style-type: none">Legislation constraints.Stakeholders buy in.Limited timeframe to deliver	Limited consultation Minimised inclusion of the sector	<ul style="list-style-type: none">Maximise consultation and inclusion for the sectorEnsure expert are identified for the Advisory group to steer the focus and outcomes
J) Develop culturally appropriate rental, mortgage, and financial literary advice.	IN PROGRESS Content is in development for consultation rounds	ICCHO’s, Private Industry, Jurisdictional Governments and Peaks and NATSIHA Partners First Nations Foundation	NATSIHA is establishing a national partnership with First Nations Foundation and have supported guidance with our IBA partnership.	<ul style="list-style-type: none">Conduct research on what platforms exist and are working.	<ul style="list-style-type: none">Stakeholder by inLimited timeframe to	<ul style="list-style-type: none">Program not effectively creating an impact with	Ensuring we maintain strong partnerships with our sector and keep momentum after

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			<p>Identify specific Stakeholders to participate in the program rollout. Promotion of the service offered through social media platform</p> <p>Focus on the Evaluation of the program and how the service can improve and continue</p>	<p>understand what ATSIHCCOs are offering in this area JUL – SEP 2024</p> <ul style="list-style-type: none"> Partnership and First Nations Foundation Meeting with On Country lead to progress partnership and approach Jan 2025 Alignment and Distribution ATSIHCCOs engaged and offered the access and training sessions on the hub Feb 2024 MARCH - Consultation of QLD NSW, WA initially Monitoring of uptake and Evaluation MAY2024 	conduct rollout of the program	<p>the whole wider sector</p> <ul style="list-style-type: none"> Not enough time to evaluate the program outcomes 	<p>the consultation rounds</p> <p>Promote good news stories on social media platforms to promote the work for the sector to ensure more buy in into the program.</p> <p>Provide opportunity in all jurisdictions regardless of consultation and promote another inclusion round where an opportunity presents itself</p> <p>Ensuring all Peaks are supporting us within their jurisdictions to ensure buy in</p>

Collaboration, Engagement, Governance & Staffing

Project Schedule – Project Description, Part 3, item 2.6, 2.7 and 2.8

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
Work collaboratively with key stakeholders across all jurisdictions, including but not limited to state and	COMPLETED – REQUESTING APPROVAL NATSIHA board and staff are working very well, with the following stakeholders:	Achieve greater reach across all previous mentioned stakeholders, we need to expand our reach and relationships within	NATSIHA Board – direction and strategic guidance NATSIHA Staff – CEO Responsible (HPP Co-Chair), Staff Input Jurisdictional Partners, including COP, H&H Peaks, and ATSIHCCOs – partnership, consultation. Strategic Partners – advice	Ongoing	1. Lack of State and Territory First Nations Peaks Network 2. Lack of coordinated approach within	1. does make 'conduit' more difficult from bottom-up/top down. 2. Opportunity loss	1. advocating for states without peak bodies to consider their establishment. 2. Call via HPP and with each

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territory governments, ATSICCHOs, other national, state and territory peak bodies and other community services;	<ul style="list-style-type: none"> Jurisdictional Partners: COP, H&H Peaks and ATTSICHO's Strategic Partners – Private Industry, Philanthropic, Academic Commonwealth Government (DSS, NIAA, DITRDCA, PM&C, Treasury) State and Local Governments Mainstream Peaks Partners Commonwealth Statutory Bodies (IBA, Housing Australia) AHURI Private Industry Leaders. 	each. For example, other Comm Depts such as Department of Infrastructure, Transport, Regional Development, Communications and the Arts, AIATSIS, State Housing & Homelessness related departments and expand to local bodies and councils through our peak's partners.	NIAA – CTG 9a and 17 / Housing Sector Strengthening / consultation/advice/guidance in line with contractual agreement / NIAA and NATSHIA develop, agree, and implement series. DSS – CTG 9b / Housing Policy Partnership Co-Chair, NHHA and NHHP Elders Thinktank / Youth Thinktank / Disability Thinktank – Specialist focussed groups to feed into Housing Policy Partnership and NATSIHA DITRDCA – CTG 9b and 17 Mainstream Peaks Partners- advice/lessons learned. IBA – Entering into an MOU Treasury & NHASC – Enter MOU, assist in the development of First Nations Housing Chapter Housing Australia – Co-designing grant programs AHURI – data/evidence/advice Private Industry – NATSIHA has successfully run its third Private Industry Round Table and is in the process of compiling a schedule of future engagements. Private Industry / ATSICCHO's - negotiate and implement project-based partnerships		government and territorial approaches at times by government. 3. The Joint Council has no current true expertise in First Nation's housing. 4. NATSIHA's sustainability	for the true ability to realise outcomes. 3. First Nations Housing is not truly/adequately represented. 4. Work would continue without the inclusion of a National Aboriginal and Torres Strait Islander Housing perspective or voice iterated from the sector	Govt Department to better coordinate, provide equity or develop plans for actions 3. NATSIHA has written to COP to request a spot on the Joint Council. 4. Ensuring Sustainably and commitments from Governments to work and have NATISHA inclusive of the National dialect
Maintain established linkages and strategic partnerships with relevant agencies including, but not limited to, state and territory governments, ATSICCHOs, other national, state and territory peak bodies and other community services;	COMPLETED – REQUESTING APPROVAL staff are working very well, with the following stakeholders: <ul style="list-style-type: none"> Jurisdictional Partners: COP, H&H Peaks and ATTSICHO's Strategic Partners – Private Industry, Philanthropic, Academic Commonwealth Government (DSS, NIAA, DITRDCA, PM&C, Treasury) State and Local Governments Mainstream Peaks Partners Commonwealth 	Achieve greater reach across all previous mentioned stakeholders, we need to expand our reach and relationships within each. For example, other Comm Depts such as Department of Infrastructure, Transport, Regional Development, Communications and the Arts, AIATSIS, State Housing & Homelessness related departments and expand to local bodies and councils through our peak's partners.	NATSIHA Board – direction and strategic guidance NATSIHA Staff – CEO Responsible (HPP Co-Chair), Staff Input Jurisdictional Partners, including COP, H&H Peaks, and ATTSICHO's – partnership, consultation. Strategic Partners - advice NIAA – CTG 9a and 17 / Housing Sector Strengthening / consultation/advice/guidance in line with contractual agreement / NIAA and NATSHIA develop, agree, and implement series. DSS – CTG 9b / Housing Policy Partnership Co-Chair, NHHA and NHHP Elders Thinktank / Youth Thinktank / Disability Thinktank – Specialist focussed groups to feed into Housing Policy Partnership and NATSIHA DITRDCA – CTG 9b and 17 Mainstream Peaks Partners- advice/lessons learned. IBA – Entering into an MOU Treasury & NHASC – Enter MOU, assist in the development of First Nations Housing Chapter Housing Australia – Co-designing grant programs AHURI – data/evidence/advice Private Industry – NATSIHA has successfully run its third	Ongoing	1. Lack of State and Territory First Nations Peaks Network 2. Lack of coordinated approach within government and territorial approaches at times by government. 3. The Joint Council has no current true expertise in First Nation's housing. 4. NATSIHA's sustainability	1. does make 'conduit' more difficult from bottom-up/top down. 2. Opportunity loss for the true ability to realise outcomes. 3. First Nations Housing is not truly/adequately represented. 4. Work would continue without the inclusion of a National Aboriginal and Torres Strait Islander Housing perspective or voice iterated from the sector	1. advocating for states without peak bodies to consider their establishment. 2. Call via HPP and with each Govt Department to better coordinate, provide equity or develop plans for actions 3. NATSIHA has written to COP to request a spot on the Joint Council. 4. Ensuring Sustainably and commitments from Governments to work and have NATISHA inclusive of the National dialect

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Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
	Statutory Bodies (IBA, Housing Australia) • AHURI • Private Industry Leaders.		Private Industry Round Table and is in the process of compiling a schedule of future engagements. Private Industry / ATSIICHO's - negotiate and implement project-based partnerships				
Maintain strong governance and financial management arrangements complying with Australian law;	Completed – Requesting Approval Also, this aligns with Project Objective E, which is completed NATSIHA has established strong governance processes, frameworks and policies which include: • A Board Charter • Risk Management Framework • Risk Register • Risk Management Policy • Governance Framework • Board Skills Matrix • Board Member Assessment Tool • Conflict of Interest Policy • Conflict of Interest Agreement • Code of Conduct Policy • Code of Conduct Agreement • Financial Delegations Policy • Financial Delegations Schedule • Credit Card Policy Board Finance, Audit, and Risk Committee established and operational.	CEO/COO/Board and Staff / Formal Partners	CEO/COO/Co-Sec/Board Responsible – ensure 'Maintain strong governance and financial management arrangements complying with Australian law'. Staff – Follow Code of Conduct Formal Partners – act in line with engagement	Board Finance Audit and Risk (FA&RC) Sub Committee established and running regularly (3 meetings so far). A full schedule of meetings has been developed for 2024-25 to occur before each Board meeting. Others - Implemented	FA&RC Committee Attendance for Quorum Postponed board decisions and agendas decisions	FA&R Committee cannot occur. Postponed board decisions and agendas decisions impacting operational timeframes and work	Quorum of 2 out of the 3 Board Members needed to seek an Independent Member to come onto FA&RC. FA&RC dates set and agreed upon by the members in advance to allow availability, planning, and preparation. King and Wood Mallesons have worked with the CEO, COO, Chair, Board and Company Secretary relating to governance, board skills matrix, succession, all policies, and all other areas listed under "How are we measuring progress?" Out-of-session meetings can be held in case of pressing issues from the board and operations team. Ensure board Dates are set early and all in agreement. Also, if any changes to the dates are needed, another date is agreed upon prior to making the change.

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Use their best endeavours to employ First Nations people to work on the Project;	Completed – Requesting Approval NOTE: Reporting will still be populated till contract expires Board 100% First Nations CEO And COO both First Nations. Currently under the NIAA contract we have 9 staff and 5 are First Nations.	Bloom HR been engaged for a National Recruitment Campaign NATSIAH will recruit additional staff based on project requirements	NATSIHA Board/Management/Staff – Champion NATSIHA is an employer of choice for First Nations people, spread the word. Bloom HR - National Recruitment Campaign	Most key positions have been recruited – remaining officer level will be filled based on need	It is a candidate short market; First Nations people are 3% of population and our skillset is niche on top of that.	NATSIHA not realise our potential. Lack of delivery against contract	LinkedIn account now an industry leader in the First Nations Housing Space. Website launch in the very near future Bloom HR engaged for National Recruitment Campaign.
Ensure that any staff working on the Project have demonstrated experience working with First Nations people and can demonstrate cultural competency.	Ensuring that all employees have capabilities and experience working with First Nations people, including demonstrated cultural competency	Recruitment process is critical in this regard, we are new, so ensuring that we hire people that have this is important HR Bloom Board Peaks	CEO/COO/Management only hire people in that have demonstrated experience and can demonstrate cultural competency HR Bloom – National Equity on Position Descriptions Board – Supportive position Peaks – inclusive and supportive role descriptions	Ongoing	Exclusion of the Recruitment team or rushed processes	Employing someone with limited to no experience Stakeholders' relationships become disjointed	Ensuring probation periods are in place Position description KPIs are developed Regular management meetings to check KPI Stakeholder meetings to ensure relationships are intact from their perspective.

Identified Staffing

Position	Position Description	Indigenous	FTE	Salary
CEO	Responsible for leadership, strategy, growth and operations of NATSIHA	Y	1	200K Base
COO	Responsible for leadership and operations of NATSIHA	Y	1	180K Base

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Executive Director - Housing Sector Strengthening (HSS)	Responsible for Management and driving delivery of HSS / NIAA Contract	Y	1	150K Base
Senior Project Officer HSS	Responsible for delivery of HSS / NIAA Contract	Y	1	120K Base
Executive Officer	Responsible for managing the COO/CEO's diary and completing operational and administration duties.	Y	1	78K Base
Executive Director - Communication	Responsible for managing the COO/CEO's diary and completing operational and administration duties.	N	1	150K Base
Communications Senior Project Officer	Assisting Teams with communications, engagement and functions operations	N	.6	120K Base
DATA Senior Project Officer	Data and Communication	N	.6	120K Base

Recruitment Strategies*Outline vacancies and/or strategies to recruit*

Position	Length of Vacancy if applicable	Recruitment Strategies	Measures in Place During Vacancy if applicable
Project Officer x 1	6 months	Engaged Bloom HR for national recruitment campaign, NATSIHA finalising recruitment	Strategic partners leaning in. NATSIHA has a full executive structure in place that is leaning in to complete any project officer-level work in the interim.
Communications Senior Project Officer	0	Position description being developed	

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Financial Sustainability

Project Schedule – Project Description, Part 3, item 2.9, 2.10, and 2.11

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
Future financial sustainability and funding for NATSIHA must be part of its operational and strategic planning.	Ongoing for the period of 2024-25 <ul style="list-style-type: none"> Diversified Funding Sources We are only hiring people in line with the funding envelope. NATSIHA is set up with DGR status NATSIHA is working across the government to seek appropriate funding and enter strategic partnerships with various agencies to support our growth and sustainability. NATSIHA has run 3 Industry Round Tables and is seeking formal partnerships with super funds, banks, developer companies, etc Creating a sustainable Program 	Commonwealth Agencies Strategic Partners Investors	<p>NATSIHA actively seeks funding from government grants, philanthropic organizations, and private donors to ensure a steady flow of resource</p> <p>Our strategic partners provide their specialised expertise at significantly reduced low bono rates, ensuring exceptional value to allow us to do more for less</p> <p>NATSIHA promotes much-needed work for the sector</p> <p>NATSIHA has developed a sector-strengthening plan to uplift ACCHO housing</p>	Ongoing	<ul style="list-style-type: none"> if there are changes in political priorities or economic downturns the sector will not have NATSIHA and culturally appropriate solutions No funding to support identified programs like upgrades and maintenance 	<ul style="list-style-type: none"> Reliance on government grants and external funding can be risky funding availability Lack of place-based solutions Community housing for the sector will continue to deteriorate and be overcrowded 	<ul style="list-style-type: none"> Diversifying funding sources is crucial to mitigate this risk. Minimise all costs and employees Form strategic partnerships with corporations, non-profits, and other stakeholders to secure additional funding and resources Leverage pro-bono work from strategic partners Ensuring NATSIHA is involved with Commonwealth program development for Aboriginal and Torres Strait Islander people Promote the Sector Strengthening Plan to all relevant agencies willing to consider

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Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
The Provider must obtain and allocate additional funding contributions from State and Territory Governments, the private sector, non-government organisation and donations, to support the operations of the NATSIHA.	<p>Ongoing for the period of 2024-25</p> <p>NATSIHA does not seek to obtain funds from state and territory Governments but will and does advocate for funding for peak establishments and sector-strengthening funding for the state Peak bodies.</p> <p>NATSIHA is exploring international investment through our MOU with the Aboriginal and Torres Strait Islander International Engagement Organisation (ATSIEO). Through ATSIEO, exploratory conversations are being had with China about their interest and the type of funds they are looking to invest in.</p> <p>Leverage Pro bono Work through our Strategic Partners</p>	-NIAA, DSS, Treasury, Infrastructure, COP, Peaks, Housing Australia, Commonwealth Ministers, Our Partners, and Industry experts, and investors	<p>Our strategic partners provide their specialised expertise at significantly reduced low bono rates, ensuring exceptional value, unique skill sets, and extensive experience across different fields enable NATSIHA to access the best in their respective industries, leveraging trusted relationships for impactful outcomes.</p> <p>These partnerships not only help achieve our shared goals but also offer opportunities for capacity building within our sector.</p>	Ongoing	<p>Potential to overstep boundaries with State Peaks for funding.</p> <p>No commitment post contract from Commonwealth agencies to commission NATSIHA targeted work.</p> <p>No funding from state agencies or the government.</p> <p>Limited interest in partnership from investors</p>	<p>State Peaks will not want to work with NATSIHA, and the partnerships will not continue to thrive. Commonwealth and state Governments will not have a National Housing Organization specific to housing to consult with on their Deliverables' design, policy and legislation, program rollout, and evaluation.</p>	<p>Ensure we advocate for state Peaks when requesting funding from state Governments.</p> <p>Continue to deliver meaningful work through partnerships with Government agencies to show the value of the National Peak</p> <p>Ensure that state governments fund state Peaks to ensure state peaks continue their momentum.</p> <p>Continue seeking partnerships with investors and the ICHHO sector.</p>
The Provider must document this clearly, and to the Commonwealths satisfaction, in the budget information you (the Provider) provide to the Agency in the reports as required in Part 3, item 7; Reporting and Site Visits.	Ongoing for the period of 2024-25						

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Indigenous Employment

Project Schedule – Key Performance Indicators, Part 3, item 3

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>Target/Reporting Data</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
MKPI.M1 - Indigenous Employment - Percent of hours worked in the reporting period under the activity, are worked by an Indigenous person.	Board 100% First Nations CEO And COO, both First Nations. Currently, we have 5 of First Nations Staff which equates to (62.5%). NATSIHA will seek to employ additional staff as required	Bloom HR been engaged for a National Recruitment Campaign as per when additional staffing is required	NATSIHA Board/Management/Staff – Champion NATSIHA is an employer of choice for First Nations people spread the word. Bloom HR - National Recruitment Campaign	All key positions have been recruited – remaining Officer-level positions will be allocated per project requirements and funding allocations.	It is a candidate short market; First Nations people are 3% of population and us skillset is a niche on top of that. Disparity between NATSIHA/NFP Sector and what Government or Larger Private Industry Employers can also offer in the way of benefits to accompany salary.	NATSIHA not realise our potential. Lack of delivery against contract	LinkedIn account is now an industry leader in the First Nations Housing Space. Website launch and advertising options Strategy launched in Dec 2023. Bloom HR engaged for National Recruitment Campaign. Our First Nations Youth, Elders, and Disability Thinktanks/Cohorts, along with Private and NIAA Roundtables/Thinktanks increase NATSIHA Brand and reach.
MKDI.D2 - Hours Worked- Indigenous Staff - Number of hours worked in the reporting period by all Indigenous people employed under the activity	We anticipate 4800 every 6 months with the current staffing. Updates will be progressed as per reporting schedules against our actual staff number for the reporting period						

Type	Deliverables	Contract amount/Indicative Expenditure	Contract amount	First Nations
50 Acres	Sustainabilty/Operational	Political strategy	\$60,000	No
Cushman and Wakefield	Operational/Deliverable	Project Development Support/ Operational/delvierable Support	\$200,000	No
PwC	Deliverable	National Workforce Strategy	\$150,000	No

First Nations Foundations	Deliverable	Financial Assistance Program for ACCHO's	\$220,000	Yes
Bloom HR	Operational	HR and recruitment support	\$60,000	No
PWC - The Impact Assembly (Jackie Jones)	Operational	Partnerships Round Tables	\$100,000	No
King and Wood Mallesons (KWM)	Deliverable	Governance and legal support	\$160,000	No
Berkeley Cox	Deliverable	Governance Facilitation	\$60,000	No
Growers	Deliverable	National Housing Standards	\$200,000	yes
Company Matters	Operational	NATSIHA Board Secretariat	\$40,000	No
Unity Accounting	Operational	NATSIHA Finance support	\$50,000	No
NGNY	Operational	Website Memberships	\$16,800	Yes

Justification
<p>Proven Track Record of Success: Jo Scard,from 50 Acres, has an established history of working with key Aboriginal organisations, including the NACCHO and New South Wales Aboriginal Land Councils. These relationships underscore a nuanced understanding of Aboriginal and Torres Strait Islander community priorities and advocacy goals.Recommended by Respected Organizations: 50 Acres was highly recommended by trusted organisations deeply embedded in the Aboriginal and Torres Strait Islander sector. Their ability to navigate culturally sensitive and complex issues with professionalism is a testament to their suitability as strategic advisors.Preferred Advisor to Leading Organizations: The preference shown by leading Aboriginal and Torres Strait Islander organisations, such as NACCHO and NSW Land Councils, further validates 50 Acres as a partner with the expertise and credibility necessary for effective advocacy and engagement with government agencies and stakeholders.Strategic Alignment with Our Goals: 50 Acres' approach is tailored to support organisations in achieving strategic advocacy outcomes. Their experience ensures that our messaging is targeted, our stakeholder engagement is impactful, and our goals are presented persuasively to decision-makers.</p>
<p>NATSIHA's partnership with Cushman & Wakefield, led by George Housakos and his team, focuses on advancing the SPOKEN data project and supporting the Industry Roundtable initiative.For the SPOKEN data project, their expertise ensures the platform effectively highlights the value and potential of the Aboriginal and Torres Strait Islander housing sector, driving stronger advocacy and informed decision-making.Through the Industry Roundtable, Cushman & Wakefield contributes strategic insights and industry connections, helping to foster partnerships and identify investment opportunities that align with NATSIHA's objectives. Cushman and Wakefield offer low-bono rates to work along side NATSIHA. The Cushman team have built the data dashboard for NATSIHA and we are together designing a tool kit to assist ATSICCHOs in how to use their data to understand their position and discuss where the opportunities and risks are for them as an organisation.</p>
<p>Partnering with PwC’s People and Culture team as a long-term strategic partner offers NATSIHA significant advantages in co-designing the National Workforce Strategy:Cost-Effective Expertise: PwC provides their services at very low bono rates, enabling NATSIHA to access high-caliber workforce planning and strategy expertise without the financial strain. This cost-effective approach allows NATSIHA to allocate resources efficiently while ensuring the quality and impact of the strategy.Strategic Alignment: PwC’s long-term commitment to NATSIHA ensures a deep understanding of the Aboriginal and Torres Strait Islander housing sector’s unique context and challenges. This alignment fosters solutions that are tailored, sustainable, and culturally informed. Capacity Building: Through secondment opportunities, junior NATSIHA staff gain valuable experience by working alongside PwC’s team. This collaboration provides hands-on learning, skill development, and exposure to industry-leading practices, building internal capacity and ensuring that knowledge is retained and expanded within NATSIHA.Collaborative Design: Working together with PwC strengthens NATSIHA’s ability to co-create a workforce strategy that is both practical and innovative, blending NATSIHA’s sector knowledge with PwC’s technical expertise.Scalability and Sustainability: By building the skills and capabilities of NATSIHA staff through this partnership, the outcomes of this work are more likely to be scalable and sustainable, contributing to long-term workforce development for the Aboriginal and Torres Strait Islander housing sector.</p>

The First Nations Foundation is a key partner for NATSIHA in delivering tailored capacity-building initiatives to the Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSICCHOs). Together, we are adapting the Foundation’s renowned My Money My Dream financial literacy training program to meet the specific needs of the housing sector. This partnership will provide ATSICCHOs with access to the My Money My Dream platform, equipping their staff with the tools and training necessary to support clients in building stronger financial literacy. By integrating financial literacy into housing services, this initiative empowers ATSICCHOs to deliver more comprehensive and sustainable support to their communities. The first phase of this program has been collaboratively designed by NATSIHA and the First Nations Foundation, ensuring it is relevant and culturally aligned. As training is rolled out across the sector, the program will be continuously refined to ensure its ongoing impact and effectiveness for ATSICCHO staff and the communities they serve.

The Impact Assembly is a trusted and long-term partner of NATSIHA, providing essential capacity and strategic support when needed. Their expertise in connecting industry stakeholders and facilitating collaboration has been instrumental in advancing NATSIHA’s goals. Importantly, their commitment to this partnership is reflected in the low-bono rate at which their services are provided, ensuring cost-effective access to high-quality support. As a foundational partner of the Constellation Project, the Impact Assembly brings a deep understanding of complex, multi-stakeholder environments and applies this knowledge to strengthen NATSIHA’s initiatives. Whether assisting with strategic planning, enhancing industry partnerships, or providing additional capacity during critical projects, the Impact Assembly ensures that NATSIHA’s work remains focused and effective. Their role as a connector and supporter aligns with NATSIHA’s vision of fostering strong, sustainable partnerships to achieve better housing outcomes for Aboriginal and Torres Strait Islander communities.

King & Wood Mallesons (KWM) are our strategic partners, offering low-cost and pro bono services to NATSIHA. Their support helps us achieve our strategic goals and deliver face-to-face governance training. This collaboration strengthens our sector's relationships, governance, and the value of shared decision-making.

Berkely Cox (BC) has played a crucial role in developing our governance training and now serves as the key facilitator for NATSIHA. His extensive leadership experience on numerous national boards has established him as an industry expert, bringing significant benefits to our sector during governance training sessions. BC has extensive indigenous knowlegde and capabilities and is currently working in Doomadgee QLD empowering the community and has conducted work for NACHHO on numerous occasions.

Growers is a key partner of NATSIHA, contracting Uncle Ivan Simon as a strategic advisor to support the delivery of consultations on the Housing Standards project. Uncle Ivan, as the former CEO of NATSIHA, brings unparalleled knowledge and experience to this role, serving as a valuable bridge between our organisational history and ongoing work. Recognising Uncle Ivan’s deep commitment to Aboriginal and Torres Strait Islander housing, NATSIHA ensured he could engage in a way that aligns with his preferred approach, enabling his expertise and leadership to be embedded in NATSIHA. Through Growers, Uncle Ivan continues to play an integral role in advancing NATSIHA’s objectives, particularly in shaping culturally relevant and practical housing standards that meet the needs of our communities.



NIAA IAS Performance Report
PH 1800 079 098
TTY 1800 555 677
www.niaa.gov.au

12/07/2024

Report details:

Legal Name:	National Aboriginal and Torres Strait Islander Housing Association Limited	Report description:	IAS Performance Report
Project Name:	NATSIHA Housing Peak Body Capacity Building	Project ID:	4-HBIG4U4

Reporting timeframes:

Reporting Period:	01/01/2024 to 30/06/2024	Due Date:	15/07/2024
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Need help?

If you require further information or assistance in completing the Report, please call the contact officer for the project as specified in the Project Schedule on **1800 079 098** and quote Review ID **4-JP1PSWF**.



Step 1 Your Progress and Performance against the project

Project Delivery Overview

- Please provide details about your Organisation's progress in delivering the outcomes and objectives of the project (as outlined in the project description) and where relevant, any challenges and/or changes experienced during the reporting period.**

PROJECT OBJECTIVE A: Progress Complete

Recruiting a CEO to assist and guide the establishment of the governance and administration of the organisation.

Effective 9 May 2024, NATSIHA announced a change in its executive leadership. We are pleased

to welcome Zachariah Matysek as the Acting CEO of the NATSIHA.

PROJECT OBJECTIVE B:

Progressive recruitment of key staff.

Progress: Ongoing

NATSIHA's has developed key strategic partnerships that allow us to lean in and leverage key specific

skills and resources to wrap around and execute on specific projects where appropriate.

NATSIHA's

current team brings a together a diverse skillset aswell deep knowledge and experience in the housing sector, policy, large scale engagement and collaboration, communication and leadership

PROJECT OBJECTIVE C:

Leasing of appropriate premises, purchase of appropriate hardware and software for operations

Progress: Complete

Office locations:

* Suite 3.01 L3, 24 Montgomery street, Kogarah NSW 2217 (3 staff)

* 23/25-31 Grafton St, Cairns, QLD 4870 (3 staff)

PROJECT OBJECTIVE D:

Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation.

Progress: Ongoing

PROJECT OBJECTIVE F:

Identification of 'key stakeholders' including the type of



relationship they would have with NATSIHA

Progress: Complete

PROJECT OBJECTIVE G:

Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community Controlled Organisations

Progress: Ongoing

PROJECT OBJECTIVE H:

Development of a National Indigenous Housing Employment Strategy for Housing encompassing all jurisdictions

Progress: Ongoing

PROJECT OBJECTIVE I:

Review and develop a National Indigenous Housing Standard, encompassing all jurisdictions.

Progress: Underway

PROJECT OBJECTIVE J:

Develop culturally appropriate rental, mortgage, and financial literacy advice.

Progress: Ongoing

Success Stories

2. Does your Organisation have any success stories to share for this reporting period?

Yes

Please provide details below:

A National Youth Cohort has been established

Youth Round Table: The NATSIHA National First Nations Youth Roundtable on Housing and Homelessness have held 3 meetings to date.

Meeting 1 - Meet and greet online

Meeting 2 - Our vision was finalised: "Every First Nations person have access to culturally responsive, affordable, sustainable and secure housing"

Meeting 3 - The Youth Cohort have collectively identified and determined 7 deliverables they wish to achieve. These include:

Develop a First Nations Youth Housing Action Plan

Establishing an MOU with Foyer Foundation

Host a National cross sector Youth Leadership conference



Progress into a position to meet with Ministers and advocate for the First Nations Youth Housing Action Plan and Youth Services

The cohort aims for 3 additional meeting prior to the end of year closer.

Asset Log

All NATSIHA assets are logged on our asset log through the employment hero portal, this is managed

by our Executive Officer

Description

NATSIHA has launched its 2024 - 2028 Strategy. This was co-designed with the NATSIHA team,

board and strategic partners.

Strategic plans developed by NATSIHA:

- * Completed: 2024 - 2028 NATSIHA Strategy
- * Completed: Housing Sector Strengthening Implementation plan
- * Completed: NATSIHA website
- * In progress: First Nations Housing Principles
- * In progress: First Nations National Housing and Homelessness Strategy
- * In progress: First Nations Housing State of Affairs

PROJECT OBJECTIVE E:

Development of policies and procedures required for the effective governance and general operations of the organisation.

Progress: Completed

Please attach supporting documentation if available (e.g. photos, news clips, internal reports, case studies or good news stories):

Responses to this question will be used to identify innovation and better practices in service delivery. The Agency may also use this information to publish good news stories on the [NIAA](#) website. Any content to be published will be confirmed with your Organisation prior to publication.

Please limit the size of attachments by not using logos and complex formatting

[Please refer to the list of attached documents on the last page.]

Step 2 Performance measures

In this step you are required to provide information about the performance of the activity during the reporting period below.

The following KPI's have been pre-filled in your Report and are all mandatory.

Each of these fields has the following validation to ensure the correct data has been entered. Please do not enter in any special characters or any characters from A to Z as these will not be accepted by the field and will result in an error.

Any errors on the page either through not providing a value or providing an incorrect value will prevent navigation to the next page.

3. MKDI.D1 - Employment Numbers

Total number of females employed under the activity, in the reporting period:	9
Total number of males employed under the activity, in the reporting period:	8
Total number of non-binary/different term preferred/unspecified people employed under the activity, in the reporting period:	0
Total number of Indigenous females employed under the activity, in the reporting period:	6
Total number of Indigenous males employed under the activity, in the reporting period:	6
Total number of Indigenous non-binary/different term preferred/unspecified people employed under the activity, in the reporting period:	0

4. MKDI.D2 - Hours Worked - Indigenous Staff

Number of hours worked by all Indigenous people employed under the activity, in the reporting period:	4,800
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5. MKDI.D3 - Hours Worked - All Staff

Number of hours worked in the reporting period by all people employed under the activity, in the reporting period:	8,640
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6. MKPI.M1 - Indigenous Employment

Proportion (%) of hours worked in the reporting period that were worked by an Indigenous person, under the activity:	55.56%
--	--------

7. MKPI.M2 - Core Service Provision

N/A - to be answered by the Agency: N/A - to be answered by the Agency
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8. Further Information on your KPIs (optional)

If you would like to provide any further details about your Organisation's progress against its performance indicators, please do so in the text box below.

Total Numbers include board members and actual hours worked are against the operational staff under the CEO. See booklet attached for further info

Step 3 Location Data

9. **Attach additional documentation in support of the Report if required, or as specified in the Project Schedule.**

If your Project Delivery Location details have changed, please attach a list of the current locations (full physical address details) where the project is being delivered, including a breakdown of the grant funding for each location by financial year

[Please refer to the list of attached documents on the last page.]

Step 4 Project Contact Information

Title: Mr

Full Name: BENJAMIN THOMPSON

Phone: s47F

Email: s47F n@nastiha.org.au

Address:

10. **Are the details of the primary contact person, as listed above, correct for the project?**

Yes

Step 5 Declaration

11. **Provide details of the officer authorised to be contacted regarding information provided in the Report:**

Same as primary contact person for the project

Disclaimer:

Although all care is taken, the Australian Government accepts no responsibility for the accuracy or completeness of this document.

Completed documents remain confidential to the Australian Government National Indigenous



Australians Agency. The commercial and personal information of services and participants will not be released outside the terms of the advice provided.

I, the authorised officer

- understand and agree to the Disclaimer,
- agree that the information I have provided in the Report is true and correct, and
- acknowledge that giving false or misleading information is a serious offence under Section 137.1 of the *Criminal Code Act 1995 (Cth)*

I agree ☒ Selected

Authorised officer BENJAMIN THOMPSON

Position Executive Officer Date 12/07/2024



Attached Documents

NIAA Reporting_Draft v1 (003).pdf

NATSIHA CULTURE AND CAPABILITY PROGRAMME

Grant System Agreement number (4-HAO4BFJ)

Project Schedule reference number (4-HBIG4TY)

Provider reference number (4-GPW4R2R)

**JULY 1 2024 - 30 JUNE 2025
WORK PLAN**



Released under the FOI Act by the
National Indigenous Australians Agency (NIAA)

RECOGNITION

WE ACKNOWLEDGE THE TRADITIONAL OWNERS AND CUSTODIANS OF THE LAND ON WHICH WE WORK AND LIVE, AND RECOGNISE THEIR CONTINUING CONNECTION TO LAND, WATER AND COMMUNITY. WE ALSO PAY OUR RESPECTS TO ELDERS PAST, PRESENT AND EMERGING.

This document outlines progress made by NATSIHA against the Culture and Capability programme grant.

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A: Recruiting a CEO to assist and guide the establishment of governance

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B: Progressive recruitment of key staff.

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C: Leasing of appropriate premises

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D: Develop strategic operational plans

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E: Development of policies and procedures for effective governance

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F: Identification of key stakeholders

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G: Co-designed programs

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H: Development of a national Indigenous Housing Employment Strategy

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I: Review and develop a National Indigenous Housing Standards

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J: Develop culturally appropriate rental,mortgage, and financial literacy

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REPORTING

Contract objectives : 2023 - 2024

NO#	PROJECT	PROGRESS
A	Recruiting a CEO to assist and guide the establishment	Complete
B	Progressive recruitment of key staff	Complete
C	Leasing of appropriate premises	Complete
D	Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation.	Complete
E	Development of policies and procedures for effective governance	Complete
F	Identification of 'key stakeholders' including the type of relationship they would have with NATSIHA	Complete
G	Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander ATSICCHOs	In progress
H	Development of a National Indigenous Housing Employment Strategy for Housing, encompassing all jurisdictions.	In development
I	Review and develop a National Indigenous Housing Standard, encompassing all jurisdictions.	In development
J	Develop culturally appropriate rental, mortgage, and financial literacy advice.	In progress

PROJECT OBJECTIVES