

# 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**





# 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.

01

INTRODUCTION

Context

04

Deliverables table

04

Project objectives

05

02

PROJECT OBJECTIVES

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

06

B: Progressive recruitment of key staff.

06

C: Leasing of appropriate premises

07

D: Develop strategic operational plans

08

E: Development of policies and procedures for effective governance

09

F: Identification of key stakeholders

10

G: Co-designed programs

11

H: Development of a national Indigenous Housing Employment Strategy

13

I: Review and develop a National Indigenous Housing Standards

14

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

16

03

REPORTING

Collaboration, Engagement and Staffing

17

Reporting

19

Finance

20

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

# REPORTING

## Contract objectives : 2023 - 2024

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



# PROJECT OBJECTIVES

## PROJECT OBJECTIVE A:

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

**Progress: Complete**

## PROJECT OBJECTIVE B:

Progressive recruitment of key staff.

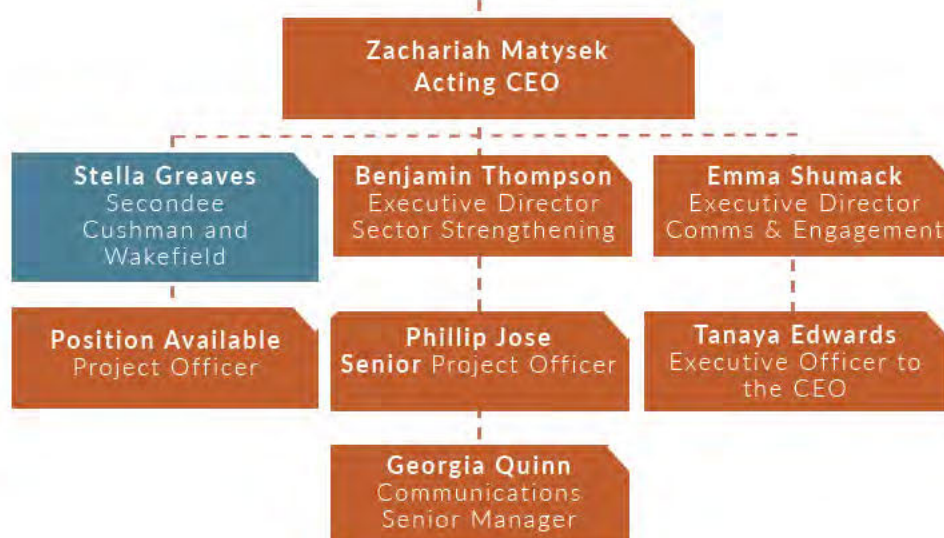
**Progress: Complete**

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 has recruited an executive team with diverse skill sets as well deep knowledge and experience in the housing sector, policy, large scale engagement and collaboration, communication and leadership.

### NATSIHA Board of Directors



### Reports to the Board of Directors





## PROJECT OBJECTIVE C:

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

**Progress: Complete**

### Description

NATSIHA currently has two office premises one in Kogarah, NSW and one in Cairns, QLD, these two premises support most of the NATSIHA staff whilst we still have individuals working remotely and are not tied to the two locations for new hires. Two site inspections have taken place at the Kogarah office in 2023 and 2024.

### Office locations:

- Suite 3.01 L3, 24 Montgomery street, Kogarah NSW 2217 **(5 staff)**
- 23/25-31 Grafton St, Cairns, QLD 4870 **(3 staff including secondees)**
- Remote working **(1 staff)**

### Asset Log

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

## PROJECT OBJECTIVE D:

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

**Progress: Complete**

### Description

NATSIHA has launched it's 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

## PROJECT OBJECTIVE E:

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

### Progress: Complete

#### Description

Supporting good governance, NATSIHA works with our strategic Partner King and Wood Malleson's to ensure that policies and commitments are in place to help govern our operations.

#### Policies and Commitments

- **Board Charter developed**
- **Risk Management Framework**
- **Risk Management Policy**
- **Governance Framework**

#### Code of conduct for Board Members

NATSIHA Board members recognise their role in maintaining the organisation's reputation for integrity and propriety in all respects and they agree to adhere to the Housing Queensland Code of Conduct for Board Members Policy.

#### Code of Conduct for Staff

NATSIHA staff have a responsibility to conduct themselves with a high degree of integrity, to strive for excellence in the work they perform and the outcomes they achieve, and to promote the public interest.

#### Work Health and Safety Policy (WHS)

NATSIHA is committed to providing all its workers with a safe and healthy place to work, and work practices that do not compromise the health or safety of others including contractors, visitors and members of the public.

#### Outside Work Policy for Staff (Conflict of Interest)

An important aspect of NATSIHA's governance is to ensure that the external activities of our staff avoid conflicts of interest or reputational concerns whilst also supporting their aspirations to participate in the broader community and the value of them doing so. Our staff are required to disclose, and to have approval, to undertake any paid or unpaid external work activities. This is to maintain transparency with our stakeholders and the broader community.

#### Privacy Policy

NATSIHA respects the privacy of the individuals who interact with it or whose personal information it collects indirectly, and is committed to protecting the privacy of those individuals.

#### Complaint Policy

This policy outlines the process for handling complaints from customers, employees, or other stakeholders. It is designed to ensure that complaints are addressed promptly, fairly, and consistently, and that all parties are treated with respect.



## PROJECT OBJECTIVE E:

### Policies and Commitments

#### Discipline and Termination for NATSIHA Staff

This policy contains guidance on performance and conduct management, and the discipline and termination consequences that may follow. It is strictly for general guidance purposes only and aims to provide employees and management with an understanding of the procedures that may be followed in certain circumstances.

#### Whistleblower

The policy has been put in place to ensure any concerns raised regarding any misconduct or improper state of affairs or circumstances in relation to the NATSIHA's business are dealt with effectively, securely, appropriately, and in accordance with the Corporations Act 2001.

#### Leave in Advance

Guidelines for NATSIHA staff to apply for and receive annual leave in advance of their accrued entitlement.

#### Flexible Working Policy

Flexible Working Policy recognises the importance of achieving a fair balance between work and other responsibilities (such as family responsibilities and care-giving). The Company recognises the benefits of implementing flexible working arrangements such as improved productivity, retention of skilled staff and improved employee satisfaction.

#### Equal Opportunity, Discrimination and Sexual Harassment Policy

NATSIHA is committed to providing a safe, flexible and respectful environment for staff and clients free from all forms of discrimination, bullying, sexual harassment and harassment on the ground of sex.

#### Bullying

NATSIHA seeks to provide a work environment that is safe and enjoyable for all.

## PROJECT OBJECTIVE F:

Identification of 'key stakeholders' including the type of relationship they would have with NATSIHA

### Progress: Complete

#### Overview

Our organisation recognises that we have to collaborate with stakeholders to achieve accelerated and improved Aboriginal and Torres Strait Islander housing outcomes.

Our key stakeholder groups include those who are the beneficiaries of housing outcomes, those who play a vital role in service delivery and our strategic partners who support our vision, our work and Aboriginal and Torres Strait Islander Community Housing Sector development.

<b>1</b>	<b>State and Territory Aboriginal and Torres Strait Islander Housing Peaks</b>	NATSIHA operates as a federated model and are guided by our state peaks and representatives on our policy positions and strategic direction.
<b>2</b>	<b>Aboriginal and Torres Strait Islander Communities and Individuals</b>	Every initiative we undertake is designed to ultimately deliver safe, affordable, and culturally respectful housing that empowers First Nation individuals and families to thrive.
<b>3</b>	<b>Aboriginal and Torres Strait Islander Housing Sector</b>	NATSIHA exists to be the unwavering advocate for the First Nations housing sector. This sector embodies a wealth of expertise, experience,
<b>4</b>	<b>National Government and other Statutory and Regulatory Agencies</b>	Provide essential funding, regulations, and policy support.
<b>5</b>	<b>National Peak Advocacy Groups</b>	Housing, homelessness property, real estate, construction, disability, seniors, tenants and other professional groups like the who provide commentary on or influence housing.
<b>6</b>	<b>Researchers</b>	Universities and industry who can undertake independent research and analyse evidence to inform evidence-based decision making.
<b>7</b>	<b>Housing Industry</b>	Private Industry driving construction, economic empowerment, and sustainable development. Industry stakeholders influence policy, and facilitate financing through investments and partnerships.
<b>8</b>	<b>Policy Partnerships</b>	Our other policy partnerships bring vital perspectives to the housing conversation. By collaborating, we can craft a more compelling narrative that acknowledges and amplifies the voices of diverse cohorts, thereby strengthening our collective impact.



## PROJECT OBJECTIVE G:

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

### Progress: In-progress

#### Program One

Governance Uplift program: has been developed with NATSIHA's strategic Partner King & Wood Malleson's and is designed for Aboriginal and Torres Strait Islander Community Controlled Organisations who offer housing services.

#### MILESTONE TIME LINE

APRIL - JUNE 2024	JUNE-AUG 2024	SEP - DEC 2024	FEB - April 2025
Working with Partner organisations to develop a governance uplift program for ATSICCOs	First round of governance uplift QLD, NSW, SA & Youth Cohort.	VIC, WA, TAS, ACT, NT governance uplift delivered.	Review and evaluate the program, scope for targeted second round by demand.

#### Description of the Governance uplift program

The Governance Uplift workshops is a face to face day long workshop tailored to the state or Territory that it is being delivered in. The aim is to increase the capacity of organisations to respond and navigate complexity through strengthening structures and mechanisms of good governance.

This training is aimed at all levels of the organisation as well as key community members, board members and young emerging leaders. The workshop will be run in all states and territories as well as with the Youth and Elders round table.

The program covers: Directors duties, Related party benefits, Managing conflicts of interest, Managing internal and external disputes, Delegations of the Boards powers, Financial governance, Emerging trends.

## PROJECT OBJECTIVE G:

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

**Progress: In-progress**

### Program Two

NRSCH registration process: Mapping the registration process through sector voice and understanding what the benefits to the organisation are after registration.

### MILESTONE TIME LINE



### Description of the NRSCH Registration process

NATSIHA is undertaking a review of ATSI CCHOs that have successfully completed the NRSCH registration process. This review seeks to amplify the sector's voice in shaping the registration process, identifying opportunities for improvement, and reducing the time required for registration. The project aims to highlight the challenges and significant hurdles ATSI CCHOs face during their journey to registration. The findings will serve as a valuable resource for other organisations considering NRSCH registration and inform the NRSCH review team.



PROJECT OBJECTIVE H:  
Development of a National Indigenous Housing  
Employment Strategy for Housing encompassing all  
Jurisdictions

Progress: In development

MILESTONE TIME LINE

APRIL -JUNE 2024	JULY 2024	AUG - SEP 2024	OCT - NOV 2024	JAN - JUNE 2025
<b>Key partners identified</b>	<b>Workshop with NATSIHA, UoA and C&amp;W</b> Identify key questions to explore and set out the 4 month plan.	<b>Research</b> Through a series of interviews with ATSICCHOs conducted by NATSIHA.	<b>Data review</b> Inform the development of the strategy.	<b>Employment strategy developed and tested with the ATSICCHOs.</b>

Overview

NATSIHA is undertaking the development of a National Indigenous Housing Employment Strategy for Housing, which will encompass all states and territories. 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 into the future.

Development of the National Workforce Strategy

Building on the insights gained from the research, a National Workforce Strategy will be developed. This strategy will focus on identifying and addressing the workforce needs within the First Nations housing sector, including skills development, training programs, and employment pathways.

## PROJECT OBJECTIVE I:

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

### Progress: In-development

#### MILESTONE TIME LINE



#### Overview

The housing design and delivery document is being developed to outline an approach to community housing that prioritizes local decision-making, self-determination, and environmental considerations. This document will be reviewed in September by the NATSIHA Board and the broader leadership network.

This review will then inform the next steps in refining and finalising the document.

#### Description of Housing design and delivery first draft:

Empowering Local Communities in Housing Design and Delivery: A Case for Local Involvement in Setting Minimum Standards" explores the critical role that local communities play in the creation and implementation of housing standards. By examining various case studies and best practices, it underscores the importance of community participation in the housing sector, emphasizing that local knowledge and needs are essential for effective and sustainable housing solutions.

This work advocates for a paradigm shift from top-down approaches to a more inclusive, bottom-up strategy where local voices are heard and integrated into the decision-making process. It highlights how community engagement leads to housing designs that are more culturally relevant, environmentally sustainable, and better suited to the specific needs of the population.

Key themes include the benefits of local involvement in setting minimum housing standards, the impact of community-driven design on housing quality and satisfaction, and the long-term advantages of empowering communities to take an active role in housing delivery. Through detailed analysis and actionable recommendations, it aims to inspire policymakers, housing developers, and community leaders to collaborate more closely, ensuring that housing solutions are not only adequate but truly beneficial for the people they serve.



## PROJECT OBJECTIVE J:

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

**Progress: In progress**

### Overview

NATSIHA is establishing a national partnership with First Nations Foundation and IBA. This project aims to provide the access and training to the My Money Dream platform for all NRSCH registered Aboriginal Housing Providers through the On Country Hub.

### Target Cohorts

1. NRSCH registered Aboriginal Housing providers
2. Individuals and communities (clients of ATSIHCCOs)

### Description of the financial literacy program

My Money Dream is for Aboriginal and Torres Strait Islander Learners aged 16-60 to increase good money habits and build financial prosperity. The program can be accessed by community organisations looking to bolster financial literacy in a culturally safe format.

Learners can access the modules for free as many times as they like over a year, through sponsored licences provided by the Aboriginal community housing provider. All of the financial literacy education and resources are created by Mob, for Mob.

Through the On Country program ATSIHCCOs will be able to provide culturally appropriate financial literacy resources for their clients and communities. NATSIHA will support NRSCH registered ATSIHCCOs with connection into the On Country support leads and with licences and resources so that they are able to develop their skills as an organisation and offer financial literacy support and resources.

### MILESTONE TIME LINE

APRIL -JUNE 2024	JULY - SEP 2024	OCTOBER 2024	FEBRUARY 2024	MAY 2025
<b>MOU with IBA</b> Meeting to progress partnership together	<b>Conduct research</b> What platforms exist and are working. understand what ATSIHCCOs are offering in this area.	<b>Partnership and First Nations Foundation</b> Meeting with On Country lead to progress partnership and approach.	<b>Alignment and Distribution</b> ATSIHCCOs engaged and offered the access and training sessions on the hub.	<b>Monitoring of uptake and Evaluation</b>



# REPORTING

# COLLABORATION, ENGAGEMENT, GOVERNANCE AND STAFFING

NATSIHA operates within a federated model, maintaining strong and strategic partnerships with state and territory peaks to effectively address the housing needs of Aboriginal and Torres Strait Islander communities. Our approach ensures local solutions are informed by national strategies, creating a cohesive and responsive housing sector.

## **Federated Model and Collaboration with State and Territory Peaks:**

NATSIHA's federated model enables us to work closely with state and territory peak bodies, ensuring that our strategies and actions are tailored to the unique contexts of each region. Key activities include:

- **Coordination Meetings:** We hold fortnightly meetings with state and territory peaks CEO's, Aboriginal Housing Victoria, Aboriginal Housing NT, ACHIA and ATSIHQ to align our efforts.
- **Joint Policy Development:** Collaborative development of state-specific housing policies that align with national priorities.
- **State and Territory Conferences:** Participation and support for annual housing conferences hosted by state and territory peaks to foster knowledge exchange and community engagement.
- **Mainstream Coordination:** Engaging with peak's, National Shelter, Homelessness Australia, to coordinate responses to housing challenges and share resources.

## **Engagement with ATSICCHOs:**

We work directly through our state and territory Peak bodies or through state and territory representatives and or interim bodies to work directly with Aboriginal and Torres Strait Islander Community Controlled Housing Providers.

**Sector Strengthening Training:** Offering essential sector strengthening training for ATSICCHOs, directed through state peaks, and provided free to ATSICCHOs in each state and territory. These training programs aim to build capacity, improve service delivery, and ensure sustainable operations.

Project one: Governance uplift workshop specifically for community controlled organisations that offer housing services.

Project two: Data development with NRSCH registered ATSICCHOs

## **Collaborating with Government:**

- **DSS:** NATSIHA CO-Chairs the housing Policy Partnership with DSS and has developed a close working relationship as the HPP support team, with weekly meeting to progress work together and fortnightly meetings between NATSIHA ACEO Zachariah Matysek and Acting Deputy Secretary Troy Sloane.
- **DITRDCA:** Collaborating to progress work on essential community infrastructure, this partnership links with the work of the Housing Policy Partnership.
- **NIAA:** Working in accordance with the current contract.
- **Treasury:** Relationship with treasury to discuss key finding activities and the Housing Australia Future Fund grants process.
- **Deputy sec round table:** Collaborating on the creation of policies that address the intersection of housing and social services, ensuring comprehensive support for community members.

# COLLABORATION, ENGAGEMENT, GOVERNANCE AND STAFFING

## **Collaboration and Partnership with Industry Leaders:**

Through the NATSIHA Industry Round Table, we have established significant partnerships with industry leaders, resulting in impactful initiatives. Key activities include:

- Secondments with Industry Leaders: Facilitating secondments with leading firms such as Cushman and Wakefield, PwC, King & Wood Malleson's, and others to enhance our organisational capacity and leverage industry expertise.
- Super Housing Partnerships: Collaborating on innovative housing solutions and funding models through partnerships.

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



## REPORTING

### Working with vulnerable people and work health and safety statement of compliance

#### Working with vulnerable people, including children (WWVP)

Three of our staff have current working with Vulnerable children checks

s47F

#### Key Performance Indicators

#	Key performance Indicator	Target and data
1	MKPI.M1 Indigenous Employment	<b>Staff</b> Indigenous Staff = 5 Indigenous Staff gender breakdown = 4 males, 1 female Note : NATSIHA has an all-Indigenous Board (7 members)
2	MKDI.D1 Employment Numbers	Total Staff = 8 Gender breakdown = 4 Males, 4 Females
3	MKDI.D2 Hours Worked- Indigenous Staff	5 Indigenous Staff Hours – 4800

## 2023-2024 FINANCIAL REPORTING

Income		
(delete categories in italics if not applicable)	Budgeted Amount (Excl GST) <sup>1</sup> 2023-24 Financial year	Actual Amount (Excl GST) <sup>11</sup> 2023-24 Financial year
Grant funds received <sup>2</sup>	\$ 1,977,350.00	\$2,184,971.75
Unexpended Funds received in previous financial year approved for carryover <sup>3</sup>	\$ 2,253,859.97	\$2,253,853.97
Estimated Interest income derived from grant funds <sup>4</sup>	\$	\$42,604.34
Other activity generated income:	\$	
Fees from service users (grant related only)	\$	
Sale of goods (grant related only)	\$	\$18,982.52
Other <sup>5</sup> Add rows to list additional expenditure items		
<b>Total income</b>	<b>\$ 4,231,209.97</b>	<b>\$4,500,412.58</b>
Expenditure		
(delete categories in italics if not applicable)	Budgeted Amount (Excl GST) <sup>1</sup> 2023-24 Financial year	Actual Amount (Excl GST) <sup>11</sup> 2023-24 Financial year
<b>Category 1: Operational</b> <sup>6</sup> Directly related to the Grant		
o Salary and related	\$ 1,155,319	\$1,066,358.77
<b>Operational Administration</b> <sup>8</sup> : Only administration costs directly related to the grant		
o Travel and motor vehicle	\$	
o Information technology and minor equipment (non capital) <sup>7</sup>	\$ 32,500	\$18,729.62
o Consultants and contractors	\$ 276,683	\$113,568.29
o Rental and property (including repairs and maintenance)	\$ 71,406	\$49,900.59
<b>General administration</b> <sup>8</sup>		
o Professional costs e.g. Practicing Certificates, Professional Indemnity Insurance		
o Accreditation		
o Accounting and audit	\$ 28,500	\$34,300.00
o Conferences & Workshops (incl Travel)	\$ 882,000	\$203,811.87
o Governance	\$ 136,600	\$17,254.54
o Other <sup>8</sup> Add rows as needed to list additional expenditure items	\$ 247,500	\$28,061.87
<b>Category 2: Overheads</b> <sup>6</sup> Incurred centrally and allocated to this grant		
o Salary and related	\$	
<b>Overheads Administration</b> <sup>8</sup>		
o Rental and property (including repairs and maintenance)	\$	
o Insurance and utilities	\$	
o Other attributed administration cost <sup>8</sup> Add rows as needed to list additional expenditure items	\$	
<b>Category 3: Capital Costs</b> <sup>7</sup>		
o Vehicles	\$	
o Building purchase and construction	\$	
o Major equipment purchase and installation	\$	
<b>Category 4: Other</b> <sup>9</sup>		
o List expenditure line items if required	\$	
<b>Total expenditure</b>	<b>\$ 2,830,508</b>	<b>\$1,531,985.55</b>
<b>Grant Underspend/ (Overspend)</b>		
Underspend <sup>10</sup> /Overspend amount	\$ 1,400,702	\$2,968,427.03
Submit the 2023-24 Budget to your Agreement Manager. The budget must be agreed by the Commonwealth.		
<b>2023-24 FINANCIAL REPORTING<sup>11</sup></b>		
When completing the 2023-24 financial report, complete the 'Actual Amount <sup>11</sup> ' column and attach this document to the submitted Financial Reporting.		

## 2024 -2025 FINANCIAL FORECASTING

Income		
(delete categories in italics if not applicable)	Budgeted Amount (Excl GST) <sup>1</sup> 2024-25 Financial year	Actual Amount (Excl GST) <sup>11</sup> 2024-25 Financial year
Grant funds received <sup>2</sup>		
Unexpended Funds received in previous financial year approved for carryover <sup>3</sup>	\$2,968,427.03	
Estimated Interest income derived from grant funds <sup>4</sup>	\$	
Other activity generated income:	\$	
Fees from service users (grant related only)	\$	
Sale of goods (grant related only)	\$	
Other <sup>5</sup> Add rows to list additional expenditure items		
Total income	\$2,968,427.03	
Expenditure		
(delete categories in italics if not applicable)	Budgeted Amount (Excl GST) <sup>1</sup> 2024-25 Financial year	Actual Amount (Excl GST) <sup>11</sup> 2024-25 Financial year
Category 1: Operational <sup>6</sup> Directly related to the Grant		
o Salary and related	\$ 1,352,000	
Operational Administration <sup>8</sup> : Only administration costs directly related to the grant		
o Travel and motor vehicle	\$	
o Information technology and minor equipment (non capital) <sup>7</sup>	\$ 38,427	
o Consultants and contractors	888,000	
o Rental and property (including repairs and maintenance)	\$ 130,000	
General administration <sup>8</sup>		
o Professional costs e.g. Practicing Certificates, Professional Indemnity Insurance		
o Accreditation		
o Accounting and audit	\$ 40,000	
o Conferences & Workshops (incl Travel)	\$ 400,000	
o Governance	\$ 80,000	
o Other <sup>8</sup> Add rows as needed to list additional expenditure items	\$ 40,000	
Category 2: Overheads <sup>6</sup> Incurred centrally and allocated to this grant		
o Salary and related	\$	
Overheads Administration <sup>8</sup>		
o Rental and property (including repairs and maintenance)	\$	
o Insurance and utilities	\$	
o Other attributed administration cost <sup>8</sup> Add rows as needed to list additional expenditure items	\$	
Category 3: Capital Costs <sup>7</sup>		
o Vehicles	\$	
o Building purchase and construction	\$	
o Major equipment purchase and installation	\$	
Category 4: Other <sup>9</sup>		
o List expenditure line items if required	\$	
Total expenditure	\$2,968,427	
Grant Underspend/ (Overspend)		
Underspend <sup>10</sup> /Overspend amount	\$	
Submit the 2024-25 Budget to your Agreement Manager. The budget must be agreed by the Commonwealth.		
<b>2024-25 FINANCIAL REPORTING<sup>11</sup></b>		
When completing the 2024-25 financial report, complete the 'Actual Amount <sup>11</sup> ' column and attach this document to the submitted Financial Reporting.		





Payable Invoice Detail

National Aboriginal and Torres Strait Islander Housing Association Limited  
For the period 1 July 2023 to 30 June 2024

Job is NIAA - Housing Peak Body Capacity.

Contact contains s47F

INVOICE DATE	SOURCE	REFERENCE	ITEM CODE	DESCRIPTION	QUANTITY	UNIT PRICE (EX)	GST	GROSS	INVOICE TOTAL	STATUS
Debra Buckskin										
13 July 2023	Payable Invoice	Reimbursement		Uber Airport to Hotel- Sydney	1	45.5400	4.55	50.09	350.88	Paid
13 July 2023	Payable Invoice	Reimbursement		Uber Airport to home- Adelaide	1	47.3600	4.74	52.10	350.88	Paid
13 July 2023	Payable Invoice	Reimbursement		Taxi home to Airport- Adelaide	1	60.7200	6.07	66.79	350.88	Paid
13 July 2023	Payable Invoice	Reimbursement		Meals 2x lunch @ \$33.65 2 x Dinner @ \$57.30 as per award rates. Breakfast included in hotel packaged	1	165.3600	16.54	181.90	350.88	Paid
30 Oct 2023	Payable Invoice	Reimbursement		Uber Airport to Hotel- Sydney	1	36.6700	3.67	40.34	282.66	Paid
30 Oct 2023	Payable Invoice	Reimbursement		Uber Airport to home- Adelaide	1	36.6600	3.67	40.33	282.66	Paid
30 Oct 2023	Payable Invoice	Reimbursement		Taxi Hotel to Airport	1	28.2800	2.83	31.11	282.66	Paid
30 Oct 2023	Payable Invoice	Reimbursement		Uber for Directors	1	10.7100	1.07	11.78	282.66	Paid
30 Oct 2023	Payable Invoice	Reimbursement		Meals 1x lunch @ \$36.10	1	32.8200	3.28	36.10	282.66	Paid
30 Oct 2023	Payable Invoice	Reimbursement		2 x Dinners on travel days	1	111.8200	11.18	123.00	282.66	Paid
13 Dec 2023	Payable Invoice			Board Remuneration 14/12/2022 - 13/12/2023	0.5000	5000	-	2,500.00	2,500.00	Paid

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

INVOICE DATE	SOURCE	REFERENCE	ITEM CODE	DESCRIPTION	QUANTITY	UNIT PRICE (EX)	GST	GROSS	INVOICE TOTAL	STATUS
13 Mar 2024	Payable Invoice			Board Remuneration 14/12/2023 - 13/03/2024	0.5000	1250	-	625.00	625.00	Paid
13 June 2024	Payable Invoice			Board Remuneration 14/03/2024 - 13/06/2024	0.5000	1250	-	625.00	625.00	Paid
Total Debra Buckskin					11.5000		57.60	4,383.54		
Mary Doctor										
13 Dec 2023	Payable Invoice			Board Remuneration 14/12/2022 - 13/12/2023	0.5000	5000	-	2,500.00	2,500.00	Paid
13 Mar 2024	Payable Invoice			Board Remuneration 14/12/2023 - 13/03/2024	0.5000	1250	-	625.00	625.00	Paid
13 June 2024	Payable Invoice			Board Remuneration 14/03/2024 - 13/06/2024	0.5000	1250	-	625.00	625.00	Paid
Total Mary Doctor					1.5000		-	3,750.00		
Skye Thompson										
14 Dec 2023	Payable Invoice			Board Remuneration 14/12/2022 - 13/12/2023	0.5000	5000	-	2,500.00	2,500.00	Paid
13 Mar 2024	Payable Invoice			Board Remuneration 14/12/2023 - 13/03/2024	0.5000	1250	-	625.00	625.00	Paid
13 June 2024	Payable Invoice			Board Remuneration 14/03/2024 - 13/06/2024	0.5000	1250	-	625.00	625.00	Paid
Total Skye Thompson					1.5000		-	3,750.00		



INVOICE DATE	SOURCE	REFERENCE	ITEM CODE	DESCRIPTION	QUANTITY	UNIT PRICE (EX)	GST	GROSS	INVOICE TOTAL	STATUS
Tina Ugle										
14 Dec 2023	Payable Invoice			Board Remuneration 14/12/2022 - 13/12/2023	0.5000	5000	-	2,500.00	2,500.00	Paid
13 Mar 2024	Payable Invoice			Board Remuneration 14/12/2023 - 13/03/2024	0.5000	1250	-	625.00	625.00	Paid
13 June 2024	Payable Invoice			Board Remuneration 14/03/2024 - 13/06/2024	0.5000	1250	-	625.00	625.00	Voided
13 June 2024	Payable Invoice			Board Remuneration 14/03/2024 - 13/06/2024	0.5000	1250	-	625.00	625.00	Paid
Total Tina Ugle					2		-	4,375.00		
Total					16.5000		57.60	16,258.54		

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

s47F

**From:** Zachariah Matysek  
**Sent:** Monday, 15 January 2024 4:44 PM  
**To:** s47F @niaa.gov.au; s47F  
**Cc:** Rob Macfarlane; Benjamin Thompson  
**Subject:** 4-HBIG4U4 - NATSIHA Housing Peak Body Capacity Building - 2023-2024 Workplan - UPDATED (Reporting Period 1 July 2023 - 31 December 2023)  
**Attachments:** NATSIHA Annual Work Plan 23-24\_Final.pdf; NATSIHA Strategy 2024 - 28.pdf; NATSIHA 2023 Year In Review.pdf

Hi All,

For your reference please find attached:

1. Updated NATSIHA workplan/performance plan covering reporting period 1 July 2023 – 31 December 2023.
2. NATSIHA Strategy 2024 – 28
3. NATSIHA 2023 Year in Review.

**Some key highlight include:**

**Part 3, item 2.5**

- 6 item lines are now marked as completed.
- 2 Item lines have been marked as Ongoing.
- 4 items are now in the final stages of being completed – with the products expected to be provided to NIAA in March/April 2024.

**Part 3, item 2.6, 2.7 and 2.8**

- NATSIHA Governance Policies and Frameworks listed - to note this is in addition to all of the internal operational policies we have already established and reported on previously.

**Part 3, item 2.9, 2.10, and 2.11**

- Updated to reflect recent developments including the delivery of the private industry round table, and work being undertaken to fund the Joint Council Agreed HSS Plan.
- 1 item marked as completed.

If you require any further information or clarification on any of the information listed in the updated workplan/performance plan or attachments, please don't hesitate to contact me.

Thanks,



**Zachariah Matysek**  
 Chief Operations Officer  
 NATSIHA – National Aboriginal & Torres Strait Islander Housing Association  
 Suite 3.01, L3, 24 Montgomery Street, Kogarah NSW 2217  
 M s47F | E s47F @natsiha.org.au  
 EA: s47F | P s47F | 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 came before us.*



s47F

**From:** Zachariah Matysek  
**Sent:** Friday, 1 November 2024 1:25 PM  
**To:** Benjamin Thompson  
**Subject:** FW: Variation notification - Final Release of Funds from NIAA to NATSIHA [SEC=OFFICIAL]

**Importance:** High

FYI

---

**From:** Persson, Simone s47F @niaa.gov.au>  
**Sent:** Wednesday, 7 February 2024 3:15 PM  
**To:** Zachariah Matysek s47F @natsiha.org.au>  
**Cc:** Rob Macfarlane s47F @natsiha.org.au>; Benjamin Thompson s47F @natsiha.org.au>; s47F s47F @niaa.gov.au>; s47F @niaa.gov.au>  
**Subject:** Variation notification - Final Release of Funds from NIAA to NATSIHA [SEC=OFFICIAL]  
**Importance:** High

## OFFICIAL

Hi Zach

Thank you for your email regarding the final release of funds that were due on 31 January 2024, pending the NIAA's acceptance of your performance reporting. Before our Grants Management Unit (GMU) can release the final payment, the NATSIHA contract requires 2 minor variations. Upon the execution of the variation the final payment will be released.

### Variation amendments

There are two changes to the grant agreement that need to be varied:

- **Variation part 1** - The original contract specifies that there is only one office owned by NATSIHA. In late 2023, NATSIHA opened a second office in Cairns. NIAA GMU has advised that the contract requires a variation which provides the funding breakdown for each office.
  - Action: NATSIHA will need to provide a funding breakdown on the costs for each office.
- **Variation part 2** – In 2022 the NIAA provided funding for NATSIHA's attendance of the National Housing Conference in 2022, this included costs for the meeting, and travel. NATSIHA agreed these costs would be reduced from the contract amount.
  - Action: NIAA GMU to provide details of the deduction.

Our GMU will be providing you with the variation request in the next few days. As noted above, once the variation has been executed the final payment will be released.

In regards to the performance reporting you have provided, our GMU has notified us that this has been accepted.

Finally, I would like to introduce you to Cyndee Davis who is our new Director of the National Housing Team. Cyndee will be at our meeting on Thursday so you can e-meet. Could you kindly ensure that all correspondence now includes Cyndee. As you may be aware, Katherine Stoate has moved to the Treasury on a secondment.

Happy to discuss further in our catch up this Thursday.

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

Kind regards,

Simone

---

**From:** Zachariah Matysek s47F @natsiha.org.au>  
**Sent:** Tuesday, 6 February 2024 2:31 PM  
**To:** Persson, Simone s47F @niaa.gov.au>; s47F @niaa.gov.au>  
**Cc:** Rob Macfarlane <s47F @natsiha.org.au>; Benjamin Thompson s47F @natsiha.org.au>  
**Subject:** Final Release of Funds from NIAA to NATSIHA

Hi Simone and Tim,

I trust you are both well.

I am writing to seek an update on the release of funds as per the funding agreement between NATSIHA and the NIAA.

As I understand the release amount (GST Inclusive) is \$1,087,542.50 and was due for payment on 31 January 2024 upon successful submission of our performance report.

Attached you will find the NATSIHA workplan/performance report covering the reporting period 1 July 2023 – 31 December 2023 which I provided to the NIAA on 15 January 2024, notably this report falls within the agreed deadline to ensure there was no delay in the release of funds.

Any advice your able to provide is much appreciated.

Thanks,

Zac



**Zachariah Matysek**  
Chief Operations Officer  
NATSIHA – National Aboriginal & Torres Strait Islander Housing Association  
Suite 3.01, L3, 24 Montgomery Street, Kogarah NSW 2217  
M s47F | E s47F @natsiha.org.au  
EA: s47F | P +s47F | 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 came before us.*

---

**IMPORTANT:** This message, and any attachments to it, contains information that is confidential and may also be the subject of legal professional or other privilege. If you are not the intended recipient of this message, you must not review, copy, disseminate or disclose its contents to any other party or take action in reliance of any material contained within it. If you have received this message in error, please notify the sender immediately by

return email informing them of the mistake and delete all copies of the message from your computer system.

---





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 ATSIs 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.

Summary of Comments on Microsoft Word - Appendix A - NATSIHA Annual Work Plan July 1 2024 - June 30 2025

Page: 1

Number: 1	Author: 347F	Subject: Comment on Text	Date: 26/08/2024 11:33:50 AM +10'00'
Please update to include the project description as outlined in clause 2.3, 2.3 and 2.4 of the project schedule.			

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



OFFICIAL

Document 17F

## 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
Project objectives as detailed in the Project Description	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (if ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
1. Recruiting a CEO to assist and guide the establishment of the governance and administration of the organisation;	Completed						
2. Progressive recruitment of key staff as identified and required;	Completed						
Leasing of appropriate premises, purchase of appropriate hardware and software for operations;	Completed						
3. Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation;	Completed						
Development of policies and procedures required for the effective governance and general operations of the organisation;	Completed						
Identification of 'key stakeholders' including the type of relationship they would have with NATSIHA (both formal and informal);	Completed						
Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSIICHO);	<p>a. National Regulatory System for Community Housing (NRSCH). NATSIHA is a part of the NRSCH working group and is looking at conducting NRSCH review on ICCHO's that have navigated the NRSCH registration successfully.</p> <p>b. Governance Training- NATSIHA is conducting a face-to-face National Governance training program</p>	<p>NRSCH - Governments and AHNT, ACHIA, ATSIHQ, QLD-NSW and NT NRSCH registration, participating ACHHO's</p> <p>Governance Training- Peaks and ICCHO's, King Wood and Mallesons (KWM)</p>	<ul style="list-style-type: none"> <li>• NRSCH- Identifying ways to support ACCHO to register with NRSCH</li> <li>• Governance Training- Provide all participating ICCHO's an alternative to online training initially and the opportunity to learn and develop and collaborate in obtaining the Governance Certification. Also to build a More Culturally appropriate platform for an online module of training.</li> </ul>	<ul style="list-style-type: none"> <li>• NRSCH – a review to identify ways to support more NRSCH registration with ACCHO's</li> <li>• Governance Training- June - Dec 2024</li> <li>• Training Roll out. Jan – March 2025</li> <li>• Program Evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of true Govt commitment to obligations under UNDRIP, CTG and JC HSS agreed actions</li> <li>• Insufficient Funding Commitments.</li> <li>• Policy/Legislation constraints.</li> <li>• Stakeholders buy in.</li> <li>• Governance Training – limited Participation</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Council HSS Plan will not be delivered.</li> <li>• Limited uptake in NRSCH registration</li> <li>• The housing gap will not change in statistics.</li> <li>• Governance Training – Limited leadership skills in current/existing Board members and aspiring leaders</li> </ul>	<p>Peaks 7. ICCHO's buy in</p> <ul style="list-style-type: none"> <li>• Governance Training- Early advocacy and notification timeframes</li> </ul>

OFFICIAL



Page: 2

1	Number: 1	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:35:42 AM +10'00'
	It is our understanding as per the activity report that this is ongoing. Given this is ongoing please update and provide details.			
2	Number: 2	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:36:18 AM +10'00'
	This document outlines that recruitment is ongoing, however this is marked as complete. Please update.			
3	Number: 3	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:40:55 AM +10'00'
	The previous report submitted states this is ongoing and that a number of strategies are in progress. Please update.			
4	Number: 4	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:43:21 AM +10'00'
	These Risks don't align with the outcome, of co-designing programs.			
5	Number: 5	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:42:09 AM +10'00'
	Please update to also include that the NRSCH review is also looking at the registration process and how it can be improved.			
6	Number: 6	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:46:39 AM +10'00'
	The HSPP is not relevant to this outcome - this agreement is not aligned with the delivery of the HSPP.			
7	Number: 7	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:45:44 AM +10'00'
	Please include mitigation strategies on NRSCH component.			
8	Number: 8	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:44:32 AM +10'00'
	Please provide details on how the housing gap will not change in statistics is relevant to co-designing programs.			

OFFICIAL

Document 17F



## Appendix A

## Annual Work Plan for 1 July 2024 – 30 June 2025

Development of a National Indigenous Housing Employment Strategy for housing, encompassing all jurisdictions;	Consultation Completed across ACT, WA, NSW, VIC, NT, QLD, SA, TAS- in person and/or through online surveys. Report is in the process of being finalised with recommended next steps and will be provided to NIAA prior to Dec 2024. To note this will require ongoing funding to implement recommendations. NATSIHA also is of the belief that the NATSIHA Sector Strengthening Plan (SSP) is an employment strategy that provides opportunity to build and strengthen the ICCHO Sector through our federation model with Peaks position for delivery to each jurisdiction	DSS, NIAA, Treasury, Dep of Infrastructure, HPP Members, COP, Housing Aus, Prime Minister and Cabinet, IBA, Private Industry, Joint Council, National Affordability Council, Jurisdictional Governments and Peaks.	<ul style="list-style-type: none"> <li>Continue Consultation Ensuring Community Housing Provides advice and is consulted on how to deliver services in with place-based solutions</li> </ul>	<ul style="list-style-type: none"> <li>1. Revised Plan Completed Mar 2024</li> <li>Requires substantial investment to implement Stage 2 and will form part of NATSIHA's 25-26 Pre-Budget Submission.</li> </ul>	<ul style="list-style-type: none"> <li>2. Finding Commitments, Policy/Legislation constraints, Stakeholders buy-in, Government Appetite.</li> </ul>	<ul style="list-style-type: none"> <li>3. Joint Council HSS Plan will not be delivered. HAAF and Housing Accord funds will not be accessed by ICCHO's. The housing gap will not close.</li> </ul>	<ul style="list-style-type: none"> <li>4. Whole of Gov commitment to National Agreement. Public Sector Agencies support to get NATSIHA's 24/25 – 25-26 budget passed in Parliament.</li> </ul>
Review and develop a National Indigenous Housing Standard, encompassing all jurisdictions;	Additional Consultation to be Completed across jurisdictions - in person and/or through online surveys. Report is in the process of being finalised with recommended next steps and will be provided to NIAA. 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.	Jurisdictional Governments and Peaks 10 Community Housing Providers	<ul style="list-style-type: none"> <li>6. Championing National Agreement on CTG – Priority Reforms.</li> <li>Ensuring a transition of funds from Government to the sector through NATSIHA to support culturally safe housing standards.</li> <li>Creating authorising environments across Government to allow First Nations decision making which will lead to culturally safe housing designs.</li> </ul>	<ul style="list-style-type: none"> <li>Late 2023 – initial advice and design concept developed -</li> <li>Early 2024 Draft Concept designs by NATSIHA to guide consultation</li> <li>June 2024 – Dec 2024 Consultation phase</li> <li>Dec 2024 Draft Plan Developed</li> <li>Feb 2025 Peaks Consultation to finalise Plan</li> <li>May - June 2024 Plan Completion /launch</li> </ul>	<ul style="list-style-type: none"> <li>7. Finding Commitments, Policy/Legislation constraints, Stakeholders buy-in, Government Appetite.</li> </ul>	<ul style="list-style-type: none"> <li>8. Joint Council HSS Plan will not be delivered. HAAF and Housing Accord funds will not be accessed by ICCHO's. The housing gap will not close.</li> </ul>	<ul style="list-style-type: none"> <li>9. Whole of Gov commitment to National Agreement. Public Sector Agencies support to get NATSIHA's 24/25 budget passed in Parliament.</li> </ul>
Develop culturally appropriate rental, mortgage, and financial literacy advice.	Work has started in 12 and to identifying partners	IBA, Private Industry, Jurisdictional Governments and Peaks, and NATSIHA Partners	<ul style="list-style-type: none"> <li>a. Work Closely with IBA to leverage existing platforms of support and divest through the sector</li> <li>b. Explore additional partnerships to identify areas of high need and identify what support is needed</li> </ul>	<ul style="list-style-type: none"> <li>Jun – Nov 24- Identify partners</li> <li>Dec 24 – start implementation</li> </ul>	<ul style="list-style-type: none"> <li>11. Finding Commitments, Stakeholder buy-in, Being implemented nationally</li> </ul>	<ul style="list-style-type: none"> <li>Identifying areas of need</li> <li>Focusing on program outputs against dispersion</li> </ul>	<ul style="list-style-type: none"> <li>Focusing on the sector, buy in and partnering to deliver all projects and shared outcomes</li> </ul>

OFFICIAL

Page: 3

11	Number: 1	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:49:19 AM +10'00'
	This Are not relevant to the outcome - please include a timeframe for the development of the strategy			
12	Number: 2	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:50:46 AM +10'00'
	Please provide details on risks which could prevent the development of an employment strategy.			
13	Number: 3	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:51:40 AM +10'00'
	The H55P is not relevant to this agreement. Please provide further details on the impacts if the risks occur.			
14	Number: 4	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:52:22 AM +10'00'
	Please update to include mitigation processes in line with the risks associated with the developed of an employment strategy.			
15	Number: 5	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:48:46 AM +10'00'
	Please include an action as being development / drafting of the employment strategy.			
16	Number: 6	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:54:30 AM +10'00'
	I'm not sure these are actions on this outcome to review and develop a housing standard?			
17	Number: 7	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:54:51 AM +10'00'
	Please provide risks associated with the review and development of a set of standards.			
18	Number: 8	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:55:33 AM +10'00'
	Please provide impacts if the risks occur relating to the review and development of a set of standards.			
19	Number: 9	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:56:18 AM +10'00'
	Please provide mitigation strategies to be put in place to manage risks associated with review and development of a set of standards.			
20	Number: 10	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:53:08 AM +10'00'
	What about the construction sector / builders being a stakeholder?			
21	Number: 11	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:57:40 AM +10'00'
	As per previous comments - please update to ensure these align with the outcome being delivered.			
22	Number: 12	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:57:10 AM +10'00'
	The previous report submitted indicates that some partners have been identified.			



OFFICIAL

Document 17F



## Appendix A

## Annual Work Plan for 1 July 2024 – 30 June 2025

			c. Seek partnership to work in areas of need from all governments, existing and future partnerships and peaks to implement plans community	Jun 2025 – Program completion			

## Collaboration, Engagement, Governance &amp; 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
What result do we want to achieve	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (If ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
Work collaboratively with key stakeholders across all jurisdictions, including but not limited to state and territory governments, ATSICHOs, other national, state and territory peak bodies and other community services;	NATSIHA board and staff are working very well with the following stakeholders: <ul style="list-style-type: none"> <li>Jurisdictional Partners: COP, H&amp;H Peaks and ATTSICHO's</li> <li>Strategic Partners – Private Industry, Philanthropic, Academic</li> <li>Commonwealth Government (DSS, NIAA, DITRDCA, PM&amp;C, Treasury)</li> <li>State and Local Governments</li> <li>Mainstream Peaks Partners</li> <li>Commonwealth Statutory Bodies (IBA, Housing Australia)</li> <li>AHURI</li> <li>Private Industry Leaders</li> </ul>	Achieve greater reach across all previous mentioned stakeholders, we need to expand 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 – CED 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 NATSIHA 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 development of First Nations Housing Chapter Housing Australia – Co-designing grant programs AHURI – data/evidence/advice Private Industry – NATSIHA has successfully run its first Private Industry Round Table and is in the process of compiling a schedule of future engagements. Private Industry / ATTSICHO's - negotiate and implement project based partnerships	Ongoing	<ol style="list-style-type: none"> <li>Lack of State and Territory First Nations Peaks Network</li> <li>Lack of coordinated approach within government and territorial approaches at times by government.</li> <li>Joint Council has no current true expertise in First Nations housing.</li> <li>Lack of commitment to date to fund the Joint Council Agreed HSS Plan.</li> </ol>	<ol style="list-style-type: none"> <li>does make</li> <li>induit more difficult from bottom up/top down</li> <li>Opportunity loss for true ability to realise outcomes.</li> <li>First Nations Housing is not truly/adequately represented.</li> <li>Joint Council Agreed HSS Plan will not be delivered.</li> </ol>	<ol style="list-style-type: none"> <li>Consulting with A/SA/ACT/VIC/TAS to ascertain desire, opportunities for a S&amp;T Peaks.</li> <li>Call via HPP and with each Govt Department. NATSIHA Strategy has addressed this.</li> <li>NATSIHA has written to COP to request a spot on the Joint Council.</li> <li>NATSIHA is advocating across government to fund the HSS Plan and will be writing it into our 24/25 Pre-Budget Submissions.</li> </ol>

OFFICIAL

Page: 4

17	Number: 1	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:02:20 PM +10'00'
These are some risks for this outcome however they are focused very much on Government. The outcome is not limited to Governments. This section should include what would happen if NATSIHA was not to work in a collaborative approach.				
17	Number: 2	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:00:40 PM +10'00'
update as needed based on updated risks.				
17	Number: 3	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:01:22 PM +10'00'
Update needed based on updated risks				
17	Number: 4	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 11:59:00 AM +10'00'
The H55P is not relevant to this funding agreement.				

OFFICIAL

Document 17F



## Appendix A

## Annual Work Plan for 1 July 2024 – 30 June 2025

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
What result do we want to achieve	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (If ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
Maintain established linkages and strategic partnerships with relevant agencies including, but not limited to, state and territory governments, ATSI CCHOs, other national, state and territory peak bodies and other community services;	1 Above	As Above	As Above	As Above	As Above	As Above	As Above
Maintain strong governance and financial management arrangements complying with Australian law;	NATSIHA has established strong governance processes, frameworks and policies which include: <ul style="list-style-type: none"> <li>A Board Charter</li> <li>Risk Management Framework</li> <li>Risk Register</li> <li>Risk Management Policy</li> <li>Governance Framework</li> <li>Board Skills Matrix</li> <li>Board Member Assessment Tool</li> <li>Conflict of Interest Policy</li> <li>Conflict of Interest Agreement</li> <li>Code of Conduct Policy</li> <li>Code of Conduct Agreement</li> <li>Financial Delegations Policy</li> <li>Financial Delegations Schedule</li> <li>Credit Card Policy</li> <li>Board Finance, Audit, and Risk Committee</li> </ul>	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 to occur prior to each Board meeting. Others - Implemented	2 FA&RC Committee Attendance for Quorum	3 FA&RC Committee cannot occur.	4 Quorum of 2 out of the 3 Board Members needed. 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?"

OFFICIAL



Page: 5

11	Number: 1	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:03:46 PM +10'00'
	This is a separate outcome and needs to be outlined.			
12	Number: 2	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:06:13 PM +10'00'
	What are the risks of the Board not meeting regularly and risks of policies and procedures not being followed. These should also flow into impact and mitigation.			
13	Number: 3	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:05:02 PM +10'00'
	What are the impacts of board not meeting regularly?			
14	Number: 4	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:05:15 PM +10'00'
	Board meeting details.			

OFFICIAL

Document 17F



## Appendix A

## Annual Work Plan for 1 July 2024 – 30 June 2025

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
What result do we want to achieve	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (If ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
	established and operational.						
Use their best endeavours to employ First Nations people to work on the Project.	Board 100% First Nations CEO And COO both First Nations. Currently we have 6 of 10 First Nations Staff (60%), however – with the remaining three positions being recruited as identified this will put it to 8 of 10 (80%). Note: we also have a First Nations Staff Member in our HPP Stream.	Bloom HR been engaged for a National Recruitment Campaign. NATSIHA will recruit additional staff based on project requirements.	NATSIHA Board/Management/Staff – Champion NATSIHA as 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.	As above	Recruitment process is critical in this regard, we are new so ensuring that we hire people in that have this is important.	CEO/COO/Management only hire people in that have demonstrated experience and can demonstrate cultural competency.	As above	As above	As above	As above

## 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 (Interim/Temporary Vacancy)	Y	1	180K Base
Director Housing Sector Strengthening (HSS)	Responsible for Management and driving delivery of HSS / NIAA Contract	Y	1	150K Base

OFFICIAL



Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

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
Director Communication	Responsible for managing the COO/CEO's diary and completing operational and administration duties.	N	1	150K Base
Communications Officer	Assisting Teams with communications, engagement and strategies and functions operations	N	.6	80K Base
Director for Policy and Engagement	All Engagement and Policy Support and strategies to Sector Strengthening	Y	1	150K Base
Administration Assistant	Administration support to all teams	N	.6	80K Base
Senior Policy Officer	Lawyer (seconded)	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 (identified)	2 Years	Engaged Bloom HR for national recruitment campaign, NATSIHA finalising recruitment	Strategic partners leaning in. NATSIHA has a full executive structure in place who are leaning in to complete any project officer level work in the interim.

Financial Sustainability

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



OFFICIAL

Document 17F



## Appendix A

## Annual Work Plan for 1 July 2024 – 30 June 2025

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
What result do we want to achieve	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (If ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
Future financial sustainability and funding for NATSIHA must be part of its operational and strategic planning.	<ol style="list-style-type: none"> <li>1. Directed in NATSIHA Strategic Plan</li> <li>2. We are only hiring people in line with funding envelope.</li> <li>3. NATSIHA is set up with DGR status</li> <li>4. NATSIHA is working across government seeking appropriate funding and entering Strategic Partnerships with a raft of agencies to support our growth and sustainability.</li> <li>5. NATSIHA has run its first Industry Round Table (and is in the process of compiling a full schedule of future meetings) seeking formal partnerships with super funds, banks, developer companies etc.</li> </ol>	<ol style="list-style-type: none"> <li>2. We are looking at "Sector Sustainability" not just NATSIHA Sustainability, i.e. NATSIHA, our State and Territory Peaks and ATTSICHO's.</li> </ol>	<ol style="list-style-type: none"> <li>3. NATSIHA is responsible for this. Although government has a duty to all ensure it succeeds under CTG Priority areas 2 &amp; 3. As per the Joint Council agreed Housing Sector Strengthening Plan – the Commonwealth Government has been tasked with supporting the sustainability of NATSIHA and the Sector.</li> </ol>	<ol style="list-style-type: none"> <li>4. NATSIHA Strategic Plan – Dec 23 Jun24 – State and Territory Sustainability Plans and HSS Plan Funding clarity – July 24</li> </ol>	<ol style="list-style-type: none"> <li>5. Inaction by various governments to truly buy in to CTG Priority Areas 2&amp;3. 2. Lack of current buy in to fund the Joint Council Approved HSS Plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inaction on CTG priority areas 2 &amp; 3 is an opportunity loss if not progressed, if taken up however will be massive win for NATSIHA and the sector. 2. HSS Plan will not be delivered unless funded by government.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lift NATSIHA profile now to ensure we are the obvious conduit.</li> <li>2. Advocacy across government seeking funding and commitment to the HSS Plan. NATSIHA will also be writing this into our 24/25 pre-budget submissions.</li> </ol>
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.	<ol style="list-style-type: none"> <li>8. above</li> </ol> <p>NATSIHA has been working with NIAA to develop what products and services we can be commissioned for post our current contract end date to ensure it can be factored into any intergovernmental pre-budget submission process. NIAA is already aware we will most likely extend our current contract to ensure existing funds can be spent.</p> <p>NATSIHA is working with Housing Australia on what sector strengthening programs can be funded under HAFF to increase of Indigenous Community Control Organisations to the various facilities being delivered through HA.</p> <p>NATSIHA has costed out the Joint Council Agreed Housing Sector Strengthening Plan and is now working with DSS to compile and deliver all of the relevant briefing required to seek cabinet support to fund the 90 million directly to NATSIHA over 3 federal budgets. NATSIHA also sought Minister Collins support to sponsor the funding request in cabinet when the relevant briefings are brought to her attention.</p> <p>NATSIHA wrote in the Housing Policy Partnership to the National Agreements on Social Housing and Homelessness which as you know is now fully executed, thus securing our funding up until 30 June 2029 (to co-chair, fund the deliverables and run the secretariat).</p> <p>NATSIHA is working with DSS to identify what products and services we can be commissioned for post our current contract end date, and acknowledged we will most likely extend our current contract to ensure existing funds can be spent. NATSIHA also met with Minister Collins who is very impressed with NATSIHA's performance both at the HPP and in our dealings with her agencies.</p> <p>NATSIHA is in the process of negotiating a MOU with the Department of Infrastructure to roll out Target 96</p>	<ol style="list-style-type: none"> <li>7. above</li> </ol> <p>NIAA, DSS, Treasury, Infrastructure, COP, Peaks, Housing Australia, Commonwealth Ministers, Our Partners and Industry experts and investors</p>	As above	As above	As above	As above	As above

OFFICIAL

Page: 8

1	Number: 1	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:07:39 PM +10'00'
	How is this reflected?			
2	Number: 2	Author: S47F	Subject: Comment on Text	Date: 23/09/2024 2:00:24 PM +10'00'
	Who are the stakeholders relevant to this outcome? Further to this, this funding agreement is for NATSIHA sustainability, not sector sustainability. Please ensure that the focus on the reporting is this.			
3	Number: 3	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:09:38 PM +10'00'
	This outcome is ensuring that financial sustainability and funding is part of operational and strategic planning. Please update.			
4	Number: 4	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:10:00 PM +10'00'
	Operational planning?			
5	Number: 5	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:11:11 PM +10'00'
	These are separate issues not related to financial sustainability and funding being part of NATSIHA's operational and strategic planning. What is NATSIHA doing to ensure they are included and what are the risks?			
6	Number: 6	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:11:40 PM +10'00'
	Please focus on operational and strategic planning.			
7	Number: 7	Author: S47F	Subject: Comment on Text	Date: 26/08/2024 12:13:58 PM +10'00'
	Please update in line with previous comment that this outcome is not around funding from the Commonwealth.			
8	Number: 8	Author: S47F	Subject: Comment on Text	Date: 23/09/2024 1:59:53 PM +10'00'
	This outcome is funding from state and territory governments, the private sector, not-government organisations and donations to support the operations of NATSIHA, however details have predominantly focused on potential Commonwealth funding. Please update. Further to this, it is not clear what products and services NATSIHA have been working with NIAA on to commission post contract.			

OFFICIAL

Document 17F



## Appendix A

## Annual Work Plan for 1 July 2024 – 30 June 2025

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
What result do we want to achieve	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (if ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
	under the National Agreements on closing the gap, this will include direct funding to NATSIHA. -NATSIHA is exploring international investment through our MGU with the Aboriginal and Torres Strait Islander International Engagement Organisation. Exploratory conversations are being had through ATSIIO with China around what interest they have and the type of funds they are looking to invest.						
The Provider must document this clearly, and to the Commonwealth's 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						

## Indigenous Employment

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

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
Target/Reporting Data	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (if ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
MIPLM1 - Indigenous Employment - 80 per cent of hours worked in the reporting period under the activity, are worked by an Indigenous person.	Board 100% First Nations CEO And COD both First Nations. Currently we have 5 of 7 First Nations Staff (71%), however – with the remaining three positions being recruited as identified	Bloom HR been engaged for a National Recruitment Campaign as per when additional staffing is required	NATSIHA Board/Management/Staff – Champion NATSIHA as 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 as per projects requirements and funding allocations.	It is a candidate short market; First Nations people are 3% of population and us skillset is niche on top of that. Disparity between NATSIHA/NFP Sector and what Government or Larger Private	NATSIHA not realise our potential. Lack of delivery against contract	LinkedIn account 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.

OFFICIAL





Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
Target/Reporting Data	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (If ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
	this will put it to 8 of 10 (80%). Note: we also have a First Nations Staff Member in our HPP Stream.				Industry Employers can also offer in the way of benefits to accompany salary.		along with Private and NIAA Roundtables/Thinktanks increase NATSIHA Brand and reach.
MKDI.DZ - 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						

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

Day	Month	Year	From	To	Subject	Information
7	12	2023	s47F	Rob Mcfarlane	Compliance Check	Referencing compliance check letter 17 November 2023
12	12	2023	Rob Mcfarlane	s47F , Simone	Catch up	Contract extension, Grant Management Concerns, site visits , Minister Bernie 200m, round table
21	12	2023	Rob Mcfarlane	s47F	Compliance Check	Reply with relevant information and concerns about NIAA not being open of concerns in regular catch ups
22	12	2023	s47F	Rob Macfarlane	Compliance Check	Requesting additional information and clarity
8	1	2024	Rob Macfarlane	s47F	Compliance Check	Rob confirming this is sitting with NIAA and suggest a meet
11	1	2024	s47F	Rob Macfarlane	Compliance Check	NIAA confirmation that all requirements are met
29	1	2024	Julie Ann Guivarra	Rob Macfarlane	\$200m Principles	Development of Investment Principles discussion and oversight of the FFA Schedule
6	2	2024	Zac Matysek	Simone Persson and s47F	Final Funding Release	Requesting Final funds to be released in accordance with the contract/reporting
7	2	2024	Simone Persson	Zac Matysek	Final Funding Release	NIAA requesting 2 variation to the contracts and the Performance reporting was ACCEPTED
8	2	2024	s47F	Rob, Zac and Ben	\$200m Principles	Sharing details and confirming a useful first meet
12	2	2024	Zac Matysek	s47F Simone Persson	\$200m Principles	Draft Investment Principles from NATSIHA
14	2	2024	s47F	Zac Matysek	\$200m Principles	Draft Investment Principles from NIAA
22	2	2024	s47F	Ben Thompson	\$200m Principles	Draft Investment Principles from NIAA
22	2	2024	Ben Thompson	s47F	\$200m Principles	Seeking information around the collaboration and agreeance of the draft
4	4	2024	Ben Thompson	s47F	Head Agreement	Requesting a copy of the Head Agreement
5	4	2024	Zac Matysek	s47F	\$200m Principles	Seeking input from the wider sector
8	4	2024	s47F	Ben Thompson	Head Agreement	Updated Agreement sent and confirming remaining milestones
1	5	2024	s47F	Ben Thompson	Site Visit	Site visit and additional information relating to the progress of the NIAA Contract
7	5	2024	s47F	Ben Thompson	Site Visit	Actions from site visit
9	5	2024	Ben Thompson	s47F	Site Visit	Additional information and requested and noting we need questions sent early to allow NATSIHA to prepare as we went of agenda on many occasions
8	6	2024	Simone Persson	Ben Thompson	NATSIHA reporting	Requesting : Sustainability advice, Discussion on Deliverables, Noting Contract Expiry and Geneva trip advice
9	7	2024	s47F	Ben Thompson	National Indigenous Housing Standard	Request to view our first cut of the standards document. Also a request to hear Zac's address in Geneva and anything we are willing to share from the visit
15	7	2024	Ben Thompson	s47F	National Indigenous Housing Standard	Draft Document sent to Cyndee
17	7	2024	s47F	Ben Thompson	National Indigenous Housing Standard	Requesting next steps
17	7	2024	Ben Thompson	s47F	National Indigenous Housing Standard	Indicating state peaks would inform next steps as key stakeholders
24	7	2024	s47F	Ben Thompson	Performance Report	Requesting Financial Sustainability funds from others besides NIAA
26	7	2024	Ben Thompson	s47F	Performance Report	Extensive information provided to reply about Financial Sustainability
26	8	2024	Ben Thompson	s47F	NATSIHA Reporting	Resent all NIAA reporting due to size of reporting and request Contract team presence in regular catch ups to ensure we can meet reporting requirements
29	8	2024	s47F	Zac Matysek	Geneva Trip	Requesting Travel details
29	8	2024	Zac Matysek	Simone Persson	Geneva Trip	Confirmation that NIAA did not pay for the Geneva trip
23	9	2024	s47F	Ben Thompson	NATSIHA Reporting	Requesting additional information - Workplan request , Budget forecasts, Additional funding received, conference breakdowns, targeting our actuals forecast, Challenging the \$5000 clause for contractors , travel schedule for the funding allocated , CEO update , strategic operational plans and information for each deliverable
18	10	2024	Ben Thompson	s47F	NATSIHA Reporting	Reply to all additional requests from 23/9/2024
18	10	2024	Ben Thompson	s47F	Unapproved workplan	additional information - NIAA (NATSIHA)Travel Budget 2024-5, Conferences and workshops 23-24 expenditure, consultant transactions, other expenditure, NATISHA workplan, financial audit 20024
21	10	2024	s47F	Ben Thompson	NATSIHA Reporting	Requesting workplan missing form reporting
21	10	2024	Ben Thompson	s47F	Independent Financial Report	Sent completed Independent Financial report for 2024
23	10	2024	s47F	Ben Thompson	NATSIHA Reporting	Advising review will take a while and we should work on iterating bits. \$5,000 increment variation request not supported. NIAA request all contractor breakdown for pre-approval
23	10	2024	Ben Thompson	s47F	NATSIHA Reporting	Workplan sent to NIAA
25	10	2024	Ben Thompson	s47F	Auditor Report	Manager Declaration signed and sent back to NIAA
25	10	2024	s47F	Ben Thompson	Auditor Report	Clarifying additional information is needed to finalise report
28	10	2024	s47F	Ben Thompson	NATSIHA Reporting	Requesting additional information on the workplan - Noting these items have already been approved previously
31	10	2024	s47F	Ben Thompson	Auditor Report	Confirming meeting took place to resolve outstanding issues and run through the report requirements
1	11	2024	Ben Thompson	s47F	Unapproved workplan	Sending confirmation to NIAA confirming the workplan has already been approved previously
1	11	2024	Ben Thompson	s47F	NATSIHA Reporting	Additional Information; \$5K contractors concerns : - Sent NATSIHA Contractor indicative costs Breakdown and advising we are happy to supply progressive financial reports on actuals
4	11	2024	s47F	Ben Thompson	Unapproved workplan	NIAA requesting additional operational plans
18	11	2024	s47F	Ben Thompson	NATSIHA Reporting	NIAA unwilling to approve contractor payments due to concerns of Value for money, First Nations Statutes/companies, how NATSIHA choose these companies to deliver
19	11	2024	Ben Thompson	s47F	Auditor Report	Breakdown of all 2023 expenditure, consultants, other expenses, conferences and contractors costs for 2024 that will exceed \$5k for NIAA's transparency
19	11	2024	s47F	Ben Thompson	Auditor Report	Clarifying request for auditor to sign additional sheet outside of the auditors report
20	11	2024	Ben Thompson	s47F	Auditor Report	Additional auditor signed form sent to NIAA to finalise audit
27	11	2024	Jody Broun	Zac Matysek	Unapproved workplan	Official letter reiterating NIAA concerns about Geneva travel, NATSIHA travel Budget, board director payments, the status of the CEO, ability to deliver projects, Financial Sustainability, Staff Behavior