



Australian Government
National Indigenous
Australians Agency



NIAA

Incoming Ministerial Brief

Minister for Indigenous Australians

May 2025

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Congratulations

Congratulations on your re-election and re-appointment to the Albanese Ministry.

The National Indigenous Australians Agency and I are pleased to continue working with you to deliver the Government's agenda to build a better future for First Nations people.

On a personal level, I am deeply committed to working in partnership with First Nations people to bring about sustainable and impactful outcomes. I am looking forward to continuing to work with you over the coming term to bring this vision to life and achieve tangible progress towards Closing the Gap.

Our focus is on ensuring your priorities are delivered on time, on budget and in a culturally safe manner that meets the needs of First Nations people. This briefing pack outlines the current operations of the Agency to help you plan the term ahead. This includes how we will continue to support you with your Cabinet responsibilities, the legislation you administer, and the Indigenous portfolio bodies. It marks the first of many opportunities for my team to provide briefing on how we can best support you in your second term.

The staff here at the NIAA are ready and eager to continue working with you to achieve your commitments to supporting the empowerment of First Nations people. One of our greatest strengths remains that a quarter of our staff identify as First Nations, including 36 per cent of our senior executive body.

With over half our staff working outside of Canberra, our regional and remote teams are excited to continue supporting you on the ground, engaging with and in community. Their presence enables our Agency to hear directly from the First Nations communities we serve.

The NIAA welcomes you back to the portfolio and stands ready to help you achieve your second term agenda as the Minister for Indigenous Australians.

Our connections to community and the commitment of our staff give our Agency the strength and understanding to deliver real and meaningful outcomes in place. We look forward to drawing on this experience to support you in maximising progress toward Closing the Gap over the coming term.

Yours sincerely,

Jody Broun
Chief Executive Officer



Resuming your Ministry

Supporting your Office

Should there be any staffing changes inside your Office, we have a list of experienced policy, communications and parliamentary officers that can act as interim advisers while your permanent staff roster is finalised. The NIAA will cover the costs for up to 12 weeks. We will also continue to sponsor two Departmental Liaison Officers to facilitate communications and workflow between your Office and the Agency.

We will continue to work with your Office Manager and Chief of Staff to ensure you are adequately supported in your physical office locations.

Charter Letter

Within the next month, we expect the Prime Minister to issue you with your Charter Letter that will outline a set of Ministerial priorities and objectives for this term of government. We will work with you to ensure every one of these priorities and objectives is met or exceeded. We will also draft a response for you.

Travel arrangements

In the coming weeks, the Prime Minister or his Chief of Staff is expected to write to Ministers reconfirming the process for providing approvals to travel overseas. s47C, s47E(d)

Cabinet responsibilities

The rules and expectations governing the operation of the Cabinet and its committees are endorsed by the Cabinet at the start of each term of government. Once endorsed, the rules and expectations are set out in a new edition of the Cabinet Handbook.

The most recent Cabinet Handbook (15th edition) and the Budget Process Operational Rules (BPORs) include a requirement for all proposals bound for the Cabinet and its committees to genuinely consider the impact they will have on First Nations people. It is recommended but not mandatory to consult the NIAA and First Nations stakeholders during development.

The Cabinet Secretary

With delegation from the Prime Minister, the Cabinet Secretary is responsible for finalising Cabinet and committee agendas and controlling the release of Cabinet documents. Once you have approved a Cabinet document for consideration, the Cabinet Secretary, supported by the Department of Prime Minister and Cabinet, vets documents before they are provided to Cabinet Ministers. The Cabinet Secretary is also responsible for finalising and releasing Cabinet and committee minutes and for agreeing to the presence of officials and co-opted Ministers (and their staff) in Cabinet and committee meetings.

Support for your attendance at Cabinet and Committee meetings

The NIAA will continue to provide you with a handling brief for each Cabinet and committee meeting you attend. We can also continue to provide verbal briefings on Cabinet items and their impact on First Nations people if you wish. Your Departmental Liaison Officers will prepare documents ahead of any Cabinet and committee meeting you attend.

s47C, s47E(d)



Indigenous Affairs Ministers Meeting

The Indigenous Affairs Ministers Meeting (IAMM) remains the key ministerial forum focused on supporting collaborative relationships between the Commonwealth, states and territories, on Indigenous affairs.

s47C, s47E(d)



For confirmation, current state and territory representatives in the IAMM are as follows:

- The Hon David Harris MP, Minister for Aboriginal Affairs and Treaty (NSW)
- Ms Suzanne Orr MLA, Minister for Aboriginal and Torres Strait Islander Affairs (ACT)
- The Hon Kyam Maher MLC, Minister for Aboriginal Affairs (SA)
- The Hon Steven Edgington MLA, Minister for Aboriginal Affairs (NT)
- The Hon Fiona Simpson MP, Minister for Aboriginal and Torres Strait Islander Partnerships (Qld)
- The Hon Jacquie Petrusma BCom RN, Minister for Aboriginal Affairs (Tas)
- The Hon Natalie Hutchins MP, Minister for Treaty and First Peoples (Vic)
- The Hon Don Punch MLA, Minister for Aboriginal Affairs (WA).

Your key stakeholders

The NIAA has a stakeholder list with key external stakeholders and contact information that we can provide you separately.

NIAA: a quick overview

Our responsibilities

Our responsibilities are defined by our establishing Executive Order signed by the Governor-General on 29 May 2019.

The Executive Order gives the NIAA several functions, including to:

- lead and coordinate Commonwealth policy development, program design and implementation and service delivery for Aboriginal and Torres Strait Islander peoples
- provide advice to the Prime Minister and the Minister for Indigenous Australians on whole-of-government priorities for Aboriginal and Torres Strait Islander peoples
- lead and coordinate the development and implementation of Australia's Closing the Gap targets in partnership with First Nations people
- lead Commonwealth activities to promote reconciliation.

To deliver on these functions, the NIAA works with a diverse range of stakeholders. We coordinate and influence across government to ensure policies and programs are fit for purpose, impactful and aligned with community aspirations.

We are constantly working to enhance our efficiency and effectiveness to deliver on our functions and achieve tangible progress toward Closing the Gap.

Our vision and purpose

Our vision and purpose as an agency are defined in our 2024-25 corporate plan:

Our vision: Aboriginal and Torres Strait Islander people are heard, recognised and empowered.

Our purpose: The NIAA works in genuine partnership to enable the self-determination and aspirations of First Nations communities. We lead and influence change across government to ensure Aboriginal and Torres Strait Islander peoples have a say in the decisions that affect them.

Our workforce¹

Key facts

- 1,387 Full Time Equivalent (FTE) staff.
- 24 per cent of the NIAA's staff, and 36 per cent of our senior executive, identify as First Nations.
- 53 per cent of staff work outside Canberra, up from 41 per cent in 2019-20.
- 71 per cent of our staff are female and 29 per cent of our staff are male.

¹ All data within this section is current as of 28 April 2025. Please note all SES figures represent internal HR data and include SES staff on short-term acting arrangements and those on long-term leave.

The NIAA's Statutory Office Holders

- The Office of the Registrar of Indigenous Corporations (ORIC) has 44 FTE staff.
- The Office of Town Leasing (OTL) has 15 FTE staff.
- These staff are reflected within the NIAA's overall workforce data, including within the NIAA Annual Report.

A place-based approach to driving change

The NIAA is physically located in more locations than most Commonwealth agencies and works on the entire lifecycle of Indigenous policy. We are well positioned to collaborate in place with First Nations communities, Aboriginal Community Controlled Organisations, providers, non-government organisations (NGOs) and government partners at the federal, state and local levels.


We are committed to increasing the proportion of our workforce who are based in the regional and remote areas that we serve. Between 2019-20 to 2024-25, the proportion of our staff based outside of Canberra increased from 41 per cent to 53 per cent.

Our deep connections to regional and remote communities provide invaluable access to local intelligence and on-the-ground knowledge in community and are a unique asset for a Commonwealth agency. Our extensive regional footprint positions us well to work across government and facilitate community engagement on policies and programs, including playing a coordination role, identifying early warning signs and taking immediate action in responding to emergencies and local disasters.

We are also committed to increased efficiency and productivity. Between 2019-20 and 2024-25, the amount of expenditure we administered under the Indigenous Advancement Strategy (IAS) has increased by 62 per cent (from approximately \$1.269 billion to just over \$2.051 billion). Over the same period, the size of our workforce has grown only 20 per cent, from 1,155 full-time equivalent (FTE) to 1,387 FTE.

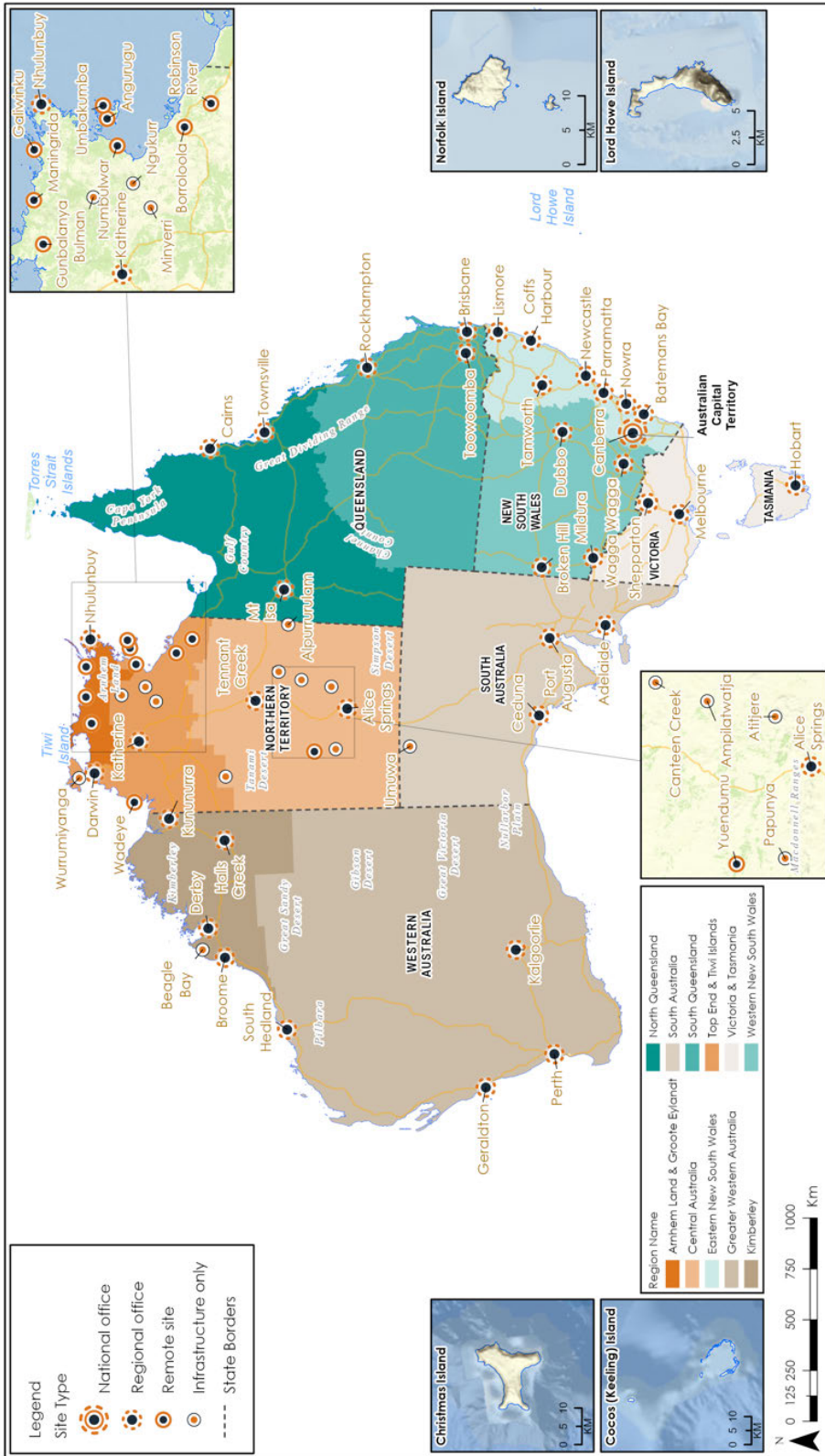
Our staff can continue supporting you on ministerial visits relating to portfolio matters.

NIAA organisational chart

 National Indigenous Australians Agency		Chief Executive Officer Jody Broun	Office of the CEO Ameet Jamble
Operations and Delivery Portfolio Deputy CEO: Kevin Brahim			
Central Group Bridgette Bellenger	Eastern Group Ben Burdon	West and South Group Cheryl Smith	Central Australia Plan Implementation Group Selena Pattrick
Arnhem Land and Groote Eylandt Region	North Queensland Region	Greater Western Australia Region	Central Australia Plan Implementation Branch
Central Australia Region	South Queensland Region	Kimberley Region	
NT Strategy and Policy Branch	Eastern New South Wales Region	South Australia	
Top End and Tiwi Islands Region	Western New South Wales Region	Victoria and Tasmania	
Policy and Programs Portfolio Deputy CEO: Julie-Ann Guivarra			
Country, Culture and Connection Group Deborah Fulton	Jobs and Economic Development Group Jessica Guthrie	Social Policy Group Ali Jenkins	Strategy Group Simon Gordon
Land and Native Title Branch	Business and Economic Policy Branch	Early Years and Education Branch	Closing the Gap Branch
Environment Branch	Community Development Program Branch	Families and Safety Branch	Strategic Insights Branch
Territories Stolen Generation Redress Scheme	Remote Employment Branch	Health and Wellbeing Branch	Strategic Policy Branch
Culture and Empowerment Branch		Housing and Infrastructure Branch	

Enabling Services Portfolio Chief Operating Officer: Rachael Jackson		
Corporate Group John Love	Grants and Finance Group Nick Creagh (Chief Financial Officer)	Integrity Group Sean Worth
People Branch	Finance Branch	Governance, Assurance and Risk Branch
Business Operations Support Branch	Grant Services Branch	Legal Services Branch
Communications Branch	ICT, Data and Systems Branch	Program Compliance and Fraud Branch
Transformation Management Office	Grants Management Unit	

NIAA regional office map





NIAA Office Locations National

Spatial Reference:
Datum: GDA2020
Projection: Albers
Scale correct when printed at A4 Landscape
Scale: 1:25,000,000

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ICT Data and Systems Branch, NIAA.
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About your portfolio

Legislation and delegations

As Minister for Indigenous Australians, you administer several Acts, including the following:

Legislation title	Relevant application (if limited use)
<i>Aboriginal and Torres Strait Islander Act 2005</i>	Covering TSRA, IBA and ILSC
<i>Aboriginal Land and Waters (Jervis Bay Territory) Act 1986</i>	Covering Wreck Bay Aboriginal Community Council
<i>Aboriginal Land (Lake Condah and Framlingham Forest) Act 1987</i>	
<i>Aboriginal Land Rights (Northern Territory) Act 1976</i>	
<i>Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989</i>	
<i>Corporations (Aboriginal and Torres Strait Islander) Act 2006</i>	
<i>Higher Education Support Act 2003</i>	Parts of the Act dealing with Indigenous student assistance grants to universities (administration of these provisions will transfer to the Minister for Education on 1 July 2025)
<i>Indigenous Education (Targeted Assistance) Act 2000</i>	
<i>Low Aromatic Fuel Act 2013</i>	
<i>Native Title Act 1993</i> dealing with Native Title bodies and funding	Parts of the Act dealing with Native Title bodies and funding
<i>Social Security Act 1991</i> <i>Social Security (Administration) Act 1999</i>	Provides legislative framework for the Community Development Program (CDP) and any future remote employment service.

Delegation arrangements are in place (signed by a previous Minister) to facilitate administration of the above legislation. s47C, s47E(d)

s47C, s47E(d)

s47C, s47E(d)

Indigenous Advancement Strategy overview

The current Indigenous Advancement Strategy (IAS) structure comprises 6 program streams:

- Program 1.1 Jobs, Land and the Economy
- Program 1.2 Children and Schooling
- Program 1.3 Safety and Wellbeing
- Program 1.4 Culture and Capability
- Program 1.5 Remote Australia Strategies
- Program 1.6 Research and Evaluation (added in 2017).

s47C, s47E(d)

Most existing funding commitments to the IAS fall within three broad categories:

- Legally Committed: Funding that has been committed under a legal contract, such as a grant activity or service procurement. This also includes funding reserved for demand-driven activities. Planned investments are legally committed when the Commonwealth signs a contract with the funding recipient.
- Delegate Approved: Expenditure or allocations that have been agreed upon by the NIAA delegates but are yet to have an executed agreement.
- Planned Investments: This includes government decisions or election commitments, New Policy Proposals, approved planned programs and activities progressing through planning, consultation and negotiations. The NIAA also utilises planned investments as a planning tool to form a consolidated picture of future commitments, investment, and to identify future underspend or overspend. The Minister can reassign planned investments within the existing IAS appropriation by discontinuing funding for specific grant activities upon reaching their completion date. The Minister may also initiate a review of existing budget measures to redirect funding toward emerging priorities.

IAS Position

In the 2025-26 Budget, the Government allocated approximately \$8.2 billion over the forward estimates for grants and procurement activities that address the objectives of the IAS.

As of 28 April 2025:

- \$1.7 billion (21 per cent) of IAS funds are legally committed or reserved for demand-driven activities across the forward estimates.
- \$361.3million (4 per cent) which has been approved by either the previous Minister, or a delegate of the NIAA, but is yet to be legally committed.
- \$6.1 billion (75 per cent) is for planned investments in Budget Measures, critical and essential services, targeted investments in place, ongoing community services or statutory requirements.

IAS Financial Outlook – forward estimates	2025-26 \$m	2026-27 \$m	2027-28 \$m	2028-29 \$m	4 Years Total \$m
Appropriation Funding	2,163.4	2,049.9	2,070.5	1,869.5	8,153.2
Legal Commitments	970.2	445.2	299.8	2.4	1,717.6
Balance less legal commitments	1,193.2	1,604.7	1,770.7	1,867.0	6,435.6
Delegate Approved	148.9	119.1	91.9	1.4	361.3
Balance less Approved Commitments	1,044.3	1,485.6	1,678.8	1,865.6	6,074.3
Planned Allocations	1,044.3	1,485.6	1,678.8	1,865.6	6,074.3
Total Forecast Expenditure	2,163.4	2,049.9	2,070.5	1,869.5	8,153.2
% Legally Committed	45%	22%	14%	0%	21%

Indigenous portfolio bodies

The Indigenous portfolio bodies are part of the Prime Minister and Cabinet Portfolio. One of the NIAA's key functions under our establishing Executive Order is to coordinate Indigenous portfolio bodies and advance a whole-of-government approach to improving the lives of Indigenous Australians. As the portfolio bodies are legally separate from the Commonwealth, the Minister is not responsible for them in the same way as the NIAA. CEO appointments are generally the responsibility of the relevant board (accountable authority). The Minister does not have the legal power to change a previous CEO or board appointment. Refer to the attached Governance Overview for an outline of each portfolio body and the Minister's key roles.

Ministerial appointments to portfolio bodies

The following ministerial appointments are required under legislation and/or company constitutions.

s47C, s47E(d)

Ministerial appointment	Current term expires
Indigenous Land and Sea Corporation (ILSC) Board	Currently vacant (2 Directors)
Aboriginal Investment NT Board	10 July 2025 (1 Board member)
Aboriginal Hostels Limited (AHL) Board	31 July 2025 (Chairperson) 24 October 2025 (2 Directors)
Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Council	16 May 2025 (Chairperson) 16 May 2025 (Deputy Chair) 16 August 2025 (Acting Deputy Chair)
Aboriginal Land Commissioner	27 September 2025
Indigenous Business Australia (IBA) Board	24 October 2025 (1 Director) Currently vacant (2 Directors)
Outback Stores Board	29 September 2025 (3 Directors)

Australian National Audit Office audits

Completed performance audits

Since 2019 the NIAA has been a party to 15 performance audits by the Australian National Audit Office (ANAO), of which 12 have been completed. Audit topics are chosen by the Auditor-General who is an independent Commonwealth officer who reports directly to Parliament and may cover several agencies. Neither the NIAA nor the relevant Minister may direct the ANAO on the selection of an audit topic.

Completed ANAO audits	Tabled
Implementation of Parliamentary Committee and Auditor-General Recommendations — Indigenous Affairs Portfolio	2024
Remote Employment Programs	2024
NIAA's Management of Provider Fraud and Non-compliance	2023
Governance of the Tiwi Land Council	2023
Management of Staff Leave in the Australian Public Service	2022
Remote Housing in the Northern Territory	2022
Cyber Security Strategies of Non-Corporate Commonwealth Entities	2021
Aboriginal and Torres Strait Islander participation targets in intergovernmental agreements	2020
Aboriginal and Torres Strait Islander Participation Targets in Major Procurements	2020
Indigenous Advancement Strategy—Children and Schooling Program and Safety and Wellbeing Program	2020
Closing the Gap	2019
Evaluating Aboriginal and Torres Strait Islander Programs	2019

Current performance audits

Ministerial Statements of Expectations and responding Regulator Statements of Intent

The objective of this audit is to assess whether entities are providing effective support to Ministers to ensure Statements of Expectations and responding Regulator Statements of Intent are in place.

Expected tabling: April 2025

Targets for minimum Indigenous employment or supply use in major Australian Government procurements — Follow-up

The objective of this audit is to assess whether selected Australian Government entities effectively implemented agreed recommendations relating to Aboriginal and Torres Strait Islander participation targets in major procurements. Expected tabling: May 2025

Closing the Gap in early childhood development and schooling

The objective of this audit is to assess the effectiveness of implementation design and measurement of progress for early childhood development and schooling commitments under the National Agreement on Closing the Gap. Expected tabling: October 2025

Performance statements audit

Following a [request from the Minister for Finance on 2 July 2024](#) the annual performance statements audit program for 2024-25 has been expanded to include the NIAA. Publishing of relevant information will occur around late 2025.

Draft 2025-26 Annual Audit Work Program

The Auditor-General is currently considering her 2025-26 [Annual Audit Work Program](#), which will be published in July. As an independent officer, the Auditor-General may at any time explore additional areas of audit interest beyond those published in the annual audit work program.

Attachments



Parliamentary inquiries

Report	Committee	Agency	Date report presented / tabled in Senate	Date report presented / tabled in HoR
Current Inquiries NIAA is leading				
Inquiry into the application of the United Nations Declaration on the Rights of Indigenous Peoples in Australia	Aboriginal and Torres Strait Islander Affairs (Joint, Standing)	NIAA	29/11/2023	28/11/2023
Inquiry into economic self-determination and opportunities for First Nations Australians	Aboriginal and Torres Strait Islander Affairs (Joint, Standing)	NIAA	26/11/2024	27/11/2024
Current Inquiries NIAA is contributing to				
Northern Australia Workforce Development Inquiry	Northern Australia (Joint, Select)	Office of Northern Australia	N/A	N/A
Inquiry into food and beverage manufacturing in Australia	Industry, Science and Resources (House of Reps, Standing)	Department of Industry, Science and Resources	N/A	20/02/2025
Inquiry into Civics Education, Engagement and Participation in Australia	Electoral Matters (Joint, Standing)	Department of Education	05/02/2025	06/02/2025
Historical Inquiries NIAA is responsible for – a government response has not yet been provided				
Aboriginal and Torres Strait Islander experience of law enforcement and justice services	Finance and Public Administration Reference (Senate)	NIAA	13/10/2016	N/A
Corporations (Aboriginal and Torres Strait Islander) Amendment Bill 2021	Finance and Public Administration Legislation (Senate)	NIAA	14/10/2021	N/A
Social Security Legislation Amendment (Remote Engagement Program) Bill 2021	Finance and Public Administration Legislation (Senate)	NIAA	14/10/2021	N/A
Freedom of Speech Legislation Amendment (Censorship) Bill 2018, Freedom of Speech Legislation Amendment (Insult and Offend) Bill 2018 and Freedom of Speech Legislation Amendment (Security) Bill 2018	Legal and Constitutional Affairs Legislation (Senate)	NIAA	8/3/2019	N/A
Immigration (Education) Amendment (Expanding Access to English Tuition) Bill 2020 [Provisions]	Legal and Constitutional Affairs Legislation (Senate)	NIAA	27/11/2020	N/A

Report	Committee	Agency	Date report presented / tabled in Senate	Date report presented / tabled in HoR
Regional and Remote Indigenous Communities Final report 2010	Regional and Remote Indigenous Communities (Senate Select)	NIAA	24/9/2010	N/A
Constitutional Recognition Relating to Aboriginal and Torres Strait Islander Peoples Final Report	Constitutional Recognition Relating to Aboriginal and Torres Strait Islander Peoples (Joint, Select)	NIAA	29/11/2018	29/11/2018
Review of Stronger Futures in the Northern Territory Act 2012 and related legislation	Human Rights (Joint, Statutory)	NIAA	17/3/2016	16/3/2016
Examination of the Stronger Futures in the Northern Territory Act 2012 and related legislation	Human Rights (Joint, Statutory)	NIAA	27/6/2013	26/6/2013
The engagement of Traditional Owners in the economic development of northern Australia	Northern Australia (Joint, Standing)	NIAA	9/2/2022	8/2/2022

Indigenous Portfolio Bodies – Governance overview

Portfolio Agency	Overview (PBS)	Portfolio Budget Statements (PBS)	Enabling legislation	Responsible Minister's key roles
Aboriginal Hostels Limited (AHL)	AHL is a Commonwealth not-for-profit company limited by guarantee. Through a national network of accommodation facilities, AHL provides culturally safe and affordable accommodation that supports First Nations people to access services and economic opportunities.	<i>Outcome:</i> Improved access to education, employment, health and other services for Aboriginal and Torres Strait islander people travelling or relocating through the operation of temporary hostel accommodation services.	N/A Company Constitution Corporations Act 2001 Australian Charities and Not-for-profits Commission Act 2012	<i>Company Constitution:</i> Commonwealth (represented by the Minister) appoints or reappoints a Director, article 9. Appoints a Director to be the Chairperson or Deputy Chairperson, article 17. Board appoints the CEO after consulting the Minister, article 11. May provide written notice to the Company to wind up the company and direct how any remaining property shall be applied to another charitable organisation with similar purposes, article 21. May vary, amend or repeal the constitution by the passing of a special resolution, article 22. <i>Public Governance, Performance and Accountability Act 2013 (PGPA Act):</i> Tables the Annual Report, s97.
Aboriginal Investment NT	Established as the Northern Territory Aboriginal Investment Corporation (NTAIC), now known as Aboriginal Investment NT, it represents a new era of land rights for Aboriginal people in the NT. Aboriginal Investment NT empowers Aboriginal people to activate the economic potential of their land and strategically invest in their communities and businesses to promote self-management and economic self-sufficiency, growing wealth for generations to come. Aboriginal Investment NT uses the Aboriginals Benefit Account (ABA) funding to support the economic, cultural and social aspirations of Aboriginal people in the NT, whilst generating a modest financial return for reinvestment. It also	<i>Outcome:</i> Assist cultural maintenance and social well-being, economic self-sufficiency and self-management for betterment of Aboriginal people living in the Northern Territory through investments, commercial enterprise, beneficial payments and other financial assistance.	Aboriginal Land Rights (Northern Territory Act) 1976	Approves investments over \$100 million of relevant money not immediately required for the performance of Aboriginal Investment NT, or at a higher amount specified under the NTAI Corporation rules, s65BH. Approves estimates of expenditure, ss65D & 65DA. Appoints 1 Board member, s65EC. Provides written agreement for the Board to appoint the CEO, s65GB. Provides written agreement for the Board to appoint an acting CEO, s65GC. Makes rules by legislative instrument that are consistent with regulations and subject to s65JE; and Cause a review of the Part after the end of 7 years after commencement and table the review in both Houses of Parliament, s65JD with the report due November 2030. <i>PGPA Act:</i> Tables the Annual Report, s46.

Portfolio Agency	Overview (PBS)	Portfolio Budget Statements (PBS)	Enabling legislation	Responsible Minister's key roles
	administers beneficial grant programs.			
Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS)	AIATSIS is the only national cultural institution solely dedicated to telling the story of Australia's First Nations people through stewardship of a national collection, providing leadership in research and maintenance of a network of collaborations and partnerships.	<i>Outcome:</i> Further understanding of Australian Indigenous cultures, past and present through undertaking and publishing research and providing access to print and audio-visual collections.	Australian Institute of Aboriginal and Torres Strait Islander Studies Act 1989.	Appoints up to 5 Council members, s12C. Appoints Chairperson and Deputy Chairperson from among the Councillors, s14(1). May, at any time, convene a meeting of the Council, s23(2). May ask for advice on aspects of culture, history and society of Aboriginal and Torres Strait Islander peoples, s43(1). PGPA Act: Tables the Annual Report, s46.
Indigenous Business Australia (IBA)	IBA drives financial inclusion and economic empowerment with Aboriginal and Torres Strait Islander people and communities to achieve economic independence and ensure they are an integral part of the economy. IBA does this through the distribution of capital targeted at home and business ownership, capability development, co-investing with Aboriginal and Torres Strait Islander people in funds that generate financial returns and through sector specific direct investments that provide employment, training and supply chain opportunities.	<i>Outcome:</i> Improved economic inclusion and participation to enhance the financial wellbeing and independence of Aboriginal and Torres Strait Islander people through distribution of home and business finance, access to wealth generating opportunities and capability developments activities.	Aboriginal and Torres Strait Islander Act 2005	Can issue general written directions, s151. Appoints the IBA Chairperson on a full-time or part-time basis; and appoints the other IBA Directors on a part-time basis (up to 9 Board members), s157. Must consult IBA about a suitable appointee whenever there is or is expected to be a vacancy in the office, s158. PGPA Act: Tables the Annual Report, s46.
Indigenous Land and Sea Corporation (ILSC)	The ILSC assists Aboriginal and Torres Strait Islander people to access the economic, social, cultural and environmental benefits the ownership and management of Country (land, fresh water and salt water) can bring. This includes economic self-determination, cultural identity and connection and the healing of Country. The ILSC's activities are guided by the principles of self-	<i>Outcome:</i> Enhanced socio-economic development, maintenance of cultural identity and protection of the environment by Indigenous Australians through the acquisition and management of land, water and	Aboriginal and Torres Strait Islander Act 2005	Has no power to direct, s191L. Tables any changes to the National Indigenous Land and Sea Strategy (NILSS), s191N. Appoints up to 7 Board members, s191X. Must consult the Finance Minister about the appointment before appointing a Director, s191X. PGPA Act: Tables the Annual Report, s46.

Portfolio Agency	Overview (PBS)	Portfolio Budget Statements (PBS)	Enabling legislation	Responsible Minister's key roles
	determination, caring for Country and partnership. It provides assistance by direct investment in projects, supporting capability development and through enabling the establishment of beneficial networks and partnerships, including sector leadership opportunities.	water-related rights.		
Outback Stores Pty Ltd	Outback Stores promotes food security, health and employment in remote Indigenous communities by managing community stores. It helps Aboriginal and Torres Strait Islander people to improve their standard of living and achieve health goals through increasing access to affordable healthy food and the provision of quality retail management services for community stores.	<i>Objective:</i> To improve access to affordable, healthy food for Indigenous communities, particularly in remote areas, through providing food supply and store management and support services.	N/A Company Constitution Corporations Act 2001 Australian Charities and Not-for-profits Commission Act 2012	<i>Company Constitution:</i> The Commonwealth (represented by the Minister) may appoint or reappoint a Director, article 5. May request the Board consult about proposed strategic and business plans, significant business proposals and proposed variations to plans, article 6. After consulting the Minister, the Board may appoint and remove the CEO, article 8.1. Consent of Commonwealth or Minister required on power of Directors to borrow or lend moneys, or acquire or dispose of assets, article 14. In event of the company being wound up or the registration of the company as a Public Benevolent Institution is revoked, any surplus assets shall be transferred to a fund, authority or institution must be determined by the Minister, article 16. May vary, amend or repeal the company constitution by the passing of a special resolution, article 17. <i>PGPA Act:</i> Tables the Annual Report, s97.
Torres Strait Regional Authority (TSRA)	The TSRA formulates, implements and monitors the effectiveness of programs for Torres Strait Islander and Aboriginal people living in the Torres Strait and also advises the Minister for Indigenous Australians about issues relevant to Torres Strait	<i>Outcome:</i> Progress towards closing the gap for Torres Strait Islander and Aboriginal people living in the Torres Strait Region through	Aboriginal and Torres Strait Islander Act 2005	Receives advice regarding Torres Strait Islander affairs, s142A. Has some general direction issuing powers, s142E. May fix the eligible number of elected members -20 to 23, s142R. May determine manner of representation on TSRA, s142S.

Portfolio Agency	Overview (PBS)	Portfolio Budget Statements (PBS)	Enabling legislation	Responsible Minister's key roles
	Islander and Aboriginal people living in the Torres Strait region. The TSRA works to empower Torres Strait Islander and Aboriginal people living in the Torres Strait to determine their own affairs based on the <i>ailan kastom</i> (island custom) of the Torres Strait.	development planning, coordination, sustainable resource management and preservation and promotion of Indigenous Culture.		<p>Must, by written notice, fix day(s) for polling in Elections, s142Y(2).</p> <p>Must cause the above notice to be published in the Gazette, s143(1).</p> <p>May make rules for conduct of TSRA elections, s143G.</p> <p>May appoint a person to act in the office of a TSRA member, s 143M.</p> <p>May suspend and remove from office a member of TSRA, s 143S.</p> <p>May suspend and remove from office the Chairperson and Deputy Chairpersons 143Y, s 144B.</p> <p>Appoints the CEO with the agreement of TSRA, s144G.</p> <p>Must give Finance Directions to TSRA, s144ZD.</p> <p>PGPA Act: Tables the Annual Report, s46.</p>
Northern Territory Land Councils				
Anindilyakwa Land Council (ALC)	<p>ALC established to represent Aboriginal interests in a range of processes under the <i>Aboriginal Land Rights (Northern Territory) Act 1976</i> (ALRA).</p> <p>The purpose of the ALC is to protect, maintain and promote Anindilyakwa Culture, invest in the present to build a self-sufficient future and create pathways for youth to stand in both worlds. This purpose has come from the TOs of the Groote Archipelago. (AR)</p>	<p><i>Objective:</i></p> <p>Represent Aboriginal interests in various processes under the ALRA.</p>	<p><u>Aboriginal Land Rights (Northern Territory Act) 1976</u></p>	<p>Support or refuse application for establishment of new land council, s21B.</p> <p>Approving estimates of Land Council expenditure over 3 years, with annual review, s34 and give directions about Land Council Finance s39.</p> <p>Governance decisions including approving the Method of Choice for the selection of Land Council members (s29(1)) and Meeting Rules of each Land Council (s31(7A)).</p> <p>Decisions in relation to the grant of Aboriginal land, s10, s11, s11B.</p> <p>Consenting to the grant of a mining interest on Aboriginal land, s45.</p> <p>Approving Land Councils entering into contracts with a value of over \$5 million, s27(3).</p> <p>Consenting to land use proposals including township leases and leases on Aboriginal land over 40 years, s19, s19A, s67B.</p> <p>PGPA Act: Tables the Annual Report, s46.</p>

Portfolio Agency	Overview (PBS)	Portfolio Budget Statements (PBS)	Enabling legislation	Responsible Minister's key roles
Central Land Council (CLC)	<p>CLC was established to represent Aboriginal interests in a range of processes under the ALRA.</p> <p>The CLC consults with Aboriginal Traditional Owners on mining, land management, tourism, employment and other development proposals for their land. (AR)</p>	<p><i>Objective:</i> Represent Aboriginal interests in various processes under the ALRA.</p> <p>The CLC is a Native Title Representative Body under the <i>Native Title Act 1993</i>.</p>	<p><u>Aboriginal Land Rights (Northern Territory Act) 1976</u></p>	<p>Support or refuse application for establishment of new land council, s21B.</p> <p>Approving estimates of Land Council expenditure over 3 years, with annual review, s34 and give directions about Land Council Finance s39.</p> <p>Governance decisions including approving the Method of Choice for the selection of Land Council members (s29(1)) and Meeting Rules of each Land Council (s31(7A)).</p> <p>Decisions in relation to the grant of Aboriginal land, s10, s11, s11B.</p> <p>Consenting to the grant of a mining interest on Aboriginal land, s45.</p> <p>Approving Land Councils entering into contracts with a value of over \$5 million, s27(3).</p> <p>Consenting to land use proposals including township leases and leases on Aboriginal land over 40 years, s19, s19A, s67B.</p> <p><i>PGPA Act:</i> Tables the Annual Report, s46.</p>
Northern Land Council (NLC)	<p>NLC was established to represent Aboriginal interests in a range of processes under the ALRA</p> <p>The NLC is responsible for assisting Aboriginal peoples in the Top End of the NT to acquire and manage their traditional lands, waters and seas. (AR)</p>	<p><i>Objective:</i> Represent Aboriginal interests in various processes under the ALRA.</p> <p>The NLC is a Native Title Representative Body under the <i>Native Title Act 1993</i>.</p>	<p><u>Aboriginal Land Rights (Northern Territory Act) 1976</u></p>	<p>Support or refuse application for establishment of new land council, s21B.</p> <p>Approving estimates of Land Council expenditure over 3 years, with annual review, s34 and give directions about Land Council Finance s39.</p> <p>Governance decisions including approving the Method of Choice for the selection of Land Council members (s29(1)) and Meeting Rules of each Land Council (s31(7A)).</p> <p>Decisions in relation to the grant of Aboriginal land, s10, s11, s11B.</p> <p>Consenting to the grant of a mining interest on Aboriginal land, s45.</p> <p>Approving Land Councils entering into contracts with a value of over \$5 million, s27(3).</p> <p>Consenting to land use proposals including township leases and leases</p>

Portfolio Agency	Overview (PBS)	Portfolio Budget Statements (PBS)	Enabling legislation	Responsible Minister's key roles
				on Aboriginal land over 40 years, s19, s19A, s67B. <i>PGPA Act</i> : Tables the Annual Report, s46.
Tiwi Land Council (TLC)	TLC was established to represent Aboriginal interests in a range of processes under the ALRA. The TLC ensures activities on the Tiwi Islands are undertaken only after proper consultation with the relevant Tiwi clan group(s) and with the consent of the traditional Aboriginal owners of that land. (AR)	<i>Objective:</i> Represent Aboriginal interests in various processes under the ALRA.	<u>Aboriginal Land Rights (Northern Territory Act) 1976</u>	Support or refuse application for establishment of new land council, s21B. Approving estimates of Land Council expenditure over 3 years, with annual review, s34 and give directions about Land Council Finance s39. Governance decisions including approving the Method of Choice for the selection of Land Council members (s29(1)) and Meeting Rules of each Land Council (s31(7A)). Decisions in relation to the grant of Aboriginal land, s10, s11, s11B. Consenting to the grant of a mining interest on Aboriginal land, s45. Approving Land Councils entering into contracts with a value of over \$5 million, s27(3). Consenting to land use proposals including township leases and leases on Aboriginal land over 40 years, s19, s19A, s67B. <i>PGPA Act</i> : Tables the Annual Report, s46.
Wreck Bay Aboriginal Community Council (WBACC)	The Council holds title to land and provides services to the Aboriginal community of Jervis Bay Territory. The Council manages and maintains Aboriginal land, provides services to Wreck Bay community members and conducts business enterprises for the economic and social benefit of the community. (AR)	<i>Objective:</i> Established by the <i>Aboriginal Land and Waters (Jervis Bay Territory) Act 1986</i> to hold title to land and provide council services to the Aboriginal Community of Jervis Bay Territory.	<u>Aboriginal Land and Waters (Jervis Bay Territory) Act 1986</u>	Approves any contracts over \$1 million entered into by WBACC, s7. Grant land in Jervis Bay Territory as Aboriginal Land, s9, 9A. Appoints the Registrar of the Wreck Bay Aboriginal Community Council, s15. May remove Executive Council members for misbehaviour or incapacity, s33. Request fit and proper person investigations, s34G. Tables by-laws, s52A. <i>PGPA Act</i> : Tables the Annual Report, s46.

Statutory office holders

Statutory Office Holder	Aboriginal Land Commissioner	Executive Director of Township Leasing	Registrar of Aboriginal and Torres Strait Islander Corporations
Purpose (Portfolio Budget Statements/ Annual Report)	The Aboriginal Land Commissioner conducts formal inquiries into applications for claims to traditional Aboriginal land in the Northern Territory and to provide recommendations to the Commonwealth Minister for Indigenous Australians for the grant of land to Traditional Owners where appropriate.	The Executive Director of Township Leasing enters into leases, on behalf of the Australian Government, on Aboriginal-held land in the Northern Territory. The Executive Director also administers subleases and other rights and payments derived from those leases.	The Registrar of Aboriginal and Torres Strait Islander Corporations administers the <i>Corporations (Aboriginal and Torres Strait Islander) Act 2006</i> . The Registrar regulates and provides support services to Aboriginal and Torres Strait Islander corporations. The Office of the Registrar of Indigenous Corporations (ORIC) assists the Registrar to administer the CATSI Act.
Structure (Legislation)	<i>Aboriginal Land Rights (Northern Territory Act) 1976</i>	<i>Aboriginal Land Rights (Northern Territory Act) 1976</i>	<i>Corporations (Aboriginal and Torres Strait Islander) Act 2006</i>
Key programs (PBS 2025-26)	None under the PBS.	None under the PBS.	None under the PBS.
Ministerial key functions (Excludes full scope of Govt policy)	Submits the appointment to the Prime Minister. The Prime Minister refers to Cabinet and the Minister signs documents following Cabinet approval. The appointment is then made by the Governor-General at Federal Executive Council. Can appoint acting Land Commissioner when there is a vacancy in the office. Tables Annual Report. Tables Reports made by the Commissioner.	Submits the appointment to the Prime Minister. The Prime Minister refers to Cabinet and the Minister signs documents following Cabinet approval. The appointment is then made by the Governor-General at Federal Executive Council. Can appoint acting Executive Director. Tables Annual Report.	Submits the appointment to the Prime Minister and the Prime Minister will normally refer the appointment to Cabinet for approval. Minister makes the appointment and signs the Instrument of Appointment.
Staff	2	Office of Township Leasing Staff: 19	ORIC Staff: 39.6 FTE
Statutory Office Holder	The Hon Justice Jenny Blokland Current appointment start date: 28 September 2023 Expiry: 27 September 2025 Appointed by Governor-General	Ms Pennie Talbot Current appointment start date: 30 September 2021 Expiry: 29 September 2026 Appointed by Governor-General	Ms Tricia Stroud Current appointment date: 2 May 2022 Expiry: 1 May 2027 Appointed by Minister

What we do

We lead and coordinate Commonwealth policy development, program design and implementation and service delivery for Indigenous people

What this looks like:

- Remote Jobs and Economic Development Program
- Indigenous Rangers Program
- NT Remote Aboriginal Investment

We provide advice to the Prime Minister and you on whole-of-government priorities for Aboriginal and Torres Strait Islander peoples

What this looks like:

- The First Nations Impact Assessments Framework
- Policy Partnerships

We lead and coordinate the development and implementation of Australia's Closing the Gap targets in partnership

What this looks like:

- Joint Council on Closing the Gap
- The Closing the Gap Annual Report and Commonwealth Implementation Plan

We lead Commonwealth activities to promote reconciliation

What this looks like:

- Reconciliation Australia
- NAIDOC Week Grants
- SES100
- Indigenous Champions Network

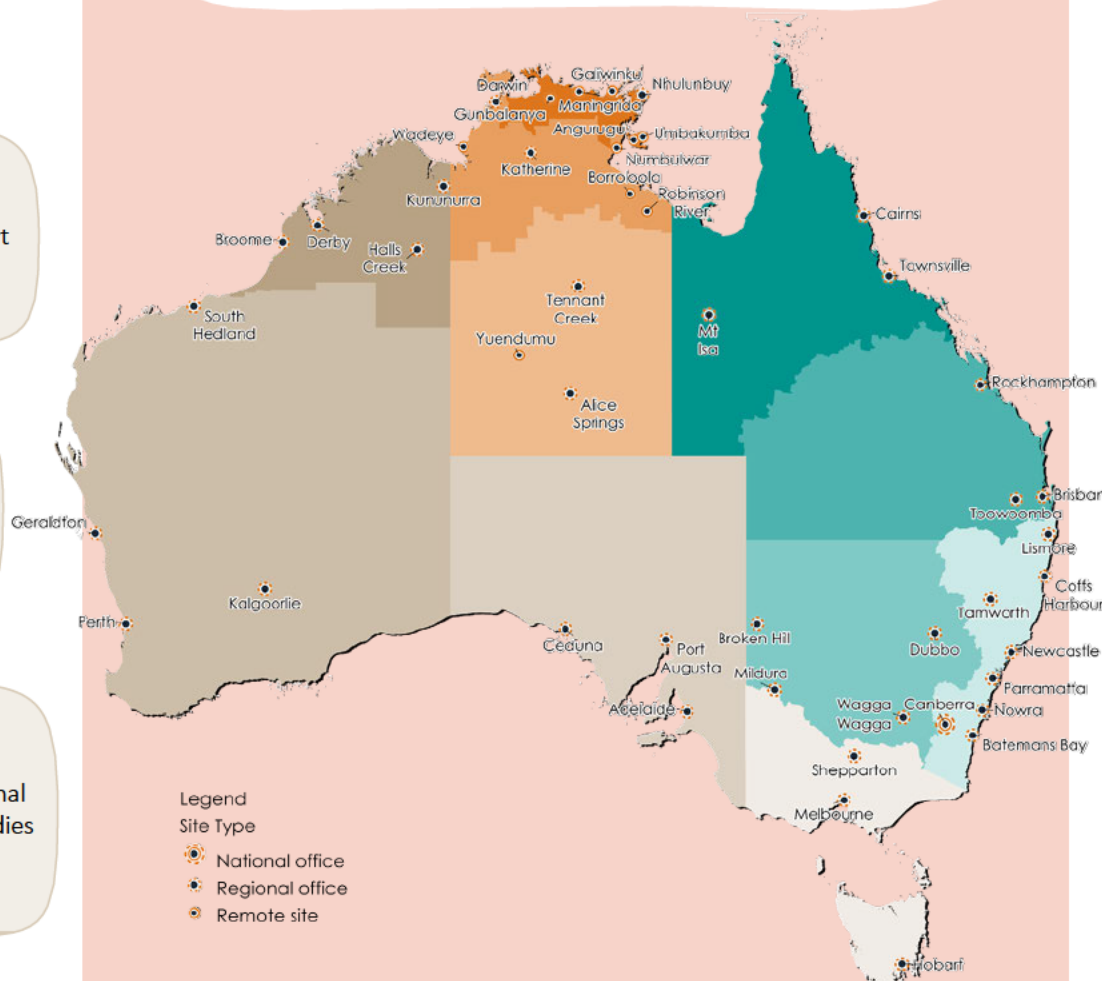
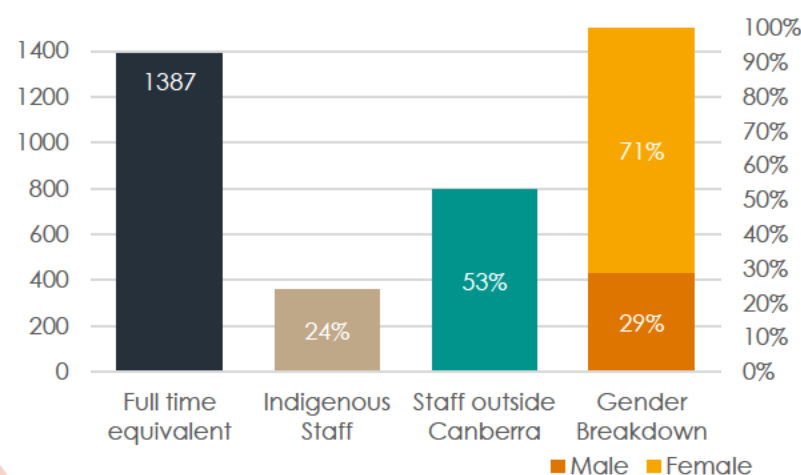
We coordinate the Indigenous Portfolio Bodies to advance a whole-of-government approach to improving the lives of Indigenous Australians

What this looks like:

- Indigenous Business Australia
- Australian Institute of Aboriginal and Torres Strait Islander Studies
- Indigenous Land and Sea Corporation

Where we are

Staff Demographics



What we invest

Indigenous Advancement Strategy

The Indigenous Advancement Strategy (IAS) includes 6 program streams that fund a diverse range of activities aimed at improving outcomes for First Nations peoples

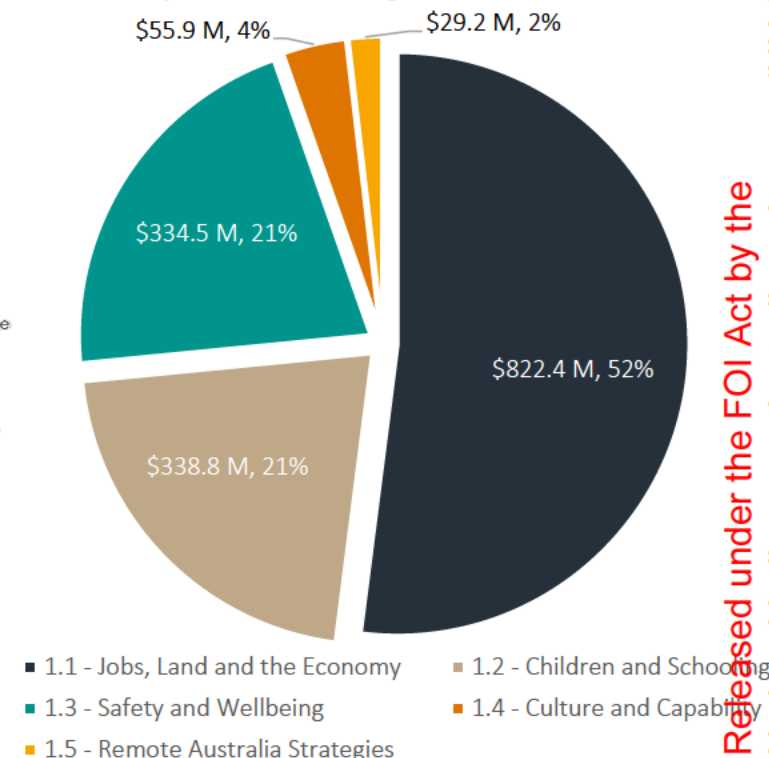
Over the forward estimates (to 2028-29):

- 21 per cent of IAS funds are legally committed or reserved for demand driven activities
- 4 per cent of funds have been approved but are yet to be committed, and the remaining
- 75 per cent is allocated toward future planned investments

Projected IAS investment 2024-25

10,725 locations	2,575 activities	1,237 organisations	\$1.68 billion value in attributions
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Projected IAS Program Attribution





Australian Government
National Indigenous
Australians Agency



NIAA

Strategic Brief

Minister for Indigenous Australians

May 2025

s47C, 47E(d)

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

State and territory summaries



Jurisdictional overview

This section provides a short summary on how each jurisdiction approaches policies and programs for First Nations peoples. It also details how the NIAA is working with our state and territory colleagues to deliver meaningful and practical outcomes in First Nations communities, aligned to the Closing the Gap (CtG) Priority Reforms, particularly in regional and remote regions. s47C, s47E(d)

s47C, s47E(d)

The NIAA convenes a Commonwealth Heads of Agency (CHOA) forum for each jurisdiction except the Northern Territory (NT). Each CHOA brings together senior executives from across the Commonwealth to enact practical and collaborative whole-of-government action that supports First Nations people and communities in each jurisdiction.

The NIAA regional network plays a pivotal role in undertaking consultation in regional, remote and very remote communities. The NIAA regional network also works closely with the National Emergency Management Agency and all state and territory and local governments to provide support to First Nations communities during natural disasters.

Australian Capital Territory

Minister: The Hon Suzanne Orr MLA, Minister for Aboriginal and Torres Strait Islander Affairs

State of play

The Aboriginal and Torres Strait Islander Elected Body (ATSIEB) represents First Nations people living in the Australian Capital Territory (ACT) and monitors the work of the ACT Government to deliver outcomes aligned with the National Agreement on Closing the Gap (the National Agreement). The ACT Aboriginal and Torres Strait Islander Agreement (2019-2028) is the commitment of the ACT Government, the ATSIEB and non-government organisations that enable First Nations peoples to exercise self-determination, to have the ability and resources to provide their own solutions and set the long-term strategic direction in First Nations affairs in the ACT.

Jervis Bay Territory

ACT law is applicable in the Jervis Bay Territory (JBT) as it forms part of the ACT. The NIAA works closely with Wreck Bay Aboriginal Community Council (WBACC) and is a conduit to other Commonwealth agencies with interest and obligations in the JBT.

The NIAA's focus

Indigenous Advancement Strategy (IAS) investment in 2024-25 in the ACT will total \$55.4 million. In 2025, the NIAA's priorities for working with the ACT government include:

- a focus on influence and investment on school attainment levels and incarceration levels, as a key priority for the ACT government
- supporting discussions about housing and progression towards the establishment of an Aboriginal Housing provider, per ACT election commitments
- supporting WBACC to deliver the \$45 million Sustainable Housing Project to 2031. The NIAA has established and convened the Sustainable Housing Project Executive Steering Committee and the Development and Implementation Working Group to work in partnership with WBACC
- supporting WBACC in addressing concerns such as polyfluoroalkyl substances, aging infrastructure, water quality, land claims and cross border issues such as provision of health services, education and justice reinvestment.

Key governance arrangements

First Nations peoples have a strong voice in ACT Government decision-making through elected representative committees and groups:

- ATSIEB listens to First Nations peoples and represents their ideas and concerns to the ACT Government.
- The United Ngunnawal Elders Council gives advice to ATSIEB.

The WBACC was established by the *Aboriginal Land Grant (Jervis Bay Territory) Act 1986* and has limited law-making power in respect of issues concerning the administration of Wreck Bay and its community.

Cross-border considerations

The ACT/JBT shares its borders with New South Wales (NSW). The ACT Government has consistently pressed the Commonwealth to remove the residual role that ACT agencies have in the JBT for provision of services. While some NSW agencies provide services in the JBT, the NSW Government has declined to undertake a role until NSW laws, rather than ACT laws, are applied. Communities in the wider Jervis Bay area access NSW Government services and communities in the ACT region access ACT Government services. Access to health and educational services has been identified as a challenge for First Nations peoples in border communities.

New South Wales

Minister: The Hon David Harris MLA, Minister for Aboriginal Affairs and Treaty

State of play

The NSW Government has appointed three independent Treaty Commissioners to lead a 12-month co-designed approach to consultations with First Nations people and communities about Treaty. Consultations are due to commence during 2025.

The NSW Government is currently considering the NSW Ombudsman's report on Opportunity, Choice, Healing, Responsibility and Empowerment (OCHRE). OCHRE is the NSW Government's community-led plan to strengthen the relationship between government and community. The report was released in January 2025.

The NIAA works closely with Aboriginal Affairs NSW (AANSW) in the Premier's Department. AANSW focusses on legislative reform, healing and family history, economic opportunities and cultural heritage and identity and delivers a grants program.

The NIAA's focus

IAS investment in 2024-25 in NSW will total \$243 million. In 2025, the NIAA's priorities include:

- partnering with First Nations people in NSW through existing and emerging partnerships including:
 - the Tamworth National Place Based Project (a Closing the Gap (CtG) place-based site), with the Tamworth Coalition of Community Controlled Organisations
 - the Barang Regional Alliance – Central Coast Empowered Community (EC) and the Inner Sydney EC. Opportunities exist to widen exposure of the model and increase involvement more broadly across other Commonwealth agencies
 - Local Decision Making Accords currently in place between the NSW Government and Aboriginal communities.
- supporting the implementation of the Western Sydney Data Project in Blacktown
- linking the recent changes to the *NSW Bail Act 2013*, which restricts bail for those between the ages of 14 and 18, with successful programs such as the Junior Rangers, justice reinvestment, early intervention and rehabilitation initiatives
- food security, as recent floods and power outages have highlighted the vulnerability of supply to First Nations communities in Western NSW.

Key governance arrangements

The NSW Government is implementing CtG in partnership with the NSW Coalition of Aboriginal Peak Organisations. In addition to the CtG Priority Reforms, the NSW Government has also developed a fifth priority reform on employment, business growth and economic prosperity.

Cross-border considerations

The NSW Cross-Border Commissioner, Kalina Koloff, advocates for cross-border communities, businesses and organisations where neighbouring jurisdictions have different approaches to policy and service delivery.

Northern Territory

Minister: The Hon Steve Edgington MLA, Minister for Aboriginal Affairs

State of play

The short-term fiscal and economic outlook in the NT is improving, however significant structural weaknesses remain. Addressing these requires ongoing Commonwealth fiscal support along with stronger transparency and accountability mechanisms.

The NIAA's focus

IAS investment in 2024-25 in the NT will total \$634.9 million. In 2025, the NIAA's priorities include:

- targeting economic development and improving remote employment outcomes through a revised approach to the Community Development Program and Land and Sea Ranger programs
- progressing place-based policy approaches like the new NT Remote Aboriginal Investment (NTRAI) package, A Better, Safer Future for Central Australia and the Barkly Regional Deal
- addressing food security and cost of living pressure by implementing the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities
- supporting the \$4 billion NT remote housing package, which aims to halve overcrowding and improve house quality in remote communities
- working closely with the NT Government to better align policy and investment to improve on the ground outcomes, particularly for regional and remote First Nations communities.

Key governance arrangements

s47C, s47E(d)



Cross-border considerations

Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council is the backbone organisation for the Tristate EC, across South Australia (SA), Western Australia (WA) and the NT. Work is underway to transition this backbone arrangement to the Kulintja Kutju Group.

Queensland

Minister: The Hon Fiona Simpson MP, Minister for Aboriginal and Torres Strait Islander Partnerships

State of play

The Queensland Government repealed the Path to Treaty Act 2023 in late 2024. Funding totalling \$108 million was redirected to the CtG Priorities Fund to support housing, education, employment and health initiatives in remote and discrete communities. The Queensland Budget is expected on 24 June 2025 and could clarify Commonwealth alignment with CtG commitments across Queensland.

The NIAA works closely with the Queensland Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism on jobs and employment, supporting the community-controlled sector and responding to First Nations communities needs and aspirations through place-based work.

The NIAA's focus

IAS investment in 2024-25 in Queensland will total \$374.7 million. In 2025, the NIAA's priorities include:

- existing and emerging Partnership Agreements, including the EC Local Partnership Agreement with Cape York Partnership and the Doomadgee Place Based Partnership Agreement
- working with the Queensland Government to consider how complementary IAS investment can support families as a diversionary measure for children involved in crime, noting Queensland's Making Queensland Safer policies
- supporting the Families Responsibilities Commission (FRC) to consider how child protection measures can provide whole-of-family support to reduce initial contact with the justice system
- ensuring First Nations people are appropriately included in the planning of the 2032 Olympic and Paralympic Games to showcase cultural heritage to the world by working with related partners in the planning and delivery of the Brisbane 2032 Games.

Key governance arrangements

The FRC operates a model of First Nations-led income management through the Cashless Debit Card in Aurukun, Coen, Doomadgee, Hope Vale and Mossman Gorge. The FRC is a partnership between the Queensland and Commonwealth Governments and the Cape York Institute, overseen by the Family Responsibilities Board.

Cross-border considerations

The Queensland Cross-Border Commissioner (the Commissioner), Ian Leavers, advocates for Queenslanders living in cross-border communities and addresses cross-border crime. The Commissioner has an active presence in the community of Goondiwindi, providing a centralised response location.

South Australia

Minister: The Hon Kyam Maher MLC, Minister for Aboriginal Affairs and Attorney-General

State of play

The SA First Nations Voice to Parliament has outlined its areas of focus for 2025 as health and wellbeing, housing and infrastructure, and justice and policing.

The SA Government has a formal Partnership Agreement on CtG with the SA Aboriginal Community Controlled Organisation Network. The SA CtG Implementation Plan 2024-26 focuses on long-term, structural reforms aimed at ensuring policies are community-driven, culturally appropriate and sustainable.

The NIAA works with the SA Attorney-General's Department as the lead SA First Nations affairs agency.

The NIAA's Focus

IAS investment in 2024-25 in SA will total \$122 million. In 2025, the NIAA's priorities include:

- partnering with First Nations people and communities through existing and emerging Partnership Agreements, including the three SA EC regions (Far West EC, Tristate EC (NPY) and Ngarrindjeri Ruwe EC) to progress their identified strategic priorities
- focusing on place by fostering collaboration across governments through existing governance arrangements like the Port Augusta Partnership, of which the Commonwealth contributed \$6 million in the 2025-26 Budget.

Key governance arrangements

In addition to the partnerships outlined above, the Port Augusta and Davenport Community Alliance (the Alliance) has been established to implement and monitor the Port Augusta Partnership. The Alliance representation includes youth, First Nations community members, business, community organisations and local, SA and Commonwealth Governments, including the NIAA.

Additionally, the NIAA provided funding and secretariat support to establish the Northern Aboriginal Leaders Alliance in 2024 to champion issues of regional importance in the Far North region of SA. The NALA includes representatives from the Anangu Pitjantjatjara Yankunytjatjara Lands, Port Augusta, Coober Pedy, Flinders Rangers and Whyalla.

Cross-border considerations

NPY Women's Council is the backbone organisation for the Tristate EC, across SA, WA and the NT. Work is underway to transition this backbone arrangement to the Kulintja Kutju Group.

Victoria

Minister: The Hon Natalie Hutchins MP, Minister for Treaty and First Peoples

State of play

The Victorian Government has committed to self-determination as the guiding principle in First Nations affairs, as set out in the Victorian Aboriginal Affairs Framework 2018-2023 (the Framework). The Framework has been extended until June 2025 to allow time for ongoing consultation on next steps.

Victoria's Place-Based Partnership and Community Data Project, based in Morwell, Gippsland, focusses on enhanced service system approaches to reducing the rate of First Nations children in out-of-home care.

The NIAA works closely with the Department of Premier and Cabinet, which is the lead First Nations affairs agency in Victoria.

The NIAA's focus

IAS investment in 2024-25 in Victoria will total \$82.9 million. The NIAA's priorities include:

- existing and emerging Partnership Agreements, including the Kaiela Institute, the backbone organisation for Goulburn-Murray EC
- brokering relationships between First Nations organisations and Commonwealth, Victorian and local governments to influence policies and improve life outcomes for First Nations peoples, with a focus on cross-cutting areas such as disability, gender and sexuality and ageing populations
- driving economic development through expanding funding support to Kinaway, the Victorian Indigenous Chamber of Commerce, and other regional First Nations business hubs which support First Nations businesses, to leverage the Commonwealth Indigenous Procurement Policy by raising their visibility and capability to potential buyers.

Key governance arrangements

The Victorian CtG Partnership Forum oversees Victoria's CtG Implementation Plan and action on the National Agreement. The NIAA is an observer at the Forum.

Cross-border considerations

First Nations people living in Victoria's border communities, such as Albury-Wodonga and Mildura, have business and social networks that extend into NSW and SA. The Victorian Government's Cross-Border Commissioner, Brett Davis, works with his counterparts in NSW and SA to raise and resolve differences in practices, rules and opportunities for cross-border coordination.

Tasmania

Minister: The Hon Jacquie Petrusma MP, Minister for Aboriginal Affairs

State of play

A priority for the Tasmanian Government is the finalisation of its CtG Implementation Plan (due for publication June 2025) and seeks to include priorities from member organisations of the Tasmanian Regional Aboriginal Communities Alliance.

The Tasmanian Aboriginal Centre is a Coalition of Peaks (CoP) member and the Tasmanian Government's CtG implementation partner.

The NIAA works closely with the Department of Premier and Cabinet (DPAC) as the lead First Nations affairs agency in Tasmania.

The NIAA's focus

IAS investment in 2024-25 in Tasmania will total \$21.4 million. The NIAA's priorities include:

- supporting the acceleration of the First Nations business sector through funding to the newly established First Nations-owned and -operated Palawa Business Hub
- working in-place with DPAC to consider sustainability and suitability of current infrastructure on Cape Barren Island, including for water and food security, housing and essential services infrastructure
- identifying opportunities to align the Tasmanian Youth Justice Blueprint 2022-2032 with the Commonwealth's commitments to restore law and order and build stronger and more sustainable communities.

Key governance arrangements

The Tasmanian Partners First Nation Strategy Forum, facilitated by the NIAA, brings key state and Commonwealth agencies together to drive CtG implementation and influence local policies and initiatives to progress the CtG Priority Reforms.

Cross-border considerations

N/A

Western Australia

Minister: The Hon Don Punch MLA, Minister for Aboriginal Affairs

State of play

The 2024 WA Budget included measures focused on CtG and promoting wellbeing and economic development for First Nations people.

The NIAA works closely with the Department of Premier and Cabinet as the lead First Nations affairs agency in WA.

The NIAA's focus

IAS investment in 2024-25 in WA will total \$309.3 million. In 2025, the NIAA's priorities include:

- existing and emerging Partnership Agreements, such as the East Kimberley, West Kimberley and NPY Tristate ECs, to work with government and corporate Australia to inform how First Nations policies and programs are designed and delivered
- working in partnership with the Commonwealth Attorney-General's Department on supporting the Olabud Doogethu - Smart Justice in the Heart of Kimberly justice reinvestment project in Halls Creek, Mulan, Kundat Djaru and Mindibungu, funded via the National Justice Reinvestment Program
- signing and implementing the East Kimberley Place Based Partnership Agreement, which focusses on early years policy.

Key governance arrangements

The NIAA has relationships with key stakeholders including the WA Government Partnership Planning Groups and CtG Deputies Group, to provide oversight and coordination of whole-of-government CtG activity.

The NIAA works with the Aboriginal Health Council of WA, the peak body representing WA in CoP. The NIAA also work with the Council of Aboriginal Services WA, representing the Aboriginal community-controlled sector in WA.

Cross-border considerations

NPY Women's Council is the backbone organisation for the Tristate EC across SA, WA and the NT. Work is underway to transition this backbone arrangement to the Kulintja Kutju Group.

Attachments



Election commitments

This section highlights commitments for which you are responsible, as well as commitments your Ministerial colleagues will lead that could have significant benefit for First Nations people. The official list of election commitments is being finalised between the Prime Minister's Office and the Department of the Prime Minister and Cabinet.

Commitments within your portfolio

The table below provides detail on commitments you will lead as Minister for Indigenous Australians. The NIAA will make sure you and your Office have clear oversight of delivery of these commitments.

Commitment title	Description	Cost
\$77.4 million for Climate Resilience in the Torres Strait	The Government will fund climate resilience in the Torres Strait through the construction of sea walls and critical infrastructure. The project will focus on engineering and construction efforts on five islands: Poruma, Iama, Masig, Warraber, and Badu. It would be administered by the Torres Strait Regional Authority in partnership with Torres Strait local governments and the Torres Strait Island Regional Council. It is subject to the Queensland government agreeing to jointly invest.	\$77.4 million
Funding to expand the Goanna Academy	The Government will fund an expansion of Goanna Academy's preventative mental health education programs for at-risk people, as well as the piloting of a new mental health training program.	\$6.4 million

Other Ministers' commitments

The following table lists commitments we understand may not be within your remit, but which could significantly benefit First Nations people. The NIAA will work with responsible departments to influence the implementation of these commitments to maximise benefits for First Nations communities. We will keep you updated on the progress of their delivery as appropriate.

Commitment title	Description	Cost
Health and Aged Care		
\$3 million for an Aboriginal Women and Girls Sport and Wellness Centre, Thornbury	The Government will help fund construction of the Aboriginal Women and Girls Sport and Wellness Centre in Thornbury, Victoria, providing a dedicated facility for the Fitzroy Stars Football and Netball Club women's team.	\$3 million
Investment in CareFlight plane in the NT	The Government will fund CareFlight to purchase a plane to support medical evacuations and transportation in the Top End, particularly during the wet season. The plane will provide emergency retrievals and care for up to 700 patients a year.	\$10.1 million
\$1 billion Mental Health Investment	The Government has made a \$1 billion mental health commitment that includes: <ul style="list-style-type: none"> \$225 million for 31 new and upgraded Medicare Mental Health Services. More than \$200 million for 58 new, upgraded or expanded headspace services. \$500 million for 20 Youth Specialist Care Centres for young people with complex needs. \$90 million for more than 1,200 training places for mental health professionals and peer workers. 	\$1 billion
New Headspace Plus in Darwin <i>(component of the Mental Health Investment commitment)</i>	As part of the Government commitment of \$200 million for 58 new, upgraded or expanded Headspace services, the Government will expand the Headspace and Early Psychosis Youth Centre in Darwin to a Headspace Plus and Youth Specialist Care Centre.	\$200 million (Cost of Darwin Centre expansion not specified)
New Youth Specialist Care Centre in Darwin <i>(component of the Mental Health Investment commitment)</i>	As part of the Government's \$500 million plan for 20 Youth Specialist Centres for young people with complex needs, a new facility will be established in Darwin.	\$500 million (Cost of new facility in Darwin not specified)
New and upgraded Medicare Mental Health Centres – Alice Springs <i>(component of the Mental Health Investment commitment)</i>	The Government committed \$225 million for 31 new and upgraded Medicare Mental Health Centres, including in Alice Springs.	\$225 million (specific cost for the Alice Springs Centre not specified)

Commitment title	Description	Cost
\$8.5 billion to Strengthen Medicare: More bulk billing, more doctors, more nurses	The Government will invest \$48.4 million for new medical Commonwealth Supported Places (CSPs) and uncapped medical CSPs for First Nations students. This part of the Government's \$8.5 billion commitment to strengthen Medicare to lift bulk billing rates and build the health workforce. Under these measures, the number of fully bulk billed practices is expected to be approximately 4,800 nationally by 2028-29, and 9 out of 10 GP visits will be fully bulk billed by 2030.	\$48.4 million (First Nations component not specified)
\$2 million in preventative healthcare for Far North Queensland	The Government committed \$2 million for preventative healthcare in Cape York. This will be used to increase the promotion of skin and breast cancer screenings and eye and ear health checks.	\$2 million
Treasury		
\$10 billion to build up to 100,000 homes for first home buyers	The Government committed to a \$10 billion plan, funded over 8 years, to partner with state developers and industry to build up to 100,000 homes reserved for first-home buyers.	\$10 billion
Infrastructure, Transport, Regional Development, Communications and the Arts		
Investing in infrastructure projects	<p>The Government will provide \$17.1 billion over 10 years from 2024-25 for road and rail infrastructure priorities to support productivity and jobs. Funding includes:</p> <ul style="list-style-type: none"> \$15.6 billion over 10 years from 2024-25 for new Infrastructure Investment Program projects across Australia. \$1.5 billion over 8 years from 2024-25 for existing Infrastructure Investment Program projects or corridors. <p>The investment aims to improve the productivity, resilience, liveability, and sustainability of Australia's cities, regions, and communities, supporting economic growth and connectivity.</p>	\$17.1 billion
\$3 million for Gunbalanya youth centre	The Government has committed \$3 million towards the construction of a new building for the Gunbalanya Youth Centre.	\$3 million
\$10 million for New Palmerston Community Hub	The Government committed to a \$10 million investment to build the Zuccoli Library and Community Hall in Palmerston, Northern Territory. This commitment will be delivered in partnership with the City of Palmerston who are providing a further \$3 million.	\$10 million
\$4.85 million for the redevelopment of Sturt Reserve Precinct	The Government will provide \$4.85 million for the redevelopment of the Sturt Reserve Precinct in Murray Bridge. The initiative is co-designed with the Traditional Owners, the Ngarrindjeri People, embedding cultural storytelling and interpretation.	\$4.85 million
\$587.5 million for Major and Local and Community Infrastructure Projects	The Government committed \$587.5 million to major local and community infrastructure projects.	\$587.5 million
Employment and Workplace Relations		
\$1.6 billion for 100,000 free TAFE places	The Government committed \$1.6 billion to fund 100,000 free TAFE places to 2035. Legislation introduced will ensure access to 100,000 free TAFE places annually from 2027. This commitment forms part of the government's broader strategy to invest in education and training, ensuring Australians can access the opportunities and skills necessary for a changing economy.	\$1.6 billion

Commitment title	Description	Cost
Education		
\$5 billion Investment in Early Childhood Education and Care	The Government is committing \$5 billion to reform early childhood education and care across three measures, including \$1 billion to establish the Building Early Education Fund to increase the supply of early childhood education and care. This Building Early Education Fund will fund new childcare centres, including in regional communities.	\$5 billion
\$5 million for Good to Great Schools Australia	The Government has committed \$5 million to partner with Good to Great Schools Australia to strengthen the teacher workforce in regional and remote areas. This will help build the capacity of teaching assistants and teachers in regional and remote Australia.	\$5 million
Attorney-General's		
\$28.3 million for Youth Empowerment Grants	The Government will provide \$28.3 million to 35 organisations across Australia to support at-risk youth through the Youth Empowerment Program. Includes a range of First Nations-specific organisations.	\$28.3 million
\$85 million to identify and respond to high-risk domestic violence perpetrators	The Government will commit \$85 million to develop innovative approaches to identifying high risk perpetrators of violence and trial innovative responses. Labor will trial world-leading new policing approaches that will treat high-risk domestic violence perpetrators like 'fixated persons' in a similar way to violent extremists and stalkers targeting high profile people.	\$85 million
Social Services		
First National Aboriginal and Torres Strait Islander Family Safety Plan	The Government will deliver the first ever National Aboriginal and Torres Strait Islander Family Safety Plan. It will be developed in partnership through shared decision making with First Nations communities.	Unspecified
Engaging men and boys in violence prevention	The Government will commit to a coordinated approach towards engaging men and boys early in violence prevention. Labor will build on existing work on national standards for men's behavioural change programs, healthy masculinities, and early intervention efforts for men and boys.	Unspecified
Prime Minister and Cabinet		
Justice reforms for victims of sexual assault	The Government will work with states and territories to respond to the Australian Law Reform Commission's recommendations to reform justice responses to sexual assault.	Unspecified
\$20 million for the Buy Australian Made Campaign	The Government will provide \$20 million to support Australian producers through the Buy Australian Made Campaign, aiming to encourage consumers to buy Australian-made products.	\$20 million

Commitment title	Description	Cost
<i>Climate Change, Energy, the Environment and Water</i>		
\$2 billion to Clean Energy Finance Corporation to Support Australian Households	The Government committed to providing an additional \$2 billion to the Clean Energy Finance Corporation. This investment is intended to support Australian households, workers, and businesses in transitioning to renewable energy.	\$2 billion
\$83 million for Local Environmental Projects	The Government committed \$83 million to support local environmental projects.	\$83 million
\$7 million to revitalise Bendigo Creek	The Government will provide \$7 million to the City of Greater Bendigo who will work with DJAARA (Dja Dja Wurrung Clans Aboriginal Corporation), North Central Catchment Management Authority and local community groups to improve the health of Bendigo Creek.	\$7 million
<i>Industry, Science and Resources</i>		
\$1 billion Economic Resilience Program	The Government will establish a new Economic Resilience Program through the National Reconstruction Fund Corporation.	\$1 billion
<i>Foreign Affairs and Trade</i>		
\$8.5 million investment in Central Australia's tourism	The Government will provide funding of \$8.5 million for the revitalisation of Central Australia's tourism sector to attract visitors back to the region. The package includes \$5 million for Tourism Central Australia, \$2.5 million to establish the Alice Springs Tourism Development Fund, and \$1 million in Revival and Resilience Grants to help small tourism operators stay operational.	\$8.5 million