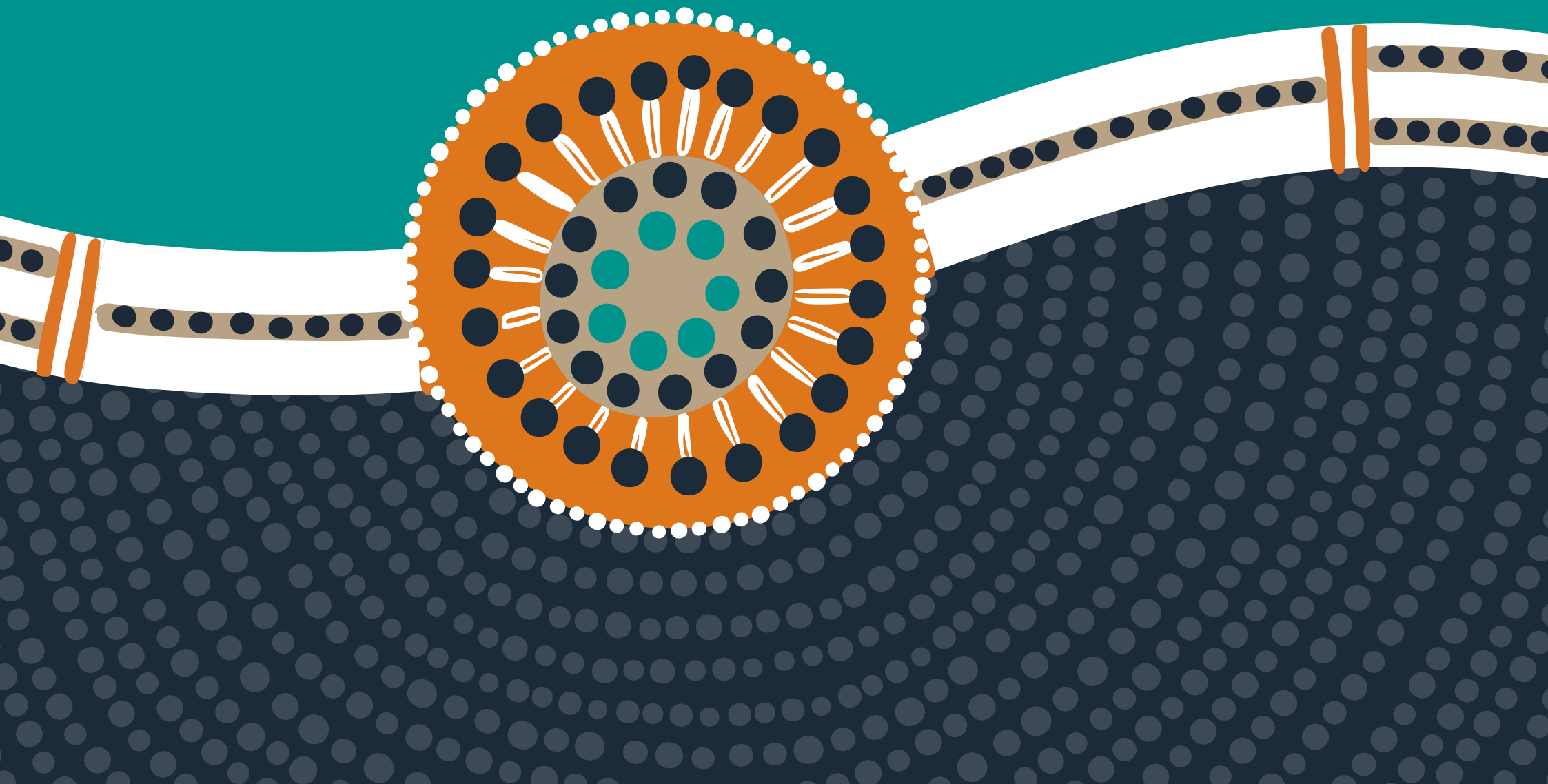




Australian Government

National Indigenous Australians Agency

Corporate Plan 2025–29



Acknowledgement of Country

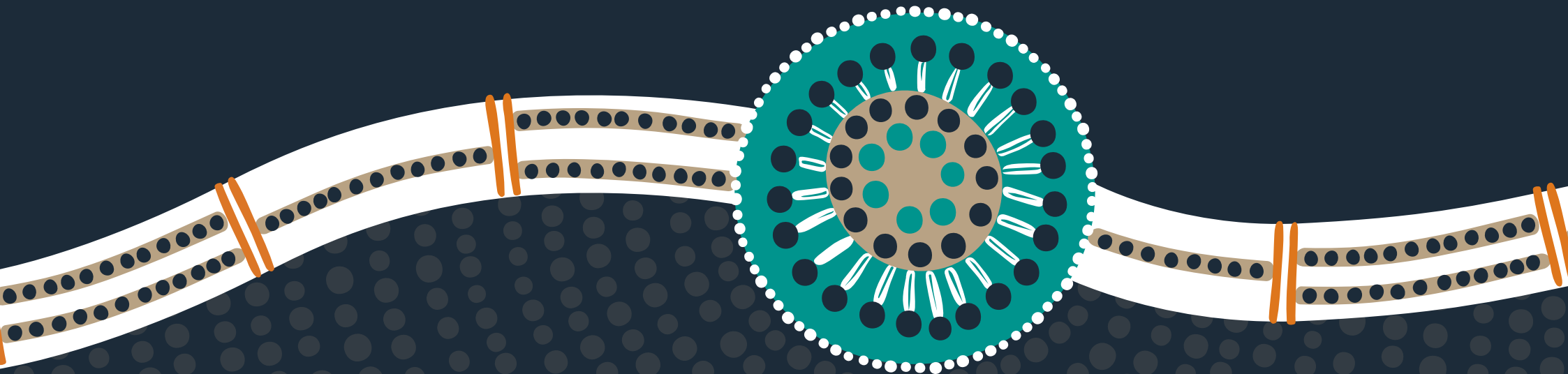
The National Indigenous Australians Agency acknowledges the Traditional Owners and Custodians of Country throughout Australia and acknowledges their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.

Cultural advice/warning

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images of deceased people.

Artwork

The NIAA Corporate Plan 2025–26 design uses elements from an artwork by Wiradjuri Artist, Jordana Angus, for the Australian Government, titled *Working together for a future of equality*. The design combines the representation of people, land and sea.



CONTENTS

National Indigenous Australians Agency Corporate Plan 2025–29

© Commonwealth of Australia 2025 ISSN - 2652-9416

Copyright notice

With the exception of the Commonwealth Coat of Arms, this work is licensed under a Creative Commons Attribution 4.0 International license (CC BY 4.0) (<https://creativecommons.org/licenses/by/4.0/>).



Third-party copyright

Wherever a third party holds copyright in this material, the copyright remains with that party. Their permission may be required to use the material. Please contact them directly.

Attribution

This publication should be attributed as follows: © Commonwealth of Australia, National Indigenous Australians Agency Corporate Plan 2025–29

Use of the Coat of Arms

The terms under which the Coat of Arms can be used are detailed on the following website: <https://pmc.gov.au/cca>

Other uses

Inquiries regarding this document are welcome at:
NIAA-Governance@niaa.gov.au

INTRODUCTION - MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	4
STRATEGIC SNAPSHOT 2025-29	6
IN FOCUS - THE YEAR AHEAD	8
OUR OPERATING CONTEXT	20
RISK OVERSIGHT AND MANAGEMENT	30
PERFORMANCE FRAMEWORK ON A PAGE	33
OUR PERFORMANCE	34
APPENDIX A	62
APPENDIX B	64

INTRODUCTION

Message from the Chief Executive Officer

Wanthiwa – Hello in Yindjibarndi

I am proud to present the National Indigenous Australians Agency (NIAA) Corporate Plan for 2025–2029, outlining our strategic direction for the next 4 years.

The NIAA operates in 37 locations and 14 communities across Australia, enabling us to respond effectively and meaningfully based on place and need. I am privileged to work alongside highly skilled and committed staff. I witness their determination to create lasting outcomes for Aboriginal and Torres Strait Islander peoples every day.

We are focused on implementing the National Agreement on Closing the Gap; strengthening partnerships; and supporting Aboriginal and Torres Strait Islander communities through employment, housing, education, health, justice and food security initiatives.

For the first time, there has been an Independent Aboriginal and Torres Strait Islander-led review of Closing the Gap, providing an analysis of progress towards the Priority Reforms, targets, indicators and trajectories. We welcome the findings, and remain firmly committed to implementing these reforms in our own work.

Employment, economic development and housing are central building blocks to progressing better outcomes for Aboriginal and Torres Strait Islander peoples. The NIAA is working in partnership with the Northern Territory (NT) Government, NT Land Councils and Aboriginal Housing NT to deliver up to 2700 houses and a new repairs and maintenance program as part of the joint 10-year NT Remote Housing Agreement.

We continue to deliver remote employment programs and services through replacing the Community Development Program (CDP). The first stage of replacing CDP is the new Remote Jobs and Economic Development program (RJED). RJED will fund 3000 new jobs, which are expected to come online over 3 years. This will see job seekers moving into employment that communities need, with good pay and conditions. To date, the NIAA has approved funding for 1,450 jobs through the first 2 RJED grant rounds, with contract agreements underway with successful applicants. The second stage will see the commencement of the Remote Australia Employment Service (RAES) which will better support job seekers in remote Australia to upskill, find pathways to work and contribute to their community.



The National Food Security Strategy (Strategy) for remote communities is another key area for the NIAA and is the first coordinated, national approach to tackling food security. The Strategy was developed in partnership with peak Aboriginal and Torres Strait Islander community-controlled health organisations and Western Australia, NT, South Australia, New South Wales and Queensland governments. The NIAA will maintain a leadership role and work closely with the community-controlled sector to address Aboriginal and Torres Strait Islander peoples experiences of food insecurity.

Notably, the NIAA is also well on its way to expanding the Indigenous Rangers Program, with 111 ranger projects funded through grant round one, all with the targeted employment of women rangers. Over 2000 Indigenous Rangers are currently employed, and the percentage of women rangers by the end of 2024–25 increased from 33% to 42% as a result of implementing grant round one.

Tackling the drivers of crime is another focus area, with the NIAA collaborating with our colleagues at the Commonwealth level, and state and territory governments, to deliver programs focused on housing, employment, education, family, domestic and sexual violence, and health and well-being.

This work includes the delivery of targeted early intervention and prevention initiatives to provide intensive case management for Aboriginal and Torres Strait Islander adults and young people at risk of contact with the justice system. Alongside this are programs that work with Aboriginal and Torres Strait Islander people who are in contact with these systems to support re-integration into communities and reduce recidivism.

The NIAA is leading reform across the Commonwealth to address the endemic issue of missing and murdered Aboriginal and Torres Strait Islander women and children, by influencing delivery of all government commitments on gender-based violence. To support this, critical services will continue for remote communities, including education, women's safety, policing and alcohol harm reduction through the NT Remote Aboriginal Investment Partnership Agreement, signed by the Commonwealth, the NT Government and the Aboriginal Peak Organisations Northern Territory.

NIAA will continue delivering on the extension of the Territories Stolen Generations Redress Scheme, leading the implementation of

the Commonwealth's plan for A Better, Safer Future for Central Australia with the extension of the Central Australia Plan Taskforce, and alleviating financial hardship through the Youpla Support Program.

Finally, in finishing up as CEO of the NIAA, I am immensely proud of what the NIAA has achieved. I am confident the NIAA will continue to deliver meaningful change over the 2025–29 Corporate Plan period guided by our Vision that Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.

Jody Broun,
Chief Executive Officer
National Indigenous Australians Agency

Statement of Preparation

As the Accountable Authority of the National Indigenous Australians Agency, I am pleased to present the NIAA Corporate Plan 2025–29. It covers the period 2025–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Jody Broun
Chief Executive Officer

STRATEGIC SNAPSHOT 2025-29

Our vision

Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.

Our purpose

To ensure the needs and aspirations of Aboriginal and Torres Strait Islander peoples are met through government policies, programs, and services.

Our role

The NIAA is an Executive Agency as defined by section 65 of the *Public Service Act 1999*. It is a non-corporate Commonwealth entity as defined by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The NIAA commenced operation on 1 July 2019.

The NIAA implements the Australian Government's policies and programs to enable the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities by ensuring Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered. The NIAA influences policy across the Australian Government, and state and territory jurisdictions, to ensure policies, programs and services are developed and delivered effectively to improve outcomes for Aboriginal and Torres Strait Islander peoples.

Our values

The Australian Public Service (APS) values set the standard for ethical behaviour across the public service. In addition, our work is underpinned by our shared values:

We respect multiple perspectives.

We are authentic.

We are professional and act with integrity.

We invest in each other's success.

We deliver with purpose.

We continue to embed our values through our behaviour and actions, at all levels. The NIAA has a unique Employee Value Proposition that generates passion and drive; we value our people – they're at the heart of everything we do.

Enablers

The NIAA has a range of key enablers in place to ensure we effectively deliver our purpose. These include work and initiatives in:

Partnerships and cooperation across governments.

Having a strong regional presence.

Prioritising integrity.

Working towards reconciliation.

Our transformation journey.

Enhancing workforce capability.

ICT Capability.

Infrastructure capability.

Focusing on governance.

Our approach

We work with a diverse range of stakeholders to deliver on our vision and purpose. We partner with Aboriginal and Torres Strait Islander peoples, communities and leaders, organisations and peak bodies to develop, implement and evaluate policies and programs. We coordinate and influence across the Commonwealth and with state and territory governments to ensure policies and programs are aligned with community aspirations.

Our operating environment

We operate in a complex, uncertain and constantly evolving landscape. These challenges bring opportunities for growth and improvement. By understanding our environment, we can adopt a more strategic approach and continuously enhance our capabilities to deliver on our purpose. Our operating environment is influenced by factors that impact our ability to deliver on our purpose. Many of these factors are out of our control, including:

Geographical spread, population demographics and the remoteness of communities.

Climate change and increasing natural disasters, impacting on our urban, regional and remote communities, and disaster response practices.

The APS reform agenda to build an integrity culture, work in genuine partnership with community, become a model employer and build the capability of staff.

Workforce trends and attracting staff with the right skills working in the right place.

An evolving technology landscape, which provides opportunities to better connect with our staff and communities.

STRATEGIC SNAPSHOT 2025-29 CONTINUED

Key activities

1. We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence governments to deliver policies, programs and services.

The NIAA demonstrates leadership through influence by driving collaborative action across governments to achieve systemic change, deliver on our commitments under the National Agreement on Closing the Gap, and coordinate across all parties to ensure accountability in meeting their obligations.

Through strategic coordination and shared accountability mechanisms, we work with the Commonwealth, state and territory governments, and the Coalition of Aboriginal and Torres Strait Islander Peak Bodies (Coalition of Peaks) to design and deliver policies, programs, and services in partnership with Aboriginal and Torres Strait Islander peoples, reflecting priorities identified by communities. By fulfilling our commitments, supporting governance forums, facilitating transparent reporting, and enabling culturally informed decision-making, the NIAA strengthens whole-of-government alignment and accountability to achieve the socio-economic outcomes of Closing the Gap. In doing so, we also contribute to reconciliation by supporting approaches that recognise histories, build trust, and foster respectful relationships across governments and communities.

2. We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples.

The NIAA works in partnership with communities and governments to shape policy, programs, and investment decisions. Through formal agreements and collaborative engagement, we support self-determination and strengthen mutual accountability of Aboriginal and Torres Strait Islander peoples in line with the National Agreement on Closing the Gap.

Partnership approaches are embedded across NIAA's programs and strategies, with sustained collaboration essential to the design and delivery of policies, programs, and services that respond to identified priorities. By enabling shared decision-making, aligning investments to community priorities, and fostering culturally informed approaches, NIAA strengthens delivery and accountability to achieve the socio-economic outcomes of Closing the Gap.

3. We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.

The NIAA delivers targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements to support the socio-economic outcomes of Closing the Gap. Investments are focused on initiatives that align with community priorities, Priority Reforms, and national commitments, ensuring flexibility to respond to emerging needs and opportunities over time.

Through strong program design and administration, and partnerships with Aboriginal and Torres Strait Islander communities and governments, we deliver policies, programs, and services that are strategically aligned, culturally informed, and outcome-focused, driving sustainable social, economic, and cultural benefits that directly contribute to achieving the socio-economic outcomes of Closing the Gap.

Summary of Performance Measures

1.1 Leadership and Coordination of Closing the Gap and delivery of commitments under the National Agreement.

1.2 Economic Empowerment

1.3 Food Security

2.1 Work in partnership across regions

2.2 Housing

2.3 NT Remote Aboriginal Investment

3.1 Employment (The Remote Jobs and Economic Development program)

3.2 Employment (The Remote Australia Employment Service)

3.3 Indigenous Rangers Program

3.4 Indigenous Advancement Strategy Service Requirements

This snapshot provides a summary. The full performance measure names are outlined in the performance measure tables included in this 2025–29 Corporate Plan.



IN FOCUS - THE YEAR AHEAD

We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence across governments

National Agreement on Closing the Gap

The National Agreement on Closing the Gap (National Agreement) is a genuine partnership between local government, states and territories, the Australian Government and the Coalition of Peaks to work together to improve life outcomes for Aboriginal and Torres Strait Islander people. It is the first and only National Agreement that is targeted on Closing the Gap, and continues to be a priority for the Australian Government.

The NIAA plays a central role in influencing and supporting the implementation of the National Agreement. While the Australian Government is a key signatory, responsibility for delivering the National Agreement's outcomes is shared across state and territory governments, local councils, and Aboriginal and Torres Strait Islander community partners.

The NIAA works as a steward for the National Agreement on behalf of the Australian Government to foster collaboration, influence reform in mainstream settings, promote accountability, and ensure that all parties uphold their commitments to the Priority Reforms and targets, driving a coordinated national effort toward genuine and lasting change.

Influencing transformation

The NIAA supports the implementation of the National Agreement across the Australian Government. We collaborate with departments and agencies to influence the development of policies that are aligned to the Priority Reforms and progress work towards closing the gap between Indigenous and non-Indigenous Australians through mainstream settings. For example, the NIAA plays a lead role in driving the transformation of mainstream government organisations under Priority Reform 3, by advancing priority cross-portfolio initiatives at all levels of government – this includes policy and service delivery and reforms to internal structures and ways of working.

In addition to leveraging national policies and governance arrangements to influence change from the highest levels, NIAA develops the Australian Government's Closing the Gap Annual Report and Implementation Plan. The Annual Report demonstrates what has been achieved and the impact of this work for Aboriginal and Torres Strait Islander peoples. The Implementation Plan presents the priorities for the year to come. Together they provide transparency and accountability to the community.

The 2025 Implementation Plan prioritises food security, remote employment, housing and health and wellbeing. It includes targeted investments aimed at enabling economic self-determination, bettering outcomes for children and families and delivering for people in remote Australia.



NIAA staff at the Barunga Festival 2024



Client and staff member at the Birthing in Our Community, an Aboriginal and Torres Strait Islander-led service for mums, bubs and families in south-east Queensland.

Addressing the regressing targets

Unacceptably, 4 targets are regressing – early childhood development is slowing (Target 4), and the numbers of Aboriginal and Torres Strait Islander adults held in incarceration (Target 10), children in out-of-home care (Target 12), and the suicide rate (Target 14) are all increasing. Additionally, youth detention (Target 11) is unchanged from the baseline.

Across 2025–26 the NIAA will continue to influence across the Australian Government and prioritise actions that address these targets.

- » **Early childhood development:** through the Indigenous Advancement Strategy (IAS), the NIAA is investing around \$42.5 million in 2025–26 for Aboriginal and Torres Strait Islander peoples children's early childhood development and enabling activities. Additionally, we provide policy advice across the APS. We support the Early Childhood Care and Development Policy Partnership (ECCDP), led by the Department of Education and SNAICC - National Voice for our Children. ECCDP develops recommendations to improve early childhood outcomes for Aboriginal and Torres Strait Islander children. We also support the Investment Dialogue for Australia's Children which is a 10-year collaboration to improve the wellbeing of children and young people by working with communities to reduce intergenerational disadvantage.
- » **Adult incarceration:** Working across governments to support implementation of the First Nations Justice Package and support the Justice Policy Partnership to improve justice outcomes for Aboriginal and Torres Strait Islander people. Through the IAS, the NIAA is investing in programs to reduce adult incarceration rates, including adult through-care programs which provide intensive case management to aid transition from prison back into community and reduce re-offending.
- » **Youth detention:** Working across governments on youth justice reform and addressing the social drivers of offending behaviours. The NIAA is also investing in initiatives that prevent children and young people interacting with the justice system including a

range of youth support and diversion activities. These provide intensive case management to address the drivers of offending behaviour, community safety patrols to ensure children and young people are in safe places, and youth through-care for young people transitioning from detention to community.

- » **Children in out-of-home care:** We are ensuring that the voices of children and young people are embedded in policies and programs designed to address Target 12 by establishing the National Commissioner for Aboriginal and Torres Strait Islander Children and Young People in collaboration with the Department of Social Services. Adjunct Professor Sue-Anne Hunter will commence as the ongoing National Commissioner on 1 September 2025. Through the IAS, the government has allocated \$23.2 million over 4 years to deliver culturally-safe, place-based healing programs in 7 target locations for Aboriginal and Torres Strait Islander women and children impacted by family violence or at risk of engaging the child protection system. Safe and Supported: The National Framework for Protecting Australia's Children (2021–2031) and the Aboriginal and Torres Strait Islander Action Plan 2023–2026 are the key mechanisms for the Commonwealth Government in addressing the overrepresentation of First Nations children in out-of-home care.
- » **Suicide rates:** we are strengthening Aboriginal and Torres Strait Islander peoples social and emotional wellbeing (SEWB), mental health responses and support healing in families and the community. We do this by progressing initiatives such as First Nations Psychology Scholarships, SEWB Assessment Tools, the SEWB Policy Partnership and a flexible funding pool to enable short term, place-based SEWB supports for Aboriginal and Torres Strait Islander peoples, families and communities to manage significant trauma.

Specific actions being taken across the Australian Government in relation to Closing the Gap can be found in the 2025 Implementation Plan.

Strengthening partnerships and the National Agreement

NIAA plays a significant role in the partnerships and actions that fall under the National Agreement. We support the Minister for Indigenous Australians as Co-chair of the Joint Council on Closing the Gap and represent the Australian Government in the Partnership Working Group to drive collective efforts towards the implementation of the National Agreement.

The NIAA also supports the operation of key Closing the Gap infrastructure such as policy partnerships, which ensure collaboration between Aboriginal and Torres Strait Islander peoples and governments can occur in targeted forums. New policy partnerships progressed in 2025 include the Data Policy Partnership, which supports activities that improve data on Priority Reforms and socioeconomic outcomes, as well as targets and indicators under the National Agreement.

Independent oversight is key to the success of the National Agreement and the NIAA continues to support independent reviews of the National Agreement and the implementation of their recommendations. The Productivity Commission Review of the National Agreement (delivered in 2024) and the Independent Aboriginal and Torres Strait Islander-led Review of the National Agreement highlight that greater ambition and effort are required to Close the Gap. The NIAA supports implementation of the recommendations of the Productivity Commission Review and is leading the Australian Government's response to the Independent Review.



Joint Council meeting in Boorloo Perth, November 2024





Boosting economic empowerment

Strengthening the Indigenous Procurement Policy (IPP)

Since the IPP started in 2015, more than 79,000 contracts with a total value of over \$12.6 billion have been awarded to over 4,400 Indigenous businesses. The NIAA is progressing the implementation of reforms to the Australian Government's Indigenous Procurement Policy. The changes aim to increase the ambition of the policy and ensure that the economic benefits of the IPP are genuinely flowing to Aboriginal and Torres Strait Islander peoples as intended. The changes reflect feedback from consultations and recommendations from Parliamentary inquiries. More ambitious Commonwealth and portfolio procurement targets came into effect from 1 July 2025 with changes to IPP eligibility criteria commencing from 1 July 2026. In addition, the NIAA will explore the feasibility of increasing transparency of suppliers' performance against Indigenous participation targets and work with relevant regulators and support services to identify opportunities to make it easier for Aboriginal and Torres Strait Islander peoples to report "black cladding" that might amount to unlawful conduct.

Supporting the Aboriginal and Torres Strait Islander peoples business sector

The NIAA continues to support Indigenous businesses through the Indigenous Business Sector Strategy (IBSS).

The IBSS sets out a 10-year plan (2018–28) for a larger and more diverse Indigenous business sector that builds intergenerational wealth and economic independence by boosting demand for, and building supply of Aboriginal and Torres Strait Islander owned businesses. Priority measures are articulated under 4 key action areas identified by Aboriginal and Torres Strait Islander business owners as critical for development and growth: business support, access to capital, stronger networks, and improved data.

IAS-funded programs under the IBSS improve supply-side support for Aboriginal and Torres Strait Islander owned businesses and provide access to capital and markets at different stages of their development cycle, with a strong focus on start-up (early-stage) and pre-bank business development support.





Barunga community, NT



NPY Emerging Leaders, First Nations public servants and NIAA graduates met on Ngunnawal Country for a leadership event.

Strengthening NT remote Aboriginal investment service delivery and supporting communities to lead in their social and economic development

From 1 July 2025, Australian Government investment in remote Northern Territory communities has been supported by a landmark Partnership Agreement with the NT Government and Aboriginal and Torres Strait Islander partners, with investment priorities agreed through formal shared decision-making processes. This investment will support Aboriginal and Torres Strait Islander communities to lead in their social and economic development, in line with their aspirations, including the transition of services to community control over time. The investment will drive Closing the Gap Priority Reforms in the NT, enabling communities to establish formal partnership arrangements with services that cannot be transferred to community control.

Improving the impact of our programs and operations

The NIAA continues to transform the way we work in support of improving the impact of our programs and operations and delivering better outcomes under Closing the Gap. Focus continues on enhancing the efficiency and effectiveness of the Australian Government's investments, ensuring it can better support Aboriginal and Torres Strait Islander peoples to fulfil their needs, goals and aspirations. Our approach also aims to improve data transparency and enhance performance monitoring and evaluation, providing an evidence base to inform future investment decisions.

Key initiatives include:

- » Strengthening change management capability and planning in program design to support readiness and engagement, as a critical enabler for the successful delivery of initiatives.
- » Enhancing data-driven decision-making by integrating feedback loops, evaluation frameworks, and impact assessments into program design and delivery.
- » Building workforce capability in policy design, program delivery, and change leadership to foster innovation and continuous improvement.
- » Driving collaboration across internal and external stakeholders to ensure policies and programs remain responsive, effective, and measurable.

We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander people

Aligning our policies and programs with community aspirations

To deliver on our purpose and vision, it is critical that Aboriginal and Torres Strait Islander people have a say on the policies, programs and services affecting them, and we continue to ensure the direction of our work is informed by what communities are telling us they need.

Implementing the Central Australia Plan to improve social and economic outcomes in Central Australia

The Central Australia Plan (Plan) Taskforce has been extended until 30 June 2026 and will continue supporting place-based forums such as the Aboriginal Leadership Group and the Youth Roundtable. Through these groups, the NIAA bring together community leaders from the region to advise governments on key elements of the Plan. This includes measure design, implementation and monitoring of measures, to ensure that our programs and initiatives are aligned with community aspirations.

National Strategy for Food Security

The 2025 Closing the Gap Implementation Plan details the Australian Government's \$71.4 million commitment to improving remote food security through a low-cost essentials subsidy scheme, dedicated remote store governance training and support package and an in-store Nutrition Workforce.

Access to low-cost essentials for remote stores subsidy scheme

The NIAA is working to reduce the cost of around 30 essential items in more than 76 stores in remote Aboriginal and Torres Strait Islander communities. The reduced prices are the result of a product subsidy scheme that will grow to cover up to 152 remote stores.

The aim is to reduce the cost of items in remote stores to be comparable to supermarkets in urban areas, to help address cost-of-living pressures and high rates of food insecurity experienced in remote Aboriginal and Torres Strait Islander communities.

The subsidy scheme will be administered by Commonwealth company Outback Stores Pty Ltd to facilitate remote stores' ability to purchase a range of essential products at a lower wholesale price, with freight costs also subsidised.



Youth Roundtable representatives meet with the UN Youth Ambassador in Mparntwe, Alice Springs NT



Central Australia Community Safety Patrollers forum, May 2025



NIAA funded additional freezer space at the Kalkarindji store, NT

Support Aboriginal and Torres Strait Islander leaders, local governance and representative arrangements and Empowered Communities.

Place-based work within the NIAA encompasses a range of approaches, including place-based partnerships, community plans and place-based policies and programs. We are committed to investing in partnerships with a focus on community development and shared decision making, including through Empowered Communities (EC). In 2025–26, the NIAA will use the newly developed EC local partnership agreements across all 10 regions to guide our efforts in supporting community aspirations.

Building the capacity and capability of the NIAA regional workforce

The NIAA is building the capacity and capability of its regional workforce through strategic workforce planning and improved mobility arrangement to deepen our reach and impact. We aim to attract and retain staff capable of responding to identified community needs, building on the Employee Value Proposition. This will embed inclusion, and a culture of innovation through our regional workforce that will more effectively support improved outcomes for communities.



NIAA staff working at the NIAA stall at Garma Festival 2024

We deliver targeted programs through the Indigenous Advancement Strategy

The IAS is the way the Australian Government funds and delivers a range of programs for Aboriginal and Torres Strait Islander people. The NIAA administers the IAS and works to improve the way the Australian Government does business to ensure funding outcomes meet the needs and aspirations of Aboriginal and Torres Strait Islander people.

Boosting Aboriginal and Torres Strait Islander peoples employment

Strengthening mainstream services

The NIAA will continue to work across the APS to ensure employment services reforms underway build pathways to jobs for Aboriginal and Torres Strait Islander peoples.

To do this, we are continuing to develop better data and evidence with other government agencies, informed by our consultations with Aboriginal and Torres Strait Islander peoples and the outcomes of our programs. We will continue to support Aboriginal and Torres Strait Islander people's voices to participate in policy and program design and implementation. As part of the Australian Government's commitment to improve employment outcomes in remote Australia, we continue to work on designing and implementing

the RJED and the RAES program to replace the CDP. This reform aligns with, and complements, other employment supports in place, such as the Indigenous Skills and Employment Program (ISEP), Workforce Australia and Disability Employment Services.

Delivering the Remote Jobs and Economic Development program

The first stage of the Australian Government's reform to replace the CDP is the new RJED program. The Australian Government is investing \$707 million to deliver the RJED program which began on 11 December 2024. It will fund 3000 new jobs that communities want, with good pay and conditions (like superannuation and leave). The 3000 new jobs are expected to come online over 3 years.

The RJED program has been informed through consultations with remote community members, Aboriginal and Torres Strait Islander people, job seekers, peak bodies, CDP providers, CDP participants, key stakeholders, relevant government agencies and overseen by the First Nations Reference Group. To test the design of the RJED program, NIAA engaged with more than 200 remote communities and 3,100 people between April and early July 2024.

To date, the NIAA has approved funding for 1,450 jobs through the first 2 RJED grant rounds with contract agreements underway with successful applicants. This includes at least 280 jobs that have transitioned from remote employment trials into RJED. These jobs were right across remote Australia in industries such as tourism, agriculture, health care, retail, administration, community services, maintenance and culture and the arts.



NIAA-funded remote employment services support job seekers to develop skills to take up job opportunities



Nyoongar Outreach is a community-led initiative for First Nations youth in Boorloo Perth and Walyalup Fremantle



NIAA-funded remote employment programs improve job opportunities and employment services in remote communities



Designing the Remote Australia Employment Service

The second stage of the remote employment reform is the design and implementation of the RAES to directly replace the CDP from 1 November 2025. The Australian Government is investing \$1.9 billion over 5 years to support around 40,000 job seekers who are currently looking for work, or may need help to become job ready, to get the skills and resources they need to take up job opportunities – including those created through the RJED program.

The draft Grant Opportunity Guidelines were published for information and consultation between 27 March and 21 April 2025, with feedback informing the final RAES Grant Opportunity Guidelines.

An open competitive grant round opened between 30 June and 28 July 2025 for interested organisations to apply for funding to deliver employment services in RAES regions (currently known as CDP regions).

The NIAA will work in collaboration with other government departments and agencies and current and new providers to ensure a smooth transition from the CDP to RAES.

RAES signals a pathway to align with broader reform in the employment services system, to support a coherent and consistent approach to employment servicing across remote and non-remote employment services programs.

NIAA will continue to work with the Department of Employment and Workplace Relations to minimise service gaps and support a smooth transition when the Time to Work Employment Service ends and when the Reconnection Education and Learning (REAL) program commences. The REAL program will be implemented in a phased approach across states and territories in the second half of 2025.

Delivery of Indigenous Skills and Employment Program

The NIAA will continue to strengthen employment and training outcomes for Aboriginal and Torres Strait Islander peoples through the delivery of the ISEP. ISEP aims to connect Aboriginal and Torres Strait Islander people to jobs, new job readiness activities and career advancement opportunities. The ISEP has 37 placed-based projects being delivered across Australia until 2028. ISEP projects have supported 4,375 First Nations participants into employment and training since the implementation of ISEP in 2024. Each ISEP project has been designed and delivered with Aboriginal and Torres Strait Islander communities and other key stakeholders.

These activities represent a shared commitment to ensuring the strong economic participation and development of Aboriginal and Torres Strait Islander people and communities, in line with the National Agreement on Closing the Gap.

Boosting housing

Access to suitable, appropriate and affordable housing is fundamental to improving the lives of Aboriginal and Torres Strait Islander people. The NIAA will continue to work across Commonwealth and state and territory governments to improve housing supply and conditions for Aboriginal and Torres Strait Islander people. The NIAA leads on a number of housing measures including:

- » In the NT, where overcrowding is at its highest, the NIAA is continuing to work in partnership with the NT Government, NT Land Councils and Aboriginal Housing NT, the peak body for Aboriginal and Torres Strait Islander peoples housing in the NT, to deliver investment in remote housing in the NT. This includes implementing the:
 - \$4 billion 10-year NT Remote Housing Federation Funding Agreement (FFA) 2024-34 that will see up to 2,700 houses built to halve overcrowding over the life of the FFA and delivery of cyclical repairs and maintenance program to ensure houses are appropriately maintained.
 - \$220 million for the Restoring Funding for NT Homelands FFA, that supports continued delivery of urgent repairs and upgrades to housing and essential infrastructure in NT Homelands.

- » Working with Indigenous Business Australia (IBA) to increase opportunities for Aboriginal and Torres Strait Islander peoples to buy their own home and build intergenerational wealth.
- » \$70m boost to IBA's Indigenous home ownership program, incorporating \$20 million for the IBA Single Carers Home finance package to provide tailored home ownership support for single carer families.

Providing the first \$100m to jurisdictions to provide urgent repairs and maintenance for housing in remote Aboriginal and Torres Strait Islander communities where it is needed most through the Housing Australia Future Fund.



New construction across the NT. Photos courtesy NT Department of Logistics and Infrastructure.

Indigenous rangers program

The Indigenous rangers program (IRP) assists Aboriginal and Torres Strait Islander peoples in managing Country according to Traditional Owners' objectives. Indigenous rangers use traditional knowledge and cultural practices, combined with western science, to manage land, river and sea country and deliver environmental, cultural, social and economic outcomes.

\$636.4 million was committed in 2022–23 to expand the IRP to double the number of Indigenous rangers to 3,800 by the end of the decade and to work towards gender equity in ranger positions. Over 2,000 Indigenous Rangers are currently employed, and the percentage of women rangers by the end of 2024–25 increased from 33% to 42%. The funding will also provide support for a number of complementary measures to strengthen the sector, including the establishment of junior ranger groups and support the establishment of an Indigenous-led representative body.

The 3 priorities of the expansion are:

- » Expanding the IRP footprint in places without Indigenous rangers
- » Increasing the number of women Indigenous rangers (or women's ranger groups)
- » Increasing Indigenous rangers on Indigenous Protected Areas currently without IRP rangers.

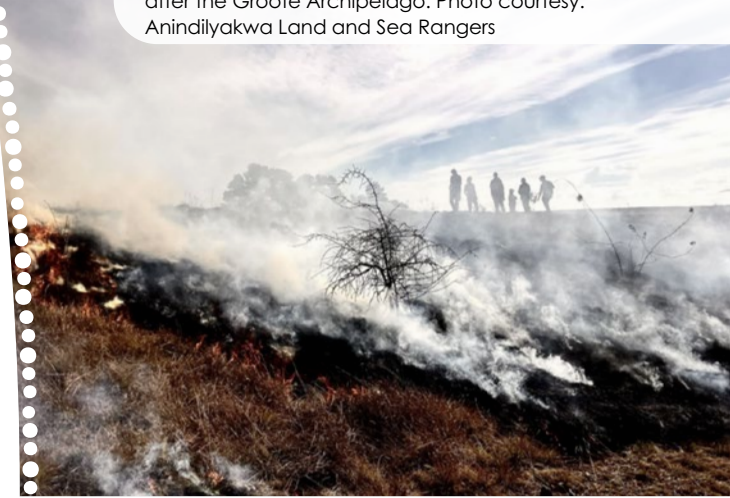
The Australian Government has committed to a national expansion of the IRP through a grant opportunity and by developing an Indigenous Ranger Sector Strategy to guide the future growth and empowerment of Indigenous ranger organisations across Australia.

Ranger groups are formed to deliver on Country activities including:

- » Engaging with community and Traditional Owners to plan land and water management activities
- » Fire management - cultural burning and bushfire mitigation
- » Biodiversity conservation - habitat and threatened species management, invasive species management, freshwater and sea Country management
- » Strengthening Aboriginal and Torres Strait Islander peoples language and culture
- » Cultural heritage protection and maintenance
- » Intergenerational knowledge transfer, education, training and capability development
- » Biosecurity monitoring
- » Partnerships with research, education, philanthropic and commercial organisations
- » Building and retaining employment in the Indigenous Land and Water Management sector.



Anindilyakwa Land and Sea Rangers looking after the Groote Archipelago. Photo courtesy: Anindilyakwa Land and Sea Rangers



Rangers check fire scars. Photo courtesy: Mimal Indigenous Rangers

OUR OPERATING CONTEXT

Our operating environment

We operate in a complex, uncertain and constantly evolving landscape. These challenges bring opportunities for growth and improvement. By understanding our environment, we can adopt a more strategic approach and continuously enhance our capabilities to deliver on our purpose. Our operating environment is influenced by factors that impact on our ability to deliver on our purpose. Many of these factors are out of our control.

Factors that impact our operating environment include:

- » Geographical spread, population demographics and the remoteness of communities.
- » Climate change and increasing natural disasters, impacting on our urban, regional and remote communities, and disaster response practices.
- » The APS reform agenda to build an integrity culture, work in genuine partnership with community, become a model employer and build the capability of staff.
- » Workforce trends and capability of staff to ensure we have staff with the right skills working in the right place.
- » An evolving technology landscape, which provides opportunities to better connect with our staff and communities.



Santa Teresa (Ltyentye Apurte) NT



NIAA National Office Charles Perkins House, Canberra, Nggunawal Country.



Partnerships and cooperation across governments

Aboriginal and Torres Strait Islander peoples perspectives are at the centre of our planning, priority-setting and decision making. The NIAA partners with Aboriginal and Torres Strait Islander communities in a variety of ways. This includes formal policy and place-based partnership arrangements under Closing the Gap, cross-jurisdictional ECs, as well as community-specific arrangements such as the local decision-making agreements in the NT.

Each partnership has different stakeholders and objectives, and arrangements are unique, based on needs and context. Working in place and on policy or program advice requires a flexible approach that responds to the diverse needs of Aboriginal and Torres Strait Islander communities.

The NIAA's partnerships with Aboriginal and Torres Strait Islander communities are designed to support progress against Closing the Gap Priority Reform One – Formal partnerships and shared decision-making – and enable policy and place-based progress against key Closing the Gap socio-economic targets.

The NIAA and NT Government, together with Aboriginal Peak Organisations Northern Territory (APONT) have signed a partnership agreement to oversee the delivery of the \$842.6 million Northern Territory Remote Aboriginal Investment (NTRAI) over 6 years, commencing 2025–26. This represents a fundamentally new way of developing and implementing policies and programs that impact the lives of Aboriginal and Torres Strait Islander peoples, including enabling opportunities for self-determination. The enduring shared decision-making arrangements set out in the partnership agreement will guide future NTRAI investment, maximising alignment to the Closing the Gap Priority Reforms during implementation, monitoring and evaluation.

The NIAA is committed to working in partnership with Aboriginal and Torres Strait Islander communities. One example is the Indigenous-designed and led Empowered Communities (EC) initiative. Through the EC partnership, Aboriginal and Torres Strait Islander communities work together with government to set priorities, improve services and apply funding effectively at a regional level. It aims to give Aboriginal and Torres Strait Islander people greater influence over decisions that affect them.

The NIAA works with Aboriginal and Torres Strait Islander leaders, communities, organisations,

and other stakeholders in the delivery of funded activities. In 2024–25 the Agency delivered more than 2,700 activities through some 1,300 organisations across Australia.

We continue to work closely with the Australian Public Service Commission (APSC) on the Charter of Partnerships and Engagement and the First Nations Partnership Playbook and aim to align and embed these guidelines into our practice.

All partnerships require reflection and review. The NIAA Partnership Register reviews NIAA partnerships, and the Commonwealth Partnership Stocktake reviews APS-wide partnerships with Aboriginal and Torres Strait Islander communities. Continuous improvement and strengthening of partnerships is critical to achieving tangible outcomes for Aboriginal and Torres Strait Islander communities.

We continue to play a central role in informing whole-of-government priorities for Aboriginal and Torres Strait Islander peoples and in enabling policies, programs and services being tailored to the needs of communities. We do this by leveraging the strong relationships we have built with Aboriginal and Torres Strait Islander communities and through structures such as the Coalition of Peaks and ECs.

Regional presence

The NIAA's regional network of offices across urban, regional and remote locations* is a unique and critical on-the-ground presence for the Australian Government. Our staff work closely with Aboriginal and Torres Strait Islander communities and stakeholders – including Aboriginal Community Controlled Organisations, non-government organisations – and across all levels of government to identify and progress Aboriginal and Torres Strait Islander peoples' needs and aspirations.

The NIAA's regional staff work with communities to provide practical action towards local partnership agreements, information sharing, supporting greater economic development and policy outcomes. Staff actively engage with Aboriginal and Torres Strait Islander communities and key stakeholders to play a strategic role in influencing policy and program design. Staff across the NIAA's extensive footprint readily lean into emerging priorities including natural disaster preparedness and responses.

As NIAA builds and maintains effective partnerships with communities, organisations and peak bodies, our regional footprint contributes to the empowerment and self-determination of Aboriginal and Torres Strait Islander peoples.

*See Appendix A for NIAA office locations.



Integrity

Integrity is the cornerstone of good governance, and is central to the effective function of the APS. Integrity supports the development and delivery of policies, services and initiatives that affect the lives of all Australians. In the APS, integrity is the pursuit of high standards of professionalism - both in *what we do* and *how we do it*.

A strong integrity culture at the NIAA supports our ability to achieve our purpose, successfully delivering our key activities, and demonstrating our commitment to ensuring that our actions and behaviours match our values, enabling a culture of trust and integrity.

The focus over the next 12 to 18 months will be:

- » Consolidating and maintaining the NIAA Integrity Framework
- » Implementing the NIAA Integrity Strategy and Action Plan 2025–2027
- » Capability and culture building to promote a 'speak up' culture
- » Embedding provider performance, proactive detection and early intervention processes.

Through this work, the NIAA will realise the benefits that a strong pro-integrity culture brings, and the opportunities created through building stronger relationships and fostering trust with those we serve.

INTEGRITY: THE CORNERSTONE OF GOOD GOVERNANCE



Mindil Beach, Darwin, Larrakia Country

Reconciliation

Reconciliation is foundational to building a future where Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered. As the Australian Government agency responsible for leading and coordinating policy, program design, and service delivery in partnership with Aboriginal and Torres Strait Islander peoples, reconciliation informs and guides our work. It shapes how we engage with Aboriginal and Torres Strait Islander peoples, communities, and organisations, and defines the leadership we provide across all aspects of our responsibilities.

The NIAA plays a key role in promoting reconciliation across the Commonwealth to ensure that reconciliation is driven across all levels of the APS, supporting work to build cultural capability including:

» **The National Agreement on Closing the Gap (National Agreement)** - *Priority Reform Three (PR3)* - Transforming Government Organisations which is emblematic of the systemic and structural transformation required to embed the principles of reconciliation that improve accountability and respond to the needs of Aboriginal and Torres Strait Islander peoples.

» **The Indigenous Champions Network (ICN)**, bringing together leaders from across the APS who champion reconciliation by focusing on boosting PR3 outcomes are driving changes that boost Aboriginal and Torres Strait Islander employment and uplift cultural safety.

Complementary to these broader transformational reform initiatives and projects, the NIAA participates in the Reconciliation Action Plan (RAP) Framework that drives action and implementation outcomes based around the 3 core pillars of relationships, respect and opportunities.

The NIAA's commitment to achieving our own agency focused reconciliation outcomes is realised through the strategic and sustainable actions set out under our inaugural 2022–2025 Stretch RAP and other actions being developed under our next Stretch RAP that build upon the success and lessons learned.

The NIAA hosts a delegation of senior leaders to Garma to promote reconciliation and further embed the Closing the Gap Priority Reforms. By fostering the Garma Alumni Network, we seek to drive outcomes and senior leadership accountability. The SES100 Program is an initiative that came from a Garma 'fireside chat' with senior delegates and illustrates the power of these engagements.



Garma Festival 2024



Weaving workshop at Barunga Festival 2024

Our transformation journey

The NIAA continues to progress its transformation journey to deliver on our vision and purpose of enabling the self-determination and aspirations of Aboriginal and Torres Strait Islander communities. In line with broader APS Reforms and reflected in Galambany (a Ngunnawal word that means “you, me, we – together.”), our internal transformation program, the NIAA remains committed to building staff capability. This includes embodying integrity in all that we do, being a model employer, and placing communities at the centre of our policies and services.

Having already delivered key initiatives focused on integrity, data governance and priority setting, the NIAA will continue to evolve its operations. Over the next 12 months, this transformation will come to life through a series of projects focused on delivering:

- » Strengthened collaboration across government and with community to deliver Closing the Gap Priority Reforms.
- » Increasing transparency of decision making, based on evidence and driven by current, accurate and reliable data.
- » Prioritising investment where it can achieve maximal outcomes for community.
- » Building measures of success that reflect community experience and real-world outcomes.

- » Continued focus on strengthening integrity via process improvement to ensure smooth and efficient delivery, providing intended benefits.
- » Upskilling staff to support them to excel in their roles, enabling better outcomes for community, the NIAA and the broader APS.

The NIAA continues to work closely with the APS Reform Office, APSC and across government to reform the way we do business.

The National Agreement on Closing the Gap Priority Reform 3 commits government organisations to systemic and structural transformation to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander peoples.

Key initiatives that the NIAA will implement to drive reform and position the APS to deliver impactful outcomes, will include:

- » Cultural safety uplift through programs such as the APS Integrated Unconscious Bias Training Programs.
- » Continuing to focus on project management capability uplift through strengthening project governance process and further refining project tools.
- » Enabling systemic and structural transformation of mainstream government to improve accountability and respond to the needs of Aboriginal and Torres Strait Islander peoples, through the development of a strategy to drive Priority Reform 3 of the National Agreement on Closing the Gap.



NIAA staff at Garma Festival 2024



Staff from the 2025 Graduate Program with CEO, Jody Broun, Canberra, Nggunawal Country



NIAA staff at the First Nations Land and Water Management Forum 2024, Darwin, Larrakia Country

Workforce capability

The NIAA continues to implement the APS Strategic Commissioning Framework and achieved all its targets for the 2024–25 financial year. While the NIAA has a historically low reliance on an external workforce, the NIAA continues to monitor and ensure core work is undertaken in-house, particularly in relation to administration and policy job families.

Investing in the capability of our people is an ongoing priority for the NIAA. Following the launch of NIAA's bespoke capability framework in 2024–25, a priority of Galambany in 2025–26 is to embed the Framework to support the workforce in new ways of working. This includes tools to assist staff assess and plan their capability priorities inline with the needs of their current and future roles.

Scalable and accessible learning solutions will be offered to staff in alignment with the capability framework. The goal is a strengths-based approach to organisational and individual capability development, enabling staff to reach their career goals and full potential.

Our workforce capability priorities include strengthening data and digital skills including use of artificial intelligence, building an integrity culture including a focus on values and behaviours, and the craft of people management.

Building the cultural capability of the NIAA's workforce remains a priority. We will continue to develop this through our Footprints framework, supporting staff to participate in Jawun and other cross-cultural development opportunities.

The NIAA is committed to being an inclusive, diverse and supportive workplace, where all staff are supported to thrive. We articulate our commitment to reducing barriers to inclusion through the NIAA People Strategy 2024–27, and its supporting strategies and frameworks, including NIAA's Diversity and Inclusion Framework, Gender Equality Strategy and Census Action Plan. The NIAA also continues to be a proud member of the 'Racism. It Stops With Me' campaign and maintains professional memberships with Diversity Council Australia, Pride in Diversity and the Australian Disability Network to provide industry standard resources and learning opportunities.

The NIAA staff also complete activities as part of our Footprints program each year. Footprints is an award winning, cross-cultural learning and professional development framework that supports continuous and ongoing development of cross-cultural capability. It aims to ensure all staff are continually increasing and enhancing their cross-cultural capability, including developing their understanding of Aboriginal and Torres Strait Islander peoples,

cultures, lands, and histories. Staff wellbeing is central to the NIAA, with staff supported through the new 'Yarn Strong' Program. The program targets different elements of psychological, cultural, social and emotional wellbeing, offering a variety of options for staff to opt in as it suits their preferences and needs. The program is delivered alongside other NIAA programs of work that build on NIAA's mental health capability and targets systems, organisational culture and leadership capability to improve wellbeing at work.

The NIAA is committed to promoting a safe, inclusive and respectful workplace culture where all staff are able to work in a positive and supportive environment that is free of bullying, harassment (including sexual harassment), and discrimination.

ICT Capability

Strengthening the foundation, enabling the future

Realising the One Network vision

NIAA has successfully delivered the One Network project, marking a major milestone in our digital transformation journey. We have transitioned to a unified, cloud-based network environment. This shift has significantly improved internal and external communications, strengthened our cyber security posture, and laid the groundwork for broader capability uplift. The new infrastructure is a key enabler for future innovation—supporting improved collaboration and greater operational efficiency across the NIAA.

Delivering our new ICT Strategy

Our new ICT Strategy, which aligns to Priority Reform 4, is being implemented to drive continuous improvement across our technology landscape. We are engaging with business areas to understand how technology is currently supporting operations and where it can deliver greater impact. This work is informing the development of an NIAA-wide technology roadmap, underpinned by measurable outcomes.

The strategy focuses on building a more effective and adaptive ICT function—streamlining service offerings, enhancing operational maturity, and strengthening internal capability. We are also reviewing our shared services arrangements to better leverage economies of scale. Our commitment to improving data capabilities remains strong, as we continue to embed data as a key asset in all areas of work.

Exploring emerging technologies responsibly

We are actively exploring emerging technologies, building on the foundations laid by the One Network. This includes investigating automation tools to reduce manual processes, minimise errors, support more streamlined operations, and enable staff to focus on higher-value work.

As we enter the era of artificial intelligence (AI), the NIAA is taking a measured and responsible approach to adoption. In line with cross-government policies and frameworks, we have published our AI transparency statement. Our focus remains on using AI to support safe, effective, and efficient operations that align with our organisational goals.

We are also continuing our journey to become a data-empowered organisation, consistent with embedding Priority Reform 4 into our work. Advanced data and analytics technologies are being explored to improve insights and support informed decision-making—ensuring that data remains central to delivering positive outcomes for Aboriginal and Torres Strait Islander peoples and communities.

Infrastructure capability

The NIAA manages an extensive property portfolio across metropolitan, regional, and remote Australia to support the delivery of NIAA programs in local communities. The holdings including: 37 offices, 89 staff houses and Engagement Centres with a net value of \$168 million.

In the 2025–26 financial year there is approximately \$3.3 million in capital funding committed to increasing capability and improving operational efficiency.

\$168 million

Net value held in building, land and infrastructure.

\$3.3 million

Capital upgrades to improve operational efficiency in strategic locations.

Governance

The NIAA's governance structure and operating model supports the CEO as the NIAA Accountable Authority and ensures accountability, transparency and integrity across the organisation. In early 2025, a revised governance structure was implemented to better support robust and effective decision-making and ensure the NIAA continues to deliver on our purpose.

Structure

The Executive Board sets the strategic direction for the NIAA and is supported by 4 sub-committees:

- » People and Culture Committee
- » Risk and Operations Committee
- » Policy, Program and Evaluation Committee
- » Investment and Projects Committee.

Each sub-committee has a clearly defined scope and objectives, ensuring alignment of each sub-committee's work program with that of the Executive Board. Where appropriate, sub-committees may establish further working groups to support the achievement of their scope and objectives. The NIAA governance arrangements also includes the Indigenous Evaluation Committee that provides independent advice to the CEO and include external members.

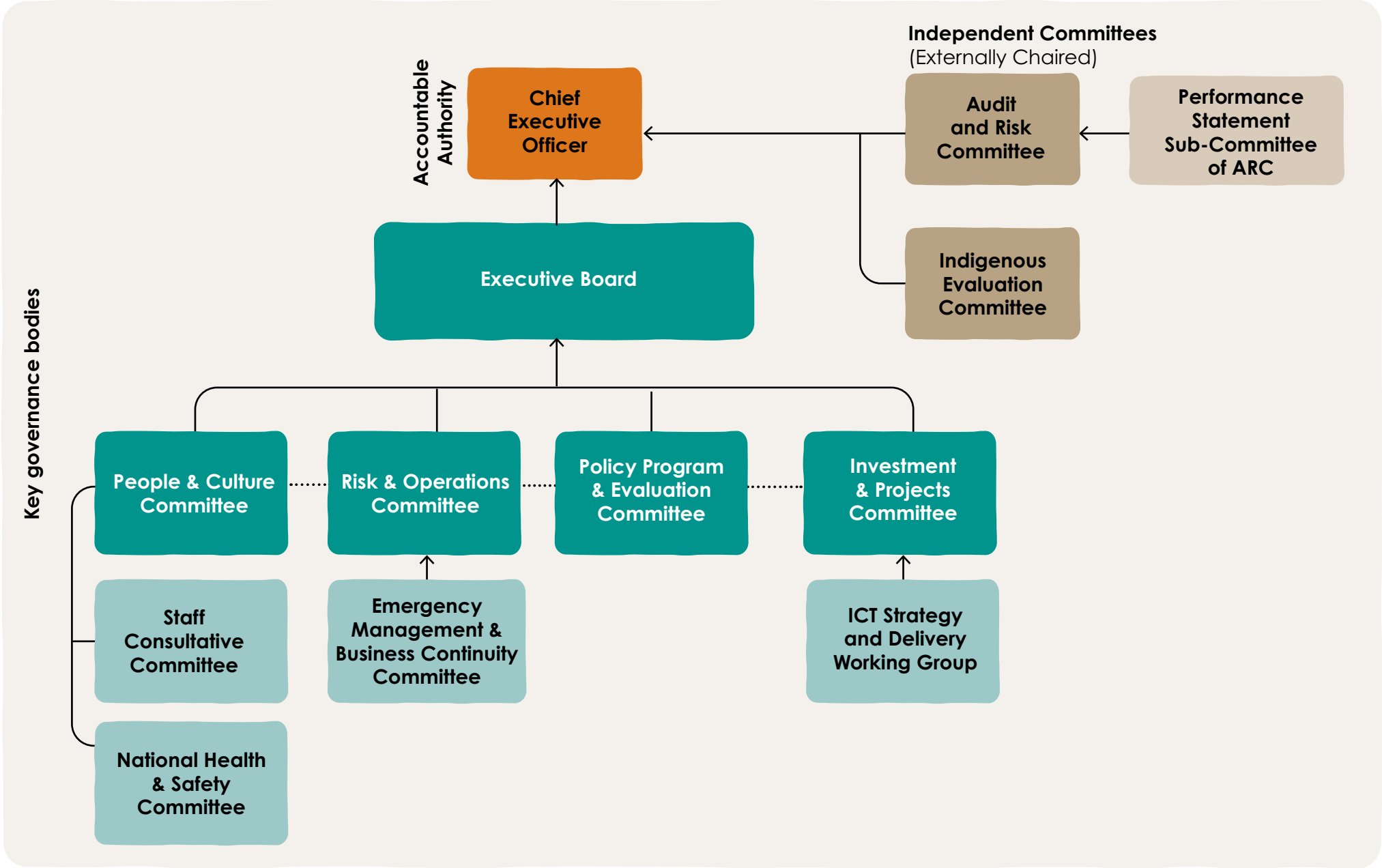
The Indigenous Evaluation Committee supports and strengthens the quality, credibility and influence of evaluations relating to policies and programs led by the NIAA through the provision of independent strategic and technical advice.

The Audit and Risk Committee provides the CEO with independent advice on the appropriateness of NIAA's:

- » Financial reporting
- » Performance reporting
- » System of risk oversight and management
- » Internal controls.

The Audit and Risk Committee is supported by a sub-committee established to support the NIAA's approach to performance management and reporting.

Governance committee structure



RISK OVERSIGHT AND MANAGEMENT

Managing risk

Our Risk Management Policy and Framework, aligned with the Commonwealth Risk Management Policy, takes a practical approach to identifying and managing risk. The Chief Operating Officer serves as the Chief Risk Officer, responsible for embedding a strong risk culture and overseeing the implementation of our framework. We are actively strengthening and embedding our risk management practices to support effective service delivery and policy development. This includes refining internal controls and governance to manage risk, integrity, fraud, corruption, and non-compliance. A key focus is understanding shared risks with our partners. In 2025–26, we will enhance these partnerships by developing shared risk approaches and improving risk monitoring, reporting, and staff capability. To meet our obligations under the Commonwealth Child Safe Framework, we publish an annual Statement of Compliance. This outlines our child safety risk assessments and strategies to manage identified risks.

Our enterprise risks and opportunities

The NIAA continuously identifies, assesses, manages, and monitors risks across all levels of the organisation. These activities are central to our enterprise risk management approach and support informed decision-making. At the enterprise level, risk management enables us to anticipate change, respond to emerging risks, and minimise potential disruptions to our operations and service delivery.

Our enterprise risks are aligned with our strategic objectives and reflect the complex environment in which we operate. These risks are regularly reviewed and overseen through governance structures, including Executive Board, the Audit and Risk Committee, and the Risk and Operations Committee. This integrated oversight ensures a coordinated and transparent approach to risk across the NIAA. The following page provides an overview of our 4 enterprise-level risks and their associated opportunities.



Credibility

Risk statement

The NIAA is not able to maintain credibility with Aboriginal and Torres Strait Islander people and other key stakeholders and is unable to collaborate and influence outcomes in support of the organisation's purpose.

Opportunities:

- » We actively seek and capture feedback from communities to build relationships and trust.
- » We invest in a systematic external stakeholder engagement approach at all levels of the NIAA.
- » We maintain a customer relationship management system and support staff to protect personal and sensitive information in accordance with our privacy obligations.
- » We have a regional presence connecting communities, service providers, and state, territory, and local governments.
- » We are strengthening our capability to collect, use, and share data and information to build trust and strategic influence.

Delivery

Risk statement

The NIAA's sponsored programs are not grounded in evidence and the lived experience of Aboriginal and Torres Strait Islander communities.

Opportunities:

- » We continue to develop regional and sector strategies to better target our investment to the areas of greatest need and to enhance how we measure performance.
- » We continue to implement our Engagement Toolkit to support our role as a convener and broker, sharing insights and feedback for better design and implementation of programs.
- » We continue to adopt a 'digital first' approach for enhanced use of information and improved evidence base. This will also improve the internal sharing of information and the NIAA's ability to detect and respond to further performance and compliance issues.

Delivery

Risk statement

The NIAA's administrative processes may impact effective and timely delivery of programs and services.

Opportunities:

- » We are enhancing our project management system (Project Central) for use across the NIAA to support our consideration of risk, opportunities, and capacity to deliver.
- » We maintain emergency and business continuity policy and processes to respond to and minimise service disruption.
- » We continue to implement the NIAA's Integrated Program Compliance and Fraud Framework to further improve our proactive approach to compliance, fraud, and corruption, including prevention, early engagement, and response.

Capability

Risk statement

The NIAA is not able to maintain the right capabilities (people, resources, processes, systems, and culture) to deliver the NIAA's outcomes.

Opportunities

- » We have a clear Employee Value Proposition and will have targeted strategies for attraction, recruitment, and retention, particularly to increase our Aboriginal and Torres Strait Islander workforce.
- » We continue to implement the NIAA's Digital Strategy, Data and Information Management Strategy, and ICT strategy, focusing on a tailored capability uplift program.
- » We prioritise building the capability of our staff. This year we will drive targeted activities through the 'Our People Strategy'.
- » We continue to enhance our human resource management processes to ensure that staff confidently raise claims of misconduct or discrimination, in a trauma-informed environment, and that any complaint is dealt with appropriately. We also ensure any identified trends are addressed at a local or enterprise level.

We are committed to strengthening our integrity culture in line with the APS Priority Reforms, including the capability of our people through dedicated integrity training initiatives



Staff from the 2025 Graduate Program in training

PERFORMANCE FRAMEWORK ON A PAGE

Portfolio Budget Statement

Lead the development and implementation of the Australian Government's agenda to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples and communities through working in partnership and effectively delivering programs.

Key Activities

1. We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence governments to deliver policies, programs and services.
2. We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander people.
3. We deliver targeted programs through the Indigenous Advancement Strategy and partnership agreements.

Purpose

To ensure the needs and aspirations of Aboriginal and Torres Strait Islander peoples are met through government policies, programs, and services.

Annual Report

Annual Performance Statement

This diagram shows the alignment of NIAA's Portfolio Budget Statement (PBS), Key Activities and Purpose. Achievements against performance measures will be reported in the NIAA's 2025–26 Annual Performance Statement.

OUR PERFORMANCE



The NIAA is committed to maturing performance management and continuing to improve performance measures. The NIAA's planned approach continues to strengthen performance management practices, reduce compliance risks, and enhance alignment with the *Public Governance, Performance and Accountability Act 2013* and *PGPA Rule 2014*.

In 2024–25, the NIAA implemented a **Materiality Framework**, updated the **NIAA's Purpose Statement, Key Activities** and **Enterprise Performance Architecture**, and produced a set of **Enterprise Performance Logic Maps**. This work has guided the design of the 2025–29 performance measure suite.

As part of the NIAA's enterprise performance maturity uplift, 10 enterprise performance measures have been developed for the 2025–29 period. These measures are purpose-aligned, strategically focused, and assess NIAA's performance across a range of areas.

Performance measures will continue to evolve as data availability matures.

The NIAA's work in strengthening its enterprise performance measurement framework reflects a strategic commitment to meaningful, purpose-driven performance measures that are linked to the NIAA's Executive Order, Purpose and Key Activities.

Over the course of this Corporate Plan, the NIAA will continue to enhance the meaningfulness and measurability of performance measures. This includes promoting the reliability and verifiability of data, reducing risks of bias in measurement approaches, and integrating a range of qualitative and quantitative data sources. The NIAA is continuing to develop an appropriate mix of output, efficiency, and effectiveness measures to demonstrate performance over time. Over the forward years, this uplift will position the NIAA to better articulate its impact, strengthen

transparency, and ensure accountability to Parliament and the Australian public.

The NIAA has identified areas where data maturity is still evolving—particularly in relation to high-materiality areas such as **Closing the Gap coordination, working in partnership and influencing across governments**. These areas will be a focus for development over the next **3 years**, with consideration given to **establishing new measurement methods and data sources**. This may include qualitative and quantitative methods (such as surveys, interviews and case studies), alongside the **exploration of efficiency metrics** to support a more complete and balanced assessment of performance and impact.

Key activity 1

We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence governments to deliver policies, programs and services.

Performance Measure 1.1: Closing the Gap

Performance Measure 1

NIAA actions under the National Agreement are delivered, ensuring accountability across all parties, leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples.

Rationale

This measure assesses the NIAA's leadership and coordination role in progressing the Commonwealth's responsibilities under the National Agreement. The measure will assess the NIAA's ability to deliver its actions successfully, coordinate the National Agreement in line with Commonwealth requirements and influence across governments to ensure all parties are accountable. This measure supports the aim of driving systemic change leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples.

The measure represents the NIAA's contribution to the timely, transparent, and accountable implementation of the National Agreement, through delivery of actions, strategic coordination, and shared accountability mechanisms. Success under this measure is defined by the extent to which the NIAA's stewardship of the National Agreement across the Commonwealth is promoting systemic change, improving life outcomes for Aboriginal and Torres Strait Islander peoples.

Performance under this measure will be assessed through specific key outputs — including delivery of the NIAA's Priority Reform and socio-economic target actions, timely finalisation of the Commonwealth Closing the Gap Annual Report (CtG Annual Report) and Closing the Gap Implementation Plan (CtG Implementation Plan), and integration of agreed review actions.

In 2025–26 and 2026–27, the NIAA will examine evolving this performance measurement, including developing qualitative and quantitative measures to strengthen the evaluation of the NIAA's leadership and coordination role under the National Agreement.

Key Activity 1 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) NIAA Priority Reform and Socio-Economic target actions are achieved. Target: ≥80% of actions are reported as achieved in the CtG Annual Report and CtG Implementation Plan update.	a) As per 2025–26	a) As per 2025–26	a) As per 2025–26
b) The CtG Annual Report and CtG Implementation Plan is finalised and delivered by the NIAA within agreed timeframes. Target: The CtG Annual Report and CtG Implementation Plan are finalised and delivered within Government-agreed timeframes.	b) As per 2025–26	b) As per 2025–26	b) As per 2025–26
c) All agreed actions from all independent reviews of Closing the Gap are embedded in the Commonwealth's accountability mechanisms, as coordinated by the NIAA. Target: 100% of agreed actions are embedded into the CtG Annual Report and CtG Implementation Plan by the scheduled publication date.	c) As per 2025–26	c) As per 2025–26	c) As per 2025–26

Key Activity 1 (continued)

Methodology

a) NIAA Priority Reform and Socio-Economic target actions are achieved.

Assessed by calculating the proportion of the NIAA Priority Reform and Socio-Economic target actions scheduled for the reporting year that are reported as achieved or on track in the CtG Implementation Plan update. This calculation provides a direct indication of the extent to which the NIAA is meeting the planned performance result.

Assessment will use qualitative and quantitative analysis of progress as outlined in the CtG Implementation Plan. By focusing on the NIAA's actions, this methodology directly demonstrates the NIAA's leadership in delivering on commitments to drive structural reforms, consistent with the measure's intent. This links to the planned performance result by quantifying the output that signals progress towards priorities in the National Agreement.

Reporting is on a calendar year basis, with financial year reporting drawing on the outputs from the previous calendar year.

b) The CtG Annual Report and CtG Implementation Plan is finalised and delivered by the NIAA within agreed timeframes.

Assessed by confirming that the CtG Annual Report and CtG Implementation Plan are completed in accordance with Cabinet endorsement processes and delivered within the agreed government timeframes. This confirmation process directly demonstrates whether the NIAA has achieved the planned performance result by meeting the required timeframe for these key accountability documents.

Verification will be based on approved government documents. This method demonstrates the NIAA's performance in coordinating cross-government inputs, aligning policy priorities, and managing complex approval processes to meet a key accountability

requirement of the National Agreement. It provides clear evidence of on-time delivery as the key output used to assess success.

Delivery is expected annually in accordance with government agreed timeframes, aligning with the reporting cycle under the National Agreement. Reporting is on a calendar year basis, with financial year reporting drawing on the outputs from the previous calendar year.

c) All agreed actions from all independent reviews of Closing the Gap are embedded in the Commonwealth's accountability mechanisms, as coordinated by the NIAA.

Assessed by verifying that the NIAA response to all independent reviews have been finalised, published, and fully integrated into the CtG Annual Report and CtG Implementation Plan.

For each reporting cycle, the NIAA will identify new agreed actions in response to the reviews and confirm their alignment with the recommendations. The status of each action will be assessed as achieved or on track, and the proportion meeting these criteria will be calculated.

This methodology demonstrates the NIAA's performance in embedding review recommendations into the Commonwealth's accountability architecture, consistent with the measure's intent to ensure the NIAA's actions drive systemic change and accountability. It also connects directly to the planned performance result by measuring the proportion of review actions that have been operationalised through formal accountability mechanisms.

Reporting is on a calendar year basis, with financial year reporting drawing on the outputs from the previous calendar year.

Key Activity 1 (continued)

Data sources

Quantitative data for planned performance result a) is collected through the CtG Annual Report and CtG Implementation Plan and the NIAA Traffic Light Report prepared for the NIAA Executive Board.

For planned performance result b) verification will be based on the approved government documents, including the decision date.

Quantitative data for planned performance result c) is collected through the status of related actions in the CtG Annual Report and CtG Implementation Plan.

Basis of the measure

Quantitative measure of outputs for all planned performance results.

Link to 2025–26 Portfolio Budget Statement

PBS Program 1.7 – Program Support.

Key Activity 1 (continued)

Performance Measure 1.2: Economic Empowerment

Rationale

This measure assesses the NIAA's contribution to the increased economic empowerment of Aboriginal and Torres Strait Islander peoples through measuring increased participation of Indigenous businesses in Commonwealth government procurement. The measure promotes economic participation of Indigenous businesses and drives sustainable business growth.

The growth of the Indigenous business sector plays a critical role in supporting increased economic participation of Aboriginal and Torres Strait Islander peoples. This is achieved through increased job opportunities, skills development and education opportunities, and increased economic independence and self-determination.

Initially, the measure will assess the impact of the Indigenous Procurement Policy (IPP), a key enabler of economic empowerment. The IPP has been selected for its data maturity, strong alignment with the NIAA's purpose, and direct connection to economic participation outcomes. It stimulates Aboriginal and Torres Strait Islander entrepreneurship by increasing demand for Indigenous businesses and drives economic participation through Commonwealth Government procurement. Complementary initiatives under the IBSS support business start-up, growth and capacity-building. Programs and policies like the IPP and IBSS, support meeting the needs and aspirations of Aboriginal and Torres Strait Islander peoples through increased economic participation.

Performance Measure 1.2

Increased participation of Indigenous businesses in Commonwealth Government procurement supports the economic empowerment of Aboriginal and Torres Strait Islander peoples.

This measure will evolve over time to consider additional dimensions of performance. The NIAA will investigate opportunities to broaden reporting beyond the initial targets, which focus on satisfaction with the NIAA's stewardship of the IPP and achievement of portfolio procurement targets. While these current targets primarily measure compliance and volume, future work will explore incorporating additional elements of the IBSS and broader whole-of-government coordination.

Key Activity 1 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) Satisfaction with the NIAA's stewardship and support for the IPP across Commonwealth portfolios. Target: ≥60% satisfaction rating annually.	a) As per 2025–26	a) As per 2025–26	a) As per 2025–26
b) Achievement of Commonwealth portfolio procurement targets for the value and volume of contracts awarded to Indigenous businesses under the IPP. Target: 100% of annual IPP targets met.	b) As per 2025–26	b) As per 2025–26	b) As per 2025–26

Methodology

a) Satisfaction with the NIAA's stewardship and support for the Indigenous Procurement Policy across Commonwealth portfolios.

Assessed annually through a survey of Commonwealth portfolio procurement teams to measure the quality of the NIAA's enabling role. The survey measures satisfaction with the quality and usefulness of the NIAA's stewardship of the IPP. This includes policy advice, training, system support, and guidance linking directly to the planned performance result by showing how these functions support increased Indigenous business participation in procurement. A satisfaction result of 60% or higher is considered achieved and demonstrates that the NIAA's stewardship is valued and effective in enabling policy outcomes.

b) Achievement of Commonwealth portfolio procurement targets for the value and volume of contracts awarded to Indigenous businesses under the Indigenous Procurement Policy.

Assessed annually using data from the Indigenous Procurement Policy Reporting Solution (IPPRS) to measure the effectiveness of the NIAA's role in enabling Commonwealth portfolio achievement of procurement targets. The Commonwealth and each portfolio are evaluated on whether they achieve both annual volume and value procurement targets for contracts awarded to Indigenous businesses. This directly links to the planned performance result by assessing whether the NIAA's support is translating into a measurable procurement outcome.

Key Activity 1 (continued)

This includes:

- » Providing clear policy guidance, training, and system support to portfolios
- » Coordinating portfolio engagement and facilitating timely resolution of issues
- » Undertaking assurance activities, including annual verification of reported results and certification processes.

In addition, the NIAA will analyse procurement patterns to identify trends in supplier engagement and business diversity. While these contextual insights will not form part of the quantitative target in 2025–26, they will be presented, in a qualitative form to provide a clearer picture of how procurement outcomes support the growth and resilience of the Indigenous business sector.

The target is considered met when 100% of Commonwealth and portfolio targets have been met, demonstrating that the NIAA's enabling role has been effective in supporting policy compliance and increasing economic opportunities for Indigenous businesses.

Due to the timing of data availability and validation, results for the reporting year will be based on the most complete verified data available. This will be verified using the previous financial year's data with an error rate provided. The 2025–26 Annual Performance Statement will report using final verified results from the 2024–25 financial year. Verified results will be made available on the NIAA website for transparency. A variance margin of up to $\pm 5-10\%$ will be applied to accommodate late-reporting data. Where subsequent assurance processes result in validated final figures differing from reported results, adjustments will be incorporated and transparently reported in the following year's Annual Performance Statements.

Data Sources

Quantitative data is collected through the annual IPP satisfaction survey administered by the NIAA for planned performance result a).
Quantitative data is collected through the IPPRS and annual assurance processes managed by the NIAA for planned performance result b).

Basis of the Measure

Quantitative measure of output quality for planned performance result a) and a quantitative measure of effectiveness for planned performance result b).

Link to 2025–26 Portfolio Budget Statement

PBS Program 1.1 – Jobs, Land and the Economy.

Key Activity 1 (continued)

Performance Measure 1.3: Food Security

Rationale

This measure assesses the NIAA's performance in leading and coordinating national actions and influencing cross-jurisdictional policy and program implementation under the National Strategy for Food Security in Remote First Nations Communities (the Strategy). It directly reflects the NIAA's role in delivering the governance, planning, and delivery mechanisms that underpin the Strategy's implementation. By measuring these contributions, the measure tracks progress towards the Strategy's objective: that remote Aboriginal and Torres Strait Islander communities have reliable access to affordable, nutritious food and experience sustained improvements in health and food security outcomes.

Food insecurity continues to disproportionately affect Aboriginal and Torres Strait Islander peoples living in remote communities. In response, the Strategy was launched in March 2025 in partnership with Aboriginal and Torres Strait Islander Community Controlled Health Organisations, state and territory governments, and remote stakeholders. The Strategy provides a coordinated approach to improving food access, affordability, nutrition, and local governance through a 10-year reform agenda aligned to the social determinants of health.

Performance Measure 1.3

Implementation of the National Strategy for Food Security in Remote First Nations Communities, supported by Commonwealth foundational initiatives, enabling improved health and food security in remote First Nations communities.

This measure will initially assess whether national-level outputs are delivered that underpin the implementation of the Strategy. These outputs are critical to enabling systemic reform, and demonstrate how the NIAA's cross-government influence drives coordinated delivery of policies, programs and services to meet the needs and aspirations of Aboriginal and Torres Strait Islander peoples.

As implementation matures, this measure will evolve to incorporate output and outcome indicators, enabling a more comprehensive assessment of the Strategy's impact on food affordability, access, and nutrition in remote communities. The NIAA will mature performance measurement by assessing outputs and effectiveness as data becomes available through the Strategy's monitoring and evaluation framework.

Key Activity 1 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) Foundational national-level outputs for the Strategy are implemented by the NIAA. Target: 100% of foundational outputs implemented.	a) As per 2025–26	a) As per 2025–26	a) As per 2025–26

Methodology

a) Foundational national-level outputs for the National Strategy for Food Security in Remote First Nations Communities are implemented by the NIAA.

Assessed annually against the completion of all foundational outputs, as specified in the Strategy implementation plan. This assessment provides a direct link to the planned performance result, including assessing the NIAA's role in delivering improved health and food security outcomes. Outputs are tracked for completeness and timeliness using the NIAA program records.

Each output has predefined success criteria agreed through the Strategy implementation plan, covering quality, timeliness, and alignment with strategic objectives. These definitions ensure that achievement is measured consistently and without bias.

The assessment demonstrates the NIAA's leadership, coordination and influencing role working with Australian Government, state, territory, and community partners to deliver the agreed outputs. This includes ensuring that the design, sequencing, and governance of outputs are aligned with national policy priorities and the needs and aspirations of Aboriginal and Torres Strait Islander peoples.

Data Sources

Quantitative data for planned performance result a) is collected through the Northern Territory Strategy and Policy SharePoint records hosted by the NIAA.

Basis of the Measure

This measure includes a quantitative measure of outputs for planned performance result a).

Link to 2025–26 Portfolio Budget Statement

This performance measure is linked to PBS 1.5 Remote Australia Strategies

Key activity 2

We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander people.

Performance Measure 2.1: Partnerships

Rationale

This measure assesses how the NIAA works in partnership with Aboriginal and Torres Strait Islander communities, ensuring that community priorities shape government decisions. The measure provides a meaningful indicator of how the NIAA promotes empowerment and self-determination through working in partnership.

This measure reflects 2 approaches that the NIAA undertakes to develop and maintain partnerships with Aboriginal and Torres Strait Islander communities:

- » Partnerships through formal agreements – where shared decision-making is governed through formal agreements
- » Working in partnership – a collaborative way of engaging based on mutual respect and shared goals, without necessarily involving a formal agreement.

Initial performance will be measured through ECs, an Indigenous designed and led model for shared decision-making and partnership in 10 regions. The 2025–26 performance result will establish a baseline through a co-designed partnership health check. This co-designed approach is based on best practice in shared governance, mutual accountability, and culturally responsive decision-making. This directly links to the measure by demonstrating how EC partnerships support a shared vision and enact the partnership principles in practice.

Performance Measure 2.1

Aboriginal and Torres Strait Islander priorities are embedded in government policy, programs and investment through partnerships.

EC represents one type of partnership arrangement within the NIAA's broader portfolio, with future measurement intended to expand to assess additional partnerships across programs and policy contexts. This will enable the NIAA to demonstrate shared decision-making and promoting Aboriginal and Torres Strait Islander-led priorities in line with the National Agreement's partnership principles.

In 2025–26 and 2026–27, the NIAA will explore the development and integration of enhanced qualitative and quantitative assessments into this measure. This will strengthen evaluation of the NIAA's contribution to embedding Aboriginal and Torres Strait Islander priorities in government policy, programs, and investment. This work aligns with the overall intent of the measure and Key Activity 2, by supporting a more robust understanding of how the NIAA's partnerships enable self-determination and elevate community voice in decision-making.

The enhancements will draw on insights from the partnership register established under the 2024–25 Corporate Plan, which provides foundational data on the number, type, and maturity of the NIAA's partnership arrangements. These refinements will improve the ability to demonstrate how the NIAA is fulfilling its leadership role under the National Agreement and progressing systemic change through strong, place-based and culturally grounded partnerships.

Key Activity 2 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) ECs partnerships enable the shared vision of the partnership and enact the partnership principles. Target: Baseline established in 2025–26.	a) Targets to be set following baselining.	a) Targets to be set following baselining.	a) Targets to be set following baselining.

Methodology

a) Empowered Communities partnerships enable the shared vision of the partnership and enact the partnership principles

Conduct an annual assessment using the EC Partnership Health Check (the Health Check), which is completed across all 10 EC regions. This will be designed with ECs through the ECs National Secretariat during 2025–26, and baselining will be conducted. The Health Check will combine qualitative and quantitative inputs to make the assessment, ensuring a direct link between the measure, the planned performance result, and the NIAA's role in working in partnership.

A Health Check report will be produced as a data source for measurement. The operationalisation and facilitation of the Health Check will continue to be determined through the design process prior to being rolled out in the 2025–26 financial year.

Data Sources

Qualitative and quantitative data will be collected through the ECs partnership Health Check report which will be rolled out in the first instance in the 2025–26 financial year.

Basis of the Measure

Quantitative and qualitative measure of effectiveness for planned performance result a).

Link to 2025–26 Portfolio Budget Statement

Program 1.7 – Program Support

Key Activity 2 (continued)

Performance Measure 2.2: Housing

Rationale

This measure assesses the impact of the NIAA's performance in enabling increased access to secure and appropriate housing through partnerships that deliver tangible improvements in housing outcomes. It directly measures how the NIAA's leadership and stewardship translate national housing commitments into improved living conditions for Aboriginal and Torres Strait Islander peoples. Through strategic investment, policy influence, and oversight of national housing initiatives, the NIAA enables programs that are responsive to community priorities, address overcrowding, improve housing quality, and create sustainable pathways to long-term housing security.

Housing is a key factor in achieving better outcomes for Aboriginal and Torres Strait Islander people. The NIAA works in partnership with state and territory governments, which hold primary responsibility for housing services in Australia, to deliver better housing outcomes for remote communities. The Australian Government provides substantial funding to address homelessness, overcrowding, poor housing conditions, and to increase opportunities for home ownership. It is the NIAA's role to work in partnership with governments, councils and communities to ensure policies, programs, and services support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples. This aligns directly with Key Activity 2 and the NIAA's purpose by ensuring that housing delivery is community-informed and supports long-term housing security.

Performance Measure 2.2

Increased access to secure and appropriate housing for Aboriginal and Torres Strait Islander communities, supporting improved housing outcomes.

This measure initially assesses the completion of houses to reduce overcrowding in Northern Territory (NT) remote communities. This is through a joint Australian and NT Government \$4 billion investment, and partnership arrangement to halve overcrowding by building up to 2,700 homes over 10-years and to carry out repairs and maintenance.

This measure will evolve to incorporate outcome indicators—such as improving housing conditions in other jurisdictions—providing a more comprehensive assessment of program impact. Over time, these additional elements will broaden the measure's scope to reflect housing outcomes nationally, while retaining a focus on communities with the highest housing need. The NIAA will explore additional elements, including repairs and maintenance delivered under the Housing Australia Future Fund. These efforts will be delivered in partnership with states and territories and Aboriginal and Torres Strait Islander communities, ensuring housing outcomes align with community priorities, support self-determination, and reflect the aspirations of Aboriginal and Torres Strait Islander peoples.

Key Activity 2 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) Completed houses in NT remote communities, delivered in partnership to halve overcrowding in the NT. Target: Achieve ≥80% of the agreed annual housing completion target set in the approved Remote Housing Work Plan.	a) As per 2025–26	a) As per 2025–26	a) As per 2025–26

Methodology

a) Completed houses in NT remote communities, delivered in partnership to halve overcrowding in the NT.

Assessed annually by comparing the number of houses completed in NT remote communities during the financial year against the agreed annual milestones set in the Remote Housing Work Plan. This provides a direct, quantitative measure of the planned performance result and links explicitly to the housing measure by assessing delivery against agreed housing targets to reduce overcrowding in the NT.

The result is expressed as the percentage of the annual target achieved, allowing for year-to-year variation while maintaining a consistent performance assessment approach. This approach enables clear year-on-year comparability and provides a reliable basis for assessing progress towards the overall housing outcome of reducing overcrowding in NT remote communities.

Data Sources

Quantitative data is collected through quarterly progress reports developed through the Joint Steering Committee for Remote Housing NT.

Basis of the Measure

This measure includes a quantitative measure of outputs for planned performance result a).

Link to 2025–26 Portfolio Budget Statement

PBS Program 1.1 Jobs, Land and the Economy.

Key Activity 2 (continued)

Performance Measure 2.3: NT Remote Aboriginal Investment

Rationale

This measure assesses the NIAA's performance in working in partnership to enable access to essential services through the NTRAI Partnership Agreement, supporting the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples. NTRAI is a bilateral funding agreement between the Australian Government and the NT Government to deliver essential services in remote communities. However, this measure incorporates the signing of a landmark tri-lateral Partnership Agreement between the Australian Government, the NT Government and Aboriginal Peak Organisations NT (APONT). The tri-lateral Partnership Agreement embeds Indigenous leadership in the design, decision-making and accountability of service delivery. The investment supports coordinated efforts to address needs in areas such as early childhood, education, community safety, health, and Aboriginal interpreter services.

In 2025–26 and 2026–27, this measure assesses the achievement of all planned transition arrangements to secure continuity of services and establish a foundation for program delivery. Delivering these arrangements is a direct demonstration of the NIAA's performance, showing its ability to coordinate multiple partners, maintain governance, and meet agreed timelines. This directly contributes to Key Activity 2 by strengthening partnerships that support self-determination and Closing the Gap targets. The NIAA's leadership in convening the Joint Steering Committee, negotiating and finalising funding schedules, and embedding shared decision-making processes reflect its ability

Performance Measure 2.3

Aboriginal people in remote Northern Territory communities have access to essential services that support progress towards socio-economic targets.

in managing complex partnerships. These contributions ensure the partnership is positioned to deliver on its purpose, contribute to Closing the Gap priorities and improves outcomes for remote NT communities.

The NIAA's partnership with the NT Government and APONT through the Joint Steering Committee is central to Key Activity 2 and demonstrate the NIAA's role in supporting self-determination by embedding Indigenous leadership in program design and delivery.

To mature performance measurement over the Corporate Plan period, the NIAA will investigate the integration of monitoring, evaluation, accountability, and learning (MEAL) mechanisms developed in partnership with APONT and the NT Government to support the long-term tracking of outcomes and contribution to Closing the Gap targets.

Key Activity 2 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) NIAA-led NTRAI transition arrangements for 2025–26 have been completed as agreed. Target: 100% of planned transition arrangements completed.	a) NIAA-led NTRAI transition arrangements for 2025–26 have been completed as agreed. Target: 100% of planned transition arrangements completed.	This target will be included following the development of the Monitoring, Evaluation, Accountability and Learning (MEAL) Framework for NTRAI.	As per 2027–28

Methodology

a) NIAA-led Northern Territory Remote Aboriginal Investment transition arrangements for 2025–26 have been completed as agreed.

Assessed by calculating the proportion of planned transition arrangements completed by the NIAA during the reporting period, with completion verified through formal documentation such as endorsed Joint Steering Committee minutes, executed funding agreements, and agreed schedules. The NIAA coordinates the implementation process, manages program governance arrangements, tracks deliverables against the NTRAI Implementation Plan, and ensures timely endorsement of completed milestones by all parties. The completion rate will be determined by comparing the number of completed arrangements against the total planned for the reporting year.

As the MEAL framework is implemented, the methodology will expand, ensuring that future performance assessment captures both service continuity and the effectiveness of services in meeting community priorities.

Data Sources

Quantitative data is collected through the NTRAI Joint Steering Committee records managed by the NIAA.

Basis of the Measure

Quantitative measure of outputs for planned performance result a).

Link to 2025–26 Portfolio Budget Statement

PBS Program 1.5 Remote Australia Strategies and PBS Program 1.7 – Program Support.

Key activity 3

We deliver targeted programs through the Indigenous Advancement Strategy and partnership agreements.

Performance Measure 3.1: Remote Jobs and Economic Development

Rationale

This measure assesses the NIAA's performance in the delivery of policies, programs and services that meet the needs and aspirations of Aboriginal and Torres Strait Islander peoples through the RJED program.

The RJED program is part of a major Australian Government reform to improve employment outcomes for people living in remote Australia, replacing the CDP.

RJED has been developed in partnership with remote communities, Aboriginal and Torres Strait Islander people, job seekers, CDP providers, peak bodies and government stakeholders. RJED launched on 11 December 2024 and is overseen by a First Nations Reference Group (FNRG). Over 3 years, RJED is set to create 3,000 jobs that align with the needs and aspirations of remote communities. This measure assesses progress towards creating and filling 3,000 RJED-funded employment opportunities (over 3 years) in remote communities. The measure also assesses the timeliness of application decisions under the program.

Performance Measure 3.1

Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.

These results assess progress toward supporting meaningful economic participation and improved administrative efficiency. This measure directly reflects the NIAA's goal of addressing the needs and aspirations of Aboriginal and Torres Strait Islander peoples through impactful policies and services. The measure also demonstrates the NIAA's role in enabling sustainable local employment aligned with community priorities.

This measure will evolve over time to incorporate additional dimensions of performance as data becomes available through future grant rounds.

Key Activity 3 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) Employment opportunities are available in remote communities through RJED. Target: 1,035 RJED-funded employment opportunities available in remote communities by 30 June 2026.	a) Employment opportunities are available in remote communities through RJED. Target: 1,035 RJED-funded employment opportunities available in remote communities by 30 June 2027.	Targets are not set beyond 2026–27 as the government's commitment is to create 3,000 jobs over three years to 2027. Future measures and targets for RJED will be determined as program implementation progresses and early-year outcomes are reviewed.	As per 2027–28.
b) RJED-funded employment positions occupied in remote communities. Target: 930 RJED-funded employment positions occupied in remote communities by 30 June 2026.	b) RJED-funded employment positions occupied in remote communities. Target: 1,965 RJED-funded employment positions occupied in remote communities by 30 June 2027.	b) RJED-funded jobs reported as occupied by employers in remote communities. Target: 3,000 cumulative RJED-funded employment positions maintained in remote communities by 30 June 2028.	b) RJED-funded jobs reported as occupied by employers in remote communities. Target: 3,000 cumulative RJED-funded employment positions maintained in remote communities by 30 June 2029.
c) Proportion of RJED grant applications with a decision made within 90 days of grant round closure. Target: 80% or higher.	c) As per 2025–26	c) As per 2025–26	c) As per 2025–26

Key Activity 3 (continued)

Methodology

a) Employment opportunities are available in remote communities through RJED.

Employment opportunities are counted based on positions funded under executed RJED grant agreements, recorded during the relevant financial year. All positions (full-time, part-time, or casual) are counted equally.

b) RJED-funded employment positions occupied in remote communities.

Occupied positions are counted based on quarterly employer reports for RJED-funded roles. All positions (full-time, part-time, or casual) are counted equally, consistent with grant agreement reporting requirements.

c) Proportion of RJED grant applications with a decision made within 90 days of grant round closure.

Timeliness is calculated as the proportion of grant applications that receive an approval or rejection decision within 90 calendar days of the published round closure date.

Data Sources

Quantitative data is collected from the NIAA's Grant Payment System (GPS) which is hosted by the Department of Social Services for all planned performance results.

Basis of the Measure

Quantitative measure of outputs for planned performance results a) and b) and quantitative measure of efficiency using timeliness as a proxy for planned performance result c).

Link to 2025–26 Portfolio Budget Statement

PBS Program 1.1 – Jobs, Land and the Economy.

Key Activity 3 (continued)

Performance Measure 3.2: Remote Australia Employment Service

Performance Measure 3.2

Access to tailored, culturally responsive employment services supports sustained employment outcomes contributing to long-term economic and social development of remote Australia.

Rationale

This measure assesses the NIAA's performance in delivering targeted programs under the IAS that contribute to improved economic and social outcomes in remote communities, through the RAES program. RAES replaces the CDP. RAES is a major Australian Government reform and is the second stage of the Australian Government's commitment to replace the CDP.

RAES directly reflects the NIAA's role in enabling tailored, culturally responsive employment services that support sustained employment outcomes. RAES also supports the IAS objective of improving outcomes for Aboriginal and Torres Strait Islander peoples.

To ensure a transition from CDP to RAES, the program is being phased in through collaboration with existing CDP providers, new service partners, other government agencies, and communities. While CDP services will cease on 31 October 2025, the scope of this measure includes both CDP and RAES participants over the transition period, ensuring consistent and comparable reporting. The NIAA's role in providing access to tailored, culturally responsive employment services is demonstrated through provider engagement with communities, localised service models, and alignment with regional labour market opportunities.

To evolve performance measurement, the NIAA will investigate the potential to encompass 4, 12, and 52-week employment outcome results.

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) A proportion of remote employment participants achieve sustained (26-week) employment outcomes, indicating early progress toward long-term economic and social development in remote communities Target: 4%.	a) The target for this financial year will be updated after establishing new employment data in 2025–26 through the implementation of RAES.	a) As per 2026–27.	a) As per 2026–27.

Key Activity 3 (continued)

Methodology

a) A proportion of remote employment participants achieve sustained (26-week) employment outcomes, indicating early progress toward long-term economic and social development in remote communities.

Sustained employment outcomes are calculated as the percentage of remote employment participants who achieve a 26-week outcome within the financial year. This is based on distinct participants from the program caseload, using administrative data from the Employment Services System. Results are rounded to one decimal place.

For 2025–26, 'remote employment participants' includes individuals in both CDP and RAES caseloads. To ensure performance comparability and accuracy, results will be disaggregated internally by program during the transition period. The combined reporting presented will enable enterprise measure consistency. In forward years, the methodology will be updated to reflect RAES as the sole program.

Data Sources

Quantitative data is collected through the Employment Services System which is hosted by the Department of Employment and Workplace Relations.

Basis of the Measure

Quantitative measure of effectiveness for planned performance result a).

Link to 2025–26 Portfolio Budget Statement

PBS Program 1.1 – Jobs, Land and the Economy.

Key Activity 3 (continued)

Performance Measure 3.3: Indigenous Rangers Program

Rationale

This measure assesses the NIAA's performance in the contribution of the IRP, which plays a critical role in promoting Aboriginal and Torres Strait Islander peoples' aspirations to manage their lands and waters.

The Australian Government supports the unique and continuing role of Aboriginal and Torres Strait Islander peoples in the management and protection of Australian lands and waters. From 2021–28, it has committed over \$1.3 billion of funding to the IRP. This amount encompasses \$636.4 million for a national expansion, supporting grant opportunities to double the number of Indigenous ranger jobs and increasing the number of female rangers in programs across the nation, and extending existing IRP groups. This expansion plan will enable the IRP to better meet the needs and aspirations of Aboriginal and Torres Strait Islander communities, contributing to the achievement of additional Closing the Gap outcomes.

Performance Measure 3.3

Indigenous Rangers Program supports Aboriginal and Torres Strait Islander peoples to manage their lands and waters in line with Traditional Owner aspirations.

This measure will assess growth in ranger employment, which is a direct indicator of progress towards the NIAA's purpose and Key Activity 3, specifically increasing the number of Indigenous ranger jobs available through grant rounds. The measure will also assess the increase in representation of women in the ranger workforce, demonstrating the NIAA's performance in promoting gender equity. This aims to support the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters and the government's commitment to 'working towards gender equality by the end of the decade'.

This measure will evolve to incorporate additional dimensions of performance, enabling assessment of outcomes. The NIAA will investigate options following the finalisation of a new monitoring and evaluation framework and data collection.

Key Activity 3 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) Indigenous Rangers employed through the IRP, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters. Target: 3,000 Indigenous Rangers employed by 30 June 2026.	a) Indigenous Rangers employed through the IRP, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters. Target: 3,800 Indigenous Rangers employed by 30 June 2027.	a) Indigenous Ranger employment is maintained, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters. Target: Maintain 3,800 Indigenous Rangers employed.	Targets are not set beyond 2027–28 as IRP funding commitments conclude in that year, with future targets subject to government decisions.
b) Increased gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters. Target: 40% of the Indigenous Ranger workforce are women.	b) Increased gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters. Target: 42% of the Indigenous Ranger workforce are women.	b) Increased gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters. Target: 45% of the Indigenous Ranger workforce are women.	Targets are not set beyond 2027–28 as IRP funding commitments conclude in that year, with future targets subject to government decisions.

Methodology

a) Indigenous Rangers employed through the Indigenous Rangers Program, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters.

This assesses the effectiveness of the IRP in creating meaningful employment that aligns with Traditional Owner aspirations, through an increase in the number of employed Indigenous rangers. The 2025–26 target assumes that Round 1 will deliver 1100 jobs (based on funding for 550 FTE), and the 2026 figure reflects that Round 2 will deliver the remaining 800 jobs (based on funding for 500 FTE).

Performance is assessed annually based on the number of Indigenous rangers employed. This includes full-time, part-time, and casual positions, each counted equally and attributed to the financial year in which the positions are reported.

Key Activity 3 (continued)

The count of positions is limited to those employed under the NIAA-administered Indigenous Rangers Program and reported through funded providers' annual performance reports. It does not capture ranger positions funded through separate state, territory, or other Australian Government programs (such as state and territory ranger programs), and results should be interpreted as representing IRP-specific employment. This ensures clarity that reported figures relate to the NIAA's-delivered outcomes.

b) Increased gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters.

This assesses the effectiveness of increasing gender representation in the Indigenous Ranger workforce, with the aim of supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters.

Gender representation is assessed annually as the proportion of Indigenous ranger positions held by women. The calculation includes full-time, part-time, casual, coordinator and support roles. Only providers with complete and validated gender data are included in the calculation.

Data Sources

Quantitative data is collected from the NIAA's Grant Payment System (GPS) which is hosted by the Department of Social Services for all planned performance results.

Basis of the Measure

Quantitative measure of effectiveness for planned performance results a) and b).

Link to 2025–26 Portfolio Budget Statement

PBS Program 1.1 – Jobs, Land and the Economy.

Key Activity 3 (continued)

Performance Measure 3.4: Indigenous Advancement Strategy Service Requirements

Rationale

This measure assesses the accountability of services funded by the NIAA under the IAS, the Australian Government's primary funding mechanism for improving outcomes for Aboriginal and Torres Strait Islander peoples. It measures the NIAA's performance by assessing how effectively the NIAA ensures IAS-funded services meet or exceed contracted delivery requirements. This provides a direct line of sight to the NIAA's performance in ensuring IAS-funded services are delivered to a high standard through agreement management, structured performance monitoring, and active provider engagement.

The IAS enables flexible, place-based investment in a broad range of priority areas — including education, employment, community safety, health and wellbeing, and culture. Many services are delivered in complex operating environments, particularly in remote and culturally diverse communities. Maintaining high service standards is essential to ensure that IAS investments contribute meaningfully to Closing the Gap outcomes and reflect the priorities of Aboriginal and Torres Strait Islander peoples.

This measure provides assurance that Australian Government funding is supporting accountable service delivery. This reflects progress towards Key Activity 3 and the NIAA's purpose of ensuring the needs

Performance Measure 3.4

Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.

and aspirations of Aboriginal and Torres Strait Islander peoples are met through high-quality, culturally responsive services. It reflects how well the NIAA's oversight systems (including assessment tools, guidance, and capability development) support consistent, evidence-based assessment of delivery by trained Agreement Managers. These assessments are undertaken using the mandatory IAS key performance indicators and incorporate provider reporting, site visits, and program intelligence.

The measure enables the NIAA to identify systemic challenges and performance risks across the IAS portfolio. This informs targeted support, strengthens grant management practice, and contributes to continuous improvement in program delivery. In doing so, the measure supports government investment that is culturally responsive, appropriately governed, and aligned with community priorities and Closing the Gap commitments.

This measure demonstrates the NIAA's stewardship role in the delivery of quality and impactful services funded through the IAS. It is a critical tool for assessing how well the NIAA is delivering on the intent of Key Activity 3 — enabling targeted, reliable investment that improves outcomes for Aboriginal and Torres Strait Islander communities.

Key Activity 3 (continued)

Planned performance results and targets

2025–26	2026–27	2027–28	2028–29
a) IAS-funded services meet or exceed contracted delivery requirements. Target: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.	a) As per 2025–26	a) As per 2025–26	a) As per 2025–26

Methodology

a) Indigenous Advancement Strategy-funded services meet or exceed contracted delivery requirements.

Performance is calculated using Agreement Manager assessments of IAS grant activities against the key performance indicator. This rating assesses whether services meet agreed requirements based on provider reporting, site visits, and program intelligence. Five ratings are possible, with “meets” and “exceeds” considered compliant with expectations. This ensures a consistent, nationally standardised approach to service performance assessment.

Results reflect the most recent calendar year (1 Jan–31 Dec) for which complete and validated assessments are available, to ensure accuracy and avoid partial data reporting.

Employment-based IAS activities managed through the Employment Services System are excluded due to distinct performance management frameworks.

Five rating levels are available under the key performance indicator:

1. Exceeds requirements
2. Meets requirements
3. Somewhat below requirements
4. Substantially below requirements
5. Non-delivery

For this measure, results rated as “meets” or “exceeds” are considered to reflect compliance with expected requirements. The performance result is calculated as the percentage of services rated at levels 1 or 2, out of the total number of ratings submitted in the reporting period.

Key Activity 3 (continued)

Data Sources

Quantitative data is collected from the NIAA's Grant Payment System (GPS), which is hosted by the Department of Social Services.

Basis of the Measure

This measure includes a quantitative measure of output quality for planned performance result a).

Link to 2025–26 Portfolio Budget Statement

PBS Program 1.1 – Jobs, Land and the Economy

PBS Program 1.2 – Children and Schooling

PBS Program 1.3 – Safety and Wellbeing

PBS Program 1.4 – Culture and Capability

PBS Program 1.5 – Remote Australia Strategies

The Corporate Plan has been prepared in accordance with the requirements of:

Subsection 35(1) of the PGPA Act and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

This table details the requirements met by the NIAA's Corporate Plan 2025–29 with page references

Topic	Requirements	Page(s)
Introduction	<p>A statement that the plan is prepared for paragraph 35(1)(b) of the Act.</p> <p>The reporting periods for which the plan is prepared.</p> <p>The reporting periods covered by the plan.</p>	<p>Pg. 4–5</p> <p>Message from the CEO</p>
Overview	The purposes of the entity.	<p>Pg. 6</p> <p>Our Purpose</p>
Key activities	The key activities that the entity will undertake in order to achieve its purposes.	<p>Pg. 7</p> <p>Key Activities</p>
Operating context	<p>The environment in which the entity will operate.</p> <p>The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.</p> <p>A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed.</p> <p>Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including:</p> <ul style="list-style-type: none"> » How that cooperation will help achieve those purposes. » How any subsidiary of the entity will contribute to achieving the entity's purposes (Not applicable). 	<p>Pg. 20–29</p> <p>Our Operating Context</p> <p>Pg. 30–32</p> <p>Risk Oversight and Management</p>
Performance	<p>Specified performance measures for the entity that meet the requirements of section 16EA.</p> <p>Specified targets for each of those performance measures for which it is reasonably practicable to set a target.</p>	<p>Pg. 33–60</p> <p>Our Performance</p>

APPENDIX A

NIAA office locations by region

Kimberley

Location	Type
Broome, WA	Regional office
Derby, WA	Regional office
Kununurra, WA	Regional office
Halls Creek, WA	Regional office

Greater Western Australia

Location	Type
South Hedland, WA	Regional office
Geraldton, WA	Regional office
Perth, WA	Regional office
Kalgoorlie, WA	Regional office

Top End and Tiwi Islands

Location	Type
Wadeye, NT	Remote site
Milikapiti, NT	Remote site
Robinson River, NT	Remote site
Borroloola, NT	Remote site
Peppimenarti NT	Remote site
Katherine, NT	Regional office
Darwin, NT	Regional office

Arnhem Land and Groote Eylandt

Location	Type
Maningrida, NT	Remote site
Galiwin'ku, NT	Remote site
Gunbalanya, NT	Remote site
Umbakumba, NT	Remote site
Angurugu, NT	Remote site
Numbulwar, NT	Remote site
Nhulunbuy, NT	Regional office

Central Australia

Location	Type
Yuendumu, NT	Remote site
Alice Springs, NT	Regional office
Tennant Creek, NT	Regional office

South Australia

Location	Type
Ceduna, SA	Regional office
Port Augusta, SA	Regional office
Adelaide, SA	Regional office

North Queensland

Location	Type
Mount Isa, Qld	Regional office
Cairns, Qld	Regional office
Townsville, Qld	Regional office

APPENDIX A (CONTINUED)

NIAA office locations by region

South Queensland

Location	Type
Toowoomba, Qld	Regional office
Rockhampton, Qld	Regional office
Brisbane, Qld	Regional office

Western New South Wales

Location	Type
Broken Hill, NSW	Regional office
Dubbo, NSW	Regional office
Wagga Wagga, NSW	Regional office

Eastern New South Wales

Location	Type
Lismore, NSW	Regional office
Coffs Harbour, NSW	Regional office
Tamworth, NSW	Regional office
Newcastle, NSW	Regional office
Parramatta, NSW	Regional office
Nowra, NSW	Regional office
Batemans Bay, NSW	Regional office

Australian Capital Territory

Location	Type
Canberra, ACT	National office

Victoria and Tasmania

Location	Type
Shepparton, Vic	Regional office
Melbourne, Vic	Regional office
Mildura, Vic	Regional office
Hobart, Tas	Regional office

APPENDIX B

Updated 2025–26 NIAA Purpose, Key Activities and Performance Measures

Updated NIAA Purpose and Key Activities

As part of the NIAA's enterprise performance uplift, the NIAA reviewed and refined its purpose and key activities for 2025–26 as outlined in Table A below. The updated 2025–26 Purpose and Key Activities align with the NIAA's Executive Order and PBS Outcome Statement, enhancing the clear read between key corporate planning and performance information.

Table A: NIAA Purpose and Key Activity changes

2025–26 – Purpose and Key Activities	2024–25 Purpose and Key Activities
Purpose: To ensure the needs and aspirations of Aboriginal and Torres Strait Islander peoples are met through government policies, programs, and services.	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.
Key Activity 1: We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence governments to deliver policies, programs and services.	Key Activity 2: Lead and coordinate across government to implement the National Agreement on Closing the Gap.
Key Activity 2: We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples.	Kay Activity 1: Build and maintain effective partnerships to support the empowerment and self-determination of First Nations peoples.
Key Activity 3: We deliver targeted programs through the Indigenous Advancement Strategy and partnership agreements.	Key Activity 3: Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities.
<i>Not continued</i>	Key Activity 4: Use evaluation findings and information to inform evidence-based decisions that support the positive impact of policies and programs.

APPENDIX B (CONTINUED)

Changes to NIAA 2025–26 Performance Measures

The NIAA has revised performance measures for 2025–26 with the aim of adopting a more strategic and purpose-driven framing. This reflects a deliberate, methodologically robust shift aligned to the NIAA's refined purpose and refreshed key activities.

The 2025–26 suite of performance measures includes new, replaced or revised performance measures as outlined in Table B below. Revised performance measures have been updated to strengthen alignment and improve measurement techniques while ensuring comparability over time. Table C lists 2024–25 performance measures which have not been continued for 2025–26.

Table B: performance measure changes

2025–26 performance measure	Type of change	Summary of change	Change narrative and link to 2024–25 performance measures
1.1 Closing the Gap - NIAA actions under the National Agreement are delivered, ensuring accountability across all parties, leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples.	Revised	Revised performance measure name, planned performance result and targets.	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.
1.2 Economic Empowerment - Increased participation of Indigenous businesses in Commonwealth Government procurement supports the economic empowerment of Aboriginal and Torres Strait Islander peoples.	Revised	Revised performance measure name, planned performance result and target.	This is an evolved performance measure for 2025–26. The performance measure maintains continuity with performance measure 4 from the 2024–25 Corporate Plan and the performance measure listed under 2025–26 PBS Program 1.7 – Program Support, drawing on the same methodology, data sources, and reporting approach to ensure comparability over time.
1.3 Food Security - Implementation of the National Strategy for Food Security in Remote First Nations Communities, supported by Commonwealth foundational initiatives, enabling improved health and food security in remote Aboriginal and Torres Strait Islander communities.	New	New performance measure	New performance measure

APPENDIX B (CONTINUED)

2025–26 performance measure	Type of change	Summary of change	Change narrative and link to 2024–25 performance measures
2.1 Partnership - Aboriginal and Torres Strait Islander priorities are embedded in government policy, programs and investment through partnerships.	Replaced	Revised performance measure name, planned performance result and target.	This performance measure replaced performance measures 1 and 2 from the 2024–25 Corporate Plan to significantly enhance the approach to measure the dynamic way in which the NIAA works in partnership with Aboriginal and Torres Strait Islander communities, including partnerships through formal and informal agreements.
2.2 Housing - Increased access to secure and appropriate housing for Aboriginal and Torres Strait Islander communities, supporting improved housing outcomes.	New	New performance measure	New performance measure
2.3 NT Remote Aboriginal Investment - Aboriginal people in remote Northern Territory communities have access to essential services that support progress towards socio-economic targets.	New	New performance measure	New performance measure
3.1 Remote Jobs and Economic Development - Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.	Revised	Revised performance measure name, planned performance result and additional targets.	This is an evolved performance measure for 2025–26. The performance measure maintains continuity with performance measures 8 and 9 from the 2024–25 Corporate Plan and the performance measure listed under 2025–26 PBS Program 1.1 – Jobs, Land and Economy, drawing on the same methodology, data sources, and reporting approach to ensure comparability over time.

APPENDIX B (CONTINUED)

2025–26 performance measure	Type of change	Summary of change	Change narrative and link to 2024–25 performance measures
3.2 Remote Australia Employment Service - Access to tailored, culturally responsive employment services supports sustained employment outcomes contributing to long-term economic and social development of remote Australia.	Revised	Revised performance measure name, rationale updated to communicate the transition from the Community Development Program to the Remote Australia Employment Service.	This is an evolved performance measure for 2025–26. The performance measure maintains continuity with performance measure 7 from the 2024–25 Corporate Plan and the performance measure listed under 2025–26 PBS Program 1.1 – Jobs, Land and the Economy, drawing on the same methodology, data sources, and reporting approach to ensure comparability over time.
3.3 Indigenous Rangers Program - Indigenous Rangers Program supports Aboriginal and Torres Strait Islander peoples to manage their lands and waters in line with Traditional Owner aspirations.	New	New performance measure	New performance measure
3.4 Indigenous Advancement Strategy Service Requirements - Indigenous Advancement Strategy funded services meet or exceed contracted delivery requirements.	Revised	Revised performance measure name and planned performance result.	This is an evolved performance measure for 2025–26. The performance measure maintains continuity with performance measure 6 from the 2024–25 Corporate Plan and the performance measure listed under 2025–26 PBS Programs 1.1 – Jobs, Land and the Economy, 1.2 – Children and Schooling, 1.3 – Safety and Wellbeing, 1.4 – Culture and Capability and 1.5 – Remote Australia Strategies , drawing on the same methodology, data sources, and reporting approach to ensure comparability over time.

APPENDIX B (CONTINUED)

Table C: 2024–25 performance measures – not continued in 2025–26

Discontinued 2024–25 performance measures
Measure 5 – Proportion of the NIAA's investment through IAS grants that align with Closing the Gap outcomes and Priority Reforms.
Measure 10 – Maintain and up-to-date IAS Evaluation Work Plan on the NIAA website.
Measure 11 – Proportion of completed IAS Evaluation Work Plan evaluations that are published within 6 months of a management response being accepted by the NIAA.



National Indigenous
Australians Agency

