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NATSIHA Progress Reporting: 1 July – 31 December 2024

Organisation Name	National Aboriginal and Torres Strait Islander Housing Association Limited (NATSIHA) (ABN 70 646 448 142)		Activity Name	NATSIHA Housing Peak Body Capacity Building		Activity ID	4-HBIG4U4
ACTIVITY DETAILS							
Activity Start Date	01 March 2022	Activity End Date	31 December 2025	Total Funding	\$5,297,151.41		

The Provider must submit an Annual Work Plan covering the period stipulated at Part 3, item 7 - Reporting and Site Visits, of the Project Agreement. Annual Work Plan to be agreed by the Commonwealth. The Annual Work Plan must detail clear actions, timelines and allocation of responsibilities to address and deliver on all aspects of the project, specifically those set out in the Project Description at Part 3 item 2 of the Project Agreement; and include: a) Recruitment progress, position descriptions and staffing; and b) A risk analysis and accompanying mitigation strategies to provide greater assurance of the successful delivery of the Project. Key Reference Documents: - Project Schedule – Part 3, item 2, Project Description - Project Schedule – Part 3, item 3, Key Performance Indicators Project NATSIHA will appoint a CEO and support staff to enable it to support and strengthen the ATSI jurisdictional peaks and Aboriginal community-controlled housing organisations so that they can represent their members on each level. NATSIHA aims to provide advice and guidance to the Australian and Jurisdictional Governments on policy and budget matters and advocate for community-developed solutions that contribute to the quality of life and improved housing outcomes for Aboriginal and Torres Strait Islander people. NATSIHA will be inclusive and responsive to the issues, needs and priorities developed and informed by the Aboriginal community-controlled housing sector. This includes, as appropriate, the involvement of tenants and members of the Aboriginal community more broadly. NATSIHA is proposing two-tiered funding and resourcing approach that includes: 1. Initial Establishment costs and resourcing; and 2. Priority Activity Schedule and Resourcing.
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Project Objectives
Project Schedule – Project Description, Part 3, item 2.5

Outcomes	Progress	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>Project objectives as detailed in the Project Description</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
A) Recruiting a CEO to assist and guide the establishment of the governance and administration of the organisation;	Completed (As agreed between the NIAA and NATSIHA in a previous reporting period)						
B) Progressive recruitment of key staff as identified and required;	Completed (As agreed between the NIAA and NATSIHA in a previous reporting period)						
C) Leasing of appropriate premises, purchase of appropriate hardware and software for operations;	Completed (As agreed between the NIAA and NATSIHA in a previous reporting period)						
D) Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation;	(NATSIHA is providing an update on this in good faith however we note, this line item has already been agreed as ‘complete’ between NATSIHA and the NIAA in a previous reporting period). Since launching our Strategy in December 2023, NATSIHA has made progress on the entire strategy. An update on said progress was provided to the NIAA on 11 December 2024 via the letter sent to the NIAA CEO. NATSIHA has also developed our Operational Plan for the 2025 calendar and provided it to the NIAA on 13 February 2025 via the letter sent to the NIAA GMU. In this letter we also provided an overview on how we utilise a range of monitoring and project management tools to systematically track activities aligned with our operational plan on a weekly basis. This approach ensures we remain on track with our deliverables. We would welcome the opportunity to showcase this work in future engagements.	NIAA NATSIHA Board and administration. Jurisdictional Peaks Educational Institutions Private Industry Partners All levels of Government	NATSIHA will continue to deliver against our grant, strategy and operational plan for 2025. NIAA to continue advocating within Government to support NATSIHA with its current and future work agenda. NATSIHA to continue working	30 December 2025 Ongoing Ongoing	Unexpected delays in delivery or staff absences. Change of government or political direction. Appetite of industry, and all levels of government and the academic	Delay in delivery of operational plans or agreed deliverables. Funding implications or change of commitment. Reduction in opportunity for partnerships and	Continue to monitor progress and put contingencies in place such as alternative delivery models through our partners. Strengthening the partnership between NIAA and NATSIHA.

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			with Private Industry, all levels of Government, Educational Institutions and our sector across the country to deliver on current and future deliverables.		institutions to continue working with us. Unexpected issues on agreement of current or future workplan.	pro bono and low bono support. Delays in approvals and time frames of delivery.	Agree on funding before the election. Continue maintaining our relationship with our partners and explore how we can reciprocate benefit to their organisations. Meet with the NIAA to discuss and resolve issues with respect to reporting early. Work in partnership to agree on what the preferred approach is between NATSIHA and the NIAA (before future reporting is due) to ensure it meets the needs and obligations of both parties. This should resolve any outstanding matters early and allow a smoother reporting and acceptance process.
E) Development of policies and procedures required for the effective governance and general operations of the organisation;	Completed (As agreed between the NIAA and NATSIHA in a previous reporting period)						
F) Identification of 'key stakeholders' including the type	Completed (As agreed between the NIAA and NATSIHA in a previous reporting period)						

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of relationship they would have with NATSIHA (both formal and informal);							
G) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSICCHO);	Ongoing Governance Training NATSIHA’s Governance Training initiative has been delivered across Brisbane, Sydney, Darwin, Melbourne, Adelaide, and Thursday Island in 2024. Gold Coast, Wollongong and Broome are scheduled to occur first quarter of 2025. As part of this initiative NATSIHA delivers tailored training to strengthen local Aboriginal and members of local community-controlled organisations from various locations, who attend the training sessions at the hub where they take place. This is critical training for our sector. A snap shot of a recent training can be seen here: https://www.linkedin.com/posts/natsiha_we-had-a-wonderful-time-on-yugambeh-country-activity-7300680675467112448-9v9h?utm_source=share&utm_medium=member_desktop&rcm=ACoAADqryykb8jT_WBEiW7OLGJAQ3NYFu7tRQlc	Jurisdictional Peaks Local ATSICCHO’s King Wood and Mallesons (KWM) NATSIHA	Provide all participating ICCHOs with an opportunity to engage in face-to-face governance training, share their personal experiences, and learn together, develop, and collaborate in obtaining the Governance Certification. Work with the University of Adelaide to accredit the NATISHA governance training as a micro credential, and to be used as RPL for anyone wanting to continue higher education (Grad Certificate in Business and/or MBA). Build an understanding of a more culturally appropriate platform for an online training module.	June 2024 – April 2025 Continue training roll out to the sector May – June 2025 Program Evaluation Period and reporting	Identifying participants Policy / Legislation constraints. Stakeholders buy-in. Governance Training – Limited Participation Ongoing Funding commitment	Lost opportunity to strengthen sector and to engage directly with local ATSICHO’s to co-design future programs. Long-term impacts on good governance practices through the ICHHO sector. NATSIHA will have to discontinue training if funding is not ongoing.	Maintain and strengthen our partnerships with Jurisdiction partners and local ATSICHO’s. Set schedule of training early to provide ample time and ensure availability of participants. Promote and include good practices carried out by our sector and ensure their inclusive of our programs Continue to report back to the NIAA to showcase how valuable this training is and the ongoing positive impact it is having.
G) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community	Ongoing Spoken – a data platform developed by and for the First Nations Housing sector, ensuring that our communities accurately represent and own our stories and data. The Platform has been built, and data is currently being collected from the sector to allow us to draw down initial projections by May 2025.	Peaks and ICCHO’s,	NATSIHA to establish a national data platform. ICHHO’s to fill out the NATSIHA survey to provide true and accurate data.	Sep 2024 – Jan 2025 Platform development Jan –Apr 2025 Data input	Limited participation from the ICCHO sector. Limited time to roll out the project. Data sovereignty issues.	No accurate and community owned data to provide a true picture of need, capacity, capability and demand.	Ensuring Peaks and ICHHO’s are well informed. Maintain and strengthen our partnerships. Provide information on

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Controlled Housing Organisations (ATSICCHO);			NATSIHA to keep data up to date and ensure the principals of data sovereignty are applied.	May 2025 Evaluation		Limited opportunity for the sector to participate in National programs/projects. ICHHOs not wanting to participate	what data will be used. Ensure effective governance to de-identify personal information reducing the perceived risk to ICHHO's.
G) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSICCHO);	Ongoing 200 million Dollar Special Purpose Vehicle. NATSIHA has been running a series of round tables with the heads of the largest industry companies across Australia. In late 2024 NATSIHA Worked directly with the Federal Minister for Housing and Homelessness and our Private Industry Partners to design a new and innovative approach to facilitate partnerships between community organisations, private industry, and government to increase supply, create real jobs and build industry locally in our communities. This SPV is now under consideration by the Commonwealth. NATSIHA has also met with Finance Ministers office as well as several Senators across the country rallying political support for this program. Information about the 200 million Dollar Proposal was provided to the NIAA in December 2024 as an attachment to the letter provided to the NIAA CEO. \$25M Targeted Initiative: Working directly with the Federal Minister for Housing & the same industry partners above, on a \$20M targeted grants initiative to restore 100–150 uninhabitable homes managed by ATSICCHOs through critical repairs and upgrades. These homes, currently uninhabitable due to disrepair, represent an untapped resource that can be quickly reactivated to provide much-needed housing for families. And a \$5M land realisation project to identify current land readiness and opportunities to unlock land for future growth through the funding of feasibility studies, development approvals etc. This initiative is now under consideration by the Commonwealth. NATSIHA has also met with Finance Ministers office as well as several Senators across the country rallying political support for this program. Information about the \$25M Proposal was provided to the NIAA in December 2024 as an attachment to the letter provided to the NIAA CEO.	Federal Minister for Housing. Jurisdictional Peaks. CEO – Assemble CEO – IBA Partner – Cushman and Wakefield Parter - PWC Partner – King and Wood Mallesons Executive – Lend Lease, Mirvac Head of Housing – ANZ Executive – Simmons Group Senators – Multiple (across all parties). Federal Finance Ministers Office Deputy Prime Ministers Office Federal Indigenous Affairs Minister and her office.	NATSIHA to continue leading Private Industry Roundtables and individual conversations. NATSIHA to continue conversations across the Commonwealth Government rallying support from Federal Ministers and Senators. NIAA to assist NATSIHA with lobbying support internally across the Commonwealth, and with the Indigenous Affairs Minister.	Ongoing	Limited agreement from current Government. Reduction of interest from Private Industry. Change of Government or political direction. Reduction of interest from NATSIHA.	Initiative will not be delivered. The delivery model will need to be restructured. Loss of momentum and support. Initiative will no longer be pursued.	Continue to advocate and lobby support from the relevant ministers, senators and senior bureaucrats. Continue engaging with our Private Industry Partners keeping interest high. Continue to engage with the opposition (Shadow Ministers for Housing, Indigenous Affairs) to obtain preliminary support for said initiatives to ensure bipartisan support.
H) Development of a National Indigenous Housing Employment Strategy for housing, encompassing all jurisdictions;	NATSIHA is developing a National Indigenous Housing Employment Strategy, encompassing 3-5 Jurisdictions. The project aims to enhance the First Nations housing sector by addressing specific workforce challenges, understanding what sustainability looks like at a community level and developing a view for scale to achieve a strong, sustainable First Nations Housing sector. The rollout of the consultation will commence in February 2025. An update to the Employment Strategy was provided to the NIAA in December 2024, as an attachment to the letter sent to the NIAA CEO.	Jurisdictional Peaks ICHHO's Senior Advisory Group PWC Government HPP	Continue Consultation Sessions Develop Draft Housing Standards Ensuring Community Housing provides advice and is consulted on how to deliver services	Employment strategy Consultation sessions Feb 2025 QLD and NSW March 2025 WA and possibly NT April 2025	Stakeholders buy-in and participation from the sector. Unexpected delays in delivery timeframes.	The sector will lack direction on employment opportunities across the nation. Lack of a co-ordinated approach to employment across the country.	Highlight opportunities and potential for inclusion and jobs Identify key priority areas that have the potential for shared services and support areas of quick wins

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			with place-based solutions Finalise Draft with Sector Identify Recommendations for Commonwealth to consideration	Draft Strategy developed and ready to finalise after EAG make final amendments May – June 2025 Strategy Finalised			Ensure Expert Advisory Group has experience in Employment Services that is housing-related
I) Review and develop a National Indigenous Housing Standard encompassing all jurisdictions;	NATSIHA is developing a National Indigenous Housing standards guide. An engagement plan has been created and is set to roll out in early 2025. Consultation to be completed across jurisdictions in person and/or through online Surveys. Academic support is also being sought to support the findings and strengthen place-based solutions. To note this will require ongoing funding to Implement recommendations. NATSIHA provided the NIAA with an update on the Housing Standards project in December 2024 as an attachment to the letter sent to the NIAA CEO.	Jurisdictional Peaks National Peaks across sectors Community Housing Providers Indigenous Councils Safe Homes Advisory Group Educational Institutions	Promote culturally safe practices to ensure the best outcomes are achieved. Identify place-based solutions with a proven track record to lead to practical outcomes. Guide the priorities through robust conversations to ensure inclusion of remote, regional and urban solutions.	Dec 2024 Identify members Dec 2024 Map out key consultation dates and locations that are achievable for 2025 Feb 2025 Qld March 2025 NSW, NT April 2025 Draft report May-June 2025 Safe Homes Advisory Group final report. HPP engagement Industry Engagement Public consultation Report Provided to the NIAA	Legislation constraints. Stakeholders buy in. Limited timeframe to deliver project	Inability to implement the developed housing standards across Jurisdictions. Limited consultation will not provide a true and accurate representation of the sector.	Continue socialising the project across the country and lobby jurisdictional buy in. Consult all governments through the Housing Policy Partnership to seek early feedback. Maximise consultation and inclusion from the sector across multiple platforms (in-person, online, and at the back end of all existing engagements).

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J) Develop culturally appropriate rental, mortgage, and financial literacy advice.	a. Across the reporting period 1 July to 31 December 2024 NATSIHA has been working on the publication of a Governance and Resource Framework for Indigenous Housing. This was published in early 2025 Indigenous housing support in Australia: the lay of the land AHURI This critical research examines how Indigenous housing is managed, funded, and regulated across Australia—and, most importantly, how Indigenous people and organisations can take control of us own housing future. This report has been produced within a highly dynamic policy and program environment, encompassing the entire Indigenous housing system. b. NATSIHA is Chairing the Expert Advisory Committee to Housing Australia. The Committee is working in partnership with Housing Australia to develop and implement an Indigenous Strategy aimed at increasing Aboriginal and Torres Strait Islander organisations access to capital through key financing mechanisms, including the Housing Australia Future Fund and the National Housing Infrastructure Facility. c. NATSIHA has and continues to engage directly with the Federal Ministers for Housing and Indigenous Affairs and their offices shaping key priorities for Indigenous housing policy and funding. These discussions have played a pivotal role in securing the commitment to a five-year National Aboriginal and Torres Strait Islander Housing Action Plan, which in December 2024 was also formally endorsed in the 2025 HPP Workplan to design. This national policy and delivery framework will address the full spectrum of Indigenous housing needs, including rental housing, mortgage access, and financial literacy support, ensuring a holistic and sustainable approach to Indigenous housing reform. Although this is a win for the sector, it still sits within the broader mainstream NHHP framework, and NATSIHA is actively advocating with Federal Ministers, Senators and on Public Forums for; - A dedicated National Aboriginal and Torres Strait Islander Housing and Homelessness Plan with long-term funding, genuinely co-designed with the Indigenous Community-Controlled Housing Sector. - Equitable funding aligned with relative need, ensuring all Australian Governments deliver on Clauses 55a and 55b of the National Agreement on Closing the Gap—directing a meaningful share of mainstream housing investment to the Indigenous Community-Controlled Housing Sector. - A dedicated funding round under the Housing Australia Future Fund, with ringfenced funding to guarantee resources for Indigenous housing solutions. d. NATSIHA is playing a lead role in the establishment of the Centre of Excellence (CoE) for Affordable Housing Solutions. The CoE is a 7-year venture designed to provide Australia with transformational yet practical steps to make housing more affordable and accessible. This has never been attempted at this scale before, and it will be the first of its type in the world. It is needed because as you know Australia is facing a housing affordability crisis that will have far reaching economic, social and environmental implications if we don't reverse the current trends. The mission of the CoE will be to provide Australia with the evidence-backed practical steps to make housing more affordable and sustainable.	a. NATSIHA has partnered with the University of Adelaide, the University of Tasmania and the University of NSW. b. Housing Australia, s47F Zachariah Matysek, Benjamin Thompson, and s47F The Housing Australia Team. The Federal Minister for Housing and Homelessness. c. Minister for Housing Clare O'Neil and her office. Minister for Indigenous Affairs Malarndirri McCarthy and her Senior Advisors. d. NATSIHA has partnered with the University of Adelaide during the application process of the CoE.	a. NATSIHA has partnered with said universities to lead the development and publication of a peer reviewed long-term governance and resource framework for a sustainable and effective Indigenous housing system. NATSIHA Chaired the Indigenous Advisory Group and working in very close partnership with the lead researchers to ensure probity and to ensure this framework was Indigenous led and designed. b. As Chair of the Expert Advisory Committee to Housing Australia, NATSIHA leads a group of distinguished Aboriginal and Torres Strait Islander professionals. The Committee is working in partnership with Housing Australia to develop and implement an Indigenous Strategy aimed at increasing Aboriginal and Torres Strait Islander organisations' access to capital through key financing	a. Completed b. Ongoing from 2024-25 c. Ongoing 2024-25 d. Ongoing	a. NA b. Recommendations not considered by Housing Australia. Funding does not align with the Sector needs for growth. Timeframes to implement considered recommendations are not sufficient c. Election period stalls all momentum with work done to date. Portfolio Changes with Ministers. Possible Government Changes d. the CoE does not get approved by the ARC.	a.NA b. Little to no impact on ATSI housing Sector being eligible to access funding programs c. Lack of direction from the Commonwealth regarding first nations housing programs and funding. Starting consultations session with new ministers which push back timelines to effectively make changes and be working on outcomes based on fundings models d. The Centre does not get established.	a.NA b. Work with industry bodies, community groups, and other stakeholders to advocate for our asks. Present data and case studies to highlight the importance and impact of these recommendations. Promote good news stories across all media platforms to promote the work of the sector to ensure more buy in and support. c. Regular Feedback: Establish a system for regular feedback from stakeholders to continuously improve the implementation process. Monitoring and Evaluation: Implement robust monitoring and evaluation mechanisms to track progress and make necessary adjustments. d. NATSIHA is developing our own research strategy and agenda which we will continue to

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			mechanisms, including the Housing Australia Future Fund and the National Housing Infrastructure Facility. NATSIHA has engaged directly with the Federal Minister for Housing and her office shaping key priorities for Indigenous housing policy and funding. These discussions have played a pivotal role c. NATSIHA actively advocated to the Federal Housing Minister to secure a commitment to the five-year National Aboriginal and Torres Strait Islander Housing Action Plan. NATSIHA also ensured this commitment was included in the HPP workplan for 2025, which in December 2024 was formally endorsed by the HPP. This national policy and delivery framework will address the full spectrum of Indigenous housing needs, including rental housing, mortgage access, and financial literacy support, ensuring a holistic and sustainable approach to				pursue should the CoE not be successful.
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			Indigenous housing reform. d. NATSIHA is co-authoring the structure of the Centre of Excellence throughout the CoE application process. The Centre has an Indigenous Housing Hub co-designed and co-led by Indigenous Australians, to deliver transformational impact and leads the way in not only closing the housing gap but transforming the national landscape to one of First Nations Housing Excellence. NATSIHA has already worked with the University to pull together a proposed group of Indigenous Leaders across the country who will sit on the Advisory Committee, and NATSIHA will co-lead the centre overall. To gauge our success to date with the CoE process, there were approximately 180 CoE applications, the Housing one has been shortlisted and is currently placed at number 5 on the list (noting as you may know the ARC normally chooses around 10				
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			to be funded). There is a very high probability this CoE will get over the line, however we should have a final answer in the next 6 weeks.				
J) Develop culturally appropriate rental, mortgage, and financial literary advice.	NATSIHA and the First Nations Foundation (through a secondment model) have been working together to develop a suite of sector-specific resources focused on strengthening financial literacy, mortgage, and rental support within the Aboriginal and Torres Strait Islander housing sector. Building on First Nations Foundation’s established and recognised platform—designed with and for Aboriginal and Torres Strait Islander people—this partnership is creating resources that will be tested and refined with ATSIICCHO’s in early 2025 to ensure relevance and practicality.	ATSIICCHO’s Private Industry Jurisdictional Government Jurisdictional Peaks NATSIHA strategic Partners First Nations Foundation	NATSIHA has entered a strategic partnership with the First Nations Foundation. NATSIHA will conduct engagement sessions with the ATSI Housing Sector across early 2025 to identify gaps in the current services. NATSIHA and FNF will develop new financial literacy content for our Housing sector based on the finding through our consultation sessions NATSIHA will promote the service offered through all media platforms. NATISHA will conduct an evaluation of the program and how the services can improve and continue to expand.	Jul – Sep 2024 Conduct research on what platforms exist and are working. Sep 2024 understand what ICCHO’s are offering in this area Partnership and First Nations Foundation Meeting Dec 2024 Developing engagement Plan for consultation sessions Jan – March 2024: Consultation of QLD NSW, WA May – June 2025 rollout of our newly developed program and resources.	Stakeholders buy in. Limited timeframe to rollout the program. Ongoing Funding to support initiative.	Program not effectively creating an impact with the whole wider sector Not enough time to evaluate the program outcomes Program will have to discontinue if future funding isn't committed to NATSIHA.	Ensuring we maintain strong partnerships with our sector and keep momentum after the consultation rounds Promote good news stories on social media platforms to promote the work for the sector to ensure more buy in into the program. Provide opportunity in all jurisdictions regardless of consultation and promote another inclusion round where an opportunity presents itself. Ensuring all Jurisdictional Peaks are supporting us within their State or Territory.

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Collaboration, Engagement, Governance & Staffing

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

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
Work collaboratively with key stakeholders across all jurisdictions, including but not limited to state and territory governments, ATSICCHOs, other national, state and territory peak bodies and other community services;	Ongoing NATSIHA board and staff are working in unison. NATSIHA is engaging with all Jurisdictional Governments. NATSIHA has established a reoccurring monthly meeting with all Jurisdictional Peaks and Leaders. NATSIHA has entered into an MOU with ACOSS, the Foyer Foundation and the First Nations Foundation. NATSIHA is actively working with all the Mainstream peaks across Housing, Homelessness and Industry. NATISHA is a member of the coalition of peaks and attends all COP engagements. NATSIHA continues to participate in the Partnership Working Group and the Joint Working Group on Closing the Gap. NATSIHA presented to the Joint Council in December 2024 and put a call to action to all Indigenous Ministers with respect to lobbying their governments to commit to the Joint Council Agreed Housing Sector Strengthening Plan.	All Governments AIATSIS Domestic and International Industry Partners. The Productivity Commission. Jurisdictional COP members and Mainstream peaks. Private and Philanthropic Organisations. The Property Council and other related bodies. Relevant statutory bodies. Other educational institutions. Internatioanl organisations	NATSIHA Board – direction and strategic guidance NATSIHA Staff – CEO Responsible (HPP Co-Chair), Staff (operational responsibilities). Jurisdictional Partners, including COP, H&H Peaks, and ATTSICHO’s – partnership, consultation and ongoing collaboration. Strategic Partners – advice, low bono and pro bono work. NIAA – CTG, Housing Sector Strengthening, NIAA and NATSHIA to continue developing and agreeing on a series of work. DSS – CTG Target 9A / Housing Policy Partnership Co-Chair, NASHH and NHHP Lead. DITRDCA – CTG Target 9b Mainstream Peaks Partners- partnership, advice and mutual shared support. IBA – partnering to deliver schedules to the already agreed MOU. Treasury & NHASC – Enter MOU, assist in the development of First Nations Housing Chapter Housing Australia – Co-designing funding rounds AHURI – data/evidence/advice. Private Industry – NATSIHA has successfully run its third Private Industry Round Table and is in the process of designing new and innovative programs and compiling a schedule of future engagements. Private Industry / ATSICCHO’s - negotiate and implement projects and programs.	Ongoing	1. Not having a State or Territory First Nations Housing Peak across all jurisdictions. 2. Jurisdictional Governments working in silos and not delivering on the Joint Council Agreed Housing Sector Strengthening Plan. 3. NATSIHA seeking investment from State or Territory Governments.	1. NATSIHA is required lean in heavier in jurisdictions which do not have a peak, placing additional pressure on our organisation. 2. The Joint Council HSS Plan will not be delivered. 3. This may cause a relationship breakdown between NATSIHA, and jurisdictional peaks given there is limited funds available to them.	1. NATSIHA to continue working closely with Jurisdictional Governments without peak bodies to consider their establishment. 2. NATSIHA to continue lobbying State Governments to deliver the HSS Plan. HPP has woven the HSS Plan into its 2025 Workplan. NATSIHA has also written to COP requesting a spot on the Joint Council given Housing has been labelled as the most critical determinant. 3. The Commonwealth to commit long term funding to NATSIHA a. NATSIHA will continue seeking Philanthropic and Private Industry Investment.

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Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
	NATSIHA has and continues to engage with local ATSICHO’s across the country through the rollout of the Governance Training as well as Jurisdictional conferences and caucuses. NATSIHA will also continue engaging directly with ATSICHO’s through the National Housing Standards and Employment Strategy consultations in 2025. NATSIHA has long standing strategic partners (Cushman and Wakefield, PWC, King and Wood Mallesons). NATSIHA continues to build relationships with Private Industry (Mirvac, Lendlease, ANZ, Simmons Group Assemble). NATSIHA has been actively engaging with Philanthropic organisations (as reported in the financial sustainability section below). NATSIHA has built and strengthened our relationship with Academic institutions (as evidenced throughout this report). NATSIHA continues to work with the Commonwealth Government (DSS, NIAA, DITRDCA, PM&C, Treasury). NATSIHA has strong relationships with all National Mainstream Peaks (ACOSS, CHIA, National Shelter, Homelessness Australia, the Australian Alliance to End Homelessness).						

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<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
	NATSIHA has and continues to engage with Commonwealth Statutory Bodies (Indigenous Business Australia, Housing Australia, Torres Strait Regional Authority, Indigenous Land and Sea Corporation). NATSIHA is an active contributor to AHURI Inquiries. NATSIHA continues to engage with the Supply and Affordability Council.						
Maintain established linkages and strategic partnerships with relevant agencies including, but not limited to, state and territory governments, ATSI CCHOs, other national, state and territory peak bodies and other community services;	NATSIHA has established a reoccurring monthly meeting with all Jurisdictional Peaks and Leaders. NATSIHA has entered an MOU with ACOSS, the Foyer Foundation and the First Nations Foundation. NATSIHA is actively working with all the Mainstream peaks across Housing, Homelessness and Industry. NATSIHA is a member of the coalition of peaks and attends all COP engagements. NATSIHA continues to participate in the Partnership Working Group and the Joint Working Group on Closing the Gap. NATSIHA presented to the Joint Council in December 2024 and put a call to action to all Indigenous Ministers with respect to lobbying their governments to commit to the Joint Council Agreed Housing Sector Strengthening Plan.	Continue to build on established relationships across all current stakeholders Continue to meet with new Industry partners, Private Companies, Philanthropic Organisations and high net worth individuals to explore funding opportunities. Continue to engage across departments such as Department of Infrastructure, Transport, Regional Development, Communications and the Arts, AIATSIS, Jurisdictional Governments and continue expanding to local bodies and Councils.	Jurisdictional Partners, including COP, H&H Peaks, and ATTSICHO's – partnership, consultation and ongoing collaboration. Strategic Partners – advice, low bono and pro bono work. NIAA – CTG, Housing Sector Strengthening, NIAA and NATSIHA to continue developing and agreeing on a series of work. DSS – CTG Target 9A / Housing Policy Partnership Co-Chair, NASHH and NHHP Lead. DITRDCA – CTG Target 9b Mainstream Peaks Partners- partnership, advice and mutual shared support. IBA – partnering to deliver schedules to the already agreed MOU. Treasury & NHASC – Enter MOU, assist in the development of First Nations Housing Chapter Housing Australia – Co-designing funding rounds	Ongoing	1. Not having a State or Territory First Nations Housing Peak across all jurisdictions. 2. Jurisdictional Governments working in silos and not delivering on the Joint Council Agreed Housing Sector Strengthening Plan. 3. NATSIHA seeking investment from State or Territory Governments.	1. NATSIHA is required lean in heavier in jurisdictions which do not have a peak, placing additional pressure on our organisation. 2. The Joint Council HSS Plan will not be delivered. 3. This may cause a relationship breakdown between NATSIHA, and jurisdictional peaks given there is limited funds available to them.	1. NATSIHA to continue working closely with Jurisdictional Governments without peak bodies to consider their establishment. 2. NATSIHA to continue lobbying State Governments to deliver the HSS Plan. NATSIHA has considered the HSS Plan and factored it into the design of the 2025 HPP Workplan. NATSIHA has also written to CoP requesting a spot on the Joint Council. 3. The Commonwealth to commit long term funding to NATSIHA. NATSIHA will continue seeking Philanthropic and Private Industry Investment.

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NATSIHA Progress Reporting: 1 July – 31 December 2024

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
	NATSIHA has and continues to engage with local ATSICHO’s across the country through the rollout of the Governance Training as well as Jurisdictional conferences and caucuses. NATSIHA will also continue engaging directly with ATSICHO’s through the National Housing Standards and Employment Strategy consultations in 2025. NATSIHA has long standing strategic partners (Cushman and Wakefield, PWC, King and Wood Mallesons), NATSIHA continues to build relationships with Private Industry (Mirvac, Lendlease, ANZ, Simmons Group Assemble), NATSIHA has been actively engaging with Philanthropic organisations (as reported in the financial sustainability section below). NATSIHA has built and strengthened our relationship with Academic institutions (as evidenced throughout this report). NATSIHA continues to work with the Commonwealth Government (DSS, NIAA, DITRDCA, PM&C, Treasury). NATSIHA has strong relationships with all National Mainstream Peaks (ACOSS, CHIA, National Shelter, Homelessness Australia, the Australian Alliance to End Homelessness).		AHURI – data/evidence/advice. Private Industry – NATSIHA has successfully run its third Private Industry Round Table and is in the process of designing new and innovative programs and compiling a schedule of future engagements. Private Industry / ATSICCHO’s - negotiate and implement projects and programs.				

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NATSIHA Progress Reporting: 1 July – 31 December 2024

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	NATSIHA has and continues to engage with Commonwealth Statutory Bodies (IBA & Housing Australia). NATSIHA is an active contributor to AHURI Inquiries. NATSIHA continues to engage with the Supply and Affordability Council						
Maintain strong governance and financial management arrangements complying with Australian law;	NATSIHA has established strong governance processes, frameworks and policies which include. • A Board Charter • Risk Management Framework • Risk Register • Risk Management Policy • Governance Framework • Board Skills Matrix • Board Member Assessment Tool • Conflict of Interest Policy • Conflict of Interest Agreement • Code of Conduct Policy • Code of Conduct Agreement • Financial Delegations Policy • Financial Delegations Schedule • Credit Card Policy • Travel Allowance Policy NATSIHA has an established Finance, Audit, and Risk Committee (FARC).	NATSIHA Administration, Board and Company Secretary. King and Wood Mallesons. All other NATSIHA Partners/contractors. External FARC Chair. External Auditor	CEO/COO/Co-Sec/Board – To ensure we maintain strong governance and financial management arrangements complying with Australian Law. FARC – To meet a minimum of 4 times a year, with special purpose meetings called and conducted as required. Board – To meet a minimum of 4 times a year, with special purpose meetings called and conducted as required. Staff and Board – To follow all applicable Australian laws and related policies. External Auditor – To provide independent advice and to review the company's activity and ensure our financial reports are true and correct. To ensure we are compliant and meeting our obligations under Australian Law.	Ongoing	FARC Attendance for Quorum Board attendance for Quorum. Postponed board decisions and agenda items.	FARC cannot occur. Postponed board meeting/ decisions and agendas items impacting delivery time frames.	NATSIHA is in the process of recruiting an independent FARC Chairperson who will ensure the ongoing success of the FARC and provide yet another layer of independence. The independent chair will build on our already established strong governance practices. FARC dates set well in advance for the calendar year to avoid members not being available, and allow availability, planning, and preparation. King and Wood Mallesons have worked with the CEO, COO, Chair, Board and Company Secretary relating to governance, board skills matrix, succession, all policies, and all other areas listed under “How are we measuring progress?” Out-of-session meetings can be held all year round to allow critical matters to be decided and addressed. Board dates set well in advance for the calendar year to avoid members not being available, and allow availability, planning, and preparation.

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Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
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	The NATSIHA Board recently approved an external FARC chair, and recruitment is currently underway to fill this position. NATSIHA also utilises an independent auditor to review our financial records in accordance with Australian law NATSIHA remains complaint and up to date with all our requirements under ASIC and in accordance with Australian Law. Most NATSIHA staff have undertaken governance training. Ongoing training is being explored for both the NATSIHA staff and Board.						
Use their best endeavours to employ First Nations people to work on the Project;	Board 100% First Nations CEO and COO both First Nations. Currently under the NIAA contract we have 10 staff and 7 are First Nations.	Bloom HR NATSIHA Executive Staff	NATSIHA Board/Management/Staff – Champion NATSIHA is an employer of choice for First Nations people, spread the word. Bloom HR - National Recruitment Campaign	Ongoing	It is a candidate short market; First Nations people are 3% of population and the skillset is a very particular niche.	Lack of appropriate candidates to select from.	LinkedIn account now an industry leader in the First Nations Housing Space. Website launched with a review currently underway to continue building an interactive, informative and compelling site. Bloom HR engaged to deliver any required recruitment.
Ensure that any staff working on the Project have demonstrated experience working with First Nations people and can demonstrate cultural competency.	All staff within NATSIHA have demonstrated experience working with First Nations people. All secondees and delivery partners working on projects also have demonstrated experience working with First Nations people.	NATSIHA executive HR Bloom Board	NATSIHA executive only hire people that have demonstrated experience and cultural competency. HR Bloom – National Equity on Position Descriptions Board – The NATSIHA board is engaged through multiple forums as leaders in their jurisdictions and interact with NATSIHA staff, secondees and delivery partners.	Ongoing	It is a candidate short market; First Nations people are 3% of population and the skillset is a very particular niche.	Lack of appropriate candidates or providers to select form.	Ensuring probation periods are in place. Position description KPIs are developed. Regular management meetings to check progress against KPIs Stakeholder meetings to ensure relationships are intact from their perspective.



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Identified Staffing

Position	Position Description	Indigenous	FTE	Salary
CEO	Responsible for leadership, strategy, growth and operations of NATSIHA	Y	1	200K Base
COO	Responsible for leadership and operations of NATSIHA	Y	1	180K Base
Executive Director - Housing Sector Strengthening (HSS)	Responsible for Management and driving delivery of HSS / NIAA Contract	Y	1	150K Base
Senior Project Officer HSS	Lead Policy and facilitator of programs HSS /NIAA Contract	Y	1	117K Base
Project Officer	Responsible for the program assistance to HSS/NIAA contract	Y	1	105K Base
Administration Officer	Responsible for the assistance to all program Delivery to the HSS / NIAA contract	Y	1	72K Base
Executive Director – Communication and engagement	Responsible for stakeholder Management and oversee the creation of content for various communication channels, such as newsletters, social media, press releases, and internal communications.	N	1	150K Base
Communications Senior Project Officer	Assisting Teams with communications, engagement and functions operations	N	.6	120K Base

Recruitment Strategies

Outline vacancies and/or strategies to recruit

Position	Length of Vacancy if applicable	Recruitment Strategies	Measures in Place During Vacancy if applicable
Senior Project Officer	1 month	Engaged Bloom HR for national recruitment campaign, NATSIHA aims to have this position filled by January 2025.	NATSIHA have acknowledged the challenges related to staff capacity. Team members are keeping oversight of essential tasks whilst recruitment is underway.
Project Officer	1 month	Engaged Bloom HR for national recruitment campaign, NATSIHA aims to have this position filled by January 2025.	NATSIHA have acknowledged the challenges related to staff capacity. Team members are keeping oversight of essential tasks whilst recruitment is underway.
Executive Manager	2 months	Engaged Bloom HR for national recruitment campaign, NATSIHA aims to have this position filled by February 2025.	NATSIHA have acknowledged the challenges related to staff capacity. Team members are keeping oversight of essential tasks whilst recruitment is underway.
Finance Manager	1 month	Engaged Bloom HR for national recruitment campaign, NATSIHA aims to have this position filled by June 2025.	NATSIHA is in the process of building its own internal capability with respect to our finance team and is currently seeking to fill a finance manager role. In the interim we will continue to use our partner finance organisation.

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

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Financial Sustainability

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

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
Future financial sustainability and funding for NATSIHA must be part of its operational and strategic planning.	Ongoing for the period of 2024-25 Diversified Funding Sources We are only hiring people in line with the funding envelope. NATSIHA is set up with DGR status. NATSIHA is entering into strategic partnerships across Private Industry and is a major recipient of pro-bono and low bono work. We estimate to receive over \$3M of pro-bono work by the end of the 24/25 Financial Year. NATSIHA has developed a successful secondment model, whereby individuals employed by partner organisations with specialised skill sets are seconded to NATSIHA (usually on a part-time basis) to contribute to specific deliverables within a defined timeframe. This eliminates the administrative, financial and legal consequences of NATSIHA sourcing the necessary expertise by hiring employees. NATSIHA submitted our pre-budget submission for the 25/26 FY, seeking investment for our operational funding, as well as a raft of innovative programs which will make an immediate and lasting impact within our communities across the country. As a follow on from this NATSIHA has met with the Federal Housing, Finance and Indigenous Affairs Ministers offices to discuss our submission, as well as lobbying several senators across the country.	All levels of Government Strategic Partners Investors (Private Industry and Philanthropic) Senators	NATSIHA actively seeks funding from government grants, philanthropic organisations, and private donors to ensure a steady flow of resources. Our strategic partners provide their specialised expertise at significantly reduced low bono and pro bono rates, ensuring exceptional value to allow us to do more for less. NATSIHA has developed a revised version of the Joint Council Agreed Sector Strengthening Plan and have engaged with State, Territory and Commonwealth Governments to seek funding for its delivery.	Ongoing	If there are changes in political priorities or economic downturns. The sector will not have NATSIHA and culturally appropriate solutions. No funding to support identified programs like upgrades and maintenance.	Reliance on short term government grants places extreme pressure on the organisation's financial sustainability. Lack of place-based solutions Stock within the Community housing sector will continue to deteriorate, and we will keep seeing extremely high rates of Overcrowding, Homelessness and Rental Stress amongst Aboriginal and Torres Strait Islander people.	The Commonwealth Government offering NATSIHA longer term funding contracts for our operational funding. NATSIHA continuing to look at diversifying funding sources through private and philanthropic opportunities. Leverage low-bono and pro-bono work from strategic partners. Ensuring NATSIHA is involved with Commonwealth program development for Aboriginal and Torres Strait Islander people. NATSIHA and the Commonwealth to continue promoting the Sector Strengthening Plan to all levels of government.

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The Provider must obtain and allocate additional funding contributions from State and Territory Governments, the private sector, non-government organisation and donations, to support the operations of the NATSIHA.	Ongoing for the period of 2024-25 NATSIHA is working across the government to seek appropriate funding and enter strategic partnerships with various agencies to support our growth and sustainability. NATSIHA has run 3 Industry Round Tables and is seeking formal partnerships with super funds, banks, developer companies, etc NATSIHA has been very active in pursuing alternative funding sources, consistent with the intent and spirit of clauses 2.9 and 2.11 of the Project Agreement. NATSIHA is in the final stages of developing a comprehensive 10-year philanthropic funding proposal and Private Industry Investment Mandate. NATSIHA intends to complete the proposal by the end of March 2025. To enhance NATSIHA’s prospects for success, it has already been strategically engaging with major philanthropic organisations, ensuring that potential funders are well informed about is work, its mission, and opportunities for investment in NATSIHA. This proactive engagement aims to position NATSIHA favourably ahead of a formal funding submission. The funding amounts and timeframes under discussion with these organisations range up to \$100M over 10 years. NATSIHA has engaged with the following non-government organisations regarding funding and partnership opportunities with discussions ongoing: a. Paul Ramsey Foundation b. Don Dunstan Foundation c. Social Ventures Australia d. The Black Excellence Fund e. Indigenous Defence & Infrastructure Consortium f. First Nations Economics g. Message Stick Foundation h. For Purpose Investment Partners i. International Investors (China National Building Material Group Co., Ltd. (CNBM))	NIAA, DSS, Treasury, Infrastructure, COP, Peaks, Housing Australia, Commonwealth Ministers, Our Partners, and Industry experts, and investors.	Our strategic partners provide their specialised expertise at significantly reduced low bono rate and/or pro bono, ensuring exceptional value, unique skill sets, and extensive experience across different fields enable NATSIHA to access the best in their respective industries, leveraging trusted relationships for impactful outcomes. These partnerships not only help achieve our shared goals but also Offer opportunities for capacity building within our sector.	Ongoing	Potential to great ambiguity with Jurisdictional Peaks if NATSIHA is trying to compete for funding in their State or Territory. No commitment post existing contract from Commonwealth agencies to commission NATSIHA targeted work. No funding from state agencies or the Commonwealth Government. Limited interest in partnership from investors.	State Peaks will not want to work with NATSIHA, breaking down the national network and system we have worked so hard to build. Commonwealth and state Governments will not have a National Housing Organization specific to housing to partner with, and draw expertise from on their Deliverables' design, policy and legislation, program rollout, and evaluation.	Ensure we advocate for state Peaks when requesting funding from state Governments. Continue to deliver meaningful work through partnerships with Government agencies to show the value of the National Peak Ensure that state governments fund state Peaks to ensure state peaks continue their momentum. Continue seeking partnerships with investors and the ICHHO sector. Continue to work, participate and strengthen our partnerships to seek knowledge and support from our partners, sectors, governments and funding bodies.

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Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
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	j. First Nations Trade k. ATSIIEO l. Foyer Foundation NATSIHA is working with State and Territory Governments to support the development of the community-controlled housing sector in their jurisdiction, which supports one of NATSIHA’s priorities, Sector Sustainability. In that regard and as mentioned in the letters provided to the NIAA in December 2024 and February 2025, NATSIHA has been successful in working with Indigenous Leaders in South Australia to secure a 5 years’ funding commitment to stand up a distinct Housing Peak for South Australia. NATSIHA has met with most Housing Ministers across Jurisdictional Governments, reminding them of their obligations under the National Agreement on Closing the Gap, updating them on the Housing Policy Partnership, and reminding them of their commitment to the Joint Council Agreed Housing Sector Strengthening Plan. NATSIHA is and has been actively exploring different types of partnerships with other Commonwealth departments and agencies (including those outlined below) and will continue to do so. We have presented a range of opportunities to drive innovation and collaboration as a delivery partner in an effort to meet our objectives including as outlined in our Strategic Plan (and the relevant Target Outcomes in the National Agreement). The NIAA will appreciate that without support in various forms from these other agencies and from the NIAA our collective efforts to meet the needs and aspirations of our peoples will be fruitless. Key initiatives include: a. working with the largest Private Industry partners in Australia and the Minister for Housing and Homelessness to lead the establishment of a new and innovative Special Purpose Vehicle						

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	between our sector, private industry, and government. b. working with the Minister for Housing and Homelessness on a program focused on restoring underutilised housing stock and maximising land realisation. c. collaborating with the Department of Infrastructure to advance the implementation of Target 9B. d. partnering with Indigenous Business Australia to explore initiatives es aimed at increasing home ownership opportunities for Aboriginal and Torres Strait Islander peoples. d informing their next strategic focus areas. e. ensuring the Housing Policy Partnership (HPP) is embedded in National Partnership Agreements such as the National Agreement on Social Housing and Homelessness to ensure sustainably of the HPP, which also go to NATSIHA sustainability as we would need to be funded as the Co-chair and Secretariat of the HPP. As you know when the Treasurer handed down the 2024-25 Mid-Year Economic and Fiscal Outlook, the Housing Policy Partnership was extended for 12 months, to 30 June 2026 to ensure continued progress and a coordinated approach across Government to progress housing targets under the National Agreement on Closing the Gap. f. submitting applications through Housing Australia in partnership with private industry and other peaks. g. seeking investment to deliver the Housing Sector Strengthening Plan by which NATSIHA: i. met with most Housing Ministers across the Country to lobby funding and commitment for the Sector Strengthening Plan. ii. organised and led 3 Deputy Secretary Round Tables across the Commonwealth, bringing						

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	together the Department of Social Services, Department of Infrastructure, NIAA, and Commonwealth Treasury. iii. created project plans for, and costed out all the deliverables of the plan, and provided this to the Commonwealth. NATSIHA also included the funding for the plan in our 2024 pre-budget submission. iv. as requested by the Commonwealth, NATSIHA created a revised version of the plan iterated over three Federal Budgets which we provided to all relevant Agencies and Ministers Offices. NATSIHA’s success in partnering with Government, Private Industry and our communities to Close the Gap hinges on stable and sufficient core funding from the Commonwealth, supplemented—not replaced—by contributions from other sources.						
The Provider must document this clearly, and to the Commonwealths satisfaction, in the budget information you (the Provider) provide to the Agency in the reports as required in Part 3, item 7; Reporting and Site Visits.	Ongoing for the period of 2024-25						

Indigenous Employment

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

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Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
Target/Reporting Data	How are we measuring progress?	Who else do we need to work with to achieve these outcomes?	What tasks will each stakeholder (including provider) be responsible for?	When should this action be completed by? (if ongoing, list milestones)	What barriers/risks could prevent implementation of these actions?	What are the impacts if the risk occurs?	What processes can we put in place to address or manage the likelihood or impact of these risks?
MKPI.M1 - Indigenous Employment - Percent of hours worked in the reporting period under the activity, are worked by an Indigenous person.	Board 100% First Nations. CEO And COO, both First Nations. Currently 7 of 10 staff are of First Nations decent under the NIAA contract which equates to (70%). NATSIHA will seek to employ additional Indigenous staff as required.	Bloom HR been engaged to seek additional staffing where required.	NATSIHA Board – CEO recruitment NATSIHA CEO - COO recruitment NATSIHA COO – All other staff Bloom HR – HR partner to assist with all recruitment. NATSIHA will always strive to recruit and retain the highest possible number of Indigenous employees.	All key positions have been recruited – remaining officer-level position/s will be allocated per project requirements and funding allocations.	It is a candidate short market; First Nations people are 3% of population and us skillset is a niche on top of that. Disparity between NATSIHA/NFP Sector and what Government or Larger Private Industry Employers can offer with respect to salary and conditions makes it difficult to remain competitive.	NATSIHA not able to fill positions. Insufficient resources to deliver objectives in a culturally safe way. Potential candidates not taking up opportunities in NATSIHA.	LinkedIn account is now an industry leader in the First Nations Housing Space. Website launched and currently being reviewed to make it more interactive, informative and appealing. NATSIHA actively in the media lifting our profile. Bloom HR engaged for National Recruitment Campaign. Our First Nations Youth, Older Persons Roundtables lifting the NATSIHA profile.
MKDI.D2 - Hours Worked- Indigenous Staff - Number of hours worked in the reporting period by all Indigenous people employed under the activity	We anticipate approximately 6300 hours worked by Indigenous Staff every 6 months with the current staffing. Figures will be adjusted against our staff numbers for each reporting period	NATSIHA Executive Team	NATSIHA Executive Team to monitor and confirm hours worked in line with reporting period.	Ongoing	N/A	N/A	N/A



NATSIHA UPDATE

December 2024

As we wrap up on 2024, on behalf of the whole team at NATSIHA I want to express my deepest gratitude for being part of our journey.

What stands out from the past 12 months is the relationships that have been created and deepened. The journey to equitable, culturally empowered housing for all mob is a marathon not a sprint and can only succeed through strong partnerships.



I look forward to working alongside you in 2025 to pave the way for housing equity and economic prosperity of all Aboriginal and Torres Strait Islander people.

Wishing you happy and safe holidays,

Zachariah Matysek
Acting CEO

INDUSTRY ROUNDTABLE

In October along with our Strategic Partners Cushman & Wakefield, we met with the Federal Minister for Housing and Homelessness, Hon. Clare O'Neil in Melbourne for the third national roundtable focused on public and private investment in Aboriginal and Torres Strait Islander

The discussion was led by Acting CEO Zachariah Matysek with key contributions from the NATSIHA team Ben Thompson, Emma Shumack, and Casey Da Silva.

We were also joined by valuable participants from the private sector, including George Housakos and Alan Herrman from Cushman & Wakefield, Carolyn Viney from Assemble, Jordan Eaton and Daniel Dugina from Lendlease, and Chris Dynon from King & Wood Mallesons.

Special thanks to Jacqui Jones for facilitating the discussion. We look forward to continuing these critical conversations supporting First Nations housing initiatives.



HOUSING POLICY PARTNERSHIP

Larrakia/Darwin + Lutriwita/Tasmania

In September and November, the Housing Policy Partnership met on Larrakia and Lutriwita respectively.

As a result, we've developed our 2025 work plan and we look forward to putting that in action and coming together again in the New Year at HPP7 in April 2025.





NATIONAL POLICY DEVELOPMENT WORKSHOP



Earlier this year NATSIHA brought together our national members to work together to develop our national policy positions and discuss the priorities for each state and territory.

We look forward to continuing this work into 2025 and form a comprehensive and united strategy that ensures excellence in housing for mob across all regions.

GOVERNANCE TRAINING

Larrakia/Darwin + Thursday Island

generous collaborator Berkeley Cox have continued running our Governance Training Workshops, travelling to the Torres Strait in October and Darwin in November.

This is part of our national program delivering workshops to assist the Aboriginal and Torres Strait Islander sector with their governance structures and keep them up to date on recent changes that may affect compliance.

We're locking in date and locations for 2025 (see bottom of this email), so if your organisation is interested in participating please reach out to housingsectorstrengthening@natsiha.org.au



HOUSING AUSTRALIA'S ANNOUNCEMENT OF 5000 ADDITIONAL SOCIAL HOMES UNDER AN ACCELERATED ROUND 2 OF THE HAFF

We see this as a positive step in tackling the housing crisis. With \$3 billion now unlocked and nearly 19,000 social and affordable homes expected across Rounds 1 and 2, it's encouraging to see the Federal Government prioritising urgent action on housing.

The Housing Australia Future Fund Facility (HAFFF) and the National Housing Accord Facility (NHAFF) aim to deliver 30,000 new social and affordable homes over five years.

NATSIHA is committed to working with governments and the housing sector to create housing outcomes that meet the needs of all Australians, including our communities.

NATSIHA is continuing to advocate for:

- A dedicated Aboriginal and Torres Strait Islander funding stream under HAFF to ensure equitable access for our communities.
- Stronger partnerships with Aboriginal Community Controlled Organisations to deliver culturally safe and community-led housing solutions.

ARE YOU WORRIED ABOUT THE HEAT? FILL IN THE HEAT SURVEY



Share the Survey

NATSIHA has partnered with the Australian Council of Social Service (ACOSS) and the First Nations Clean Energy Network to better understand how rising temperatures are affecting our communities, especially those living in poorly designed homes and facing financial pressures.

We’re already getting hit with hot summer temperatures. For people living in poorly designed homes who aren’t able to run fans and air-conditioning that could mean that they’re facing indoor temperatures of over 45 degrees.

Our Community voice is powerful. By sharing your story, you can help highlight the challenges and drive meaningful change for our people.

Please share this survey with your networks so they can inform this important work.

LOOKING AHEAD

National Workforce Strategy Engagement

The National Workforce Strategy is moving into it’s second phase. In 2025, NATSIHA will further

National Housing Standards Project

The National Housing Standards Project is progressing toward creating culturally appropriate and

SPOKEN Data Project

The Spoken project focuses on building housing data rooted in the real experiences of Aboriginal and Torres Strait

and feedback. Stay tuned for updates throughout the year.

and Torres Strait Islander communities. In 2025, we will seek sector input to ensure the standards reflect community needs and aspirations.

Organisations. Our aim is to ensure that the data representing our sector is accurate, relevant, and community-owned. Insights from SPOKEN will be shared with our sector in 2025.

FINANCIAL LITERACY PROGRAMS

We're working together with [First Nations Foundation](#) to deliver Financial Literacy Programs through MyMoneyMyDream to all NRSCH registered ATSICCOS throughout the country.

TORRES STRAIT ISLANDS PEAK BODY

In line with the Queensland Governments 2024 plan, conversations have progressed and the establishment of a Torres Strait Islander peak is underway. NATSIHA CEO Zachariah Matysek has been meeting with a number of organisations and we're excited to play a role in bringing this to fruition.

GOVERNANCE TRAINING

After the success of 2024's Governance Training we will be continuing to roll this out in 2025.

- Early Feb: **Gold Coast QLD**
- Late Feb: **South Coast NSW**
- Late March: **Broome WA**

Go to the NATSIHA website events page for up to date information.

ENGAGEMENT WITH OLDER COMMUNITY MEMBERS

Uncle Ivan Simon will be hosting state and territory forums around housing for older Aboriginal and Torres Strait Islander people around the country, to ensure the voices of all mob are included in housing conversations. We will keep you informed where and when these are coming up.

NATIONAL YOUTH ROUNDTABLE ON HOUSING AND HOMELESSNESS

After the success of the inaugural year of the Youth Roundtable, we are currently recruiting new members and look forward to working alongside the next generation of Aboriginal and Torres Strait Islander leaders.

OFFICIAL

Document 3

From: Benjamin Thompson [REDACTED]@natsiha.org.au>
Sent: Monday, 10 February 2025 1:21 PM
To: GMU Canberra
Cc: IASComplianceReporting@official.niaa.gov.au. ; [REDACTED];
IASComplianceReporting@official.niaa.gov.au
Subject: Re: SOC 2024 [SEC=OFFICIAL]
Attachments: Certificate of Compliance (CoP) WWVP, WH&S 2024.pdf

OFFICIAL

Good afternoon NIIA team,

Please see CoP for 2024 reporting

Regards, Ben



Benjamin (BJ) Thompson
Executive Director
Housing Sector Strengthening
NATSIHA – National Aboriginal & Torres Strait Islander Housing Association
Suite 3.01, L3, 24 Montgomery Street, Kogarah NSW 2217
M [REDACTED] | E [REDACTED]@natsiha.org.au

OFFICIAL

From: GMU Canberra
Sent: Monday, February 10, 2025 8:48 AM
To: Benjamin Thompson
Cc: GMU Canberra ; IASComplianceReporting@official.niaa.gov.au. <IASComplianceReporting@official.niaa.gov.au.>; [REDACTED]
Subject: RE: SOC 2024 [SEC=OFFICIAL]

OFFICIAL

Hello Ben
Please find attached the 2024 Template for the Statement of compliance.
Regards
[REDACTED]

OFFICIAL

From: Benjamin Thompson
Sent: Thursday, 6 February 2025 4:51 PM

To: s47F

Cc: GMU Canberra ; IASComplianceReporting@official.niaa.gov.au. ; s47F

Subject: SOC 2024

Hi s47F

NATSIHA is chasing the 2024 SoC reporting template which we have not yet received and is overdue on our behalf.

Any assistance would be appreciated.

Regards. Ben



NATSIHA
National Aboriginal & Torres Strait Islander
Housing Association

Benjamin (BJ) Thompson

Executive Director

Housing Sector Strengthening

NATSIHA – National Aboriginal & Torres Strait Islander Housing Association

Suite 3.01, L3, 24 Montgomery Street, Kogarah NSW 2217

M s47F | E s47F @natsiha.org.au

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2024 Statement of Compliance for Working With Vulnerable People (WWVP) and Work Health and Safety (WHS)

To help protect vulnerable people and keep workers safe, the National Indigenous Australians Agency (NIAA) requires grantees to submit a Statement of Compliance in October each year. By completing the Statement of Compliance, grantees provide assurance about whether they have complied with the WWVP and WHS obligations in their funding agreements, or whether there are matters they would like to draw to the NIAA's attention.

Completing this form

Please review the information on the next page and complete the form by **circling or clearly highlighting the correct answer for each question**.

If you are not sure about your obligations, please refer to the attached fact sheet and your funding agreement with NIAA.

The Statement of Compliance must be signed by the head of the organisation – that is, by your Chief Executive Officer or an authorised person in an equivalent position.

Your organisation is responsible for complying with the WWVP and WHS requirements in your funding agreement. Non-compliance may result in the NIAA terminating your funding agreement.

Submitting your form

Please email the **completed and signed** form to IASComplianceReporting@niaa.gov.au.

The completed and signed form must be returned by **30 November 2024**. If you are unable to return the form by this date, please contact your Agreement Manager.

Disclosure of information

The NIAA's use and disclosure of both your personal and confidential information (provided in this form or otherwise) is set out at niaa.gov.au. Further information regarding NIAA's handling of personal information is contained in our [Privacy Policy](#).

If you need help

If you need help understanding your obligations or you do not believe that your organisation is required to complete this form, please contact your Agreement Manager.

2024 Statement of Compliance for Working With Vulnerable People and Work Health and Safety

Working With Vulnerable People (WWVP) obligations

Having made all reasonable inquiries, I have reasonable grounds to make the following statement on behalf of **NATIONAL ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING ASSOCIATION LIMITED, ABN 70646448142** about our compliance with the WWVP requirements included in our funding agreement(s) with the NIAA for the period 1 October 2023 to 30 September 2024 (please circle or clearly highlight **ONE** option):

YES, we have complied with our WWVP obligations

NO, we haven't complied with our WWVP obligations

If you have circled or highlighted NO above, please provide further details in the box below. Your Agreement Manager will call you to discuss.

Work Health and Safety (WHS) obligations

Having made all reasonable inquiries, I have reasonable grounds to make the following statement on behalf of **NATIONAL ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING ASSOCIATION LIMITED, ABN 70646448142** about our compliance with the WHS requirements included in our funding agreement(s) with the NIAA for the period 1 October 2023 to 30 September 2024 (please circle or clearly highlight **ONE** option):

YES, we have complied with our WHS obligations

NO, we haven't complied with our WHS obligations

If you have circled or highlighted NO above, please provide further details in the box below. Your Agreement Manager will call you to discuss.

Please complete the declaration on the next page.

Declaration

- I am authorised by **NATIONAL ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING ASSOCIATION LIMITED**, ABN **70646448142** to make the statements above to the National Indigenous Australians Agency (NIAA) in relation to Grant Activities funded by the NIAA during the period 1 October 2023 to 30 September 2024.
- The information I have provided is true and correct to the best of my reasonable knowledge, having made all reasonable inquiries.
- I acknowledge that giving false or misleading information is a serious offence under Section 137.1 of the *Criminal Code Act 1995 (Cth)*.

NAME: Zacariah Matysek _____

POSITION: Ag NATSIHA CEO _____

SIGNATURE: _____

S47F

DATE: 10 / 02 / 2025



Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

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

The Provider must submit an Annual Work Plan covering the period stipulated at Part 3, item 7 - Reporting and Site Visits, of the Project Agreement. Annual Work Plan to be agreed by the Commonwealth. The Annual Work Plan must detail clear actions, timelines and allocation of responsibilities to address and deliver on all aspects of the project, specifically those set out in the Project Description at Part 3 item 2 of the Project Agreement; and include: a) Recruitment progress, position descriptions and staffing; and b) A risk analysis and accompanying mitigation strategies to provide greater assurance of the successful delivery of the Project. Key Reference Documents: - Project Schedule – Part 3, item 2, Project Description - Project Schedule – Part 3, item 3, Key Performance Indicators Project NATSIHA will appoint a CEO and support staff to enable it to support and strengthen the ATSI jurisdictional peaks and Aboriginal community-controlled housing organisations so that they can represent their members on each level. NATSIHA aims to provide advice and guidance to the Australian and Jurisdictional Governments on policy and budget matters and advocate for community-developed solutions that contribute to the quality of life and improved housing outcomes for Aboriginal and Torres Strait Islander people. NATSIHA will be inclusive and responsive to the issues, needs and priorities developed and informed by the Aboriginal community-controlled housing sector. This includes, as appropriate, the involvement of tenants and members of the Aboriginal community more broadly. NATSIHA is proposing two-tiered funding and resourcing approach that includes: 1. Initial Establishment costs and resourcing; and 2. Priority Activity Schedule and Resourcing.
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Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

Project Objectives

Project Schedule – Project Description, Part 3, item 2.5

Outcomes	Progress	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>Project objectives as detailed in the Project Description</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
A) Recruiting a CEO to assist and guide the establishment of the governance and administration of the organisation;	Completed						
B) Progressive recruitment of key staff as identified and required;	Completed						
C) Leasing of appropriate premises, purchase of appropriate hardware and software for operations;	Completed						
D) Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation;	Completed						
E) Development of policies and procedures required for the effective governance and general operations of the organisation;	Completed						
F) Identification of 'key stakeholders' including the type of relationship they would have with NATSIHA (both formal and informal);	Completed						
G) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSICCHO);	Governance Training- NATSIHA is conducting a face-to-face National Governance training program	Peaks and ICCHO's, King Wood and Mallesons (KWM)	Provide all participating ICCHOs with an opportunity to engage in face-to-face governance training, share their personal experiences, and learn together, develop, and collaborate in obtaining the Governance Certification. Also, build an understanding of a more culturally appropriate platform for an online training module.	June 2024 –March 2025 Training Roll out. April – May 2025 Program Evaluation.	- Identifying participants - Policy/Legislation constraints. - Stakeholders buy-in. - Governance Training – Limited Participation	- Limited leadership skills in current - existing Board members and aspiring leaders - Long-term impacts on good governance practices through the ICHHO sector	Maintain and strengthen our partnership. Governance Training- Early advocacy and notification timeframes Promote and include good practices carried out by our sector and ensure their inclusive of our programs
G) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander	Spoken – a data platform developed by and for the First Nations Housing sector, ensuring that our	Peaks and ICCHO's,	Establish a national data platform for the ICCHO Sector to inform strengths and issues nationwide	Platform development – Sep 2024 – Jan 2025	Limited participation from the ICCHO sector.	No data to inform what is happening with our	Ensuring Peaks and ACHHO's are well informed, we maintain and strengthen our

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Annual Work Plan for 1 July 2024 – 30 June 2025

Community Controlled Housing Organisations (ATSICCHO);	communities accurately represent and own our stories and data. The Platform has been developed, and data is currently being collected from the sector to project the initial projections in Feb 2025			Data input – Jan –Apr 2025. Evaluation May 2025	- Limited time limit to roll out the project - Data sovereignty issues	community housing - Limited opportunity for the sector to participate - ICHHOs not wanting to participate	partnership. Provide information on what data will be used. Ensure effective governance to remove the risk of personal information that will not be subject to the data collection
H) Development of a National Indigenous Housing Employment Strategy for housing, encompassing all jurisdictions;	IN DEVELOPMENT NATSIHA is developing a National Indigenous Housing Employment Strategy for Housing, encompassing 3-5 Jurisdictions. The project aims to enhance the First Nations housing sector by addressing specific workforce challenges, understanding what sustainability looks like at a community level and developing a view for scale to achieve a strong, sustainable First Nations Housing sector. The rollout of the consultation will be in February 2025, starting in QLD.	Jurisdictional Peaks, ICHHO's, Expert Advisory Group PWC	Continue Consultation Ensuring Community Housing provides advice and is consulted on how to deliver services with place-based solutions	- Employment strategy Consultation sessions Feb – QLD and NSW March – WA and possibly NT - April Draft Strategy developed and ready to finalise after EAG make final amendments - May – June Strategy Finalised	Stakeholders' buy-in and participation from the sector	The sector will lack direction on employment opportunities across the nations and be locally focused	- Highlight opportunities and potential for inclusion and jobs - identify key priority areas that have the potential for shared services and support areas of quick wins - Ensure Expert Advisory Group has experience in Employment Services that are housing-related
I) Review and develop a National Indigenous Housing Standard encompassing all jurisdictions;	IN DEVELOPMENT Additional Consultation to be Completed across jurisdictions - in person and/or through online surveys. Academic support is also being sought to support the findings and strengthen place-based solutions. To note this will require ongoing funding to implement recommendations.	Peaks, Community Housing Providers, Indigenous Councils, Expert Advisory Group	Promote culturally safe practices to ensure best outcomes are achieved. Identify Local Place based solutions that have proven ability to be practical. Guide the priorities through robust conversations ensure inclusion of remote, regional and urban solutions are identified.	- Dec 2024 – Identify EAG members - Dec 2024 – Map out key consultation dates and locations that are achievable for 2025 - Feb – Qld - March – NSW - March – WA - MARCH – NT - April – Draft report Development - May-June – EAG final report	- Legislation constraints. - Stakeholders buy in. - Limited timeframe to deliver	Limited consultation Minimised inclusion of the sector	- Maximise consultation and inclusion for the sector - Ensure expert are identified for the Advisory group to steer the focus and outcomes
J) Develop culturally appropriate rental, mortgage, and financial literacy advice.	IN PROGRESS Content is in development for consultation rounds	ICCHO's, Private Industry, Jurisdictional Governments and Peaks and NATSIHA Partners First Nations Foundation	NATSIHA is establishing a national partnership with First Nations Foundation and have supported guidance with our IBA partnership.	Conduct research on what platforms exist and are working.	- Stakeholder by in - Limited timeframe to	Program not effectively creating an impact with	Ensuring we maintain strong partnerships with our sector and keep momentum after

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Annual Work Plan for 1 July 2024 – 30 June 2025

			Identify specific Stakeholders to participate in the program rollout. Promotion of the service offered through social media platform Focus on the Evaluation of the program and how the service can improve and continue	understand what ATSIHCCOs are offering in this area JUL – SEP 2024 - Partnership and First Nations Foundation Meeting with On Country lead to progress partnership and approach Jan 2025 - Alignment and Distribution ATSIHCCOs engaged and offered the access and training sessions on the hub Feb 2024 - MARCH - Consultation of QLD NSW, WA initially - Monitoring of uptake and Evaluation MAY2024	conduct rollout of the program	the whole wider sector Not enough time to evaluate the program outcomes	the consultation rounds Promote good news stories on social media platforms to promote the work for the sector to ensure more buy in into the program. Provide opportunity in all jurisdictions regardless of consultation and promote another inclusion round where an opportunity presents itself Ensuring all Peaks are supporting us within their jurisdictions to ensure buy in

Collaboration, Engagement, Governance & Staffing

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

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

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Annual Work Plan for 1 July 2024 – 30 June 2025

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
territory governments, ATSICCHOs, other national, state and territory peak bodies and other community services;	- Jurisdictional Partners: COP, H&H Peaks and ATTSICHO's - Strategic Partners – Private Industry, Philanthropic, Academic - Commonwealth Government (DSS, NIAA, DITRDCA, PM&C, Treasury) - State and Local Governments - Mainstream Peaks Partners - Commonwealth Statutory Bodies (IBA, Housing Australia) - AHURI - Private Industry Leaders.	each. For example, other Comm Depts such as Department of Infrastructure, Transport, Regional Development, Communications and the Arts, AIATSIS, State Housing & Homelessness related departments and expand to local bodies and councils through our peak's partners.	NIAA – CTG 9a and 17 / Housing Sector Strengthening / consultation/advice/guidance in line with contractual agreement / NIAA and NATSHIA develop, agree, and implement series. DSS – CTG 9b / Housing Policy Partnership Co-Chair, NHHA and NHHP Elders Thinktank / Youth Thinktank / Disability Thinktank – Specialist focussed groups to feed into Housing Policy Partnership and NATSIHA DITRDCA – CTG 9b and 17 Mainstream Peaks Partners- advice/lessons learned. IBA – Entering into an MOU Treasury & NHASC – Enter MOU, assist in the development of First Nations Housing Chapter Housing Australia – Co-designing grant programs AHURI – data/evidence/advice Private Industry – NATSIHA has successfully run its third Private Industry Round Table and is in the process of compiling a schedule of future engagements. Private Industry / ATSICCHO's - negotiate and implement project-based partnerships		government and territorial approaches at times by government. 3. The Joint Council has no current true expertise in First Nation's housing. 4. NATSIHA's sustainability	for the true ability to realise outcomes. 3. First Nations Housing is not truly/adequately represented. 4. Work would continue without the inclusion of a National Aboriginal and Torres Strait Islander Housing perspective or voice iterated from the sector	Govt Department to better coordinate, provide equity or develop plans for actions 3. NATSIHA has written to COP to request a spot on the Joint Council. 4. Ensuring Sustainably and commitments from Governments to work and have NATISHA inclusive of the National dialect
Maintain established linkages and strategic partnerships with relevant agencies including, but not limited to, state and territory governments, ATSICCHOs, other national, state and territory peak bodies and other community services;	COMPLETED – REQUESTING APPROVAL staff are working very well, with the following stakeholders: - Jurisdictional Partners: COP, H&H Peaks and ATTSICHO's - Strategic Partners – Private Industry, Philanthropic, Academic - Commonwealth Government (DSS, NIAA, DITRDCA, PM&C, Treasury) - State and Local Governments - Mainstream Peaks Partners - Commonwealth	Achieve greater reach across all previous mentioned stakeholders, we need to expand our reach and relationships within each. For example, other Comm Depts such as Department of Infrastructure, Transport, Regional Development, Communications and the Arts, AIATSIS, State Housing & Homelessness related departments and expand to local bodies and councils through our peak's partners.	NATSIHA Board – direction and strategic guidance NATSIHA Staff – CEO Responsible (HPP Co-Chair), Staff Input Jurisdictional Partners, including COP, H&H Peaks, and ATTSICHO's – partnership, consultation. Strategic Partners - advice NIAA – CTG 9a and 17 / Housing Sector Strengthening / consultation/advice/guidance in line with contractual agreement / NIAA and NATSHIA develop, agree, and implement series. DSS – CTG 9b / Housing Policy Partnership Co-Chair, NHHA and NHHP Elders Thinktank / Youth Thinktank / Disability Thinktank – Specialist focussed groups to feed into Housing Policy Partnership and NATSIHA DITRDCA – CTG 9b and 17 Mainstream Peaks Partners- advice/lessons learned. IBA – Entering into an MOU Treasury & NHASC – Enter MOU, assist in the development of First Nations Housing Chapter Housing Australia – Co-designing grant programs AHURI – data/evidence/advice Private Industry – NATSIHA has successfully run its third	Ongoing	1. Lack of State and Territory First Nations Peaks Network 2. Lack of coordinated approach within government and territorial approaches at times by government. 3. The Joint Council has no current true expertise in First Nation's housing. 4. NATSIHA's sustainability	1. does make 'conduit' more difficult from bottom-up/top down. 2. Opportunity loss for the true ability to realise outcomes. 3. First Nations Housing is not truly/adequately represented. 4. Work would continue without the inclusion of a National Aboriginal and Torres Strait Islander Housing perspective or voice iterated from the sector	1. advocating for states without peak bodies to consider their establishment. 2. Call via HPP and with each Govt Department to better coordinate, provide equity or develop plans for actions 3. NATSIHA has written to COP to request a spot on the Joint Council. 4. Ensuring Sustainably and commitments from Governments to work and have NATISHA inclusive of the National dialect

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Annual Work Plan for 1 July 2024 – 30 June 2025

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

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Annual Work Plan for 1 July 2024 – 30 June 2025

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
Use their best endeavours to employ First Nations people to work on the Project;	Completed – Requesting Approval NOTE: Reporting will still be populated till contract expires Board 100% First Nations CEO And COO both First Nations. Currently under the NIAA contract we have 9 staff and 5 are First Nations.	Bloom HR been engaged for a National Recruitment Campaign NATSIAH will recruit additional staff based on project requirements	NATSIHA Board/Management/Staff – Champion NATSIHA is an employer of choice for First Nations people, spread the word. Bloom HR - National Recruitment Campaign	Most key positions have been recruited – remaining officer level will be filled based on need	It is a candidate short market; First Nations people are 3% of population and our skillset is niche on top of that.	NATSIHA not realise our potential. Lack of delivery against contract	LinkedIn account now an industry leader in the First Nations Housing Space. Website launch in the very near future Bloom HR engaged for National Recruitment Campaign.
Ensure that any staff working on the Project have demonstrated experience working with First Nations people and can demonstrate cultural competency.	Ensuring that all employees have capabilities and experience working with First Nations people, including demonstrated cultural competency	Recruitment process is critical in this regard, we are new, so ensuring that we hire people that have this is important HR Bloom Board Peaks	CEO/COO/Management only hire people in that have demonstrated experience and can demonstrate cultural competency HR Bloom – National Equity on Position Descriptions Board – Supportive position Peaks – inclusive and supportive role descriptions	Ongoing	Exclusion of the Recruitment team or rushed processes	Employing someone with limited to no experience Stakeholders' relationships become disjointed	Ensuring probation periods are in place Position description KPIs are developed Regular management meetings to check KPI Stakeholder meetings to ensure relationships are intact from their perspective.

Identified Staffing

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



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

Recruitment Strategies

Outline vacancies and/or strategies to recruit

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



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Financial Sustainability

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

Outcomes	Milestone Key Performance Indicators	Stakeholders	Actions	Timeframe	Risks	Impact	Mitigation
<i>What result do we want to achieve</i>	<i>How are we measuring progress?</i>	<i>Who else do we need to work with to achieve these outcomes?</i>	<i>What tasks will each stakeholder (including provider) be responsible for?</i>	<i>When should this action be completed by? (if ongoing, list milestones)</i>	<i>What barriers/risks could prevent implementation of these actions?</i>	<i>What are the impacts if the risk occurs?</i>	<i>What processes can we put in place to address or manage the likelihood or impact of these risks?</i>
Future financial sustainability and funding for NATSIHA must be part of its operational and strategic planning.	Ongoing for the period of 2024-25 - Diversified Funding Sources - We are only hiring people in line with the funding envelope. - NATSIHA is set up with DGR status - NATSIHA is working across the government to seek appropriate funding and enter strategic partnerships with various agencies to support our growth and sustainability. - NATSIHA has run 3 Industry Round Tables and is seeking formal partnerships with super funds, banks, developer companies, etc - Creating a sustainable Program	Commonwealth Agencies Strategic Partners Investors	NATSIHA actively seeks funding from government grants, philanthropic organizations, and private donors to ensure a steady flow of resource Our strategic partners provide their specialised expertise at significantly reduced low bono rates, ensuring exceptional value to allow us to do more for less NATSIHA promotes much-needed work for the sector NATSIHA has developed a sector-strengthening plan to uplift ACCHO housing	Ongoing	- if there are changes in political priorities or economic downturns - the sector will not have NATSIHA and culturally appropriate solutions - No funding to support identified programs like upgrades and maintenance	- Reliance on government grants and external funding can be risky - funding availability - Lack of place-based solutions - Community housing for the sector will continue to deteriorate and be overcrowded	- Diversifying funding sources is crucial to mitigate this risk. - Minimise all costs and employees - Form strategic partnerships with corporations, non-profits, and other stakeholders to secure additional funding and resources - Leverage pro-bono work from strategic partners - Ensuring NATSIHA is involved with Commonwealth program development for Aboriginal and Torres Strait Islander people - Promote the Sector Strengthening Plan to all relevant agencies willing to consider

Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

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

Appendix A

Annual Work Plan for 1 July 2024 – 30 June 2025

Indigenous Employment

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

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



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

05/08/2025

Report details:

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

Reporting timeframes:

Reporting Period:	01/01/2025 to 30/06/2025	Due Date:	15/07/2025
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Need help?

If you require further information or assistance in completing the Report, please call the contact officer for the project as specified in the Project Schedule on **1800 079 098** and quote Review ID **4-KVZ7JCI**.



Step 1 Your Progress and Performance against the project

Project Delivery Overview

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

NATSIHA has successfully completed all but four deliverables from the previous reporting period. The final four projects are now submitted to the NIAA for approval:

Objective G: Co-designed culturally safe programs for Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSICCHO), including:

A Governance Training initiative, accompanied by a review booklet.

The SPOKEN data platform, formally presented to the NIAA Grant Leads online, with an overview attached for reference.

Objective H: Developed a National Indigenous Housing Employment Strategy, encompassing all jurisdictions. This is completed, and the Employment Strategy document will be uploaded.

Objective I: Review and develop a National Indigenous Housing Standard encompassing all jurisdictions; NATSIHA completed a booklet titled Improving Housing and Empowering Local Communities - A Case for Indigenous-led Housing Design Standards, contributing to the development of a National Indigenous Housing Standard. This will be uploaded

Objective J: Develop culturally appropriate rental, mortgage, and financial literacy advice.

NATSIHA delivered a financial advice booklet for the ATSICCHO sector titled Empowerment Through Knowledge, supporting culturally appropriate rental, mortgage, and financial literacy guidance.

Additionally, with these program booklets, an updated work plan will be uploaded to provide further detail on program outcomes, collaboration, engagement, governance, staffing, and financial sustainability.

Success Stories

- Does your Organisation have any success stories to share for this reporting period?**

No

Step 2 Performance measures

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



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

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

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

3. MKDI.D1 - Employment Numbers

Total number of females employed under the activity, in the reporting period:	4
Total number of males employed under the activity, in the reporting period:	6
Total number of non-binary/different term preferred/unspecified people employed under the activity, in the reporting period:	0
Total number of Indigenous females employed under the activity, in the reporting period:	1
Total number of Indigenous males employed under the activity, in the reporting period:	5
Total number of Indigenous non-binary/different term preferred/unspecified people employed under the activity, in the reporting period:	0

4. MKDI.D2 - Hours Worked - Indigenous Staff

Number of hours worked by all Indigenous people employed under the activity, in the reporting period:	5,472
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5. MKDI.D3 - Hours Worked - All Staff

Number of hours worked in the reporting period by all people employed under the activity, in the reporting period:	9,120
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6. MKPI.M1 - Indigenous Employment

Proportion (%) of hours worked in the reporting period that were worked by an Indigenous person, under the activity:	60%
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7. MKPI.M2 - Core Service Provision

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

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

NATSIHA Board is 100% Indigenous. We have partnered with HR Bloom to run any national employment opportunities or vacancies that may present themselves.

Step 3 Location Data

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

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

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

Step 4 Project Contact Information

Title: Mr
Full Name: ZACHARIAH MATYSEK
Phone: Unknown
Email: s47F @natsiha.org.au
Address:

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

No

Provide updated primary contact details for the project below:

Title: Mr
First Name: Ben
Last Name: Thompson
Position: Executive Officer
Phone: s47F

Email Address: s47F [REDACTED]@natsiha.org.au

Step 5 Declaration

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

Same as primary contact person for the project

Disclaimer:

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

Completed documents remain confidential to the Australian Government National Indigenous Australians Agency. The commercial and personal information of services and participants will not be released outside the terms of the advice provided.

I, the authorised officer

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

I agree ☒ Selected

Authorised officer Ben Thompson

Position Executive Officer Date 05/08/2025



Attached Documents

From: Benjamin Thompson <s47F@natsiha.org.au>
Sent: Monday, 11 August 2025 12:55 PM
To: s47F@niaa.gov.au>
Cc: GMU Canberra <GMUCanberra@niaa.gov.au>; Simone PERSSON <s47F@niaa.gov.au>; Zachariah Matysek <s47F@natsiha.org.au>
Subject: Re: NATSIHA report [SEC=OFFICIAL]

OFFICIAL

Hey s47F

Thank you for your email and your call last week.

I look forward to finalising the remaining requirements of our contract and to the NIAA receiving the final drafts of the products we have developed in partnership with communities across the nation.

We appreciate the provision of a two-week extension to allow us to consider the valuable feedback provided by the NIAA. Please accept this email as formal acceptance of the extension. NATSIHA will provide the final versions, along with responses to the matters raised in your email of 7 August, by the requested date of 21 August.

s22(1)

Have a lovely day,

Ben



Benjamin (BJ) Thompson
Executive Director
Housing Sector Strengthening
NATSIHA – National Aboriginal & Torres Strait Islander Housing Association
Suite 3.01, L3, 24 Montgomery Street, Kogarah NSW 2217
M s47F | E s47F@natsiha.org.au

OFFICIAL

From: s47F [REDACTED] <[REDACTED]@niaa.gov.au>
Sent: Monday, August 11, 2025 12:03 PM
To: Benjamin Thompson <[REDACTED]@natsiha.org.au>
Cc: GMU Canberra <GMUCanberra@niaa.gov.au>; Simone PERSSON <[REDACTED]@niaa.gov.au>; Zachariah Matysek <[REDACTED]@natsiha.org.au>
Subject: RE: NATSIHA report [SEC=OFFICIAL]

OFFICIAL

Hi Ben

Further to my email below, as outlined in the attached email, NIAA requires NATSIHA to submit details on expenditure for the last financial year as part of its activity report for the period ending 30 June 2025. This is separate to the audited statements now due end of October and can be high level in a format that has been submitted as part of previous reports.

I'd be grateful if you could advise if the extension to Thursday 21 August 2025 is required, and if so, we will hold off on assessing documentation already provided.

s47F [REDACTED]

s47F [REDACTED] | Director
National Housing Policy | Housing and Infrastructure Branch
National Indigenous Australians Agency
p. s47F [REDACTED] | s47F [REDACTED]
Ngunnawal Country
Charles Perkins House | 16 Bowes Place Phillip ACT 2606
w. niaa.gov.au w. indigenous.gov.au



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



OFFICIAL

From: s47F [REDACTED]
Sent: Thursday, 7 August 2025 1:34 PM
To: Benjamin Thompson <[REDACTED]@natsiha.org.au>
Cc: GMU Canberra <GMUCanberra@niaa.gov.au>; Simone PERSSON <[REDACTED]@niaa.gov.au>; Zachariah Matysek <[REDACTED]@natsiha.org.au>
Subject: NATSIHA report

Hi Ben

Many thanks for taking the time to talk through documents you have provided as part of NATSIHA's final report. It is obvious that a lot of work has gone into the development of the documents provided and I hope this feedback is useful. Please see below comments on the draft documents that were provided over the last few weeks. As I mentioned, NIAA would like to offer a 2-week extension in order for you to consider this feedback and update documents as you see fit. Please respond if you agree to submit final reports no later than cob Thursday 21 August 2025.

Rental, mortgage and financial literacy advice

- NIL comments

SPOKEN

- This will require details on how the platform was co-designed and how it is culturally safe

Governance training

- This will require details on how the training was provided and / or developed in a culturally safe way.

National Indigenous Housing Employment Strategy

- In its current form, this document does not meet the requirements of the grant agreement
- The deliverable is to develop an employment strategy and how it currently stands it focuses on the need for funding and the lack of data.
- While I don't want to dictate what NATSIHA considers a National Indigenous Housing Employment Strategy should include, you might want to consider the following:
 - How organisations can attract, recruit, develop and retain a skilled workforce
 - How can organisations increase employment outcomes

National Indigenous Housing Standards

- In its current form, this document does not meet the requirements of the grant agreement
- The deliverable is to review and develop a National Indigenous Housing Standard, encompassing all jurisdictions
- What has been provided presents a case for a set of standards and lays out a guiding framework for future planning.

I look forward to our catch up on Tuesday 19 August, but please reach out at anytime as you need to.

Regards

s47F

s47F | Director
National Housing Policy | Housing and Infrastructure Branch
National Indigenous Australians Agency
p. s47F
Ngunnawal Country
Charles Perkins House | 16 Bowes Place Phillip ACT 2606
w. niaa.gov.au w. indigenous.gov.au



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



From: Benjamin Thompson [s47F]@natsiha.org.au>
Sent: Wednesday, 20 August 2025 9:54 AM
To: [s47F]; GMU Canberra
Subject: Improving Housing and Empowering Local Communities: Indigenous- Led Design Standards
Attachments: S_Improving Housing and Empowering Local Communities_Indigenous-led design standards.zip
Follow Up Flag: Follow up
Flag Status: Completed

Good morning [s47F] and Team,

Please see recent changes to the Improving Housing and Empowering Local Communities: Indigenous- Led Design Standards (National Indigenous Housing Standards)

National Indigenous Housing Standards

- In its current form, this document does not meet the requirements of the grant agreement
- The deliverable is to review and develop a National Indigenous Housing Standard, encompassing all jurisdictions
- What has been provided presents a case for a set of standards and lays out a guiding framework for future planning.

Thank you [s47F], for your thoughtful comments and for allowing us to provide further clarity on this important matter.

Under the current grant agreement, Project Objective 2.5(i) tasks NATSIHA with reviewing and developing a National Indigenous Housing Standard that spans all jurisdictions.

NATSIHA has undertaken this work in close partnership with Aboriginal and Torres Strait Islander Community Controlled Organisations nationwide. Across these discussions, a clear and consistent message has emerged: any National Housing Standard must place self-determination and place-based decision-making at its core.

As you may be aware, housing responsibilities sit in a complex space within the Australian Constitution, divided across Commonwealth, State and Territory governments. Each jurisdiction maintains its own housing standards, policies, and legislative requirements. On top of this, there is immense diversity across Australia in terms of climate, geography, cultural practices, and local community priorities.

In addition, within each jurisdiction, the housing landscape itself is highly fragmented. The social housing system, the community housing sector, and the private housing market all operate under distinct standards, policies, and regulatory requirements. These differences extend beyond technical building codes and design guidelines to include tenancy management practices, eligibility criteria, funding arrangements, compliance obligations, and approaches to maintenance and asset management.

For example, social housing delivered directly by government agencies is often bound by different regulatory frameworks than community housing providers, who may be subject to separate national and state-based registration requirements. Meanwhile, the private housing market is primarily driven by planning laws, market forces, and consumer protection frameworks, which rarely align with the needs of low-income or culturally diverse communities.

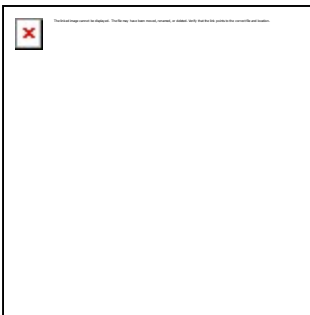
This variation creates significant complexity when considering a single, uniform National Indigenous Housing Standard. Any workable approach must take into account these layers of difference—not only across jurisdictions, but also across the different sectors that make up the housing system—while ensuring the outcome remains culturally appropriate, equitable, and practical to implement

Taking these realities into account, and after extensive consultation with communities, we have collectively determined that the most viable and meaningful approach to a National Housing Standard is what we have produced which:

- is culturally safe and community-led,
- reflects local climate and environmental conditions,
- respects the unique cultural and kinship needs of communities, and
- supports self-determination in choosing the housing products and services that best meet local needs.

We are grateful that the definition of the project objective in the NIAA contract allowed for NATSIHA and ATSICHO's across the Country to shape a National Housing Standard that is practical, respectful, and capable of being implemented in a way that respects place-based decision making, is culturally safe for all, and is achievable.

Kind Regards, Ben



Benjamin (BJ) Thompson
Executive Director
Housing Sector Strengthening
NATSIHA – National Aboriginal & Torres Strait Islander Housing Association
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