Performance Report Assessment

Reference No: PRA - 4-HBIG4U4 - 4-K9PDHD1

Grant Activity Details

Project:	**Title:** NATSIHA Housing Peak Body Capacity Building **ID:** 4-HBIG4U4 **IAS Program:** 1.4 - Culture and Capability - SP-00171 - Closing The Gap - Partnering For Delivery - IAPW43 **Project Dates:** 1/03/2022 to 30/06/2025	**Activity Risk:** <INSERT>
Organisation:	NATIONAL ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING ASSOCIATION LIMITED **ABN:** 70646448142	**ORP Rating:** Extreme **Expiry Date:** 25/02/2026
Organisation Primary Contact:	Rob MacFarlane Cheif Executive Officer e.s47F [redacted]@natsiha.org.au p.s47F [redacted]	
NIAA Contacts:	Engagement Officer:s47F [redacted] Regional Presence: National Office Activity Manager: s47F [redacted] Managing Office: Canberra - GMU	

Performance Report Acceptance

Reporting Period	**1/03/2022 to 30/06/2025**
Report Acceptance	Pass - amended
Report Acceptance Comments	The performance report has not been submitted using the PDF Smart Form that NATSIHA should have used had it submitted the performance report via the online portal. I will assess this best I can but if the information is not there or difficult to discern, I will simply say so in the assessment. For example, any KPI information will be assessed as 'Needs to Improve' if the information is not accessible in the performance report. NATSIHA has had more than sufficient time to submit its performance report so I am not inclined to go back NATSIHA for more information.

Performance Report Assessment

Performance Rating	**Fail**
Overall Progress	The provider submitted a 23-page A3 landscape document in table format in place of the standard performance report template. The first 22 pages purports to address each element of the project description. The layout and contents of the 23-page document makes it difficult to demonstrate the provider's progress against the project description. Pages 1-11 purport to address the Project Objectives at paragraph 2.5 of the Project

	Description. The provider asserts it has completed paragraphs 2(a)-(f) of the Project Objectives (and NIAA has agreed to this) and claims to be making substantial progress against the remaining Project Objectives at paragraphs 2(g)-(j). The provider does not appear to have given a timeline on how it proposes to complete Project Objectives at paragraphs 2(g)-(j) by the activity end date of 30 June 2025. The provider repeatedly asserts it provided the NIAA with an update on the Housing Standards project in December 2024 as an attachment to the letter sent to the CEO. Pages 12-22 purport to address the remainder of the project description. Much of the contents is a narrative of what the provider claims to do with only limited examples of what it has actually done against those elements of the project description during the reporting period. Page 23 purports to address the KPIs. The provider has responded to two of the five KPIs, and the responses do not address the requirements of those two KPIs. The commentary against the MKPI.M1 – Indigenous Employment KPI does not address whether Indigenous staff worked 50% of total hours worked. Of interest, the current status of the CEO is still unknown. The provider's commentary against the MKPI.M1 – Indigenous Employment KPI states the Provider's Board will be responsible for the recruitment of the CEO yet a recruitment process for the CEO is absent in the recruitment strategies listed on page 17. The commentary against the MKDI.D2 - Hours Worked – Indigenous Staff KPI does not state the actual hours worked by Indigenous staff during the reporting period. Instead, it only provides that 'We anticipate approximately 6300 hours worked by Indigenous Staff every 6 months with the current staffing.' In any event, without the provider's responses to the remaining KPIs, it is not possible to assess whether the provider met the 50% target in the MKDI.D2 - Hours Worked – Indigenous Staff KPI. Despite having more than sufficient time to complete and submit the performance report, it appears the provider has been unwilling or unable to address the five mandatory KPIs. An inability to provide those KPIs may indicate the provider is experiencing record management or other administration issues that may impact on the provider's ability to successfully deliver this activity by the Activity End Date of 30 June 2025. Accordingly, the provider's performance against all KPIs is assessed as a 'Fail'. In addition, the provider's performance has not met expectations and the performance report fails to demonstrate it will meet performance expectations by activity end date of 30 June 2025. Accordingly, the performance report is also assessed as a 'Fail'.
Lessons Learned	Lessons learned will be considered and raised with Compliance as necessary.
Identified Actions	
Assessor Recommendation	The provider submitted a 23-page A3 landscape document in table format in place of the standard performance report template. The first 22 pages purports to address each element of the project description. The layout and contents of the 23-page document makes it difficult to demonstrate the provider's progress against the project description. However, the document indicates the provider's performance is not meeting expectations and fails to demonstrate the provider will meet performance expectations by activity end date of 30 June 2025. Accordingly, the performance report is assessed as a 'Fail'. In

	addition, the provider's performance against all KPIs is assessed as a 'Fail' as it has failed to address the requirements of those KPIs. There is no milestone payment associated with this performance report.		
Assessor		**Assessed On**	19/03/2025
Engagement Officer Input Required?	No	**Engagement Officer**	s47F [redacted]
Engagement Officer Comments	HIB overall outcome: Fail for this reporting cycle. The performance report submitted is a narrative of what NATSIHA claims to do, or will do, with only limited examples of what it has been done against those elements of the project description during the reporting period. NATSIHA were asked to provide evidence of progress in the last report, which has not been provided. The NIAA has not seen any actual progress against many of the objectives over the last reporting periods such as documentation, or materials.		

Action Items

Subject	Details
PRA - 4-HBIG4U4 - 4-K9PDHD1 - AI-013214	Status Reason: Awaiting Action Action Item ID: AI-013214 Action Item Type: Other Action Item Type - Other: The provider is currently under compliance review Description: The provider is currently under compliance review Responsible Party: NIAA Responsible Person: s47F [redacted] Due Date: 30/06/2025 Priority: Normal Confidentiality: Internal Only Stakeholders: Actioned On:

KPI Assessment

KPI Code	KPI Rating	Comments
MKDI.D1 - Employment Numbers	3 - Fail	The provider has failed to address this requirement.
MKDI.D2 - Hours Worked - Indigenous Staff	3 - Fail	The commentary against the MKDI.D2 - Hours Worked – Indigenous Staff KPI does not state the actual hours worked by Indigenous staff during the reporting period. Instead, it only provides that 'We anticipate approximately 6300 hours worked by Indigenous Staff every 6 months with the current staffing.' In any

		event, without the provider's responses to the remaining KPIs, it is not possible to assess whether the provider met the 50% target in the MKDI.D2 - Hours Worked – Indigenous Staff KPI.
MKDI.D3 - Hours Worked - All Staff	3 - Fail	The provider has failed to address this requirement.
MKPI.M1 - Indigenous Employment	3 - Fail	The commentary against the MKPI.M1 – Indigenous Employment KPI does not address whether Indigenous staff worked 50% of total hours worked. Of interest, the current status of the CEO is still unknown. The provider's commentary against the MKPI.M1 – Indigenous Employment KPI states the Provider's Board will be responsible for the recruitment of the CEO yet a recruitment process for the CEO is absent in the recruitment strategies listed on page 17. As the provider has not addressed the other KPIs, it is not possible to assess whether it has met the 50% employment target.
MKPI.M2 - Core Service Provision	4 - Delivery is substantially below requirements	As the provider's performance has not met expectations and raises significant concerns, the performance report is assessed as 'Needs to Improve'.

Approval Details	
Approver	s47F [redacted]
Approver Level	Executive Level 2
Approver Office	GMU Canberra | Grants Management Unit | Grants and Finance
Approval Comments	
Approved On	21/03/2025
Payment Milestone ID	
Payment Approved?	Not Applicable
Payment Approval Comments	
Payment Milestone Completed?	Not Applicable

From: GMU Canberra
Sent: Tuesday, 25 March 2025 5:10 PM
To: Zachariah Matysek; Benjamin Thompson
Cc: s47F [redacted]; s47F [redacted]
Subject: NATSIHA Performance Report July to December 2024 - Assessment outcome [SEC=OFFICIAL]

OFFICIAL

Dear Zac

Thank you for your reports submitted on 7 March 2025. The NIAA has undertaken its assessment, and I wish to advise you that your report and related KPIs have been rated as fail.

We have concerns regarding your performance report submitted and whether NATSIHA can meet its deliverables and objectives within the remaining timeframes. We have assessed several of the items as failed as listed below. We would welcome a meeting to discuss how you plan to achieve delivery by 30 June 2025.

Annual workplan
The Annual workplan provided has been accepted by the NIAA, but rated as Fail. Please see specific feedback below.

A) Recruiting a CEO to assist and guide the establishment of the governance and administration of the organisation;	Nil comments, however please note that while this has been marked as **completed**, any future recruitment process of a CEO will need to be reported on.
B)	Complete.
C)	Complete.
D) Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation;	Complete. The operational plan has been delivered however activities in it are not complete. Action by 30 June 2025 – complete the ongoing activities.
E)	Complete.
F)	Complete.
G) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander	Not complete. No documentation/evidence of material has been provided to date.

Community Controlled Housing Organisations (ATSICCHO);	No details have been provided on the NRSCH review project as reported on in the Performance Report. Further information is required on what the national SPOKEN data platform will do, including any evidence of material. Action by 30 June 2025 – deliver NRSCH review project and complete ongoing activities.
H) *Development of a National Indigenous Housing Employment Strategy for Housing encompassing all jurisdictions*	No documentation provided to date – unable to assess progress. The NIAA looks forward to **receiving a draft strategy** ahead of it being tested with ATSICCHOs. Action by 30 June 2025 – Deliver National Indigenous Housing Employment Strategy by 30 June 2025.
I) *Review and develop a National Indigenous Housing Standard encompassing all jurisdictions*	No documentation provided to date, some narrative provided stating claims of progress. Unable to fully assess progress without viewing material. Action by 30 June 2025 – Deliver National Indigenous Housing Standard by 30 June 2025.
J) Develop culturally appropriate rental, mortgage, and financial literary advice.	Not complete. No documentation or materials have been provided to date, objective was unable to be assessed on progress narrative alone. This deliverable is to develop advice and not to share a program that is already available. Outline regarding input to AHURI report and Centre of Excellence applications are out of scope for this objective. Development of a 'Building on First' platform in conjunction with another organisation. No evidence has been provided to assess item against the objective. Action by 30 June 2025 – deliver materials developed and complete ongoing activities.
Work collaboratively with key stakeholders across all jurisdictions, including but not limited to state and territory governments, ATSICCHOs, other national,	Not approved as **closed** as this work is ongoing, however we note that information provided and accept that this is underway and ongoing Action by 30 June 2025 – complete ongoing activities.

state and territory peak bodies and other community services;	
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;	Not approved as **closed** as this work is ongoing, however we note that information provided and accept that this is underway and ongoing Action by 30 June 2025 – complete ongoing activities.
Maintain strong governance and financial management arrangements complying with Australian law;	Not approved as **closed** as this work is ongoing, however we note that information provided and accept that this is underway and ongoing
Use their best endeavours to employ First Nations people to work on the Project;	Not approved as **closed** as this is ongoing, however we note that information provided and accept that this is underway and ongoing
Part 3, Project Schedule - Financial Sustainability	
Future financial sustainability and funding for NATSIHA must be part of its operational and strategic planning.	Noted, NATSIHA has made claims they are engaging with partners and stakeholders on this item. Ongoing and needing completion by 30 June 2025.
2.10 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.	NATSIHA will need to provide evidence on what funding is being obtained from state and territory governments, the private sector, non-government organisations and donations to support the operations as required under the contract. Action by 30 June 2025 – provide evidence of other funding sources/future funding models.
2.11 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.	Future budget information will need to include any other financial contributions to date.

<u>Performance against the KPIs</u>

NATSIHA has only responded to two of the five KPIs, and its responses do not address the requirements of those two KPIs. The Performance report was not submitted using the portal link sent to NATSIHA previously. If this link was used, the template would have provided guidance on providing this data.

MKPI.M1 – Indigenous Employment	50 per cent of hours worked in the reporting period under the activity, are worked by an Indigenous person. Source: Service Provider. Frequency: 6 monthly.	Indigenous Employment KPI does not address whether Indigenous staff worked 50% of total hours worked. Failed
MKDI.D1 – Employment Numbers	Number of Indigenous people employed, and the total number of people employed, under the activity (by gender). Source: Service provider. Frequency: 6 monthly.	The provider has failed to address this requirement by gender. Failed
MKDI.D2 – Hours Worked – Indigenous Staff	Number of hours worked in the reporting period by all Indigenous people employed under the activity. Source: Service Provider. Frequency: 6 monthly.	Not submitted - Failed
MKDI.D3 – Hours Worked – All Staff	Number of hours worked in the reporting period by all people employed under the activity. Source: Service Provider. Frequency: 6 monthly.	Not submitted - Failed
MKPI.M2 – Core Service Provision	Core activities or service being delivered meet or exceed requirements. Source: Agreement Manager review of Service Provider performance reporting.	Failed

Regards
s47F [redacted]

Grants Management Unit Canberra
National Indigenous Australians Agency
Ngunnawal Country
Charles Perkins House, 16 Bowes Place, Woden ACT 2606 | PO Box 2191 Canberra ACT 2600
w. niaa.gov.au w. gmucanberra@niaa.gov.au

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

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

OFFICIAL

OFFICIAL

OFFICIAL

Project description	Assessment
2.2 The Provider must deliver the following Project to establish and build the capacity of the National Aboriginal and Torres Strait Islander Housing Association as the national peak housing body for First Nations people (the Project).	NATSIHA has established itself as a national peak housing body. However, the quality of its performance reports makes it difficult to assess its effectiveness as a national peak body. Policy team supports this assessment and considers this as **not delivered**.
2.3 The Project is 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 First Nations people.	NATSIHA does not appear to provide any commentary on what advice or guidance it has given to the Australian and other governments in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). Policy team supports this assessment and considers this as **not delivered**. While there have been some proposals submitted to the Commonwealth from NATSIHA, they have lacked detailed and have not outlined how they improve housing outcomes for First Nations people. Limited costings have been provided and proposals have included a large sum of money for NATSIHA. It is not known what, if any, advice and guidance has been provided to other Governments.
2.4 The Provider 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.	The attachments NATSIHA submitted indicate it is consulting the Aboriginal community-controlled housing sector and other stakeholders. However, those attachments do not always provide specific details of which stakeholders were engaged. Policy team supports this assessment and considers this as **partially delivered**. Limited details have been provided on how projects were co-designed and with which members of the community controlled sector. It is not evident that NATSIHA engaged with tenants and members of the Aboriginal community more broadly, other than potentially through Governance training – however that seemed to be directed towards the community controlled sector.
Project Objectives	
2.5 The objectives of the Project are	
(a) Recruiting a CEO to assist and guide the establishment of the governance and administration of the organisation;	**Jul-Dec 2024 – NOTE: This date should be as at 30 June 2025. As part of feedback provided for performance report to 31 December NIAA advise NATSIHA: *Nil comments, however please note that while this has been marked as completed, any future recruitment process of a CEO will need to be reported on.*** Completed Policy team agrees this has been completed, however there are currently acting arrangements in place due to long term leave arrangements with the substantive CEO. NATSIHA have not been forthcoming with what the details of the substantive CEO and if a process to fill the position permanently will be undertaken. Noting this, this was addressed some time ago in correspondence between NIAA CEO and NATSIHA A/g CEO. Policy team considers this as **partially delivered.**
(b) Progressive recruitment of key staff as identified and required;	**Jul-Dec 2024** Completed Policy team agree this has been **completed**, however recruitment processes took some time and it should be noted that there was a high reliance on consultants.
(c) Leasing of appropriate premises, purchase of appropriate hardware and software for operations;	**Jul-Dec 2024** Completed Policy team agree this has been **completed**, however question if Cairns is the most appropriate place for a national peak body to operate from – this however is not within NIAA's remit. It should be noted that the Sydney office remained vacant for some time and would question if this location was in fact appropriate.

OFFICIAL

OFFICIAL

(d) Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation;	**Jul-Dec 2024 NOTE: This date should be as at 30 June 2025. As part of feedback provided for performance report to 31 December 2024 NIAA advise NATSIHA:** ***Complete. The operational plan has been delivered however activities in it are not complete. Action by 30 June 2025 – complete the ongoing activities.*** Completed Policy team agree this has been **completed**, however recent reporting does not provide an update on ongoing activities under the operational plan.
(e) Development of policies and procedures required for the effective governance and general operations of the organisation;	**Jul-Dec 2024** Completed Policy team agree this has been **completed**.
(f) Identification of 'key stakeholders' including the type of relationship they would have with NATSIHA (both formal and informal);	**Jul-Dec 2024** Completed Policy team agree this has been **completed**.
(g) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSICCHO);	**Jul-Dec 2024** NATSIHA claims to be making substantial progress against the remaining Project Objectives at paragraphs 2(g)-(j). It does not appear to have given a timeline on how it proposes to complete Project Objectives at paragraphs 2(g)-(j) by the activity end date of 30 June 2025. **Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) proposed the following activities for 2024-25: • Delivery of face to face governance training to ICCHOs in June 2024 to March 2025 followed by evaluation in April-May 2025. • Develop a data tool called 'SPOKEN' in September 2024 to January 2025 followed by inputting of data into the took in Jan-April 2025 and an evaluation in May 2025. NATSIHA asserts in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025) it completed this objective by delivering: • A Governance Training Initiative accompanied by a review booklet • The SPOKEN data platform previously presented to NIAA and an overview was attached with the performance report NATSIHA submitted a PDF document titled *Governance In Our Hands Program: Overview and Review Booklet* (2025.08.05 - 18.09 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - Governance in our hands). It is an overview and review of the governance training delivered by NATSIHA. The document states the governance training was co-designed with law firm King & Wood Mallesons (but does not appear to state which Indigenous stakeholders (were involved in the co-design) and delivered in partnership with University of Adelaide. It was delivered in six jurisdictions to 212 participants from 116 organisations (representing 23% of the sector). NATSIHA submitted a PDF document titled *SPOKEN: A Sector-Led Data Platform* (2025.08.05 - 18.15 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - SPOKEN). The document claims SPOKEN provides data on stock numbers, locations, housing types, workforce size, governance models, and unmet demand. The document provides general information about SPOKEN and the purpose it fills, but minimal specific information about how it was developed and who was part of the co-design process. The document provides an example of the dashboard of the data it collects as an illustration. Housing Policy can comment on the demonstration NATSIHA provided on SPOKEN in the EO comments. Policy team comments: Two projects were delivered under this Project Deliverable. 1. **Governance in our hands**: NATSHIA delivered a series of governance training aimed at supporting capability development for all levels on an Aboriginal and Torres Strait Islander housing organisation. On receipt of this document, NIAA sought further clarification on how this training was provided and / or delivered in a culturally safe way. While not outlined in the performance report or governance in our hands document, this clarification was provided via email on 20 August 2025.NIAA policy team is supportive of this project being **COMPLETE.**

OFFICIAL

OFFICIAL

	2. **SPOKEN**: NATSIHA developed a data platform and provided a document outlining the purpose of the platform and what data is being collected. On receipt of this document, NIAA sought further clarification on how the platform was co-designed and is culturally safe. While not outlined in the performance report on SPOKEN document, this clarification was provided via email on 20 August 2025. NIAA policy team is supportive of this project being **COMPLETE**.
(h) Development of a National Indigenous Housing Employment Strategy for housing, encompassing all jurisdictions;	**Jul-Dec 2024** NATSIHA claims to be making substantial progress against the remaining Project Objectives at paragraphs 2(g)-(j). It does not appear to have given a timeline on how it proposes to complete Project Objectives at paragraphs 2(g)-(j) by the activity end date of 30 June 2025. **Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) proposed the following activities for 2024-25: • Develop a National Indigenous Housing Employment Strategy for Housing, encompassing 3-5 Jurisdictions • Consultations commencing in Queensland in February 2025, NSW in March 2025, WA and NT in April 2025 • Draft by April 2025 • Strategy to be finalized in May-June 2025 NATSIHA asserts in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025) it completed this objective and attached a copy of the employment strategy titled *A National Indigenous Employment Strategy for Housing* (2025.08.05 - 18.07 - Performance Report - 4-HBIG4U - Jan-Jun 2025 – Indigenous Employment Strategy) with its performance report. Housing Policy can comment on the quality of the contents of the National Indigenous Employment Strategy. However, it appears the document is not a strategy but a lengthy preamble to a strategy that is yet to be developed. While it contains helpful insights and documents NATSIHA's consultation and fact finding on this topic, it does not appear to enunciate an actual strategy. Policy team agrees with the above initial assessment and advised NATSIHA that this version did not meet the requirements of the grant agreement. NIAA agreed to an extension in order for NATSIHA to consider our feedback on this. This version was not an employment strategy and focused on the need for funding and lack of data. An updated version was received by email on 20 August 2025 and this document provided details on how to strengthen and grow the Aboriginal and Torres Strait Islander housing workforce. NIAA policy team is supportive of this project being **COMPLETE**.
(i) Review and develop a National Indigenous Housing Standard, encompassing all jurisdictions;	**Jul-Dec 2024** NATSIHA claims to be making substantial progress against the remaining Project Objectives at paragraphs 2(g)-(j). It does not appear to have given a timeline on how it proposes to complete Project Objectives at paragraphs 2(g)-(j) by the activity end date of 30 June 2025. The provider repeatedly asserts it provided the NIAA with an update on the Housing Standards project in December 2024 as an attachment to the letter sent to the CEO. **Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) proposed the following activities for 2024-25: • Face to face and personal consultations with peaks, ICCHOs, Indigenous Councils, Experts etc • Consultations commencing in Queensland in February 2025, NSW in March 2025, WA and NT in April 2025 • Draft by April 2025 • Final report by May-June 2025 NATSIHA asserts in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025) it completed this objective and attached a copy of its housing standard with its performance report. Policy team comments: On receipt of this original version, NIAA advised NATSIHA that this did not meet the requirements of the grant agreement. NIAA agreed to an extension in order for NATSIHA to consider our feedback. This version was not a set of standards, however presented a case for a set of standards and lays out a guiding framework for future planning.

OFFICIAL

OFFICIAL

	An updated version was received by email on 20 August 2025. This document provided a set of 'standards' that offer a guiding framework for governments, housing agencies, and delivery partners to support best practice in engaging with Aboriginal and Torres Strait Islander communities. This also includes a review of resources currently available, however does not provide details of current legislation in this space or jurisdictional minimum housing standard requirements. While quite detailed and includes some cultural considerations, NIAA is of the view that any set of housing standards need to include standards that must be met for dwellings to be considered safe and suitable. While 'safe' aspect of this has been partially included in the document, as details have been included on cultural considerations, no details have been included on how dwellings need designed to be safe (in general) and considerations to make it habitable. There was an opportunity for this set of standards to include health hardware considerations for First Nations community. NIAA policy team considers this project as being **NOT COMPLETED and not delivered.**
(j) Develop culturally appropriate rental, mortgage, and financial literary advice.	**Jul-Dec 2024** NATSIHA claims to be making substantial progress against the remaining Project Objectives at paragraphs 2(g)-(j). It does not appear to have given a timeline on how it proposes to complete Project Objectives at paragraphs 2(g)-(j) by the activity end date of 30 June 2025. **Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) proposed range of activities to deliver this outcome. It was not clear how those activities would deliver those outcomes. Activities appear to be a review of existing information, followed by consultation with stakeholders, deliver training in February-March 2025, and evaluation in May 2025. The workplan references those events taking place in 2024 and this is assumed to be a drafting error. NATSIHA asserts in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025) it completed this objective and attached a financial advice booklet for the ATSICCHO sector titled *Empowerment.Through Knowledge, supporting culturally appropriate rental, mortgage, and financial literacy guidance* (2025.08.05 - 18.02 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - Empowerment through knowledge). Housing Policy to comment the quality of the contents of the Empowerment through knowledge booklet in EO comments. There appears to be no commentary on the publication and distribution strategy of the booklet to ensure it reaches those whom the booklet was designed for. NATSIHA also submitted a PDF document titled 'Money, Housing and Choice – A Project Overview (2025.08.05 - 18.02 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - Money, Housing and Choice). It was not immediately clear from the covering email or performance report what the purpose of this document is. After reading through the 24-page document, it appears to be an illustrated account of how NATSIHA developed the content of the 'Empowerment through knowledge' booklet. Policy team is supportive of this project being **COMPLETE**. This was provided to the NIAA on 16 July 2025, and while it was assessed that this report satisfied the requirement under the grant agreement and does a good job at addressing key First Nations housing and finance issues, and providing practical guidance on how people can address these issues, feedback was provided for NATSIHA to consider how the document can be strengthened to further provide advice to First Nations people. This feedback was taken on board and NATSIHA updated the document.
Collaboration, Engagement, Governance and Staffing	
2.6 The Provider must:	
(a) 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;	**Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) asserts this has been completed. NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). Policy team considers this **NOT COMPLETE and not delivered**. Advice provided to NATSIHA on NIAA's assessment of their performance report to 31 December 2024 provided advice that this was not approved as closed

OFFICIAL

OFFICIAL

	as this work is ongoing. Policy team agrees that NATSIHA has not provided any further information in its performance report and is unable to undertake a final assessment.
(b) 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;	**Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) asserts this has been completed. NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). Policy team considers this **NOT COMPLETE and not delivered**. Advice provided to NATSIHA on NIAA's assessment of their performance report to 31 December 2024 provided advice that this was not approved as closed as this work is ongoing. Policy team agrees that NATSIHA has not provided any further information in its performance report and is unable to undertake a final assessment.
(c) Maintain strong governance and financial management arrangements complying with Australian law;	**Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) asserts this has been completed. NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). Policy team considers this **NOT COMPLETE and not delivered**. Advice provided to NATSIHA on NIAA's assessment of their performance report to 31 December 2024 provided advice that this was not approved as closed as this work is ongoing. Policy team agrees that NATSIHA has not provided any further information in its performance report and is unable to undertake a final assessment.
(d) Use their best endeavours to employ First Nations people to work on the Project;	**Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) asserts this has been completed. Other than the KPI data, NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). In response to the KPIs, NATSIHA reports Indigenous staff worked 60% of total hours worked, against its KPI target of 50%. NATSIHA reports six of its ten staff are Indigenous. NATSIHA reports six Indigenous staff worked a total of 5472 hours and the four non-Indigenous staff worked 3648 hours, which equates to an average of 7.41 hours per day per Indigenous staff member and exactly the same for non-Indigenous staff. Those hours also equated to an equivalent of 5.9 FTE for Indigenous staff and 4.0 FTE for non-Indigenous staff. Policy team considers this **NOT COMPLETE**. Advice provided to NATSIHA on NIAA's assessment of their performance report to 31 December 2024 provided advice that this was not approved as closed as this work is ongoing. Policy team agrees that NATSIHA has not provided any further information in its performance report and is unable to undertake a final assessment.
(e) Ensure that any staff working on the Project have demonstrated experience working with First Nations people and can demonstrate cultural competency.	**Jan-Jun 2025** NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) asserts this is an ongoing task. It simply asserts it will only hire people with demonstrated experience and cultural competency, and it will have position descriptions and KPIs and ensure probation periods are in place and check in with stakeholders. The content is very similar to its Jul-Dec 2024 Performance report. NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). Policy team considers this **NOT COMPLETE**. Advice provided to NATSIHA on NIAA's assessment of their performance report to 31 December 2024 provided advice that this was not approved as closed as this work is ongoing. Policy team agrees that NATSIHA has not provided any further information in its performance report and is unable to undertake a final assessment.
2.7 The Project is to be delivered nationally, with the Project location operating from the Provider's Administrative Office.	**Jan-Jun 2025**

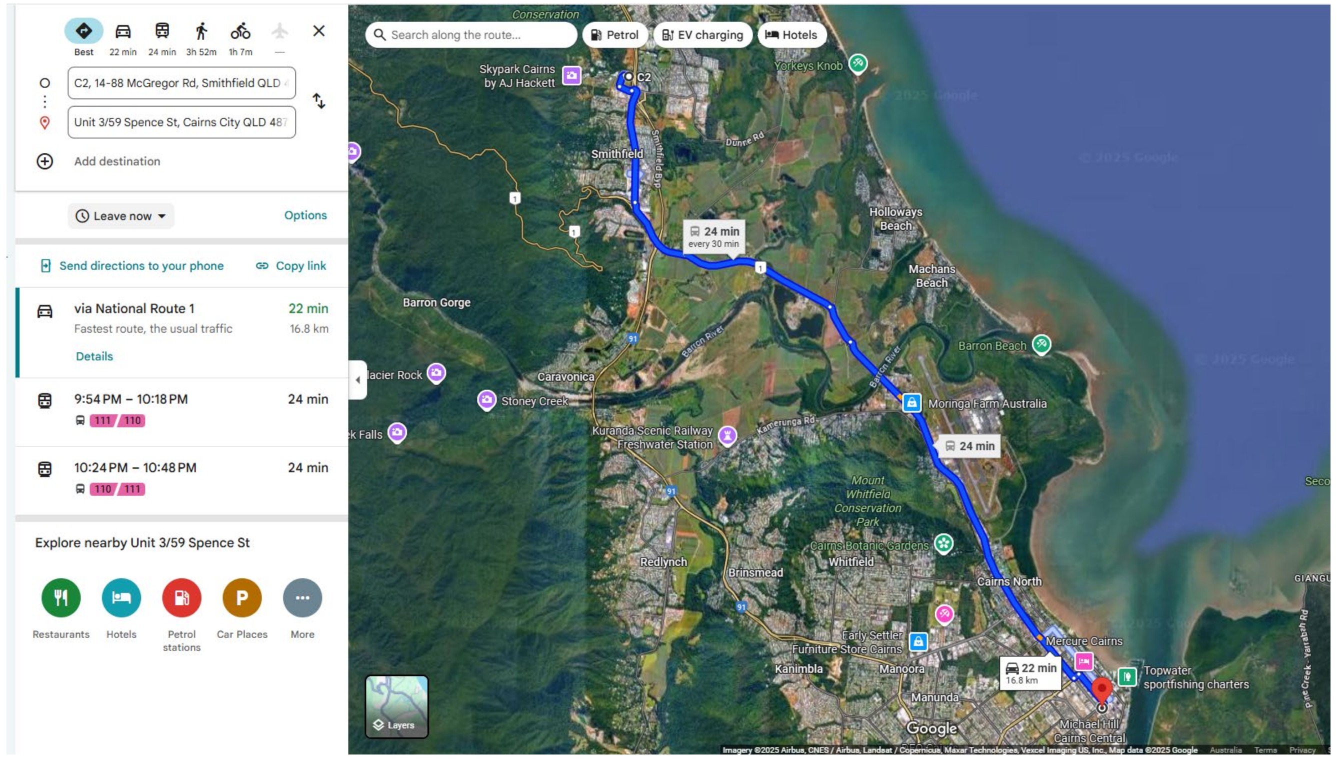
OFFICIAL

OFFICIAL

	NATSIHA advises it has relocated to 3/59 Spence Street, Cairns City QLD 4870 with seven staff (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - Office confirmation). NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). Policy team considers this **PARTIALLY COMPLETE.** While details have not been included in its performance report, advice has been received that NATSIHA now operates from Cairns, however no details have been provided on how the project was delivered nationally.
2.8 The Provider will work collaboratively with the National Indigenous Australians Agency (NIAA) to ensure successful delivery of the Project.	**Jan-Jun 2025** Housing Policy to comment on NATSIHA collaboration with NIAA in EO comments. Policy team considers this **PARTIALLY COMPLETE**. While NATSIHA has at times considered NIAA's feedback on documents, NIAA has provided support and guidance to NATSIHA on how to successfully deliver on objectives and outcomes under the grant agreement. While NIAA has sought to work collaboratively with NATSIHA throughout the Project, NATSIHA has not offered the same approach. NIAA is of the view that not all aspects of the Project have been delivered successful, despite our best efforts. NATSIHA has not always been forthcoming with information that NIAA has sought.
Financial Sustainability	
2.9 Future financial sustainability and funding for NATSIHA must be part of its operational and strategic planning.	**Jan-Jun 2025** The content in NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) for 2024-25 for future sustainability appears to be an abbreviated version of the contents of the Jul-Dec 2024 Performance report. It is difficult to assess what progress was made in the current reporting period. NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). Policy team considers this **NOT COMPLETE**. NATSIHA have not provided detailed information on how they are planning to become financially sustainable.
2.10 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.	**Jan-Jun 2025** With the exception of 'How we are measuring progress?' column, the content in NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) for 2024-25 for future sustainability duplicates much, if not all, of the contents of the Jul-Dec 2024 Performance report. However, the 'How we are measuring progress?' column contains new content. Contrary to the requirement of paragraph 2.10 of the project description, NATSIHA expressly states it '*does not seek to obtain funds from state and territory Governments.*' It also states '*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.*' ATSIEO is registered with ORIC but there is limited information on ORIC's public register. ATSIEO is located 17 km from NATSIHA's new office in Cairns but ATSIEO's directors and members do not appear to have any direct connections with NATSIHA. Policy team considers this PARTIALLY COMPLETE.

OFFICIAL

OFFICIAL

	 NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025).
2.11 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.	No content provided in NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) for 2024-25. NATSIHA has not provided any further information in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025). This information has not been documented to the Commonwealth's satisfaction. Policy team considers this is **NOT COMPLETE**.
Reporting	
2.12 The Provider must submit to the Commonwealth all the data and reports specified in Part 3, item 7 (Reporting and Site Visits) of this Agreement.	While NATSIHA have provided all reports and required data, they have not been to NIAA's satisfaction. This is reflected in reports being rated as 'needs to improve' and fail.
2.13 The Provider must provide information and other supporting documentation that addresses the Project Objectives, to the Commonwealth as an attachment to the performance reporting as detailed in Part 3, item 7: Reporting and Site Visits.	While NATSIHA have provided all reports and required data, they have not been to NIAA's satisfaction. This is reflected in reports being rated as 'needs to improve' and fail. NIAA has had to regularly seek additional information from NATSIHA which has not always been forthcoming.
2.14 Reporting includes: (a) submission of an annual detailed Budget, to include detail of funds contributed from State and Territory Governments, the private sector, non-government organisation and donations, as stipulated in Part 3, item 7: Reporting and Site Visits. (i) detailed budget must reflect the annual Grant funding amounts detailed at Part 3, item 10 – Additional Conditions. (ii) Budget to be agreed by the Commonwealth. (b) submission of an Annual Work Plan as stipulated in Part 3, item 7: Reporting and Site Visits.	NATSIHA has a 2024-25 Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) Housing Policy to confirm if budget and Annual Work Plan Requirements met in EO comments. The policy team considered this as **COMPLETE**. As this is the final report, no Annual Work Plan is required.

OFFICIAL

OFFICIAL

(i) Annual Work Plan to be submitted on the template supplied by the Agency. Annual Work Plan to be agreed by the Commonwealth.	
Activity Generated Income	
2.15 Activity generated income is any income earned by the Provider as a result of grant funding under this Project Schedule such as but not limited to interest, proceeds from sale of assets and insurance payments.	NATSIHA declared AGI from sale of goods totaling $18,982.52 in its 2023-24 acquittal. NATSIHA have declared interest received and how it was used. The policy team considered this as **COMPLETE**.
2.16 All activity generated income is to be included as part of the grant income for this Project.	NATSIHA declared AGI from sale of goods totaling $18,982.52 in its 2023-24 acquittal. The policy team considered this as **COMPLETE**.

OFFICIAL

Performance Report Assessment

Reference No: PRA - 4-HBIG4U4 - 4-KVZ7JCI

Grant Activity Details		
Project:	**Title:** NATSIHA Housing Peak Body Capacity Building **ID:** 4-HBIG4U4 **IAS Program:** 1.4 - Culture and Capability - SP-00171 - Closing The Gap - Partnering For Delivery - IAPW43 **Project Dates:** 1/03/2022 to 30/06/2025	**Activity Risk:** <INSERT>
Organisation:	NATIONAL ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING ASSOCIATION LIMITED **ABN:** 70646448142	**ORP Rating:** Extreme **Expiry Date:** 25/02/2026
Organisation Primary Contact:	Benjamin Thompson Executive Director e. s47F [redacted]@natsiha.org.au p. s47F [redacted] 0000 000 000	
NIAA Contacts:	Engagement Officer: s47F [redacted] Regional Presence: National Office Activity Manager: s47F [redacted] Managing Office: Canberra - GMU	

Performance Report Acceptance	
Reporting Period	**1/03/2022 to 30/06/2025**
Report Acceptance	Pass
Report Acceptance Comments	The provider has submitted a brief performance report together with seven attachments. An eighth attachment was sent to Housing Policy which was included in the assessment. There is sufficient information to assess the provider's performance.

Performance Report Assessment	
Performance Rating	**Needs to Improve**
Overall Progress	NATSIHA's performance report and attachments indicate it has not met all deliverables and requirements of the project description. While NATSIHA may have established itself as a national peak housing body, the quality of the current and previous performance reports makes it difficult to assess its effectiveness as a national peak body. There appears to be no commentary on what advice or guidance it has given to the Australian and other governments. The attachments indicate NATSIHA is consulting the Aboriginal community-controlled housing sector and other stakeholders. However, those attachments do not always provide specific details of which stakeholders

	were engaged. Housing Policy previously confirmed in the previous performance report assessment that NATSIHA had completed the objectives in paragraphs 2.5(a) to (f) of the project description. NATSIHA submitted a brief performance report asserting that it has completed the remaining objectives and submitted seven attachments in support of that assessment. 2.5(g) Co-design programs that are culturally safe and appropriate for Aboriginal and Torres Strait Islander Community Controlled Housing Organisations (ATSICCHO): NATSIHA has met this objective. NATSIHA's Workplan Plan (2025.08.05 - 17.53 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025 - 2024-25 Work Plan) proposed the following activities for 2024-25: • Delivery of face to face governance training to ICCHOs in June 2024 to March 2025 followed by evaluation in April-May 2025. • Develop a data tool called 'SPOKEN' in September 2024 to January 2025 followed by inputting of data into the took in Jan-April 2025 and an evaluation in May 2025. NATSIHA asserts in its Performance Report (2025.08.05 - 15.31 - Performance Report - 4-HBIG4U4 - Jan-Jun 2025) it completed this objective by delivering: • A Governance Training Initiative accompanied by a review booklet • The SPOKEN data platform previously presented to NIAA and an overview was attached with the performance report NATSIHA submitted a PDF document titled Governance In Our Hands Program: Overview and Review Booklet. It is an overview and review of the governance training delivered by NATSIHA. The document states the governance training was co-designed with law firm King & Wood Mallesons (but does not appear to state which Indigenous stakeholders were involved in the co-design) and delivered in partnership with University of Adelaide. NATSIHA reports the training was delivered in six jurisdictions to 212 participants from 116 organisations (representing 23% of the sector). NATSIHA submitted a PDF document titled SPOKEN: A Sector-Led Data Platform. The document claims SPOKEN provides data on stock numbers, locations, housing types, workforce size, governance models, and unmet demand. The document provides general information about SPOKEN and the purpose it fills, but minimal specific information about how it was developed and who was part of the co-design process. The document provides an example of the dashboard of the data it collects as an illustration. 2.5(h) Development of a National Indigenous Housing Employment Strategy for housing, encompassing all jurisdictions; NATSIHA has now met this objective. NATSIHA's Workplan Plan proposed the following activities for 2024-25: • Develop a National Indigenous Housing Employment Strategy for Housing, encompassing 3-5 Jurisdictions • Consultations commencing in Queensland in February 2025, NSW in March 2025, WA and NT in April 2025 • Draft by April 2025 • Strategy to be finalized in May-June 2025

	NATSIHA asserts in its Performance Report it completed this objective and attached a copy of the employment strategy titled A National Indigenous Employment Strategy for Housing with its performance report. However, this document is not a strategy but a lengthy preamble to a strategy that is yet to be developed. While it contains helpful insights and documents NATSIHA's consultation and fact finding on this topic, it does not appear to enunciate an actual strategy. The Policy Team advised NATSIHA submitted an updated version on 20 August 2025 and this document provided details on how to strengthen and grow the Aboriginal and Torres Strait Islander housing workforce. NIAA policy team advised this updated document now completes this objective. 2.5(i) Review and develop a National Indigenous Housing Standard, encompassing all jurisdictions; NATSIHA has not demonstrated completion of this objective. NATSIHA's Workplan Plan proposed the following activities for 2024-25: • Face to face and personal consultations with peaks, ICCHOs, Indigenous Councils, Experts etc • Consultations commencing in Queensland in February 2025, NSW in March 2025, WA and NT in April 2025 • Draft by April 2025 • Final report by May-June 2025 NATSIHA submitted a copy of its housing standards separately to the performance report. However, it does not provide detailed, enforceable design specifications like building codes, measurements, or mandatory compliance checklists. Rather, it is a strategic framework and guiding document advocating for Indigenous-led housing design, key recommendations, provides thematic design considerations, to Closing the Gap Priority Reforms and a literature review on existing guidelines. The Policy Team advised NATSIHA submitted an updated housing standards and advised that while the update is an improvement, it still falls short of meeting this objective. 2.5(j) Develop culturally appropriate rental, mortgage, and financial literary advice. NATSIHA's Workplan Plan proposed range of activities to deliver this outcome. It was unclear how those activities would deliver those outcomes. Activities appear to be a review of existing information, followed by consultation with stakeholders, deliver training in Feb-Mar 2024, and evaluation in May 2024. It is assumed the reference to 2024 is a drafting error and was meant to be 2025. NATSIHA asserts in its Performance Report it completed this objective and attached a financial advice booklet for the ATSICCHO sector titled Empowerment Through Knowledge, supporting culturally appropriate rental, mortgage, and financial literacy guidance. The booklet appears to meet the objective but there appears to be no commentary on the publication and distribution strategy of the booklet. However, the Policy Team is satisfied that NATSIHA has met this objective. Other issues

	NATSIHA reported an underspend of $226,232.12 as at 30 June 2025. It has incorrectly asserted that it has until 31 December 2025 to complete delivery of the objectives for this activity. The assertion indicates NATSIHA has not taken the time to read its funding agreement, otherwise, it would realise this is in breach of its funding agreement. However, this breach will be remedied if NIAA approves an extension of the activity to 31 December 2025.		
Lessons Learned	It may be necessary to allow a further six-month extension to allow NATSIHA to complete its objectives under the current funding agreement and fully spend the remaining $226,232.12.		
Identified Actions			
Assessor Recommendation	The performance report is an improvement on NATSIHA's previous performance report. However, NATSIHA's performance report and attachments indicate it has not met all deliverables and requirements of the project description. It's effectiveness as a national peak body is difficult to assess, there is little or no commentary on what advice it is giving to governments and whether governments are acting on such advice. NATSIA has demonstrated delivery or partial delivery of all but one of its objectives in its project description. Accordingly, NATSIHA has not met all expectations for this activity. Accordingly, I recommend the performance report be assessed as 'Needs to Improve'. There is no milestone payment associated with this performance report.		
Assessor		**Assessed On**	10/09/2025
Engagement Officer Input Required?	No	**Engagement Officer**	s47F [redacted]
Engagement Officer Comments	s47F [redacted] provided comments against the review of NATSIHA's progress against the project description. A copy of those comments is saved in the document links and indicates NATSIHA's performance has been a mixed result of meeting, partially meeting or failing to meet the project deliverables.		

Action Items

Subject	Details
PRA - 4-HBIG4U4 - 4-KVZ7JCI - AI-016256	Status Reason: Awaiting Action Action Item ID: AI-016256 Action Item Type: Initiate Organisation Risk Profile Description: Reassess the ORP for NATSIHA. Responsible Party: NIAA Responsible Person: s47F [redacted] Due Date: 30/11/2025 Priority: Normal Confidentiality: Internal Only Stakeholders: Actioned On:

KPI Assessment		
KPI Code	**KPI Rating**	**Comments**
MKDI.D1 - Employment Numbers	1- Satisfactory	The provider reports employing six Indigenous staff and four non-Indigenous staff.
MKDI.D2 - Hours Worked - Indigenous Staff	1- Satisfactory	The provider reports six Indigenous staff worked a total of 5472 hours, being an average of 7.41 hours per day per Indigenous staff member and an equivalent of 5.9 FTE. The provider also reports four non-Indigenous staff worked a total of 3648 hours, being an average of 7.41 hours per day per non-Indigenous staff, and an equivalent of 4.0 FTE.
MKDI.D3 - Hours Worked - All Staff	1- Satisfactory	The provider reports six Indigenous staff worked a total of 5472 hours, being an average of 7.41 hours per day per Indigenous staff member and an equivalent of 5.9 FTE. The provider also reports four non-Indigenous staff worked a total of 3648 hours, being an average of 7.41 hours per day per non-Indigenous staff, and an equivalent of 4.0 FTE.
MKPI.M1 - Indigenous Employment	1- Satisfactory	The provider reports Indigenous staff worked 60% of total hours worked, against a target of 50%.
MKPI.M2 - Core Service Provision	3 - Delivery is somewhat below requirements	The provider's performance report and attachments indicate it has not met all deliverables and requirements of the project description.

Approval Details	
Approver	s47F [redacted]
Approver Level	Executive Level 2
Approver Office	GMU National/Central Australia | Grants Management Unit | Grants and Finance
Approval Comments	
Approved On	10/09/2025
Payment Milestone ID	
Payment Approved?	Not Applicable
Payment Approval Comments	
Payment Milestone Completed?	Not Applicable

Grant Acquittal Report

Reference No: GAA-012751 - 4-HBIG4U4 - 4-JZ1CSX0

Grant Activity Details		
Project:	**Title:** NATSIHA Housing Peak Body Capacity Building **Activity ID:** 4-HBIG4U4 **Project Dates:** 1/03/2022 to 30/06/2025 **IAS Program:** 1.4 - Culture and Capability - CAC - Closing the GAP **Acquittal Period Dates:** 1/07/2024 to 30/06/2025	**Review ID:** 4-JZ1CSX0 **Milestone ID:** 4-IMXD8JA **Activity Risk:** High
Organisation:	NATIONAL ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING ASSOCIATION LIMITED **ABN:** 70646448142	**ORP Rating:** Extreme **Expiry Date:** 25/02/2026
Organisation Primary Contact:	Thompson, Benjamin Director s47F [redacted]@natsiha.org.au s47F [redacted] 0000 000 000	
NIAA Contact:	**Agreement Manager:** s47F [redacted] **Managing Office:** Canberra - GMU	

Acquittal Overview	
Acquittal Year Type: Financial	**Financial Year:** 2024-25
Acquittal Documentation Required: Audited Financial Acquittal Report	
Document Acceptance: Pass - amended	
Document Acceptance Comments: NIAA approved an extension to 30 October 2025 at the provider's request 'due to a recent transition within our finance function and the additional internal review work required to support our audit process, we are requesting an extension of the submission deadline from 30 September 2025 to 30 October 2025.' The provider submitted the auditor's report on 28 October 2025 but failed to include the audited financial statement. NIAA requested the complete acquittal report on 28 October 2025, which the provider submitted on 31 October 2025. The audited acquittal incorrectly reports the underspend being $226,232.15 because it failed to include the interest reported on the funding when calculating the underspend. The audited acquittal report has sufficient information to calculate the correct underspend amount.	

Assessment Details	
Total Value of Funds:	$3,097,564.62
Actual Approved Expenditure:	$2,742,194.88
Acquittal Balance:	$355,369.74
Recommended Acquittal Outcome:	Underspend

OFFICIAL

Reason:	The provider and the auditor have reported an underspend of $226,232.15 but it should be $355,369.74 based on its acquittal report as its underspend calculation overlooked the interest of $129,137.59. The provider has made separate assertions that NIAA gave it an extension to complete the activity by 21 August 2025 or was entitled to fully spend its funding by 30 September 2025, or that the activity was not scheduled to end until 31 December 2025. The provider has previously acknowledged on 5 August 2025 in its Activity Work Plan that the activity ended 30 June 2025. The provider misconstrued an extension of time to 21 August 2025 to provide various updated documents in response to NIAA feedback as an extension of time to continue delivering the activity up to that date. It has misconstrued the acquittal due date as the date by which it needed to fully expend the grant. It has also misconstrued the project agreement end date of 31 December 2025 as the Activity End Date. However, the Director's Report in the provider's 2024-25 audited financial statements noted that 'the NIAA agreement ceased on 30 June 2025' and that 'further funding remains subject to Commonwealth approvals'.

Acquittal Recommendations

Name	*Recommendation*	*Financial Year (Current Grant Acquittal)*	*Destination Financial Year*	*Amount*	*Destination Grant Acquittal*	*Status Reason*
GAA-012751 - REC-013170	Underspend - to be recovered by Debt invoice	2024-25		$355,369.74		Approved

Assessor's Recommendation

Assessor: s47F [redacted]	**Phone:** +61261506714
Assessed On: 10/11/2025	**Email:** s47F [redacted]@niaa.gov.au
Assessor Office: GMU NT Employment/National/ABA | Grants Management Unit | Grants and Finance	
Assessor Recommendation: I recommend acquitting expenditure of $2,742,194.88 and to recover the underspend of $355,369.74 by debt invoice. The activity ended on 30 June 2025. The provider has no other current activities under the IAS against which the underspend can be offset or carried forward to. The only avenue available to carry-forward the underspend to 2025-26 is to vary the project schedule by extending the Activity End Date and Project Agreement End Date by a further 6 or 12 months. In the event the delegate in Housing and Infrastructure Branch approves such a variation, then this acquittal should be reverted to amend the acquittal recommendation in line with any such approval.	

Delegate's Approval

Approver: s47F [redacted]	**Approver Level:** Executive Level 2
Approved On: 15/12/2025	**Phone:** s47F [redacted]
Approver Office: GMU NT Employment, National & ABA | Grants Management Unit | Grants and Finance	**Email:** s47F [redacted]@niaa.gov.au
Approval Comments:	

Mr Zachariah Matysek
Acting Chief Executive Officer
National Aboriginal & Torres Strait Islander Housing Association
[redacted]@natsiha.org.au

Dear Mr Matysek

We are writing to outline the National Indigenous Australians Agency's (NIAA) assessment of National Aboriginal & Torres Strait Islander Housing Association's (NATSIHA) final performance report and to advise our decision regarding the underspend associated with NATSIHA's Funding Grant Agreement (Activity ID: 4-HIBIG4U4).

In reaching our decision, we considered several factors, including:

- the conclusion of activities under the Grant Agreement as of 30 June 2025,
- NATSIHA's performance and the quality of deliverables throughout the agreement period, and
- our assessment of the final reports submitted.

Performance Activity Report

We wish to advise that your report for the period 1 January 2025 – 30 June 2025 has been rated as 'needs to improve'. While this represents progress compared to the previous reporting period, NATSIHA has not fully met its deliverables to NIAA's satisfaction and has provided financial reporting that was inconsistent and, at times, contradictory.

In particular, the NIAA considers the deliverable to '*Review and develop a National Indigenous Housing Standard, encompassing all jurisdictions'* an important component of the agreement. This standard is intended to provide a guiding framework for governments, housing agencies, and delivery partners to support best practice in engaging with Aboriginal and Torres Strait Islander communities. While the submitted document included a review of existing resources, it did not meet the requirement to both review and develop a comprehensive National Indigenous Housing Standard.

Underspend

As NATSIHA did not expend all grant funding by the Activity End Date of 30 June 2025, NIAA may, under paragraph 81(b)(iii) of the Head Agreement and paragraph 10.5(c) of the Additional Conditions in the Project Schedule, require repayment of the unspent funds.

NIAA is unable to carry forward the underspend or offset it against other funding because NATSIHA has no other current activities under the Indigenous Advancement Strategy.

We assessed the total underspend to be $355,369.74, comprising:

- $226,232.152 identified by NATSIHA, and
- $129,137.59 in interest earned, as reported in the 2024-25 Financial Year Audited Reports and Financial Statements.

The NIAA has included the interest earned in accordance with the definition of ‘Grant’ at clause 143 of the Head Agreement, and in line with the treatment of activity generated income outlined in items 2.15 and 2.16 of the Project Description in Part 3 the Project Schedule.

As a result, an invoice will be raised and issued to NATSIHA for the amount $355,369.74.

Please note that, under our grants administration policy, we are unable to enter into any new funding agreements with your organisation while NATSIHA is assessed as having an outstanding debt to the NIAA.

The NIAA very much values its relationship with NATSIHA. Should you wish to discuss, please reach out via ali.jenkins@niaa.gov.au to arrange a suitable time.

Yours sincerely

s47F [redacted]

Ali Jenkins
Group Manager, Social Policy

12 December 2025

s47F [redacted]

Nick Creagh
Chief Financial Officer

10 December 2025

NATSIHA
National Aboriginal & Torres Strait Islander
Housing Association

24 December 2025

Julie-Ann Guivarra
Chief Executive Officer
National Indigenous Australian Agency
PO Box 2191
CANBERRA ACT 2600

Via email: Julie-Ann.Guivarra@niaa.gov.au

Dear Julie-Ann

Re: NATSIHA Board Request for Clarification – Risk Assessment and Compliance References

I am writing on behalf of the Board of the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) following the recent meeting involving representatives of NATSIHA, the National Indigenous Australians Agency (NIAA) and the Department of the Treasury.

Statements made during that meeting raised matters of significance for the organisation and its governance, and the Board considers it important to seek clarification to ensure the record is accurate and that there is a shared understanding across agencies.

During the meeting, it was stated that NATSIHA is assessed by NIAA as carrying an "Extreme Risk" rating. This characterisation has had, and continues to have, a material impact on the organisation, including reputational and whole-of-government confidence implications.

Accordingly, the Board respectfully seeks clarification on the following matters:

1. **Basis** - What specific matters underpin the assessment of NATSIHA as "Extreme Risk"?

2. **Evidence -** What evidence has been relied upon in forming this assessment?

3. **Relationship to formal correspondence -** How does this assessment align with recent written correspondence from NIAA, which does not identify a breach or formal non-compliance?

4. **Consequences -** What practical implications flow from this assessment for NATSIHA's funding, reporting obligations, or future engagement with the Commonwealth?

5. **Review pathway -** What process exists for review or reassessment of the risk rating where updated information or remediation has occurred?

Given the seriousness of the terminology used and the forum in which it was stated, the Board considers it reasonable that these matters be clearly articulated and understood.

NATSIHA
National Aboriginal & Torres Strait Islander
Housing Association

The Board also seeks to clarify remarks made at the commencement of the meeting referring to a "breach notice".

As set out in correspondence, NATSIHA received a notice requesting remedial action earlier in the year. NATSIHA responded in full, and subsequent correspondence dated 24 February 2025 confirmed that no breach was found. For completeness, a copy of the relevant notice and outcome correspondence is attached.

The Board is therefore unclear why breach terminology was referenced during the meeting and seeks confirmation to ensure that verbal commentary accurately reflects NATSIHA's formal compliance status.

For the record, the Board notes that the Acting Chief Executive Officer kept Directors informed throughout the remedial process and related correspondence, consistent with NATSIHA's governance and transparency obligations. This was also advised during the meeting.

More broadly, NATSIHA wishes to emphasise that we have acted with integrity, transparency, and good faith in all dealings with the Commonwealth. We remain committed to strengthening our governance and to ensuring that public funds are managed responsibly and in line with expectations.

At the same time, we believe strongly in the importance of a constructive, solutions-focused relationship between NATSIHA and the Commonwealth. Our sector is in desperate need of coordinated national leadership, and we are keen to work collaboratively with NIAA and Treasury to ensure that Aboriginal and Torres Strait Islander housing issues receive the attention, advocacy, and structural support they require. We see this clarification process as part of building that shared foundation.

NATSIHA remains committed to constructive engagement, transparency, and continuous improvement. This request is made to ensure accuracy of the record, procedural fairness, and confidence across agencies in the context of NATSIHA's ongoing work.

Yours sincerely

[redacted] s47F

Thomas Slockee
NATSIHA Chairperson

ATTACHMENT: Copy correspondence dated 24 February 2025 – Notice of Remedy

Mr Thomas Slockee
Chairperson
National Aboriginal and Torres Strait Islander Housing Association
[redacted]@gmail.com

Dear Mr Slockee

Thank you for your correspondence of 24 December 2025 (**Attachment A**) seeking clarification around the National Indigenous Australians Agency's (NIAA) Risk Assessment rating for the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) and compliance issues under the Grant Agreement. I also want to thank you and the NATSIHA Board for taking the time to meet with the NIAA and [redacted] on 19 December 2025 to discuss Commonwealth funding for NATSIHA. [redacted]

Organisation Risk Profile rating
You have requested information on NATSIHA's Organisation Risk Profile (ORP) rating of 'Extreme'. It is important to note that NIAA manages grant agreements based on the proportional approach outlined in the Commonwealth Grants Rules and Principles (2024).

NIAA assesses risk across Governance, Financial and service delivery consistent with the Commonwealth's proportional risk approach to managing Grants. An Organisation Risk Profile involves the assessment of an organisation's governance, financial management and service delivery performance. The risk rating is reviewed regularly to assess changes in factors contributing to the rating. In determining NATSIHA's 'Extreme' risk rating, NIAA considered factors such as past performance under the grant agreement, breaches and compliance issues, performance report assessments, and inconsistent or contradictory financial reporting. NIAA's assessment of an organisation's risk applies only to NIAA grant agreements. Decisions to provide funding remain the responsibility of individual government departments or agencies, which must manage risks under the Commonwealth Grants Framework and assess those relevant to the Commonwealth.

The NIAA uses funding agreements as our main tool for managing grant risk. Our rating does not impact the assessment of performance reports or financial acquittals, rather it acts as basis to determine the level of control in the agreement. I note that the [redacted] s22(1) [redacted]

Breach notice

You would be aware that NIAA's former CEO, Ms Broun, wrote to NATSIHA on 27 November 2024 (**Attachment C**) outlining concerns regarding performance, potential breaches; including the use of funds; and inappropriate behaviour towards Commonwealth officials. While I acknowledge NATSIHA's A/g CEO responded to this correspondence (**Attachment D**), NIAA found the response unsatisfactory and subsequently issued a formal breach notice for non-compliance with the conditions set out in the grant agreement.

Although I note statements in your correspondence and that of the A/g CEO indicating that no formal breach notice had been received by NATSIHA, I confirm the notice issued on 30 January 2025 (**Attachment E**), under clause 82 of the Head Agreement, was a formal breach notice. This was due to NATSIHA's failure to comply with the conditions set out in the grant agreement. The notice identified a range of issues requiring attention, including annual workplan reports, unsubmitted documentation, and financial reporting deficiencies. Following this, Ms Broun met with you and the A/g CEO. The information provided by NATSIHA (**Attachment F**) following the breach notice indicated that the issues were remedied in February 2025.

Assessment of performance activity reports

For over 18 months, the NIAA has provided extensive support and guidance, engaging regularly with NATSIHA. We have consistently delivered clear and constructive feedback on expectations under the grant agreement, and what is required to successfully achieve its objectives. Despite this, we have not observed substantial improvement in capability or delivery against the grant agreement. Since the Breach notice was remedied, reporting has continued to fall short of expectations. It should also be noted that NIAA supported a variation to extend the grant agreement by 12 months, to 30 June 2025, to allow additional time to meet objectives.

Reports in January and March 2025 were rated as 'needs to improve' and 'fail' respectively, with detailed feedback provided to NATSIHA (**Attachment G and H**). The final report showed some improvement but was still rated 'needs to improve'. While this last report demonstrated progress compared to previous periods, NATSIHA has not fully met its deliverables to NIAA's satisfaction. There was insufficient evidence provided that NATSIHA was effectively building its capability as the national housing peak body for First Nations people.

Underspend and repayment

I note the A/g CEO has claimed that, s22(1) [redacted], a NIAA official stated the decision to seek repayment of NATSIHA's underspend was based on an assessment of a performance report. I apologise if any comments caused confusion and wish to reiterate how NIAA reached its decision to recover funds, s22(1) [redacted] (**Attachment I**).

Where an underspend occurs, the NIAA is obligated to recover the debt under the Commonwealth Financial Framework. The recovery options are: offset against another NIAA funding agreement, through an underspend business case for an ongoing agreement or recovery of the debt. Throughout December, NIAA offered NATSIHA multiple opportunities to provide evidence as to why our assessment of $355,369.74 should not be fully recovered. However, the evidence provided was not considered satisfactory (**Attachment B**). As an underspend has occurred, with no other IAS funding agreements available, NIAA will raise an invoice for this amount and seek repayment.

s22(1)

[redacted]

[redacted]

I hope this information is helpful and addresses the questions you and the NATSIHA Board may have. Please let me know if you would like to discuss any aspect further or require additional clarification.

Yours sincerely

JULIE-ANN GUIVARRA
Chief Executive Officer

13 January 2026

CC: Darrien Bromley, Mary Doctor, Tina Ugle, Charlie Trindle, Darren Smith, Leeanne Caton, Zachariah Matysek.

Attachments

1. Attachment A - NATSIHA Board Request for Clarification - Risk Assessment and Compliance References 24.12.2025

s22(1) [redacted]

3. NIAA CEO Letter - Mr Zachariah Matysek - 27.11.2024
4. Attachment D - NATSIHA Response to NIAA CEO Letter of 27.11.2024
5. Attachment E - NATSIHA - Notice of breach and remedy 30.01.2025
6. Attachment F - NATSIHA response to Breach Notice 13.02.2025
7. Attachment G - Performance report 01.01.2024 - 30.06.2024 assessment outcome
8. Attachment H - NATSIHA Performance Report 01.07 to 31.12.2024 - Assessment outcome
9. Attachment I - Recovery of unspent funds letter 12.12.2025

s22(1) [redacted]

From: GMU National
Sent: Friday, 16 January 2026 5:24 PM
To: Zachariah Matysek
Cc: [redacted]
Subject: NATSIHA - Financial acquittal outcome [SEC=OFFICIAL]
Attachments: 2025.12.23 - 10.16 - 2024-25 Underspend Activity 4-HBIG4U425 - Debt Invoice 170000792 - $390906.71.pdf; 2024-25 Acquittal Outcome 4-HBIG4U4 - Letter to Zachariah Matysek NATSIHA.pdf

OFFICIAL

Hello Zac

Please find attached the 2024/25 financial acquittal outcome letter and the invoice for the underspend.

Regards
[redacted]

Grants Management Unit National
National Indigenous Australians Agency
Ngunnawal Country
Charles Perkins House, 16 Bowes Place, Woden ACT 2606 | PO Box 2191 Canberra ACT 2600
w. niaa.gov.au w. gmucanberra@niaa.gov.au

The National Indigenous Austr
throughout Australia and ackn
respects to the people, the cu

OFFICIAL

Mr Zachariah Matysek
Acting Chief Executive Officer
National Aboriginal and Torres Strait Islander Housing Association Limited
s47F [redacted]@natsiha.org.au

Dear Mr Matysek

ACQUITTAL ADVICE

I am writing to advise you of the acquittal outcome outlined in the table below.

An analysis of the financial acquittal documentation has been carried out to determine if the funding objectives have been achieved and that all funds have been accounted for in accordance with your Grant Agreement.

Activity ID	4-HBIG4U4
Project Title	NATSIHA Housing Peak Body Capacity Building
Programme	1.4 - Culture and Capability – CAC - Closing the GAP
Acquittal Period	1/07/2024 to 30/06/2025

Financial Acquittal Details	**Amount**
Funding released for year	$0.00
Prior year funds carried over	$2,671,824.53
Prior year SCSO funds carried over	$296,602.50
Prior year funds with offset carried over	$0.00
Prior year overspend carried over	$0.00
Activity generated income - interest	$129,137.59
Activity generated income - other than interest	$0.00
Total Value of Funds Acquitted for period ending 30/06/2025	$3,097,564.62
Actual Approved Expenditure	$2,742,194.88
Acquittal Balance (Positive Value if Underspend, Negative Value if Overspend)	$355,369.74

Outcome	**Comments (if applicable)**	**Approved Amount (ex GST)**
Underspend - to be recovered by Debt invoice	Debt Invoice Number: 170000792	$355,369.74

In addition to the amount shown above you will need to repay the GST component. Therefore the full amount of the unexpended funds for this Activity ID to be repaid is $390,906.71 as per the attached tax invoice.

Although we have acquitted funds we may still seek return of those funds or pursue other remedies if it is later discovered that the funds were not used in accordance with your Grant Agreement.

Should you have any queries in regard to the above please do not hesitate to contact [redacted] on [redacted] or [redacted]

Yours sincerely

[redacted]

[redacted]
NT Employment/National/ABA Grant Management Unit
Grants and Finance Group
National Indigenous Australians Agency

16 January 2026

PO Box 2191
Canberra ACT 2600
Phone: 02 6271 5610

Australian Government
National Indigenous Australians Agency

ABN: 30429895164

TAX INVOICE

Vendor ABN: 70646448142

National Aboriginal and Torres Strait Islander Housing Association Limited
Attn: Zachariah Matysek
Suite 3.01, Level 3 24 Montgomery Street
KOGARAH NSW 2217

Document Date	23.12.2025
Document No	170000792
Vendor No	F002534576
Due Date	16.02.2026

DESCRIPTION	AMOUNT	GST	TOTAL
4-HBIG4U425 Underspend	355,369.74	35,536.97	390,906.71
		Total Amount Payable	**$390,906.71**

Please make payment by EFT to:
NIAA Official Administered Payments Account
Reserve Bank of Australia
BSB: 092-009 Account No: 147359
Please include the invoice number 170000792 in your payment reference.
Remittance to : Help-AccountsReceivable@pmc.gov.au