



Mr Zachariah Matysek
Acting Chief Executive Officer
National Aboriginal and Torres Strait Islander
Housing Association
Suite 3.01, L3, 24 Montgomery Street
Kogarah NSW 2217

s47F

13 February 2025

Mr Chris Wilson
Acting Branch Manager
Program Compliance and Fraud Branch
Integrity Group
National Indigenous Australians Agency
Via email: GMUCanberra@niaa.gov.au

cc: Ms Jody Broun
Chief Executive Officer
National Indigenous Australians Agency
Via email: s47F@niaa.gov.au

RE: Notice of Breach and Remedy dated 30 January 2025 (Notice) issued under clause 82 of the Head Agreement for Indigenous Grants Grant System Agreement number 4-HAO4BFJ (Head Agreement) – NATSIHA response.
Your reference 4-HBIG4U4

Dear Chris,

We refer to:

- a. the letter of 27 November 2024 from the Chief Executive Officer (**CEO**) of National Indigenous Australians Agency (**NIAA**) to the National Aboriginal and Torres Strait Islander Housing Association (**NATSIHA**) which set out a list of concerns.
- b. the letter of 11 December 2024 from NATSIHA in response to the letter of 27 November 2024 in detail to those concerns (**11 December 2024 Response**).
- c. the Notice outlining 4 remaining allegations of non-compliance after the NIAA's assessment of my letter dated 11 December 2024 and outlining two additional allegations of non-compliance); and
- d. the email dated 31 January 2025 from the NIAA CEO to the NATSIHA (in response to my email to her from 30 January 2025 seeking clarification) which confirmed that the

Notice had been issued following NIAA's assessment of the information in the 11 December 2024 Response.

In accordance with clause 83 of the Head Agreement, the Schedule to this letter sets out NATSIHA's response to the Notice.

In the spirit of the relationship between our organisations and our shared objectives we look forward to meeting you as soon as possible to discuss our responses in this letter and agreed the best way forward, if you have any remaining concerns.

NATSIHA remains committed to maintaining a strong and harmonious relationship with the Commonwealth Government (including the NIAA) consistent with the Priority Reforms in the National Agreement on Closing the Gap (**National Agreement**).

Yours sincerely,



s47F

Zachariah Matysek

Acting Chief Executive Officer
NATSIHA – National Aboriginal & Torres Strait Islander Housing Association
Suite 3.01, L3, 24 Montgomery Street, Kogarah NSW 2217
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Schedule: NATSIHA's response to the Notice

Set out below are the 6 alleged breaches contained in the Notice NATSIHA with NATSIHA's responses.

	Breach	Breach	Action to Remedy
1.	Overseas Travel	Clause 11 (d) Provider must not use any part of the agreement for overseas travel unless it obtains prior written approval.	NATSIHA to provide detail of overseas trip including names and positions of travellers and amount of time away from work for NIAA retrospective consideration. To be provided by the date specified below.

- 1.1 NATSIHA understands that this question relates to the travel to of NATSIHA staff to Geneva in July 2024. NATSIHA's position is that prior written approval was not required for this travel. Clause 11.1(d) of the Project Schedule – General Grants and Capability Programme executed by the NIAA and NATSIHA with Project Schedule reference number 4-HBIG4TY

(Project Schedule) provides:

In addition to clause 12 of the Head Agreement, the Provider must not use any part of the Grant for any of the following purposes, unless it obtains the Commonwealth's prior written approval: ...

d) for overseas travel

- 1.2 As explained in the 11 December 2024 Response on page 5, the trip was not funded by the use of NIAA Grant funds. Notwithstanding, NATSIHA's position we set out the information requested below:

	Name of traveller	Position
a.	Mr Zachariah Matysek	Acting Chief Executive Officer
b.	Ms Casey Da Silva	Executive Director Housing Policy, Research and Partnerships

- 1.3 NATSIHA considers the time spent on the trip to have been time working and not "away from work". As outlined in the 11 December 2024 Response the activities undertaken on the trip were within the scope of and fully aligned to the travellers' roles within NATSIHA. While they were away, Ms Da Silva and Mr Matysek worked remotely to carry out their duties in Australia and remained online actively responding to NATSIHA business, including meeting with the NATSIHA team, conducting meetings with external stakeholders virtually, and remaining on top of all incoming and outgoing correspondence during time spent overseas. Time spent away from Australia (including travel) was a total of 10 business days.
- 1.4 See the 11 December 2024 Response for more detail in relation to the trip.

	Breach	Breach	Action to Remedy
2.	Payments to Board of Directors	Clause 11(b) Grant Agreement stipulates funds cannot be used to pay sitting fees, allowances, travel expenses or similar payments unless priority written approval is obtained	NATSIHA to provide a list of payments to board of director since start of NIAA funding agreement (March 2022). This needs to include any remuneration or sitting fees funded by the NIAA grant agreement. This is for NIAA retrospective consideration. This list to be provided by the date specified below.

2.1 **Attachment A** sets out a list of all payments made to NATSIHA Board Directors since the start of the NIAA funding agreement, March 2022 including:

- a. Directors sitting fees; and
- b. reimbursement for expenses.

	Breach	Breach	Action to Remedy
3.	Fund sourcing	Part 3, clause 2.10 states the provider must obtain and allocate additional funding contributions from State and Territory Governments, the private sector, nongovernment organisations and donations to support operations. This condition has not been met.	Provide information on what funding is being obtained from state and territory governments, the private sector, non-government organisations and donations to support the operations in the 2024-25 budget. To be provided by the date specified below.

3.1 Under the Project Agreement, NATSIHA is to include funding as part of its operational and strategic planning and must support its operations with additional funding support beyond the NIAA. Clauses 2.9 to 2.11 of the Project Schedule, provide:

Financial Sustainability

2.9 Future financial sustainability and funding for NATSIHA must be part of its operational and strategic planning.

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.

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.

- 3.2 Potential third party funders are beyond the control of NATSIHA. If a third-party has not agreed to provide such funding, NATSIHA contends that clause 2.10 should not lead to a breach. Such a construction would be unfair and irreconcilable with Government policy. In late 2023 and early 2024, advice received from multiple Commonwealth agencies indicated a Prime Minister's directive that no new funding would be made available in the 2024/25 Financial Year. The preferred approach was that NATSIHA explore opportunities to leverage existing programs to support new activities.
- 3.3 As previously discussed with your agency and outlined in the 11 December 2024 Response 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. These efforts fall into four main categories, which are described below.
- 3.4 First, NATSIHA is in the final stages of developing a comprehensive 10-year philanthropic funding proposal. NATSIHA intends to complete the proposal by the end of March 2025.
- 3.5 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 its 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 \$100 million over 10 years.
- 3.6 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))
 - j. First Nations Trade
 - k. ATSIIEO
 - l. Foyer Foundation

- 3.7 Secondly, throughout the 2024–25 Budget period, NATSIHA has strategically continued to seek support from and relationships with private industry and secured significant pro bono and "low bono" support from the following organisations, with an estimated commercial value exceeding \$2 million dollars. These relationships remain critical to NATSIHA's ongoing sustainability:
- a. ANZ
 - b. Cushman & Wakefield
 - c. King & Wood Mallesons
 - d. PricewaterhouseCoopers
 - e. Assemble
- 3.8 Thirdly, 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 11 December 2024 Response, 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.
- 3.9 Fourthly, 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 between our sector, private industry, and government.¹
 - b. working with the Minister for Housing and Homelessness on a program focused on restoring under utilised housing stock and maximising land realisation.
 - c. collaborating with the Department of Infrastructure to advance the implementation of Target 9B.²

¹ <https://www.linkedin.com/feed/update/urn:li:activity:7257668843257372672/>

² <https://www.linkedin.com/feed/update/urn:li:activity:7163327507830624256/>

- d. partnering with Indigenous Business Australia to explore initiatives aimed at increasing home ownership opportunities for Aboriginal and Torres Strait Islander peoples and 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 sustainability of the HPP, which also goes 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 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 3 Federal Budgets which we provided to all relevant Agencies and Ministers Offices.

3.10 These initiatives demonstrate NATSIHA's ongoing leadership in leveraging innovation, creativity, and strategic partnerships to achieve exceptional outcomes in the most cost-effective manner.

3.11 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.

Breach	Breach	Action to Remedy
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4.	Annual Workplan	Part 3, Item 2.14 (b) - Submission of Annual Work Plan covering the period 01 July 2024 to 30 June 2025. Annual Work Plan to be agreed by the Commonwealth. Response to Project Objectives D and J are not accepted. Collaboration, Engagement, Governance and Staffing are ongoing and not complete.	Objective D- Submit Operational Plans Objective J- Provide further details on the outcome and deliverables of the project. Collaboration, Engagement, Governance. Provide updates on progress for the above by the date specified below.
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Objective D – Develop strategic and operational plans required to meet the immediate and medium-term needs of the organisation.

4.1 We again provide the following to the NIAA whereby attached are NATSIHA's Operational Plans:

a. **Attachment B_ NATSIHA Strategy (Officially launched and provided to the NIAA in December 2023)**

b. **Attachment C_ NATSIHA Culture and Capability Programme Overview (Provided to the NIAA in August 2024)**

c. **Attachment D_ NATSIHA operational plan for 2025**

d. **Attachment E_ NATSIHA operational overview Grant**

4.2 NATSIHA utilises 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.

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

4.3 NATSIHA has been both actively providing advice and producing material to the Commonwealth across multiple portfolio's which include:

a. **Publication of a Governance and Resource Framework for Indigenous Housing:**

NATSIHA has partnered with the University of Adelaide, the University of Tasmania, and the University of Sydney to lead the development and publication of a peer reviewed long-term governance and resource framework for a sustainable and effective Indigenous housing system **(Attachment F)**. 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 our own housing future. This report has been produced within a highly dynamic policy and program environment, encompassing the entire Indigenous housing system,

including rental housing, home ownership, mortgage access, and financial literacy. The report provides a rigorously peer-reviewed, evidence-based foundation for policy and program development. It reflects comprehensive consultation across all levels of government, private industry, the not-for-profit sector, and Indigenous community organisations, covering:

- i. historical and policy contexts,
- ii. current Indigenous housing governance, resourcing, and service delivery models,
- iii. tenure options and key systemic issues, and
- iv. an unmet needs analysis.

NATSIHA has also pre-recorded media content related to this research, which it expects to be publicly aired on 14 February 2025.

- b. **Chairing the Expert Advisory Committee to Housing Australia:** As Chair of the Expert Advisory Committee to Housing Australia, NATSIHA leads a group of distinguished Aboriginal and Torres Strait Islander professionals (including s47F [REDACTED] Zachariah Matysek, Benjamin Thompson, and s47F [REDACTED]). 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. **Engagement with the Federal Minister for Housing:** 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 in securing the commitment to a five-year National Aboriginal and Torres Strait Islander Housing Action Plan, which in December 2024 was formally endorsed in the 2025 HPP Workplan to deliver, and it is our understanding an announcement will be made in due course. 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.

NATSIHA Governance Training

- 4.4 NATSIHA's Governance Training initiative has been delivered across Brisbane, Sydney, Darwin, Melbourne, Adelaide, and Thursday Island in 2024. Gold Coast, Wollongong and Perth are scheduled for first quarter of 2025.
- 4.5 As part of this initiative NATSIHA delivers tailored training to enhance local Aboriginal and Torres strait Islander Community Control Organisations governance capabilities, providing practical tools and insights to strengthen organisational leadership and decision-making.
- 4.6 In 2025, NATSIHA is also running consultation sessions at the same time for cost effectiveness on:
- a. Financial Literacy: Empowering attendees with foundational financial skills and doing a skills gap analysis.
 - b. Minimum Housing Standards: Exploring strategies to ensure adequate housing standards. Facilitated by Ivan Simon.
 - c. Workforce Strategy: Discussing plans to strengthen the workforce for better outcomes.
 - d. Spoken Project: Engaging in innovative approaches to amplify voices and perspectives.
- 4.7 As previously discussed, in this we support-the travel costs of local Aboriginal and Torres Strait Islander providers to get to the locations listed above to deliver this critical training for our sector.
- 4.8 A short video from the Sydney run Governance Training can be found here:
<https://www.linkedin.com/feed/update/urn:li:activity:7234002818104221696>

Financial Literacy Training:

- 4.9 NATSIHA and the First Nations Foundation 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 has created resources that are tested and refined in collaboration with the sector to ensure relevance and practical effectiveness.
- 4.10 These resources are supported by a comprehensive training program aimed at building the capacity of on-the-ground workers. The program includes annual gatherings to enhance client support, share best practices, and identify emerging issues to be addressed in future resource updates.

- 4.11 The next phase of this work is underway, with consultation sessions being held in the Gold Coast, Wollongong, Broome, and Darwin. These sessions will give us the opportunity to test and build on the developed resources, ensuring they resonate with the realities of on-the-groundwork and provide the support needed in communities.
- 4.12 To further amplify this work, a targeted communications campaign will promote awareness and accessibility, with all resources available through the NATSIHA website. This partnership reflects a shared commitment to supporting the sector with tools and knowledge that strengthen housing security and financial wellbeing.

	Breach	Breach	Action to Remedy
5.	Statement of compliance	WWVP and WHS Statement of Compliance. Due date 31/10/2024. Not submitted.	Submit the Statement of Compliance by the date specified below.

- 5.1 On 30 October 2024 NATSIHA and the NIAA had conversed about this reporting requirement, and NATSIHA was informed by the NIAA that you were behind in requesting this information from NATSIHA.
- 5.2 We note NATSIHA would typically receive an email notification from the NIAA regarding this requirement; however, on this occasion, unfortunately no such notification was received.
- 5.3 NATSIHA's Statement of Compliance, dated 10 February 2025, is enclosed at **Attachment G.**
- 5.4 On 6 February 2025, NATSIHA requested the WWVP and WHS compliance report from the NIAA, as it had still not yet been received, and now raised within the Breach notice received 30 January 2025.
- 5.5 On 10 February 2025, NATSIHA submitted a completed compliance report to the NIAA.

	Breach	Breach	Action to Remedy
6.	Budget	Item 2.14 (a) - Submission of an annual detailed budget. Seeking further information for 2024-25 budget including sub contractors and other funding sources.	Submit the 2024-25 budget including detail on funding sources and sub contractors as requested by the date specified below.

- 6.1 Enclosed is NATSIHA's NATSIHA's Budget and Sub-Contractors List at **Attachments H & I.**

- 6.2 NATSIHA acknowledges its compliance with submitting the 2024–25 Budget within the required reporting period, **on 26 August 2024**. However, we note since submitting the original Budget the NIAA has requested additional information several times across multiple teams.
- 6.3 NATSIHA believes it has provided comprehensive responses to all matters raised to date. We reiterate our preference for a collaborative approach to achieve a shared understanding, rather than addressing these matters through a Breach Notice in future.
- 6.4 In relation to the use of the contractors, NATSIHA has regularly engaged with its partners through a 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. The 2024–25 Budget and Sub-Contractors List now accurately reflects this model, consistent with our 2023–24 Budget.

Account Transactions

National Aboriginal and Torres Strait Islander Housing Association Limited
For the period Jan 2022 to 28 February 2025

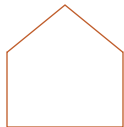
Contact contains Charles Trindall, Debra Buckskin, Mary Doctor, Skye Thompson, Tina Ugle, Tom Slookee

Date	Description	Running Balance	Gross
Board Remuneration			
13 Sep 2024	Charles Trindall - Board Remuneration 29/05/2024 - 13/06/2024	0.00	108.69
13 Dec 2024	Charles Trindall - Board Remuneration quarter ending 13/12/2024	0.00	625.00
13 Sep 2024	Charles Trindall - Board Remuneration quarter ending 13/12/2024	0.00	625.00
13 Jun 2024	Debra Buckskin - Board Remuneration 14/03/2024 - 13/06/2024	0.00	625.00
13 Dec 2023	Debra Buckskin - Board Remuneration 14/12/2022 - 13/12/2023	0.00	2,500.00
13 Mar 2024	Debra Buckskin - Board Remuneration 14/12/2023 - 13/03/2024	0.00	625.00
13 Dec 2024	Debra Buckskin - Board Remuneration quarter ending 13/12/2024	0.00	611.11
13 Sep 2024	Debra Buckskin - Board Remuneration quarter ending 13/09/2024	0.00	625.00
13 Jun 2024	Mary Doctor - Board Remuneration 14/03/2024 - 13/06/2024	0.00	625.00
13 Dec 2023	Mary Doctor - Board Remuneration 14/12/2022 - 13/12/2023	0.00	2,500.00
13 Mar 2024	Mary Doctor - Board Remuneration 14/12/2023 - 13/03/2024	0.00	625.00
13 Dec 2024	Mary Doctor - Board Remuneration quarter ending 13/12/2024	0.00	625.00
13 Sep 2024	Mary Doctor - Board Remuneration quarter ending 13/09/2024	0.00	625.00
13 Jun 2024	Skye Thompson - Board Remuneration 14/03/2024 - 13/06/2024	0.00	625.00
14 Dec 2023	Skye Thompson - Board Remuneration 14/12/2022 - 13/12/2023	0.00	2,500.00
13 Mar 2024	Skye Thompson - Board Remuneration 14/12/2023 - 13/03/2024	0.00	625.00
13 Dec 2024	Skye Thompson - Board Remuneration quarter ending 13/12/2024	0.00	625.00
13 Sep 2024	Skye Thompson - Board Remuneration quarter ending 13/09/2024	0.00	625.00
13 Jun 2024	Tina Ugle - Board Remuneration 14/03/2024 - 13/06/2024	0.00	625.00
14 Dec 2023	Tina Ugle - Board Remuneration 14/12/2022 - 13/12/2023	0.00	2,500.00
13 Mar 2024	Tina Ugle - Board Remuneration 14/12/2023 - 13/03/2024	0.00	625.00
13 Dec 2024	Tina Ugle - Board Remuneration quarter ending 13/12/2024	0.00	625.00
13 Sep 2024	Tina Ugle - Board Remuneration quarter ending 13/09/2024	0.00	625.00
Total Board Remuneration		0.00	21,344.80
Travel - National Expenses			
14 Sep 2022	Debra Buckskin - Out of Pocket Expenses	0.00	201.69

30 Oct 2023	Debra Buckskin - 2 x Dinners on travel days		123.00
30 Oct 2023	Debra Buckskin - Meals 1x lunch @ \$36.10		36.10
13 Jul 2023	Debra Buckskin - Meals 2x lunch @ \$33.65 2 x Dinner @ \$57.30 as per award rates. Breakfast included in hotel packaged	0.00	181.90
13 Jul 2023	Debra Buckskin - Taxi home to Airport- Adelaide	0.00	66.79
30 Oct 2023	Debra Buckskin - Taxi Hotel to Airport	0.00	31.11
13 Jul 2023	Debra Buckskin - Uber Airport to home- Adelaide	0.00	52.10
30 Oct 2023	Debra Buckskin - Uber Airport to home- Adelaide	0.00	40.33
13 Jul 2023	Debra Buckskin - Uber Airport to Hotel- Sydney	0.00	50.09
30 Oct 2023	Debra Buckskin - Uber Airport to Hotel- Sydney	0.00	40.34
30 Oct 2023	Debra Buckskin - Uber for Directors	0.00	11.78
30 Jun 2022	Mary Doctor - Travel Re-imbursment (Meals and Incidentals)	0.00	43.82
30 Jun 2022	Mary Doctor - Taxi		13.92
30 Jun 2022	Mary Doctor - Taxi	0.00	12.76
30 Jun 2022	Mary Doctor - Taxi	0.00	69.12
10 Dec 2024	Mary Doctor - Parking at Brisbane airport		116.00
30 Jun 2022	Mary Doctor - Woolworths - Meals		27.67
13 Sep 2022	Tom Slockee - NATSHIA Workshop	0.00	232.44
13 Sep 2023	Tom Slockee - Out of pocket expenses	0.00	521.78
Total Travel - National			0.00 1,872.74

NATIONAL ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING ASSOCIATION

OPERATIONAL PLAN
2025



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Document 35

OPERATIONAL PLAN

January 2025 – December 2025

INTRODUCTION

This operational plan outlines NATSIHA's key activities for the next six months, aligned with our strategic goals and the objectives of the National Indigenous Australians Agency (NIAA) Housing Sector Strengthening Project.

Our focus remains on advancing Aboriginal and Torres Strait Islander housing outcomes through sector development, strategic partnerships, and advocacy.

This plan is designed to meet the immediate and medium-term needs of the organisation through targeted, measurable activities.

STRATEGIC OBJECTIVES

1. Strengthen the capacity and sustainability of Aboriginal and Torres Strait Islander Community Controlled Housing Sector.
2. Enhance data sovereignty and evidence-based advocacy through the SPOKEN platform and partnership with the University of Adelaide and the Centre of Excellence.
3. Influence policy and funding mechanisms to better support Aboriginal and Torres Strait Islander housing outcomes at a state and federal level.
4. Foster strong partnerships with government, strategic industry partners, and the community-controlled sector.
5. Advocate and influence within the mainstream housing sector to improve outcomes for Aboriginal and Torres Strait Islander communities.
6. Develop and implement an independent sustainability strategy to ensure long-term organisational resilience.

FOI/2526/038

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SECTOR DEVELOPMENT

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Document 35

PRIORITY	ACTION	OWNER	TIMELINE	STATUS	OUTCOME
Establish State and Territory Peak Bodies	Work with SAACCON to support development of the South Australian Aboriginal and Torres Strait Islander Housing and Homelessness Peak Body	Ben Thompson Emma Shumack	2025 June	On track	Expand sector representation nationally
	WA sector engagement session and report development	Emma Shumack	April 2025	On track	Expand sector representation nationally
Support Established Peaks	Regular Peak CEO connection and communication to align NATSIHA's national position	Zachariah Matysek	On-going	Currently scheduling standing meetings	Maintain connection and alignment
Workforce Strategy	Workforce strategy phase 2 consultation with the sector	Ben Thompson	June 2025	On track	Increase workforce capacity with ATSI CCHOs
Training and Development	Deliver governance and leadership training in four jurisdictions	Ben Thompson	April 2025	On track	Foster stronger sector relationships and responsiveness

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POLICY AND ADVOCACY

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Document 35

PRIORITY	ACTION	OWNER	TIMELINE	STATUS	OUTCOME
Close the Gap alignment	Advocate for housing specific outcomes	Casey Da-Silva	ongoing		Align housing outcomes with Closing the Gap priorities
Housing Policy Partnership	Support governance, jurisdictional working groups and strategic planning	Casey Da-Silva	On going	On track	Strengthen national policy alignment and coordination
	Support the delivery of the 2025 HPP workplan	Casey Da-Silva	December 2025	On track	
HAFF Round Advocacy	Advocate for a dedicated HAFF round for ACCOs	Zachariah Matysek Casey Da-Silva	ongoing		Secure targeted funding for ACCOs
Maintain Housing Advocacy FOI/2526/038	Influence mainstream housing policy and practices to integrate Aboriginal and Torres Strait Islander Perspectives	Emma Shumack OFFICIAL	Ongoing	On track	Ensure inclusive housing policies in the mainstream sector

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DATA SOVEREIGNTY AND

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Document 35

PRIORITY	ACTION	OWNER	TIMELINE	STATUS	OUTCOME
SPOKEN Platform	Complete final development of first phase	Emma Shumack	May 25	On track	Finalise the platform and report for sector wide data insights
	Prepare for platform launch and stakeholder engagement	Emma Shumack	July 2025	On track	Data capability uplift for the sector
Centre for Excellence in Aboriginal and Torres Strait Islander Housing and Homelessness Research	Engage in the design and implementation of the CoE	Zachariah Matysek Casey Da-Silva	November 2025	On track	Data Sovereignty model for Aboriginal and Torres Strait Islander research
Identification of what data community requires to determine their future	Engagement through spoken	Emma Shumack Ben Thompson	December 2025	On track	Self-determination around research and data collection

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STRATEGIC PARTNERSHIPS AND ENGAGEMENT

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Document 35

PRIORITY	ACTION	OWNER	TIMELINE	STATUS	OUTCOME
Strategic Industry Roundtables	Convene 3 roundtables focussing on investment opportunities	Emma Shumack	October 2025	On track	Informed proposals supported by industry lead partners
Tripartite agreement exploration and development	Progress tripartite agreement exploration with government and industry	Emma Shumack Zachariah Matysek	December 2025	On track	Investment directly to the sector and increased housing stock
Partnership Development	Manage and develop key partnerships to progress outcomes for Aboriginal and Torres Strait Islander Housing	Emma Shumack	Ongoing	On track	Strengthen collaboration for enhanced housing outcomes
Health and Housing partnership	Partner with NACCHO and identify opportunity areas to collaborate on key projects and communications	Emma Shumack	August 2025	Conversations happening	Unified voice and aligned project delivery

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GOVERNANCE AND ACCOUNTABILITY

PRIORITY	ACTION	OWNER	TIMELINE	STATUS	OUTCOME
Board Oversight	Conduct regular board meetings	Zachariah Matysek	Ongoing		Ensure strategic oversight and accountability
Monitoring and Evaluation	Implement performance metrics to track outcomes	Zachariah Matysek	Ongoing		Drive continuous improvements through evidence



RISKS AND MITIGATIONS

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Risks	Descriptions	Mitigation Strategy
Funding Shortfalls	Inadequate funding to sustain key activities	Diversify funding sources, proactive grant applications, engage in strong budget planning
Partnership Challenges	Inconsistent engagement from key partners	Strengthen relationship management, regular communication, formal agreements where applicable
Policy Influence Limitations	Difficulty influencing mainstream housing policies	Build strong evidence base, leverage strategic alliances, engage policymakers early and often
Data Sovereignty Risks	Mismanagement or misuse of sensitive data	Implement strict data governance protocols, continuous staff training on data ethics
Capacity Constraints	Limited internal capacity to manage workload	Prioritise activities, outsource where necessary, secure additional staff or consultants as needed
Sector Engagement Fatigue	Reduced participation in engagement activities	Ensure engagement activities are meaningful, provide clear value to participants, and rotate formats to maintain interest
Sustainability Uncertainty	Long-term sustainability of initiatives is unclear	Develop a comprehensive sustainability strategy, identify long-term funding models, and monitor financial health regularly

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RESOURCE ALLOCATION

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- Staffing: Maximise the effectiveness of NATSIHA's team, with key roles supporting data, policy, partnerships and sector-strengthening activities
- Budget management: Ensure efficient use of funding, aligning resources with priority actions

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2023-2024 FINANCIAL REPORTING

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

Underspend ¹⁰ /Overspend amount	\$ 1,400,702	\$2,968,427.03
Submit the 2023-24 Budget to your Agreement Manager. The budget must be agreed by the Commonwealth. <u>2023-24 FINANCIAL REPORTING¹¹</u> When completing the 2023-24 financial report, complete the 'Actual Amount¹¹' column and attach this document to the submitted Financial Reporting.		

2024 -2025 FINANCIAL FORECASTING

Income		
(delete categories in italics if not applicable)	Budgeted Amount (Excl GST) ¹ 2024-25 Financial year	Actual Amount (Excl GST) ¹¹ 2024-25 Financial year
Grant funds received ²		
Unexpended Funds received in previous financial year approved for carryover ³	\$2,968,427.03	
Estimated Interest income derived from grant funds ⁴	\$	
Other activity generated income:	\$	
Fees from service users (grant related only)	\$	
Sale of goods (grant related only)	\$	
Other ⁵ Add rows to list additional expenditure items		
Total income	\$2,968,427.03	
Expenditure		
(delete categories in italics if not applicable)	Budgeted Amount (Excl GST) ¹ 2024-25 Financial year	Actual Amount (Excl GST) ¹¹ 2024-25 Financial year
Category 1: Operational ⁶ Directly related to the Grant		
o Salary and related	\$ 1, 750, 000	
Operational Administration ⁸ : Only administration costs directly related to the grant		
o Travel and motor vehicle	\$	
o Information technology and minor equipment (non-capital) ⁷	\$ 38,427	
o Consultants and contractors	\$350,000	
o Rental and property (including repairs and maintenance)	\$ 270,000	
General administration ⁸		
o Professional costs e.g. Practicing Certificates, Professional Indemnity Insurance		
o Accreditation		
o Accounting and audit	\$ 40,000	
o Conferences & Workshops (incl Travel)	\$ 400,000	
o Governance	\$ 80,000	
o Other Add rows as needed to list additional expenditure items	\$ 40,000	
Category 2: Overheads ⁶ Incurred centrally and allocated to this grant		
o Salary and related	\$	
Overheads Administration ⁸		
o Rental and property (including repairs and maintenance)	\$	
o Insurance and utilities	\$	
o Other attributed administration cost ⁸ Add rows as needed to list additional expenditure items	\$	
Category 3: Capital Costs ⁷		
o Vehicles	\$	
o Building purchase and construction	\$	
o Major equipment purchase and installation	\$	
Category 4: Other ⁹		
o List expenditure line items if required	\$	
Total expenditure	\$2,968,427	
Grant Underspend/ (Overspend)		

Underspend ¹⁰ /Overspend amount	\$	
Submit the 2024-25 Budget to your Agreement Manager. The budget must be agreed by the Commonwealth. <u>2024-25 FINANCIAL REPORTING¹¹</u> When completing the 2024-25 financial report, complete the 'Actual Amount ¹¹ ' column and attach this document to the submitted Financial Reporting.		

This statement pertains to the 2023-24 Financial Reporting and specifically addresses the NIAA contract requirements for the National Aboriginal and Torres Strait Islander Housing Association (NATSIHA).

I have conducted a financial audit of NATSIHA for the 2023-24 period in accordance with Australian Auditing Standards. The audit included an examination of financial statements, internal controls, and compliance with applicable accounting standards and regulatory requirements. Based on the audit procedures performed, I can confirm that the financial reporting for 2023-24 is in compliance with the relevant reporting standards and requirements and accurately reflects NATSIHA's financial position and performance for the specified period.

Name: Pran Rathod

Date: 19/11/2024

Signature: 

Type	Deliverables	Contract amount/Indicative Expenditure	Contract amount	First Nations	Justification
PwC	Deliverable	National Employment Strategy	\$150,000	No	NATSIHA is working with PwC's People and Culture team at very low bono rates to develop an industry-standard workforce plan for the Aboriginal and Torres Strait Islander housing sector. PwC brings extensive expertise in workforce and employment planning, ensuring that the sector has a strong, sustainable, and well-supported workforce strategy. Our ongoing relationship with PwC allows us to access the necessary skills and resources to achieve this work at a fraction of the commercial cost. This collaboration strengthens our ability to build a workforce that meets the needs of Aboriginal and Torres Strait Islander Community Controlled Housing Organisations while maintaining financial efficiency.
Bloom HR	Operational	HR and recruitment support	\$60,000	No	
Company Matters	Operational	NATSIHA Board Secretariat	\$40,000	No	
Unity Accounting	Operational	NATSIHA Finance support	\$50,000	No	
NGNY	Operational	Website Memberships	\$16,800	Yes	