

HOUSING
POLICY
PARTNERSHIP

Housing Policy Partnership Workplan



We recognise Aboriginal and Torres Strait Islander peoples as the First Peoples of what is commonly referred to as Australia, and we deeply respect these peoples as the Traditional Custodians of the lands, rivers, seas and sky throughout.

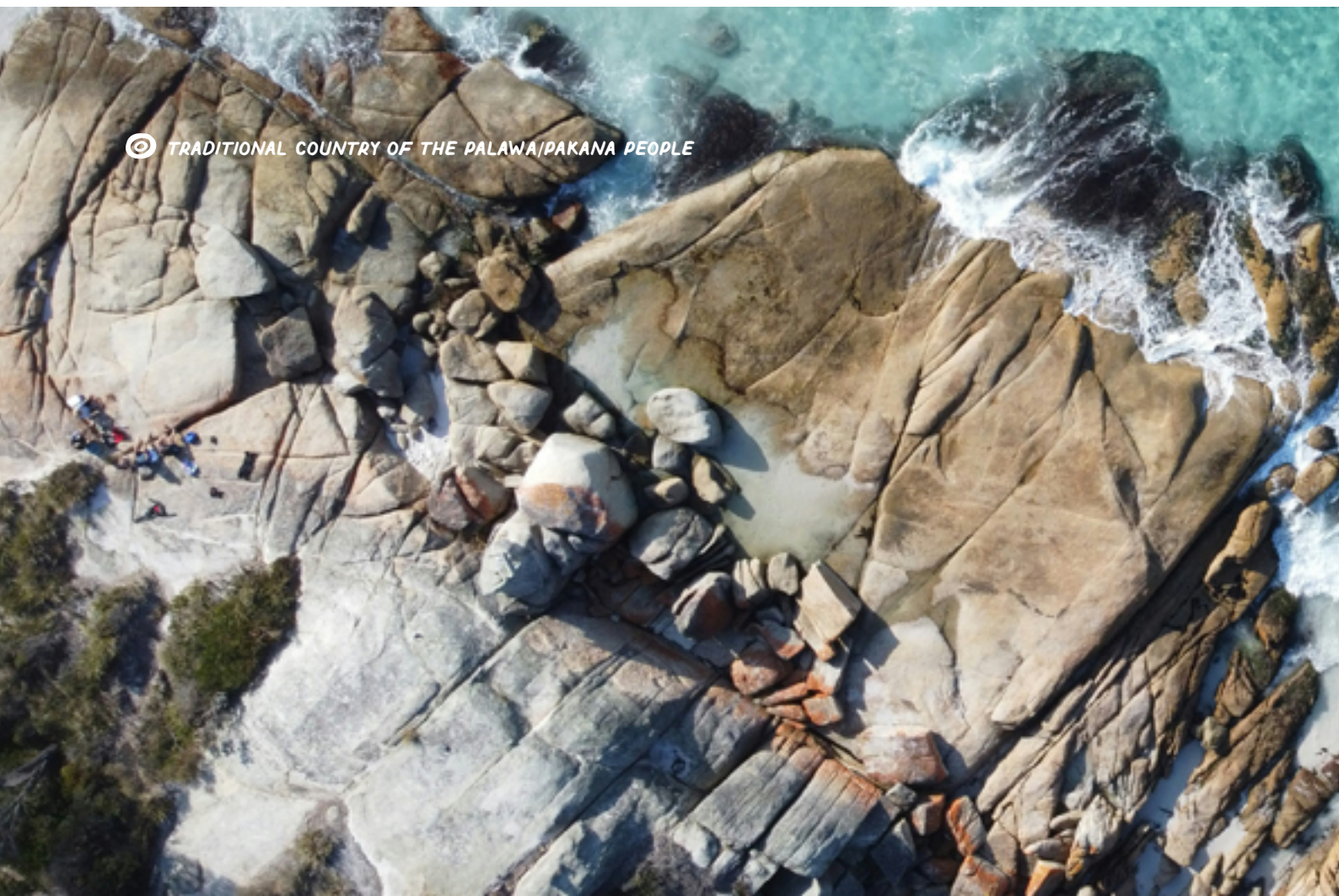
We respect the past, current, and emerging Elders and Knowledge Holders and acknowledge the continuous living and diverse Aboriginal and Torres Strait Islander cultures, including languages, customs, traditions, knowledge systems, and governance.

We acknowledge the significance of our Elders and Knowledge Holders, for they continue the memories, the storylines, the traditions and the cultures of all Aboriginal and Torres Strait Islander peoples across our nation.

We affirm sovereignty has never been ceded, and the Countries in this continent are of the respective Aboriginal and Torres Strait Islander peoples.

Artwork by proud Gungalu, Koinjmal, Yiman and South Sea Islander woman Kimiah Alberts. The full artwork story can be found at the end of this Workplan.

We recognise the diversity of identities, languages and preferences across communities and jurisdictions. For the purpose of this workplan we use terms such as First Nations, and Aboriginal and Torres Strait Islander respectfully and interchangeably. Where we use ATSICCOs the intention is that this is inclusive of the full spectrum of community-controlled organisations and entities that provide housing to Aboriginal and Torres Strait Islander people.



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***AT ITS HEART, THE HPP ENSURES THAT
COMMUNITY VOICES SHAPE THE POLICIES
THAT DIRECTLY AFFECT THEM.***

Co-chairs' foreword

We begin by acknowledging the Traditional Owners of Country across these lands, skies and waters. We pay deep respects to Elders past and present, and recognise the unbroken connection First Nations peoples hold to Country, community, kin and culture.

For mob, home has always meant more than shelter. It's where families are raised, knowledge is shared, and connection to culture, kin and community is nurtured.

A safe, secure, and culturally strong home is the foundation for everything — health, education, justice, employment, and family wellbeing. That's why housing is not just a policy area; it's a fundamental need, a cultural priority, and a pathway to generational change. It's why this work is both complex and critical, and why it's a journey we must walk together.

The Housing Policy Partnership (the Partnership or the HPP) is the first mechanism of its kind: a formal, shared space where governments and Aboriginal and Torres Strait Islander community-controlled representatives come together to chart a new course for housing policy. Guided by the principles of the National Agreement on Closing the Gap, and focused on driving progress towards Outcome 9, we are walking the talk of shared decision-making — recognising the importance of lived experience, cultural insight and community leadership.

This HPP Workplan is ambitious by design. It sets a clear direction for the years ahead while laying the foundations for lasting reform. We know the path won't always be easy, and that real change takes time. But we are committed to building momentum and delivering progress in partnership.

The evaluation of the HPP will occur during the delivery of this Workplan and the outcomes will help guide and shape implementation, while strengthening the Partnership itself. It will ensure we remain focused, accountable and equipped to deliver real impact.

We thank all members of the HPP — community and government — for your deep commitment, collaboration and courage. Together, we are working towards a future where safe, secure, culturally appropriate housing is not the exception, but the expectation for all Aboriginal and Torres Strait Islander people.

ZACHARIAH MATYSEK
Community Co-chair

MATT FLAVEL
Government Co-chair¹

¹ Matt Flavel fulfilled the role as government co-chair until Machinery of Government changes occurred on 13 May 2025. The HPP Workplan was finalised prior to this date.



Purpose of the HPP

In December 2022, the Joint Council on Closing the Gap formally endorsed the establishment of the Housing Policy Partnership (HPP) under Priority Reform One of the National Agreement.

The HPP is a national mechanism that brings together Aboriginal and Torres Strait Islander representatives and all levels of government to develop a joined-up approach to Aboriginal and Torres Strait Islander housing policy, with a focus on Outcome 9 of the National Agreement – ensuring Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and needs. A key output of the HPP is to make recommendations to the Joint Council about improving housing outcomes and homelessness prevention for Aboriginal and Torres Strait Islander people.

The HPP is co-chaired by NATSIHA and The Treasury². It brings together expertise from across governments and Aboriginal and Torres Strait Islander communities. Membership includes:

- Commonwealth, State and Territory Governments
- Community representatives from:
 - National Peaks (NATSIHA, and Coalition of Peaks)
 - State and Territory Aboriginal and Torres Strait Islander housing peak organisations
 - Independent Aboriginal and Torres Strait Islander representatives.

² The HPP government co-chair role transferred from the Department of Social Services to the Department of the Treasury following Machinery of Government changes on 13 May 2025.



*BY BUILDING ON THE STRENGTHS, RESILIENCE,
AND SELF-DETERMINATION OF ABORIGINAL
AND TORRES STRAIT ISLANDER COMMUNITIES,
THE PARTNERSHIP ADDRESSES THE ONGOING
IMPACTS OF COLONISATION, SYSTEMIC INEQUITIES,
AND HOUSING ACCESS BARRIERS, DRIVING
PROGRESS TOWARD ACHIEVING OUTCOME 9
OF THE CLOSING THE GAP AGREEMENT.*

Objectives

1

Establish a joined-up partnership approach between all governments and Aboriginal and Torres Strait Islander community representatives to address and improve housing outcomes of Aboriginal and Torres Strait Islander people.

2

Focus on the Priority Reforms in the National Agreement, and how they can be harnessed to make the changes needed to ensure that First Nations people can secure appropriate, affordable housing that is aligned with their aspirations, priorities and need.

3

Identify specific reforms to increase the proportion of First Nations people living in appropriately sized and affordable housing, to enable improved life outcomes across areas such as employment, health, education and connection to community and Country.

4

Identify opportunities to work more effectively across and within governments, the Coalition of Peaks and housing organisations, particularly community-controlled organisations to reduce service gaps and duplication and improve outcomes under the National Agreement.

5

Support efforts to implement the National Agreement including meeting targets for the Priority Reform areas and socio-economic outcomes.

6

Ensure policy is informed by a bottom up, community and sector led model that acknowledges and supports First Nations community-led outcomes on Closing the Gap through a housing lens.

7

Enable First Nations representatives to negotiate and implement agreements with governments to implement all Priority Reforms and place-based policy strategies to support the National Agreement.

National Agreement on Closing the Gap

OUTCOME 9

Is to ensure that Aboriginal and Torres Strait Islander people have access to appropriate, affordable housing that meets their needs and priorities. There are two targets under Outcome 9. These are:

TARGET 9A

By 2031, increase the proportion of Aboriginal and Torres Strait Islander people living in appropriately sized (not overcrowded) housing to 88 per cent.

TARGET 9B

By 2031, all Aboriginal and Torres Strait Islander households within discrete Aboriginal and Torres Strait Islander communities receive essential services that meet or exceed the relevant jurisdictional standard, in or near to a town receive essential services that meet or exceed the same standard as applies generally within the town (including if the household might be classified for other purposes as a part of a discrete settlement such as a 'town camp' or 'town based reserve').

Priority Reforms on Closing the Gap

PRIORITY REFORM 1

Formal partnerships and shared decision-making.

PRIORITY REFORM 2

Building the community controlled sector.

PRIORITY REFORM 3

Transforming government organisations.

PRIORITY REFORM 4

Shared access to data and information at a regional level.



The Workplan

The purpose of the HPP Workplan is to provide clear direction on the priorities and activities of the HPP.

This will assist the Partnership to uphold its commitments to transparency and accountability. The HPP Workplan will also allow the Partnership to continue with an agreed pathway forward, while developing a longer term 3-year *Strategic Plan* and comprehensive *HPP Theory of Change*.

It is acknowledged that while government members are embedded within the HPP, the HPP Workplan does not represent a formal government decision or position.



Horizons



THE HORIZONS SET OUT THE HPP'S STRATEGIC FOCUS AREAS FOR TRANSFORMING THE HOUSING SYSTEM. EACH HORIZON REPRESENTS A CRITICAL LEVER FOR CHANGE — SHAPED BY COMMUNITY PRIORITIES, GROUNDED IN CULTURAL AUTHORITY, AND ALIGNED WITH THE CLOSING THE GAP PRIORITY REFORMS.

Together, they provide a clear path for collective action and lasting impact. The Horizons offer a point of direction, helping us stay focused on outcomes, while remaining grounded in where we've come from and what we're working toward together.

Horizons overview

1



**EMBED ABORIGINAL AND
TORRES STRAIT ISLANDER VOICES AND
SHARED DECISION-MAKING ACROSS
HOUSING AND HOMELESSNESS**

2



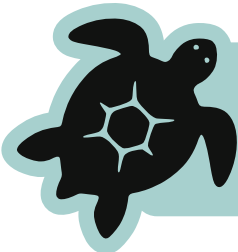
**ESTABLISH PARTNERSHIPS AND WORKING
GROUPS TO PROGRESS THE PRIORITIES AND
INFLUENCE OF THE HPP**

3



**ENABLING COMMUNITY-LED SOLUTIONS,
INCREASING INVESTMENT AND STRENGTHENING
THE COMMUNITY-CONTROLLED SECTOR**

4



**ENABLING THE SMOOTH TRANSITION
OF HOUSING STOCK TO THE
COMMUNITY-CONTROLLED SECTOR**

5



**TRANSFORMING GOVERNMENT AGENCIES
AND PORTFOLIOS ACROSS THE ABORIGINAL
AND TORRES STRAIT ISLANDER HOUSING
AND HOMELESSNESS LANDSCAPE**

6



**DEVELOPING STRONG, SELF-DETERMINED
EVIDENCE BASES AND ENHANCING ACCESS
TO QUALITATIVE AND QUANTITATIVE DATA**

Outputs overview

1.1 Develop a HPP 3-year *Strategic Framework*

1.2 Partner with Commonwealth to develop 5-year *National Aboriginal and Torres Strait Islander Housing Plan*

2.1 Develop strong relationships with other policy partnerships

2.2 Embed structures and frameworks in HPP to move toward 9B

2.3 Continue to establish HPP as strong, robust mechanism

3.1 Support development of strong Aboriginal and Torres Strait Islander representative arrangements

3.2 Develop updated lists of funding rounds available to ATSICCO's

3.3 Provide advice to Housing Australia to make funding rounds more accessible to ATSICCO's

3.4 Provide advice to Ministers to make funding rounds more accessible to ATSICCO's

4.1 Develop a *Funding Needs Report*







5.1 Identify and review national frameworks to enhance and strengthen cultural capabilities

5.2 Identify and review national frameworks to enhance and strengthen anti-racism

6.1 Develop a *Data Stocktake Report*

6.2 Develop and maintain jurisdictional profiles

Strategic alignments

	Priority reform 1	Priority reform 2	Priority reform 3	Priority reform 4	Target 9A	Target 9B	Housing Sector Strengthening Plan
 1. EMBED ABORIGINAL AND TORRES STRAIT ISLANDER VOICES AND SHARED DECISION-MAKING ACROSS HOUSING AND HOMELESSNESS	I	I	S	S	I	I	S
 2. ESTABLISH PARTNERSHIPS AND WORKING GROUPS TO PROGRESS THE PRIORITIES AND INFLUENCE OF THE HPP	I	S	I	I	I	I	S
 3. ENABLING COMMUNITY-LED SOLUTIONS, INCREASING INVESTMENT AND STRENGTHENING THE COMMUNITY-CONTROLLED SECTOR	S	I	S	I	I	I	I
 4. ENABLING THE SMOOTH TRANSITION OF HOUSING STOCK TO THE COMMUNITY-CONTROLLED SECTOR	S	I	S	S	I	I	I
 5. TRANSFORMING GOVERNMENT AGENCIES AND PORTFOLIOS ACROSS THE ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING AND HOMELESSNESS LANDSCAPE	S	S	I	I	S	S	I
 6. DEVELOPING STRONG, SELF-DETERMINED EVIDENCE BASES AND ENHANCING ACCESS TO QUALITATIVE AND QUANTITATIVE DATA	S	S	S	I	I	I	S

I Immediate **S** Supportive

Horizon 1

EMBED ABORIGINAL AND TORRES STRAIT ISLANDER VOICES AND SHARED DECISION-MAKING ACROSS HOUSING AND HOMELESSNESS



The HPP is committed to amplifying and embedding Aboriginal and Torres Strait Islander voices and shared-decision making across housing and homelessness policies, programs and funding design and delivery through formalised partnerships, mechanisms, consultation processes and advocacy via the Joint Council and across governments. By ensuring that culturally informed priorities shape shared-decisions on policy, program and funding prioritisation and allocations, the HPP fosters enduring and sustainable government-community partnerships that embed these perspectives into long-term housing strategies and solutions.

Why is this important?

Aboriginal and Torres Strait Islander communities face distinct housing challenges, including overcrowding, limited culturally appropriate options, and restricted access to sustainable funding.

Historically, housing policy and funding decisions have often overlooked their direct input, leading to solutions that fail to meet community needs or support Aboriginal and Torres Strait Islander Community-Controlled Organisation (ATSICCO) growth. To close this gap, the HPP aims to institutionalise Aboriginal and Torres Strait Islander voices in decision-making, ensuring that housing policies, design, and funding priorities are guided by cultural insights and lived experience. This will better enable the enactment of self-determination and foster sustainable, culturally responsive housing solutions.

OUTPUT 1.1

Develop a HPP 3-year *Strategic Framework*, including a *Theory of Change* (ToC), that will outline the HPP's vision, goals, and pathways to achieving sustainable housing outcomes for Aboriginal and Torres Strait Islander people, communities and the housing sector, in accord with Outcome 9 and the Priority Reforms of the National Agreement.

The strategic framework and ToC will guide all HPP activities; it will define key outcomes, measurable indicators, and the role of partnerships in reducing overcrowding and increasing access to culturally appropriate, affordable and secure housing for Aboriginal and Torres Strait Islander people.

OUTPUT 1.2

Partner with the Commonwealth Government to develop a dedicated 5-year *National Aboriginal and Torres Strait Islander Housing Plan* under the *National Housing and Homelessness Plan* to address Aboriginal and Torres Strait Islander housing needs, reduce overcrowding, and strengthen Community Controlled Housing Organisations.

Horizon 2

ESTABLISH PARTNERSHIPS AND WORKING GROUPS TO PROGRESS THE PRIORITIES AND INFLUENCE OF THE HPP



The HPP will establish strong and enduring partnerships, working groups and collaboration mechanisms within the HPP framework between Governments, the Aboriginal and Torres Strait Islander Community-Controlled housing and homelessness sector and other key sectors across to implement the National Agreement and deliver holistic, integrated and inclusive policies and systems which meet the diverse housing needs, priorities and wellbeing of all Aboriginal and Torres Strait Islander people and communities.

Why is this important?

The Productivity Commission's report on the review of the National Agreement identified shortcomings with respect to the implementation of Priority Reform One and highlighted, through substantial case studies and findings, that decision-making is not shared in a true and genuine way that is consistent with the strong partnership elements of the National Agreement, except during times of crisis.

The Productivity Commission formally recommended that governments listen, engage and value Aboriginal and Torres Strait Islands knowledge about policy and programs by investing in partnerships through time and money; and transforming government systems.

OUTPUT 2.1

Develop strong relationships with other Policy Partnerships to develop shared priorities and identify cross sector opportunities to enhance outcomes across social-determinants and socio-economic outcomes for Aboriginal and Torres Strait Islander people and the housing sector.

OUTPUT 2.2

Embed structures and frameworks within the HPP to make progress towards Target 9B.

OUTPUT 2.3

Continue to establish the HPP as a strong, robust national partnership mechanism which is accountable for ensuring shared decision-making and consensus on Aboriginal and Torres Strait Islander housing policies, programs and legislation in accordance with the Strong Partnership Elements and Priority Reforms of the National Agreement to achieve housing outcomes that are aligned to community priorities, aspirations and needs.

Horizon 3

ENABLING COMMUNITY-LED SOLUTIONS, INCREASING INVESTMENT AND STRENGTHENING THE COMMUNITY-CONTROLLED SECTOR



The HPP will seek to eliminate systemic barriers across the sector by advocating for reforms to National Regulatory System for Community Housing (NRSCH) registration policy and procedures and strengthening organisational capacity to access sustainable and secure funding over the next three years, ensuring ATSICCOs can lead housing solutions by prioritising investment in culturally responsive, community-driven housing initiatives that close the housing gap. First, in 2025, HPP will advocate for revisions to outdated definitions and eligibility criteria and related NRSCH policies and procedures; and identify information and practices to promote the sector's capacity to access more secure and sustainable resources.

Why is this important?

Current funding structures and policies exclude ATSICCOs by using outdated definitions and restrictive eligibility criteria, limiting their access to essential resources.

This misalignment prevents ATSICCOs from the ability to scale their organisations, leaving critical housing gaps unaddressed and stalling progress on Closing the Gap targets. Empowering ATSICCOs with equitable access to funding and decision-making authority is essential for creating a housing sector that meets Aboriginal and Torres Strait Islander community needs while fostering long-term, culturally-informed success and sustainability.

OUTPUT 3.1

Support the development of strong, self-determined Aboriginal and Torres Strait Islander Housing representative arrangements in jurisdictions. This may include agreeing to leveraging off existing mechanisms and structures across the respective Closing the Gap framework and landscape within jurisdictions.

OUTPUT 3.2

Develop updated lists of funding rounds available to ATSICCO's.

OUTPUT 3.3

Provide advice to Housing Australia to ensure that all future funding rounds are accessible to ATSICCO's to better enable direct investment in the sector, and drive progress towards Target 9A. This includes advocating for reforms to existing processes and streamlined criteria, dedicated ATSICCO rounds and targeted capacity-building initiatives to enhance ATSICCO access to funding.

OUTPUT 3.4

Provide advice to Ministers, Governments and key stakeholders to ensure that all funding rounds are accessible to ATSICCO's to better enable direct investment in the sector, and drive progress towards Target 9A. This includes advocating for reforms to existing processes and streamlined criteria, dedicated ATSICCO rounds and targeted capacity-building initiatives to enhance ATSICCO access to funding.

Horizon 4

ENABLING THE SMOOTH TRANSITION OF HOUSING STOCK TO THE COMMUNITY-CONTROLLED SECTOR



The HPP will advocate for reforms to the funding models in the sector, focus on a structured, supportive transition plan for the transition of housing stock to ATSICCOs over the next three years. This priority includes establishing legal, logistical, and operational frameworks to ensure sustainable asset management and ownership, alongside long-term funding support for maintenance and operations.

Why is this important?

Current housing management structures often lack local control and cultural alignment, limiting sustainable solutions and contributing to overcrowding in Aboriginal and Torres Strait Islander communities.

Without a structured transition of assets and funding to ATSICCOs, these organisations face challenges in scaling capacity and delivery of housing services.

OUTPUT 4.1

Develop a *Funding Needs Report*.

This report documents the data and outlines findings and recommended methodology to determine appropriate funding allocations per house for ATSICCOs that is adaptable to different regions and housing conditions.

Horizon 5

TRANSFORMING GOVERNMENT AGENCIES AND PORTFOLIOS ACROSS THE ABORIGINAL AND TORRES STRAIT ISLANDER HOUSING AND HOMELESSNESS LANDSCAPE



The HPP will focus on identifying and transforming structures and systems across Aboriginal and Torres Strait Islander housing and homelessness so that they work for, and not against, Aboriginal and Torres Strait Islander people and community-controlled organisations. This includes through eliminating racism, embedding self-determination and enabling shared-decision making across housing and homelessness systems as an essential pillar of reform, and ensuring policies and programs are culturally safe and designed in partnership with Aboriginal and Torres Strait people and community-controlled organisations in a strengths-based way (Priority Reform 3).

Why is this important?

Current housing and homelessness systems continue to reflect systemic barriers, including limited inclusion of Aboriginal and Torres Strait Islander voices and Community-Controlled Organisations in decision-making. These structures often fail to enable culturally safe, strengths-based solutions, perpetuating inequities and undermining self-determination.

While there have been efforts to employ and engage Aboriginal and Torres Strait Islander people and communities from government, the Productivity Commission's report on the review of the National Agreement highlighted that greater efforts to transform government systems were critical and necessary. Without transforming these systems to center Aboriginal and Torres Strait Islander leadership and shared decision-making, efforts to achieve meaningful and sustainable outcomes will fall short. The Productivity Commission's report on the review of the National Agreement recommended transformation entails an acknowledgement of the size of the task by: identifying institutional racism; developing a vision for transformation; changing policies, procedures and workplace culture; and supporting Community-Controlled services.

OUTPUT 5.1

Identify and review national and jurisdictional frameworks and strategies to enhance and strengthen cultural capabilities and capacity across government housing agencies, portfolios and service delivery areas.

OUTPUT 5.2

Identify and review national and jurisdictional frameworks and strategies to implement anti-racism activities and initiatives across government housing agencies, portfolios, service delivery areas, structures and systems.

Horizon 6

DEVELOPING STRONG, SELF-DETERMINED EVIDENCE BASES AND ENHANCING ACCESS TO QUALITATIVE AND QUANTITATIVE DATA



The HPP will prioritise the development of strong, self-determined evidence-bases and accessible, accurate data for ATSICCOs, communities, and government agencies. This focus includes establishing frameworks for ATSICCOs to assess data relevance, identifying and addressing data gaps, and using data to underpin shared-decision making and guide targeted investment.

Why is this important?

Informed decision-making in Aboriginal and Torres Strait Islander housing is constrained by gaps in self-determined evidence bases, as well as the accessibility, consistency and quality of data available to communities, ATSICCOs, and government agencies.

Many existing data sources lack the depth to reflect the lived realities and housing needs of Aboriginal and Torres Strait Islander people, often excluding crucial qualitative insights that convey community-specific challenges and successes. Without robust data, it becomes difficult to accurately identify gaps, set priorities, or direct investment where it is needed most. By ensuring data accessibility, transparency, and relevance, the HPP can better enable communities, ATSICCOs and governments to participate in evidence-based, data-driven decisions that truly reflect the housing needs and aspirations of Aboriginal and Torres Strait Islander people, and deliver lasting, impactful change.

OUTPUT 6.1

Develop a *Data Stocktake Report*.

This report will categorise the responsibilities and quality of existing data sources across government, private industry, and community to identify, with annotations about relevance, coverage, and reliability.

OUTPUT 6.2

Develop and maintain jurisdictional profiles and updates on the status of Aboriginal and Torres Strait Islander housing and homelessness. This includes capturing best practice initiatives and models and lessons learned.



Coming Together in Partnership

Coming Together in Partnership embodies the continuing journey of paving current and new pathways forward with Aboriginal and Torres Strait Islander peoples and housing initiatives across the nation. The colours reflect our deeply rich and diverse Cultures, from the land to the sea, to rivers to the mountains across wide plains and the many diverse landscapes our mobs live. Country is home.

We create meaningful connections when we come together to meet, share and yarn about things that are important and vital to our well-being and collective futures. In this artwork I wanted to create a sense of joy, good spirit, and connectedness that captures what it means to belong to our lands and community in relationship to each other. Home is family.

ARTWORK BY PROUD GUNGALU, KOINJMAL, YIMAN AND SOUTH SEA ISLANDER WOMAN KIMIAH ALBERTS.

Photos

Housing is part of our story, Country is where that story begins.

The photos in this Workplan reflect our connection to place and people, they remind us who we're working for, and why.

Design

This Workplan was designed and typeset by Wayarang.

Horizon symbols



EUCALYPTUS

Why? Horizon 1 is about embedding voice and authority. This symbol reflects oversight, respect, and shared custodianship.



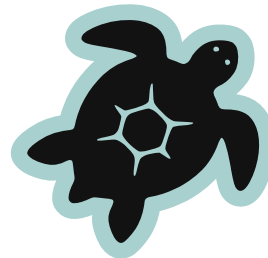
DINGO

Why? Horizon 2 is about working together. This symbol reflects connection, loyalty, and navigating systems together — it is respected by many mobs with shared song lines across most of Australia.



BUSH TOMATO

Why? Horizon 3 is about community control and solutions driven by mob. This symbol is collected and passed on through generations and across nations, it represents resilience, grassroots knowledge, autonomy, and sustainability.



TURTLE

Why? Horizon 4 is about steady transition and self-determination. This symbol represents long-term vision, cultural strength and moving through change with purpose and patience.



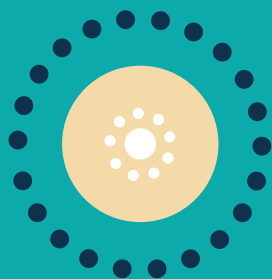
BLACK COCKATOO

Why? Horizon 5 is about shifting systems. This symbol speaks to deep transformation and culturally safe reform, it is often seen as a harbinger of change, transformation, and cleansing.



COCONUT PALM

Why? Horizon 6 is about reclaiming knowledge and healing through truth. This symbol reflects deep roots, cultural authority, and the power of community-held wisdom.



HOUSING POLICY PARTNERSHIP

housingpolicypartnerships@natsiha.org.au



NATSIHA
National Aboriginal & Torres Strait Islander
Housing Association



Australian Government

The Treasury

