

# National Aboriginal and Torres Strait Islander Housing Association

*Annual Report 2024 - 2025*



NATSIHA acknowledges the Traditional Custodians of the lands on which we walk, Country that is created with beauty and natural resources to sustain our people for generations. Country that is sacred and diverse.

We recognise Aboriginal and Torres Strait Islander Peoples enduring connection to the land, rivers and sea, and their valued cultural history and heritage.

We acknowledge the cultural strength and wisdom of our Elders who have gone before us to create paths for us to follow. We respect and acknowledge the Elders who are giving leadership and deep learning as we strive for better outcomes for our people and communities.

We encourage and support new generations of Aboriginal and Torres Strait Islander leaders, as they are our future leaders.

We also acknowledge all people who are committed to work with and for Aboriginal and Torres Strait Islander peoples, we honour those who walk with us in our journey for justice, recognising our shared journey and mutual role in providing better opportunities now and creating new pathways for the future.

*Written by Uncle Tom Slockee  
NATSIHA Chairperson*



*Martu Country*

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Readers are advised that this document contains images of Aboriginal and Torres Strait Islander people, including community members and leaders.

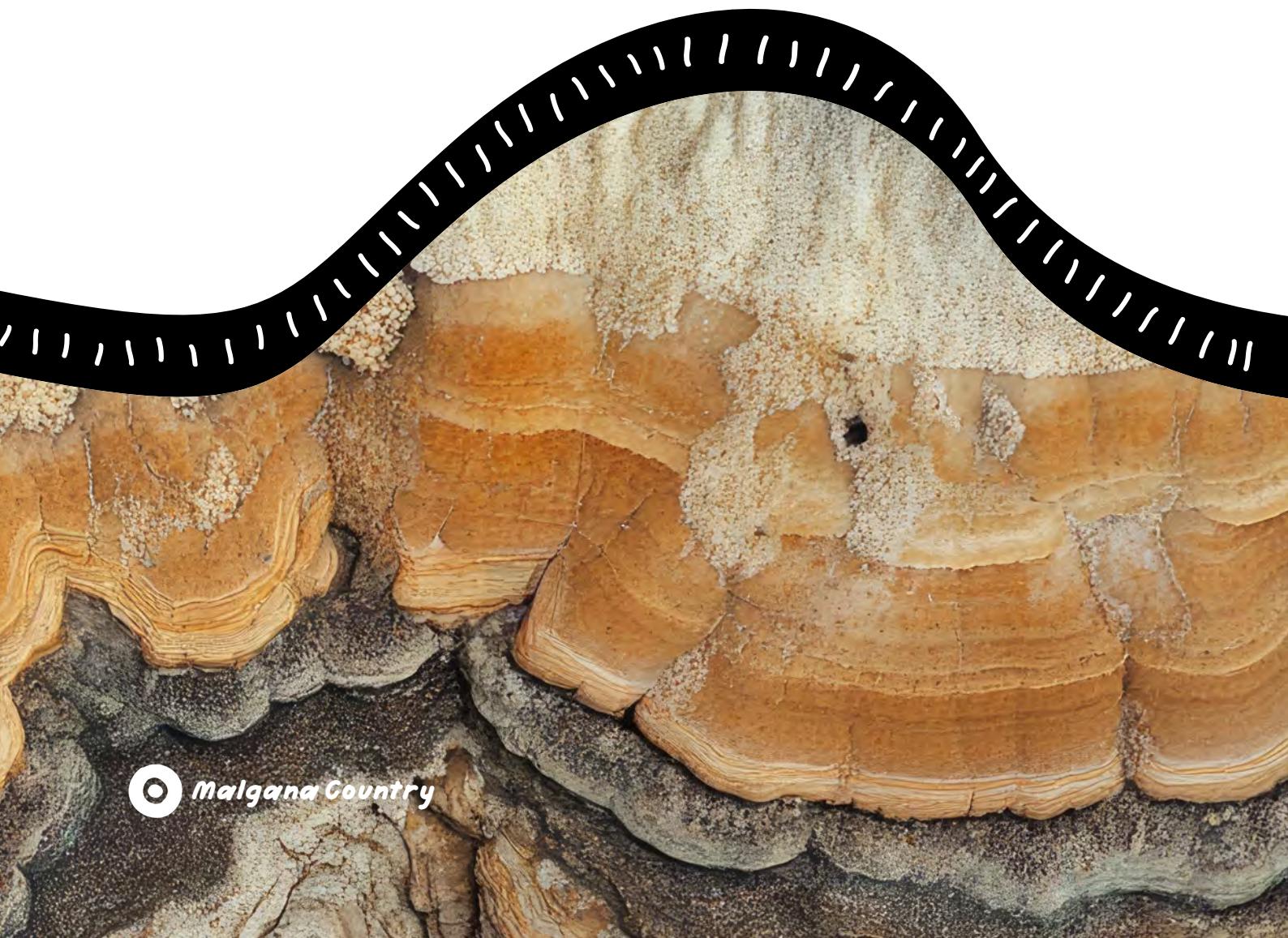


“

Founded and Grounded in Respect, Responsibility, Relationships, Collaboration, Connection and Resilience, Aboriginal and Torres Strait Islander housing is self-determined and community-led.

Our vision is homes of belonging, growing together and cultural strength. Homes to move our people forward, strengthening resilience and unity across generations. Homes that sustains culture, empowers families and secures our future.”

*Uncle Tom Slockee  
NATSIHA Chairperson*



# Message From Our Chairperson

I want to honour the Directors who have walked this journey with us and continue to shape the development and success of NATSIHA. They are committed, dedicated, and passionate Aboriginal leaders who have given their hearts, their strength, and their wisdom for our people and communities. Their work is driven by a deep belief that every Aboriginal and Torres Strait Islander person deserves a safe, culturally grounded home.

I acknowledge Debra Buckskin and Skye Thompson, who travelled this path with us until recently and who now continue to serve our people in new and meaningful ways. To my fellow Directors — Tina Ugle (WA), Leeanne Caton (NT), Mary Doctor (QLD), Charlie Trindall (NSW), Darren Smith (VIC) and Darren Bromley (SA) — I thank you for your commitment and deadly leadership, which ensures NATSIHA remains a strong national voice for our people.

I also recognise and appreciate the work of our Acting CEO Zachariah Matysek and NATSIHA's most dedicated and committed staff.

Our Directors stand firm in the fight for our rights: the right for our people to have homes that are owned, led and managed by Aboriginal and Torres Strait Islander organisations in our own communities. We continue the struggle that our ancestors began — generations of Aboriginal and Torres Strait Islander men and women who gave their blood, sweat and tears to protect self-determination, culture and community control.

I am disappointed that governments have not been truly responsive to the targets and aspirations set under Closing the Gap for Aboriginal and Torres Strait Islander housing. We continue to ask: when will we see genuine action and tangible investment in new housing stock for our people? When will our Aboriginal and Torres Strait Islander organisations be entrusted, as they should be, to lead, own and manage the community homes our people live in?

Even in this frustration and lack of commitment, our resolve is unwavering.

The work before us is about more than housing. We know that housing is one of the strongest social determinants of health and wellbeing. It is about creating the conditions for our people to live well, stay connected to Country, and shape their futures with confidence and pride.

After decades in this sector, I have seen firsthand the transformation that comes from true self-determination. When our people design, deliver and govern the solutions, homes are not simply constructed — they become places of belonging and strength. Families grow strong. Individuals prosper. Communities thrive. Culture is lived and carried forward.

NATSIHA exists to protect, strengthen and embed that way of working — ensuring Aboriginal and Torres Strait Islander voices guide every decision about housing policy, funding and reform.



“When our people design, deliver and govern the solutions, homes are not simply constructed — they become places of belonging and strength.”

The Housing Policy Partnership is one example of this progress. It has created a shared table where all governments sit together with our national sector leadership. It is a place where Aboriginal and Torres Strait Islander knowledge, priorities and solutions are recognised and championed. This is structural change – the kind that will outlast political cycles.

Our State and Territory Peaks continue to demonstrate the strength of community-led leadership. They are building capability, influencing reform, and shaping local systems that work for their people. Together, they form a powerful national network that reflects the depth, experience and resilience already present in our sector.

NATSIHA's national initiatives – such as SPOKEN, the Industry Roundtable, and Governance in Our Hands – are laying the groundwork for long-term sustainability. These initiatives bring together evidence, innovation, community wisdom and culture to strengthen organisations and shape a housing system built to endure.

This is how we move from short-term projects to long-lasting, generational solutions.

I want to acknowledge all the community housing organisations, State and Territory Peaks, and partners who continue to share their knowledge, time and commitment. Every voice matters. Every contribution strengthens the whole.

Our focus now is on growing our sector, sustainability, securing funding for our organisations, producing outcomes in our Communities and ensuring the systems that support our people are culturally appropriate. Aboriginal and Torres Strait Islander housing cannot continue to depend on goodwill, temporary pilots or short-term programs. It must stand on strong, self-determined foundations that carry our people forward.

I am proud of the progress we are making and confident in the road ahead. Our communities hold the solutions. NATSIHA's role is to ensure those solutions are heard, valued, supported and sustained.

### ***Uncle Tom Slockee***

Chairperson, National Aboriginal and  
Torres Strait Islander Housing Association



***Bundjalung Country***

# Message From Our Acting CEO

The 2024–25 financial year marks a defining moment for both our organisation and the national housing system. This was the year Australia witnessed with clarity and conviction the impact of Aboriginal and Torres Strait Islander leadership when it is not only heard but genuinely embedded in decision-making. As the housing crisis facing our people reached a critical point, NATSIHA, standing firmly alongside our sector and communities, demonstrated that the expertise, the solutions, and the leadership required to drive lasting reform have always lived within our own nations.

Across this country, our families continue to endure overcrowded homes, unsafe and ageing infrastructure, and systems designed without our cultural, social or economic realities at their centre. Yet this year also proved, beyond any doubt, that Indigenous leadership is the only pathway to structural transformation. Through discipline, cultural strength, unity and unwavering purpose, NATSIHA and the sector together broke open doors long closed, shifted mindsets long entrenched, and fundamentally changed the way nine governments engage with Aboriginal and Torres Strait Islander people on housing, homelessness and infrastructure.

As Co-Chair of the National Housing Policy Partnership (HPP), NATSIHA is proud to celebrate the historic milestone of the HPP's inaugural Workplan. For the first time in Australia's history, all nine governments have worked alongside community, and signed up to a shared, Indigenous-led national agenda for housing reform.

Equally significant was NATSIHA's role in co-authoring the Aboriginal and Torres Strait Islander component of the new National Agreement on Social Housing and Homelessness. This agreement establishes equal authority between governments and Indigenous representatives, embeds Indigenous-led assurance processes, and introduces accountability mechanisms grounded in self-determination, equity and genuine co-decision-making. This stands as one of the most significant policy wins our sector has achieved in a generation.

Another remarkable milestone this year was negotiating the establishment of the South Australian Aboriginal Housing Peak, a major step toward a national network of Indigenous housing peaks, each driving advocacy, reform and community-led delivery at the regional level. This is what structural change looks like: communities leading, governments listening, and decision-making shifting into Indigenous hands.

We had the privilege of delivering governance training to over 200 Aboriginal and Torres Strait Islander leaders, strengthening boards, supporting organisational capability, and investing in the leadership pipeline that will shape our sector's future for generations. We also launched our Financial Literacy Tool called "Money, Housing and Choice," in partnership with the First Nations Foundation, equipping families with culturally aligned tools to navigate financial decisions with confidence and independence.

Our work on SPOKEN, the national Indigenous-led evidence platform continues to develop. After generations of having our stories misrepresented or erased, SPOKEN is reclaiming data sovereignty, restoring truth, and placing evidence back in the hands of our communities. It is an essential foundation for smarter investment, stronger accountability, and policy design that reflects our lived realities. I am excited to be working with the sector to continue growing SPOKEN together.



**“** *We are not simply participating in reform we are leading it, defining it, and ensuring that it endures.”*

Across Australia, our members, Elders, communities, and partners have been the driving force behind every achievement. Every home built or restored on Country, every regional meeting, every young leader mentored, every tenancy saved or given, together, these actions form a national movement demanding equity, justice and culturally grounded housing outcomes.

Internally, NATSIHA has continued to strengthen its governance and operational systems to support sustainable growth and accountability.

As Acting CEO, I am proud not only of what we achieved this year, but of how we achieved it, through cultural strength, unity, courage and unwavering commitment to our people. We enter the year ahead with unprecedented momentum and credibility. NATSIHA is no longer responding to a crisis; we are working with our communities to shape a national response.

We are carving a future where Aboriginal and Torres Strait Islander peoples have equity of choice, control over decisions that shape our lives, and homes that reflect our culture, identity and connection to Country.

***We are not simply participating in reform we are leading it, defining it, and ensuring that it endures.***

- ***This is self-determination in action.***
- ***This is nation-building.***
- ***This is NATSIHA's leadership, and this is only the beginning.***

### ***Zachariah Matysek***

Acting CEO, National Aboriginal and Torres Strait Islander Housing Association

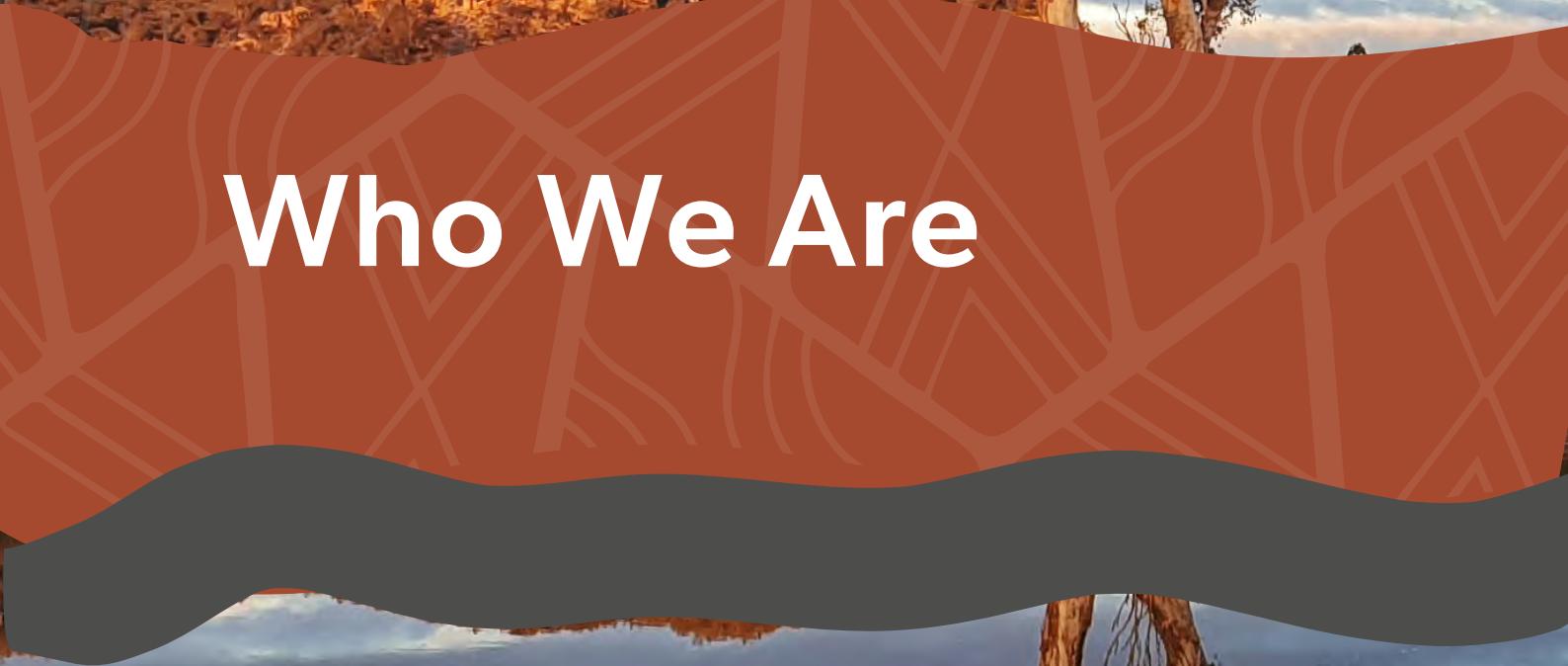


***Kaurareg Country***

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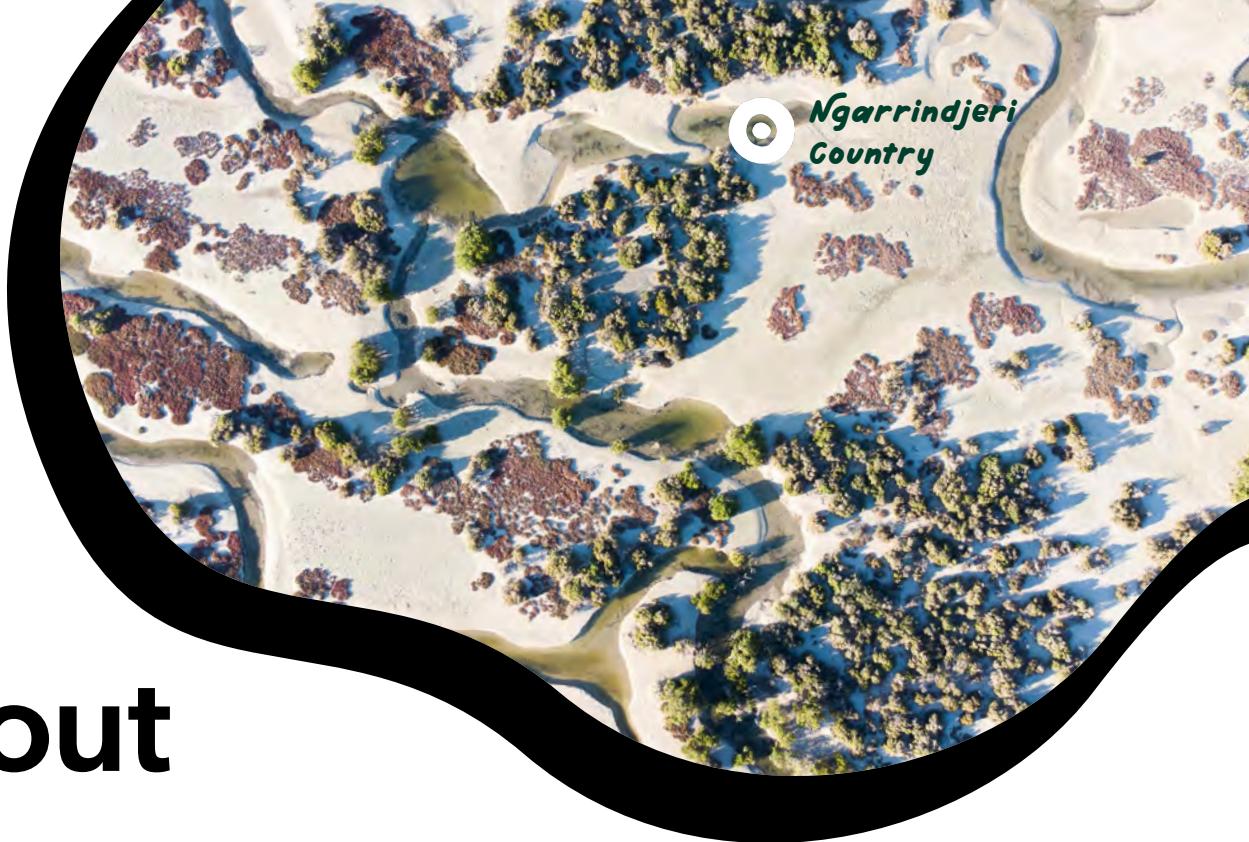


## Who We Are



Ngemba Country





# About NATSIHA

***The National Peak body for Aboriginal and Torres Strait Islander Housing and Homelessness.***



All Aboriginal and Torres Strait Islander people have housing that aligns to our diverse cultures and aspirations for the benefit of all Australians.

**Our Purpose:** Provide national leadership on First Nations Housing that empowers community-controlled solutions and self-determination.

The National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) was established in 2021 to provide national coordination and leadership for Aboriginal and Torres Strait Islander housing.

Before NATSIHA, the sector did not have a single national voice, even though Aboriginal and Torres Strait Islander Community Controlled Housing Organisations had been delivering housing services and leading change for decades. NATSIHA was formed to connect these organisations, strengthen their capacity, and ensure that Aboriginal and Torres Strait Islander people lead the housing decisions that shape their lives.

Our purpose is to build a strong and coordinated housing system that is community-led, culturally grounded and capable of delivering meaningful

outcomes. NATSIHA works alongside Aboriginal and Torres Strait Islander housing organisations, governments, philanthropy and strategic industry partners to strengthen the foundations of the sector, including its people, data, governance and influence.

NATSIHA has quickly become recognised as the national voice for Aboriginal and Torres Strait Islander housing. Through trusted partnerships with governments, mainstream peaks and industry, we are creating a shared platform for solutions, investment and action. Our work is practical, evidence-based and grounded in community knowledge.

NATSIHA is a national, member-based organisation incorporated under the Corporations Act 2001 (Cth) and registered with the Australian Charities and Not-for-profits Commission.

# Our Role in the National Landscape

NATSIHA holds a unique position in Australia's housing system. We are the only national organisation solely focused on Aboriginal and Torres Strait Islander housing, homelessness and Enabling Infrastructure bringing together the voices of community-controlled housing organisations with government, industry and research partners.

As Co-Chair and Secretariat of the Housing Policy Partnership under the Closing the Gap Agreement, NATSIHA leads the national space where Aboriginal and Torres Strait Islander housing priorities are agreed with all levels of government. This is the first time a shared workplan has been developed between every state and territory, the Commonwealth and Aboriginal and Torres Strait Islander representatives on housing. Through the Housing Policy Partnership, NATSIHA supports all governments to implement the Closing the Gap housing outcomes and deliver the nationally endorsed HPP Workplan.

Our leadership extends well beyond formal government forums. NATSIHA works directly with Housing and Homelessness Ministers, the Supply and Affordability Council and strategic industry partners to align national investment, strengthen accountability and support the growth of Aboriginal and Torres Strait Islander housing organisations across Australia. NATSIHA also works closely with Treasury, the National Indigenous Australians Agency and the Department of Social Services to advise on national housing reform and ensure that Aboriginal and Torres Strait Islander housing priorities are reflected across government.

Our role ensures that community perspectives shape the national housing agenda and that data, evidence and partnership work guide meaningful structural change. NATSIHA provides authoritative policy advice to governments and contributes directly to the development of national housing reforms.

*We are the bridge between community and system, ensuring that Aboriginal and Torres Strait Islander housing is not an afterthought in national policy but a central measure of Australia's progress toward equality and self-determination.*



# How We Work



## *Clear, Purposeful and Driven by Our Communities*

A home is where kinship grows, where culture is lived, and where connection to Country is sustained. Housing is the foundation that supports health, education, safety, employment, community life and strong futures.

NATSIHA works to make sure Aboriginal and Torres Strait Islander people have a housing system that respects culture and responds to community priorities. The current system has not been designed with our people in mind. Funding has been inconsistent, structures have been fragmented and policy decisions have often overlooked community expertise. This has left families carrying the consequences without a national mechanism that can hold governments to account or support a coordinated sector.

NATSIHA was established to fix this. We work in a way that elevates community authority, strengthens the sector and directs national attention to what our people need from housing, homelessness and enabling infrastructure systems.



## Our Role



**A national voice grounded in community authority** Bringing the priorities of Aboriginal and Torres Strait Islander housing organisations into national decision making.



**Strengthen and sustain the housing sector** Building capability in governance, workforce and service delivery so organisations can grow and lead.



**Uphold culture, data sovereignty and evidence** Ensuring national policy and investment are shaped by sovereign data and community knowledge.



**Position housing as essential infrastructure** driving recognition that Closing the Gap depends on stable, culturally grounded homes.



**Policy influence grounded in community authority.** Bringing clear and evidence informed advice to governments to ensure national housing reforms reflect the priorities of our communities.

NATSIHA's work is guided by values that reflect the priorities of our people:



**Cultural integrity** - housing is kinship, culture, and Country; these truths must guide every decision.



**Community leadership** - solutions must be led by mob, not imposed upon us.



**Equity** - every family, in every place, deserves safe, affordable, and culturally appropriate housing.



**Collaboration** - we walk alongside governments, industry, philanthropy, and research, but our accountability is always to our people first.



# Our Strategic Plan



## Why We Exist

### Our Purpose

Provide national leadership on First Nations Housing that empowers community-controlled solutions and self-determination.



## Where We Want To Be

### Our Vision

All Aboriginal and Torres Strait Islander people have housing that aligns with our diverse cultures and aspirations for the benefit of all Australians.

## What we stand for

### Our Values

- Equity and Accessibility
- Community-led Self Determined Futures

- Cultural Preservation
- Collaboration and Partnerships

## What we strive for

1

#### Excellence in First Nations Housing

Championing excellence in First Nations Housing to reshape narratives and enact policy shifts, ensuring equitable solutions for Aboriginal and Torres Strait Islander communities.

2

#### Empowered Communities

Empowering Aboriginal and Torres Strait Islander communities through strong representation, enduring partnerships, and focused capacity building - driving self-determination and better housing outcomes across the continuum.

3

#### Systemic and Structural Reform

Urgent systemic reform, reimagining funding for swift community impact by leveraging diverse partnerships to forge a more just and equitable future.

# Strategic Plan Report

## 2024-2028

Since the launch of NATSIHA's 2024 - 2028 Strategic Plan, We are pleased to report strong progress across all three strategic priority area's throughout the 2024-2025 financial year.

Excellence in First Nations Housing	Empowered Communities	Systemic and Structural Reform
Of the 5 focus areas associated with Excellence in First Nations Housing 3 are on track and 2 are ongoing.	Of the 4 focus areas associated with Empowered Communities 2 are on track, 2 are ongoing.	Of the 4 focus areas associated with Empowered Communities 1 is on track, 2 are ongoing and 1 is due to begin in 2026.
Lifting the narrative on the First Nations housing sector	Empower and develop the First Nations Housing sector	Community direct funding
User-centred housing solutions	Assured community-owned consultation	Formal strategic partnerships
Culturally informed research, evidence and policy	Financial sustainability and diversification	Owning the housing mandate
Respected and accountable housing peak body	Increase and diversity First Nations housing	Policy Reform
Strong strategic collaboration		



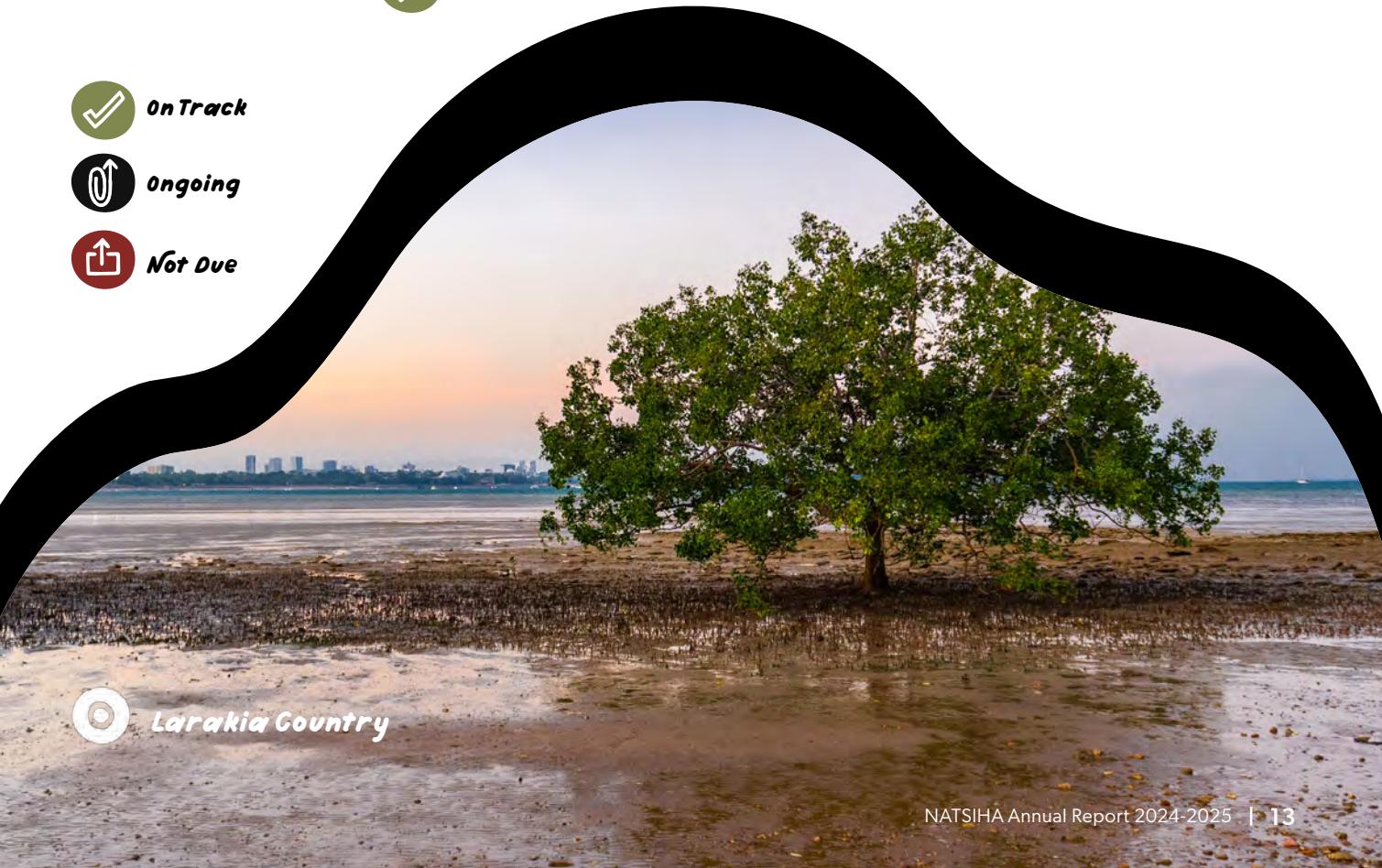
**On Track**



**Ongoing**



**Not Due**



**Larakia Country**

03

# Governance



*Bininj Country*

# Overview

The NATSIHA Board met regularly throughout the 2024–25 financial year to provide strategic oversight, strengthen governance systems, and ensure accountability across all areas of operation. During the period, the Board held six ordinary meetings, in addition to several out-of-session meetings convened as required.

Throughout the year, the Board undertook several governance initiatives to reinforce compliance, transparency, and performance. This included:

- The appointment of an Independent Chair to the Finance, Audit and Risk Committee to enhance financial oversight and accountability.
- Reviewing and updating key governance documents, including the Finance, Audit and Risk Committee Charter, ensuring alignment with the Corporations Act 2001 (Cth), NATSIHA's Constitution, and ACNC Governance Standards.
- Overseeing the development of the CEO Performance Framework and implementation of improved reporting processes between the Board, Committees, and Executive.
- Supporting Board capability through ongoing review of governance systems to strengthen organisational maturity and effectiveness.

The Board remains committed to embedding best-practice governance, underpinned by Aboriginal and Torres Strait Islander leadership and community control.

NATSIHA is a registered charity under the Australian Charities and Not-for-profits Commission (ACNC) and operates in full compliance with the ACNC governance standards and relevant reporting requirements.

The Board continues to strengthen its governance maturity to ensure NATSIHA remains accountable to members, funders, and the communities it represents.

NATSIHA's governance framework is supported by the Finance, Audit and Risk Committee, which provides oversight of financial management, risk and compliance.





# NATSIHA Board of Directors



**Uncle Tom Slockee**  
**NATSIHA Chairperson**

Tom's heritage is Butchulla and Bundjalung and Tanna (Vanuatu) He was adopted into the Walbunja Country by the Aboriginal Elders, they bestowed upon him a position of Aboriginal Elder. Tom established Budawang Aboriginal Housing Corporation in Batemans Bay. He established an Aboriginal building company and trained Aboriginal people to become carpenters. Tom was one of the founding members and the inaugural Chairperson of the NSW Aboriginal Housing Office, he then went on to establish and Chair SEARMS Community Housing and is a founding Board Director of ACHIA.



**Aunty Mary Doctor**  
**Umpi Korumba**

QLD

Mary has connections to the Cobble Cobble, Kuku Yalanji, Qualdamooka and Jinibara people of the Burnett Region, Far North Queensland and South East Queensland.

Mary is the general Manager of Umpi Korumba and also sits on the board of Aboriginal and Torres Strait Island Housing QLD.



**Darrien Bromley**  
**SA Aboriginal Community Controlled Organisation Network**

SA

Darrien has strong family connections to the Adnyamathanha and Narungga nations on his mother's side and the Wangkanguru/ Yarluwandi on his father's side. Darrien brings over a decade of experience in Aboriginal community health across SA, with a strong focus on health service management, infrastructure, vocational education and training, and workforce development.

He is currently the CEO of InComPro Aboriginal Association Inc., Darrien's work reflects a long-standing commitment to strengthening Aboriginal and Torres Strait Islander community-controlled services.



**Leeanne Caton**  
**Aboriginal Housing  
Northern Territory**

**NT**

Leeanne Caton is a Kalkadoon/Waanyi Woman who was born in Queensland and raised and educated on Larrakia Country. Leeanne has nearly 40 years experience working in the Aboriginal Affairs arena across all of the social determinant areas - many spent working between Darwin, Alice Springs and Perth in the Australian, Western Australian and Northern Territory governments.

She's been ministerially appointed to a number of national and high-level boards and has over 10 years experience in CEO roles in the Aboriginal community-controlled organisation sector. Leanne is currently the CEO of Aboriginal Housing Northern Territory (AHNT).



**Darren Smith**  
**Victorian Aboriginal Housing and  
Homelessness Forum**

**VIC**

Darren is a proud Palawa Trowerna man from Tasmania and currently serves as the CEO of Aboriginal Housing Victoria. With a strong academic foundation, Darren holds an Executive Master of Public Administration, a Bachelor of Laws, and a Bachelor of Engineering (Civil). His leadership and expertise in public administration, law, and engineering drive his commitment to improving housing outcomes for Aboriginal and Torres Strait Islander communities



**Charlie Trindall**  
**NSW Aboriginal Community Housing  
Industry Association**

**NSW**

Charlie is a Gamillaroi from Western NSW. He's an experienced senior executive with over a decade of expertise in the Aboriginal community-controlled sector, specialising in Aboriginal Land Rights, Culture and Heritage, and Aboriginal Housing and Property Management services. Charlie is the Operations Manager at MLAHMC Ltd and Chairperson of Aboriginal Community Housing Industry Association (ACHIA)



**Tina Ugle**  
**Noongar Mia Mia WA**

**WA**

Tina is a proud noongar Yorga Women from Ballardong & Yued with Wadjuk connections. Tina is the Managing Director of Noongar Mia Mia and sits on the Housing First Homelessness Advisory Group.

# Governance



## NATSIHA Directors

### Outgoing Directors

- Debra Buckskin, Director – South Australia (resigned 11 December 2024)
- Skye Thompson, Director – Northern Territory (resigned 31 December 2024)

### Incoming Directors

- Darrien Bromley, Director – South Australia (appointed 29 January 2025)
- Leeanne Caton, Director – Northern Territory – appointed 29 January 2025



## Board Ordinary Meeting Attendance (2024-25)

Board Director	Number Eligible to Attend	Number Attended
Tom Slockee	6	6
Tina Ugle	6	6
Mary Doctor	6	6
Darren Smith	6	4
Charlie Trindall	6	4
Darrien Bromley	3	1
Leeanne Caton	3	2
Debra Buckskin	2	2
Skye Thompson	2	2



## Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee has continued to play a key role in supporting the Board's oversight of financial management, audit, risk and compliance. In April 2025, the Board appointed an Independent Chair to the Committee to further strengthen independence, accountability and financial governance.

### Members

- Tina Ugle – Chair (until 29 April 2025), continuing as Member
- Tom Slockee – Member
- Darrien Bromley – Member (appointed 23 April 2025)
- Adrian Kelly – Independent Member (appointed 23 April 2025)

The FAR Committee assists the Board in fulfilling its duties on finance, audit, risk and compliance. It provides an independent and objective review of financial reporting, internal and external audit functions, and internal control systems; oversees the risk management framework; monitors compliance with laws, regulations and company policies; and reviews the adequacy of insurance.

The Committee meets at least four times per financial year and reports directly to the Board after each meeting on matters for attention and recommendations requiring decision-making.

Committee continues to provide assurance to the Board on NATSIHA's financial integrity, risk management framework, and the adequacy of internal controls.

04

## A Year of Movement



*Yorgum Yorgum, Noongar Country*

# Year at a Glance



*2024-25 was a year of deepened partnerships, renewed sector engagement and critical reform work across Australia.*

## Working Alongside Our Sector

- Brought together **59** ACCOs for in-depth consultation in QLD, NSW and WA.
- Celebrated the experience and long standing commitment in our sector with Bundjalung Tribal Society on 50th anniversary.
- Brought the sector in Western Australia to progress discussion on what a representative body would like for WA.
- Worked with SAACCON to establish the South Australian Aboriginal Housing peak body

These meetings strengthened national alignment on housing priorities and progressed key workstreams, including regulatory reform, workforce development, and sector capability building



In March 2025, ACCOs from across WA met in Broome to reignite progress on a dedicated WA Housing Peak

## Housing Policy Partnership

- NATSIHA is the Co-Chair and Secretariat for the Housing policy Partnership
- Brought together all **9** Governments for **4** meetings
- Developed the HPP Workplan supporting **14** streams of work



***Governance In Our Hands***

Delivered in **11** Locations

Over **200** Participants

**116** Organisations

## ***Governance In Our Hands***

- Partnered with the sector and King and Wood Mallesons to develop and deliver the Governance in Our Hands program.
- Achieved University of Adelaide recognition as a micro credential that reflects the capability of our sector.
- Supported organisations to build strong governance foundations that enhance capability and readiness for growth.

# Year at a Glance

NATSIHA continued its national coordinating role through the Housing Policy Partnership, driving shared national priorities and aligning government action across all jurisdictions.

## Deepening our Network

NATSIHA expanded its national network of partners, elevating the voice of Aboriginal and Torres Strait Islander housing leaders in national policy conversations.

- Developed Partnerships with the Foyer Foundation, First Nations Foundation, Aboriginal and Torres Strait Islander International Engagement Organisation
- Joined a member of ACOSS and National Shelter Council
- Became a member of the Indigenous Leadership table for Housing Research with the University of Adelaide
- Partnered with ACOSS to deliver the Heat in Homes 2025 Survey and Report

### Collaborating across sectors

#### 3 Industry Round Tables

#### Partnerships formed:

Foyer Foundation  
First Nations Foundation  
National Shelter  
ACOSS

IMPACT 100 Event with ACOSS



NATSIHA sits on the Aboriginal and Torres Strait Islander Advisory Group for Housing Research at the University of Adelaide

## Working with Government

- NATSIHA authored the Aboriginal and Torres Strait Islander component of the National Agreement on Social Housing and Homelessness
- Sat on the panel for the Family and Domestic Violence informing the framework for the sector strengthening plan
- Consultation with NIAA on the \$200 million investment for remote housing



### Media and Communications

**2500** Linked in Channels  
**400** news subscribers  
**5** Media Interviews  
**8** Conference Panels & Keynotes

## Changing the Narrative



- **10** speaking opportunities at conferences and sector events, including the AHURI National Housing Conference, First Nations Elders Wellbeing Conference and Homelessness Australia Conference among others
- Members of the University of Adelaide Aboriginal and Torres Strait Islander Housing Research Advisory Group, informing research practice and direction
- Partnered with Professor Megan Moskos (University of Adelaide) and Professor Vivienne Milligan (UNSW) on the AHURI Inquiry into developing a long-term governance and resource framework for sustainable and effective Indigenous housing.

These engagements strengthened NATSIHA's national profile and positioned Aboriginal-led housing expertise at the centre of public debate.



# Our Growth and Reach

NATSIHA stands at the centre of a national network of Aboriginal and Torres Strait Islander housing organisations, governments, industry and research partners working toward a shared goal: ensuring that every Aboriginal and Torres Strait Islander person has access to a safe and secure home.

NATSIHA connects a national network of State and Territory Peaks and more than 300 Aboriginal and Torres Strait Islander Community Controlled Housing Organisations that manage homes, employ local people and deliver culturally grounded services. This network showcases the depth of Aboriginal and Torres Strait Islander capability in housing and forms the backbone of a coordinated national system grounded in community leadership and local priorities.



## OUR SECTOR

NATSIHA's Industry Roundtable brings together senior leaders from construction, finance, infrastructure and housing to drive industry's role in Aboriginal and Torres Strait Islander housing reform. Meeting quarterly, it provides a trusted space for collaboration, insight and shared learning on investment, procurement, supply chains and workforce participation.

The Roundtable connects industry and community-controlled organisations to create practical, community-led outcomes and reflects NATSIHA's ability to convene cross-sector influence toward a fairer, more effective housing system.



## INDUSTRY

NATSIHA works closely with national and state housing and homelessness peaks, including National Shelter and Homelessness Australia, to ensure Aboriginal and Torres Strait Islander housing priorities are embedded in mainstream reform.

These partnerships amplify the sector's voice in national policy conversations and help shape a unified approach that brings government, industry and the community-controlled sector together around shared goals for housing stability, equity and growth.



## MAINSTREAM PEAKS

NATSIHA works with government and research institutions such as the University of Adelaide and AHURI to strengthen evidence, inform investment and guide reform.

These collaborations link local innovation to national policy and ensure Aboriginal and Torres Strait Islander leadership remains central to housing decisions. Philanthropic partnerships enable testing of new ideas and scalable delivery models, while research partners provide independent evidence that drives accountability and long-term influence.



## ACADEMICS

# Partnerships and Collaborators

Partnership is at the heart of NATSIHA's work. We build relationships based on respect, reciprocity and shared purpose, creating space for learning that flows both ways. Our partnerships are about walking alongside others to strengthen understanding, create alignment and open new pathways for Aboriginal and Torres Strait Islander-led housing solutions.

In 2024–2025, NATSIHA built a network of collaborators across government, research and industry who share our commitment to better housing outcomes. These partnerships extend the reach of our work and support the wider housing sector to grow its knowledge and cultural capability.

Our approach to collaboration is grounded in dual learning. It recognises that meaningful change happens when partners bring their strengths together and take the time to understand community priorities. Through these relationships, we continue to build a more connected housing system that respects Aboriginal and Torres Strait Islander leadership and supports a fairer, more sustainable future.



Anangu Country

# Powering the Sector



Warumungu Country

# Housing Peaks Rising

**While there are dedicated state peaks in New South Wales, Queensland, Victoria and the Northern Territory, ensuring the local sector receives local leadership, there is a push in other jurisdictions.**

## **South Australia**

The establishment of a new Aboriginal housing peak body in South Australia marks a major step forward for the state's community-controlled housing sector.

For many years, Aboriginal housing organisations in SA have called for a collective voice to lead housing policy, advocacy, and reform. With a \$2.5 million commitment from the South Australian Government, this vision is becoming a reality.

Developed through the South Australian Aboriginal Community Controlled Organisation Network (SAACCON) and NATSIHA, the new peak body will ensure housing solutions are driven by community priorities - strengthening self-determination, accountability, and culturally grounded outcomes for Aboriginal and Torres Strait Islander people.

## **Western Australia**

In Western Australia, momentum is building for the creation of a strong, community-led representative voice for Aboriginal housing ensuring the sector has a powerful voice in decisions that affect their communities and futures.

In March 2025, NATSIHA hosted a 3-day engagement workshop in Broome, bringing together housing organisations across the state, to get a sense of shared priorities and desired outcomes. This workshop was built on the sentiment from the 2023 Sector Strengthening Summit in Perth, and reignited the momentum for a dedicated WA Peak Body.

On the back of the March 2025 workshop, NATSIHA developed a conversation guide for organisations, capturing the tone of the previous meetings and to act as a living tool that will continue to grow as momentum builds and more voices join the conversation.

A representative working group formed, meeting regularly to advance the establishment of a dedicated Peak Body for Aboriginal Housing in WA.

## **National alignment through CEO Check-in Meetings**

NATSIHA hosts monthly online meetings that bring together the CEOs of every State and Territory Aboriginal and Torres Strait Islander Housing Peak. These sessions strengthen coordination, share insights, and ensure alignment across the national network, creating a unified voice for the sector.



Linked with representative organisation   Peak in development

# Sector-Led Tools



## Improving Housing and Empowerment Local Communities: Indigenous-led Design Standards

The Aboriginal and Torres Strait Islander Led Housing Design Standards recognise that housing is more than shelter. It is a reflection of culture, connection and the ways our people live. The standards provide practical guidance for governments, architects and developers on how to engage with communities and design housing that responds to local climate, culture and circumstance.

Developed through extensive consultation with communities and housing providers, the standards set a national benchmark for culturally grounded design. They place Aboriginal and Torres Strait Islander knowledge at the centre of the design process and demonstrate how Closing the Gap Priority Reforms can be put into practice through Indigenous-led design.

These standards are a step toward a future where every home built for Aboriginal and Torres Strait Islander people strengthens identity, supports wellbeing and respects Country.



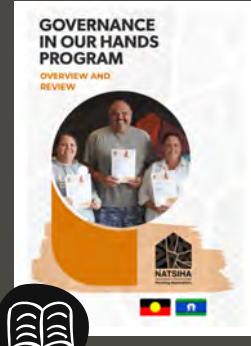
To be launched in 2026

**“We've been living on this Country for over 60,000 years. We know how to create living environments that work with our climate, our social structures, and our cultural practices. Listen to us.”**

## Governance In Our Hands: Overview and Review

Governance in Our Hands celebrates the governance strength that exists within Aboriginal and Torres Strait Islander housing organisations. The program takes a whole of organisation approach, bringing frontline staff, managers, CEOs and directors into the same conversation to build a shared governance language grounded in culture, kinship and accountability to community.

Recognised by the University of Adelaide as a micro-credential towards their MBA, it affirms the strength of governance in our sector and creates clear pathways for participants to continue their leadership journey. The program embeds cultural governance throughout while building confidence in legal and financial responsibilities, supporting organisations to stay confident, connected and ready for change.



[Click here To View the Document](#)

**“Great course. All Local Aboriginal Land Councils should do this course”.**

**212**  
Participants

**116**  
organisations

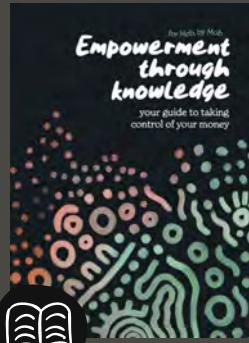
# Sector-Led Tools



## **Empowerment Through Knowledge Handbook**

Empowerment through knowledge is a hands-on tenant financial handbook that supports conversations about money, rights and responsibilities, and planning for the future. It is designed to be used with people, not just given to them, and works well in one-on-one sessions, group workshops and home visits.

Co-designed with housing providers and developed in partnership with First Nations Foundation, the handbook is a practical tool for organisations to use in conversations with tenants. It helps build confidence around financial decisions and connects tenants to ongoing digital tools and coaching that strengthen long-term financial wellbeing.



[Click here To View the Document](#)

## **A National Indigenous Employment Strategy for Housing**

Governance in Our Hands celebrates the governance strength that exists within Aboriginal and Torres Strait Islander housing organisations. The program takes a whole of organisation approach, bringing frontline staff, managers, CEOs and directors into the same conversation to build a shared governance language grounded in culture, kinship and accountability to community.

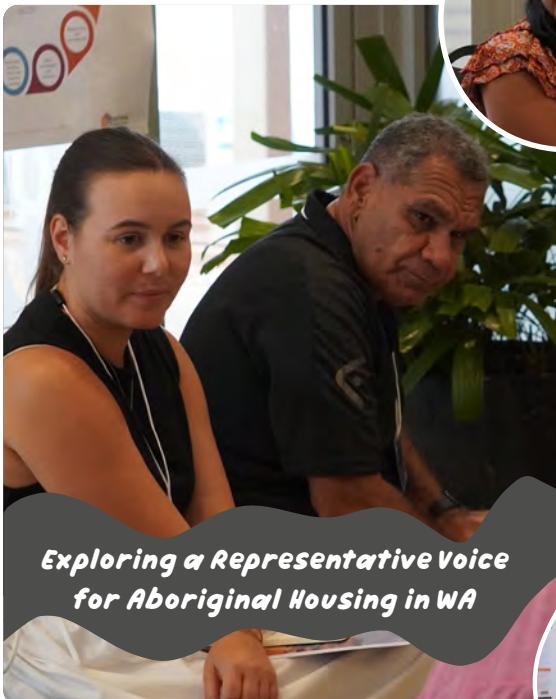
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**To be launched in 2026**



*Governance In Our Hands*



*Exploring a Representative Voice  
for Aboriginal Housing in WA*



*HPP Members*



*QLD & NSW sector Gathering*



## Aboriginal & Torres Strait Islander Housing Sector



06

# Changing the System



*Yuibera Country*

# Government Engagement

## *And representation at the Highest Levels*

NATSIHA undertakes extensive and sustained engagement with government to ensure that Aboriginal and Torres Strait Islander housing priorities are understood, respected and acted upon. Our work is grounded in the Closing the Gap Agreement and driven by the strength and capability of our community-controlled housing sector. We hold governments accountable to their commitments and make sure that Aboriginal and Torres Strait Islander voices shape every conversation about housing, homelessness and enabling infrastructure.

We do not wait to be invited into national decision-making spaces. We create the expectation that the sector must be at the table. NATSIHA places the leadership, expertise and lived experience of Aboriginal and Torres Strait Islander Community Controlled Housing Organisations in front of ministers, senior officials and national councils so that policy direction is informed by those who deliver housing every day.

Our engagement is deliberate and persistent. We work across all jurisdictions to set clear priorities with government and to ensure those priorities are reflected in national strategies, budget processes and reform agendas. We strengthen accountability by reinforcing the requirements of the Closing the Gap Priority Reforms and by ensuring that government actions support community leadership rather than bypass it. NATSIHA's leadership is strengthened through its role as Co-Chair and Secretariat to the Housing Policy Partnership under the Closing the Gap Agreement, ensuring Aboriginal and Torres Strait Islander voices are embedded in national housing reforms.

NATSIHA pushes for government investment to reach Aboriginal and Torres Strait Islander Community Controlled Housing Organisations and for policies that enable strong, culturally grounded and community-led housing outcomes. We provide evidence, policy advice and technical expertise drawn from the depth of our national networks to influence decisions at every level.

We also contribute to the Housing Policy Partnership as one of several platforms where we work with governments on shared decision-making. Our role ensures that governments remain focused on what matters most: community control, local decision-making and genuine progress on Closing the Gap.

This work makes sure that Aboriginal and Torres Strait Islander people are not an afterthought in national housing policy. The sector is present. The sector is leading. And government understands that housing outcomes will not shift without Aboriginal and Torres Strait Islander leadership at the centre of every reform.



# Policy Influence



## *National Agreement on Social Housing and Homelessness*

NATSIHA authored the Aboriginal and Torres Strait Islander component of the National Agreement on Social Housing and Homelessness, the first time a community-controlled organisation has written a mainstream National Partnership under the Federation Funding Agreements Framework.



## *Family and Domestic Violence Working Group*

NATSIHA participated in the First Nations Advocates Against Family Violence Working Group, contributing to the needs assessment for the Family and Sexual Violence Sector Strengthening Plan.



## *100m Commonwealth panel for the Crisis and Transitional Accommodation Program*

Under the Housing Australia Future Fund, a national panel was established in early 2025 to fund 42 projects across Australia. This investment will deliver hundreds of crisis and transitional homes for women and children impacted by family and domestic violence, and for older women at risk of homelessness. The program forms part of the government's wider housing reform agenda and supports the National Plan to End Violence Against Women and Children.



## *National NRSCH Registrars Working Group*

NATSIHA participates in both the National and State based NRSCH Registrar Working Groups, supporting the development of pathways that make it easier for organisations to gain registration.



*NATSIHA with Minister Vassarotti*



*NATSIHA with Chrissy Grant*



*NATSIHA, Noongar Mia Mia and Minister Carey*

# Policy Influence



*NATSIHA and the NIAA*



*First Nations expert Advisory Group*



*parliamentary Friends of housing*



## *Meetings with Government across all Jurisdictions*

NATSIHA meets regularly with the Federal Minister for Housing and her team to maintain a strong working relationship. We engage with governments across multiple jurisdictions to advance the priorities set through the Closing the Gap Agreement and to ensure that the state or territory peak body is recognised as the key voice for Aboriginal and Torres Strait Islander housing.



## *ACT Closing the Gap Housing Partnership Group*

NATSIHA participated in the initial ACT Closing the Gap Housing Partnership Group meetings, contributing national insight to help shape priorities and support the early establishment of a coordinated approach to Aboriginal and Torres Strait Islander housing in the ACT.



## *Justice Policy Partnership Working Group*

NATSIHA took part in the Justice Policy Partnership working group, sharing learning from the housing sector and supporting the development of their sector strengthening plan, ensuring our experience informs broader reforms that impact families and communities.

# The Housing Policy Partnership

## *The Role of the Housing Policy Partnership*

In 2024-25, NATSIHA continued its leadership as co-chair of the Housing Policy Partnership (HPP) under Closing the Gap Priority Reform One. The HPP is the only formal national mechanism dedicated to achieving Outcome 9 ensuring Aboriginal and Torres Strait Islander people have appropriate, affordable housing.

The Partnership brings together governments, jurisdictional peaks, and community-controlled organisations in a shared governance structure. For the first time, Aboriginal and Torres Strait Islander voices are not just consulted but are embedded in the national decision-making process for housing.

NATSIHA's role in the HPP is to ensure this table is more than symbolic, that it is a genuine site of shared authority. By convening partners, holding governments accountable, and amplifying the voices of our members, we are making sure housing reform is designed and delivered with, not for, our people.

### **ACHIEVEMENTS**

 **National Meetings,**  
Bringing together 9 governments

 **HPP Workplan developed**

 **14 streams of work underway through sub working groups**

## *Building the HPP Workplan*

2024 was the year NATSIHA alongside our HPP members, focused on progressing HPP from design to delivery. Together we played a central role in driving this shift, by developing the HPP Workplan, which is not just words on paper but a roadmap for action, accountability, and measurable outcomes.

Together we have helped secure commitments to:

- Deliver against the six Horizons of the Workplan – spanning shared decision-making, strong partnerships, sector investment, stock transition, transforming government, and building a self-determined evidence base.
- Establishing a co-designed evaluation framework, grounded in cultural protocols, with a pathway to a three-year Strategic Plan and a Theory of Change for the HPP.
- Coordinating cross-jurisdictional working groups that connect research, data, and practice, including opportunities for members to shape housing and homelessness data priorities.

Through this work, the HPP is now delivering practical progress. Aboriginal and Torres Strait Islander housing is being positioned as essential social, cultural, and economic infrastructure, guided by culture, accountable to community, and embedded in national reform agendas.



**Housing Policy Partnership Agreement to Implement**  
Partnership agreements to improve outcomes under Closing the Gap for housing established by the Joint Council for Closing the Gap  
Under the authority of the National Agreement on Closing the Gap

 **Click here To View the Document**

# Creating the Conditions for Investment



## *NATSIHA Industry Round Table*

The NATSIHA Industry Roundtable met three times during the year, bringing together leaders from construction, finance, social enterprise, and research who are committed to working alongside the Aboriginal and Torres Strait Islander housing sector. It is a space for honest, solutions-focused discussion about how industry expertise, investment, and innovation can strengthen community-led housing outcomes.

Strong industry relationships are key to building a sustainable Aboriginal and Torres Strait Islander housing sector. These partnerships create practical pathways to increase housing supply, build local jobs, and grow the skills and infrastructure needed for long-term success. They also ensure that investment aligns with community priorities and supports self-determination.

Minister Collins was invited to attend one of the Roundtables and took part in the discussion to hear directly from members about the work underway and the partnerships being developed. Her attendance provided an opportunity for members to share the potential of these collaborations and the important role industry can play in supporting Aboriginal and Torres Strait Islander housing solutions. The Roundtable will continue to meet and expand its focus in the year ahead, strengthening connections and translating ideas into action.



## *Spoken Project*

SPOKEN is a sector-led approach to collecting, analysing and using housing data in ways that strengthen Aboriginal and Torres Strait Islander leadership. It brings together the evidence needed to demonstrate the scale, capability and contribution of Aboriginal and Torres Strait Islander Community Controlled Housing Organisations across Australia.

In its first phase, SPOKEN has mapped housing managed by community-controlled organisations, the people employed across the sector and the services delivered locally. This work is already helping to identify where investment is needed and where growth is possible.

SPOKEN is grounded in Aboriginal and Torres Strait Islander data sovereignty. It gives organisations access to their own data, supports informed decision-making, and ensures that information is governed and used by our sector. It enables advocacy built on truth, accuracy and evidence that comes directly from our communities.



07

# Financial Overview

# Financial Overview

## Profit or Loss and other Comprehensive Income

National Aboriginal and Torres Strait Islander Housing Association For the year ended 30 June 2025

	\$	June 2025	June 2024
<b>INCOME</b>			
Revenue - Grant Funding	4,632,493	2,267,887	
Other Income-Interest	204,980	92,437	
Workshops and Conferences	(221,955)	(41,132)	
Meeting Expense	(2,778)	(2,913)	
Travel	(684,555)	(401,578)	
Consulting	(1,230,474)	(250,400)	
Interest	(6,671)	(4,190)	
Authorisation and Depreciation	(66,103)	(104,108)	
Accounting	(66,555)	(49,530)	
Board Remuneration	(20,470)	(30,000)	
Audit Fee	(18,900)	(14,300)	
Wages and Super	(2,193,593)	(1,221,048)	
Insurance	(13,501)	(10,263)	
Rent	(103,591)	-	
Recruitment	(65,317)	(125,014)	
Office Expenses	(34,973)	(3,293)	
Telephone and Printing	(34,672)	(10,106)	
Other Expenses	(73,365)	(92,449)	
<b>Profit before income tax</b>			
Income Tax Expense			
<b>Profit after income tax</b>			
<b>Other Comprehensive Income For the Year</b>			

## Statement of Financial Position

National Aboriginal and Torres Strait Islander Housing Association  
For the year ended 30 June 2025

	June 2025	June 2024
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	3,606,528	5,511,285
Other Assets	18,982	
Prepayments	429,989	10,890
<b>Total - Current Assets</b>	<b>4,036,517</b>	<b>5,541,157</b>
<b>Non-Current Assets</b>		
Property, Plant and Equipment	136,781	
Right-of-use Assets	145,772	115,144
Rental Bonds	12,375	31,000
<b>Total Non-Current Assets</b>	<b>294,928</b>	<b>146,144</b>
<b>Total - Assets</b>	<b>4,331,445</b>	<b>5,687,301</b>
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	957,853	217,079
Funding in Advance	3,122,022	5,314,783
Lease liabilities	35,000	82,984
Provision - leave entitlements	102,027	42,147
<b>Total Current Liabilities</b>	<b>4,216,902</b>	<b>5,656,993</b>



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**NATSIHA**  
National Aboriginal & Torres Strait Islander  
**Housing Association**