



Australian Government
National Indigenous
Australians Agency

Corporate Plan 2026–30



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

Cultural advice

Aboriginal and Torres Strait Islander peoples are advised that this document may contain images of deceased people.

Artwork

The artwork used in this Corporate Plan is adapted from “*Working together for a future of equality*”, an artwork created by Wiradjuri Artist, Jordana Angus for the Australian Government.

National Indigenous Australians Agency Corporate Plan 2026–30

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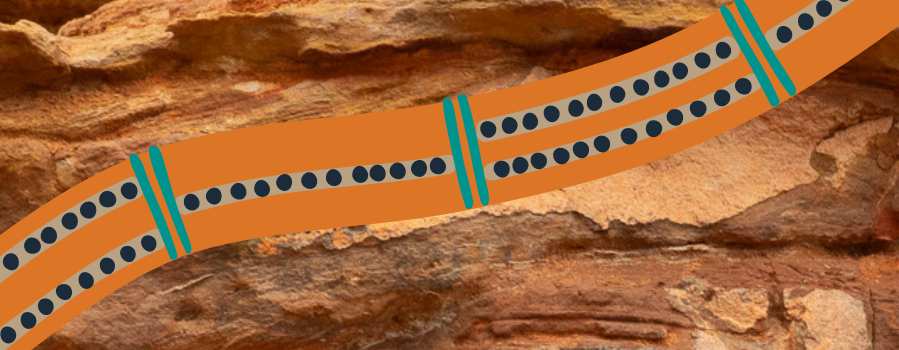
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Country, culture and
community remain at the
heart of everything we do.

Gantheaume Point, Rubibi Broome, Western Australia

1 Introduction

Message from the CEO

The National Indigenous Australians Agency (NIAA) enters its seventh year as an Executive Agency of the Australian Government with a strong foundation and a clear focus on creating lasting positive outcomes for Aboriginal and Torres Strait Islander peoples.

Since our establishment, we have worked alongside communities, governments and partners to shape and deliver policies, programs and initiatives that support aspirations for stronger, healthier and more prosperous communities. Throughout this period, the NIAA has played a key role in responding to major national challenges, including supporting communities through the COVID-19 pandemic, advancing opportunities for First Nations voices to be heard, and contributing to collaborative responses such as the Better, Safer Future for Central Australia Plan.

Our regional network of 35 offices remains at the heart of our work. Located across Australia, our teams work closely with Aboriginal and Torres Strait Islander communities to understand local priorities, harness opportunities and address challenges. Over the past year, our regional offices have supported communities impacted by significant natural disasters while also helping to create pathways to economic participation and prosperity through initiatives such as the Remote Jobs and Economic Development (RJED) program.

Partnership continues to be central to our approach. Through agreements such as the National Agreement on Closing the Gap, the National Partnership Agreement for Remote Housing in the Northern Territory, and the Northern Territory Remote Aboriginal Investment initiative, we are strengthening collaboration across governments and with Aboriginal and Torres Strait Islander partners. The NIAA will continue to play a strong coordinating role

across the Australian Government to drive progress on Closing the Gap commitments and support shared accountability for achieving meaningful outcomes.

We are also delivering targeted initiatives that respond to community priorities and contribute to improved wellbeing. The National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities is helping improve access to affordable, nutritious food and supporting better health outcomes. The Low-Cost Essentials Subsidy Scheme is reducing the cost of essentials in remote community stores, helping to ease cost-of-living pressures for families. Investments in store infrastructure, supply chain resilience and community nutrition capability are further strengthening food security and supporting long-term community wellbeing.



Economic empowerment remains a key priority. The First Nations Economic Partnership, signed by the Australian Government in 2025, provides an important framework for advancing economic participation, opportunity and financial security for First Nations peoples, communities and organisations. By supporting access to capital, mobilising land assets and fostering First Nations business growth, this partnership contributes not only to stronger communities but also to a more productive and prosperous Australia.

The NIAA is also delivering significant reforms to remote employment. Working closely with communities and service providers, we have transitioned from the Community Development Program to the Remote Australia Employment Service and the Remote Jobs and Economic Development (RJED) program. Together, these initiatives are creating more pathways into meaningful employment. The RJED program achieved its initial commitment of 3,000 jobs 18 months ahead of schedule, demonstrating the impact of community-led approaches. Building on this success, we are working towards the goal of creating 6,000 jobs by 2030.

The NIAA has successfully supported the Australian Government's commitment to double the number of Indigenous Rangers ahead of the original 2030 target. Looking ahead, we will focus on strengthening support for Traditional Owners and ranger groups as they continue their vital work managing land and waters. There are significant opportunities to further recognise and embed traditional knowledge alongside contemporary science in caring for Australia's unique environment and biodiversity.

We also continue to support healing, recognition and redress through programs such as the Territories Stolen Generations Redress Scheme, which will remain available through to 2028. These initiatives acknowledge the ongoing impact of past policies and support individuals, families and communities on their healing journeys.

Most importantly, we are committed to strengthening the way we work with Aboriginal and Torres Strait Islander peoples. The National Agreement on Closing the Gap and its Priority Reforms are helping to drive more genuine partnerships, shared decision-making and community-led solutions across governments. The NIAA will continue to strengthen transparency, accountability and collaboration to ensure our efforts contribute to lasting and measurable change.

As an organisation, we remain focused on listening, learning and evolving. We are committed to continuously improving how we engage with Aboriginal and Torres Strait Islander communities and ensuring our work reflects their priorities, aspirations and expectations. With dedicated people, strong partnerships and targeted investments, we are well placed to build on our achievements and continue delivering positive change for Aboriginal and Torres Strait Islander peoples and communities across Australia.

Julie-Ann Guivarra,
Chief Executive Officer
National Indigenous Australians Agency

Statement of Preparation

As the Accountable Authority of the National Indigenous Australians Agency, I am pleased to present the NIAA Corporate Plan 2026–30. It covers the period 2026 to 2030, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Julie-Ann Guivarra,
Chief Executive Officer

Corporate Plan on a Page 2026–30

NIAA's Corporate Plan 2026–30 outlines our strategic direction and approach for enhancing our capabilities and delivering on our purpose.

Our vision

Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.



Our purpose

To ensure the needs and aspirations of Aboriginal and Torres Strait Islander peoples are met through government policies, programs, and services.

Key activities

- 1 We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence governments to deliver policies, programs and services.**
- 2 We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples.**
- 3 We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.**

Summary of Performance Measures

- | | | |
|--|---|--|
| 1.1 Leadership and coordination of Closing the Gap and delivery of commitments under the National Agreement | 2.1 Working in partnership | 3.1 Increased employment in remote communities through the Remote Jobs and Economic Development program |
| 1.2 Support economic empowerment | 2.2 Increased access to secure and appropriate housing | 3.2 Sustained employment in remote communities through the Remote Australia Employment Service |
| 1.3 Implementation of the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities | 2.3 Implementation of Northern Territory Remote Aboriginal Investment agreements | 3.3 Delivering the Indigenous Rangers Program |
| | | 3.4 Delivery of the Indigenous Advancement Strategy service requirements |

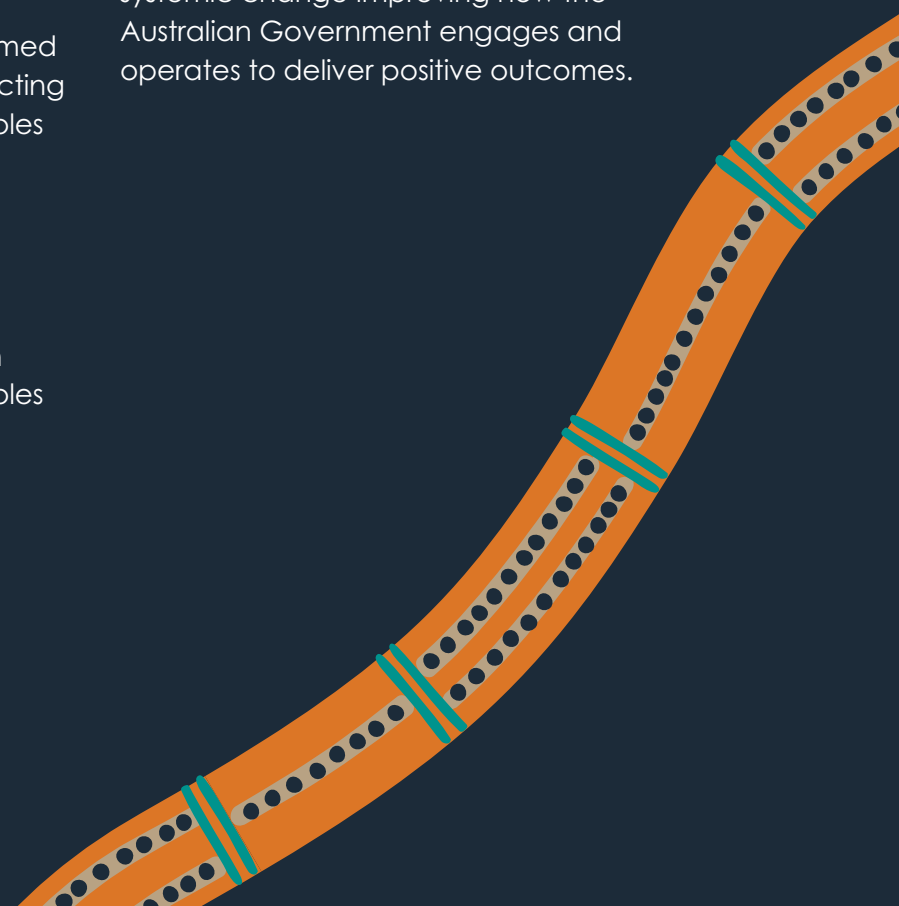
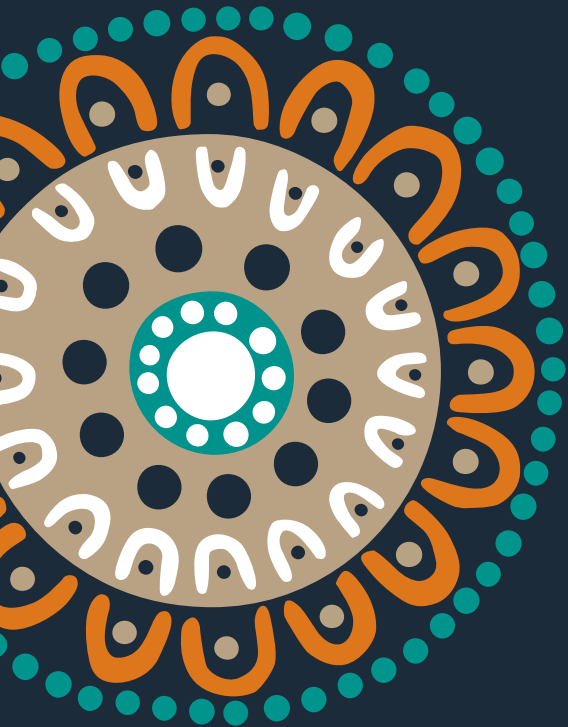
2 Our role and purpose

The NIAA is an Executive Agency as defined by section 65 of the *Public Service Act 1999*. It is a non-corporate Commonwealth entity as defined by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The NIAA commenced operation on 1 July 2019.

The purpose of the NIAA is to ensure the needs and aspirations of Aboriginal and Torres Strait Islander peoples are met through government policies, programs and services. Our work supports the Australian Government's efforts to ensure that Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.

We support the Minister for Indigenous Australians by providing high-quality, Aboriginal and Torres Strait Islander informed evidence-based advice, on issues impacting Aboriginal and Torres Strait Islander peoples and communities. The NIAA leverages a strong regional presence, which helps align policies and investments with the needs of communities. We support the Australian Government's efforts to build and maintain effective partnerships with Aboriginal and Torres Strait Islander peoples and to ensure Australian Government policies, programs and services are tailored to the needs of communities.

Our work is grounded in integrity, respect, partnership and accountability. It aligns with the National Agreement on Closing the Gap (National Agreement), the Priority Reforms, addresses racism and promotes reconciliation. We strive to support self-determination by ensuring Aboriginal and Torres Strait Islander peoples are actively involved in decision-making and by influencing systemic change improving how the Australian Government engages and operates to deliver positive outcomes.





Ngurupai Horn Island, Torres Strait Islands, Queensland

3 In Focus – the year ahead

This section identifies our key areas of focus that will assist in achieving the NIAA's purpose and vision that Aboriginal and Torres Strait Islander peoples and communities are heard, recognised and empowered.

We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence governments to deliver policies, programs and services.

The National Agreement on Closing the Gap

The National Agreement is a genuine partnership between Aboriginal and Torres Strait Islander peoples, represented by the Coalition of Peaks, and all levels of government (Commonwealth, state, territory, and local) to work together to positively impact life outcomes for Aboriginal and Torres Strait Islander peoples. It is the first and only National Agreement dedicated to Closing the Gap and continues to be a priority for the Australian Government.

While the Commonwealth is a key signatory, responsibility for achieving the National Agreement's outcomes is shared with state and territory governments, local councils, and Aboriginal and Torres Strait Islander community partners.

The NIAA plays a central role in coordinating, influencing, monitoring and reporting on the whole-of-government implementation of the National Agreement.

This includes:

- » overseeing governance arrangements
- » coordinating system-level reform through the Priority Reforms
- » monitoring performance and the delivery of commitments
- » identifying delivery risks and enabling escalation where required
- » supporting transparency and accountability through public reporting, including the Commonwealth Closing the Gap Annual Report and Implementation Plan.

Driving collaboration and systemic change, we coordinate Australian Government activity through established governance mechanisms, including the Secretaries Board and Commonwealth Implementation Joint Working Group, ensuring a consistent and aligned approach across portfolios.



Press conference with Minister McCarthy speaking alongside Coalition of Peaks delegates and state and territory ministers.

The Priority Reforms under the National Agreement focus on shared decision-making, strengthening the community-controlled sector, transforming government organisations, and improving access to data and information. The NIAA embeds these reforms across all our work, recognising that transformation requires sustained and targeted effort. This long-term work is critical to addressing systemic barriers, including cultural bias, racism, exclusion and fragmented governance, to enable genuine partnership and lasting change. Through this leadership role, the NIAA strengthens accountability across the Commonwealth to drive measurable improvements in outcomes for Aboriginal and Torres Strait Islander peoples.

Over the life of this Corporate Plan, the NIAA will continue to strengthen accountability for Closing the Gap by enhancing performance monitoring, improving the quality of partnerships and driving measurable system reform across the Commonwealth.

Boosting economic empowerment

This section outlines our approach to working with Aboriginal and Torres Strait Islander peoples towards economic empowerment through Aboriginal and Torres Strait Islander businesses and entrepreneurship.

Partnering to boost economic empowerment

The First Nations Economic Partnership (FNEP) is an agreement between the Australian Government, the Coalition of Peaks and the First Nations Economic Empowerment Alliance. It aims to advance economic empowerment and support security for Aboriginal and Torres Strait Islander peoples, communities and organisations. The FNEP enables Aboriginal and Torres Strait Islander peoples to participate in decision-making on Indigenous economic policy and is underpinned by Priority Reform One and its strong partnership elements.

The NIAA supports Aboriginal and Torres Strait Islander owned businesses through the Indigenous Business Sector Strategy. This sets out a 10-year plan (2018–28) towards a larger and more diverse Aboriginal and Torres Strait Islander business sector that

boosts demand and supply. Aboriginal and Torres Strait Islander business owners have identified business support, access to capital, stronger networks and improved data as critical to their success. In response, businesses can access finance and market opportunities aligned to their stage of development through NIAA grant funding.

Strengthening the Indigenous Procurement Policy

The Indigenous Procurement Policy (IPP) supports Aboriginal and Torres Strait Islander businesses. It drives significant behavioural change across the Australian Government, increasing supply chains, stimulating entrepreneurship, business growth and economic development. Under the IPP, we continue to progress reforms that aim to ensure economic benefits flow to Aboriginal and Torres Strait Islander businesses, as intended.

During the period of this Corporate Plan, we will implement annual increases in procurement targets and strengthen the definition of an Indigenous enterprise to 51 per cent Indigenous owned and controlled.



Dreamtime
Tuka

Dreamtime
Tuka

Indigenous businesses showcased their services
at Supply Nation's Connect 2025 forum in
Gadigal Sydney, New South Wales

Improving remote food security

Improving food security in remote Aboriginal and Torres Strait Islander communities is a key priority of the Commonwealth Closing the Gap 2026 Implementation Plan. We deliver on this through the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities (the Strategy), which provides a coordinated national approach. The Strategy was developed in partnership with Aboriginal and Torres Strait Islander peoples, community-controlled health organisations, and state and territory governments, with the vision that people living on Country and in remote communities are healthy and food secure.

The NIAA delivers several initiatives under the Strategy, including the Low-Cost Essentials Subsidy Scheme (the Scheme), launched on 1 July 2025. The Scheme lowers the price of 30 essentials in remote community stores to levels comparable with major urban supermarkets, enabling stores to pass savings on to communities. Participating stores must sign up to the National Code of Practice for Remote Store Operations, which sets minimum governance, operational, and health standards.

Building on the success of the Store Efficiency and Resilience Package, we are supporting up to 75 additional remote stores to upgrade storage, backup power, and other infrastructure. These upgrades enable bulk purchasing and improve resilience during wet season isolation and extreme weather. The First Nations Nutrition Workforce will also train and engage more than 100 locally employed store staff to promote good nutrition and support healthy choices. Together, these initiatives strengthen supply chains, improve affordability, and create healthier store environments in remote communities.

We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples

Working in partnership

Partnerships are central to how we operate, underpinning our day-to-day business and ways of working, and are a primary mechanism for delivering the National Agreement. Guided by the National Agreement and Priority Reforms, the NIAA establishes and maintains partnerships with Aboriginal and Torres Strait Islander

peoples, communities and organisations to support shared decision-making and place-based community-led outcomes.

Under Priority Reform One, the NIAA focuses on building strong, respectful partnerships that enable Aboriginal and Torres Strait Islander peoples, communities and organisations to have a genuine and ongoing role in decisions that affect them. We work across a range of partnership models, including Closing the Gap partnerships, place-based partnerships and large-scale initiatives such as the Northern Territory Remote Aboriginal Investment, Partnership Agreements for NT Remote Housing and Homelands, and Empowered Communities. These partnerships are strengthened over time through trust, shared accountability, transparency and cultural awareness.

These partnerships are not one-size-fits-all; they reflect diverse community contexts and operate through locally agreed structures, enabling communities to actively shape decisions that affect them. In this way, formal partnerships act as both a governance mechanism and a practical tool to advance self-determination.



Cheaper prices
for you

S/REMO SHELLS
LARGE 500GM

\$2.50

12/04
20
OBSWS

Australian Government

Cheaper prices
for you

Cheaper prices
for you

S/REMO SPAGHETTI
NO5 500GM

\$2.50

12/04
20
OBSWS

Australian Government

Cheaper prices
for you

Shelf-talkers indicate which products are subsidised under the Low-Cost Essentials Subsidy Scheme

Investing in housing

Access to safe, appropriate and affordable housing is fundamental for all Australians and is a key focus for Aboriginal and Torres Strait Islander peoples under the National Agreement. We work with states and territories and across the Australian Government to support progress against the National Agreement. This includes administering the \$2 billion NT Remote Housing Package, matched by the NT Government, to build up to 2,700 homes, halve overcrowding by mid-2034, and deliver a comprehensive property and tenancy management program to improve housing quality.

The NT Remote Housing Package is underpinned by the Partnership Agreement for NT Remote Housing and Homelands. This agreement between Aboriginal Housing NT, the NT Land Councils, and the Australian and NT governments, embeds shared decision-making and places Aboriginal and Torres Strait Islander voices at the centre of housing delivery. Decisions about where, how and when housing is delivered are guided by community priorities.

The NIAA is providing \$220 million through to 30 June 2027 for urgent repairs, maintenance to houses and essential infrastructure upgrades on NT homelands, extending the life of existing housing and supporting safe, functional living environments.

The NIAA is also responsible for administering the final \$100 million under the Housing Australia Future Fund Acute Housing Measure. This funding supports jurisdictions to continue the delivery of repairs, maintenance and improvements to housing in remote Indigenous communities. The NIAA will provide annual reports on progress to the Housing Policy Partnership.

Northern Territory Remote Aboriginal Investment

The Northern Territory Remote Aboriginal Investment (NTRAI) operates within a partnership agreement between the Australian Government, the Northern Territory Government and Aboriginal Peak Organisations Northern Territory. It provides a framework for joint design, planning, decision-making, implementation, evaluation and accountability of investment. The NTRAI will deliver up to \$842.6 million over 6 years from 2025–26 to strengthen delivery of critical services for Aboriginal people in remote Northern Territory communities, including:

- » place-based community-led development (\$77.7 million)
- » Aboriginal interpreter services (\$55 million)
- » early learning and access to education (\$89.2 million)

- » alcohol harm reduction services (\$76 million)
- » child and family services (\$135.9 million)
- » oral and hearing health services (\$50.5 million, administered by the Department of Health, Disability and Ageing)
- » non-government schools (\$33 million)
- » a Monitoring, Evaluation, Accountability and Learning (MEAL) framework to measure investment outcomes in alignment with Priority Reforms and socio-economic outcomes under the National Agreement (\$8.4 million)
- » remote policing (\$205.8 million)
- » law and justice, peacemaking and mediation (\$25.9 million).

Up to \$79.5 million will also be provided over 6 years to strengthen the Aboriginal Community Controlled sector, enhance accountability and learning measures. This investment aligns with Priority Reforms One, Two and Three and will support Aboriginal and Torres Strait Islander participation in the NTRAI's joint governance arrangements.



New houses are being built in Peppimenarti,
Northern Territory, under the NT Remote
Housing Package
Image Credit: © 2025 West Daly Regional Council.
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We deliver targeted programs through the Indigenous Advancement Strategy

The Australian Government funds and delivers programs for Aboriginal and Torres Strait Islander peoples through the NIAA and other Australian Government portfolio agencies. The NIAA administers funding through 6 programs across around 100 sub-programs. We continuously improve how investments are delivered to ensure outcomes meet the needs and aspirations of Aboriginal and Torres Strait Islander peoples.

Indigenous Advancement Strategy programs



Program 1.1 Jobs, Land and the Economy

Promoting jobs and economic opportunities for Aboriginal and Torres Strait Islander peoples and their families, entities and communities, and assisting them to gain rights and interests in, or derive economic or social benefits from the use of land and sea.



Program 1.4 Culture and Capability

Supporting Aboriginal and Torres Strait Islander peoples to develop and promote their culture and raise cultural awareness, as well as developing their capabilities.



Program 1.2 Children and Schooling

Providing Aboriginal and Torres Strait Islander peoples a good start in life, improving schooling and school attendance, and providing better access to developmental and educational opportunities.



Program 1.5 Remote Australia Strategies

Addressing social and economic disadvantage, particularly in remote Australia, by investing in housing, infrastructure and municipal or community services; and through place-based service delivery initiatives.



Program 1.3 Safety and Wellbeing

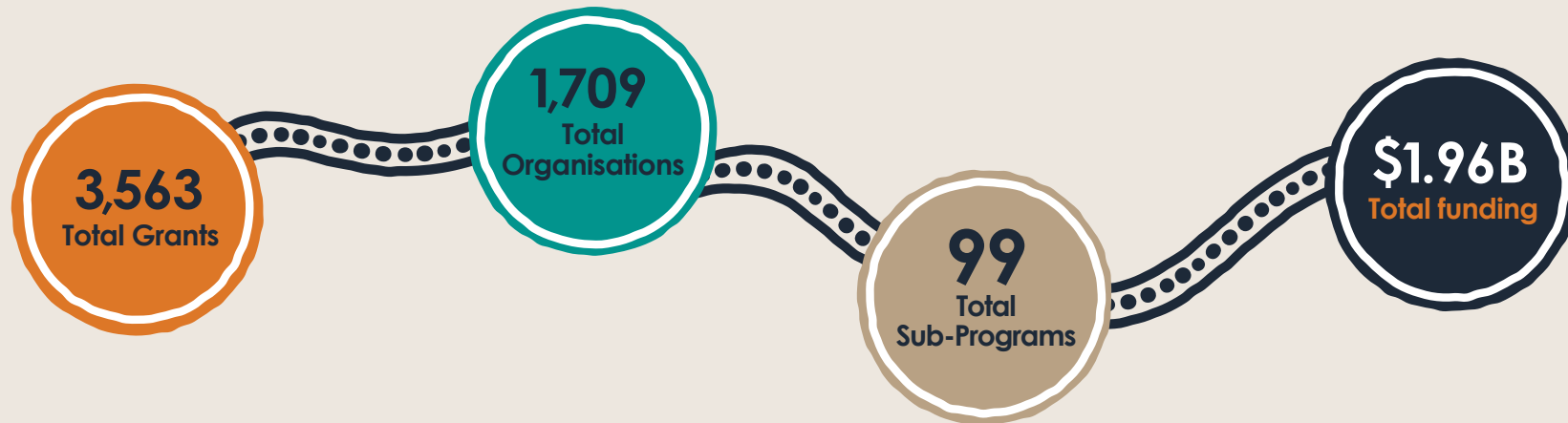
Promoting wellbeing (physical, mental, social and emotional), good nutrition, food security, health and safety, reducing crime and providing support and access to legal services and justice, addressing violence and substance abuse, promoting social inclusion and engagement, and providing access to information and support and community services.



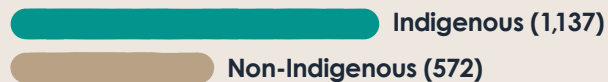
Program 1.6 Research and Evaluation

Building the evidence base to support policy development and implementation, strengthening the monitoring, reporting and evaluation of Aboriginal and Torres Strait Islander programs, and improving the capability and capacity of Aboriginal and Torres Strait Islander communities, service providers and NIAA staff to undertake and use evaluations.

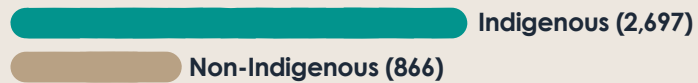
The Indigenous Advancement Strategy - 2025–26 results and 2026–27 budget



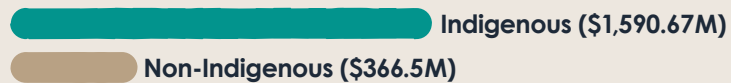
Organisation Count



Grant Count



Funding



Program	2026–27 PBS Appropriation (\$million)
Program 1.1 - Jobs, Land and the Economy	1,229.6
Program 1.2 - Children and Schooling	318.2
Program 1.3 - Safety and Wellbeing	407.1
Program 1.4 - Culture and Capability	73.0
Program 1.5 - Remote Australia Strategies	82.4
Program 1.6 - Research and Evaluation	6.0
Total IAS	2,116.3



NIAA graduates on their rotation met with Remote Jobs and Economic Development (RJED) workers in Alekarenge, a remote Aboriginal community in Northern Territory

Boosting Aboriginal and Torres Strait Islander employment

Investments through the Remote Jobs and Economic Development (RJED) program and the Remote Australia Employment Service (RAES), deliver culturally safe, partnership-based employment services that strengthen accountability and support community-led outcomes. These programs improve employment and economic participation in remote communities, aligning with Priority Reform Three and the National Agreement's Target 7 and Target 8, reflecting potential positive impacts to Aboriginal and Torres Strait Islander peoples and their communities.

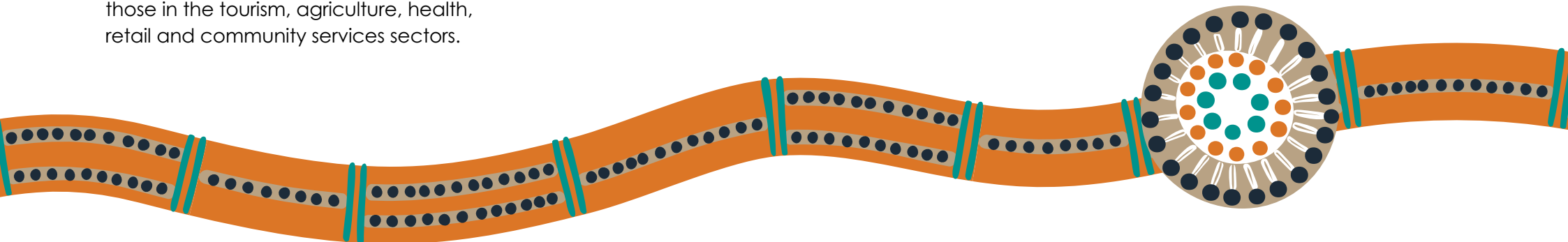
The Australian Government has invested more than \$950 million over 6 years through RJED to create 6,000 jobs in remote Australia by 2030. Jobs reflect community priorities and provide participants with good pay and conditions, including superannuation and leave entitlements. Jobs under RJED include those in the tourism, agriculture, health, retail and community services sectors.

Under RAES, we support over 40,000 job seekers across 1,200 remote communities through tailored, culturally safe case management that builds skills, addresses barriers and supports pathways to employment. Community-led projects (representing 25 per cent of RAES funding) drive local workforce development and are community-designed initiatives that reflect local priorities, building on community strengths, and generating meaningful outcomes.

Delivering the Indigenous Rangers Program

The Indigenous Rangers Program (IRP) facilitates Aboriginal and Torres Strait Islander peoples to manage Country in line with Traditional Owners' objectives, using traditional knowledge and cultural practices to manage land, river and sea Country, delivering environmental, cultural, social and economic outcomes for their communities.

The Australian Government committed \$636.4 million in 2022–23 to extend the IRP to 30 June 2028. Through 2 national grant rounds, the NIAA has increased the IRP footprint in places previously without Indigenous Rangers, including in Indigenous Protected Areas. Women's ranger participation, expansion and additional support for initiatives such as junior ranger groups will continue to be implemented. By 2028, more than 3,800 Indigenous Rangers will be employed across Australia, with close to half being women.





NIAA staff met with Jabalbina Indigenous Rangers on Eastern Kuku Yalanji, Far North Queensland

4 Operating context

This section sets out the NIAA's operating environment during the period of this Corporate Plan. It outlines how changes and factors in the operating environment may affect and influence the focus of our work and key priorities.

Our operating environment

We operate in a complex and evolving environment, shaped by geographic, demographic and cultural diversity. We work collaboratively with a large number of stakeholders and partners across governments, and with Aboriginal and Torres Strait Islander communities and organisations. However, many of the factors influencing our work sit beyond our direct control and affect how we deliver policies, programs and services for Aboriginal and Torres Strait Islander peoples.

Australia's federated system creates shared responsibilities across jurisdictions, adding complexity to program delivery. In addition, the Australian Public Service continues to face systemic barriers that limit the consistent and effective integration of the Priority Reforms. However, the NIAA is committed to embedding transformation as part of our core business, in line with the Priority Reforms Roadmap.

We work in an environment where a range of factors affect what we deliver and how we deliver it. Rapid changes in technology and the growing influence of social media are reshaping how information is shared and understood, affecting trust and community perspectives. At the same time, we operate across a geographically dispersed population, with diverse, place-based needs, including remote communities. Workforce constraints can affect our ability to attract and retain skilled staff in key locations, and climate change is increasing the frequency and severity of natural disasters, requiring adaptive responses. Fiscal constraints require careful prioritisation, and global economic and geopolitical developments can influence delivery and outcomes.

Within this context, we focus on building capability, strengthening partnerships, and applying evidence and lessons learned to improve delivery. This supports our role in advancing The National Agreement on Closing the Gap, addressing structural barriers, and supporting reconciliation outcomes.

Partnerships and cooperation

The NIAA plays a central stewardship role in leading and coordinating the Australian Government's approach to working with Aboriginal and Torres Strait Islander peoples. We support whole-of-government priorities through partnerships and strong relationships with communities, helping to address systemic barriers and enable shared decision-making.

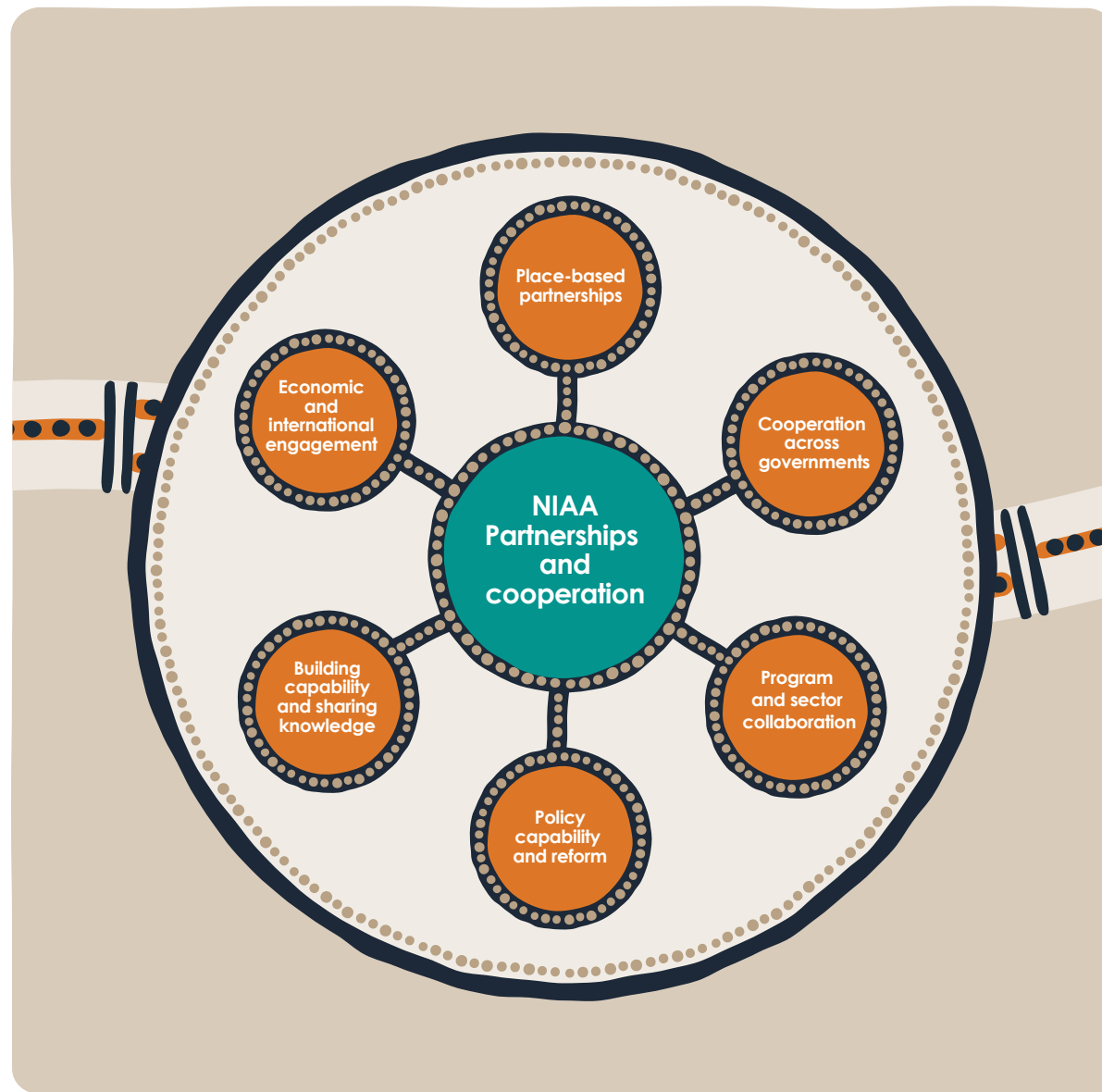
Place-based partnerships

In partnership with the Coalition of Peaks, we have established a Closing the Gap Place-Based Partnerships Community of Practice to support consistent approaches across governments and communities.

The NIAA continues to work together with Empowered Communities across 10 regions. Empowered Communities is an Aboriginal and Torres Strait Islander designed and led partnership with government, providing a platform for communities to share their expertise and lived experience to shape priorities, investment and services, and contribute to Closing the Gap outcomes.

Government coordination

The NIAA has a coordinating role across the Australian Government to drive progress on Closing the Gap commitments and support shared accountability for achieving meaningful outcomes. This includes overseeing governance arrangements, monitoring the delivery of commitments and coordinating system-level reform through the Priority Reforms.



We support governance bodies, including the Secretaries Board and Commonwealth Implementation Joint Working Group, to inform coordinated action across governments. This work reinforces Closing the Gap as a shared responsibility and supports accountability to Aboriginal and Torres Strait Islander peoples and communities.

We also work with the Coalition of Peaks and other partners through forums such as the Joint Council's Working Group on Fuel, Energy and Food Security in Remote Communities, helping to strengthen understanding of key issues and inform national approaches.

Program collaboration

We work with partners to improve program design, delivery and outcomes. This includes strengthening how data is collected and shared, such as through improved reporting for the Indigenous Rangers Program. Insights are shared with communities and government to support continuous improvement.

We collaborate with other Australian Government agencies to deliver complementary programs. This includes working with the Department of Climate Change, Energy, the Environment and Water on Indigenous Protected Areas, and with the Department of Agriculture, Fisheries and Forestry on the Indigenous Ranger Biosecurity Program.

We also support economic participation through initiatives such as the Indigenous Procurement Policy, working with agencies to strengthen compliance, improve transparency and increase opportunities for Aboriginal and Torres Strait Islander businesses.

Policy and reform

We support the Australian Public Service (APS) to design policies that better reflect the priorities and experiences of Aboriginal and Torres Strait Islander peoples. The First Nations Impacts Framework provides practical guidance to policy makers on considering impacts, in line with Cabinet and budget requirements. This supports Priority Reform Three and promotes more consistent, culturally informed policy development. We are progressing work to strengthen monitoring and accountability, alongside broader efforts to support system-level transformational change across government.

Capability and Knowledge Sharing

We invest in building cultural capability across the NIAA and the broader APS. Our Footprints program supports staff to deepen their understanding of Aboriginal and Torres Strait Islander peoples, cultures and histories through ongoing learning. We also work with other agencies to support wider adoption of cultural capability programs.

We support stronger governance of Indigenous data across government through implementing the Framework for Governance of Indigenous Data. The NIAA convenes and coordinates a cross-agency Community of Practice to share insights, tools and better practice. This dedicated working group, comprising First Nations data leaders and senior officials, provides advice and oversight across the APS.

Economic and International Engagement

We work with partners including the Department of Treasury, Austrade and Department of Foreign Affairs and Trade to support economic partnerships with Aboriginal and Torres Strait Islander Australians domestically and internationally to drive coordinated approaches that strengthen economic opportunities for Aboriginal and Torres Strait Islander peoples and businesses. We provide policy advice, secretariat support and funding to enable Aboriginal and Torres Strait Islander peoples participation within the First Nations Economic Partnership, the First Nations Visitor Economy Partnership and the Indigenous Peoples Economic and Trade Cooperation Agreement.

Priority Reforms

We are strengthening our role in embedding the Priority Reforms of the National Agreement across the Australian Government. The Priority Reforms are central to addressing systemic racism and improving the lived experiences of Aboriginal and Torres Strait Islander peoples, and require a sustained effort, clear leadership and strong partnerships from within the APS.

The reforms aim to transform how governments operate by embedding shared decision-making, strengthening the community-controlled sector, improving access to data and driving organisational change. Delivering these reforms requires a fundamental shift in systems, behaviours and decision-making across the APS.

The NIAA leads and coordinates system-level reform across the APS, including:

- » co-developing a Priority Reforms Strategy with the Coalition of Peaks and Australian Government agencies to drive long-term, cross-government transformation, building on the Priority Reforms Roadmap
- » supporting APS leadership through mechanisms such as the Indigenous Champions Network, which strengthens cultural capability, accountability and Aboriginal and Torres Strait Islander employment.

The NIAA continues to strengthen our internal operating model for governing, delivering and reporting on Priority Reform commitments. This supports accountability, consistency and continuous improvement, and positions the NIAA to lead by example as both a steward of reform and a delivery agency. We are also aligning investment processes and system architecture with government and community expectations for integrity and outcomes.

The National Agreement on Closing the Gap Priority Reforms



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

Reconciliation

The NIAA plays a key role in advancing reconciliation across the Australian Government by strengthening APS-wide leadership, capability, accountability and system reform. Reconciliation underpins our role in building a future where Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered. It is a long-standing national responsibility that requires acknowledging Australia's history, respecting cultures and transforming systems to advance equity, justice and shared prosperity.

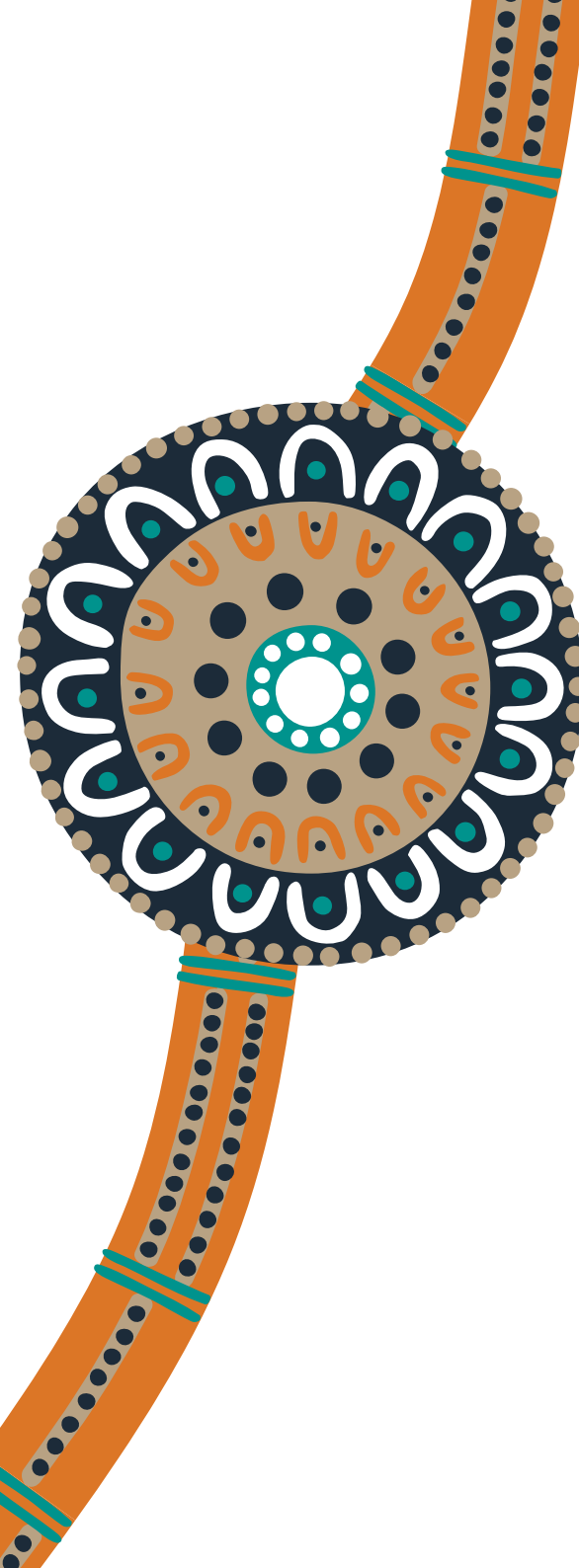
The NIAA works in partnership with Aboriginal and Torres Strait Islander peoples, embedding reconciliation, partnership and self-determination in how we engage with communities and design and deliver programs.

Reconciliation and the National Agreement are distinct but interdependent. The National Agreement provides a framework for structural reform through the Priority Reforms and agreed targets, while reconciliation drives the cultural and behavioural change needed to build trust, eliminate racism and strengthen relationships. Progress in one strengthens the other.

We support this agenda by driving system transformation across the APS, strengthening leadership, capability and accountability through targeted engagement, collaboration and leadership forums that build shared understanding and support coordinated action across government.

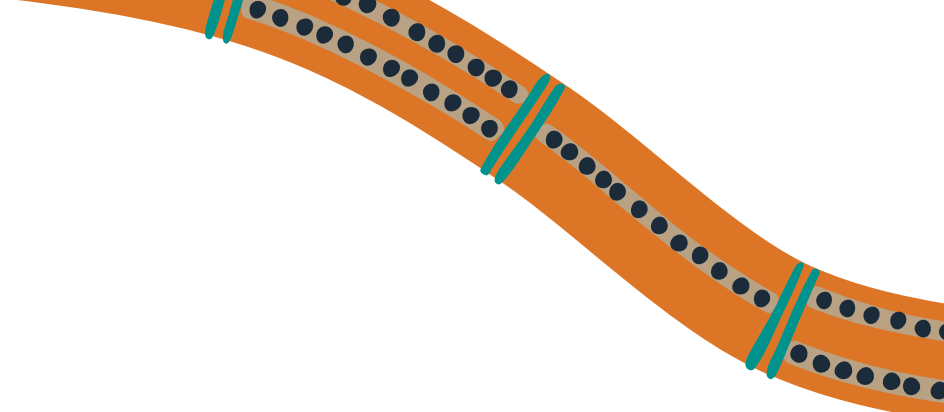
We advance reconciliation across the Australian Government through the Reconciliation Action Plan (RAP) Framework, strengthening APS leadership, capability, accountability and system reform.

The NIAA Stretch RAP 2026–2029 focuses on strategic, system-level action aligned with the Priority Reforms Roadmap. It is embedded through the NIAA's governance model to strengthen accountability, performance and continuous improvement. This approach supports system-wide reform by embedding reconciliation in decision-making and delivery, contributing to transformational change under the National Agreement.





Red Flag Dancers Bunggul performance
at Garma Festival 2025



Office of the Registrar of Indigenous Corporations

The Registrar

The Registrar of Aboriginal and Torres Strait Islander Corporations (the Registrar) is an independent statutory office holder appointed by the Minister for Indigenous Australians. Ms Tricia Stroud, the current Registrar, commenced as the Registrar on 2 May 2022.

The role of the Registrar is created by the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (CATSI Act). The Registrar is responsible for administering the CATSI Act. Under the legislation, the Australian Government is required to provide an office to the Registrar to support them in administering the CATSI Act.

The NIAA provides officers to the Office of the Registrar of Indigenous Corporations (ORIC) to assist the Registrar to carry out their independent functions. This includes the Deputy Registrar of Aboriginal and Torres Strait Islander Corporations (Deputy Registrar).

ORIC's vision and role

ORIC's vision is for well-governed and self-determining Aboriginal and Torres Strait Islander corporations to achieve their economic, social and cultural purpose.

There are around 3,400 Aboriginal and Torres Strait Islander Corporations registered under the CATSI Act. Administering the CATSI Act includes registering, regulating and deregistering Aboriginal and Torres Strait Islander Corporations. The CATSI Act provides the Registrar with independent regulatory powers to address non-compliance with the CATSI Act.

Regulatory Posture

The Registrar sets out annual regulatory priorities each year in a Regulatory Posture. The Regulatory Posture also includes standing regulatory priorities which are key requirements of the CATSI Act. The Registrar's 2026 Regulatory Posture is available on ORIC's website:

[ORIC Registrar's regulatory posture 2026.](#)

ORIC's planning and performance

For further details about ORIC's priorities see the ORIC Corporate Plan which covers the period of 2024–27 at:

[ORIC Corporate Plan 2024–2027.](#)

ORIC's Corporate Plan sets out ORIC's Key Performance Indicators (KPIs) and deliverables. ORIC reports its progress against these KPIs and deliverables in 3 performance reports released in February, July and November each year. These performance reports are available on ORIC's website:

[ORIC performance report.](#)

Our regional presence

The NIAA's national footprint across urban, regional and remote Australia provides a strong frontline presence for the Australian Government. Our staff work in partnership with Aboriginal and Torres Strait Islander communities, governments and organisations to identify and progress local priorities through policy, programs and services.

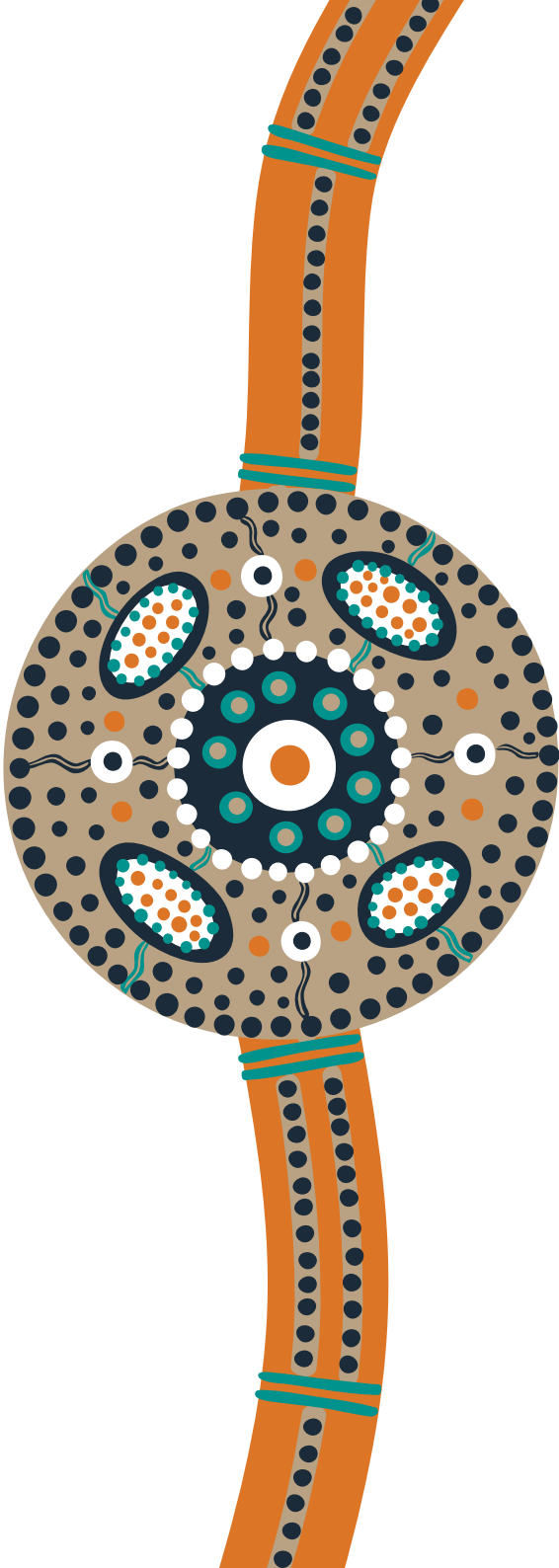
Our regional presence supports place-based community-led approaches that deliver practical outcomes aligned with the National Agreement and Priority Reforms. This includes local partnerships, information sharing and economic development.

NIAA regional staff work closely with state and local governments, communities and stakeholders. They help shape policy and program design and respond to emerging priorities, including natural disasters.

Our regional network enables the NIAA to deliver on our purpose. It strengthens coordination, partnerships and alignment of government activity with community needs across diverse settings. Ongoing investment in workforce capability, mobility and readiness ensures the network remains responsive and effective.

This approach supports targeted and coordinated place-based outcomes. It connects policy with practice, strengthens cross-government action and embeds community perspectives in decision-making.





Integrity

Integrity underpins good governance, public trust, and the effective delivery of Australian Government policies and programs in the APS. The APS Values, set out in section 10 of the *Public Service Act 1999*, define the Parliament's expectations of public servants to be impartial, committed to service, accountable, respectful, ethical and demonstrate stewardship.

The APS Values guide how the NIAA designs and delivers policies, programs and services for Aboriginal and Torres Strait Islander peoples and communities. They also support the NIAA's obligations under the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act), within a broader operating context that includes constraints and ongoing change.

We are strengthening our integrity systems and culture to support transparent, accountable and sustainable high-performing delivery. This aligns with APS reform priorities, including strengthening capability, accountability and stewardship. It also supports whole-of-government efforts to address poor practice, improve decision-making and deliver better outcomes for Aboriginal and Torres Strait Islander peoples.

Strong integrity is central to reconciliation. It supports efforts to address racism, build trust, strengthen cultural safety and ensure accountability in how we engage with Aboriginal and Torres Strait Islander peoples and organisations. It also supports the delivery of the Priority Reforms under the National Agreement.

During this Corporate Plan period, the NIAA will focus on strengthening system integrity, improving program effectiveness and efficiency, and ensuring activities align with our values and expected standards of professionalism. To support better outcomes and sustained trust with Aboriginal and Torres Strait Islander peoples, we will focus on:

- » maintaining and strengthening the NIAA Integrity Framework and supporting policies
- » delivering the NIAA Integrity Strategy and Action Plan 2025–27
- » building a strong and resilient 'speak up' culture to support early identification and resolution of issues
- » embedding continuous improvement initiatives, including provider assurance, proactive risk detection and early intervention processes
- » embedding the Commonwealth Priority Reforms Roadmap in systems.

Capability

Central to our capability is our people, our strong focus on integrity, and our Information and Communications Technology (ICT). The ongoing development of the NIAA's capability ensures we can continue to achieve our purpose. Investments in capability also support the NIAA to lead by example, and uphold public sector principles and values, while building sufficient flexibility and expertise to meet current and future needs.

The NIAA is strengthening how it delivers outcomes for Aboriginal and Torres Strait Islander peoples and communities through the Improving Delivery Program (IDP), building on the foundations established through the Galambany transformation.

The Program reflects our ongoing commitment to designing and embedding a more consistent, high-quality policy to delivery lifecycle across the organisation, ensuring the NIAA is well positioned for the future and operating in a financially sustainable way, while supporting effective implementation and impact of policies and programs. The IDP is focused on clarifying roles and accountabilities, strengthening how work is organised and coordinated across the Agency.

Through the IDP, the NIAA is positioning itself to deliver on its priorities in a more consistent, effective and outcome-focused way, supporting improved results in partnership with Aboriginal and Torres Strait Islander communities, continuing the principle of Galambany: you, me, we, together.

Workforce capability

The NIAA's Capability Framework supports targeted workforce development through digital learning, formal programs and on-the-job experience, aligned to current and emerging priorities. Cultural capability is a priority for the NIAA and is supported through the Footprints framework and initiatives such as Jawun secondments, which build culturally informed engagement and partnership capability.

We continue to invest in Aboriginal and Torres Strait Islander employee capability across both the Agency and the broader APS through the stewardship of key workforce development initiatives, including the Indigenous Development and Employment Program (IDEP) and the First Nations APS Graduate Certificate Program (Management). Through these programs, the NIAA plays a leading role in strengthening Aboriginal and Torres Strait Islander APS leadership, while also supporting the development of our own workforce.

We are also leading the development and delivery of an Early Career APS First Nations Employee Development Program, which supports the growth of emerging Aboriginal and Torres Strait Islander employee talent across the APS. Through a structured and staged approach to professional development, the program strengthens leadership capability, supports career progression for future Aboriginal and Torres Strait Islander APS leaders across the public sector.

We strengthen people management and organisational effectiveness to improve collaboration, policy design and delivery of place-based approaches, supporting coordinated partnerships and co-investment across governments.

We apply a structured approach to workforce capability through the People Strategy and associated frameworks, supporting a diverse, inclusive and safe workplace that reduces barriers and eliminates racism. Our workforce wellbeing is supported through the Yarn Strong program, which builds individual, team and leadership capability to sustain performance in complex environments through a culturally responsive, trauma-informed approach.



Ngaanyatjarra Pitjantjatjara Yankunytjatjara Lands Emerging Leaders, First Nations public servants and NIAA graduates met as part of the Empowered Communities program in Ngunnawal, Canberra

As required by the APS Strategic Commissioning Framework, for 2026–27 the NIAA has identified several job families as core work, including but not limited to, administration, accounting and finance, human resources, ICT and digital solutions, portfolio and program management, policy, and service delivery. In 2026–27, the NIAA will undertake steps to further embed the APS Strategic Commissioning Framework and strengthen capability. To embed the framework, steps include strengthening governance, assurance and enabling service delivery arrangements. To strengthen capability to deliver core work, steps include enhancing program management, evaluation, data, and stakeholder engagement capability.

ICT capability

Building strong digital foundations

As our digital footprint, responsibilities and maturity evolve, the NIAA is shifting from shared-services to a more sovereign, internally-led and driven ICT model that better aligns with our operating context and priorities.

The next financial year marks a critical milestone, with a focus on establishing core technology, governance and internal capability to deliver a more responsive, sustainable and fit-for-purpose ICT function.

This will strengthen ICT as a key enabler of the NIAA's priorities and in delivering our purpose.

The ICT Strategy focuses on converting technology investment into practical organisational capability. We are strengthening our data infrastructure and reporting platforms to support evidence-based decision-making across policy, programs and corporate functions.

Stronger ICT governance and architecture will ensure services are consistent, secure and reliable. Embedding best practice design and oversight will keep systems fit-for-purpose and adaptable, supporting high-quality services and trusted decision-making that contributes to our ability to respond to the needs of Aboriginal and Torres Strait Islander people and communities.

Responsible innovation to support better services

As digital technologies evolve, the NIAA is progressing responsible innovation to improve service delivery. Emerging technologies, including generative Artificial Intelligence (AI), present opportunities to improve efficiency, reduce administrative burden and enhance responsiveness. These technologies also present risks, the Australian Government's AI Transparency Statement reflects the NIAA's commitment to transparency and accountability, focusing on practical,

well-governed risk-informed use that protects privacy, security and cultural integrity, consistent with whole-of-government frameworks and community expectations.

While we do not lead policy on emerging technologies, the NIAA supports the work of the Office for the Arts and IP Australia. This includes participation in the Indigenous Knowledge Working Group, led by IP Australia, and collaboration with the Office for the Arts on legislative protections for Indigenous Cultural and Intellectual Property under the National Cultural Policy.

The NIAA also supports implementation of the Framework for Governance of Indigenous Data (GID Framework) across the Australian Government as part of our broader commitment to responsible and well-governed use of data and emerging technologies. We provide guidance and coordinate cross-government efforts. This includes hosting a monthly GID Community of Practice and a cross-sector GID Working Group with representatives from the Australian Bureau of Statistics, Department of Finance, Department of Health, Disability and Ageing, Department of Social Services, the NIAA, and non-APS Aboriginal and Torres Strait Islander data leaders who provide strong Aboriginal and Torres Strait Islander voices, expert advice and oversight of GID implementation.

Infrastructure

The NIAA manages a national property footprint across metropolitan, regional and remote Australia to support the delivery of NIAA programs in local communities. The Agency is better aligning its infrastructure footprint with current operational requirements and future service delivery needs. At present, there are no new or rolling capital investments. Any future investments will be considered through future budget processes.

Alongside the Agency's ICT capabilities, the NIAA's property and infrastructure assets provide the physical and digital foundations that support effective service delivery and stakeholder engagement.

Governance

The NIAA's internal governance structure and operating model support our CEO as the NIAA's Accountable Authority and ensures accountability, transparency and integrity across the organisation, so that the NIAA continues to deliver on its purpose. The Executive Board sets the strategic direction for the NIAA and is supported by 3 sub-committees:

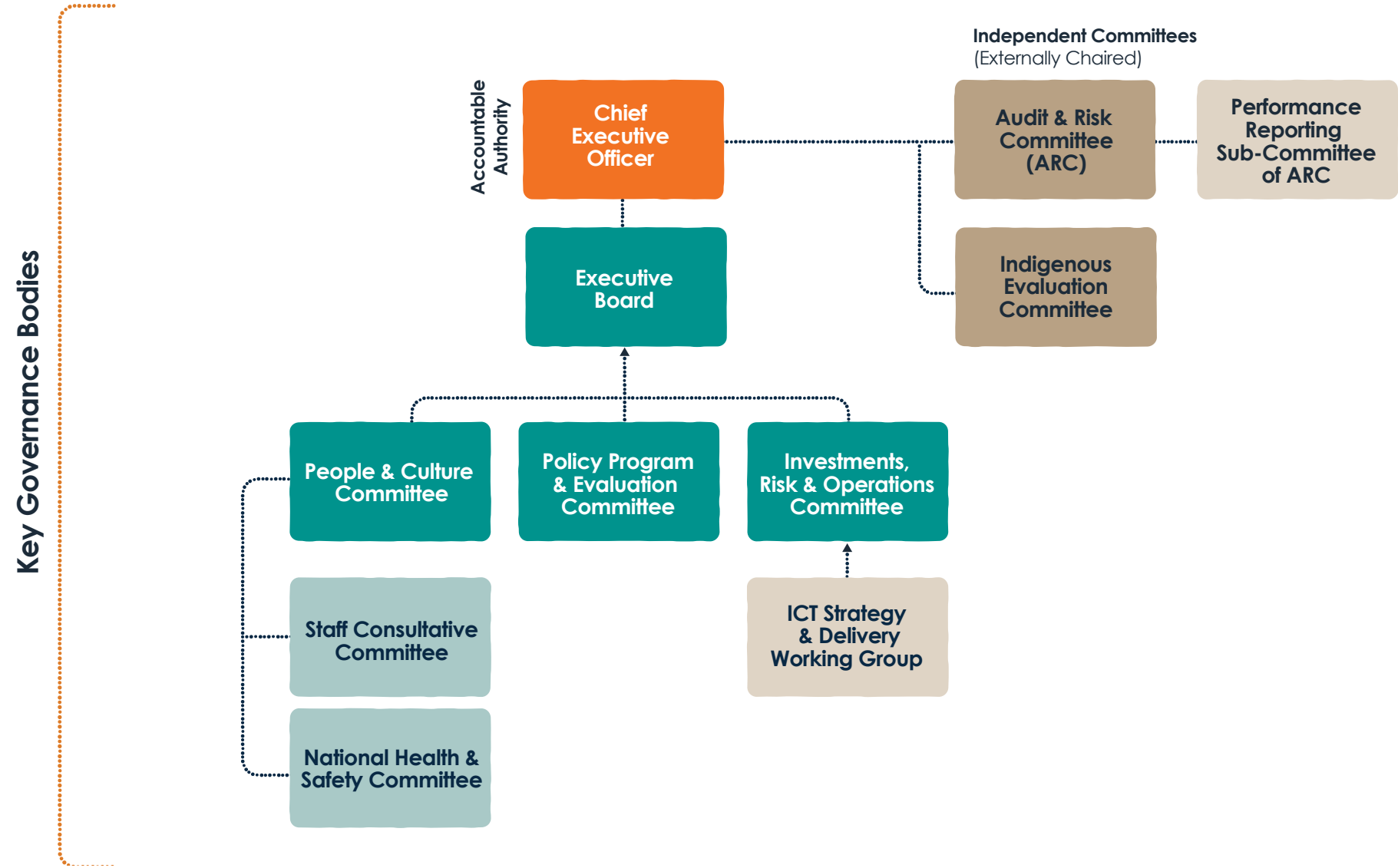
- » People and Culture Committee
- » Investments, Risk and Operations Committee
- » Policy, Program and Evaluation Committee

Each sub-committee has a defined scope and objectives aligned to the Executive Board's work program and may establish working groups where required. The NIAA's governance is also supported by two external committees: the Indigenous Evaluation Committee and the Audit and Risk Committee. The Indigenous Evaluation Committee strengthens the quality, credibility and influence of NIAA-led evaluations by providing independent strategic and technical advice.

The Audit and Risk Committee provides the CEO with independent advice on the appropriateness of the NIAA's:

- » financial reporting
- » performance reporting
- » system of risk oversight and management
- » internal controls.

Governance Committee Structure



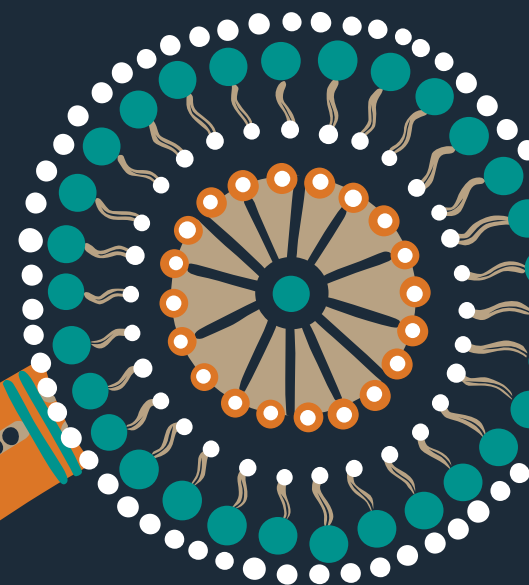
5 Risk management

Risk management is a key part of how we deliver value to communities and stakeholders. It helps us make informed decisions, protect what matters, and unlock opportunities for success. The NIAA defines risk as the effect of uncertainty on objectives. There is inherent risk in everything we do, and it is neither possible, nor necessarily desirable, to eliminate all risks.

We strive to achieve the right balance between engaging with risk to promote efficiency and innovation within our business practices, while delivering on priorities. The NIAA is committed to engaging with risk in a way that enables us to be accountable and act with integrity. Our Chief Risk Officer actively leads the development of a strong risk culture across the NIAA, recognising risk is a shared responsibility, to support better outcomes and to uphold the reputation of the Agency.

Risk oversight and management

Under section 16 of the PGPA Act, Accountable Authorities must establish and maintain systems for oversight, risk management and internal control. These requirements are supported by the Commonwealth Risk Management Policy (CRMP) and complemented by other frameworks and legislation addressing specific risks, including the Commonwealth Fraud and Corruption Control Framework 2024, the *Work Health and Safety Act 2011* (WHS Act), the Protective Security Policy Framework (PSPF), and the Commonwealth Grants Rules and Principles (CGRPs). Corporate Plans must summarise these systems, outline the entity's key risks, and explain how those risks will be managed.



Managing risk

Our Risk Management Policy and Framework aligns with the CRMP and supports a practical, enterprise-wide approach. We manage cross-cutting risks in line with Commonwealth frameworks, including protective security risks under the PSPF. Risks to people, information, programs and assets are managed through our enterprise risk framework and business continuity plan to support the secure delivery of government priorities. Work Health and Safety risks are also managed through the enterprise framework and supported by tailored approaches such as ADDRESS (Autonomy, Define, Demands, Recognition, Exposure, Support and Strengths).

We apply a structured, risk-based approach to fraud and corruption control through our Fraud and Corruption Control Plan, supported by policies and assurance activities. This strengthens governance, accountability and continuous improvement to prevent, detect and respond to risks, while maintaining alignment with Australian Government requirements.

We also manage climate and grants-related risks, supporting resilience and a consistent, proactive approach. To meet obligations under the 2025 NIAA Annual Statement of Compliance with the Commonwealth Child Safe Framework, we publish an annual Statement of Compliance outlining child safety risks and mitigation strategies.

Our enterprise risk and opportunities

The NIAA continuously identifies, assesses, manages, and monitors risks across all levels of the organisation. At the enterprise level, risk management enables us to anticipate change, respond to emerging risks, and minimise potential disruptions to our operations and service delivery.

Our enterprise risks reflect the complex environment in which we operate. The management of enterprise risk is reviewed and overseen through governance structures, including the Executive Board, the Audit and Risk Committee, and the Investments, Risk and Operations Committee. The NIAA further takes an active role in identifying and reporting whole-of-government risks as they emerge to the Secretaries Board. This integrated oversight ensures a coordinated and transparent approach to risk across the NIAA.

Risk statement

Credibility	Program Delivery	Operational Delivery	Capability
Risk Statement	Risk Statement	Risk Statement	Risk Statement
The NIAA cannot maintain credibility with Aboriginal and Torres Strait Islander people and other key stakeholders and is unable to collaborate and influence outcomes in support of the Agency's purpose.	The NIAA's programs are not grounded in evidence and the lived experience of Aboriginal and Torres Strait Islander communities.	The NIAA's administrative processes may impact effective and timely delivery of programs and services.	The NIAA is not able to maintain the right capabilities (people, resources, systems, and culture) to deliver our intended outcomes.
Risk Management Strategies	Risk Management Strategies	Risk Management Strategies	Risk Management Strategies
» We actively seek and capture feedback from communities to build relationships and trust. » We have a regional presence connecting communities, service providers, and state, territory, and local governments. » We employ a systematic external stakeholder engagement approach at all levels of the NIAA. » We maintain systems and processes to protect personal and sensitive information in accordance with our privacy obligations. » We are strengthening our capability to collect, use, and share data and information to build trust and strategic influence.	» We have developed regional and sector strategies to better target our investment to the areas of greatest need and to enhance how we measure performance. » We continue to implement our Engagement Toolkit to support our role as a convener and broker, sharing insights and feedback for better design and implementation of programs. » We continue to adopt a 'digital first' approach for enhanced use of information and improved evidence base. This will also improve the internal sharing of information and the NIAA's ability to detect and respond to further performance and compliance issues. » We conduct evaluations to inform the design and delivery of policies and programs.	» We have NIAA grant administration processes, guidance and training to efficiently manage the delivery of our grant programs. » We have implemented successive policies and procedures including a revised Fraud and Corruption Control Plan and NIAA policies for fraud and corruption management and serious non-compliance management. We have also embedded an ongoing program of proactive detection aligning to the Commonwealth Fraud and Corruption Control Framework. » We have implemented an enterprise project management system for key projects to better manage delivery, risk and our capacity to deliver. » We maintain emergency and business continuity policy and processes to respond to and minimise service disruption.	» We have a clear Employee Value Proposition and will have targeted strategies for attraction, recruitment, and retention, particularly to increase our Aboriginal and Torres Strait Islander workforce. » We continue to implement the NIAA's Digital Strategy, Data and Information Management Strategy, and ICT Strategy, focusing on a tailored capability uplift program. » We prioritise building the capability of our staff. This year we will drive targeted activities through the 'Our People Strategy', being a 4-year plan. » We continue to enhance our human resource management processes to ensure that staff confidently raise claims of misconduct or discrimination, in a trauma-informed environment, and that any complaint is dealt with appropriately. We also ensure any identified trends are addressed at a local or enterprise level.



Artwork at the Barunga Festival, Northern Territory

6 Performance

Performance Framework on a page

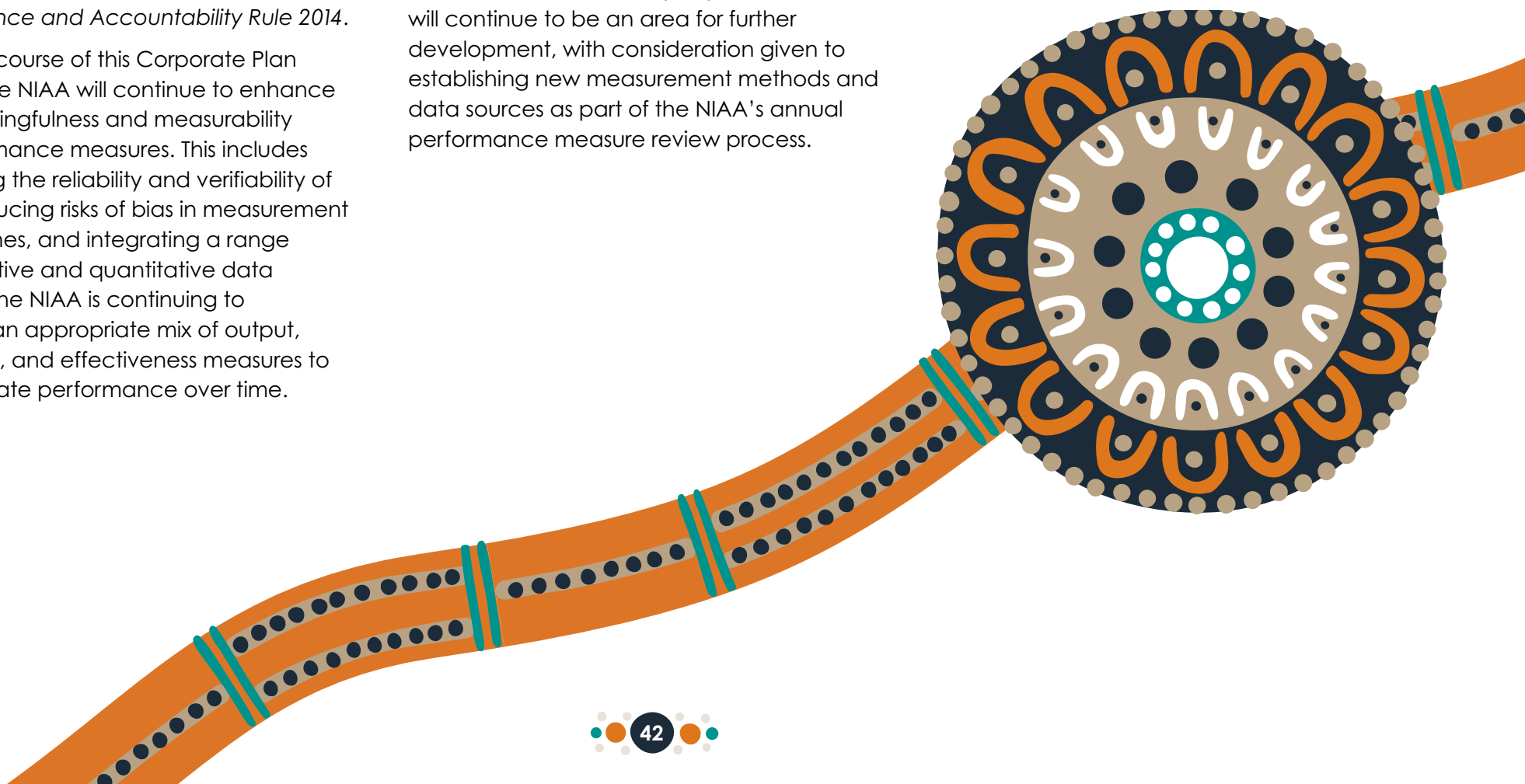


Our performance

The NIAA is committed to maturing performance management and continuing to improve performance measures. The NIAA's planned approach continues to strengthen performance management practices, reduce compliance risks, and enhance alignment with the PGPA Act and *Public Governance, Performance and Accountability Rule 2014*.

Over the course of this Corporate Plan period, the NIAA will continue to enhance the meaningfulness and measurability of performance measures. This includes promoting the reliability and verifiability of data, reducing risks of bias in measurement approaches, and integrating a range of qualitative and quantitative data sources. The NIAA is continuing to develop an appropriate mix of output, efficiency, and effectiveness measures to demonstrate performance over time.

The NIAA has identified areas where data maturity is still evolving, for example in relation to expanding measures of effectiveness and focussing on how performance is reported in relation to our commitment to working in partnership with Aboriginal and Torres Strait Islander peoples. This will continue to be an area for further development, with consideration given to establishing new measurement methods and data sources as part of the NIAA's annual performance measure review process.





Children participated in the Junkyard Beats school holiday program in Yuendumu, Northern Territory

Key Activities

Key Activity 1

We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence governments to deliver policies, programs and services.

The NIAA demonstrates leadership by driving collaborative action across governments to achieve systemic change, coordinating across all parties and supporting accountability for meeting agreed obligations.

Through strategic coordination and shared accountability, we work with the Australian Government, state and territory governments, and the Coalition of Aboriginal and Torres Strait Islander Peak Bodies to design and deliver policies, programs and services in partnership with Aboriginal and Torres Strait Islander peoples. These efforts reflect community-identified priorities. By supporting governance forums, facilitating transparent reporting, and enabling culturally informed decision-making, the NIAA strengthens whole-of-government alignment and accountability to progress Closing the Gap outcomes. We also contribute to reconciliation by supporting approaches that recognise history, build trust, and foster respectful relationships across governments and communities.

Key Activity 2

We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples.

The NIAA partners with communities and governments to shape policy, programs and investment decisions. Through formal agreements and ongoing engagement, we support self-determination and strengthen shared accountability, consistent with the National Agreement.

Partnership approaches are embedded across NIAA programs and strategies, with sustained collaboration critical to effective design and delivery. By enabling shared decision-making, aligning investments with community priorities, and supporting culturally informed approaches, the NIAA strengthens delivery and accountability to progress Closing the Gap outcomes.

Key Activity 3

We deliver targeted investment and programs through the Indigenous Advancement Strategy and partnership agreements.

The NIAA delivers targeted investment and programs to support Closing the Gap outcomes, focusing on initiatives aligned with community priorities, Priority Reforms and national commitments. This approach enables flexibility to respond to emerging needs and opportunities over time.

Through strong program design and administration, and partnerships with Aboriginal and Torres Strait Islander communities and governments, we deliver policies, programs and services that are strategically aligned, culturally informed and outcomes-focused, contributing to sustained social, economic and cultural outcomes.

Key activity 1

We lead and coordinate Closing the Gap, fulfil our commitments under the National Agreement, and influence governments to deliver policies, programs and services.

Performance Measure 1.1: Closing the Gap

Rationale

This measure assesses the NIAA's leadership, coordination and stewardship role in progressing the Australian Government's responsibilities under the National Agreement on Closing the Gap (National Agreement).

The measure will assess the NIAA's ability to successfully deliver its Priority Reforms and socio-economic target actions identified in the 2026 Implementation Plan and coordinate the National Agreement in line with Australian Government requirements and influence across governments to ensure all parties are accountable. This measure supports the aim of driving systemic change, leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples.

Improved life outcomes for Aboriginal and Torres Strait Islander peoples are the ultimate objective of the National Agreement, and those outcomes are influenced by the actions of all parties. Accordingly, this measure does not attribute population-level outcomes directly to the NIAA but assesses its role in enabling those outcomes through coordination, delivery and accountability functions.

Performance Measure 1.1

The NIAA delivers and coordinates actions under the National Agreement on Closing the Gap, demonstrating its contribution to shared accountability and progress toward improved life outcomes.

Performance under this measure will be assessed through key outputs, including delivery of the NIAA's Priority Reforms and socio-economic target actions, effective coordination of the National Agreement across the Commonwealth, timely coordination and finalisation of the Commonwealth Closing the Gap 2025 Annual Report and 2026 Implementation Plan (AR-IP), and integration of the agreed independent review actions into accountability mechanisms.

Together, these outputs demonstrate the NIAA's stewardship of the National Agreement and its contribution to driving more coordinated, transparent, and accountable implementation across governments.

The NIAA will further develop qualitative and quantitative measures to strengthen assessment of its leadership and coordination role over time.

Key Activity 1 (continued)

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) NIAA Priority Reforms and socio-economic target actions are achieved. Target: ≥80% of actions are reported as achieved in the annual Commonwealth Closing the Gap Annual Report and Implementation Plan update.	a) As per 2026–27	a) As per 2026–27	a) As per 2026–27
b) Coordinate cross-Commonwealth input to ensure the Closing the Gap Annual Report and Implementation Plan is finalised and delivered within agreed timeframes. Target: the Closing the Gap Annual Report and Closing the Gap Implementation Plan are finalised and delivered within agreed timeframes.	b) As per 2026–27	b) As per 2026–27	b) As per 2026–27
c) All agreed actions from all independent reviews of Closing the Gap are embedded in the Commonwealth's accountability mechanisms, as coordinated by the NIAA. Target: 100% of Joint Council agreed actions are embedded into the Commonwealth Closing the Gap Annual Report and Implementation Plan by the scheduled publication date.	c) As per 2026–27	c) As per 2026–27	c) As per 2026–27

Methodology

a) NIAA Priority Reforms and Socio-economic target actions are achieved.

Assessed by calculating the proportion of the NIAA's Priority Reforms and socio-economic target actions scheduled for the reporting year that are reported as achieved in the AR-IP. This provides a quantitative indication of delivery against the NIAA's planned commitments.

Assessment will use quantitative analysis derived from governance-endorsed and Cabinet approved progress as outlined in the AR-IP. While qualitative judgement informs internal progress assessments, only quantitatively verifiable outputs are used for performance measurement and reporting purposes.

By focusing on the NIAA's actions, this methodology directly demonstrates the NIAA's leadership in delivering on commitments to drive structural reforms, consistent with the measure's intent. This links to the planned performance result by quantifying the output that signals progress towards priorities under the National Agreement.

Reporting is on a calendar year basis, with financial year reporting drawing on outputs from the preceding calendar year. For the 2026–27 financial year, reporting will be drawn from the AR-IP tabled in February 2027.

b) Coordinate cross-Commonwealth input to ensure the Closing the Gap Annual Report and Implementation Plan is finalised and delivered within agreed timeframes.

Assessed by confirming that the AR-IP is completed in accordance with Cabinet endorsement processes and delivered within the agreed government timeframes. This demonstrates that the AR-IP output directly links to the NIAA's effective leadership, coordination across the Commonwealth and stewardship of the

National Agreement. To successfully deliver the AR-IP, the NIAA:

- » Coordinates the monitoring and annual public reporting of progress against all Commonwealth commitments made in the previous year's Commonwealth Implementation Plan (published as an appendix to the AR-IP),
- » Coordinates the development and public reporting of all Commonwealth actions for the next year's Commonwealth Implementation Plan (published as an appendix to the AR-IP), and
- » Coordinates and leads the drafting of the AR-IP, including narrative on Priority Reforms and socio-economic outcomes and case studies.

This requires coordination and consideration of cross-government inputs, to develop and facilitate inter-agency processes such as shaping inputs at the outset through guidance and templates, management of iterative drafting and quality assurance steps, and coordination of whole-of-government endorsement processes.

Verification will be based on ministerial or Cabinet documentation. The NIAA will demonstrate achievement of the planned performance result by meeting the required timeframe for these key accountability documents through cross-government coordination, alignment of policy inputs and managing complex cross-government approval processes.

Delivery is expected annually in accordance with government agreed timeframes, aligning with the reporting cycle under the National Agreement. Reporting is on a calendar year basis, with financial year reporting drawing on the outputs from the previous calendar year.

c) Agreed actions from independent reviews of Closing the Gap are embedded in the Commonwealth's accountability mechanisms, as coordinated by the NIAA.

Assessed by verifying that Joint Council-agreed actions from independent reviews, including the Productivity Commission and the Independent Aboriginal and Torres Strait Islander-Led Review, have been finalised, published, and fully integrated into the AR-IP.

Actions assigned to the Australian Government are agreed by the Joint Council, that supports accountability mechanisms for responses to independent reviews. This process demonstrates NIAA's coordination role for cross-government and cross-sector input. The NIAA coordinates processes for embedding Joint Council-agreed Australian Government actions into the AR-IP and associated action tables, by engaging multiple Australian Government entities and ensuring processes are reflected in accountability mechanisms.

For each reporting cycle, the NIAA will coordinate the process to identify agreed actions in response to the reviews and ensure they are embedded within the AR-IP where a Commonwealth accountability mechanism is required. The status of each action will be assessed as achieved, and the proportion meeting these criteria will be calculated.

This methodology demonstrates the NIAA's performance in embedding review recommendations into the Commonwealth's accountability architecture, consistent with the measure's intent to ensure the NIAA's actions drive systemic change and accountability. It focuses on NIAA's stewardship role in coordinating processes and embedding actions into formal mechanisms and supporting systemic accountability and reform.

Reporting is on a calendar year basis, with financial year reporting drawing on outputs from the preceding calendar year. For the 2026–27 financial year, reporting will be drawn from the AR-IP tabled in February 2027.

Data sources

The AR-IP and NIAA internal reporting (e.g. Traffic Light Report) for planned performance result a). Government-approved documentation (including decision dates) for planned performance result b). The status of agreed actions within the AR-IP for planned performance result c).

Basis of the measure

Quantitative measure of output for all planned performance results.

Link to 2026–27 Portfolio Budget Statement

PBS Program 1.7 – Program Support

Performance Measure 1.2: Economic Empowerment

Rationale

This measure assesses the NIAA's contribution to the increased economic empowerment of Aboriginal and Torres Strait Islander peoples through measuring increased participation of Aboriginal and Torres Strait Islander businesses in Australian Government procurement. The measure contributes to Key Activity 1 and the NIAA's purpose by promoting greater economic participation of Aboriginal and Torres Strait Islander businesses and driving sustainable business growth.

The Australian Government is committed to enabling the growth of Aboriginal and Torres Strait Islander businesses and the economic empowerment of Aboriginal and Torres Strait Islander communities. The growth of the Aboriginal and Torres Strait Islander business sector plays a critical role in supporting increased economic participation of Aboriginal and Torres Strait Islander peoples. This is achieved through increased job opportunities, skills development and education opportunities, and increased economic independence and self-determination.

The measure will assess the impact of the Indigenous Procurement Policy (IPP), a key enabler of economic empowerment. The IPP has been selected for its data maturity, strong alignment with the NIAA's purpose, and direct connection to economic participation outcomes. The IPP stimulates Aboriginal and Torres Strait Islander entrepreneurship by increasing demand for Aboriginal and Torres Strait Islander businesses and drives economic participation through Australian Government procurement.

Performance Measure 1.2

Increased participation of Aboriginal and Torres Strait Islander businesses in Australian Government procurement supports the economic empowerment of Aboriginal and Torres Strait Islander peoples.

Complementary initiatives under the Indigenous Business Sector Strategy (IBSS) support business start-up, growth and capacity-building. Programs and policies like the IPP and IBSS, support meeting the needs and aspirations of Aboriginal and Torres Strait Islander peoples through increased economic participation.

This performance measure will evolve over time to consider additional dimensions of performance. The NIAA will investigate opportunities to broaden reporting beyond the initial targets, which focus on satisfaction with the NIAA's stewardship of the IPP and achievement of whole-of-government Indigenous procurement targets. While these current targets primarily measure compliance and volume, future work will explore incorporating additional elements of the IBSS and broader whole-of-government coordination.

Key Activity 1 (continued)

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) Satisfaction with the NIAA's stewardship and support for the IPP across Commonwealth portfolios. Target: ≥60% satisfaction rating annually.	a) As per 2026–27	a) As per 2026–27	a) As per 2026–27
b) Achievement of whole-of-government Indigenous procurement targets for the value and volume of contracts awarded to Aboriginal and Torres Strait Islander businesses under the Indigenous Procurement Policy. Target: whole-of-government value and volume IPP targets are met.	b) As per 2026–27	b) As per 2026–27	b) As per 2026–27

Methodology

a) Satisfaction with the NIAA's stewardship and support for the Indigenous Procurement Policy across Australian Government portfolios.

Assessed annually through a survey of Australian Government portfolio procurement teams to measure the quality of the NIAA's enabling role. The survey measures satisfaction with the quality and usefulness of the NIAA's stewardship of the IPP. This includes policy advice, training, system support, and guidance linking directly to the planned performance result by showing how these functions support increased Aboriginal and Torres Strait Islander business participation in procurement. A satisfaction result of 60% or higher is considered achieved and demonstrates that the NIAA's stewardship is valued and effective in enabling policy outcomes.

b) Achievement of whole-of-government Indigenous procurement targets for the value and volume of contracts awarded to Aboriginal and Torres Strait Islander businesses under the Indigenous Procurement Policy.

Assessed annually using data from the Indigenous Procurement Policy Reporting Solution (IPPRS) to measure the effectiveness of the NIAA's role in enabling Australian Government's achievement of Indigenous procurement targets. The Australian Government is evaluated on whether it achieves an annual volume and value Indigenous procurement target for contracts awarded to Aboriginal and Torres Strait Islander businesses. This directly links to the planned performance result by assessing whether the NIAA's support is translating into measurable procurement outcomes.

Key Activity 1 (continued)

This includes:

- » Providing clear policy guidance, training, and system support to portfolios
- » Coordinating Agency engagement and facilitating timely resolution of issues
- » Undertaking assurance activities, including the annual verification of reported results and certification processes.

In addition, the NIAA will analyse procurement patterns to identify trends in supplier engagement and business diversity. While these contextual insights will not form part of the quantitative target in 2026–27, they will be presented, in a qualitative form to provide a clearer picture of how procurement outcomes support the growth and resilience of the Aboriginal and Torres Strait Islander business sector.

The target is considered met when the aggregated Australian Government value and volume targets have been met, demonstrating that the NIAA's enabling role has been effective in supporting policy compliance and increasing economic opportunities for Aboriginal and Torres Strait Islander businesses.

Due to the timing of data availability and validation, results for the reporting year will be based on the most complete verified data available. A variance range calculated using the previous financial year's variation between the time of reporting and finalised outcomes will be included to provide a better understanding of the likely final outcomes. Verified results will be made available on the NIAA's website for transparency.

The 2026–27 Annual Performance Statements will also report the finalised 2025–26 portfolio and whole-of-government Indigenous procurement results once verification processes are complete.

Data Sources

Quantitative data is collected through the annual IPP satisfaction survey administered by the NIAA for planned performance result a).

Quantitative data is collected through the IPPRS and annual assurance processes managed by the NIAA for planned performance result b).

Basis of the Measure

Quantitative measure of output quality for planned performance result a) and a quantitative measure of effectiveness for planned performance result b).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.1 – Jobs, Land and the Economy

Performance Measure 1.3: Food Security

Rationale

This measure assesses the NIAA's performance in leading and coordinating national actions and influencing cross-jurisdictional policy and program implementation under the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities (the Strategy). It directly reflects the NIAA's role in delivering the governance, planning, and delivery mechanisms that underpin the Strategy's implementation.

The foundational initiatives are identified in the Closing the Gap 2025 Implementation Plan. They include:

- » Delivery of the Low-Cost Essentials Subsidy Scheme which subsidises the cost of 30 essentials in participating remote stores to prices comparable to urban supermarkets
- » National Code of Practice for Remote Store Operations that sets out minimum health, governance and operations standards for remote stores
- » Building a First Nations Nutrition Workforce in remote First Nations communities to promote good nutrition and support healthy choices when people are shopping and preparing food.

By measuring these initiatives, the measure tracks progress against intended outcomes identified in the Strategy towards the Strategy's goal: to achieve equitable food security for remote Aboriginal and Torres Strait Islander communities with a focus on addressing social determinants of health.

Performance Measure 1.3

Implementation of the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities, supported by Australian Government foundational initiatives.

Food insecurity continues to disproportionately affect Aboriginal and Torres Strait Islander peoples living in remote communities. In response, the Strategy was launched in March 2025 in partnership with Aboriginal and Torres Strait Islander Community Controlled Health Organisations, state and territory governments, and remote stakeholders. The Strategy provides a coordinated approach to improving food security across 7 pillars through a 10-year reform agenda aligned to the social determinants of health.

This measure initially assesses the delivery of national-level outputs (foundational initiatives) that underpin the implementation of the Strategy.

As implementation of the Strategy matures, this measure will evolve to incorporate outcome indicators, enabling a broader assessment of progress towards improved food security outcomes. The NIAA will further develop performance measurement through the Strategy's monitoring and evaluation framework, as data becomes available.

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) Foundational initiatives for the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities are tracking against delivery milestones. Target: 80% of delivery milestones met.	a) As per 2026–27	a) As per 2026–27	a) As per 2026–27

Methodology

a) Foundational initiatives for the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander communities are tracking against delivery milestones.

Assessed annually against the deliverables of foundational initiatives. This assessment provides a direct link to the planned performance result by assessing the NIAA's delivery, coordination and implementation of foundational initiatives that support implementation of the Strategy. Deliverables due within the reporting period are assessed against agreed success criteria. Assessment is based on verifiable NIAA records, including governance, grants management and program delivery documentation. Each deliverable has predefined success criteria covering completion, quality, and alignment with strategic objectives, ensuring performance is assessed consistently, using reliable evidence.

Data Sources

Quantitative and administrative data used to assess performance is sourced from NIAA-maintained records, including Northern Territory Strategy and Policy SharePoint records hosted by the NIAA, and the NIAA's grant management platforms. Supporting evidence includes governance records, project documentation, funding agreements, performance reports and other program delivery records maintained by the NIAA.

Basis of the Measure

This measure includes a quantitative measure of outputs for planned performance result a).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.5 – Remote Australia Strategies

Key Activity 2

We work in partnership to support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples.

Performance Measure 2.1

Partnerships

Performance Measure 2.1

The NIAA participates in formal partnerships that support shared decision-making, effectively working in partnership to contribute to intended outcomes.

Rationale

Working in partnership is central to NIAA's purpose of ensuring the needs and aspirations of Aboriginal and Torres Strait Islander peoples are reflected in government policies, programs and services, and to our vision that Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.

The NIAA engages across a spectrum of partnering approaches. Consistent with the National Agreement on Closing the Gap (National Agreement), this measure focuses on formal partnerships that support shared decision-making and enable Aboriginal and Torres Strait Islander peoples to influence policies, programs and services that affect them.

Partnership outcomes are inherently complex, long-term and shaped by a range of factors beyond the NIAA's direct control. The quality and effectiveness of partnerships are influenced by local contexts, stakeholder relationships, governance arrangements and the broader operating environment. As a result, partnership performance cannot be fully understood through quantitative measures alone.

A case study methodology provides an approach for qualitatively assessing partnership effectiveness. Through targeted sampling, a case study is selected to provide an assessment of the NIAA's formal partnerships. This approach enables the NIAA to examine how partnerships operate in practice, respond to changing circumstances, and contribute to intended outcomes.

The case study will assess the extent to which partnerships demonstrate the key elements of strong partnerships under the National Agreement, including:

- » Appropriate decision-making authority
- » Formal partnership arrangements
- » Shared decision-making
- » Aboriginal and Torres Strait Islander influence over agenda setting

Key Activity 2 (continued)

The quantitative assessment element of this performance measure provides insight into the implementation of shared decision-making. Meeting the strong partnership elements specifically outlined in Clause 32 (b) of the National Agreement reflects the quality and maturity of partnership arrangements.

The establishment of a quantitative target will provide a foundation for monitoring across future years, support continuous strengthening of partnership practices, and demonstrate the NIAA's progress towards meeting the commitments of the National Agreement. Analysis of results over time will support the identification of trends in

partnerships and governance capability. As the measure matures, longitudinal analysis will provide insights into the extent to which partnership arrangements are strengthening and becoming more consistent with the intent of the National Agreement.

Combining the quantitative assessment with a case study approach, supports a robust assessment of the NIAA's progress in strengthening partnerships and delivering on Closing the Gap commitments. This provides a clear and evidence-based indication of progress towards achieving stronger and more effective formal partnerships across NIAA-led initiatives.

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) Case study demonstrates evidence of shared decision-making, partner influence and progress towards agreed partnership objectives. Target: Case study developed	a) As per 2026–27 – increasing to at least 2 case studies.	a) As per 2027–28	a) As per 2027–28
b) Formal NIAA partnerships meet all relevant elements of Clause 32b(i) and (ii) of the National Agreement on Closing the Gap. Target: 80% of partnerships with formal agreements assessed as meeting elements 32b(i) and (ii) of the National Agreement on Closing the Gap.	b) As per 2026–27	b) As per 2026–27	b) As per 2026–27

Methodology

a) Case study demonstrates evidence of shared decision-making, partner influence and progress towards agreed partnership objectives.

A targeted sampling approach was adopted to identify case study topics for 2026–27 reporting. This process identified a broad range of partnership activities, developed a focussed shortlist aligned to the Priority Reforms and was selected through established governance arrangements and partner agreement.

The shortlist was developed based on the 2025 Commonwealth Stocktake of Partnerships;

- » The shortlist was created based on NIAA-led partnerships that meet all 4 Priority Reforms.
- » Partnerships with pre-existing performance measures were excluded from the shortlist to reduce reporting duplication.
- » An NIAA governance committee selected the relevant case study for the reporting period.

This process gives the opportunity to select partnerships which represent the impact of delivering on all of the Priority Reforms. As the measure matures across future years, cross-analysis of case studies will identify common factors associated with effective partnerships and support continuous improvement.

Using an evaluative methodology, the case study will assess the effectiveness of partnership arrangements against agreed objectives, including the quality of relationships, partner contribution, shared decision-making, and progress towards intended outcomes.

Formal Partnerships are defined in the context of this measure as meeting Clause 32c of the National Agreement:

“Decision-making is shared between government and Aboriginal and Torres Strait Islander people. Shared decision-making is:

- (i) by consensus, where the voices of Aboriginal and Torres Strait Islander parties hold as much weight as the governments.”

A minimum of one partnership is selected for the 2026–27 reporting period, with the aim of increasing up to 2 partnerships in subsequent years.

The effectiveness and impact of these elements will be assessed through a structured set of criteria, questions, standards, and a review process undertaken with partners. Results will then be validated by both the NIAA and the relevant partner to ensure that the case studies accurately reflect the outcomes of achieving these metrics of partnership maturity.

A sense-making and validation exercise will be conducted as a structured process to test the assessment of a formal partnership’s performance. It brings stakeholders together to review findings, validate evidence, and challenge assumptions, ensuring the assessment reflects implementation experience. The process strengthens confidence in conclusions and supports a credible, evidence-based assessment.

b) Formal NIAA partnerships meet all relevant elements of Clause 32b(i) and (ii) of the National Agreement.

A quantitative assessment methodology will be used to determine the extent to which NIAA-led formal partnerships have established the foundational governance and accountability arrangements required under the National Agreement.

Planned performance result b) will be assessed by calculating the proportion of NIAA-led formal partnerships that have a signed agreement endorsed by all parties and that meet all elements outlined in Clause 32b(i) and (ii) of the National Agreement. This will be assessed against the most current Commonwealth Stocktake of Partnerships for the reporting period.

This calculation provides a direct indication of the extent to which the NIAA's formal partnerships are embedding strong partnership foundations and governance arrangements across formal partnerships, in accordance with the principles and requirements of the National Agreement.

By focusing on formal partnership agreements, this methodology directly demonstrates the NIAA's progress in embedding the strong partnership elements of the National Agreement. This links to the planned performance result by quantifying the proportion of partnerships that have governance and decision-making arrangements in place to support genuine partnership and shared decision-making with Aboriginal and Torres Strait Islander representatives and organisations.

Data Sources

Qualitative data is gathered through a validated case study approach, with formal partnership shortlisting based on the Commonwealth Stocktake of Partnerships for planned performance result a).

Quantitative data is collected from the Commonwealth Stocktake of Partnerships for planned performance result b).

Basis of the Measure

Qualitative measure of effectiveness for planned performance result a).

Quantitative measure of outputs for planned performance result b).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.4 – Culture and Capability

Performance Measure 2.2: Housing

Rationale

This measure assesses the impact of the NIAA's performance in enabling increased access to secure and appropriate housing through partnerships that deliver tangible improvements in housing outcomes. It directly measures how the NIAA's leadership and stewardship translate national housing commitments into improved living conditions for Aboriginal and Torres Strait Islander peoples. Through strategic investment, policy influence, and oversight of national housing initiatives, the NIAA enables programs that are responsive to community priorities, address overcrowding, improve housing quality, and create sustainable pathways to long-term housing security.

Housing is a key factor in achieving better outcomes for Aboriginal and Torres Strait Islander peoples. It is the NIAA's role to work in partnership with governments, councils and communities to ensure that policies, programs, and services support the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples. The Partnership Agreement commits the NIAA to work collaboratively and transform the way government provides housing services to Aboriginal and Torres Strait Islander communities, town camps, and homelands. This aligns directly with Key Activity 2 and the NIAA's purpose by ensuring that housing delivery is community-informed and supports long-term housing security.

Performance Measure 2.2

Increased access to secure and appropriate housing for Aboriginal and Torres Strait Islander communities, supporting improved housing outcomes.

This measure assesses the completion of houses in NT remote communities against the housing delivery target agreed by the Joint Steering Committee for Remote Housing NT. Delivery reports are provided on a quarterly basis to the Joint Steering Committee on Remote Housing and includes information on changes to overcrowding against a baseline of June 2024. The Joint Steering Committee oversees the joint Australian and NT Government \$4 billion investment through a formal Partnership Arrangement which includes oversight of the implementation of the NT Remote Housing Federation Funding Agreement that aims to halve overcrowding by building up to 2,700 homes over 10 years and deliver a property and tenancy management program to improve housing quality.

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) Completed houses in NT remote communities, delivered in partnership to halve overcrowding in the NT. Target: achieve ≥80% of the agreed annual housing completion target set in the approved Remote Housing work plan.	a) As per 2026–27	a) As per 2026–27	a) As per 2026–27

Methodology

a) Completed houses in NT remote communities, delivered in partnership to halve overcrowding in the NT.

Assessed annually by comparing the number of houses completed in NT remote communities during the financial year against the agreed annual milestones set in the Annual Remote Housing Work Plan. This provides a direct, quantitative measure of the planned performance result and links explicitly to the housing measure by assessing delivery against agreed housing targets to reduce overcrowding in the NT.

The NIAA's verification of reporting occurs when the NT Government submits a claim for milestone payment, which occurs on a 6-monthly basis.

The result is expressed as the percentage of the annual target achieved, allowing for year-to-year variation while maintaining a consistent performance assessment approach. This approach enables clear year-on-year comparability and provides a reliable basis for assessing progress towards the overall housing outcome of reducing overcrowding in NT remote communities.

Data Sources

Quantitative data is collected through quarterly progress reports developed through the Joint Steering Committee for Remote Housing NT.

Basis of the Measure

This measure includes a quantitative measure of outputs for planned performance result a).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.5 – Remote Australia Strategies

Performance Measure 2.3: **Northern Territory Remote Aboriginal Investment**

Rationale

This measure assesses the NIAA's performance in working in partnership to enable access to essential services through the Northern Territory Remote Aboriginal Investment (NTRAI) Partnership Agreement, enabling government entities to better respond to the needs of Aboriginal and Torres Strait Islander peoples.

NTRAI operates within a partnership agreement between the Australian Government, the NT Government and Aboriginal Peak Organisations Northern Territory (APONT). It provides a framework for joint design, planning, decision-making, implementation, evaluation and accountability of the remote service system.

In 2025–26 and 2026–27, this measure assesses the achievement of all planned transition arrangements to secure continuity of services and establish a foundation for program delivery. Delivering these arrangements directly demonstrates the NIAA's ability to coordinate multiple partners, maintain governance and meet agreed timelines. This contributes to Key Activity 2 by strengthening partnerships that support self-determination and Closing the Gap targets. The NIAA's leadership reflects its ability in managing complex partnerships in convening the Joint Steering Committee, negotiating and finalising funding schedules, and embedding shared decision-making processes. These contributions ensure the partnership is positioned to deliver on its purpose, contribute to Closing the Gap priorities, and improve outcomes for remote NT communities.

Performance Measure 2.3

Aboriginal people in remote Northern Territory communities have access to essential services that support progress towards socio-economic targets.

The NIAA's partnership with the NT Government and APONT through the Joint Steering Committee is central to Key Activity 2 and demonstrates the NIAA's role in supporting self-determination by embedding First Nations leadership in program design and delivery.

This performance measure will evolve over the period of the Corporate Plan. To mature performance measurement over the Corporate Plan period, the NIAA will investigate the integration of monitoring, evaluation, accountability, and learning (MEAL) mechanisms developed in partnership with APONT and the NT Government to support the long-term tracking of outcomes and contribution to Closing the Gap targets.

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) NIAA-led NTRAI transition arrangements for 2026–27 have been completed as agreed. Target: 100% of planned transition arrangements completed.	a) Performance measures informed by the agreed NTRAI Monitoring Evaluation, Accountability and Learning (MEAL) Framework.	a) As per 2027–28	a) As per 2027–28

Methodology

a) NIAA-led NTRAI transition arrangements for 2026–27 have been completed as agreed.

Assessed by calculating the proportion of planned transition arrangements completed by the NIAA during the reporting period, with completion verified through formal documentation such as endorsed Joint Steering Committee minutes, executed funding agreements and agreed schedules. The NIAA coordinates the implementation process, manages program governance arrangements, tracks deliverables against the NTRAI Implementation Plan and ensures timely endorsement of completed milestones by all parties. The completion rate will be determined by comparing the number of completed arrangements against the total planned for the reporting year.

As the MEAL framework is implemented, the methodology will expand, ensuring that future performance assessment captures both service continuity and the effectiveness of services in meeting community priorities.

Data Sources

Quantitative data is collected through the NTRAI Joint Steering Committee records managed by the NIAA including:

- » NTRAI Joint Steering Committee records
- » NTRAI implementation and transition plans
- » Executed funding agreements and schedules
- » NIAA program management and governance records.

Basis of the Measure

Quantitative measure of outputs for planned performance result a).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.2 – Children and Schooling

PBS Program 1.3 – Safety and Wellbeing

PBS Program 1.4 – Culture and Capability

PBS Program 1.5 – Remote Australia Strategies

Key Activity 3

We deliver targeted programs through the Indigenous Advancement Strategy and partnership agreements.

Performance Measure 3.1:

Remote Jobs and Economic Development

Rationale

This measure assesses the NIAA's performance in the delivery of policies, programs, and services that meet the needs and aspirations of Aboriginal and Torres Strait Islander peoples through the Remote Jobs and Economic Development (RJED) program.

The RJED program is part of a major Australian Government reform to improve employment outcomes for people living in remote Australia. RJED and the Remote Australia Employment Service (RAES) replaced the Community Development Program (CDP).

RJED was developed in partnership with remote communities, Aboriginal and Torres Strait Islander peoples, job seekers, employment services providers, peak bodies, and government stakeholders. It launched on 11 December 2024 and is overseen by a First Nations Advisory Group (FNAG). RJED is set to create 6,000 jobs that align with the needs and aspirations of remote communities by 2030.

Performance Measure 3.1

Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.

This measure assesses progress towards creating and filling the 6,000 RJED-funded employment opportunities in remote communities. The measure also assesses the timeliness of application decisions under the program. This directly links to the key activity of delivering targeted programs through the Indigenous Advancement Strategy.

Together, these results assess the NIAA's effectiveness in increasing employment opportunities and supporting economic participation in remote communities, while also assessing administrative efficiency in program delivery. The measure also demonstrates the NIAA's role in enabling sustainable local employment aligned with community priorities and provides objective, quantitative evidence of progress towards the intended outcome.

This performance measure will evolve over time to incorporate additional dimensions of performance as data becomes available through future grant rounds and program implementation.

Key Activity 3 (continued)

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) Employment opportunities are available in remote communities through RJED. Target: 1,035 RJED-funded employment opportunities available in remote communities by 30 June 2027.	a) Employment opportunities are available in remote communities through RJED. Target: 750 RJED-funded employment opportunities available in remote communities by 30 June 2028.	a) Employment opportunities are available in remote communities through RJED. Target: 1,000 RJED-funded employment opportunities available in remote communities by 30 June 2029.	a) Employment opportunities are available in remote communities through RJED. Target: 1,250 RJED-funded employment opportunities available in remote communities by 30 June 2030.
b) People employed in RJED funded employment positions. Target: 1,965 people employed in RJED funded employment positions in remote communities as at 31 March 2027.	b) People employed in RJED funded employment positions. Target: 3,000 people employed in RJED funded employment positions in remote communities as at 31 March 2028.	b) People employed in RJED funded employment positions. Target: 3,750 people employed in RJED funded employment positions in remote communities as at 31 March 2029.	b) People employed in RJED funded employment positions. Target: 4,750 people employed in RJED funded employment positions in remote communities as at 31 March 2030.
c) Proportion of RJED grant applications with a decision made within 120 days of grant round closure. Target: 80% or higher.	c) As per 2026–27	c) As per 2026–27	c) As per 2026–27

Methodology

a) Employment opportunities are available in remote communities through RJED.

Employment opportunities are counted based on positions funded following a formal delegate decision recorded in the relevant financial year. All positions (full-time, part-time, or casual) are counted equally.

b) People employed in RJED-funded employment positions in remote communities.

People employed in RJED-funded positions are counted based on quarterly employer reports for RJED-funded roles and reflect people employed (full-time, part-time, or casual) reported as at 31 March of the financial year.

c) Proportion of RJED grant applications with a decision made within 120 days of grant round closure.

Timeliness is calculated as the proportion of grant applications that receive an approval or rejection decision within 120 calendar days of the published round closure date.

Data Sources

Quantitative data is collected through the NIAA's grant management platforms, and quarterly employer reports provided under RJED funding agreements.

Delegate funding decisions captured are utilised for planned performance result a). Quarterly employer reports are utilised for planned performance result b). Grant application and decision dates are utilised for planned performance result c).

Basis of the Measure

Quantitative measure of outputs for planned performance results a) and b) and quantitative measure of efficiency using timeliness as a proxy for planned performance result c).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.1 – Jobs, Land and the Economy

Performance Measure 3.2:

Remote Australia Employment Service

Rationale

This measure assesses the NIAA's performance in delivering the Remote Australia Employment Service (RAES), a targeted Indigenous Advancement Strategy (IAS) program providing culturally safe, partnership-based employment services that strengthen accountability and support community-led outcomes.

RAES directly reflects the NIAA's role in enabling tailored, culturally responsive employment services that support sustained employment outcomes. RAES aligns with Closing the Gap Priority Reform 3, Closing the Gap Outcome 7: Youth are engaged in employment or education, and Outcome 8: Strong economic participation and development of people and their communities, reflecting potential positive impacts for Aboriginal and Torres Strait Islander peoples and their communities. It also supports the IAS objective of improving outcomes for Aboriginal and Torres Strait Islander peoples under the National Agreement.

Performance Measure 3.2

Access to tailored, culturally responsive employment services supports sustained employment outcomes contributing to long-term economic and social development of remote Australia.

Under RAES, the NIAA supports over 40,000 job seekers through grant funding across 1,200 remote communities. RAES supports tailored, culturally safe case management that builds skills, addresses barriers and supports pathways to employment. Community-led projects, representing 25 per cent of RAES funding, drive local workforce development and are community designed initiatives that reflect local priorities, building on community strengths, and generating meaningful outcomes.

To evolve performance measurement, the NIAA will investigate the potential to incorporate additional employment outcome measures, including 4, 12 and 52 week outcomes.

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) A proportion of remote employment participants achieve sustained (26 week) employment outcomes, indicating early progress toward long-term economic and social development in remote communities. Target: 4%.	a) The 2027–28 target will be informed by employment data established during the first full year of RAES implementation in 2026–27.	a) As per 2027–28	a) As per 2027–28

Methodology

a) A proportion of remote employment participants achieve sustained (26 week) employment outcomes, indicating early progress toward long-term economic and social development in remote communities.

Sustained employment outcomes are calculated as the percentage of distinct remote employment participants in the RAES caseload who achieve a 26 week employment outcome within the financial year. This is based on distinct participants from the program caseload, using administrative data from the Employment Services System (ESS).

Data Sources

Quantitative data is sourced from the ESS, hosted by the Department of Employment and Workplace Relations.

Basis of the Measure

Quantitative measure of effectiveness for planned performance result a).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.1 – Jobs, Land and the Economy

Performance Measure 3.3: Indigenous Rangers Program

Rationale

This measure assesses the NIAA's performance in the contribution of the Indigenous Rangers Program (IRP), which facilitates Aboriginal and Torres Strait Islander peoples to manage Country in line with Traditional Owners' objectives, using traditional knowledge and cultural practices to manage land, river, and sea Country, delivering environmental, cultural, social, and economic outcomes for their communities.

The Australian Government supports and facilitates the continuing role of Aboriginal and Torres Strait Islander peoples in the management and protection of Australian lands and waters. The Australian Government committed \$636.4 million in 2022–23 to expand the IRP, and through 2 national grant rounds the NIAA has increased the IRP footprint in places previously without Indigenous Rangers. The expansion has increased ranger employment in Indigenous Protected Areas, expanded women's participation in the ranger workforce, and provided additional support for initiatives such as junior ranger groups. By 2028, more than 3,800 Indigenous Rangers are expected to be employed across Australia, with close to half being women.

Performance Measure 3.3

Indigenous Rangers Program supports Aboriginal and Torres Strait Islander peoples to manage their lands and waters in line with Traditional Owner aspirations.

This measure will assess growth in ranger employment, which is a direct indicator of progress towards the NIAA's purpose and Key Activity 3, specifically increasing the number of Indigenous ranger jobs available through grant rounds. The measure will also assess the increase in representation of women in the ranger workforce, demonstrating the NIAA's performance in promoting gender equity. This aims to strengthen the continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters and the Government's commitment of 'working towards gender equality by the end of the decade'.

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) Indigenous Rangers employed through the Indigenous Rangers Program, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters. Target: 3,000 Indigenous Rangers employed.	a) Indigenous Rangers employed through the Indigenous Rangers Program, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters. Target: 3,800 Indigenous Rangers employed by 30 June 2028.	a) Indigenous Ranger employment is maintained, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters. Target: Maintain 3,800 Indigenous Rangers employed.	Targets are not set beyond 2028–29 as IRP funding commitments conclude in that year, with future targets subject to government decisions.
b) Increased gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters. Target: 40% of the Indigenous Ranger workforce are women.	b) Increased gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters. Target: 42% of the Indigenous Ranger workforce are women.	b) Increased gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters. Target: 45% of the Indigenous Ranger workforce are women.	Targets are not set beyond 2028–29 as IRP funding commitments conclude in that year, with future targets subject to government decisions.

Methodology

a) Indigenous Rangers employed through the Indigenous Rangers Program, supporting the empowerment of Aboriginal and Torres Strait Islander peoples to manage their lands and waters.

This assesses the effectiveness of the IRP in creating meaningful employment that aligns with Traditional Owner objectives, through an increase in the number of employed Indigenous Ranger positions employed under the program.

The methodology reflects the most recent calendar year for which complete and validated assessments are available, to ensure accuracy and avoid partial data reporting. This includes full-time, part-time, and casual positions, with each position counted equally.

The count of positions is limited to those employed under the NIAA-administered Indigenous Rangers Program and reported through funded providers' performance reports. It does not capture ranger positions funded through separate state, territory, or other Australian Government programs (such as state and territory ranger programs), and results should be interpreted as representing IRP-specific employment. This ensures clarity that reported figures relate to the NIAA's delivered outcomes.

b) Increased gender representation in the Indigenous Ranger workforce, supporting the unique and continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters.

This assesses the effectiveness of increasing gender representation in the Indigenous Ranger workforce, with the aim of strengthening the continuing role of Aboriginal and Torres Strait Islander women in managing their lands and waters.

The methodology reflects the most recent calendar year for which complete and validated assessments are available, to ensure accuracy and avoid partial data reporting. Gender representation is calculated as the proportion of women within the Indigenous Ranger workforce reported through funded providers. The calculation includes full-time, part-time, casual, coordinator and support roles. Only providers with complete and validated gender data are included in the calculation.

Data Sources

Quantitative data is collected through the NIAA's grant management platforms for all planned performance results

Basis of the Measure

Quantitative measure of effectiveness for planned performance results a) and b).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.1 – Jobs, Land and the Economy

Performance Measure 3.4: IAS Service Requirements

Rationale

This measure assesses the accountability of services funded by the NIAA under the Indigenous Advancement Strategy (IAS), the Australian Government's primary funding mechanism for improving outcomes for Aboriginal and Torres Strait Islander peoples. It measures the NIAA's performance by assessing how effectively the NIAA ensures IAS-funded services meet or exceed contracted delivery requirements. This provides a direct line of sight to the NIAA's performance in ensuring IAS-funded services are delivered to a high standard through agreement management, structured performance monitoring and active provider engagement.

The IAS enables flexible, place-based investment in a broad range of priority areas, including education, employment, community safety, health and wellbeing, and culture. Many services are delivered in complex operating environments, particularly in remote and culturally diverse communities. Maintaining high service standards is essential to ensure that IAS investments contribute meaningfully to Closing the Gap outcomes and reflect the priorities of Aboriginal and Torres Strait Islander peoples.

This measure provides assurance that Australian Government funding is supporting accountable service delivery. This reflects progress towards Key Activity 3 and the NIAA's purpose of ensuring

Performance Measure 3.4

Indigenous Advancement Strategy-funded services meet or exceed contracted delivery requirements.

the needs and aspirations of Aboriginal and Torres Strait Islander peoples are met through high-quality, culturally responsive services. It reflects how well the NIAA's oversight systems (including assessment tools, guidance, and capability development) support consistent, evidence-based assessment of delivery by trained Agreement Managers. These assessments are undertaken using the mandatory IAS key performance indicators and incorporate provider reporting, site visits, and program intelligence.

The measure enables the NIAA to identify systemic challenges and performance risks across the IAS portfolio. This informs targeted support, strengthens grant management practice, and contributes to continuous improvement in program delivery. In doing so, the measure supports government investment that is culturally responsive, appropriately governed, and aligned with community priorities and Closing the Gap commitments.

This measure demonstrates the NIAA's stewardship role in the delivery of quality and impactful services funded through the IAS. It is a critical tool for assessing how well the NIAA is delivering on the intent of Key Activity 3, enabling targeted, reliable investment that improves outcomes for Aboriginal and Torres Strait Islander communities.

Planned performance results and targets

2026–27	2027–28	2028–29	2029–30
a) IAS-funded services meet or exceed contracted delivery requirements. Target: 90% of IAS-funded services meet or exceed core service delivery requirements, based on Agreement Manager assessments.	a) As per 2026–27	a) As per 2026–27	a) As per 2026–27

Methodology

a) Indigenous Advancement Strategy-funded services meet or exceed contracted delivery requirements.

Performance is calculated using Agreement Manager assessments of IAS-funded grant activities against the mandatory key performance indicator. This rating assesses whether services meet agreed requirements based on provider reporting, site visits, and program intelligence. Five ratings are possible, with 'meets' and 'exceeds' considered compliant with expectations. This ensures a consistent, nationally standardised approach to service performance assessment.

Performance will be measured using the most recent calendar year for which complete and validated Agreement Manager assessments are available, to ensure accuracy and avoid partial data reporting.

Employment-based IAS activities managed through the Employment Services System are excluded due to distinct performance management frameworks.

The 5 rating levels available under the key performance indicator are:

1. Exceeds requirements
2. Meets requirements
3. Somewhat below requirements
4. Substantially below requirements
5. Non-delivery

For this measure, results rated as 'meets' or 'exceeds' are considered to reflect compliance with expected requirements. The performance result is calculated as the percentage of IAS-funded services rated as either 'meets requirements' or 'exceeds requirements', assessed during the reporting period.

Key Activity 3 (continued)

Data Sources

Quantitative data is collected through the NIAA's grant management platforms.

Basis of the Measure

This measure includes a quantitative measure of output quality for planned performance result a).

Link to 2026–27 Portfolio Budget Statements

PBS Program 1.1 – Jobs, Land and the Economy

PBS Program 1.2 – Children and Schooling

PBS Program 1.3 – Safety and Wellbeing

PBS Program 1.4 – Culture and Capability

PBS Program 1.5 – Remote Australia Strategies

Appendix 1: Changes to performance information

Corporate Plan 2025–26	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27	Change	Detail and rationale for each change
Measure 1.1: Closing the Gap NIAA actions under the National Agreement are delivered, ensuring accountability across all parties, leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples.	NIAA actions under the National Agreement are delivered, ensuring accountability across all parties, leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples.	The NIAA delivers and coordinates actions under the National Agreement on Closing the Gap, demonstrating its contribution to shared accountability and progress toward improved life outcomes.	Revised Target B, Revised measure name.	Target B wording has been amended to ensure it is output focused. 2025–26 wording was “The CtG Annual Report and CtG Implementation Plan is finalised and delivered by the NIAA within agreed timeframes. Target: The CtG Annual Report and CtG Implementation Plan are finalised and delivered within Government-agreed timeframes.” 2026–27 wording is: “Coordinate cross-Commonwealth input to ensure the Closing the Gap Annual Report and Implementation Plan is finalised and delivered within agreed timeframes.” This change demonstrates the NIAA’s role in coordinating across governments.
Measure 1.2 Economic Empowerment Increased participation of Indigenous businesses in Commonwealth Government procurement supports the economic empowerment of Aboriginal and Torres Strait Islander peoples.	Increased participation of Indigenous businesses in Commonwealth Government procurement supports the economic empowerment of Aboriginal and Torres Strait Islander peoples.	Increased participation of Indigenous businesses in Commonwealth Government procurement supports the economic empowerment of Aboriginal and Torres Strait Islander peoples.	Revised Target B	Target amended to use current year data, reporting against Commonwealth level target. This will allow reporting against current year to ensure reporting is aligned to Annual Report period.

Appendix 1 (continued)

Corporate Plan 2025–26	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27	Change	Detail and rationale for each change
Measure 1.3: Food Security Implementation of the National Strategy for Food Security in Remote First Nations Communities, supported by Commonwealth foundational initiatives, enabling improved health and food security in remote First Nations communities.		Implementation of the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities, supported by Australian Government foundational initiatives.	Revised measure name	Updated for clarity and alignment to reporting.
Measure 2.1: Partnerships Aboriginal and Torres Strait Islander priorities are embedded in government policy, programs and investment through partnerships.		The NIAA participates in formal partnerships that support shared decision-making, effectively working in partnership to contribute to intended outcomes.	Replaced	The measure replaces previous measure 2.1 relating to Empowered Communities and includes a qualitative and quantitative assessment based on NIAA-led formal partnerships. This update is intended to provided greater clarity in how partnership effectiveness is measured.

Appendix 1 (continued)

Corporate Plan 2025–26	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27	Change	Detail and rationale for each change
Measure 2.2: Housing Increased access to secure and appropriate housing for Aboriginal and Torres Strait Islander communities, supporting improved housing outcomes.		Increased access to secure and appropriate housing for Aboriginal and Torres Strait Islander communities, supporting improved housing outcomes.	Update to methodology	Data timing provided to give greater transparency of process.
Measure 3.1: Remote Jobs and Economic Development Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.	Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.	Employment opportunities aligned with local needs and aspirations are increased and sustained in remote communities, supporting economic participation and long-term community development.	Revised Target C	Target adjusted from decision made within 90 calendar days to 120 calendar days, to respond to the high and growing demand for RJED reflected in the increased number of applications being submitted in each RJED round.

Appendix 2: List of requirements

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	The following: (a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	Pg. 6 Statement of Preparation
s16E(2) item 2 of the PGPA Rule	Purpose	The purpose of the entity.	Pg. 7–8 Our role and purpose Corporate Plan on a Page 2026–30
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	Pg. 7, 44 Corporate Plan on a Page 2026–30 Key Activities
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	Pg. 23–39 Operating context
s16E(2) item 4(a) of the PGPA Rule	(a) Environment	(a) the environment in which the entity will operate;	Pg. 23 Our operating environment
16E(2) item 4(b) of the PGPA Rule	(b) Capability	(b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	Pg. 32–35 Capability

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 4(c) of the PGPA Rule	(c) Risk	(c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	Pg. 37–39 Risk management
s16E(2) item 4(d) of the PGPA Rule	(d) Cooperation	(d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	Pg. 24–25 Partnerships and cooperation
s16E(2) item 4(e) of the PGPA Rule	(e) Subsidiaries	(e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	Our entity does not have any subsidiaries
s16E(2) item 5 of the PGPA Rule	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	Pg. 41–72 Our performance



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