

Audit report of the 2024–25
annual performance statements

National Indigenous Australians Agency



INDEPENDENT AUDITOR'S REPORT on the 2024-25 Annual Performance Statements of the National Indigenous Australians Agency (NIAA)

To the Minister for Finance

Qualified Conclusion

In my opinion, except for the effects and possible effects of the matters described in the Bases for Qualified Conclusion section of my report, the 2024-25 Annual Performance Statements of the National Indigenous Australians Agency (NIAA):

- present fairly NIAA's performance in achieving its purpose for the year ended 30 June 2025; and
- are prepared, in all material respects, in accordance with the requirements of Division 3 of Part 2-3 of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

Audit criteria

To assess whether the NIAA's annual performance statements comply with Division 3 of Part 2-3 of the PGPA Act, I applied the following criteria:

- whether the entity's key activities, performance measures and specified targets are appropriate to measure and assess the entity's performance in achieving its purposes.
- whether the performance statements are prepared based upon appropriate records that properly record and explain the entity's performance.
- whether the annual performance statements present fairly the entity's performance in achieving the entity's purposes in the reporting period.

Bases for Qualified Conclusion

Limitation of scope – measures where NIAA was unable to provide sufficient assurance over the reported result

NIAA was unable to demonstrate how it gains assurance over the results for two targets that form part of performance measures reporting against Key Activity 2: Lead and coordinate across government to implement the National Agreement on Closing the Gap. The two performance measures and affected targets are outlined below.

- Performance Measure 3 – The NIAA delivers the National Agreement on Closing the Gap and implementation plan through partnerships and engagement with other Australian

Government portfolios, First Nations representatives, and state, territory and local governments.

- Target 2 – Coordinates whole-of-government implementation of the National Agreement on Closing the Gap
- Performance Measure 4 – The extent to which the NIAA contributes to effective implementation of the Australian Government’s Indigenous Procurement Policy (IPP) across the APS.
 - Target 2 – Portfolios achieve their annual targets, as set out in the IPP.

The result for Performance Measure 3, Target 2 is based on self-assessment of the NIAA’s leadership and coordination of Closing the Gap. The self-assessment was conducted without pre-established criteria to assess achievement of the target.

The result for Performance Measure 4, Target 2 relies on Portfolio Departments reporting on their achievement against the annual targets as set out in the IPP. NIAA has insufficient quality assurance processes undertaken to confirm the reported result is reliable and verifiable.

As the NIAA was unable to demonstrate how it gains assurance over the results for two performance measures reporting against Key Activity 2, I was unable to obtain sufficient appropriate audit evidence that the reporting of Performance Measure 3 (Target 2) and Performance Measure 4 (Target 2) is reliable and verifiable. Given the significance of the matters addressed by these targets, they are considered material to the respective performance measures and overarching Key Activity 2.

As a result, I have been unable to conclude whether the reported results present fairly the NIAA’s performance for Key Activity 2.

The performance statements are not complete – material performance information has been omitted

Key Activity 4 is underpinned by two performance measures, as outlined below.

- Performance Measure 10 – Maintain an up-to-date IAS Evaluation Workplan on the NIAA website
 - Target - Minimum of 4 updates made to the Work Plan
- Performance Measure 11 – Proportion of completed IAS Evaluation Work Plan evaluations that are published within 6 months of a management response being accepted by the NIAA.
 - Target - 100% of IAS Evaluation Work Plan evaluations completed in 2024 that are published in full or in summary within 6 months of a management response being accepted by the NIAA.

The Annual Performance Statements of the NIAA do not include performance information for an important element of its purpose. Key Activity 4 is intended to assess whether evaluation findings and information have been used to inform decision making that has a positive impact on policies and programs, which aligns with the NIAA purpose to lead and influence change across government, and functions outlined in the Executive Order.

As a result, the performance information reported against Key Activity 4 is incomplete and does not enable the user of the Annual Performance Statements to make an assessment of NIAA's performance in this Key Activity.

Accountable Authority's responsibilities

As the Accountable Authority of the NIAA, the Chief Executive Officer is responsible under the PGPA Act for:

- the preparation of annual performance statements that accurately present the NIAA's performance in the reporting period and comply with the requirements of the PGPA Act and any requirements prescribed by the *Public Governance, Performance and Accountability Rule 2014* (the Rule).
- keeping records about the NIAA's performance as required by the PGPA Act, and
- establishing internal controls that the Accountable Authority determines are appropriate to enable the preparation of annual performance statements.

Auditor's responsibilities for the audit of the performance statements

My responsibility is to conduct a reasonable assurance engagement to express an independent opinion on the NIAA's annual performance statements.

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which include the relevant Standard on Assurance Engagements (ASAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Auditing and Assurance Standards Board.

Procedures were planned and performed to obtain reasonable assurance about whether the annual performance statements of the entity present fairly the entity's performance in achieving its purposes and comply, in all material respects, with the PGPA Act and Rule.

The nature, timing and extent of audit procedures depend on my judgment, including the assessment of the risks of material misstatement, whether due to fraud or error, in the annual performance statements. In making these risk assessments, I obtain an understanding of internal controls relevant to the preparation of the annual performance statements in order to design procedures that are appropriate in the circumstances.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified conclusion.

Independence and quality control

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQM 1 *Quality Management for Firms that Perform Audits or Reviews of Financial Reports and Other Financial Information, or Other Assurance or Related Services Engagements* in undertaking this assurance engagement.

Inherent limitations

Because of the inherent limitations of an assurance engagement, it is possible that fraud, error or non-compliance may occur and not be detected. An assurance engagement is not designed to detect all instances of non-compliance of the annual performance statements with the PGPA Act and the Rule as it is not performed continuously throughout the period and the assurance procedures performed are undertaken on a test basis. The reasonable assurance conclusion expressed in this report has been formed on the above basis.

Australian National Audit Office



George Sotiropoulos

Group Executive Director

Delegate of the Auditor-General

Canberra

7 October 2025

SECTION 3

Annual performance statement

NIAA Annual Performance Statement 2024–25

Statement of Preparation

As the Accountable Authority of the National Indigenous Australians Agency (NIAA), I am pleased to present the 2024–25 Annual Performance Statement of the NIAA, as required under paragraph 39(1)(a) and (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA ACT) and section 16F *Public Governance, Performance and Accountability Rule 2014*.

In my opinion, the Annual Performance Statement is based on properly maintained records, accurately reflects the performance of the Agency for the reporting period and complies with subsection 39(2) of the PGPA Act, with the exception of limitations outlined in Appendix A of the Annual Performance Statement.

The Agency has commenced its continuous improvement journey and is committed to making improvements to its performance reporting to the public and the Parliament.



Julie-Ann Guivarra

Acting Chief Executive Officer
National Indigenous Australians Agency

3 October 2025

Introduction

The Annual Performance Statement provides the results of the Agency's performance for the reporting period.¹

This completes the cycle of performance reporting that commenced with the 2024–25 Portfolio Budget Statements (PBS) and the 2024–25 Corporate Plan.

The 2024–25 NIAA's purpose is to work in genuine partnership to enable the self-determination and aspirations of First Nations communities. We lead and influence change across government to ensure Aboriginal and Torres Strait Islander peoples have a say in the decisions that affect them, working towards our vision that Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.

As outlined in the 2024–25 Corporate Plan, we achieve our purpose through 4 key activities. Under each key activity is one or more performance measures with identified targets to measure the NIAA's performance. There are 11 measures across the 4 key activities.

To show a line of sight between the 2024–25 Corporate Plan and PBS, all the NIAA's PBS performance criteria for 2024–25 are reflected in the performance measures of the Corporate Plan and are clearly identified under each measure. The Annual Performance Statement provides information about the NIAA's performance in achieving its purpose, reporting the actual results achieved against the performance measures and targets as set out in the 2024–25 Corporate Plan and PBS.

The NIAA purpose and key activities have been refreshed for 2025–26.² The Agency is on a journey to improve its performance reporting including enhancing our performance framework to comprehensively and meaningfully represent and measure our activities.

1 The Annual Performance Statement relate to the performance of the NIAA. NIAA Statutory Office Holders are listed in the NIAA Organisation Structure. Performance of NIAA Statutory Office Holders are not included in this Statement.

2 For the Agency's updated purpose statement refer to the 2025–26 Corporate Plan, available at: <https://www.niaa.gov.au/resource-centre/niaa-corporate-plan-2025-29>.

How we measure performance

Our performance reporting framework provides details on how we measure progress in achieving our purpose by identifying:

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- **Key activities** – the work we do to deliver on our priorities and fulfil our purpose.
 - **Performance measures** – how the achievement of our purpose will be measured and assessed to demonstrate progress.
 - **Targets** – specific criteria we will measure success against, over time. Targets reflect how activities are delivered in a complex and multifaceted environment and account for impacting external factors beyond NIAA's control.
 - **Rationale** – the justification for including the measure.
 - **Methodology and data sources** – the method we will use to collect the information to monitor results and track progress, and the data sources that will be assessed to determine performance results.

The Agency's key activities are delivered in partnership with a range of third parties, including other Australian Government entities, state and territory governments, profit and not-for-profit organisations and communities. We source a range of data from our delivery partners to measure and report in our Annual Performance Statement. The Agency strives to ensure performance data collected is reliable, verifiable and supported by appropriate assurance processes. The data collected is aligned with privacy principles and data governance. In the interest of transparency, we have disclosed limitations associated with the data and methodology used to assess our performance.

Key changes for 2024–25

In the time since the release of the 2024–25 Corporate Plan, there have been some further changes to performance measures. A summary of key changes³ are provided in the table below:

Key Activity	Measure	Change Type	Rationale for change
1	1	Methodology	Updated from the 2024–25 Corporate Plan to accurately reflect the methodology. A survey was introduced to assess the effectiveness of the Local Partnership Agreement process for Empowered Communities.
4	11	Methodology	Updated from the 2024–25 Corporate Plan to accurately reflect the methodology. Case studies have been included to demonstrate the use of evaluation findings and information to inform evidence-based decisions that support the positive impact of policies and programs.

In addition to the above changes, a minor editorial was noted in the 2025–26 PBS.

Key Activity	Measure	Change Type	Rationale for change
3	6	Editorial	For Program 1.4 – Culture and Capability <i>'Maintain cultural expression and conservation, and support First Nations participation in policy development and decision making'</i> was incorrectly carried over as a key activity from 2023–24. The correct key activity for 2024–25 is <i>'Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities.'</i>

3 Department of Finance Resource Management Guide 134 notes if performance information, such as performance measures, targets, data sources and methodologies, differ from those set out in the Corporate Plan at the beginning of the reporting period, entities should explain those changes in their Annual Performance Statement. These changes are in comparison to the 2024–25 Corporate Plan (published August 2024).

Overview of performance

In 2024–25, the NIAA has achieved 5 performance measures, substantially achieved 2 performance measures, partially achieved 2 performance measures and 1 performance measure was not achieved. Further, a baseline was reported for 1 performance measure.

The NIAA's 2024–25 Annual Performance Statement (APS) demonstrates progress toward its purpose of working in partnership with Aboriginal and Torres Strait Islander peoples to enable self-determination and leading and influencing change across government.

Strong partnerships were demonstrated through Empowered Communities, with an independent review finding that Empowered Community shared decision-making is an effective model for empowering Aboriginal and Torres Strait Islander peoples. However, results show that ongoing work is required to formalise Local Partnership Agreements. In the reporting period, the NIAA delivered a baseline register of partnerships. This demonstrates sound progress in the NIAA's ability to identify and measure partnerships across the Agency. The NIAA will continue to build on the partnership foundation during 2025–26 as the Agency's performance maturity continues to evolve.

The NIAA is contributing meaningfully to systemic change, particularly through procurement and coordination efforts under the Closing the Gap initiative. The NIAA successfully coordinated across Government to deliver the Closing the Gap Annual Report for 2024 and the 2025 Implementation Plan. These documents formalise how the Commonwealth will progress the Closing the Gap National Agreement's Priority Reforms and socio-economic targets. Work is continuing to monitor the implementation of Priority Reforms across Commonwealth departments and agencies.

The performance results show strong achievements in employment outcomes and program delivery, including in delivering programs under the Indigenous Advancement Strategy (IAS). These achievements reflect positive impacts for Aboriginal and Torres Strait Islander peoples.

The NIAA is committed to evidence-based decision-making, with timely evaluation reporting supporting transparency and continuous improvement. The addition of case studies assessing evaluations published in the reporting period demonstrate the extent to which evaluation findings and information are informing evidence-based decisions and positively impacting

policies and programs. However, there has not been a sufficient length of time since the completion of the evaluations reported in 2024–25 to assess whether findings have been embedded into policies and programs.

All NIAA key activities and performance measures reflect a way of working that promotes reconciliation. Reconciliation is about strengthening relationships between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander people. Reconciliation informs and guides our work, particularly in our role of leading and coordinating policy, program design, and service delivery in partnership with Aboriginal and Torres Strait Islander peoples. This is foundational to building a future where Aboriginal and Torres Strait Islander peoples are heard, recognised and empowered.

As shown in our organisational structure there are 3 statutory office holders, the Office of the Registrar of Indigenous Corporations (ORIC), Office of Township Leasing and Aboriginal Land Commission. The NIAA considers the functions of the 3 statutory office holders as not sufficiently material in 2024-25 to each require a performance measure.

ORIC's Corporate Plan and performance information is available at:

- ORIC Corporate Plan 2024-2027 - www.oric.gov.au/about-us/regulatory-approach/oric-corporate-plan-2024-2027
- ORIC performance reports - www.oric.gov.au/about-us/accountability-and-reporting/oric-performance-reports
- Appendix B of the NIAA 2024-25 Annual Report

Office of Township Leasing reporting information is available at:

- Executive Director of Township Leasing Annual Report 2023-24 - www.otl.gov.au/sites/default/files/otl_annualreport_2023-24.pdf
- Appendix A of the NIAA 2024-25 Annual Report

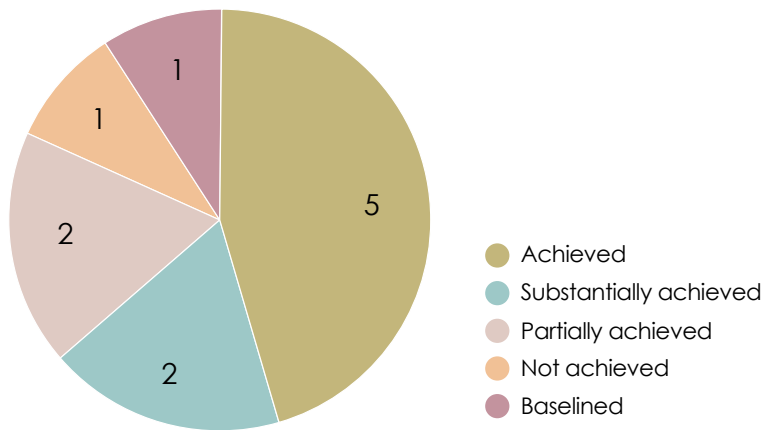
Aboriginal Land Commission reporting information is available at:

- Aboriginal Land Commissioner Report for the year ended 30 June 2024 - www.niaa.gov.au/sites/default/files/documents/2025-03/ALC-Annual-Report-2023-24.pdf

The NIAA has commenced its performance reporting improvement journey and is committed to improvements in its reporting to the public and the Parliament.

Overview of performance (continued)

Diagram 1: Overview of NIAA performance measures for 2024–25



The performance result key used for reporting is outlined below:

Achieved	In the reporting period, the NIAA delivered the performance measure and met the target in full.
Substantially achieved	In the reporting period, the result achieved was within 5% of the target or was achieved in full but not within the target timeframe.
Partially achieved	In the reporting period, the result achieved was equal to or greater than 75% of the performance target.
Not achieved	In the reporting period, the result achieved was less than 75% of the target, and the performance measure and/ or target was not met.
Baseline reported	In the reporting period, the NIAA reported the baseline for the target.

A summary of the results for each of our performance measures is included below.

Key Activity 1 – Build and maintain effective partnerships to support the empowerment and self-determination of First Nations peoples.

Performance Measure 1: Proportion of Empowered Community regions that demonstrate progress in the development or implementation of Local Partnership Agreements.	Not achieved
Performance Measure 2: The number of effective partnerships the NIAA is a party to.	Baseline reported

Key Activity 2 – Lead and coordinate across government to implement the National Agreement on Closing the Gap.

Performance Measure 3: The NIAA delivers the National Agreement on Closing the Gap and implementation plan through partnerships and engagement with other Australian Government portfolios, First Nations representatives, and state, territory and local governments.	Partially achieved
Performance Measure 4: The extent to which the NIAA contributes to effective implementation of the Australian Government's Indigenous Procurement Policy (IPP) across the APS.	Substantially achieved

Key Activity 3 – Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities.

Performance Measure 5: Proportion of the NIAA's investment through IAS grants that align with Closing the Gap outcomes and Priority Reforms.	Partially achieved
Performance Measure 6: Proportion of IAS program activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceed requirements.	Substantially achieved
Performance Measure 7: Portion of CDP participants that achieve a 26-week employment outcome.	Achieved
Performance Measure 8: Percentage of applications under the Remote Jobs and Economic Development Program that are processed within 90 days.	Achieved
Performance Measure 9: Total number of jobs funded under the Remote Jobs and Economic Development Program.	Achieved

Key Activity 4 – Use evaluation findings and information to inform evidence-based decisions that support the positive impact of policies and programs.

The NIAA notes that while performance measures 10 and 11 were achieved, these performance measures do not fully report against the breadth of Key Activity 4.

Performance Measure 10: Maintain an up-to-date IAS Evaluation Work Plan on the NIAA website.	Achieved
Performance Measure 11: Proportion of completed IAS Evaluation Work Plan evaluations that are published within 6 months of a management response being accepted by the NIAA.	Achieved

Key Activity 1

Key Activity 1	<p>Build and maintain effective partnerships to support the empowerment and self-determination of First Nations peoples.</p> <p><i>Performance measures 1 and 2</i></p>
Performance measure	<p>Performance Measure 1:</p> <p>Proportion of Empowered Community regions that demonstrate progress in the development or implementation of Local Partnership Agreements.</p>
Target/s	<p>100% of existing Empowered Community regions have refreshed Local Partnership Agreements in place by 30 June 2025.</p>
Rationale	<p>This measure relates to the NIAA's vision to hear, recognise and empower and relates directly to the purpose of the NIAA, to work in genuine partnership to enable the self-determination and aspirations of First Nations communities. Empowered Communities is one of the NIAA's formal partnerships demonstrating the strong partnership elements of Priority Reform One: formal partnerships and shared decision-making.</p>
Methodology and data sources	<ul style="list-style-type: none"> Quantitative assessment of the number of existing Empowered Communities during the reporting period that have an updated, signed Local Partnership Agreement in place. Measurement of progress against each Local Partnership Agreement is conducted through regular IAS 6-monthly reporting and annual partnership health checks. A survey of all participants to assess the effectiveness of the process and whether the principles of the partnership were adequately followed by the NIAA. Completion of an independent review of the program to assess effectiveness and identify improvement areas.
Authority	<p>2024–25 Corporate Plan, page 38</p>
Result	<p>20% of existing Empowered Communities regions have refreshed Local Partnership Agreements finalised and in place by 30 June 2025.</p>
Performance rating	<p>Not achieved</p>

Analysis

Key features of the Empowered Communities model

Self-determination and empowerment

Aboriginal and Torres Strait Islander peoples having the authority and capacity to actively participate in priority-setting and decision-making, enabling broad representation and genuine influence on decisions is a central tenet of the Empowered Communities model. A comprehensive Regional Development Agenda with broad-based support from Aboriginal and Torres Strait Islander people in a region is a powerful foundation for enabling self-determination and driving decisions about government investment at the local level. The University of Queensland Lessons Learned Review 2025 (the Review) found that Empowered Community Backbone organisations⁴ have engaged widely in their regions over multiple years to develop and refine their respective region's development agendas. While considerable progress has been made, updated Local Partnership Agreements provide a critical opportunity to improve the alignment between government investment decisions and the community driven regional priorities expressed in the Regional Development Agendas.

Shared decision-making

The Review found that Empowered Communities shared decision-making is an effective model for empowering Aboriginal and Torres Strait Islander peoples. The review also found that it provides a tangible mechanism for how the Closing the Gap Priority Reform One – Formal Partnerships and Shared Decision Making can be enacted in practice.

Impact of Empowered Communities

The Review found there is evidence that the Empowered Communities partnership model has been successful in:

- developing a shared vision for Indigenous empowerment
- improving service delivery on-the-ground for First Nations people
- enhancing the sharing (and quality) of information and data
- developing more collaborative and partnered ways of working
- Aboriginal and Torres Strait Islander people feeling empowered by the opportunities to participate in funding decisions through shared decision-making and their ability to advocate for change.

⁴ 'Backbone Organisation' - A secretariat with the responsibility to facilitate the EC Partnership in the EC regions and to drive regional development planning and related activities that deliver place driven Closing the Gap reforms, under the strategic direction of the regional EC Indigenous Leaders group.

Key Activity 1 continued

Since December 2017, over \$411 million of IAS funding across 437 grant activities and applications has been considered and recommended through shared decision-making arrangements in Empowered Communities regions. This includes decisions on the continuation of ceasing grants in Empowered Communities regions and decisions on new grants for the Indigenous Skills and Employment Program in 2023, the first round of Indigenous Rangers Expansion grants in late 2023 and 2024 and Small Sporting Grants in NSW in 2025.

The Review noted that enhancing the enabling conditions in which the partnership operates, and building trust among the partners, particularly at the local/regional level would improve the strength of the partnership. The Review identified that formalised partnership agreements are foundational in shaping the authorising environment for shared decision-making. Refreshing Local Partnership Agreements are a key mechanism to identify priority areas and plan for future shared decision-making with Empowered Communities regions.

Local Partnership Agreements and self-determination

While Local Partnership Agreements were in place with most Empowered Communities regions up until 2022, refreshing Local Partnership Agreements in each Empowered Communities region for the next 3 years (to 2028), are an important means of:

- formalising and strengthening the Empowered Communities partnership at the local level
- setting shared priorities, expectations and mutual accountability mechanisms between the NIAA and Empowered Communities leaders
- developing together: a shared vision that reflects the goals of empowerment (self-determination).

For the 2024–25 reporting period, the target was to refresh 10 Local Partnership Agreements. Local Partnership Agreements were finalised with 2 Empowered Communities regions (Barang Regional Alliance in Central Coast NSW and Inner Sydney Empowered Communities) by 30 June 2025.

The NIAA did not achieve the result due to a range of factors influencing progress towards finalising Local Partnership Agreements, including:

- Genuinely working in partnership takes significant time, consistent effort and resources by all partners and a relational way of working.
- While the focus of the Local Partnership Agreements is to find a set of shared priorities and to work towards common goals, there are other priorities held by NIAA and held by the Empowered Communities backbones that are not necessarily shared, and it can be a complex and lengthy process to work through these differing perspectives together.

A survey of all participants was undertaken in July 2025 to gauge the effectiveness of the process and whether the principles of the partnership were adequately followed by the NIAA. There were 4 respondents out of approximately 30 participants (approximately 13 per cent). While responses reported satisfaction, the number of survey responses were not enough to draw conclusions about the NIAA's performance of the Local Partnership Agreements negotiation process.

The process

The process of developing the Local Partnership Agreements seeks to put into practice principles including partnership and collaboration,

transparency, common agenda and mutual accountability. The following work was completed across all Empowered Community regions during this reporting period to support the effective development of the refreshed Local Partnership Agreements:

- Building a shared understanding across all relevant NIAA regions and Empowered Communities regions about the objectives of refreshed Local Partnership Agreements.
- Co-developing a Local Partnership Agreement template and guidance document with Empowered Communities National Secretariat, which was agreed on 24 December 2024.
- Face-to-face and multiple virtual Local Partnership Agreement workshops between NIAA, Empowered Communities Leaders and Empowered Communities backbone organisations in each region. All discussions were positive and productive in working through a range of complex matters. The NIAA is continuing to improve its performance reporting. For 2025–26, the NIAA will measure progress against each Local Partnership Agreement through regular IAS 6-monthly reporting and annual partnership health checks.

Key Activity 1 continued

Performance measure	Performance Measure 2: The number of effective partnerships the NIAA is a party to.
Target/s	Develop a register that provides a baseline data set of partnerships.
Rationale	<p>The NIAA's work to build and maintain partnerships contribute to supporting the empowerment and self-determination of Aboriginal and Torres Strait Islander peoples.</p> <p>The Annual Closing the Gap Commonwealth Partnership Stocktake captures vital information on formal partnerships that meet the Closing the Gap strong partnership elements. Complementary NIAA work is required to better understand the breadth and depth of the NIAA partnerships progressed throughout the year and to develop an assessment of effectiveness and impact. Partnerships were considered in the context of NIAA and whole-of-government partnership and engagement frameworks.</p>
Methodology and data sources	<ul style="list-style-type: none"> • Quantitative collection of baseline data to create a landscape map of partnerships. • Qualitative assessment, using existing frameworks, of baseline data to determine partnerships for inclusion in a Partnership Register.
Authority	Corporate Plan, page 39

Result	<p>The NIAA developed a Partnership Register that provides a baseline dataset of partnerships that NIAA is party to, as at 31 January 2025.</p> <p>The Partnership Register includes a record of the location, name, parties/members, and purpose of the relationships that NIAA holds with Aboriginal and Torres Strait Islander peoples and organisations. These relationships have been mapped to the Australian Public Service Commission's (APSC) Spectrum of Partnering and Engaging (the Partnership Spectrum), distinguished by the role and level of shared decision making between parties. The Partnership Register includes relationships on both the engagement and partnership ends of the Partnership Spectrum. A classification tool was developed to assist with the standardisation of this process.</p> <p>The Partnership Register documents a total of 88 arrangements which were reported as potential partnerships for further assessment. Of these, it was determined that 48 arrangements met the threshold for a partnership as defined by the APSC's Partnership Spectrum. The other 40 arrangements were determined to be engagement approaches.</p> <p>To complement the Partnership Register, a series of landscape maps documenting the geographic distribution of partnership and engagement arrangements have also been developed.</p>
Performance Rating	<p>Baseline reported.</p> <p>The NIAA delivered a Partnership Register that provides a baseline data set of partnerships, complemented by a series of visual landscape maps.</p>

Analysis

The NIAA is party to a wide range of arrangements across the country that involve engagement and partnership approaches. These may take a variety of practical formats, demonstrating that working in place requires a flexible approach that responds to the diverse needs of Aboriginal and Torres Strait Islander communities.

The NIAA has delivered an internal baseline Partnership Register that documents partnerships and partnership style arrangements between NIAA and Aboriginal and Torres Strait Islander people, communities and organisations.

Key Activity 1 continued

Much of the work the NIAA undertakes to ensure Aboriginal and Torres Strait Islander people are heard, recognised and empowered, is done in partnership.

The Partnership Register records 88 engagement and partnership relationships ranging from targeted, time-limited, place-based initiatives to broad national policy partnerships. Of these arrangements, 48 have shared decision-making at the core of their agreement and thereby meet the minimum threshold for formal partnership under the Partnership Spectrum. The other 40 arrangements were determined to be an engagement.

Referring to both partnerships and partnership-type engagement arrangements recognises the value of working in partnership with or without a formal agreement in place. In line with broader Australian Public Sector Reform, this work draws on the whole-of-government framework to define and classify these arrangements.

The Partnership Register will assist the NIAA to recognise where partnerships have been built and maintained with communities, organisations, peak bodies and other stakeholders to support the empowerment and self-determination of Aboriginal and Torres Strait Islander peoples.

The NIAA is working to continue to mature performance reporting around partnerships. Future enhancements will draw on insights from the Partnership Register. These refinements will improve the ability for the NIAA to demonstrate how it is progressing systemic change through strong, place-based and culturally grounded partnerships.

Key Activity 2

Key Activity 2	<p>Lead and coordinate across government to implement the National Agreement on Closing the Gap.</p> <p><i>Performance measures 3 and 4</i></p>
Performance measure	<p>Performance Measure 3:</p> <p>The NIAA delivers the National Agreement on Closing the Gap and implementation plan through partnerships and engagement with other Australian Government portfolios, First Nations representatives, and state, territory and local governments.</p>
Target/s	<p>1. Coordinates and delivers a Commonwealth Closing the Gap Annual Report and updates to the Commonwealth Implementation Plan within the reporting period.</p> <p>2. Coordinates whole-of-government implementation of the National Agreement on Closing the Gap (the National Agreement).</p> <p>3. Milestones in implementing the Priority Reform actions have been achieved (where applicable).</p>
Rationale	<p>This measure supports the aim of driving systemic change leading to improved life outcomes for Aboriginal and Torres Strait Islander peoples. The measure represents the NIAA's contribution to the timely, transparent, and accountable implementation of the National Agreement, through strategic coordination and shared accountability mechanisms.</p> <p>The Commonwealth Implementation Plan outlines the Australian Government's commitments to achieve the targets and deliver on the Priority Reforms in the National Agreement. The NIAA's role, in leading the Australian Government's approach to embedding these Priority Reforms, is to improve the way Commonwealth Government departments and agencies work with Aboriginal and Torres Strait Islander peoples and provides the foundation for future progress against the targets and supporting the aspirations of Aboriginal and Torres Strait Islander peoples.</p>

Key Activity 2 continued

Methodology and data sources	<ul style="list-style-type: none">Quantitative assessment against timeframe supported by qualitative analysis of actions taken.Assessment of the NIAA's leadership and coordination role through analysis of records from committees and meetings. These include weekly Interdepartmental committee meetings across the Government, internal meetings for implementation within the NIAA, Joint Working Group, Partnership Working Group and Joint Council on Closing the Gap (Joint Council).Analysis of the extent of implementation of the Priority Reforms will include data sets relating to meetings to drive and deliver sector-strengthening plans, policy partnerships and working group meetings. Maintaining effective partnership arrangements with the Coalition of Peaks analysis will include a review of records of fortnightly meetings, drafting group with jurisdictions, and workshop sessions with the Coalition of Peaks. This includes monitoring of all Implementation Plan commitments across Commonwealth departments and agencies.
Authority	2024–25 PBS outcome 1, program 1.7, page 215 2024–25 Corporate Plan, page 40
Result	<p>Overall result is partially achieved.</p> <p>Target 1 is achieved as the Commonwealth Closing the Gap Annual Report and Implementation Plan was agreed and delivered in a manner and time frames required by Government.</p> <p>Target 2 is substantially achieved, as a minimum 88 per cent of agenda items across Joint Working Group, Partnership Working Group and Joint Council meetings within the reporting period were consistent with relevant terms of reference and agreed work plans.</p> <p>Target 3 is not achieved, as 52% of Commonwealth Government milestones have been delivered within the specified time frames.</p>
Performance Rating	Partially achieved

Analysis

The NIAA supports the implementation of the National Agreement across the Australian Government. The NIAA collaborates with departments and agencies to influence the development of policies that are aligned to the Priority Reforms and progress work towards closing the gap between Indigenous and non-Indigenous Australians through mainstream settings.

The NIAA works as a steward for the National Agreement on behalf of the Australian Government to foster collaboration, influence reform in mainstream settings, promote accountability, and ensure that all parties uphold their commitments to the Priority Reforms and targets, driving a coordinated national effort toward genuine and lasting change.

Target 1 - Coordinating and delivering the Commonwealth Closing the Gap Annual Report and updates to the Commonwealth Implementation Plan

The NIAA coordinated across Government to deliver the Closing the Gap Annual Report for 2024 and the 2025 Implementation Plan (ARIP). The ARIP was tabled to the Australian Parliament on 10 February 2025. Supplementary documents including a full status update of progress against 2024 Implementation Plan actions and a complete list of 2025

Implementation Plan actions were published online at the same time. ARIP, as well as the supplementary documentation is available on the NIAA website: <https://www.niaa.gov.au/resource-centre/commonwealth-closing-gap-2024-annual-report-and-2025-implementation-plan>.

The NIAA worked closely with all (15) Commonwealth departments and agencies responsible for Closing the Gap socio-economic outcomes and targets, requiring each entity to work with their relevant peak bodies and Aboriginal and Torres Strait Islander stakeholders in the information gathering and drafting phase, including engaging peaks to draft all case studies for the report.

Following tabling of the 2024–25 ARIP, the NIAA undertook an extensive feedback process including a survey to support improved coordination and delivery of the Commonwealth's next report. Feedback from stakeholders identified a number of key areas as opportunities for improvement including:

- Improving collaboration between Government departments and appropriate peaks.
- Strengthening communications and information gathering and sharing.
- Allowing greater time for clearance requirements and timeframes.
- Better inclusion of cross-cutting measures.

Key Activity 2 continued

Target 2 - Coordinating whole-of-government implementation of the National Agreement

The NIAA facilitates, coordinates and provides advice to support progress towards the National Agreement deliverables. The secretariat services provided by the NIAA supports the NIAA's role in leading and coordinating across government to deliver the National Agreement. For example, the NIAA supports the delivery of key ministerial and senior official governance mechanisms responsible for implementing the National Agreement, including co-ordinating and influencing both Commonwealth departments and agencies and states and territories.

Cross-Jurisdictional coordination by the NIAA over this period included Joint Council meetings on 5 July 2024, 15 November 2024 and 20 June 2025; and Partnership Working Group meetings held on 10 October 2024, 7 March 2025 and 22 May 2025. The NIAA's role in co-ordinating these meetings contributes to progressing the National Agreement as these meetings enable progress to be monitored against the deliverables of the Partnership. This includes discussions across the Commonwealth, state and territories, and the Coalition of Peaks.

At the 5 July 2024 Joint Council meeting, members requested a stocktake of commitment actions under the National Agreement to then inform a Strategic Forward Work Plan (the Work Plan), focused on prioritisation and implementation of actions to better support real and significant changes. A workshop to map the Work Plan occurred on 30 October 2024, and was attended by representatives from the Commonwealth, the Coalition of Peaks and state and territory jurisdictions. The Work Plan was endorsed at Joint Council on 15 November 2024.

The Work Plan was instrumental in developing the draft agendas for Closing the Gap governance forums. The recent Joint Council meetings included strategic discussions on progress towards Targets 11 and 12 of the National Agreement and consideration of the findings and recommendations of the Independent Aboriginal and Torres Strait Islander Led Review Final Report. Progress by each party to the National Agreement on delivering commitments is reflected in the Closing the Gap Implementation Tracker.

Whole of Commonwealth level coordination by the NIAA over this reporting period included:

- 2 Joint Working Group meetings on 11 September 2024 and 25 November 2024.
- Participation in the monthly Australian Public Service Secretaries Board meetings and Partnership Priorities meetings.
- Policy Partnership Forum on 6 August 2024 to identify and leverage synergies and cross-sectoral opportunities to ensure a collective strengthening of Policy Partnerships.

The NIAA's coordination efforts were assessed by analysing meetings and minutes. The NIAA's target for the reporting period was 100 per cent, with the analysis showing that a minimum of 88% of agenda items across all Joint Working Group, Partnership Working Group and Joint Council meetings were consistent with relevant terms of reference and agreed work plans.

Further, the NIAA contributes to the development and updating of a range of strategic documents that support and strengthen the implementation of the National Agreement. For the reporting period this included:

- Central Agency Strategic Action Plan
- Agency Guidance Note to embed the National Agreement on Closing the Gap in New Policy Proposals
- Estimates Memorandum: National Agreement on Closing the Gap
- Guidance Note: Embedding Priority Reforms into National Agreements

Key Activity 2 continued

Target 3 - Implementing the Priority Reform actions have been achieved (where applicable)

The ARIP plays a central role in advancing the four Priority Reforms outlined in the National Agreement. The ARIP reports on progress and identifies new commitments across all socio-economic targets and Priority Reforms. Growth in the number of actions and commitments over the years reflects the evolution of the National Agreement and strengthened focus on implementation.

The NIAA monitors all Implementation Plan commitments across the Commonwealth through regular progress update meetings with policy line agencies and a formal bi-annual reporting process which is tabled at the Secretaries Board and Joint Working Group meetings. During the reporting period, the NIAA has refreshed the Closing the Gap progress dashboard to provide further transparency on implementation progress and facilitate increased accountability and interventions to focus efforts.

Throughout 2024–25, the NIAA has continued to monitor, influence and lead work to deliver Priority Reforms across the Commonwealth Government. From 1 July 2024

to 30 June 2025, 52 per cent of Commonwealth milestones have been delivered within the specified timeframes (22 out of 42 actions were delivered on time), this includes:

- In February 2025, the status of Priority Reforms actions included in the 2024 Implementation Plan actions was published alongside the ARIP.
 - 10 out of 16 actions were complete in line with identified timeframes.
 - 4 actions from the 2024 Implementation Plan that were underway were not specified in the 2025 Implementation Plan. These have been incorporated into ongoing monitoring and accountability processes with 3 actions completed by June 2025.
- The 2025 Implementation Plan identified 22 Priority Reforms activities due in the first half of 2025 and 9 were complete.

In addition, 2 actions outlined in the 2025 Implementation Plan were completed ahead of the allocated due date including the establishment of the Data Policy Partnership (Priority Reform One) and establishment of the Indigenous data champions under the Governance of Indigenous Data Framework (Priority Reform Four).

Notable actions completed across the full reporting period include:

- The Commonwealth Partnership Stocktake was strengthened to include an expectation that First Nations partners endorse the submission (Priority Reform One).
- The publication of the Partnership Playbook to support the Australian Public Service to work in genuine partnership with Aboriginal and Torres Strait Islander peoples (Priority Reform One).
- The finalisation of the Policy Partnership Evaluation Guideline to support Policy Partnerships develop individual, yet consistent, evaluations across the Commonwealth (Priority Reform One).
- The Grants Prioritisation Guide rolled out across Commonwealth agencies (Priority Reform Two).
- Consultation process to strengthen the Indigenous Procurement Policy (IPP) was completed. Reforms include strengthening the IPP eligibility criteria and making the IPP targets more ambitious (Priority Reform Two).
- The Finalisation of a co-designed Capacity Building Framework for Aboriginal Community-Controlled Health Organisations (Priority Reform Two).
- The establishment of the Collaboration Circle as an ongoing sub-committee of the Chief Operating Officer Committee (Priority Reform Three).
- Resources developed through the Allyship project were released to support individual and organisational transformation (Priority Reform Three).
- Increasing Aboriginal and Torres Strait Islander representation at Senior Executive levels to 100 First Nations SES Officers through the second round of the SES100 (Priority Reform Three).
- The establishment of Bulabul and Yawarra First Nations talent and assessment programs across the Australian Public Service (Priority Reform Three).

The NIAA has sought to strengthen the leading and coordinating Closing the Gap performance measure for the 2025–26 Corporate Plan to better reflect the NIAA's role and to support more accurate measurement of performance.

Key Activity 2 continued

Performance measure	<p>Performance Measure 4:</p> <p>The extent to which the NIAA contributes to effective implementation of the Australian Government's Indigenous Procurement Policy (IPP) across the Australian Public Service.</p>
Target/s	<ol style="list-style-type: none"> 1. The NIAA's stewardship, advice, engagement and guidance on the Indigenous Procurement Policy and reporting system across the Australian Public Service are effective, with a target of 60% or higher satisfaction response. 2. Portfolios achieve their annual targets, as set out in the Indigenous Procurement Policy.
Rationale	<p>The NIAA provides stewardship and support for the Australian Government's Indigenous Procurement Policy, leading to enhanced Indigenous economic outcomes through increased Government procurement from First Nations-owned businesses. This is intended to result in positive progress on Closing the Gap outcome 8 (Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities). The Indigenous Procurement Policy defines success as all portfolios meeting their targets for the number and value of contracts awarded to First Nations businesses.</p>
Methodology and data sources	<ul style="list-style-type: none"> • Portfolio's central procurement areas were surveyed on the effectiveness of the NIAA's policy advice, training, Indigenous Procurement Policy Reporting Solution system support and guidance materials. Quantitative assessment of the whole-of-government procurement in First Nations-owned business (equal weighting between the value target and the volume target of eligible procurements awarded to Indigenous enterprises each financial year). • Data is collected through the Indigenous Procurement Policy Reporting Solution. AusTender data is matched with Office of the Registrar of Indigenous Corporations and Supply Nation's list of First Nations-owned business ABNs. Departments manually upload low-value purchases from First Nations-owned businesses. • Commonwealth Procurement Rules (CPRs) requires entities to upload any new contracts or contract variations within 42 days (6 weeks) of a contract being agreed. • The results are based on data collected through the Indigenous Procurement Reporting Solution. In addition, the NIAA conducts a portfolio review assurance process over Indigenous Procurement Policy contract reporting. This assurance process takes place after contracts are available to review, which is outside the reporting period. For the measure to be achieved, both targets must be met.

Authority	2024–25 Corporate Plan, page 41
Result	<p>Overall result is substantially achieved.</p> <p>Target 1 (Indigenous Procurement Policy Satisfaction Survey) is substantially achieved with 58% of survey respondents, overall, very satisfied or somewhat satisfied with the service offering. The target required 60% satisfaction for achievement of the target.</p> <p>Target 2 (Commonwealth Portfolio targets) is achieved. For the reporting period, as measured as at 22 August 2025, Commonwealth Portfolio Departments performance against their targets indicates:</p> <ul style="list-style-type: none"> • All portfolios have exceeded their volume of contract targets for 2024–25. • All portfolios have exceeded their value of contracts targets for 2024–25. <p>The Commonwealth's overall outcomes have more than doubled the required value target and achieved more than 6 times the number of contracts required for the overall number target.</p>
Performance Rating	Substantially achieved

Analysis

Target 1 - The NIAA's stewardship, advice, engagement and guidance

The NIAA surveyed central procurement areas across all Commonwealth portfolios to assess the NIAA's effectiveness in stewardship, advice, engagement and guidance in relation to the Indigenous Procurement Policy. The survey was open from 29 May 2025 to 30 June 2025.

Overall, the survey results were positive. Survey responses indicated high satisfaction with the quality of the NIAA's advice (72 per cent), but lower satisfaction with the timeliness of support (44 per cent). This result indicated an expectation for the NIAA to respond quicker to the volume of enquiries and support, while also pursuing other Government priorities, such as Indigenous Procurement Policy reforms.

The survey results were analysed by the various Indigenous Procurement Policy support services offered or managed by the NIAA. This analysis informs the NIAA's efforts in terms of focussing on areas for improvement moving forward.

Key Activity 2 continued

Overall, the satisfaction of available supports on offer showed 58 per cent of respondents were very satisfied or somewhat satisfied with the service offering.

Target 2 - Portfolio annual targets

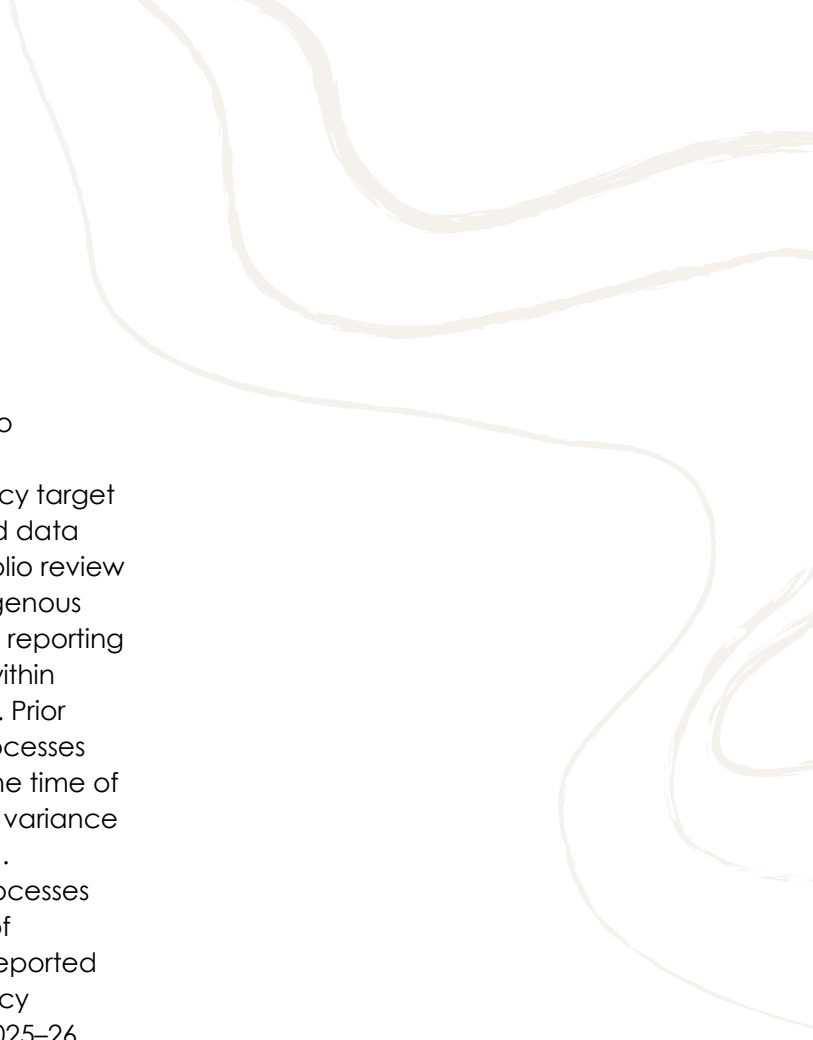
The NIAA developed and managed a reporting system for portfolios and suppliers to support reporting on the Indigenous Procurement Policy. The Indigenous Procurement Policy Reporting System (IPPRS) combines data from a range of sources including AusTender, Supply Nation, Office of the Registrar of Indigenous Corporations, Commonwealth portfolios and the Australian Business Register. This allows the systematic identification of contracts with verified Indigenous businesses and tracks them against each portfolio's targets. The Indigenous Procurement Policy Reporting Service also supports the reporting of outcomes from contracts with Mandatory Minimum Indigenous Participation Requirements targets by contractors, which is a key element of the Indigenous Procurement Policy.

The NIAA continues to improve and support the Indigenous Procurement Policy Reporting Service with 4 major software updates released in 2024–25.

AusTender data, the primary source of high value contract information, requires entities subject to the Commonwealth Procurement Rules and subject to Procurement Connected Policies like the Indigenous Procurement Policy, to upload any new contracts or contract variations within 42 days (6 weeks) of a contract being agreed. It is also important to note that contract values can vary greatly over time due to contract variations and or contract extension.

To encourage the broadest possible application of the Indigenous Procurement Policy, Portfolios count a range of procurement and purchases with Indigenous enterprises against their targets including:

- **Direct contracts and purchases** awarded to an Indigenous enterprise by an entity within their Portfolio.
- **Subcontracts** awarded to an Indigenous enterprise that directly relate to the goods and services contracted by an entity within the Portfolio.
- **Multi-year contracts** - A multi-year contract awarded to an Indigenous enterprise can count towards a portfolio's volume-based target for each year the Indigenous enterprise receives revenue under the contract.



The NIAA's Chief Executive Officer proactively engages with Commonwealth Portfolio Department Secretaries on Indigenous Procurement Policy target performance, assurance and data integrity. However, the portfolio review assurance process over Indigenous Procurement Policy contract reporting is unable to be completed within annual reporting timeframes. Prior year (2023–24) validation processes were also not complete at the time of publishing, and the historical variance rate is unable to be reported. Adjustments to validation processes are underway with the aim of providing improvements to reported Indigenous Procurement Policy Reporting Service data for 2025–26.

Indigenous Policy Procurement Reporting Service data as at 22 August 2025 shows the number of contracts and value of contracts elements of the target were met by all portfolios (17 of 17).

The Indigenous Procurement Policy results are published on the NIAA website at <https://www.niaa.gov.au/our-work/employment-and-economic-development/indigenous-procurement-policy-ipp>. For more detail on the Portfolio annual targets, see the Indigenous Portfolio Policy at <https://www.niaa.gov.au/resource-centre/indigenous-procurement-policy>.

Key Activity 3

Key Activity 3	Invest and deliver programs and policies to achieve positive outcomes for First Nations peoples and communities. <i>Performance measures 5, 6, 7, 8 and 9</i>
Performance measure	Performance Measure 5: Proportion of the NIAA's investment through IAS grants that align with Closing the Gap outcomes and Priority Reforms.
Target/s	100% of IAS grant investments contribute to Closing the Gap outcomes and Priority Reforms.
Rationale	The NIAA is responsible for allocating Australian Government funding via IAS grants to support achievement of the Closing the Gap outcomes and Priority Reforms. This is a significant Australian Government initiative, including \$1.8 billion of total grants expenditure in 2024-25.
Methodology and data sources	<ul style="list-style-type: none"> Quantitative (output measure). Data source is the mandatory grant activity coding processes of IAS grants in our grant management system (FUSION). Calculation will assess the proportion of IAS grants investment that show contribution towards Closing the Gap outcomes and Priority Reforms, as coded within the reporting period.
Authority	2024-25 Corporate Plan, page 42
Result	<p>For the 2024-25 financial year, 93.61% of IAS investment is recorded as aligned with both Closing the Gap socio-economic outcomes and Priority Reforms. This reflects \$1,553 million of the total \$1,659 million investment of all IAS activities with a financial implication in the reporting period.</p> <p>Of the remaining 6.39% (\$105.9 million) investment:</p> <ul style="list-style-type: none"> 5.65% (\$93.7 million) is aligned with Closing the Gap socio-economic outcomes but not Priority Reforms. 0.74% (\$12.2 million) has not yet been coded via this activity to Closing the Gap outcomes or Priority Reforms, and the actual result is likely to be higher. <p>In the reporting period, the result achieved was less than 95% of the performance target, and therefore the performance rating is partially achieved.</p>
Performance Rating	Partially achieved

Analysis

The IAS provides funding through grants and procurement activities that address the objectives the Government has set for the strategy. To ensure best outcomes, the IAS has a focus on providing grant funding for activities that address areas of need for Aboriginal and Torres Strait Islander peoples that align with Closing the Gap targets. Under the IAS, grant opportunities are available under 6 programs, each of which has specific objectives and outcomes as outlined in the Grant Opportunity Guidelines.

The NIAA works with funded providers and communities to develop and implement local solutions to ensure funding achieves outcomes for Aboriginal and Torres Strait Islander peoples. Funded providers are expected to work closely with communities in the design and delivery of projects.

The IAS is not the only mechanism for access to funding for activities or programs. Commonwealth agencies, state and territory governments have their own grants programs for providers and Aboriginal and Torres Strait Islander communities.

For the 2024–25 FY, over 70 per cent of IAS funding that has been coded against Closing the Gap outcomes are reported as aligning with the following outcome areas:

- Outcome Area 5 = 14.42 per cent (Aboriginal and Torres Strait Islander students achieve their full learning potential).
- Outcome Area 8 = 38.88 per cent (Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities).
- Outcome Area 15 = 24.08 per cent (Aboriginal and Torres Strait Islander people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters).

The large volume of funding aligned to Outcome Area 8 was expected, as this includes the significant funding delivered through the Community Development Program (CDP). Further, over 85 per cent of the grants that have been assessed as demonstrating alignment with one or more Priority Reforms are reported as aligning with Priority Reform Two 'Building the Community-Controlled Sector'.

This outcome targets a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector delivering high quality services to meet the needs of First Nations people across the country.

By coding the current distribution of IAS funding across socio-economic outcome areas, NIAA has better insight into the activities which contribute towards Closing the Gap targets and can identify areas for strategic investment to further complement national efforts and contribute to Closing the Gap targets.

Key Activity 3 continued

Performance measure	<p>Performance Measure 6:</p> <p>Proportion of IAS program activities that are assessed by NIAA Agreement Managers as having core service delivery elements which meet or exceed requirements.</p>
Target/s	Program 1.1, Program 1.2, Program 1.3, Program 1.4 and Program 1.5 – 90%
Rationale	<p>This measure relates to the NIAA's purpose of enabling the self-determination and aspirations of Aboriginal and Torres Strait Islander peoples through effectively delivering grants under programs 1.1 to 1.5 of the IAS. The 90% target identified reflects how activities are delivered in a complex and multifaceted environment and account for impacting external factors beyond the control of the NIAA. For example, in the case of floods, communities can be cut off and service delivery is compromised for periods of time.</p> <p>Each program/target has equal weighting towards the overall performance result.</p>
Methodology and data sources	<ul style="list-style-type: none"> Quantitative assessment of contracted delivery requirements of IAS grant activities, specifically the service delivery key performance indicator, contained in service provision agreements (output measure). The period of data used to measure our performance is the most recent 12-month period for which sufficient data is available, to avoid bias in the result. For the financial year, the data reported would be drawn from IAS performance report assessments completed by NIAA Agreement Managers for performance reports covering the period from 1 January to 31 December. Data reported is drawn from IAS performance report assessments completed by NIAA Agreement Managers, for the relevant reporting periods. A number of Program 1.1 Jobs Land and Economy IAS activities are managed in the Employment Services System. These are employment-focused activities that are generally paid per employment outcome. As such, different performance management arrangements apply to this cohort of IAS activities than those applied to most IAS activities, and therefore, they are excluded from data used to calculate achievement of this measure.
Authority	2024–25 PBS outcome 1, program 1.1, 1.2, 1.3, 1.4 and 1.5, page 208 2024–25 Corporate Plan, page 43

Result

Across all programs, on average 89.71% of IAS Program activities were assessed by NIAA Agreement Managers as having contracted delivery requirements that met or exceeded requirements.

The results table below sets out the percentage of IAS Program activities assessed by NIAA Agreement Managers as having contracted delivery requirements that met or exceeded requirements for each program as at 30 June 2025.

Program	Result (%)	Calculation for the 1 January to 31 December 2024 period.
Program 1.1 – Jobs, Land and Economy	87.38%	The result is calculated from a total of 309 completed performance report assessment reports.
Program 1.2 – Children and Schooling	91.50%	The result is calculated from a total of 682 completed performance report assessment reports.
Program 1.3 – Safety and Wellbeing	88.89%	The result is calculated from a total of 558 completed performance report assessment reports.
Program 1.4 – Culture and Capability	90.12%	The result is calculated from a total of 172 completed performance report assessments.
Program 1.5 – Remote Australia Strategies	90.67%	The result is calculated from a total of 75 completed performance report assessment reports.

Performance Rating

Overall result: Substantially achieved

Program 1.1 – Jobs, Land and the Economy - Substantially achieved

Program 1.2 – Children and Schooling - Achieved

Program 1.3 – Safety and Wellbeing - Substantially achieved

Program 1.4 – Culture and Capability - Achieved

Program 1.5 – Remote Australia Strategies - Achieved

Key Activity 3 continued

Analysis

The overall result across programs is substantially achieved. This measure assesses the accountability of services funded by the NIAA under the IAS. 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 aspirations of Aboriginal and Torres Strait Islander peoples.

The administration of grant activities is strengthened by NIAA's Risk and Compliance Frameworks which promote timely and flexible responses to challenges where required. Risk assessment and management happens throughout all the stages of grant management. In cases where challenges in delivery are identified, NIAA funding arrangements enable regional staff to work with service providers to flexibly adapt delivery arrangements according to individual service challenges and community need.

Program 1.1 – Jobs, Land and Economy

Closing the Gap Outcomes

Program 1.1 – Jobs, Land and Economy activities relate to a number of Closing the Gap Outcomes, including:

- **Outcome 6:** Indigenous people enjoy long and healthy lives.
- **Outcome 7:** Indigenous youth are engaged in employment or education.
- **Outcome 8:** Strong economic participation and development of Indigenous communities.
- **Outcome 15:** Indigenous people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.

- **Outcome 16:** Indigenous cultures and languages are strong, supported and flourishing.

Performance result

Program 1.1 – Jobs, Land and Economy grant activities did not met or exceed the target of 90 per cent, with a result of 87.38 per cent of grant activities assessed by NIAA Agreement Managers as having contracted delivery requirements that met or exceeded requirements. The result was calculated from a total of 309 completed performance report assessment reports.

Program 1.1 sub-programs

Environment

The Indigenous Rangers Program enables Aboriginal and Torres Strait Islander peoples to contribute to the maintenance and improvement of the natural and cultural environment. The program contributes to cultural, social, economic and environmental outcomes through supporting Aboriginal and Torres Strait Islander peoples' access to Country, capacity to care for Country, practice of culture on Country, work on Country and learning on Country.

Performance analysis

The performance of the Indigenous Rangers Program involves the engagement of providers to work with Traditional Owner groups and Aboriginal and Torres Strait Islander organisations to develop work plans and undertake on-Country activities that meet program objectives. The Indigenous Rangers Program Risk Register, Fraud Control and Risk Assessment and the Indigenous Rangers Program Provider Dashboard are used to identify, monitor and action risks, including provider performance issues. Risks may be elevated to the Environment Investment Implementation Advisory Group for consideration, and mitigation strategies implemented, when appropriate. Provider performance is assessed through Agreement Manager review of IAS online reporting, site visits and performance against annual work plans and budgets.

Land and Native Title

Land and Native Title activities support Traditional Owners to assist Aboriginal and Torres Strait Islander peoples achieve recognition of their rights and interest in land and waters. It also enables communities to pursue their social, cultural, and economic aspirations through land-based opportunities.

Key Activity 3 continued

Program objectives contribute to delivering services under Commonwealth land rights legislation. This aligns with the Government objective of generating social and economic benefits for communities from assets.

Performance analysis

The performance of the Native Title Representative Body Functions program involves organisations working with a number of parties that are required to agree on the delivery of outcomes. The NIAA works closely with organisations to address issues, such as timely resourcing to address mediation and native title claim requirements. The NIAA also undertakes rolling independent performance reviews of the providers with recommendations implemented to drive continuous improvement. Prescribed Body Corporate Capacity Building grants are one off, time limited grants to native title holding or associated organisations to increase their organisational and economic capacity.

New Jobs Program Trial

The New Jobs Program Trial provided funding for up to 300 jobs in targeted Community Development Program regions. The New Jobs Program Trial funded community organisations and local governments to employ people to work on projects aligned with community priorities. Job categories included hospitality, security, tour guides, youth community services officers, farm workers, mechanical roles, and building assistants.

Performance analysis

In late 2024, the New Jobs Program Trial was deemed to be fully subscribed with the allocation of 300 jobs. At 30 June 2025, 206 Community Development Program participants were employed in the New Jobs Program Trial.

As outlined in the Remote Jobs and Economic Development (RJED) Grant Opportunity Guidelines, New Jobs Program Trial employers were able to be considered for streamlined transition into the RJED Program.

In determining the suitability of New Jobs Program Trial employers to transition jobs to the RJED program from 1 July 2025, the NIAA developed an assessment framework that reflected the broad factors outlined in the RJED Grant Opportunity Guidelines. 282 jobs from the New Jobs Program Trial transitioned into RJED.

Indigenous Skills and Employment Program

The Indigenous Skills and Employment Program aims to connect Aboriginal and Torres Strait Islander peoples to meaningful employment, career advancement opportunities, and to new training and job-readiness activities. The Indigenous Skills and Employment Program delivers place-based activities that have been developed with Aboriginal and Torres Strait Islander communities to address local needs or barriers in employment support designed to strengthen Aboriginal and Torres Strait Islander peoples' economic participation. The Indigenous Skills and Employment Program is a new program with the majority of providers one year into the delivery of their 4-year projects.

Performance analysis

As part of the ongoing performance management of funded Indigenous Skills and Employment Program projects, NIAA Agreement Managers and engagement staff work closely with providers in managing the funding agreement.

Each Indigenous Skills and Employment Program funding agreement describes the agreed services and activities to be delivered, and with regular performance reports required. Each Indigenous Skills and Employment Program provider

develops a project management plan that relates to their place-based project including identified risks and management strategies. The tailored plan ensures effective project monitoring is in place to track progress and enable reporting to the NIAA, Aboriginal and Torres Strait Islander communities, project participants and other local stakeholders.

Program 1.2 – Children and Schooling

Closing the Gap Outcomes

Program 1.2 – Children and Schooling activities relate to a number of Closing the Gap Outcomes, including:

- **Outcome 3:** Children are safe, healthy and thriving.
- **Outcome 4:** Children thrive in their early years.
- **Outcome 5:** Students achieve their full learning potential.
- **Outcome 6:** Youth are supported to reach their full potential.
- **Outcome 7:** Youth are engaged in employment or education.

Overview

Program 1.2 – Children and Schooling is delivered through IAS activities that support early childhood development and wellbeing, school attendance and improved post-school pathways for Aboriginal and Torres Strait Islander children.

Key Activity 3 continued

Performance analysis

Program 1.2 – Children and Schooling grant activities have exceeded the target of 90 per cent, with a result of 91.5 per cent of grant activities assessed by NIAA Agreement Managers as having contracted delivery requirements that met or exceeded requirements. The result was calculated from a total of 682 completed performance report assessment reports.

Performance has been achieved through successful delivery of grant activities supported by a range of factors including appropriate activity design, working collaboratively with funded organisations, and drawing on input from NIAA regional staff with local knowledge to proactively anticipate and respond to emerging issues.

Grant activities were delivered in collaboration with other government agencies or partners with local or policy expertise, where appropriate. For example, Culturally Nourishing Schooling is a whole-of-school model and works in partnership with schools and local Aboriginal and Torres Strait Islander communities to develop a model of sustainable improvement in Indigenous education delivery. This has included the University of NSW collaborating with schools and other organisations, such as their Black Caucus and local land councils. It has

been noted that these collaborations have improved decision-making on matters that affect all stakeholders and assist setting groundwork for the ongoing engagement of students.

Regional staff have been on the frontline helping Aboriginal and Torres Strait Islander communities affected by the north Queensland floods, Cyclone Alfred in the east, Cyclone Zelia in the west, and the fires in Victoria and Tasmania. Regional offices have provided tailored communications and managed expectations regarding outcomes and timelines.

Program 1.3 – Safety and Wellbeing

Closing the Gap Outcomes

Program 1.3 – Safety and Wellbeing activities relate to a number of Closing the Gap Outcomes, including:

- **Outcome 1:** Everyone enjoys long and healthy lives.
- **Outcome 2:** Children are born healthy and strong.
- **Outcome 7:** Youth are engaged in employment or education.
- **Outcome 10:** Adults are not overrepresented in the criminal justice system.
- **Outcome 11:** Young people are not overrepresented in the criminal justice system.
- **Outcome 12:** Children are not overrepresented in the child protection system.
- **Outcome 13:** Families and households are safe.
- **Outcome 14:** People enjoy high levels of social and emotional wellbeing.

This program supported Priority Reforms One and Two, particularly through partnerships with Aboriginal Community-Controlled Organisations.

Overview

Program 1.3 – Safety and Wellbeing supports Aboriginal and Torres Strait Islander communities by funding the delivery of activities that promote social and emotional wellbeing, crime prevention, diversion and rehabilitation, youth engagement, and the reduction of family violence and harmful substance use. These activities include prevention, early intervention, trauma-informed care, intensive support, recovery, and healing.

Performance analysis

Program 1.3 – Safety and Wellbeing grant activities did not meet the 90 per cent target, with a result of 88.89 per cent of grant activities assessed by NIAA Agreement Managers as having contracted delivery requirements that met or exceeded requirements. The result was calculated from a total of 558 completed performance report assessment reports.

Implementing Program 1.3 – Safety and Wellbeing included robust program design, effective project management practices, and meaningful collaboration across government, non-government and Aboriginal Community Controlled stakeholders.

Key Activity 3 continued

A number of actions were undertaken to support the substantial achievement, including:

- Agency initiated site visits and performance report assessments to monitor progress against contracted deliverables.
- Regular communication between program areas, grants management unit and regional engagement officers to identify and mitigate emerging risks.
- Ongoing support to service providers with flexible delivery options in response to local challenges.
- Engaged regional staff to provide on-the-ground expertise and support, ensuring culturally appropriate and responsive service delivery.

External influences that impacted the performance throughout the reporting period included:

- Community-led service delivery which contributed to the successful delivery of the service.
- Coordinated wrap-around services with local providers providing flexible and holistic care with positive outcomes.
- Workforce challenges particularly in remote and regional areas. This includes inability to fill positions with available and qualified staff which impacted service delivery.
- High demand for services exceeding available resources.
- Environmental and logistical barriers impacted service delivery especially for remote clients, including weather events and cultural considerations.

In response to these factors, the NIAA worked with providers to adjust delivery expectations while maintaining compliance with IAS Funding Agreements.

Program 1.4 – Culture and Capability

Closing the Gap Outcomes

Program 1.4 – Culture and Capability activities relate to a number of Closing the Gap Outcomes, including:

- **Outcome 8:** Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities.
- **Outcome 14:** Aboriginal and Torres Strait Islander people enjoy high levels of social and emotional wellbeing.
- **Outcome 16:** Aboriginal and Torres Strait Islander cultures and languages are strong, supported and flourishing.

Overview

IAS Program 1.4 - Culture and Capability funds activities that support Aboriginal and Torres Strait Islander peoples to maintain and share culture and increase economic and social participation through improved capability and leadership. The program acknowledges that First Nations culture underpins lifelong wellbeing and contributes to the achievement of outcomes across all IAS programs.

Sub-programs funded under Program 1.4 - Culture and Capability include:

- Indigenous Culture - including a range of activities that support the expression, engagement and preservation of Aboriginal and Torres Strait Islander peoples' cultures.
- Capability Building - activities aim to increase the participation of Aboriginal and Torres Strait Islander peoples in Australian society through improved individual, community and organisational capability, governance and leadership.
- Indigenous Media and Broadcasting - Aboriginal and Torres Strait Islander communities are supported to have control of, and access to, their own media and communication.
- Interpreting - services and activities that aim to increase access and utilisation of qualified interpreter services.
- Empowered Communities - supports backbone organisations to engage with communities in their region on their priorities and bring together community voices to influence the policies and programs that affect them. Empowered Communities is a key partnership that enables Aboriginal and Torres Strait Islander communities and governments to work together to set priorities, improve services and apply funding effectively at a regional level. See Performance Measure 1 for further details on Empowered Communities.
- Reconciliation - supports funding Reconciliation Australia to help build relationships between Aboriginal and Torres Strait Islander Australians and the wider Australian community, contributing to an understanding of the strength of Aboriginal and Torres Strait Islander histories, cultures and peoples.
- Closing the Gap Partnering for Delivery - supports activities that empower Aboriginal and Torres Strait Islander peoples to share decision making, build the community-controlled sector and support Sector Strengthening Plans.

Key Activity 3 continued

The following sub-programs are also funded under Program 1.4 - Culture and Capability, however due to the nature of the funding delivery, reporting for activities under these sub-programs do not include performance reporting requirements:

- NAIDOC Local Grants
- National NAIDOC Committee and Awards
- Support for the Office of the Registrar of Indigenous Corporations (ORIC).

Performance analysis

Program 1.4 – Culture and Capability grant activities have exceeded the target of 90 per cent, with a result of 90.12 per cent of grant activities assessed by NIAA Agreement Managers as having contracted delivery requirements that met or exceeded requirements. The result was calculated from a total of 172 completed performance report assessment reports.

Performance is supported by the NIAA's strong regional presence. In instances where performance goals are not met, this can be attributed to a range of factors such as staffing difficulties (including recruitment and retention), organisational capacity, time constraints or other extenuating factors, like extreme weather events.

Activities that have a risk rating of low (based on the value of the grant and the organisational risk profile), have fewer reporting requirements.

However, the NIAA typically undertakes informal meetings with providers to ensure activities are being delivered.

During the reporting period, 195 Performance Report Assessments were created, of which 172 were completed. The remaining assessments could not be finalised for the 2024-25 reporting period due to delays in receiving performance reports or assessment records.

Program 1.5 – Remote Australia Strategies

Closing the Gap Outcomes

Program 1.5 – Remote Australia Strategies includes a broad range of activities. Accordingly, they contribute to many of the Closing the Gap outcomes including:

- **Outcome 1:** Everyone enjoys long and healthy lives.
- **Outcome 5:** Students achieve their full learning potential.
- **Outcome 8:** Strong economic participation and development of people and their communities.
- **Outcome 9:** People can secure appropriate, affordable housing that is aligned with their priorities and need.
- **Outcome 13:** Families and Households are safe.
- **Outcome 14:** People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.

- **Outcome 17:** People have access to information and services enabling participation in informed decision-making regarding their own lives.

Overview

Program 1.5 - Remote Australia Strategies activities are generally 'one-off' discrete projects and are managed through the relevant NIAA regional engagement officers.

Program 1.5 - Remote Australia Strategies addresses the disproportionate disadvantage of First Nations people in remote and very remote Australia. Activities funded through Program 1.5 - Remote Australia Strategies must address a clearly identified community need and be aligned with priority areas of education, employment and safe and functioning communities.

The desired outcomes of the Program 1.5 - Remote Australia Strategies program are to support local priorities and contribute to improved education, employment and community safety outcomes in remote areas through the delivery of flexible, tailored local solutions in remote areas and improved infrastructure in remote areas.

Performance analysis

Program 1.5 – Remote Australia Strategies grant activities have exceeded the target of 90 per cent, with a result of 90.67 per cent of

grant activities assessed by NIAA Agreement Managers as having contracted delivery requirements that met or exceeded requirements. The result was calculated from a total of 75 completed performance report assessment reports.

Regional engagement officers closely monitor performance indicators and undertake site visits to contribute to oversight of the activities. Of the 75 performance reports that were assessed, 7 were identified as not meeting or exceeding requirements. Those identified as not meeting requirements were impacted by events beyond the provider's control, such as extreme weather, or supply and labour shortages.

A large proportion of Program 1.5 - Remote Australia Strategies activities are infrastructure related, such as repairs and upgrades of buildings or construction of storage facilities or office areas. These projects typically are not able to be funded through other avenues. Regional offices have worked with organisations to assist them in the planning phase of the activity to build in additional timeframes for milestones. Regional staff also monitor the activity's progress to help organisations stay within their budget. Where costs have increased and exceed the original budget, regional staff have effectively worked with the organisation to review and rescope the proposed activity.

Key Activity 3 continued

Performance measure	Performance Measure 7: Portion of Community Development Program (CDP) participants that achieve a 26-week employment outcome.
Target/s	4% or higher
Rationale	<p>This target is directly linked to Closing the Gap Outcome 8: strong economic participation and development of Aboriginal and Torres Strait Islander people and communities. It aims to measure long-term employment outcomes achieved through the CDP.</p> <p>Aboriginal and Torres Strait Islander peoples have identified employment as a critical factor regarding economic and social development aspirations. It provides direct economic benefits, including financial security, increased social mobility, and access to higher standards of living.</p> <p>CDP services are in place until 31 October 2025 and the NIAA will continue to measure the CDP long-term employment outcomes until a new remote employment service is implemented.</p>
Methodology and data sources	<ul style="list-style-type: none"> Quantitative CDP data collected in the Employment Services System. Based on an analysis of participants who achieved a 26-week outcome in each financial year. The result calculates the proportion of unique participants on the CDP caseload that achieved a 26-week outcome in the financial year. A full data set for the financial year may not be collected and finalised in time for the reporting requirements of the Annual Report due to the lag in processing 26-week outcome payments towards the end of the financial year. A 26-week outcome may become payable in one financial year but is not claimed until a subsequent financial year. These outcomes will be counted during the period when they are claimed.
Authority	2024–25 PBS outcome 1, program 1.1, page 208 2024–25 Corporate Plan, page 44
Result	4.1% of CDP participants achieved a 26-week employment outcome in 2024–25.
Performance Rating	Achieved

Analysis

In 2024–25, the CDP was the remote employment and community development service administered by the NIAA and operating in remote Australia. The CDP covers 75 per cent of Australia's land mass including more than 2,600 communities. CDP participants, or jobseekers, receive personalised assistance from their CDP service provider to help build their skills, get a job and participate to their maximum capacity.

Funded by the NIAA, CDP providers work in close partnership with local communities to design and deliver projects and initiatives that provide meaningful benefits to the community while supporting participants on a pathway to long-term employment. A central focus of the program is shared decision-making, ensuring that services are culturally appropriate, locally relevant, and responsive to community priorities.

The NIAA works closely with CDP providers to assess the quality of services delivered by CDP providers, inform remote employment policy, and validate employment outcome claims.

In 2024–25, 58,820 people accessed the CDP with 2,395 (4.1 per cent) achieving a 26-week employment outcome.

At times, local events and circumstances may affect the ability of CDP providers to deliver services and participants' capacity to engage in activities, including looking for work. These events can include:

- Emergency situations such as floods and bushfires
- Culturally significant events such as sorry business, ceremonial obligations, and large community gatherings.

Recognising and respecting that these events are essential to maintaining a culturally responsive and community-sensitive approach to service delivery.

Transitions between CDP providers can temporarily affect the continuity of support participants receive in their journey toward employment. In late 2024, new CDP providers commenced service delivery in select regions of Western Australia and New South Wales. These providers have actively engaged with participants to understand their individual needs and aspirations and are now referring them to tailored supports and employment opportunities. This approach ensures that participants continue to receive meaningful assistance as they work toward long-term employment goals.

Key Activity 3 continued

Performance measure	Performance Measure 8: Percentage of applications under the Remote Jobs and Economic Development (RJED) Program that are processed within 90 days.
Target/s	80%
Rationale	<p>This measure relates to the purpose of the NIAA to enable the self-determination and aspirations of First Nations people and communities through employment pathways.</p> <p>This measure calculates the processing time of applications received under the RJED program, demonstrating the relative efficiency of program administration.</p>
Methodology and data sources	<ul style="list-style-type: none"> Quantitative data of processing times collected from Grant Payment System (GPS). Based on analysis of the applications received in the RJED grants round in the financial year. As a competitive grant round, the processing time is calculated from the date the RJED grant round closes.
Authority	2024–25 PBS outcome 1, program 1.1, page 208 2024–25 Corporate Plan, page 45
Result	<p>The first RJED funding round was open from 11 December 2024 to 3 February 2025. 252 applications were received.</p> <p>All applications were approved by 28 March 2025, a duration of 53 days (38 business days).</p> <p>The second RJED funding round was open from 4 February 2025 to 7 April 2025. 393 applications were received.</p> <p>304 of the round 2 applications were assessed in under 90 days.</p> <p>Across both rounds, 556 out of 645 applications were assessed in under 90 days which equates to 86.20%.</p>
Performance Rating	Achieved

Analysis

RJED aims to create 3000 jobs over 3 years until 2027. Eligible employers can apply for funding to pay for wages and equipment so they can hire local people. Grant rounds One and Two of the RJED program have now been finalised with contract agreements underway with successful applicants. A third grant round is expected to open in 2025–26.

Timely processing of RJED funding rounds supports jobs being created in remote Australia sooner.

Several challenges were encountered during implementation, including limited availability of resources, restricted access to secure environments for assessment and insufficient time to build assessor capability.

To address these challenges and ensure there were minimal delays, the NIAA implemented 3 assessment hubs in sites around Australia utilising NIAA staff from regional offices. Having secure environments and co-locating assessors meant assessors could openly undertake confidential deliberations which improved the efficiency of the process. Additional tailored training was also provided to build capability and streamline assessment activities.

Implementing these strategies significantly improved the efficiency and effectiveness of grant round assessments, ensuring the program remained on schedule and aligned with its objectives.

Performance measure	Performance Measure 9: Total number of jobs funded under the Remote Jobs and Economic Development Program
Target/s	930 jobs
Rationale	<p>This measure relates directly to the purpose of the NIAA to enable the self-determination and aspirations of First Nations people and communities through employment pathways.</p> <p>The Australian Government has committed to initially funding 3,000 jobs over 3 years as part of the RJED program. The program will provide people in remote communities with meaningful jobs and increase economic opportunities in their areas. Targets demonstrate progress towards funding a total of 3,000 jobs over the life of the project.</p>

Key Activity 3 continued

Methodology and data sources	<ul style="list-style-type: none">Quantitative data collected through the Grant Payment System (GPS).Performance against this measure and target will be calculated using data from the financial year.
Authority	2024–25 PBS outcome 1, program 1.1, page 208 2024–25 Corporate Plan, page 46
Result	A total of 947 jobs were approved for funding this financial year under the RJED program. They are comprised of 665 jobs approved in the first funding round; and 282 jobs from the New Jobs Program Trial which transitioned into RJED in line with the Grant Opportunity Guidelines.
Performance Rating	Achieved

Analysis

RJED aims to create 3000 jobs over 3 years until 2027. Eligible employers can apply for funding to pay for wages and equipment so they can hire local people. Grant round one of the RJED program was finalised in this financial year.

Risks associated with this measure include insufficient funding per round and over subscription of full-time positions. The NIAA has some control over funding availability for each round as outlined in the Grant Opportunity Guidelines. The funding available for RJED Round one was informed by experience gained in the New Jobs Program Trial, which has proven to be effective in continually improving processes.

Due to the community engagement and support process for each job the NIAA cannot directly control what type of jobs are applied for. If there is an oversubscription of only full-time jobs applied for this will limit the opportunity to meet this target. Experience from New Jobs Program Trial and now RJED Round One indicates the balance between available budget and the number of jobs funded is appropriate and the target remains relevant and suitable.

The job creation target will be monitored over time to ensure it remains aligned with changing labour market conditions and economic trends. This will help ensure the target continues to serve as an effective measure of the program's success.

Key Activity 4

Key Activity 4	Use evaluation findings and information to inform evidence-based decisions that support the positive impact of policies and programs. <i>Performance measures 10 and 11</i>
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The NIAA notes that while performance measures 10 and 11 were achieved, these performance measures do not fully report against the breadth of Key Activity 4.

Performance measure	Performance Measure 10: Maintain an up-to-date IAS Evaluation Work Plan on the NIAA website.
Target/s	Minimum of 4 updates made to the Work Plan
Rationale	The NIAA invests in evaluations, reviews, data improvement activities, capability development and research to inform the design and delivery of policies and programs. These activities help to understand the extent to which the IAS is achieving its goal of supporting the aspirations of First Nations peoples.
Methodology and data sources	<ul style="list-style-type: none">Quantitative assessment against timeline (output measure).Substantive updates to the work plan are to be made across the year as planned.
Authority	2024–25 PBS outcome 1, program 1.6, page 214 2024–25 Corporate Plan, page 47
Result	The performance measure target was completed in full – one planned/scheduled update to the IAS Evaluation Work Plan per quarter between 1 July 2024 and 30 June 2025.
Performance Rating	Achieved

Key Activity 4 continued

Analysis

Knowledge and evidence-generating activities are demonstrated through the public transparency of the IAS Evaluation Work Plan on the NIAA website, which shows the progress of evaluation project planning, conduct and completion. The IAS Evaluation Work Plan has planned updates 4 times a year (September, December, March, June). The measure was achieved as 4 planned IAS Evaluation Work Plan updates have been made in the financial year – in September 2024, December 2024, March 2025 and June 2025. Ad hoc updates to the Work Plan also occurred throughout the year.

The NIAA uses evaluation activities as one of its evidence sources to improve policy and program decision-making. Organisational learning and use of evidence is supported by ensuring evaluation reports with findings and actional recommendations are published and implemented under the First Nations centred IAS Evaluation Framework.

The externally published IAS Evaluation Work Plan includes a broad range of activities such as:

- Formal evaluations and reviews
- Lessons learned exercises
- Research projects
- Capability-building initiatives
- Data development efforts
- Other enabling activities

These activities contribute to organisational learning and ensure that evidence is actively used to improve delivery of policies and programs.

Performance measure	Performance Measure 11: Proportion of completed IAS Evaluation Work Plan evaluations that are published within 6 months of a management response being accepted by the NIAA.
Target/s	100% of IAS Evaluation Work Plan evaluations completed in the reporting period are published in full or in summary within 6 months of a management response being accepted by the NIAA.
Rationale	<p>The NIAA invests in evaluations, reviews, data improvement activities, capability development and research to inform the design and delivery of policies and programs. These activities help to understand the extent to which the IAS is achieving its goal of supporting the aspirations of First Nations peoples.</p> <p>The NIAA's IAS Evaluation Framework supports high-quality, ethical, and inclusive evaluation practices that aim to improve delivery of policies and programs for Aboriginal and Torres Strait Islander peoples.</p>
Methodology and data sources	<ul style="list-style-type: none"> • Quantitative assessment against timeline (output measure). • Substantive updates to the work plan are to be made across the year as planned. • Case studies on published evaluations.
Authority	2024–25 PBS outcome 1, program 1.6, page 214 2024–25 Corporate Plan, page 48, including updated methodology to enhance measurement.
Result	<p>Achieved</p> <p>All 5 evaluations completed in 2024–25 had management responses published within the 6-month target timeframe. To illustrate how the completed evaluations align with Key Activity 4 – ensuring that evaluation findings and insights inform evidence-based decisions that enhance the impact of policies and programs – case studies have been developed for each of the 5 evaluations.</p> <p>The case studies demonstrate that evaluation findings have informed decisions to varying degrees. The evaluation findings support evidence-based decisions in IAS policies and programs. However, it is too early to conclude if these evaluation findings are having a positive impact on the delivery of policies and programs.</p>
Performance rating	Achieved

Key Activity 4 continued

Analysis

The target timeframe for publication is within 6 months of a final evaluation report management response being accepted by the NIAA, so the calculation of the performance result will assess all final evaluation reports where a management response is accepted between 1 January and 31 December 2024, and their respective publication dates between 1 July 2024 and 30 June 2025.

The Evaluation of the Adult and Youth Through Care Program, the Evaluation of the Business Solutions Program: Final Report and the *Workforce Development Support Unit Review* followed standard processes with a management response developed prior to the publication of the report within the 6-month target date.

While 2 evaluations diverged from the NIAA's recommended processes and published their final reports prior to the management response being accepted, this occurred within 6 months of each other:

- The *Indigenous Protected Areas Program Evaluation Final Evaluation Report* was published before the management response was accepted to inform discussions at a national stakeholder conference.
- The *Final Report of the Evaluation of Custody Notification Services* was published before the management response was accepted and was a decision of the program area.

Case study Analysis

The NIAA conducts evaluations to generate evidence to inform decision-making to strengthen policy and program outcomes. Meeting the target for Measure 11 demonstrates that evaluation findings have been actively considered and responded to through formal management response processes.

A management response is developed to outline how recommendations will be addressed to ensure that decisions translate into meaningful improvements and contribute to better outcomes for First Nations peoples.

The following 5 vignettes (from the detailed case studies) highlight the connection between completed evaluations and impacts NIAA programs and Aboriginal and Torres Strait Islander peoples. Each completed evaluation was broadly aligned with the principles of the IAS Evaluation Framework.

Custody Notifications Service (CNS)

The CNS evaluation assessed the design, implementation, and impact of IAS-funded Custody Notification Services. The service was found to be culturally valuable however measuring effectiveness was constrained by jurisdictional data gaps.

Recommendations focused on enhancing coordination, strengthening wellbeing checks, improving digital systems, and refining governance arrangements.

Following the evaluation, oversight of the CNS was formally transferred to the Attorney-General's Department, aligning with the National Access to Justice Partnership Agreement.

Attorney-General's Department and jurisdictions are working in partnership with CNS providers to implement recommendations, where appropriate, and tailor to local context and circumstances.

Indigenous Business Australia - Business Solutions Program

The evaluation assessed the design and delivery of Indigenous Business Australia's Business Solutions Program. Findings indicated that Business Solutions Program is meeting program objectives. The evaluation identified areas for improvement in service delivery, data collection and reporting.

4 recommendations were made: 3 aimed to strengthen data collection and reporting mechanisms and program delivery, and one sought a review of Government-business support programs and strengthen coordination across the business support sector (including among government agencies).

Improvements made to the program included addressing gaps in data capture and reporting, actions to strengthen collaboration among Commonwealth agencies operating in the sector, as well as further research to support an integrated approach to government support. Funding for the program was renewed, with adjustments to the program schedule based on evaluation findings.

Indigenous Protected Areas

This evaluation, which drew heavily on culturally appropriate methods such as yarning, examined the nature and extent to which a range of environmental, cultural, social and economic outcomes were being achieved by the Indigenous Protected Areas Program.

The evaluation revealed that the Indigenous Protected Areas Program created multiple benefits across these outcome areas, with the potential to deliver these at greater scale. Indigenous Protected Areas

Key Activity 4 continued

were also found to enhance the comprehensiveness, adequacy and representativeness of Australia's National Reserve System, and to contribute to achieving Australia's international obligations for biodiversity conservation.

A total of 26 recommendations were made, with a focus on improving Indigenous Protected Areas monitoring and reporting systems, training, career progression and First Nations leadership opportunities, and improving government processes including through better cross-jurisdictional engagement.

All recommendations were agreed in principle. The Indigenous Protected Areas program is jointly delivered by the Department of Climate Change, Energy, the Environment and Water (DCCEEW) and the NIAA, and both agencies are working together to improve many aspects of the Program, which align with the recommendations of the evaluation.

Workforce Development Support Units

This review assessed the delivery and effectiveness of the IAS-funded Workforce Development and Support Units, with a focus on strengthening program design, workforce planning, and monitoring and evaluation. The review enhanced NIAA's understanding of Workforce

Development and Supporting Units operations and sector needs.

The review presented 10 recommendations. Key recommendations agreed to by the NIAA included developing a theory of change, improving key performance indicators and establishing a community of practice.

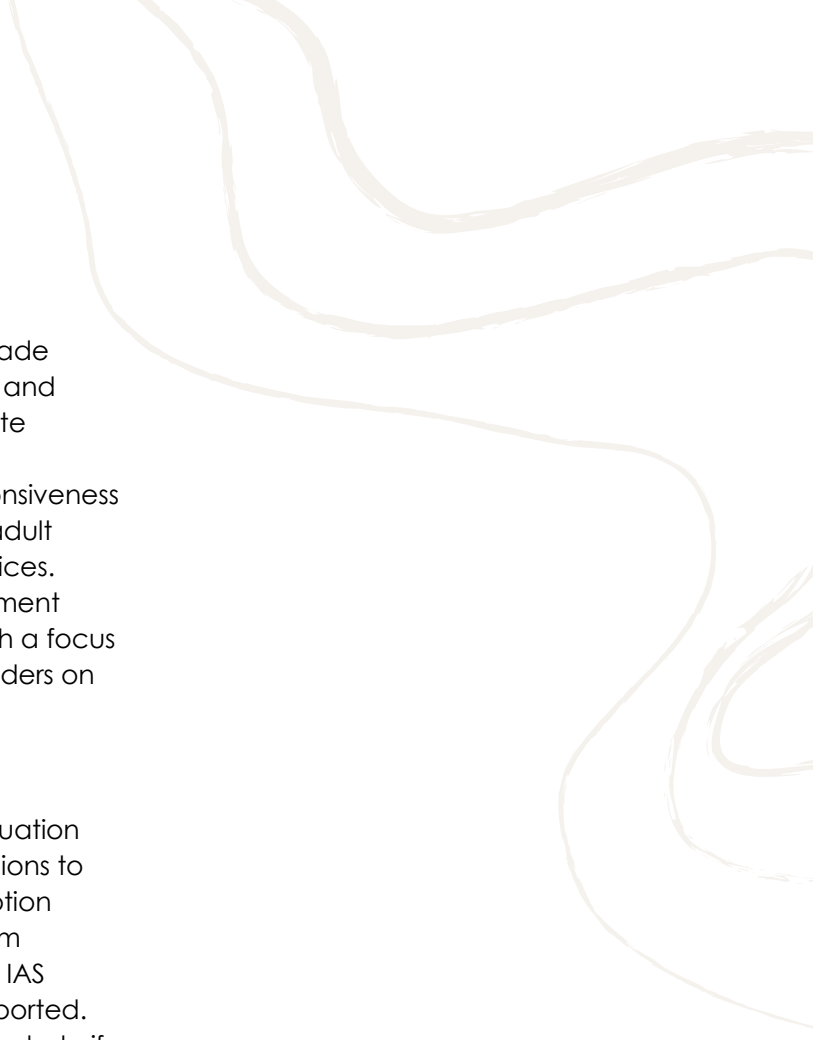
Implementation of the review's recommendations is underway.

Youth and Adult Through Care

This evaluation examined the delivery and impact of IAS-funded Adult and Youth Through Care programs in supporting progress toward justice targets 10 and 11 under the National Agreement on Closing the Gap.

Findings indicated that services were strengths-based, client-centred, and delivered in a culturally respectful and safe manner. While there was variation in how closely providers adhered to the original program model, these adaptations did not adversely affect client outcomes.

Evidence suggests that client satisfaction is high and that through care services are highly valued. Evidence of long-term positive outcomes was limited, with the evaluation finding that structural factors limit the impact of through care services.



6 recommendations were made to enhance program design and delivery. Actions taken to date have strengthened provider self-determination and responsiveness to client needs across both adult and youth through care services. The NIAA continues to implement these recommendations, with a focus on working with service providers on next steps.

Overall conclusion

Across the case studies, evaluation findings have informed decisions to varying degrees. The assumption that evaluation findings inform evidence-based decisions in IAS policies and programs is supported. It is however, too early to conclude if these evaluation findings are having a positive impact on the delivery of policies and programs because of the time required to measure impact.

Appendix A of the Annual Performance Statement 2024–25

This Annual Performance Statement presents the NIAA's performance results for the reporting period in accordance with section 39(1)(a) and (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). While the statement outlines performance against the measures set out in the Corporate Plan and Portfolio Budget Statements, it does not fully capture all material aspects of the Agency's performance.

The NIAA notes that:

- Reporting against Key Activity 2 is limited due to insufficient information, specifically:
 - performance measure 3 target 2 is not reliable and verifiable due to bias in its assessment, this target is a material component of performance measure 3; and
 - performance measure 4 target 2 does not have sufficient and appropriate evidence to demonstrate that the results are reliable and verifiable, this target is a material component of performance measure 4.
- Reporting included in the annual performance statements does not provide a sufficient and appropriate basis to assess the Key Activity 4.

The NIAA acknowledges these limitations and is committed to improving the completeness and relevance of future performance reporting. Work is underway to review and enhance performance measures to ensure they provide a more comprehensive and meaningful account of the NIAA's Agency's performance.

Appendix A - Aboriginals Benefit Account Annual Report 2024–25

Overview

The Aboriginals Benefit Account (ABA) is legislated under the *Aboriginal Land Rights (Northern Territory) Act 1976* (Land Rights Act). It is a special account for the purposes of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The ABA receives and distributes monies generated from mining on Aboriginal land in the NT. Payments into the ABA are based on royalty equivalents that are determined by the estimated value of the statutory royalty payments.

The Minister for Indigenous Australians allocates funds from the ABA to the 4 NT land councils (Northern Land Council, Central Land Council, Anindilyakwa Land Council and Tiwi Land Council) for Land Council operations and Aboriginal Investment NT (formerly known as the Northern Territory Aboriginal Investment Corporation (NTAIC))⁵. Funding is also provided to the Office of Township Leasing (OTL) and Aboriginal Land Rights Act (ALRA) related entities (Anindilyakwa Royalties Aboriginal Corporation, Gundjeihmi Aboriginal Corporation Jabiru Town and Njarrariyal Aboriginal Corporation).

As at 30 June 2025, the net assets of the ABA were \$844 million (excluding future commitments). This represents a 7 per cent decrease from \$907.5 million as at 30 June 2024. There are a number of existing commitments across future years, with \$508 million in available funds in the ABA as at 30 June 2025.

Funds from the ABA are distributed to royalty associations in areas affected by mining. In addition, the Land Rights Act provides for lease administration costs of approved Commonwealth entities and other leases administered by the Executive Director of Township Leasing.

The NIAA is responsible for advising the Minister for Indigenous Australians on the overall policy and financial management of the ABA. The NIAA continues to manage ABA grants approved in 2022 and earlier rounds. The NIAA also oversees the funding and delivery of the ABA Homelands Project.

The NIAA administers the ABA in accordance with the requirements of the Land Rights Act and the PGPA Act.

⁵ On 28 July 2024, a legislative instrument was registered with the Federal Register of Legislation, allowing NTAIC to be known as Aboriginal Investment NT, a name which NTAIC has now formally adopted.

The NIAA is responsible for ensuring the ABA complies with the Land Rights Act and relevant financial legislation. Section 64B of the Land Rights Act requires the NIAA to keep accounts and prepare financial statements in respect of the ABA, as determined by the Minister for Finance. Section 64B also requires the Auditor-General to report on the financial statements to the relevant minister.

Aboriginals Benefit Account performance 2024–25.

Mining royalty equivalent receipts of \$269.7 million were credited to the ABA in 2024–25. This represents a 14.6 per cent decrease on the level of 2023–24 receipts. The decrease in royalty receipts can be attributed in part to natural disasters, volatility in the marketplace and fluctuations in commodity prices, exchange rates and world demand. Tables 5.1 and 5.2 summarise the ABA income and expenditure.

Table 5.1: Summary of ABA income 2023-24 and 2024-25

	2023-24	2024-25
	\$'000	\$'000
Royalty equivalents	315,644	269,695
Interest	68,508	43,386
Lease income	1,742	2,146
Community entity receipts	5,044	6,063
Resources received free of charge	3,728	3,088
Recoveries associated with land councils' distributions	-	9,708
Other revenue/gains	1,065	3,061
Total ABA income	395,731	337,147

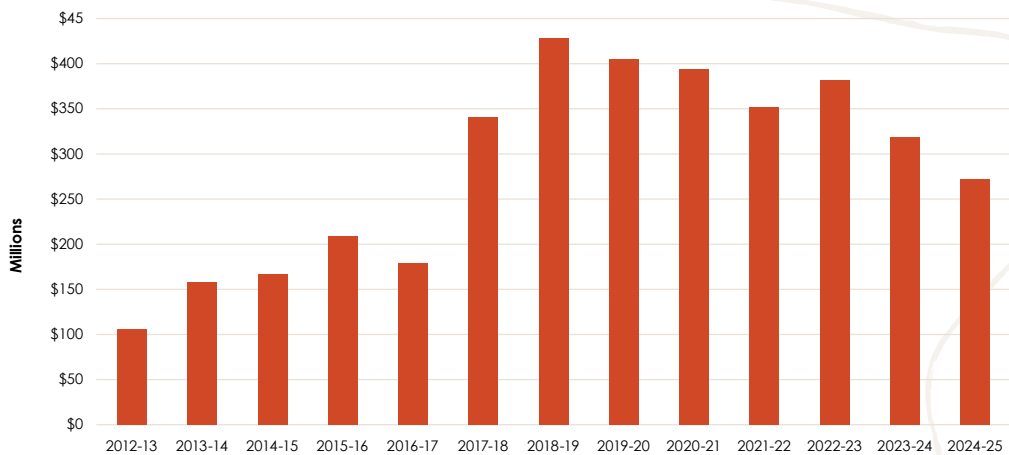
Appendix A continued

Table 5.2: Summary of ABA expenditure (inclusive of mining withholding tax) 2023-24 and 2024-25

	2023-24 \$'000	2024-25 \$'000
Payments to Land Councils for administrative purposes – Land Rights Act, subsection 64(1) ¹	138,294	172,785
Payments to Land Councils for distribution to Royalty Associations – Land Rights Act, subsection 64(3) ¹	94,693	80,910
Payments to Aboriginal Investment NT for initial one-off endowment – Land Rights Act, subsections 64AA(1)	-	20,833
Payments to Aboriginal Investment NT for establishment purposes – Land Rights Act, subsections 64AA(3) ¹	4,905	2,500
Payments to Aboriginal Investment NT for administrative and capital purposes – Land Rights Act, Subsections 64AA(4) ¹	6,328	11,207
Grant payments to or for the benefit of Aboriginal people in the NT – Land Rights Act, subsection 64(4) ¹	85,274	97,704
Payments in relation to township leases and subleases – Land Rights Act, subsection 64(4A)	9,304	10,482
Administration (suppliers and employees including resources received free of charge) – Land Rights Act, subsection 64(6) ¹	4,337	4,190
Total expenditure	343,135	400,611

¹ The above amounts include mining withholding tax remitted to the Australian Taxation Office.

Graph 5.1: Royalty equivalent receipts transferred to the ABA since 2012–13.



Debits out of the Aboriginals Benefit Account

A summary of total ABA expenditure in 2023-24 and 2024-25 is provided at Table 5.2.

Payments to Land Councils for administrative expenses

See Table 5.3 below.

Note: More details can be found in Section 4 in the financial statements.

Table 5.3: ABA monies paid in 2023-24 and 2024-25 to the 4 Northern Territory Land Councils for administrative expenses (net of mining withholding tax)

Land Councils	2023-24	2024-25
	\$'000	\$'000
Northern Land Council	65,575	100,860
Central Land Council	47,329	44,377
Tiwi Land Council	8,752	6,933
Anindilyakwa Land Council	11,106	13,703
Total	132,762	165,873

Appendix A continued

Payments to royalty associations

Under the Land Rights Act, 30 per cent of the royalty equivalent monies must be paid to each Land Council in the area in which a mining operation is situated. These monies are distributed to Aboriginal organisations (royalty associations) in those areas affected by mining operations. Table 5.5 lists payments made in 2023-24 and 2024-25 to Land Councils for distribution to royalty associations (net of mining withholding tax). More detail can be found in Section 4 in the financial statements.

Township Leasing and Aboriginals Benefit Account administrative payments

Administration costs of township leases and other leases administered by the Executive Director Township Leasing are captured under subsection 64(4A) of the Land Rights Act. Costs associated with the administration of the ABA are captured under subsections 64(6) of the Land Rights Act. Table 5.6 provides a breakdown of township leasing administration expenses for 2023-24 and 2024-25, including services provided free of charge.

Payments to Aboriginal Investment NT for administrative expenses

See Table 5.4 below.

Table 5.4: ABA monies paid in 2023-24 and 2024-25 to Aboriginal Investment NT for administrative expenses (net of mining withholding tax)

	2023-24	2024-25
	\$'000	\$'000
Payments to Aboriginal Investment NT for administrative and capital purposes – Land Rights Act, Subsections 64AA(4) ¹	6,075	10,758

1 Additional payments were made to Aboriginal Investment NT during 2023-24 and 2024-25 in relation to subsection 64AA(3) of Lands Rights Act of \$60 million. A payment of \$500 million was paid to Aboriginal Investment NT during 2024-25 in relation to subsection 64AA(1) of Land Rights Act. All payments were recognised as expenses in the 2022-23 ABA Financial Statements.

Homelands project

The NIAA manages the ABA Homelands Project, a one-off allocation of \$56 million made under subsection 64(4) of the Land Rights Act to improve infrastructure other than housing in homelands/outstations across the NT. The project ran from early 2018 to 31 December 2024. The 4 NT Land Councils selected homelands for the project and assisted residents to develop proposals for works.

Recommendations on all proposals were made by the ABA Advisory Committee to the then Minister for Indigenous Australians, who approved proceeding with the delivery of works in 184 homelands. In total, 164 homelands will receive or have received support from the project for a range of priority infrastructure and assets, including water, power, ablution facilities and telecommunications. The remaining projects for the other 20 homelands were either no longer required, funded through other means, or no application was received.

Mining withholding tax

Under the *Income Tax Assessment Act 1936*, payments made from royalty equivalents credited to the ABA are subject to mining withholding tax at a rate specified in the *Income Tax (Mining Withholding Tax) Act 1979*. The current rate of tax applied to payments of mining withholding tax is 4 per cent .

From 1 July 2003, the Australian Taxation Office determined the ABA to be a large pay as you go (PAYG) withholder. Mining withholding tax liabilities on payments made are paid on or before due dates in accordance with the Australian Taxation Office PAYG withholding requirements. The total mining withholding tax for 2024-25 was \$35.5 million, compared with \$13 million in 2023-24.

Management of the Aboriginals Benefit Account and its investment portfolio

The ABA investment strategy is focused on cash-flow requirements, preservation of the fund and management of risk. Monies that are surplus to immediate requirements are invested under section 58 of the PGPA Act. To minimise the risk of loss, section 58 restricts the investment of public money to a limited number of specific low-risk investments such as government bonds, state and territory bonds, term deposits and negotiable cash deposits with a bank.

As at 30 June 2025, the ABA held \$0.8 billion in term deposits with Australian banks. This compares with \$1.4 billion as at 30 June 2024.

Appendix A continued

Table 5.5: Payments to Land Councils for distribution to royalty associations (net of mining withholding tax)

Land council	2023-24 \$'000	2024-25 \$'000
Northern Land Council	18,190	29,987
Central Land Council	36,992	47,686
Anindilyakwa Land Council	35,724	-
Tiwi Land Council	-	-
Total	90,906	77,673

Table 5.6: Departmental administration and expenditure (exclusive of GST)

Administration expenditure	2023-24 \$'000	2024-25 \$'000
Departmental administration expenditure		
Resources provided free of charge	3,728	3,088
Impairment loss on financial instruments	547	872
Subsection 64(6) payments		
Other administrative costs	62	230
Subsection 64(4A) payments		
Office of Township Leasing administrative expenses	4,910	4,765
Depreciation	91	90
Township rent returned to owners under Head Lease agreements	1,428	1,913
Community entity administrative expenses	2,875	3,714
Total administrative costs of the ABA	13,641	14,672

Appendix B - Registrar of Indigenous Corporations Annual Report 2024–25

Office of the Registrar of Indigenous Corporations Annual Report 2024–25

The Registrar of Aboriginal and Torres Strait Islander Corporations is an independent statutory office holder who regulates and supports Aboriginal and Torres Strait Islander corporations under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (CATSI Act). The Registrar is supported to do this work by the Office of the Registrar of Indigenous Corporations (ORIC).

As at 30 June 2025 the Registrar's functions were delivered by 42.95 full-time equivalent staff. Of those, 31.5 per cent identify as Aboriginal and/or Torres Strait Islander staff.

The office is resourced through budget from the NIAA, with corporate support services also provided by the NIAA.

Table 5.7: Funding and expenditure figures for ORIC, 2024–25

Type of funding	Total 2024–25 budget (\$'000)	Total 2024–25 expenditure (\$'000)	2024–25 variance surplus (\$'000)
Departmental	9,835	9,437	398
Administered	4,307	2,634	1,673

Performance

As at 30 June 2025, there were 3,284 Aboriginal and Torres Strait Islander corporations registered under the CATSI Act, including 284 registered native title bodies corporate (RNTBC) and 1,312 corporations that are also registered charities.

During the year, ORIC registered 147 new corporations, including 4 transfers of incorporation from other legislation. ORIC also deregistered 340 corporations.

ORIC provided multiple channels for enquiries, the lodgement of forms and reports of concerns. This included its call centre, info@oric and online portal myCorp. There were 157,130 users of oric.gov.au in 414,912 sessions. From 1 July 2024 to 29 March 2025, there were 69,300 users and 205,036 sessions on the public Register of Aboriginal and Torres Strait Islander Corporations (public register).²

2 Due to the release of the new public register on 30 March 2025, a full year of data cannot be reported for 2024–25.

Appendix B continued

There were 11,900 calls in total to ORIC's call centre; of which 9,658 (or 81.1 per cent) were answered. ORIC's target is to answer 80 per cent of calls received.

ORIC hosted 66 corporate governance training activities involving 1,278 participants from over 632 corporations. There were 18 corporate governance workshops (all in person), 20 single topic workshops (5 in person; 37 online), 7 corporation-specific workshops and 2 rule book design workshops. ORIC also commenced one certificate IV course which will run until 17 October 2025.

In 2024-25 ORIC introduced a new process for managing complaints about corporations which it now refers to as reports of concern. The reports of concern process is focussing on issues raised with ORIC that are suspected breaches against the CATSI Act or a corporation's rule book, rather than on individual conflicts. The new process is aimed at helping members, directors, common law holders and corporations resolve issues themselves using the mechanisms available to them under the CATSI Act. This includes enacting the dispute resolution clause set out in corporations' rule books as well as members invoking their rights to propose resolutions at general

meetings and request directors call general meetings. During the year, ORIC received 456 reports of concern involving corporations.

To complement the new reports of concern process, ORIC also introduced a new definition and treatment for disputes within corporations. ORIC will recognise a dispute if one of the parties has enacted the dispute resolution clause set out the corporation's rule book. Under the CATSI Act, all corporations are required to have dispute resolution clauses in their rule books. In 2024-25, ORIC recorded 22 disputes.

ORIC commenced the financial year with 17 examinations in progress and started a further 41 during the year. As at 30 June 2025, 42 examinations had been finalised leaving 16 on hand. Of those finalised, 21 corporations were operating well and were issued a management letter, 17 were required to improve standards outlined in a compliance notice, and 4 had serious issues and were asked to show cause why a special administrator should not be appointed. Of these 4:

- 2 were subsequently placed under special administration, and
- 2 were issued a compliance notice.

As at 30 June 2025, ORIC had 7 criminal investigations in progress and had referred 20 briefs of evidence to the Commonwealth Director of Public Prosecutions. 19 of these matters are what ORIC refers to as minor regulatory prosecutions and relate to the non-lodgement of reports by corporations. There were 16 successful prosecutions during this period.

More information about ORIC's performance during 2024-25 is available on ORIC's website. ORIC introduced a new performance reporting framework in 2024-25. ORIC reports its performance against a strategic framework and associated deliverables as set out in ORIC's 2024-27 Corporate Plan. These reports are published 3 times a year:

- What have we achieved (November)
- What's been the impact (February)
- How well are we doing (July)

ORIC commenced 2024-25 with 2 Freedom of Information requests on hand and received a further 14 requests during the year.