

—
CORPORATE
PLAN
—

2018/19



ACKNOWLEDGMENT

IBA pays respect to our Elders past, present and emerging.

We honour the resilience and continuing connection to country, culture and community by all Aboriginal and Torres Strait Islander people across Australia.

We recognise that the decisions we make today will impact the lives of generations to come.

INDIGENOUS BUSINESS AUSTRALIA CORPORATE PLAN

Edited and designed by Dreamtime Creative Pty Ltd, www.dreamtimecreative.com.au.

Artwork by Indigenous artist Penny Evans.

IBA has taken all reasonable steps to ensure that the content of this publication is sensitive and considerate of Aboriginal or Torres Strait Islander people.

Throughout this document the term Indigenous refers to Aboriginal and Torres Strait Islander peoples.

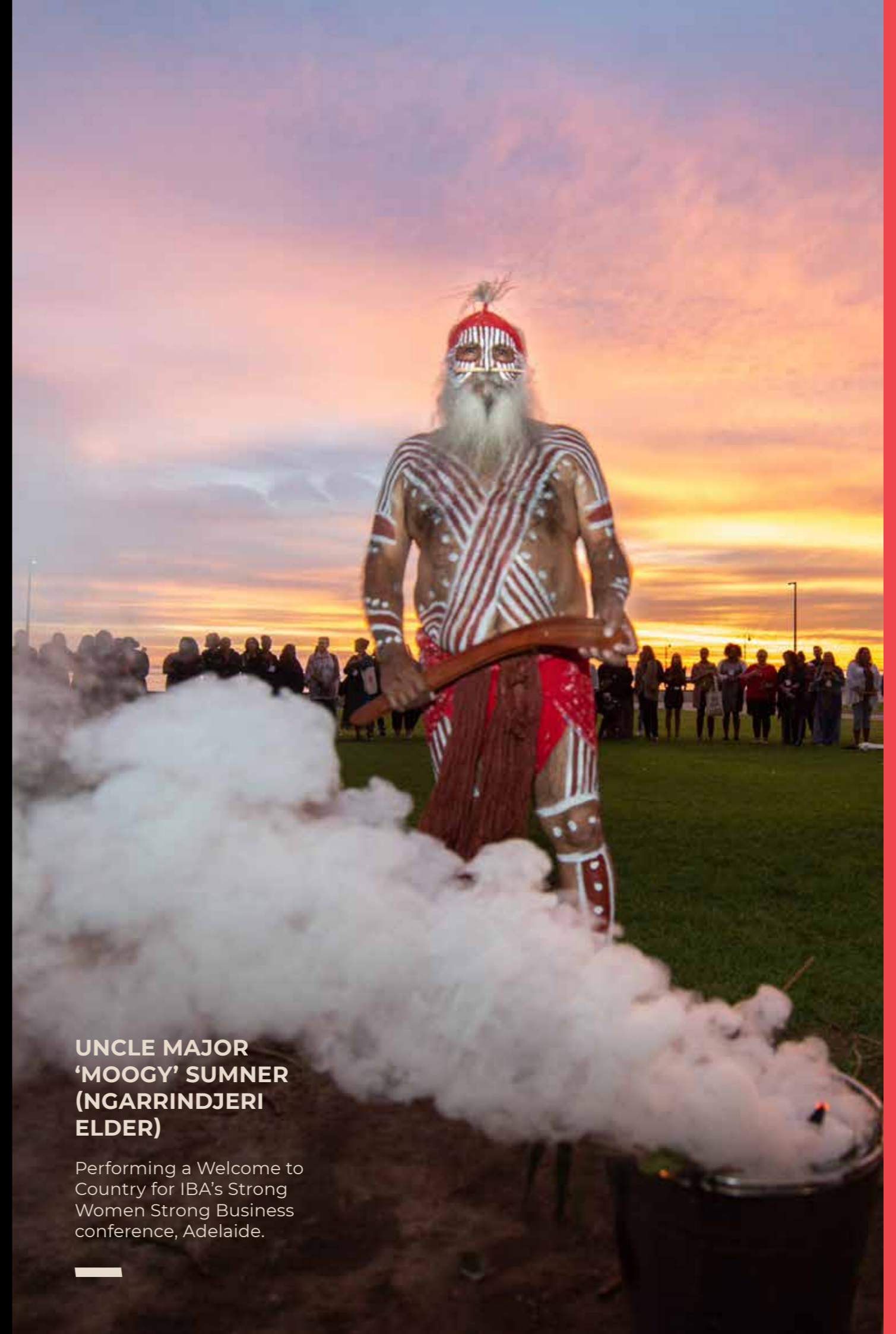
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ISSN 1446-9804 (Print)

ISSN 2206-7329 (Online)

For more information, visit IBA's website at iba.gov.au or call 1800 107 107.

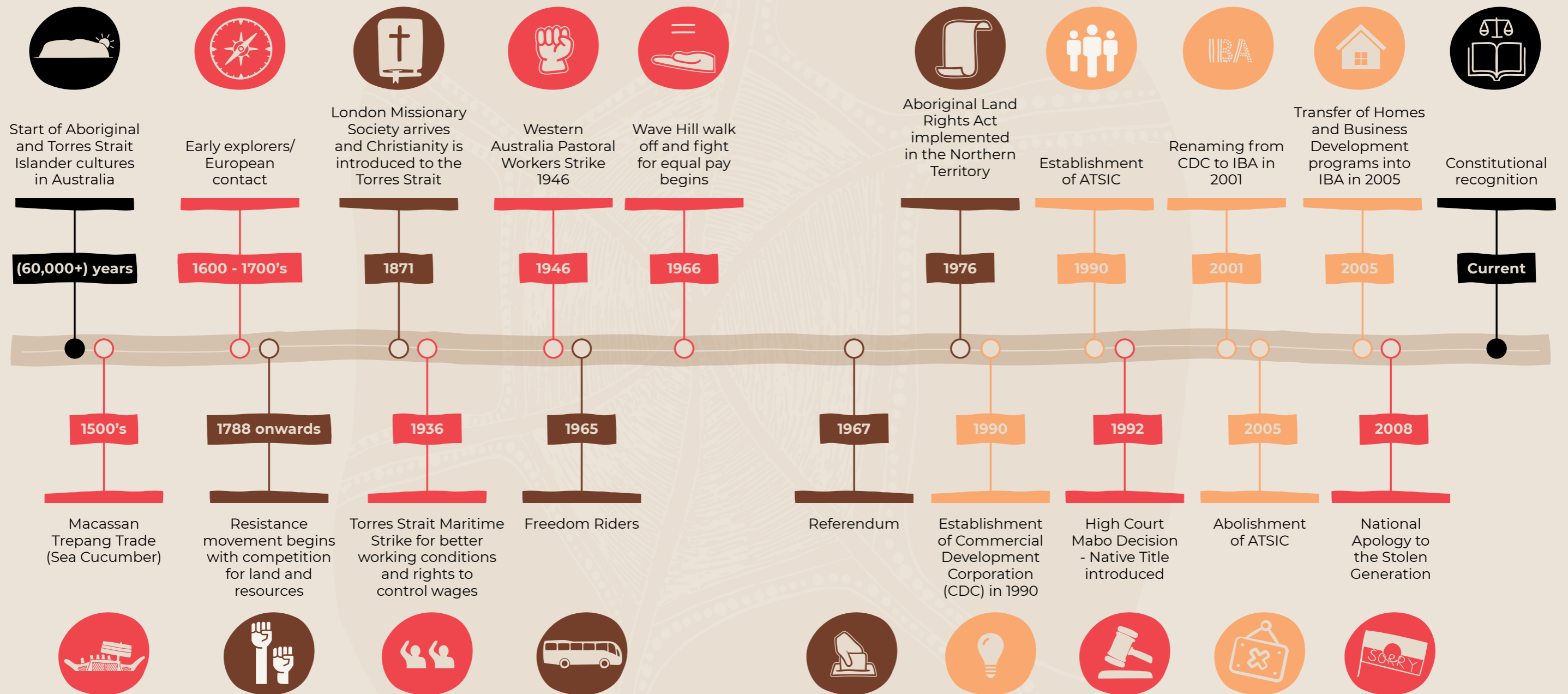
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UNCLE MAJOR 'MOOGY' SUMNER (NGARRINDJERI ELDER)

Performing a Welcome to Country for IBA's Strong Women Strong Business conference, Adelaide.

HISTORY OF INDIGENOUS ECONOMIC PARTICIPATION





FUTURES, INVESTED

“ WE PARTNERED WITH IBA TO ACQUIRE THIS RESORT FOR LONG-TERM SUSTAINABILITY FOR THE ADNYAMATHANHA PEOPLE.

” - Vince Coulthard (Adnyamathanha Yura) – Board Member, Wilpena Pound Resort

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IBA's new brand was created in consultation with customers, staff and management.

This process ensured that the design was based on customer feedback. It was hand designed and crafted to symbolise our purpose and vision, and to represent our customers.

Artwork by Indigenous artist, Penny Evans, inspired the new look. The artwork combines saltwater and freshwater through pathways to a unified centre – a meeting place for ceremony and celebration.

Further information about Penny Evans can be found here www.pennyevansart.com.

As the accountable authority of IBA, the Board presents the IBA Corporate Plan 2018–19, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The plan is consistent with the obligations arising from IBA's enabling legislation, the *Aboriginal and Torres Strait Islander Act 2005* (ATSIA Act), and was prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

This plan covers the period 2018–19 to 2021–22, and replaces IBA Corporate Plan 2017–18.

CELEBRATING OUR COMMUNITY

INDIGENOUS SUCCESS IS WORTH CELEBRATING

Aboriginal and Torres Strait Islander people are strong, resilient and smart.

Across the country we are witnessing the increase of home and business ownership everyday. Opportunities for organisations to invest their funds for the future of their communities is growing at rapid rates.

We support our customers, so that they can continue to grow and make the best choices for their families and communities.

While IBA is only one part of a bigger picture in the Indigenous Affairs landscape, our role is vital in ensuring that the ambitions of our customers can be achieved. This includes:

1. Owning a **home** for their families
2. Starting or growing a **business** to support their families
3. Making money work with solid **investments**.



CHANTE LEOPOLD-WOOLDRIDGE [GEBADI] (ANGKAMUTHI, SAIBAI & DARNLEY) AND TALICIA BOLEA (KABI KABI, ST PAUL ISLAND & SOUTH SEA ISLANDS)

Strong Women Strong Business conference, Glenelg, SA.

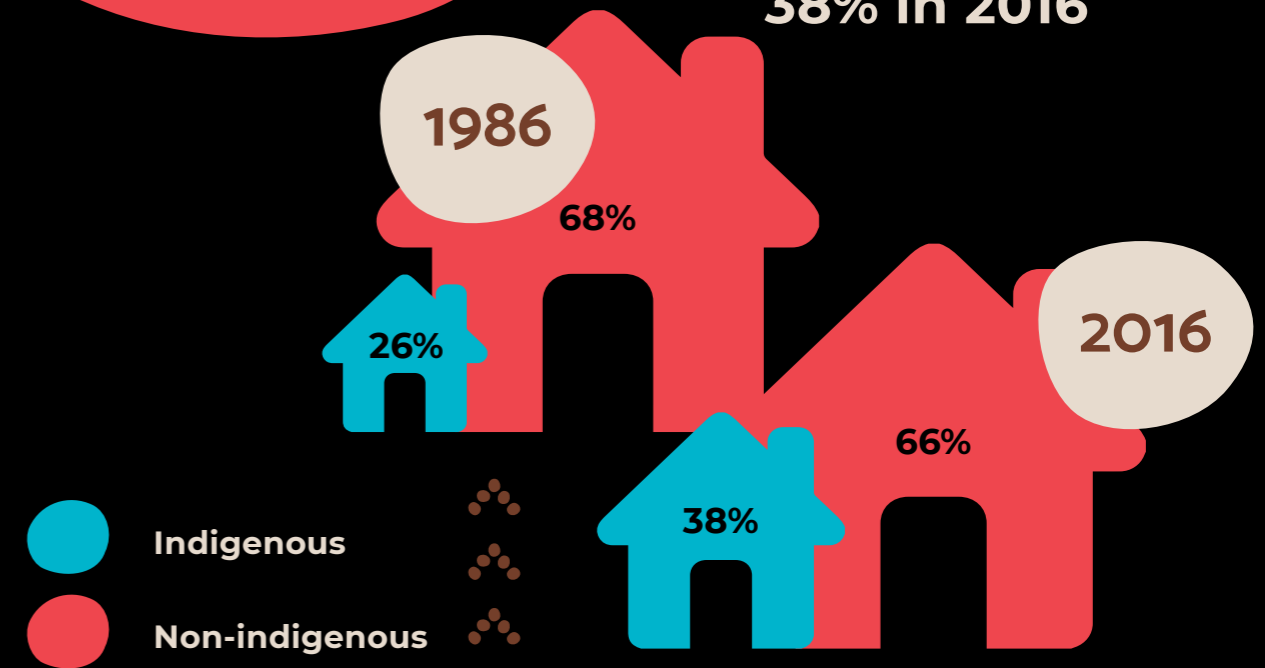
OUR SUCCESS IS YOUR SUCCESS

HOME OWNERSHIP



Owning your own home is about more than just bricks and mortar. The social and cultural benefits to health, relationships and education, are profound. This is why IBA is proud to be helping more Aboriginal and Torres Strait Islander families buy a home than ever before.

Home ownership for Aboriginal and Torres Strait Islander people increased from 26% in 1986 to 38% in 2016



IBA HAS PROVIDED \$2.7b IN HOME LENDING

1975

TODAY



When we work to grow sustainable businesses with our customers, families and communities have more choices and control of their future.

SUSTAINABLE BUSINESSES

Our goal is not just to increase the number of Aboriginal and Torres Strait Islander businesses, but ensure they have the highest possible survival rate.



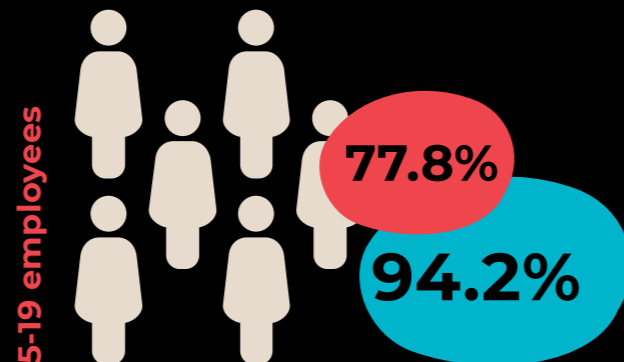
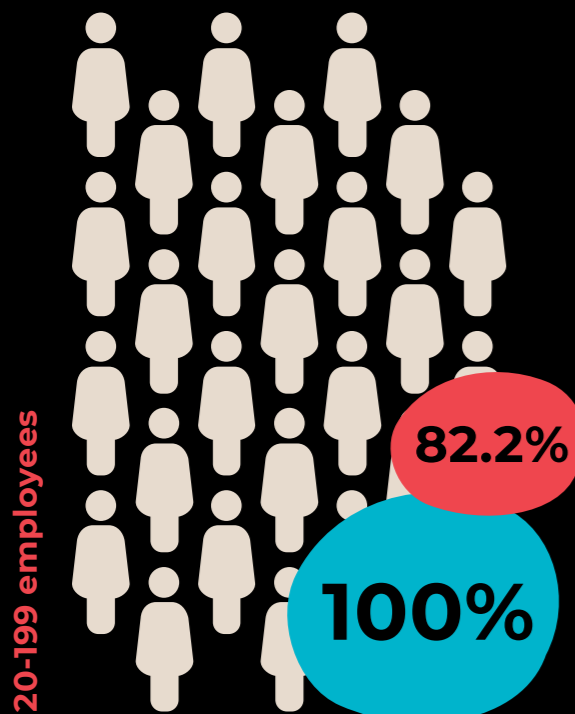
Good investment choices give people more freedom to do the things that strengthen their families and communities.

GROWING OUR IMPACT

Our investments aim to employ Aboriginal and Torres Strait Islanders and use Indigenous businesses where we can.

AUSTRALIAN BUSINESS SURVIVAL RATES

Business survivability after four years, by employee size (2017).



- Australian Bureau of Statistics 2017
- IBA business customers 2017-18

In 2017/18, IBA achieved a 7% return on its investments.



Since 2013, IBA's investment portfolio has paid more than \$80m in wages to Indigenous employees.



\$20m



Since 2013, IBA's investment portfolio has procured more than \$20m from Indigenous businesses.

WHY WE EXIST

IBA's vision is for a nation where Aboriginal and Torres Strait Islander people are economically independent and an integral part of the economy. Aboriginal and Torres Strait Islander people and communities are resilient, intelligent and forward thinking. Throughout history, Aboriginal and Torres Strait Islander people have navigated country, culture and new systems to improve the well-being of their families and communities.

The world will continue to change and although IBA is not able to do everything, we can contribute meaningfully to increase economic participation and development.

IBA was created to assist and enhance the economic development opportunities of Aboriginal and Torres Strait Islander people across Australia. Our purpose and functions are set out in the *Aboriginal and Torres Strait Islander Act 2005* (the ATSI Act) which requires us:

- to assist and enhance Aboriginal and Torres Strait Islander self-management and economic self-sufficiency; and
- to advance the commercial and economic interests of Aboriginal persons and Torres Strait Islanders by accumulating and using a substantial capital asset for the benefit of the Aboriginal and Torres Strait Islander peoples.

In short, this means we work with Aboriginal and Torres Strait Islander people to enable housing security; start or grow a business or make informed investments for their future.

We know we still have work to do for our shared dream to become a reality.

IBA believes that Aboriginal and Torres Strait Islander people must determine for themselves the best actions and strategies to improve their personal and economic well-being.

The capacity to make such choices is directly linked to financial independence which is 'the ability and resources to take care of yourself and your family without government assistance.'

IBA serves, partners and invests with Aboriginal and Torres Strait Islander people who want to own their future. We provide financial products and services, and we invest in people, places and ideas. We're deeply invested in the financial success and economic independence of Aboriginal and Torres Strait Islander people.

It's why we exist!

HOW WE WORK

VISION

A nation in which Aboriginal and Torres Strait Islander peoples are economically independent and an integral part of the economy.

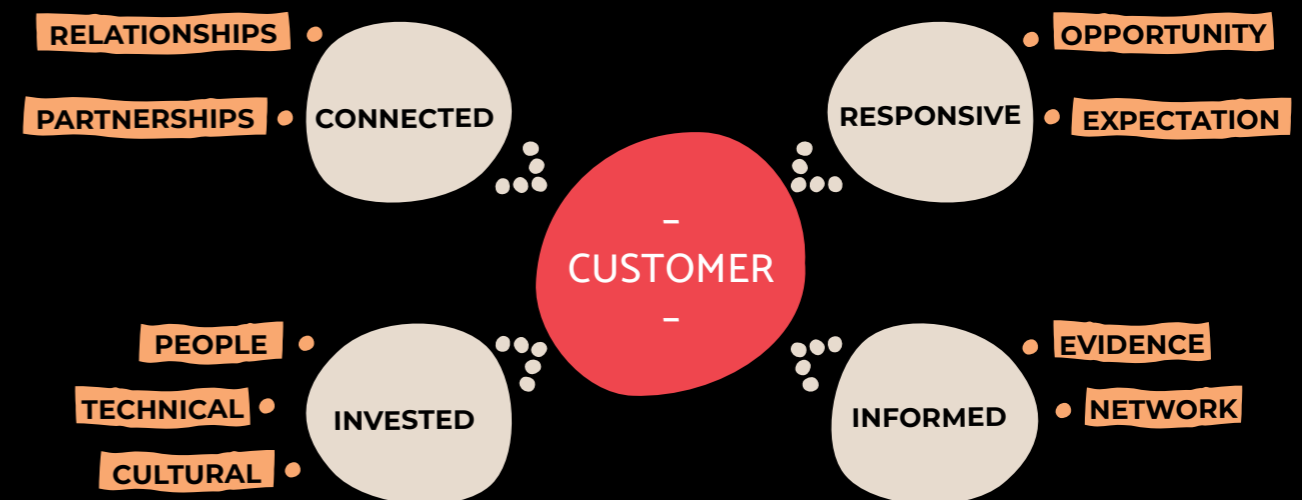
SERVICES



OUTCOME

Economic independence and inter-generational wealth for Aboriginal people and Torres Strait Islanders.

OUR ENGAGEMENT FRAMEWORK



CUSTOMER FIRST CULTURE

IBA serves, partners and invests with Aboriginal and Torres Strait Islanders who want to own their future. We go further than provide money; we invest in people, places and ideas that can't wait.

We acknowledge that it is critical to connect to our roots and listen to the people we serve, partner and invest with.

In 2018, IBA launched a new brand designed to better connect with our customers and communities, reminding everyone what we are trying to achieve together.

The outline of our Strategic Plan (page 14-15) is the big picture and tells us what we want to achieve five years from now and how we plan to do so.

We are looking at new ways to make sure that we invest the right way and for the benefit of Aboriginal and Torres Strait Islander people.

We provide:

- finance for home and business loans
- flexible terms (such as low deposits for home loans) and support (such as capability building and financial literacy)
- support for business regardless of stage
- investment vehicles to grow wealth, create jobs and small business opportunities
- grant / loan packages (e.g. for remote loans and start-up financing)

Our new engagement framework (page 11), shows the new way IBA operates; to always make sure that our customers come first.

IBA is also trying to make our solutions easier and simpler to understand. We are not a big organisation but we do have a lot happening.

To find out more about what we have planned for the next 12-months, see our Operating objectives (pages 16-17).

To see how we plan to measure our performance targets for the next five years, please refer to the Appendices.

OUR ENVIRONMENT

We work in a dynamic and changing environment.

As more Aboriginal and Torres Strait Islander people look to own their homes, get into business and invest for the future, IBA is experiencing increased demand for our solutions.

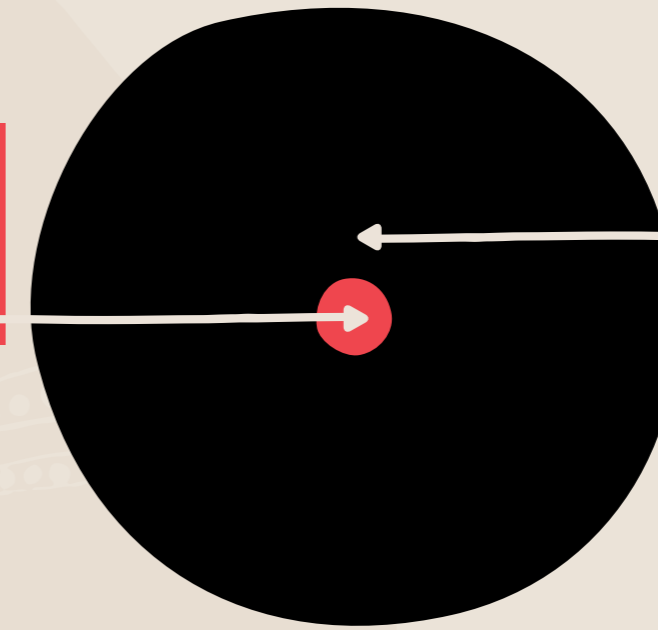
The rate of home ownership amongst Aboriginal and Torres Strait Islander people is increasing. The Indigenous business sector is also growing, including as a result of Federal and State procurement and other policies. Indigenous organisations are looking for new ways to invest funds flowing from native title, land use agreements and other sources, and to use their land for economic benefit.

As this occurs, we are also seeing increased interest in business and investment in new sectors, such as affordable housing, renewable energy, water and other forms of impact investing. We are enhancing our internal research and development function to identify new opportunities and areas of interest in the future.

We expect our customers' needs to change over time as Aboriginal and Torres Strait Islander's are the fastest growing (by more than 17% since the last census) and the youngest (more than 50% of people are younger than 25) demographic in Australia. Our challenge is to keep pace with this change, make sure that we deliver relevant solutions, and embrace new technologies, to support our customers to participate in and to be included in the Australian economy. As a result, we are investing in our digital platforms to enhance our customers' experience and broaden our reach. We also want to support more women and youth to take up economic opportunities available to them.

HOW WE INVEST

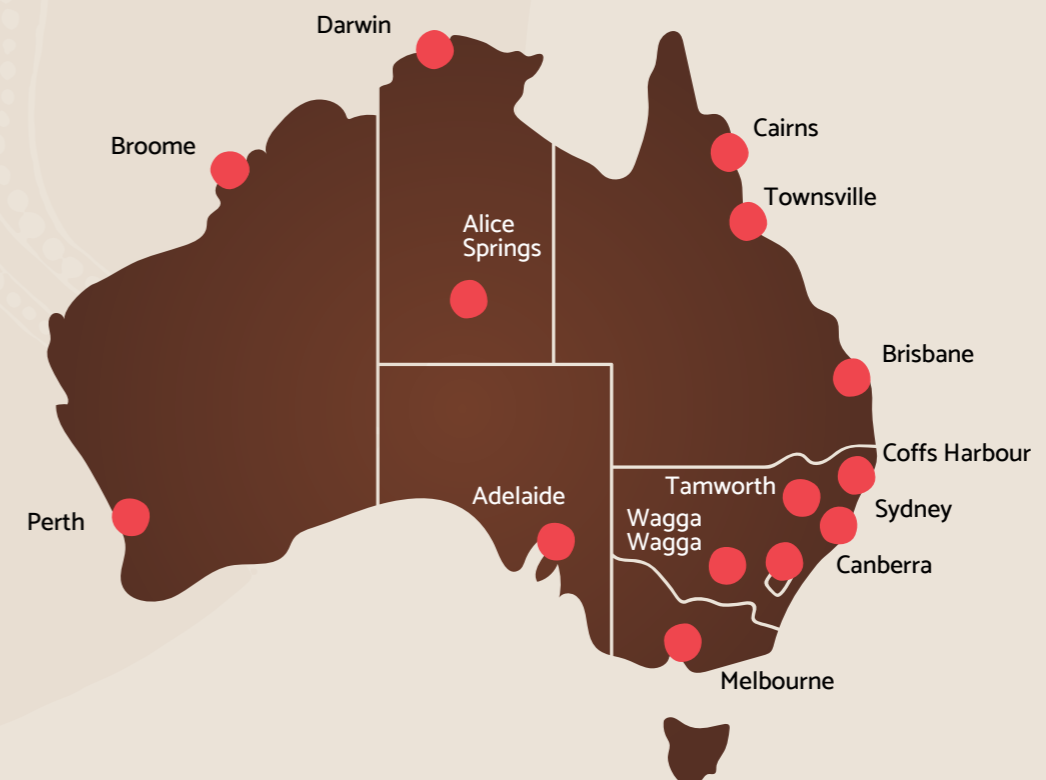
\$33 million in funding from government for housing and business loans.



Close to \$400m from IBA reinvested into the Indigenous economy

*Figures are in respect of the 2017-18 financial year.

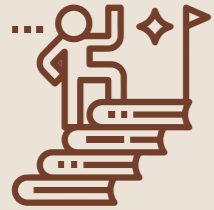
WITH 14 LOCATIONS AROUND AUSTRALIA, THERE WILL ALWAYS BE SOMEONE CLOSE BY OR A PHONE CALL AWAY TO HELP YOU WORK OUT NEXT STEPS.



WHY DO WE EXIST?

VISION A nation in which Aboriginal and Torres Strait Islander people are economically independent and an integral part of the economy.

PURPOSE IBA serves, partners and invests with Aboriginal and Torres Strait Islander people who want to own their future. We provide financial products and services, and we go further: we invest in people, places and ideas that are ready. We help make them real. We're deeply invested in the financial success and economic independence of Indigenous Australians. **It's why we exist.**



CUSTOMER SUCCESS

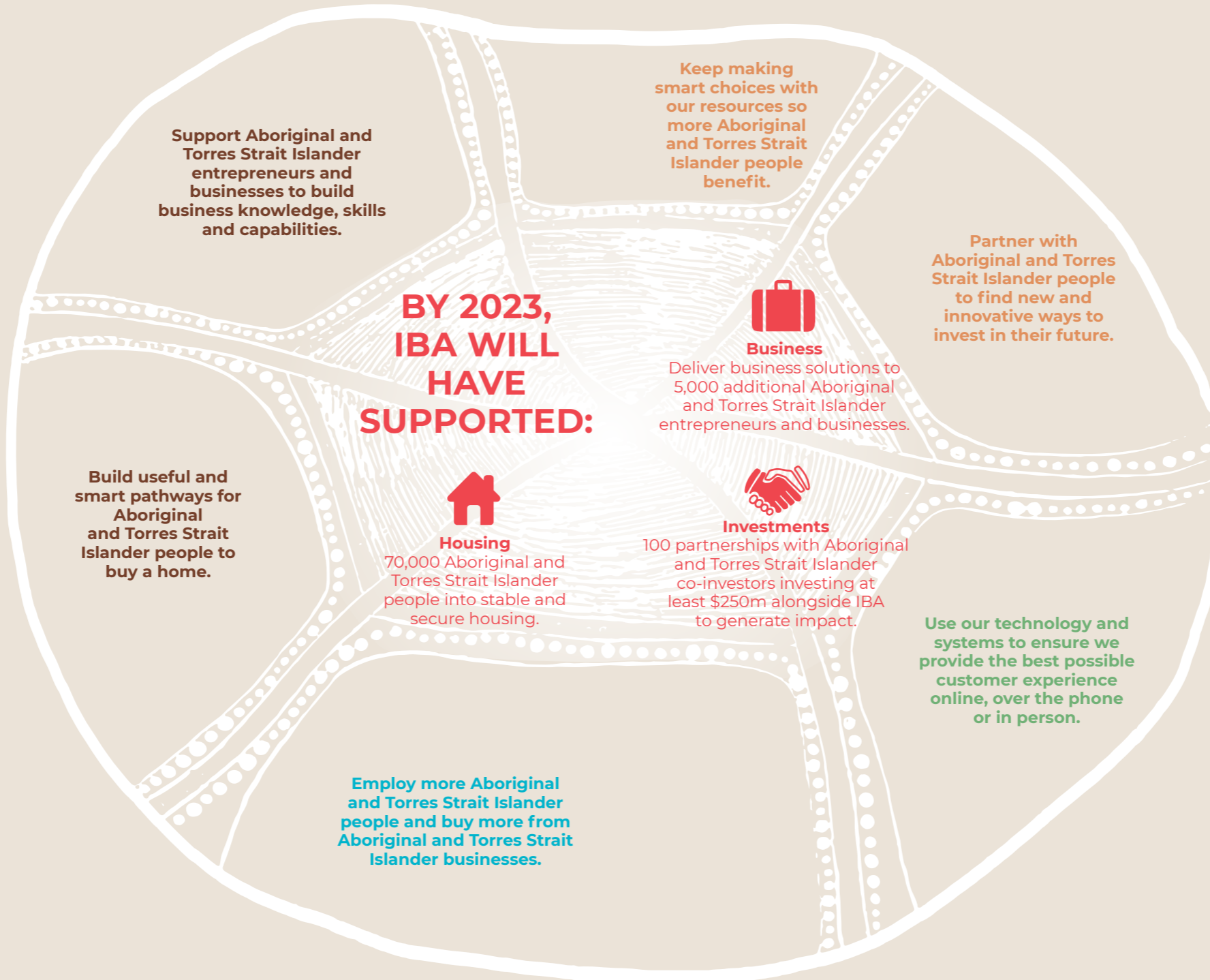
WE ARE A GO-TO AGENCY FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE, PROVIDING THEM WITH PRODUCTS AND SOLUTIONS DESIGNED FOR THEIR SUCCESS. WE MAKE OURSELVES AVAILABLE TO SUPPORT OUR CUSTOMERS AND CELEBRATE THEIR SUCCESS.



DEADLY PEOPLE

IBA'S EMPLOYEES ARE CULTURALLY COMPETENT, TECHNICALLY CAPABLE AND DELIVER RESULTS.

OUR CUSTOMERS TRUST THAT OUR STAFF HAVE THE RIGHT SKILLS AND ARE THE BEST PEOPLE FOR THE JOB.



SMART MONEY

INVEST WITH OUR CUSTOMERS SO THEIR DREAMS BECOME A REALITY.

WE WILL REINVEST AND BUILD LONG TERM WEALTH FOR ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES.



STRONG SYSTEMS

OUR CUSTOMERS EXPERIENCE AT IBA IS POSITIVE AND CONSISTENT.

IBA CUSTOMER JOURNEY:

OPPORTUNITY



PARTICIPATION



INCLUSION

CUSTOMER OUTCOMES

IBA will continuously strive to improve our customer's end-to-end experience. Over the next 12 months we will:



HOUSING SOLUTIONS

Lend \$220m to support Aboriginal and Torres Strait Islander people into home ownership.

Support 4.5% of existing home loan customers to transition to a mainstream lender.

Design a long-term funding model that allows IBA to support more Aboriginal and Torres Strait Islander people into stable and secure housing.



BUSINESS SOLUTIONS

Support over 1000 customers to start or grow their businesses with access to business support and capability development.

Support our Indigenous business customers to maintain a business survival rate that meets or exceeds the Australian average.

Provide \$40m in financing solutions to Indigenous businesses.



INVESTMENTS

Deliver strong financial returns to IBA's co-investors of CPI+4.5%.

Achieve 40% Indigenous employment across the IBA platform.

Procure \$4.5 million in goods and services from Indigenous businesses across the IBA group.

YEAR ONE FOCUS

As we begin to bring our new strategic vision to life, over the next 12 months IBA will ask ourselves the following questions as we review our products, policies and processes.

Do our products meet our customer needs?

Is our customer's experience positive and consistent?

Are we making the best use of money available?

Do we know what the social impact of our customer's journey is?

Are our people skilled to help our customers achieve their goals?



SUPPORT FOR SUCCESS

Design and deliver a customer network to enhance connections to economic opportunities.

Design and deliver a Social Impact Tool to better measure our impact for Aboriginal and Torres Strait Islander people and communities.

Enhance IBA's digital platform to improve customer experience.

Grow IBA's policy and thought leadership presence locally and globally by sharing our customers' success.

Streamline policies and processes across the organisation to improve our customer's experience.



IDEAS, INVESTED

“
**IBA IS A GREAT
VEHICLE TO HELP
INDIGENOUS
BUSINESSES
GROW TODAY.**

” - Gavin Kelly (Girudala) – Inventor, Smart Syphon

INDIGENOUS IMPACT



To make sure the work we do at IBA makes a positive difference to our customers, we are going one step further to support stronger families and thriving communities by doing what we do well – getting families into homes, growing businesses and making smart investments.

When Aboriginal and Torres Strait Islander people talk about success it is often not only about money – it can be about thriving families and communities – healthy, safe, educated and supported to have better choices. At IBA, to invest in our customers, we acknowledge that our customers are individuals, families, businesses and community organisations from all across Australia.

There are many factors and variables that contribute to health and wellbeing, and many policies and programs in Australia exist that are designed to improve health and wellbeing outcomes for Aboriginal and Torres Strait Islander people. IBA is but one part of this broader framework created by Government with a focus on economic participation.

Numbers alone can never tell the complete story about Aboriginal and Torres Strait Islander Australians. To measure the impact we're having beyond the money story and because our customer's stories are really important, we are looking to use the United Nations Declaration on the Rights of Indigenous Peoples and the Sustainable Development Goals (SDGs) to frame our impact and benefits. We did this because we know Indigenous rights are important.

The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

At a national level in Australia, IBA will also look at how we can link to other frameworks developed by COAG and reported upon in the Overcoming Indigenous Disadvantage Reports as well as Closing the Gap Refresh. The indicators in this framework were developed to measure and track the improvement in the health and wellbeing of Aboriginal and Torres Strait Islander Australians. IBA, with its focus on economic participation, contributes towards many of the indicators.

WHY ARE WE DOING THIS?

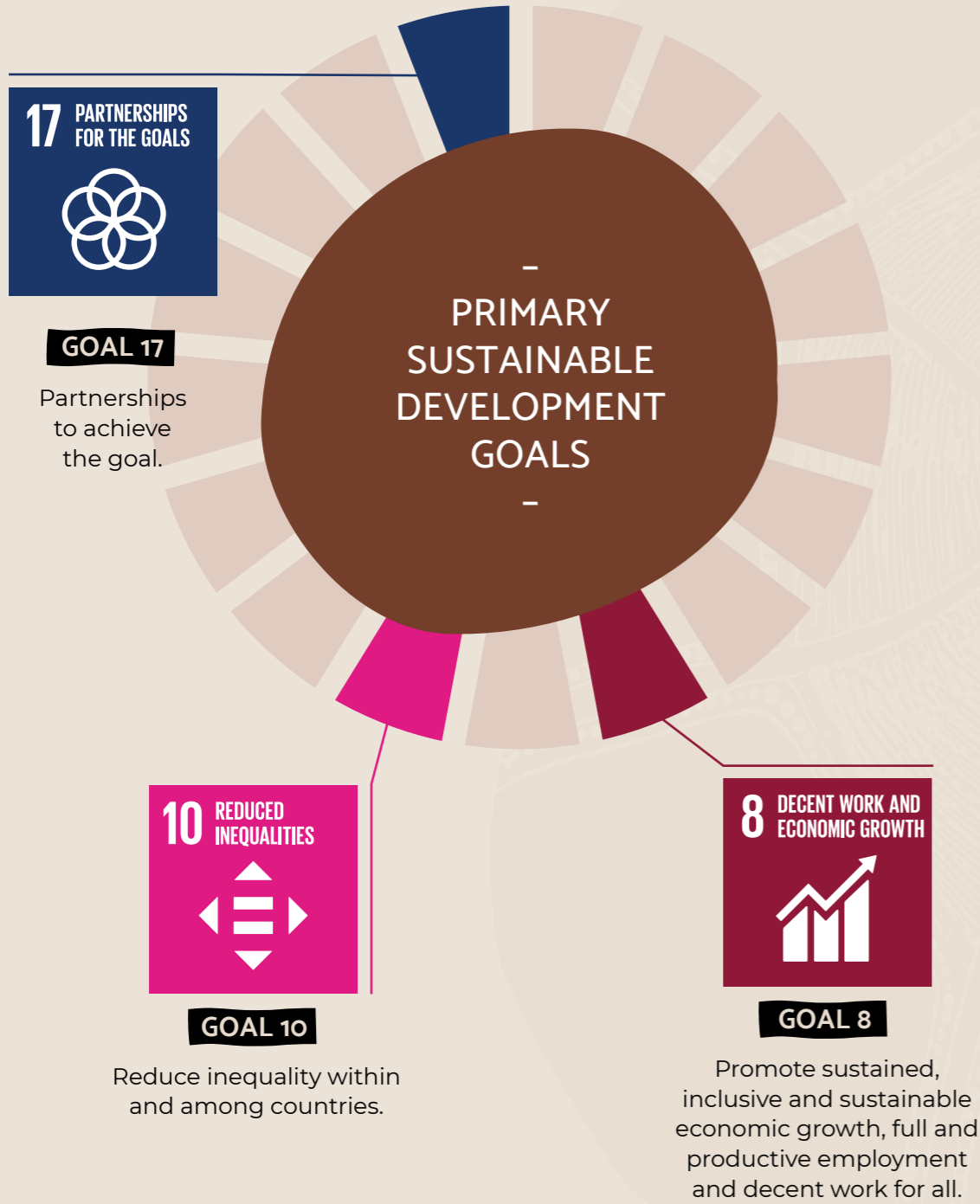
IBA is aligning our work with the Sustainable Development Goals.

This ensures that IBA's achievements and outcomes can be monitored against a global framework and ensures accountability to putting our customers first. It also assists in:

- 1. Contributing to the Australian SDG framework** specifically highlighting Aboriginal and Torres Strait Islander economic participation.
- 2. Ability to highlight disparities and improvement** between Aboriginal and Torres Strait Islander population and the wider Australia population.
- 3. Highlight the positive contribution of Aboriginal and Torres Strait Islander people** to the Australian economy to a global audience.

For more information about the SDG's, IBA invites you to visit www.un.org/sustainabledevelopment/sustainable-development-goals/

THE PRIMARY SUSTAINABLE DEVELOPMENT GOALS THAT IBA'S WORK CONTRIBUTES TO ARE:



THE SECONDARY SUSTAINABLE DEVELOPMENT GOALS THAT IBA'S WORK CONTRIBUTES TO ARE:



CAPABILITY AND SYSTEM PROCESSES

One of the big questions we get from our customers is “How do we know you’re doing what you said you were going to do?”.

Our performance is measured by what we say we’re going to do every year in the Corporate Plan, longer term in the Strategic Plan and through our reporting and performance.

In addition to the numbers, IBA will invest in our staff to:

- Increase IBA’s Aboriginal and Torres Strait Islander workforce from over 30% currently to at least 35% by 2021;
- Increase Indigenous procurement to 20% of suppliers to achieve a \$10 million spend per year by 2021 and beyond. This includes improving internal processes to use suppliers across program areas;
- Have a culturally safe, inclusive and diverse workplace that supports and recognises a strong Aboriginal and Torres Strait Islander workforce and develops the capability of all staff; and
- Continue to receive feedback and advice from our Aboriginal and Torres Strait Islander staff network, Galambany, meaning “We, including you” in the Ngunnawal language (gifted by the United Ngunnawal Elders Council).

Some of the actions we are taking in the short term include:

- Implementing IBA’s engagement framework focusing on the customer and introducing new values for all internal and external stakeholder engagements.
- Creating new Principles of Business and engagement that deliver on our Indigenous Employment and Procurement goals.
- Introduce new research and development teams to track, prove and strengthen the voice of our customers backed up by solid market research, policy and advocacy.

- Investing in our IT systems to create a more customer focused model of delivery.

IBA is also becoming more flexible in how we deliver our products and services to customers. Some examples are:

- **Partnerships:** We are partnering with organisations to increase the reach of IBA’s products and services especially in areas where service delivery might be challenging. We are deepening relationships with key Aboriginal and Torres Strait Islander businesses and organisations, actively seeking to develop partnerships with other key organisations, and building connections within Aboriginal and Torres Strait Islander communities.
- **Technology:** IBA Homes have implemented two new secure web applications, the online Expression of Interest form and Housing Loan Application to streamline the process for customers who wish to apply for a home loan. The new online applications allow customers to submit their application from their computer, device or smart phone, including uploading supporting documents.

An online loan calculator also gives customers level of financial assistance they may be able to receive through the program, providing customers with tailored information about a potential IBA home loan.

- **Innovation:** The Indigenous Investments Partnerships Initiative was launched in 2017 and remains open. This is a \$50 million initiative to encourage impact investment in ventures that support Aboriginal and Torres Strait Islander people. IBA have also recently introduced new business finance products such as performance bonds, invoice finance and film finance.

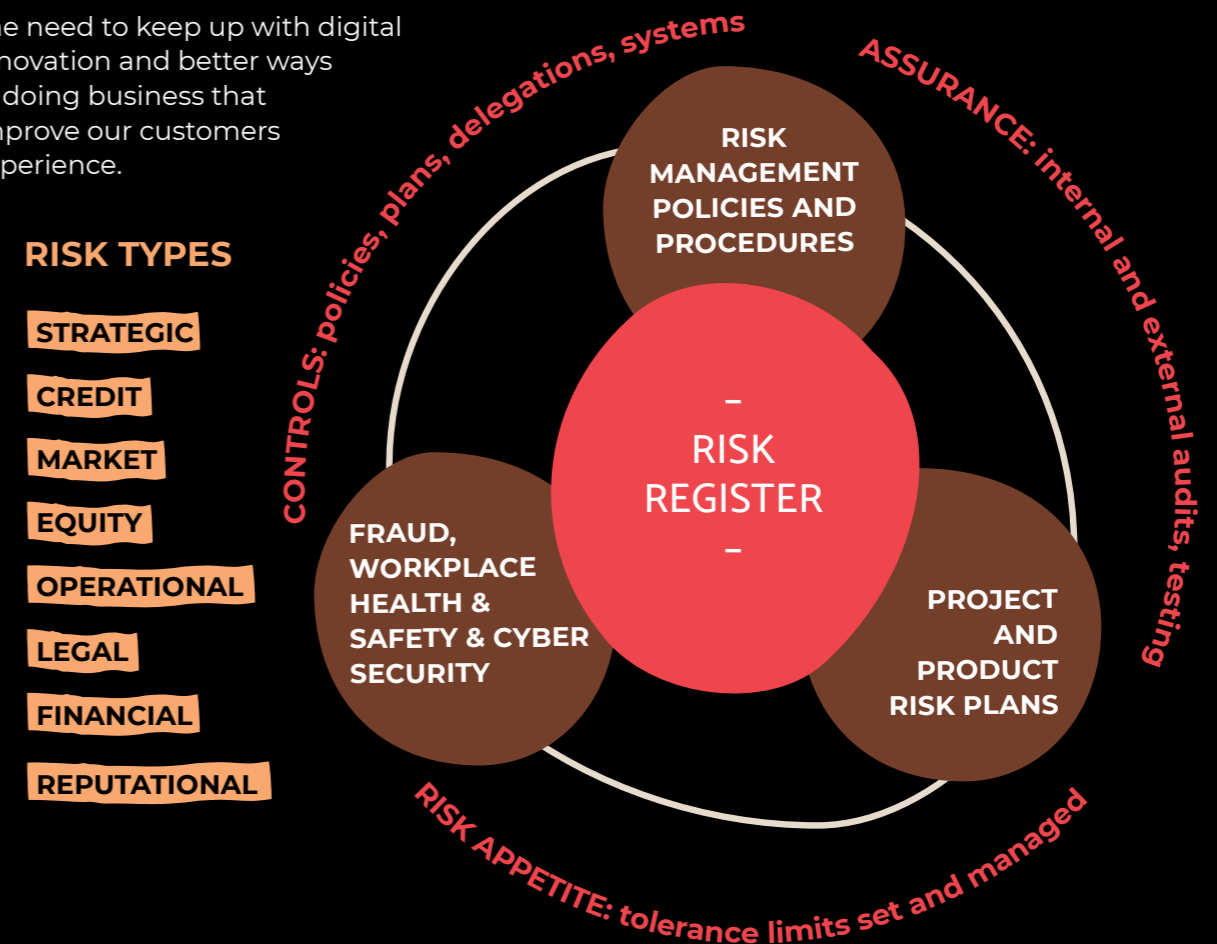
RISK SYSTEM AND PROCESSES

When our customers succeed, it means that we are doing our jobs well. And doing our job well comes with risk. In the year ahead, key risks that could affect our goals include:

- Changes in the unemployment rate or interest rates, could affect our loan portfolios;
- Changes in economic conditions, property and share markets could affect returns to IBA and Indigenous co-investors from our investments;
- Changes in credit policies in the finance sector could affect demand for our services, noting that IBA offers more flexible solutions than many mainstream lenders;
- The need to access new sources of funding to keep up with growing demand, particularly for home loans; and
- The need to keep up with digital innovation and better ways of doing business that improve our customers experience.

At IBA we undertake a professional approach to managing risk in relation to our financial affairs as well as compliance, governance, reputation and operational matters. In order to achieve our objectives and to allow for innovation in developing our products and strategies we tend to have a greater appetite for risk than mainstream lenders or investors. However, we seek to lend and invest responsibly, with the benefit of prudent due diligence.

IBA’s Risk Management Framework is shown in the diagram below and highlights the processes of control that IBA has in place to manage risks that could occur in the next 12 months - we can’t always control the risks but we can manage how they affect us so that we can make sure we continue to deliver to our customers regardless of what is happening.





YOU, INVESTED

“ I JUST WANT THE BEST FOR MY KIDS, THAT’S WHY WE BOUGHT THIS HOUSE. IT’S SOMETHING TO BE PROUD OF, IT’S SOMETHING WE OWN.

” - Brett French (Kamilaroi), Moree NSW.

APPENDICES

RESOURCING

One of the big questions we get from customers has to do with money.

IBA is often asked who we receive money from, how much money we receive and what we spend the money on.

To help make it easier for our customers and staff, here are some easy reminders about how IBA is resourced:

- IBA is a corporate Commonwealth entity.
- IBA reports to the Minister for Indigenous Affairs.
- IBA has rules we must meet which are managed through the Commonwealth Portfolio Budget Statements (PBS) and portfolio additional estimate statements process under the Prime Minister and Cabinet Portfolio.

- IBA is a part of the Australian Government and receives funding to assist with the operation of the business and home ownership programs.
- Most of IBA's operations use self-generated revenue from home and business loans and investments.
- IBA's Equity and Investments program receives no money from the Australian Government and is run solely from overall returns from IBA's investment portfolio.

Details of IBA's revenue and expenses can be found in the table below.

IBA revenue, equity injections and expenses (\$,000)	2017-18 Estimated actual \$'000	2018-19 Budget \$'000	2019-20 Forward estimate \$'000	2020-21 Forward estimate \$'000	2021-22 Forward estimate \$'000
Revenue					
Funds from Government	50,250	39,987	39,587	39,712	39,712
Appropriation funding	10,133	9,762	9,587	9,712	9,712
Grants	40,117	30,225	30,000	30,000	30,000
Other revenue ¹	157,138	162,934	163,582	167,556	171,658
Total Revenue	207,388	202,921	203,169	207,268	211,370
Equity injections from Government	22,850	22,850	22,850	22,850	22,850
Expenses					
Housing Solutions	73,752	61,132	57,465	60,309	61,339
Business Solutions	27,862	28,779	28,692	28,971	29,677
Equity and Investments ²	100,307	99,722	94,549	96,952	98,926
Total expenses for Outcome 1	201,921	189,633	180,706	186,232	189,942

APPENDICES

PERFORMANCE

The performance criteria in the table on page 27 are indicators from IBA's 2018-2019 Portfolio Budget Statements and are aligned to the key elements of our purpose. Where relevant, the performance

measures relate to IBA inclusive of its subsidiaries and associates. These indicators are in addition to actions that IBA intends to undertake in our 5 year Strategic Plan.



BROGAN LEE


Outcome 1 – Improved wealth acquisition to support the economic independence of Aboriginal and Torres Strait Islander peoples through commercial enterprise, asset acquisition and access to concessional business and home finance.

Delivery	IBA will increase wealth and assets for Indigenous individuals, families, businesses, organisations and communities through: <ol style="list-style-type: none"> Delivering finance products and support to assist Indigenous customers to enter into home ownership Building commercial capability and creating wealth through investment in and direct management of businesses and assets Providing finance products and support to assist Indigenous customers to start-up, acquire or grow their own businesses.
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Performance information						
Performance criteria	Targets	Measurements				
		2017/18	2018/19	2019/20	2020/21	Beyond 2021
<i>To make a lasting difference to the economic prosperity of Aboriginal and Torres Strait Islander communities and people across Australia.</i>	<i>Total value of business finance products approved in financial year³</i>	\$40m	\$40m	\$40m	\$45m	\$45m
	<i>Portfolio value of business finance products⁴</i>	\$109m	\$120m	\$140m	\$150m	\$160m
	<i>Survivability of Indigenous businesses⁵</i>	Meets or exceeds the Australian average	Meets or exceeds the Australian average	Meets or exceeds the Australian average	Meets or exceeds the Australian average	Meets or exceeds the Australian average
	<i>Value of finance for home ownership outcomes approved⁶</i>	\$220m	\$220m	\$220m	\$230m	\$230m
	<i>Portfolio value of finance for home ownership outcomes⁷</i>	\$775m	\$800m	\$819m	\$835m	\$850m
	<i>Percentage of housing customers who transition or are supported into mainstream lending⁸</i>	4.5%	4.5%	4.5%	4.5%	4.5%
	<i>Percentage of housing loans to applicants who are first home buyers</i>	94%	90%	90%	90%	90%
	<i>Total amount of Indigenous co-investments with IBA⁹</i>	\$140m	\$155m	\$170m	\$185m	\$200m
	<i>Portfolio return to Indigenous co-investors^{10,11}</i>	CPI +4%	CPI +4%	CPI +4%	CPI +4%	CPI +4%
	<i>Total value of Indigenous procurement¹²</i>	\$4m	\$4.5m	\$6m	\$7.5m	\$10m
<i>% of suppliers that are Indigenous¹³</i>	10%	12.5%	15%	17.5%	20%	
<i>To invest in and develop a skilled, culturally capable and outcome focused team that puts our customers first.</i>	<i>% of jobs held by Aboriginal and Torres Strait Islander people within IBA</i>	29%	30%	32%	33.5%	35%
	<i>% of jobs supported by IBA's associates, subsidiaries and program customers held by Indigenous Australians¹⁴</i>	40%	40%	41%	42%	42%
Purpose	<ol style="list-style-type: none"> To assist and enhance Aboriginal and Torres Strait Islander self-management and economic self-sufficiency. To advance the commercial and economic interests of Aboriginal persons and Torres Strait Islanders by accumulating and using a substantial capital asset for the benefit of the Aboriginal and Torres Strait Islander peoples. 					

FOOTNOTES:

1. 'Other revenue' consists of interest earnings from loan portfolio, rental receipts, and sales of goods and services within IBA's subsidiary investments.
 2. Revenue and expenses for the Equity and Investments Program represent the consolidated revenue and expenses of IBA and its investment subsidiaries. The program does not receive any Australian Government appropriation.
 3. Total value of business related finance products including loans, performance bonds, leases and other finance products approved in financial year
 4. Total portfolio value of business related finance products including loans, performance bonds, leases and other finance products
 5. The trading status of business finance customers is measured at the end of each financial year. Results are compared with data showing "survival rate by employment size range" as published by the Australian Bureau of Statistics in the most recent available version of: Cat. no. 81650.0 Counts of Australian Businesses, including entry and exits. Measure will be reported on by survivability of finance clients compared to Australian average.
 6. Total value of loans, guarantees and other finance products provided for home acquisitions (including purchase of residential land), property settlement, refinance and essential home improvements approved in financial year.
 7. Total book value (face value less discounts and doubtful debt of portfolio and current year) of loans, guarantees and other finance products provided for home acquisitions (including purchase of residential land), settlement, refinance and essential home improvements
 8. Total Transition to mainstream lending arises where the customer refinances home finance with a commercial lender. Support provided by IBA to access mainstream lending includes loans, guarantees, deposit assistance and other finance products that enable the customer to access finance with a commercial lender.
 9. Total value of funds invested by Indigenous organisations, businesses and individuals alongside IBA, including in managed funds, direct investments and property.
 10. Portfolio return to IBA's Indigenous co-investors during the year, calculated as the after-tax comprehensive income (including valuation increments and decrements) generated by Indigenous co-investors' and beneficiaries' interests in the investment portfolio in the budget year, expressed as a percentage of the aggregate value of Indigenous co-investors' and beneficiaries' holdings.
 11. Portfolio CPI refers to the average consumer price index for Australia during the measurement period. For example, if the realised CPI for 2018-19 is 1.7%, the expected return based on a target of CPI + 4% is 5.7% (1.7% + 4%).
 12. Total dollar value of goods and services procured from Indigenous businesses by IBA and its subsidiaries and associates
 13. Total percentage of goods and services procured from Indigenous businesses by IBA and its subsidiaries and associates
 14. Is calculated as the sum of (i) the rolling twelve-month average of all Indigenous employees of IBA subsidiaries and associates (to incorporate seasonality changes); and (ii) the number of Indigenous employees within IBA's businesses finance customers (recorded annually).
- (a) New or modified performance criteria that reflect new or materially changed programs are shown in italics.



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Performing a Welcome to Country for IBA's Strong Women Strong Business conference, Adelaide.



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037-07-2018