



# CORPORATE PLAN 2024-25

AND STRATEGY TOWARDS 2028



Driving financial inclusion and economic  
empowerment with Aboriginal and  
Torres Strait Islander people.



**Australian Government**  
**Indigenous Business Australia**



## A note on terminology

The United Nations Permanent Forum on Indigenous Issues estimates there are more than 370 million Indigenous people spread across 70 countries worldwide.

In considering the diversity of Indigenous people, an official definition of 'indigenous' has not been adopted by any United Nations (UN) system or body. According to the UN, the most fruitful approach is to identify, rather than define, Indigenous people. This is based on the fundamental criterion of self-identification as underlined in several human rights documents.

Australia's Indigenous people are two distinct cultural groups made up of Aboriginal and Torres Strait Islander people. But there is great diversity within these two broadly described groups exemplified by more than 250 different language groups spread across the nation.

Indigenous Business Australia (IBA) uses the primary term of Aboriginal and Torres Strait Islander people to refer to our customers, in line with the *Aboriginal and Torres Strait Islander Act 2005* (ATSI Act), which acknowledges the distinct cultural differences and diversity across Australia. In recognition of the societal shifts occurring in Australia, IBA has adopted the secondary term of First Nations.

## Statement of preparation: Indigenous Business Australia corporate plan

As the accountable authority of IBA, the Board presents the IBA Corporate Plan 2024–25, 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 in IBA's enabling legislation, the ATSI Act. It is in accordance with the *Public Governance, Performance and Accountability Rule 2014*. This plan was prepared for the 2024–25 reporting period and includes information that covers the 2024–25 to 2027–28 reporting periods. It replaces IBA Corporate Plan 2023–24.

## Disclaimer

The design of our brand was inspired by artwork from Gamilaraay/Gomeroi artist Penny Evans.

The weaving work featured throughout was created by IBA staff under the guidance of Nadine Foley, Culture Weave.

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For more information, visit [iba.gov.au](https://www.iba.gov.au) or call **1800 107 107**.





IBA acknowledges the continuing connection of Aboriginal and Torres Strait Islander people to their law, land, waters, community, and culture.

We pay our respects to Elders, past and present who have paved the way for change. We acknowledge those who continue to lead from a place of strength, resilience and courage.

We honour those who are no longer with us and we look to the future with hope while keeping our eyes on the present.



### About the artwork

The weaving artwork featured on the cover and page opposite was created by IBA staff under the guidance of Nadine Foley, Culture Weave.

Individual pieces were crafted and lovingly woven together with emu feathers surrounding the edges. This piece symbolises the connectedness of our individual roles and working together to create beautiful and impactful outcomes.



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## Acronyms

<b>ABA</b>	Australian Banking Association	<b>IMMP</b>	Impact Measurement and Management Plan
<b>APS</b>	Australian Public Service	<b>IPF</b>	Indigenous Prosperity Funds
<b>ARPC</b>	Audit, Risk and Performance Committee	<b>MoU</b>	Memorandum of understanding
<b>ATSIC</b>	Aboriginal and Torres Strait Islander Commission	<b>NAB</b>	National Australia Bank
<b>BIA</b>	Business impact assessment	<b>NAIF</b>	Northern Australia Infrastructure Facility
<b>BSP</b>	Business Solutions Program	<b>NATSIHA</b>	National Aboriginal and Torres Strait Islander Housing Association
<b>CDC</b>	Commercial Development Commission	<b>NIAA</b>	National Indigenous Australians Agency
<b>COAG</b>	Council of Australian Government	<b>NTIBN</b>	Northern Territory Indigenous Business Network
<b>EFA</b>	Export Finance Australia	<b>PBS</b>	Portfolio Budget Statements
<b>EOI</b>	Expression of interest	<b>PM&amp;C</b>	Department of the Prime Minister and Cabinet
<b>ESG</b>	Environmental, social, and governance	<b>SDG</b>	Sustainable Development Goals
<b>HA</b>	Housing Australia	<b>TSRA</b>	Torres Strait Regional Authority
<b>IAG</b>	Insurance Australia Group	<b>RAS</b>	Risk Appetite Statement
<b>IBA</b>	Indigenous Business Australia	<b>RMG</b>	Risk Management Guide
<b>IBSS</b>	Indigenous Business Sector Strategy	<b>UN</b>	United Nations
<b>ILSC</b>	Indigenous Land and Sea Corporation		

## Corporate plan on a page

### OUR PERFORMANCE

<b>Our Vision</b>	<b>Our vision is for a nation in which Aboriginal and Torres Strait Islander people are economically independent and an integral part of the economy.</b>			
<b>Our Purpose</b>	<b>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 Aboriginal and Torres Strait Islander peoples</b>			
<b>Outcome 1 (PM&amp;C portfolio)</b>	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.			
<b>Program 1.1</b>	Aboriginal and Torres Strait Islander economic participation and wealth creation (links to PM&C Outcome 1)			
<b>Key Activities</b>	Housing	Business	Investments	Partnerships

### OUR CULTURE AND CAPABILITIES

<b>Strategic Goals</b>	<b>Choice</b>	<b>Inclusion</b>	<b>Prosperity</b>	<b>Excellence</b>
<b>Economic, social, cultural, community and systems level outcomes</b>	Access to the financial knowledge and skills, resources and opportunities that enable First Nations people to thrive.	Ability to engage with the global economy, as facilitated through thriving social, health and cultural livelihoods.	The skills, rights and opportunities to make informed financial decisions and grow intergenerational wealth	Establishment of new norms and values within the financial ecosystem and contribution to key social outcomes for First Nations communities
<b>Values</b>	Invested	Informed	Responsive	Respectful Connected
<b>Capabilities</b>	Product design and development: Responding to customers needs	Customer experience: Improved response time and relationship management	Workforce capability: Culturally proficient and technically sound	
<b>Risks</b>	Unmet customer demand Unmet customer needs	Negative customer impact Limited capital, limited loans	Psychosocial Workforce and skills shortages Inability to recruit and retain talent	ICT systems not aligned to organisational needs Cyber security, data loss, ICT disruption and business continuity



# Message from the Chair

On behalf of the IBA Board of Directors, I would like to express how proud we are to govern an organisation that plays a crucial role in helping Aboriginal and Torres Strait Islander people achieve financial independence and long-term economic self-sufficiency.

I am pleased to present IBA's Corporate Plan 2024–25. This plan sets out our purpose, outcomes and key activities for the period 2024–25 to 2027–28.

This corporate plan marks 50 years of the Indigenous Home Ownership Program. Since inception, the program has written over 21,000 home loans, improving the lives of thousands of Aboriginal and Torres Strait Islander families, while contributing to the overall housing assistance framework in Australia.

From assisting families to buy their first home, to supporting businesses to grow and secure contracts worth millions of dollars, our activities have a significant positive impact on the lives of many.

As we embark on the second year of delivering against our 2028 strategy, this corporate plan sets out the opportunities, risks, and challenges IBA and the communities we serve will face in pursuit of financial inclusion and economic empowerment.

It is an honour to lead as Chair, supported by a team of people who care deeply about delivering real and lasting outcomes for the people and communities we serve. As we look ahead to the next 12 months, we will continue to remain flexible and responsive to the needs of Aboriginal and Torres Strait Islander people with a view to maximise financial wellbeing as a result of our activities.

Managing, growing, and strengthening our asset base is the cornerstone of our mandate. Our aim is to grow our net assets to \$2.5 billion by 2028. This enables us to invest in significantly more Aboriginal and Torres Strait Islander people over time.

We will deliver our next impact study and expand our understanding of the role financial wellbeing plays at the individual, family, and community levels. Informed by our performance and proof of the impact created, we will leverage our partnerships to collaborate and deliver projects and initiatives led by Aboriginal and Torres Strait Islander people.

I would like to acknowledge the departure of Kirsty Moore as CEO, a position she held since 2021. In the interim, Leo Bator has been appointed as Acting CEO as we undertake the process to recruit a new CEO.

I look forward to seeing IBA realise new and increasing outcomes adding value to the lives of customers and families, so they continue to prosper.

**Mr Edward (Eddie) Fry**  
Chair of the IBA Board



# Message from the acting CEO

I am pleased to present IBA's updated corporate plan for 2024–25 and highlight what we started last year and the ongoing contribution we are making as part of the Minister for Indigenous Australians' portfolio.

I am fortunate to work and live on Ngunnawal country (Canberra). I am deeply grateful for the ongoing custodianship of this land by the Ngunnawal people and pay respect to their Elders, past and present. I extend that respect and gratitude to all Aboriginal and Torres Strait Islander people whose wisdom and ongoing connection to land, water, culture, and community provides a guiding light for all Australians.

I acknowledge the Aboriginal and Torres Strait Islander people who have been a part of this organisation's history. We must continue to ensure that our workforce reflects, respects, and importantly delivers alongside Aboriginal and Torres Strait Islander people. I recognise the important work we must do, now and in the future.

In the year ahead, we plan to deliver:

- 500 home loans to Aboriginal and Torres Strait Islander people, including 100 shared equity loans
- \$336 million of capital to Aboriginal and Torres Strait Islander people through our financial products and procurement from First Nations businesses
- \$52.3 million through business finance directly to First Nations business owners
- \$150,000 to activate partnerships directly with First Nations organisations
- free access to knowledge-building workshops for 1,455 Aboriginal and Torres Strait Islander people.

I endeavour to continue the legacy and commitment for a thriving workforce and supportive working environment. With this in place, our team of dedicated people feel empowered to confidently do their jobs.

This plan also outlines:

- what we will do to deliver on the second year of our five-year strategy out to 2028
- how and where we fit in and contribute to broader government policy
- changes in the broader economic development agenda, especially as it relates to Aboriginal and Torres Strait Islander people and financial wellbeing.

On behalf of the Executive team, I look forward to sharing the stories of customer success, lessons learnt and what we are doing to adapt and realise financial inclusion and economic empowerment.

**Mr Leo Bator**

Acting Chief Executive Officer

# Overview of our role

**OUR VISION IS FOR A NATION IN WHICH ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE ARE ECONOMICALLY INDEPENDENT AND AN INTEGRAL PART OF THE AUSTRALIAN ECONOMY.**

There is no doubt that Aboriginal and Torres Strait Islander people make a valuable contribution to the Australian economy. In the 2021 Census, the population of Aboriginal and Torres Strait Islander people grew to 984,000. However, at current lending rates, home and business ownership parity is still decades away.

IBA continues to demonstrate we can balance our multiple roles as:

- a statutory authority (Corporate Commonwealth Entity)
- an organisation led by a mainly Aboriginal and Torres Strait Islander Board
- a financial services provider.

Our legislation and its objects clearly set out what needs to be addressed to improve Aboriginal and Torres Strait Islander people's economic participation, financial independence, and self-sufficiency.

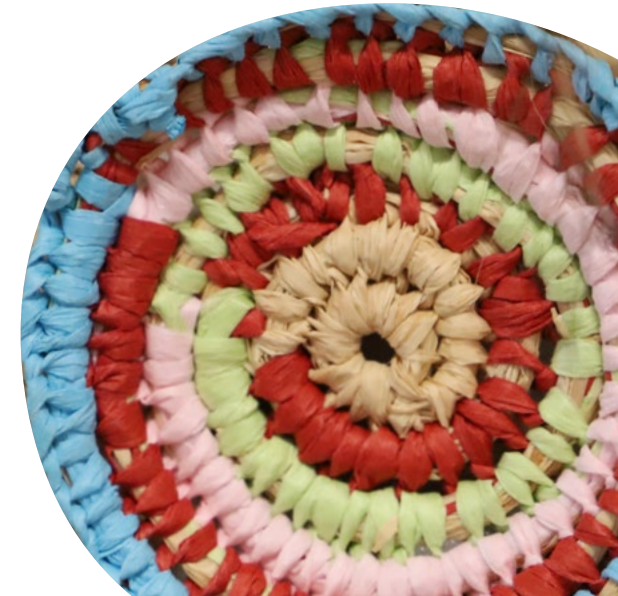
This corporate plan confirms the change needed to deliver on our 2028 strategy. It puts a greater focus on:

- our ability to respond to the evolving needs of Aboriginal and Torres Strait Islander people
- ensuring we have enough resources and legislative reform to meet demand, now and into the future
- adopting better practices as a government entity to manage ongoing constraints and navigate the regulatory environment as a provider of financial services, including financial controls.

Although this is not a requirement, this corporate plan also explains why we choose to monitor challenges that could affect how we respond to the needs of Aboriginal and Torres Strait Islander people. We especially look at financial inclusion, economic empowerment, financial wellbeing, and resilience.

IBA pursues better practice with evolving policies set by the Australian Government such as the:

- Commonwealth Risk Management Policy
- Australian Public Service (APS) Net Zero policy
- Modern Slavery Act 2018
- Unfair Contract Terms 2023
- Work Health and Safety Act 2011.





—  
“If you want it enough, keep going...I’m, so glad and lucky to be a homeowner, it has definitely changed my life.”  
- Narelle, proud homeowner.  
—

## Purpose

IBA’s purpose is stated in the Act<sup>1</sup>:

- 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 Aboriginal and Torres Strait Islander peoples.

We exist to enable Aboriginal and Torres Strait Islander people to engage in economic and wealth-building activities when they choose.

The Act also guides our regulatory environment. IBA reports to the Minister for Indigenous Australians. In collaboration with the National Indigenous Australians Agency (NIAA), IBA contributes to the National Agreement on Closing the Gap and other Government initiatives.

We regularly review and adjust our policies and procedures. This allows us to continue to meet the high standards of corporate governance expected by the Australian Government and the community.

<sup>1</sup> *Aboriginal and Torres Strait Islander Act 2005 (ATSIA Act).*



## 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.**

### Program 1.1—Aboriginal and Torres Strait Islander economic participation and wealth creation

This program contributes to Outcome 1 through IBA's ability to:

- enable Aboriginal and Torres Strait Islander people to own a home and build home equity
- facilitate Aboriginal and Torres Strait Islander people to start and grow a business that supports income, employment, and economic independence
- partner with Aboriginal and Torres Strait Islander organisations to invest, grow capital, and build commercial capability
- inform, drive, and support the customer journey and experience through sector development initiatives, partnerships, and managing customer feedback and complaints.

The program recognises the urgency to deliver measurable results alongside Aboriginal and Torres Strait Islander people. It does this through an entity-wide performance framework in a technically sound and culturally proficient way.

### Delivery

IBA's key activities are guided by its 2028 strategy. The strategy sets out the goals and performance measures that will contribute to Outcome 1 in the long, medium, and short term through providing:

- concessional finance products and tailored support for home ownership
- concessional finance products and tailored support to help start, acquire, or grow a business
- fund management and co-investment
- capability development, increased partnerships, procurement and supply chain opportunities, and sponsorships
- more distribution of capital (money) directly to Aboriginal and Torres Strait Islander people through our products and support model.



\* 'Outcome 1' relates to IBA's outcomes and planned performance in the Prime Minister and Cabinet Portfolio Budget Statements 2024-25.



## Key activities we will undertake to achieve our purpose



### HOUSING

- Capability and skills workshops
- Home loans
- Shared equity
- Natural disaster and state of emergency support
- Low introductory rates for low- and medium-income applicants
- No establishment fees
- Lower deposits
- Longer loan terms
- No early payment fees
- No requirements for lenders' mortgage insurance



### BUSINESS

- Capability and skills workshops
- Access to resources, referrals, business support, and industry experts
- Business loans, start-up finance package, producer offset loan, equipment finance, invoice finance, and performance bonds
- Natural disaster and state of emergency support
- Sector development: Strong Women Strong Business and Accelerate with IBA



### INVESTMENTS

- Investment capability workshops
- Equity co-investments to enhance commercial opportunities
- Residential development with Aboriginal and Torres Strait Islander organisations
- Investment in assets and funds to generate money back to communities



### PARTNERSHIPS

- Partnerships with Aboriginal and Torres Strait Islander businesses to co-design and deliver capability-building programs
- Partnerships with the financial services sector, including like-minded banks to help customers transition to and access the benefits of mainstream finance
- Partnerships with government agencies serving Aboriginal and Torres Strait Islander people
- Event sponsorships

# Customer impact and financial wellbeing

To deliver on our purpose and as a responsible lender, we must ensure our key activities have a positive impact on customers and their financial wellbeing. Our entity-wide performance framework, measures and targets confirm:

- how many people engage with our products and services
- how much money is being distributed to meet the needs of the people we serve and our purpose
- the level of effectiveness in meeting our purpose and the overall impact created
- how efficient we are as an entity.

Impact measures strengthen and align our approach to performance with the enhanced Commonwealth Performance Framework and Treasury's 'Measuring What Matters' Framework. Doing so moves IBA past a reliance on input- and output-focused performance measures. Instead, it focuses on showing the value created when public resources are:

- used well and in a responsible way
- linked to outcomes that improve the lives of Aboriginal and Torres Strait Islander people.

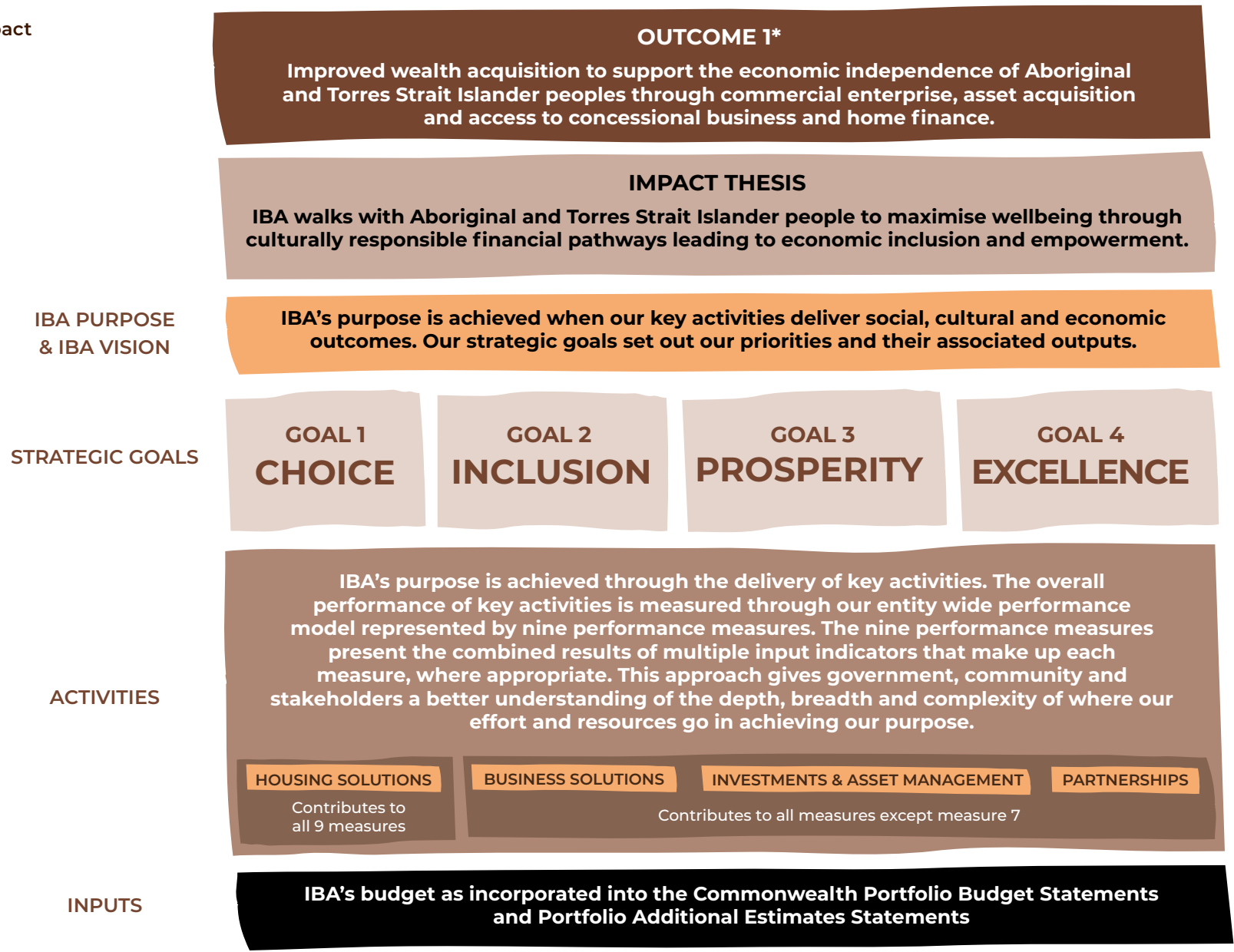
Our programs and service delivery must continue to create a net positive impact in the lives of Aboriginal and Torres Strait Islander people. Our purpose is not an end in itself. Financial inclusion and economic empowerment are one way that we contribute to Aboriginal and Torres Strait Islander people's financial wellbeing and, by doing so, enhance their overall wellbeing.

“...and the rippling effect it will have for our future generations to achieve their dreams is something I would highly recommend.” - Renarta, proud homeowner (pictured with her grandchildren).





Figure 1: Our impact thesis explained



\*Outcome 1 relates to IBA's outcomes and planned performance in the Prime Minister and Cabinet Portfolio Budget Statements 2024–25.

# Contribution to the National Agreement on Closing the Gap

Supporting and contributing to the National Agreement on Closing the Gap helps to guide, inform and align IBA's key activities to ensure we achieve our purpose. IBA supports Aboriginal and Torres Strait Islander people to achieve financial inclusion and economic empowerment through:

- home ownership
- business opportunities
- investment activities that build wealth.

We do this to counter the effects of dispossession, discrimination and socioeconomic exclusion.

To help government, staff, customers, and partners understand how IBA contributes to the National Agreement, we reviewed its objectives and outcomes against our 2028 strategy and performance framework. This helped us to identify how and where we can contribute to overcoming 'the entrenched inequality faced by too many Aboriginal and Torres Strait Islander people so that their life outcomes are equal to all Australians'.<sup>2</sup>

IBA acknowledges the National Agreement 'is a commitment from all Parties to set out a future where policy making that impacts on the lives of Aboriginal and Torres Strait Islander people is done in full and genuine partnership'.<sup>3</sup>

To align and contribute to this statement, we deliver relevant products and support to Aboriginal and Torres Strait Islander people. The urgency of unmet demand has real consequences in the lives of First Nations people, especially when sociodemographic data shows:

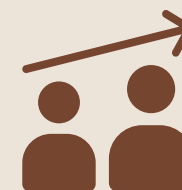
- the population is growing
- there is a much higher proportion of younger people
- life expectancy rates are lower.

These outcomes factor into the ability to service a home loan, business finance or benefit from returns generated through investments in partnership with IBA:



## Population

The number of people identifying as Aboriginal and/or Torres Strait Islander increased by 25.2% from 2016 to 2021, reaching 812,728.



## Age

The median age for Aboriginal and Torres Strait Islander people increased from 21 years in 2011 to 24 years in 2021.<sup>3</sup>



## Life expectancy

The life expectancy gap between Aboriginal and Torres Strait Islander males and non-First Nations males was 8.8 years. The life expectancy gap between Aboriginal and Torres Strait Islander females and non-First Nations females was 8.1 years.

<sup>2</sup> <https://www.closingthegap.gov.au/national-agreement/national-agreement-closing-the-gap/3-objective-and-outcomes>

<sup>3</sup> <https://www.closingthegap.gov.au/national-agreement/national-agreement-closing-the-gap/4-new-approach>





We recognise 80,000<sup>4</sup> years of Aboriginal and Torres Strait Islander people's unbroken connection with Country.

We honour all that exists above, within, and as part of the world views and systems that underpin Aboriginal and Torres Strait Islander people's wellbeing.

We believe in and support economic justice and self-determination as defined by customers and the importance of redefining what success means through their views and voices.

<sup>4</sup> <https://www.theguardian.com/australia-news/2017/jul/19/dig-finds-evidence-of-aboriginal-habitation-up-to-80000-years-ago>

**Table 1: Our contribution to the National Agreement**

Priority reform area	Outcome	How IBA contributes
<p><b>1. Formal partnerships and shared decision-making</b></p> <p>Place-based partnerships are partnerships based in a specific region. They are between government and Aboriginal and Torres Strait Islander representatives, and others by agreement, from those specific areas.</p>	<p><b>Outcome 8:</b> Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities.</p>	<ul style="list-style-type: none"> <li>• \$675,600 directly to five First Nations partners to deliver business capability programs.               <ol style="list-style-type: none"> <li>1. Same Way Nation—business development program.</li> <li>2. Wunun Consultancy—business development in NT.</li> <li>3. The Cultural Intelligence Project—business development program in the Kimberley WA.</li> <li>4. 2 Rivers—monthly business development program in regional and remote NSW.</li> <li>5. Indigiearth—monthly business development program regional and remote NSW.</li> </ol> </li> <li>• Partnership with Department of Industry, Tourism and Trade (NT Government)—collaboration to design and deliver the NT Aboriginal Tourism Business Accelerator program.</li> </ul>
<p><b>2. Building the community-controlled sector</b></p> <p>There is a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector delivering high-quality services to meet the needs of Aboriginal and Torres Strait Islander people across the country.</p>	<p><b>Outcome 8:</b> Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities.</p> <p><b>Outcome 9:</b> Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and need.</p>	<ul style="list-style-type: none"> <li>• Memorandum of understanding (MoU) with the Northern Territory Indigenous Business Network (NTIBN) to support access to networks, capital, support, and capability development.</li> <li>• MoU with Monash University to support Indigenous business leadership through a Master's degree.</li> <li>• MoU with National Australia Bank Ltd (NAB) to explore the opportunities to support IBA customers or NAB First Nations customers that cannot obtain finance.</li> <li>• MoU with National Aboriginal and Torres Strait Islander Housing Association (NATSIHA) to collaborate and leverage assets, capabilities, and networks to enhance the housing offerings to Aboriginal and Torres Strait Islander people.</li> </ul>



Table 1 (continued)

Priority reform area	Outcome	How IBA contributes
<p><b>3. Transforming government organisations</b></p>	<p>Governments, their organisations, and their institutions are accountable for Closing the Gap and are culturally safe and responsive to the needs of Aboriginal and Torres Strait Islander people, including through the services they fund.</p>	<ul style="list-style-type: none"> <li>• Mandatory cultural awareness training for all staff.</li> <li>• Unconscious bias training for all staff.</li> <li>• \$3.8 million committed under IBA's corporate First Nations Procurement Policy.</li> <li>• Deliver actions from impact studies and evaluations.</li> <li>• MoU with Export Finance Australia (EFA) to share insights and trends and explore learning and development opportunities and potential financing collaborations.</li> </ul>
<p><b>4. Shared access to data and information at a regional level</b></p> <p>Aboriginal and Torres Strait Islander people drive policy and program development by making evidence-based decisions on the design, implementation and evaluation of policies and programs for their communities to develop local solutions for local issues.</p>	<p>Aboriginal and Torres Strait Islander people have access to, and the capability to use, locally relevant data and information to set and monitor the implementation of their priorities and efforts to close the gap, and drive their own development.</p>	<p>Impact and financial wellbeing study—agreement with organisations across Shepparton, Western Sydney (Mt Druitt), Torres Strait Islands, Karratha/Roeboorne, Alice Springs to share information and relevant data at key points during the study, and assist with interpreting information and sharing location relevant information at the end of the study through a location-specific snapshot.</p> <p>Informing Treasury's approach to the Australian Centre for Evaluation.</p>

# Operating environment, challenges, and risk management

At IBA, we closely and regularly monitor our operating environment as well as other internal and external factors that may impact our ability to achieve our purposes. This allows us to respond in the right way, at the right time.

We continue to:

- provide quarterly economic updates to IBA's Executive Committee, Audit, Risk and Performance Committee (ARPC) and Board of Directors
- monitor our environment through regular Executive Committee strategy sprints
- engage with the Board specifically in targeted strategy discussions at least twice a year
- have fortnightly Executive Committee meetings to monitor and respond to changes in our operating environment.

Each challenge affects the dynamic, complex, and rapidly evolving environment we operate in. This influences our ability to respond to the needs of Aboriginal and Torres Strait Islander people—our main stakeholders.

Meeting the needs of Aboriginal and Torres Strait Islander people is a challenge across reputation, capital, and climate change risks. It involves managing the expectations of various stakeholders, including government, customers, and co-investment partners.

We aim to manage this in a responsible, timely, and culturally informed way. That is why we continue to regularly engage with stakeholders to:

- understand their expectations
- communicate IBA's plans and capabilities.

IBA has a comprehensive approach to risk management to help manage risks, as they arise, so we can undertake key activities to achieve IBA's purposes. Our approach is central to our purpose of enhancing the economic development opportunities of Aboriginal and Torres Strait Islander people across Australia.



**Risk culture:** IBA commits to embedding risk management in its culture, recognising that it is not possible to eliminate all risk. By accepting some degree of risk, and maintaining a low tolerance to those risks, IBA aims to maximise its impact, promote efficiencies, and foster innovation.



**Risk acceptance:** IBA is willing to accept higher levels of some types of risk when the opportunities outweigh the potential consequences. All IBA officers are responsible for appropriately engaging with and managing risk.



**Risk oversight:** The IBA Board, as the accountable authority, has effective risk oversight within IBA. This includes setting the organisation's risk appetite to understand what is acceptable risk-taking to achieve strategic priorities.



**Risk Management Framework:** The purpose of IBA's Risk Management Framework is to create and protect value by integrating risk management into our work and functions, including the activities set out in the corporate plan.



**Guiding documents:** Risk management at IBA is guided by three main documents: a Risk Management Policy and Framework (RMPPF), a Risk Management Guide (RMG), and a Risk Appetite Statement (RAS).



**A proactive approach:** IBA aims to promote and build a risk culture that encourages an open and proactive approach to managing risk. We recognise risk as both an opportunity and a threat. Risk is part of everyday conversations and engagement with risk should promote and encourage workers to look at new ways to improve processes.



## Unmet customer demand

Every year, IBA receives interest from around 13,000 potential customers. Many are not ready to take on an IBA product across our homes and business programs, however, they are provided with access to free capability building workshops or business support.

Based on internal analysis, around 1,400 of the potential customers were ready to take action that led to a home loan, business finance product, or direct investment opportunity.

In our 2023-24 corporate plan, to help IBA undertake our key activities and achieve our purposes, we set a performance measure target under measure 8 to establish a baseline methodology. In 2024-25, IBA will pilot this conversion rate on an annual basis, providing a means to track how effective IBA is at converting actionable demand into a product outcome.

IBA's conversion rate is impacted by multiple barriers, which may affect our ability to achieve our purposes. Housing affordability and suitability are barriers for potential home loan customers. Additionally, as a responsible lender, IBA must ensure that home loan customers:

- meet initial assessment criteria
- provide evidence of sufficient income, deposit and/or savings history to meet IBA's requirements for one or more home loan products
- fall within relevant income thresholds to make them eligible for an IBA home lending product.

For the 2024–25 reporting period, IBA has set the following performance targets:

- 1,455 Aboriginal and Torres Strait Islander people are provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships (Measure 1).
- 2,109 Aboriginal and Torres Strait Islander people are provided with or benefit from an IBA product or the opportunity to access the economy through a home, job or procurement opportunity (Measure 2).

## Key risks with this challenge

### Risk: Negative customer impact

Risk that IBA does not respond to the needs of customers now and into the future based on evidence captured and validated through our impact reports.

### Management:

- Deliver a measure that confirms the extent to which customers, partners and subsidiaries experience and develop resilience with support from and in partnership with IBA (Measure 4).
- Deliver IBA's customer impact reports to inform an appropriate financial wellbeing index and confirm the contribution IBA makes to the financial wellbeing of Aboriginal and Torres Strait Islander people and the economy (Measure 5).

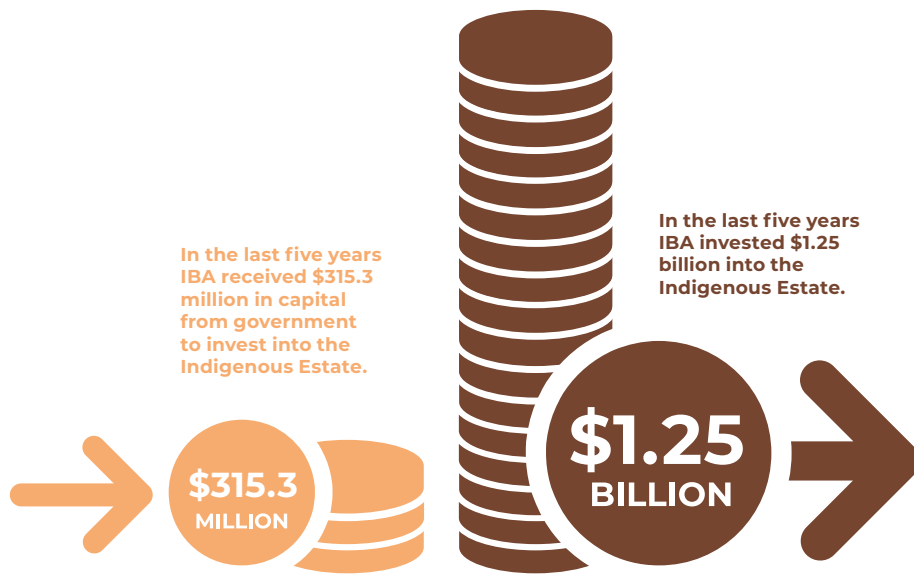
### Risk: Unmet customer needs

Risk that IBA's product offerings and systems are not relevant and do not meet the current and future needs of customers.

### Management:

- Embed a customer-centric approach. Capturing the voice of customers to continually assess customer needs and align products, services, and ICT systems accordingly. Use customer complaints and feedback to drive improvements.
- Continue to track and report business customer satisfaction levels at 80% as required in the contract between IBA and NIAA.
- Refine customer market segments, develop products that align to customer segments, and develop IBA operating model aligned to the customer needs.
- Ensure IBA's home loans are made up of at least 80% first home buyers (Measure 7).
- Implement a pilot stage of effectiveness performance measure that tracks how well IBA converts demand into real customer outcomes (Measure 8).

Figure 2: Capital funding and overall investment made



## Limited capital, limited loans

While IBA can meet today's demand with current capital, it is unlikely we can meet demand over the next five years, which may impact our ability to achieve our purpose. For more detail on where IBA's funding and resources come from, see page 34-35.

For the 2024–25 reporting period, IBA's target is \$336,285,000 in capital and capability development support approved or distributed by IBA for the benefit of Aboriginal and Torres Strait Islander people (Measure 3).

This includes money distributed by IBA through the value of:

- products delivered to Aboriginal and Torres Strait Islander people
- procurement by IBA and its subsidiaries.

Figure 2 shows how much IBA receives and how much IBA plans to distribute to help undertake our key activities and achieve our purposes for the 2024–25 period.

## Key risks with this challenge

### Risk: Limited capital

Risk that IBA's ability to distribute capital in line with demand is impacted by:

- higher demand
- reduced funding from government.

### Management:

- Seek legislative change to enable flexibility in raising and leveraging capital to:
  - continue servicing customer demand
  - extend reach
  - navigate challenging and dynamic market and economic conditions
- Implement pilot stage of efficiency performance measure that tracks how well IBA can deliver within the capital-constrained environment through tracking and improving our cost-to-income ratio (Measure 9).



## Strengthening staff and organisational resilience

Delivering real outcomes alongside Aboriginal and Torres Strait Islander people relies on a strong and resilient workforce and reliable infrastructure to help undertake our key activities and achieve our purposes. We also need to comply with evolving requirements and growing technology threats.

For the 2024–25 reporting period, IBA will implement its environmental, social, and governance (ESG) strategy and deliver initiatives that respond to the following factors which may impact our ability to achieve our purpose:

- environmental impact and climate resilience
- social impact, human rights initiatives (including choice to exercise self-determination) and contribution to reconciliation
- staff and customer wellbeing, particularly as it relates to economic and financial wellbeing
- governance, risk culture, and risk management.

IBA will continue to integrate ESG into our decision-making, performance, and risk frameworks to manage key factors associated with this challenge, including:

- psychosocial factors
- improved efficiency and responsiveness
- cybersecurity, protection of customer data
- investment and uplift in technology overall
- information delivery and data management strategy
- equipping staff with systems and resources to do their jobs confidently.

### Key risks with this challenge—staff

#### Risk: Psychosocial

Risk that IBA is unable to identify, mitigate, manage, and eliminate psychosocial hazards and risks that could cause psychological harm. Or, if elimination of psychosocial hazards and risks is not possible, minimise them so far as is reasonable practicable.

#### Management:

- Person Conducting Business or Undertaking (PCBU) training for Board, Executive, Work, Health and Safety (WHS) Committee members and staff.
- Regularly monitor and report via our WHS committee to Executive, ARPC and Board.
- Maintain and update our psychosocial risk register including control measures for inherent, residual or target risk.
- Conduct regular staff surveys and other initiatives to identify:
  - sources of psychosocial hazards
  - teams and individuals impacted by these hazards.
- Implement actions to address the results of the 2023 staff survey and mitigate or eliminate key hazard and risk areas.

#### Risk: Workforce and skills shortages

Risk that IBA cannot recruit and retain a culturally and technically skilled workforce in a competitive labour market to deliver on its organisational strategy and purpose.

#### Management:

- Revise and improve the reward and recognition program, including IBA's employee value proposition.
- Deliver the Learning and Development Strategy to address skills gaps, grow talent, and support staff growth.
- Implement the Indigenous Employment Strategy to deliver on and develop strong cultural capability in the organisation.

**Risk: Inability to recruit and retain talent**

Risk that people and organisational culture is affected by IBA's ability to respond to challenges to:

- attract and retain Aboriginal and Torres Strait Islander and financial services and banking talent
- ensure the right people are in the right roles
- identify and attract employees under our employee value proposition of commitment to organisational vision and purpose.

**Management:**

- Implement a comprehensive talent management strategy. The strategy includes professional development, competitive remuneration, and a strong organisational culture.
- Implement the Indigenous Employment Strategy with actions to retain and grow Aboriginal and Torres Strait Islander talent at IBA.

**Key risks with this challenge—organisation****Risk: ICT systems not aligned to organisational needs**

IBA risks being unable to improve:

- efficiency
- customer service delivery
- experience
- impact.

**Management:**

- Develop an IT architecture practice including a governance forum.
- Complete an architecture health assessment.
- Develop a future-state architecture, an architecture strategy, and a roadmap.

**Risk: Cyber security, data loss, ICT disruption and business continuity**

IBA's potential for cyber-attacks is at higher risk due to structural change and changes to core operating IT systems and infrastructure. Disruptive cyber-attacks may become more likely to affect operations and product and service delivery.

**Management:**

- Develop and deliver staff cyber awareness training to mitigate internal unintentional threat actor risk.
- Implement robust cyber security measures to:
  - ensure systems are updated in line with standards
  - invest in cyber security skills development and insurance coverage.
- Complete a business impact assessment (BIA) regarding Finacle as part of broader BIAs required to update and revise:
  - IBA's business continuity management
  - our business continuity plan and procedures.



# Delivering our 2028 strategy: co-operation and collaboration

The next section explains how, and who, we collaborate with to deliver real results that benefit Aboriginal and Torres Strait Islander people through our 2028 strategy. We will continue to create the capability needed for our key activities and to achieve our purpose.

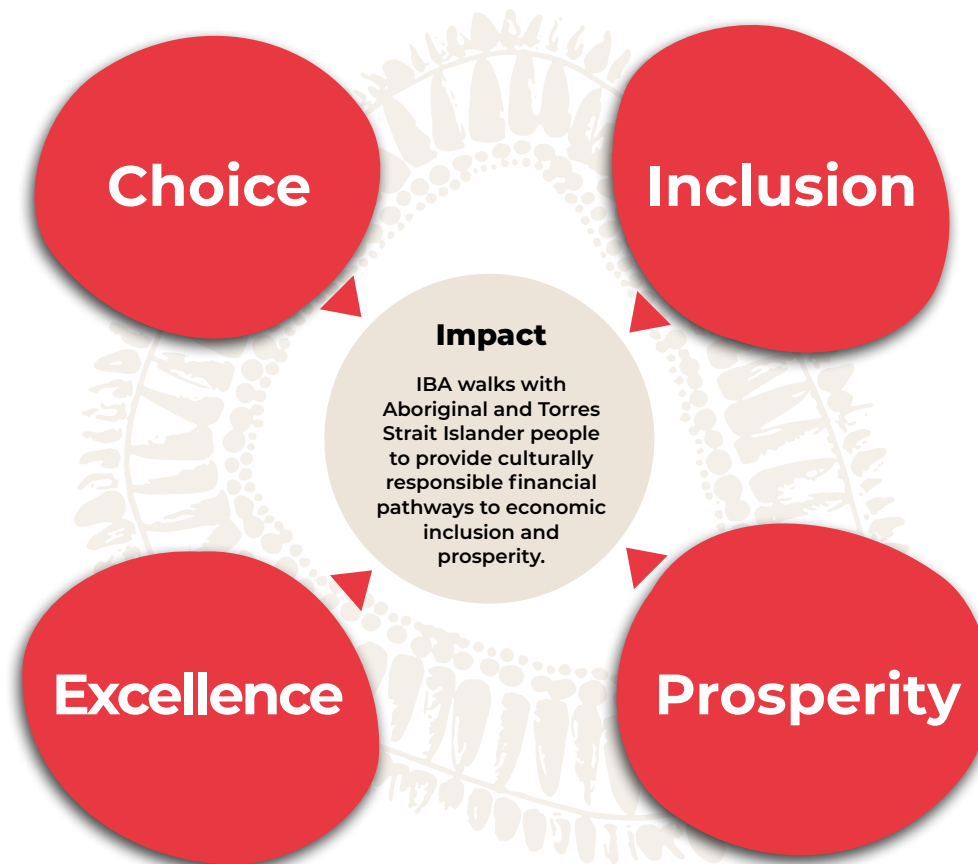
The journey of Aboriginal and Torres Strait Islander people, organisations and communities toward economic independence, self-management and self-sufficiency is wide and varied. Having access to the right resources at the right time relies on IBA looking after and growing the money under management.

We aim to grow IBA's net assets to \$2.5 billion over the next five years. With this growth, IBA can support more than 10,000 Aboriginal and Torres Strait Islander people on their journey to own a home or business or invest for the benefit of their communities.

Our role in this story is to walk with Aboriginal and Torres Strait Islander people on their journey to economic inclusion and greater financial wellbeing by providing:

- choice of relevant products
- access to opportunities.

Figure 3: Our strategic goals



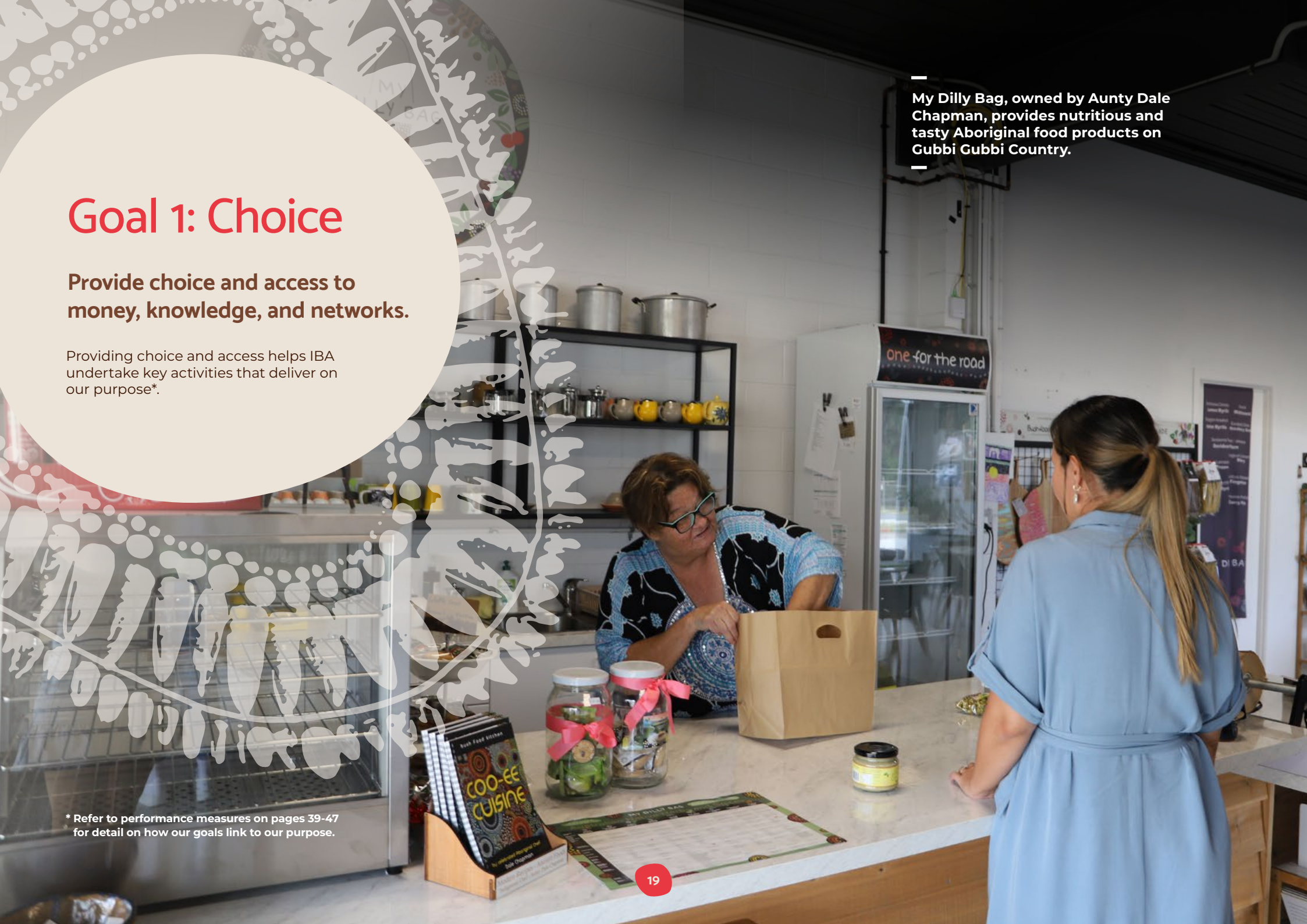
# Goal 1: Choice

Provide choice and access to money, knowledge, and networks.

Providing choice and access helps IBA undertake key activities that deliver on our purpose\*.

My Dilly Bag, owned by Aunty Dale Chapman, provides nutritious and tasty Aboriginal food products on Gubbi Gubbi Country.

\* Refer to performance measures on pages 39-47 for detail on how our goals link to our purpose.





### What we will do

- Co-design and deliver financial products and services that respond to the home and business ownership aspirations of Aboriginal and Torres Strait Islander people.
- Offer options and personalised support that builds knowledge, skills, and capability to set customers up for financial success.
- Expand our footprint and work with community-led networks to:
  - build connections
  - share information and ideas
  - generate new business opportunities.

### Priorities for the year ahead

#### Respond to customer needs through targeted investment

Housing affordability is a big barrier to home ownership for many Aboriginal and Torres Strait Islander people. In recent years, up to 30% of IBA's pre-approved home loan customers could not find a suitable property within their maximum borrowing capacity. Business ownership among First Nations people continues to grow and demonstrate self-determination in action. Expanding our sponsorship program means more Aboriginal and Torres Strait Islander people can access the knowledge and networks to realise their aspirations as they continue their learning journey and share knowledge.

In the year ahead, in addition to other initiatives, we will deliver:

- 500 home loans, including up to 100 shared equity loans
- finance support to 170 business customers
- external business support to 180 business customers
- 355 jobs to First Nations people through IBA, our subsidiaries and business customers
- a procurement opportunity to 115 First Nations suppliers
- partnerships that will support 60 First Nations businesses/entrepreneurs to start up or grow a business
- the opportunity to be sponsored to attend events for up to 50 Aboriginal and Torres Strait Islander people
- access to free workshops about home ownership, business, investment, and capability developments to 1,455 Aboriginal and Torres Strait Islander people
- \$250 million in home loans
- \$52.3 million in business finance
- \$4 million in procurement of goods and services from First Nations businesses
- \$1 million to respond to customer needs when they experience a natural disaster or declared state of emergency
- a product review to assess how relevant IBA's current suite of products is in responding to customer needs.

## Partners we collaborate and cooperate with to deliver Goal 1<sup>5</sup>

Partnership arrangement	Link to key activity	Purpose
<b>Victoria's Department of Treasury and Finance</b>	Cross-government arrangement Housing	The Victorian Government provides a shared equity product. Aboriginal and Torres Strait Islander applicants are supported. IBA is supporting the project through providing home loans within our own credit assessment and scheme parameters.
<b>Department of Industry, Tourism and Trade</b>	Cross-government arrangement Business	Support Aboriginal and Torres Strait Islander tourism businesses in the NT with access to capability building and networks and build sustainable thriving businesses.
<b>Same Way Nation Pty Ltd</b>	Partnership Business	Support Aboriginal and Torres Strait Islander creatives with access to capability building and networks and implement sustainable frameworks for thriving businesses.
<b>Wunun Consultancy</b>	Partnership Business	Support Aboriginal and Torres Strait Islander businesses in the NT with access to a capability building program.
<b>The Cultural Intelligence Project</b>	Partnership Business	Support Aboriginal businesses in the Kimberley WA with access to business development programs.
<b>2 Rivers Pty Ltd</b>	Partnership Business	Access for Aboriginal businesses in regional NSW to a business development program.
<b>Indigiearth</b>	Partnership Business	Access for Aboriginal businesses in regional NSW to a business development program.
<b>Australian Unity and Bank Australia</b>	MoU Housing	Provide a supported pathway to transition customers to mainstream lenders (refinance, split funded loans).
<b>NATSIHA</b>	MoU Housing	Collaborate and leverage assets, capabilities, and networks to enhance the housing offerings to Aboriginal and Torres Strait Islander people.
<b>TSRA</b>	MoU Housing Business Investments	Support the lifestyle and wellbeing of First Nations people living in the Torres Strait Islands. The aim is to achieve mutually beneficial outcomes that align with our purpose of benefiting Aboriginal and Torres Strait Islander people.
<b>NAB</b>	MoU Business	To explore opportunities to support IBA customers or NAB First Nations customers that cannot obtain finance.
<b>Housing Australia (formerly NHFIC)</b>	MoU Housing	Identify residential housing development opportunities for Aboriginal and Torres Strait Islander organisations across Australia, including social and affordable housing pilot projects. Intended to make positive impact on housing supply for First Nations people.

<sup>5</sup> Partnerships include those established and maintained prior to the reporting year. Partnership activities facilitate key activities to help IBA achieve our purpose. Partnership arrangements include cross sector, cross government, MoU or partnerships.





### Related performance measures<sup>6</sup>

1. Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.
2. Total annual number of Aboriginal and Torres Strait Islander people provided with or who benefit from an IBA product or the opportunity to access the economy through a home, job, or procurement opportunity.
3. Total annual sum of capital and capability development support approved and/or distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.

<sup>6</sup> The related performance measures are linked to and covered in more detail in the Performance framework, rationale and measures section.

## Goal 2: Inclusion

### Focus on financial and economic inclusion.

Focusing on financial and economic inclusion helps IBA undertake key activities that deliver on our purpose\*.

—  
**Mick Harding runs Ngarga Warendj ('dancing wombat'), sharing authentic quality artwork and culture with the world.**  
—

\* Refer to performance measures on pages 39-47 for detail on how our goals link to our purpose.



## What we will do

- Develop and deliver innovative finance solutions that address challenges relating to housing affordability, economic uncertainty, and more frequent natural disasters.
- Pioneer new lending and investment initiatives targeting Aboriginal and Torres Strait Islander women (such as blended finance and social impact investing).
- Lead the development of a First Nations financial inclusion and wellbeing action plan in partnership with:
  - Aboriginal and Torres Strait Islander people
  - the broader financial services and banking sector.

## Priorities for the year ahead

### Address barriers to financial and economic inclusion

We partner and invest with Aboriginal and Torres Strait Islander people to enable participation in local and national economic development opportunities.

In the year ahead, we will deliver:

- a targeted action plan responding to recommendations in IBA's Impact Report 2023
- an IBA impact and financial wellbeing study and establish pilot financial wellbeing target to track customers' level of wellbeing
- the first of our initiatives outlined in IBA's inaugural ESG Strategy
- new reports that monitor the impact of climate change and natural disasters, and find ways to better respond to customers' needs, including our climate materiality disclosures
- financial literacy and prosperity training and workshops to support Aboriginal and Torres Strait Islander people and communities with access to resources to build financial knowledge and plan.





### Partners we collaborate and cooperate with to deliver Goal 2<sup>7</sup>

Partnership arrangement	Link to key activity	Purpose
<b>Australian Unity and Bank Australia</b>	MoU Housing	Provide a supported pathway to transition Aboriginal and Torres Strait Islander home loan customers to mainstream lenders (refinance; split funded loans).
<b>Insurance Australia Group Ltd (IAG)</b>	MoU Business Housing	Allows IBA and IAG to explore opportunities that support Aboriginal and Torres Strait Islander people with access to appropriate and affordable insurance products relating to small businesses and homes.

### Related performance measures<sup>8</sup>

4. Reported levels of Aboriginal and Torres Strait Islander people's financial wellbeing.
5. Reported levels of positive impact of IBA's activities by Aboriginal and Torres Strait Islander people.
6. Assessment of IBA's overall environmental, social and governance (ESG) performance.

<sup>7</sup> Partnerships include those established and maintained prior to the reporting year. Partnership activities facilitate key activities to help IBA achieve our purpose. Partnership arrangements include cross sector, cross government, MoU or partnerships.

<sup>8</sup> The related performance measures are linked to and covered in more detail in the Performance framework, rationale and measures section.

## Goal 3: Prosperity

### Champion intergenerational wealth and ownership.

When we champion First Nations intergenerational wealth and ownership it helps IBA undertake key activities that deliver on our purpose\*.

—  
Gamilaraay woman Nikea,  
with her children in front  
of their family home.  
—

\* Refer to performance measures on pages 39-47 for detail on how our goals link to our purpose.

### What we will do

- Engage and collaborate with businesses and communities to invest in sustainable commercial ventures that:
  - reach new markets
  - diversify and grow the First Nations economy.
- Establish new partnerships that channel finance to First Nations-led projects and commercial enterprises.
- Build trusted and mutually beneficial relationships with Aboriginal and Torres Strait Islander communities to:
  - activate land and water resources
  - create commercial and economic opportunities—such as residential development
  - generate strong returns.

### Priorities for the year ahead

#### Cooperation and collaboration to enhance economic development participation

We work across multiple sectors to find useful ways to bring the resources, skills, networks, and connections to First Nations people.

Maximising our impact requires strong relationships and cooperation with diverse partners and stakeholders.

IBA continues to review and evaluate partnership arrangements to make sure all forms of collaboration deliver real outcomes and benefits to Aboriginal and Torres Strait Islander people.

In the year ahead, in addition to other initiatives, we will deliver:

- at least 80% of home loans to Aboriginal and Torres Strait Islander first home buyers to establish and grow intergenerational wealth
- the first year of IBA's updated investments strategy
- a review and analysis of the insurance needs of IBA home loan customers to address the rising cost of home insurance and challenges from climate-related events and risks
- continue to return assets to First Nations co-investment partners to grow ownership.



## Partners we collaborate and cooperate with to deliver Goal 3<sup>9</sup>

Partnership arrangement	Link to key activity	Purpose
<b>NIAA</b>	Cross-government arrangement Business	The Business Solutions Program <sup>10</sup> (BSP) provides business support and capability development services and concessional loan products to Aboriginal and Torres Strait Islander businesses. The BSP is part of the Indigenous Business Sector Strategy (IBSS).
<b>ILSC, NIAA, NAIF</b>	MoU Housing Business Investments Partnerships	Jointly explore potential projects and opportunities in Northern Australia.
<b>Monash University</b>	MoU Business	Support Aboriginal and Torres Strait Islander business owners and community organisation leaders to complete a Master's degree.
<b>NTIBN</b>	MoU Business	Provide Aboriginal and Torres Strait Islander businesses in the NT with access to networks, capital, support, and capability development.
<b>EFA</b>	MoU Business	Explore the potential to collaborate between IBA and EFA with respect to providing finance products to First Nations-owned businesses in the export market.

## Subsidiaries

IBA invests with Aboriginal and Torres Strait Islander people and organisations to:

- manage and grow their money
- enhance governance
- build commercial capability.

Many of these long-standing relationships have:

- a high rate of interaction and high levels of partner engagements throughout the year
- joint governance arrangements to govern activities through shared decision-making
- influence on the performance of the entity in achieving its purposes, for example, return on investment expectations.

Key deliverables, shared metrics and IBA's performance measures are reviewed and discussed to see what needs to change to deliver shared outcomes like local employment or procurement opportunities.

<sup>9</sup> Partnerships include those established and maintained prior to the reporting year. Partnership activities facilitate key activities to help IBA achieve our purpose. Partnership arrangements include cross sector, cross government, MoU or partnerships.

<sup>10</sup> Formerly the Business Development and Assistance Program ([www.niaa.gov.au/our-work/evaluations-and-evidence/indigenous-advancement-strategy-ias-evaluation-work-plan/indigenous-business-australia-iba](http://www.niaa.gov.au/our-work/evaluations-and-evidence/indigenous-advancement-strategy-ias-evaluation-work-plan/indigenous-business-australia-iba))

Table 2: IBA subsidiary types and purpose

Link to IBA purpose	Link to key activity	Subsidiary type
<b>Activities assist and enhance Aboriginal and Torres Strait Islander self-management and self-sufficiency.</b>	Investments	<b>Direct investments with Aboriginal and Torres Strait Islander organisations</b>  <b>Activity:</b> Through our direct investments we co-invest with Aboriginal and Torres Strait Islander people and organisations in commercial ventures to generate financial returns and where possible contribute to cultural and social impacts that generate employment, training, and procurement outcomes.  <b>Current reach:</b> 10 direct investments partner organisations (Refer to Appendix A for list of active subsidiaries).
	Business	
	Partnerships	
	Housing	
<b>Activities advance the commercial and economic interests of Aboriginal and Torres Strait Islander people by accumulating and using a substantial capital asset for the benefit of Aboriginal and Torres Strait Islander people.</b>	Investments	<b>Managed investment funds</b>  <b>Activity:</b> We provide Aboriginal and Torres Strait Islander organisations with access to investment opportunities to grow their wealth. IBA Asset Management <sup>11</sup> manages a range of investment fund options available to eligible <sup>12</sup> organisations to invest alongside IBA and other First Nations organisations in a diversified portfolio of investments via the Indigenous Prosperity Funds (IPF) and the Indigenous Real Estate Investment Trust (I-REIT).  <b>Current reach:</b> The IPF has 43 First Nations co-investors. The I-REIT has 30 First Nations co-investors.
	Business	
	Partnerships	
	Housing	

### Related performance measures<sup>13</sup>

7. Total proportion of Aboriginal and Torres Strait Islander first home buyers.
8. Average conversion rate from enquiry into a home, business, or investment outcome.

<sup>11</sup> www.ibafunds.com.au

<sup>12</sup> An entity with at least 50% of the beneficial interests are held by Aboriginal or Torres Strait Islander people; and/or that furthers the economic, social, or cultural development of Aboriginal or Torres Strait Islander people; and that is a Wholesale Investor (as defined in section 761G of the Corporations Act) making an initial investment of at least \$500,000 (unless a lower amount is approved by the Trustee).

<sup>13</sup> The related performance measures are linked to and covered in more detail in the Performance framework, rationale and measures section.





—  
Models walking the runway at 2024 Australian Fashion Week, showcasing First Nations fashion brand, Liandra, and the new collection 'Essence'.  
Photo credit: Lexi Lahor.  
—

# Goal 4: Excellence

## Value people and service excellence.

When we value people and provide service excellence it helps IBA undertake key activities that deliver on our purpose\*.

\* Refer to performance measures on pages 39-47 for detail on how our goals link to our purpose.



## What we will do

- Manage and grow IBA's asset base and strengthen our funding model.
- Simplify and modernise our processes and systems and bolster our workforce to continue to deliver a timely, high-quality, and culturally safe customer experience.
- Continue to adopt best-practice governance, strategic planning, and risk management approaches to respond to changing conditions.

## Priorities for the year ahead

### Capability: Culturally proficient, data literate and technically sound workforce

Staff health and wellbeing is important. That is why we continue to increase access to culturally safe, psychosocial, and physical wellbeing programs. We will invest in technology that introduces simplicity for our workforce and empowers them with data. We will continue to find efficiencies and strengthen our ability to deliver outcomes with Aboriginal and Torres Strait Islander people through:

- making sure our workforce reflects the communities we serve
- building a thriving workforce that is technically competent and culturally proficient
- equipping our people with the data, systems, and workplace processes to empower decisions.

IBA staff are capable and dedicated to connecting with and providing a timely, culturally informed, and high level of customer service.

We have introduced a data warehouse and analytics technology, enabling:

- our workforce to make data-driven decisions
- improved data analytics and operational, management and corporate reporting—with higher data quality and lower overheads of manual reporting and manual data handling.

This transition also helps in quality assurance activities and supports our move to an entity-wide performance framework. We are also investing in technology solutions to simplify our processes to be streamlined and efficient.

We will continue to implement the Indigenous Employment Strategy and Learning & Development Strategy to support staff development for culturally appropriate, technically sound, consistent, timely, and positive customer experiences. Collectively, they prioritise:

- cultural capability
- leadership capabilities
- mental health first aid and trauma informed practices
- technical capabilities
- regulatory compliance.

**Capability:  
ICT, digital customer journey,  
secure systems, and information  
management**

To deliver modern, fit-for-purpose and customer-responsive services we must continue to transform our digital capability. We have three key focus areas.

1. Enhance customers' experience, by leveraging digital channels.
2. Ensure our IT systems, applications and infrastructure are secure and fit for purpose.
3. Set up staff for success with a suite of systems and tools to deliver products and services more effectively.

Using our cloud-based core banking solution we will implement an online customer portal that facilitates:

- digital expression of interest in IBA products
- self-service so customers can manage their home loans.

We will also continue our investment in improving the customer experience with new customer contact centre technology. This initiative and more help us deliver a digital experience with a human touch.

We will continue to invest in our cyber security maturity ensuring our data and information are secure, and the organisation remains resilient to cyber threats. Information and data management are highly valued. We will invest in activities that ensure our information assets remain:

- confidential
- high integrity
- accessible when needed.

We are also implementing systems to support our people and equip them with resources, information, and tools that:

- create seamless on- and off-boarding workflows
- streamline performance processes
- centralise employee data and compliance
- automate reports and get actionable insights.

**Related performance measure<sup>14</sup>**

9. Total rate of efficiency of IBA in achieving its purpose.



<sup>14</sup> The related performance measures are linked to and covered in more detail in the Performance framework, rationale and measures section.



## Galambany Indigenous Staff Network and commitment to deliver GAC strategy

The Galambany Indigenous Staff Network and the Community and Customer Experience team collaborate across the organisation to support Aboriginal and Torres Strait Islander staff and customers.

The Galambany Indigenous Staff Network was established in 2013 in recognition of the fundamental value that Aboriginal and Torres Strait Islander staff contribute to IBA. The network provides support to all Aboriginal and Torres Strait Islander staff within IBA and works collaboratively to promote cultural awareness and capability.

IBA has committed to consult and work with Aboriginal and Torres Strait Islander staff to maintain the Galambany Indigenous Staff Network in order to effectively support staff and contribute to improving IBA processes, activities and cultural competencies.

The Galambany Staff Network is overseen by the Galambany Advisory Committee (GAC), which is comprised of nominated network representatives. The GAC supports the network and acts as a central contact to lead consultation requests and help drive engagement with various stakeholders. Regular meetings between the GAC and IBA's CEO are key to progressing the committee's strategy and actions each year.

For the reporting period, key priorities for delivery include:

- Enhancing IBA's cultural capability, awareness and understanding by being leaders in the space and utilising our cultural knowledge for the benefit of wider IBA.
- Progressing the development of a Reconciliation Action Plan.
- Enhancing IBA's customer focus through discussion with IBA Executive and various collaborations with People, Performance and Culture and Government and Public Relations teams.



# Funding and resources

Our Board approves the IBA budget, including resourcing to deliver key activities for the benefit of Aboriginal and Torres Strait Islander people.

Our budget is then included in the Commonwealth Portfolio Budget Statements and Portfolio Additional Estimates statements process in the Department of the Prime Minister and Cabinet portfolio.

To expand our impact and deliver more outcomes, we receive annual appropriations and capital injections from the Government. However, it simply is not enough to meet demand in the future.

The distribution of money, support, and capability development from IBA in pursuit of our vision far exceeds the funding received from the Government.

IBA's internal cost remain relatively low, at less than one-third of overall expenditure. We currently have 234 full-time equivalent staff, representing less than 21% of overall expenditure. More than two-thirds of IBA's expenses are external, and directly support our legislative purposes and strategic goals.

Currently, IBA has a 43–44% conversion rate of home loan applications, which is just above 460 loans per year. There are a range of factors influencing this conversion rate, including:

- reduced housing affordability due to increased cost of living, higher interest rates, and much higher property prices (in many locations above 10 times the median income)
- inappropriate or unsuitable homes on the market to meet needs
- construction supply shortages limiting the supply of new housing
- customers not enough savings to meet IBA's deposit requirements<sup>15</sup>
- not enough surplus income to service a mortgage once accounting for other costs.<sup>16</sup>

In response to these factors, our operating environment and the foreseeable economic factors that could impact on IBA delivering on our purpose, we have reduced our target of home loans approved from 580 to 500. This decision is part of a prudent capital management approach to ensure IBA has available funding for home loans in the future.

<sup>15</sup> Deposit requirements range from \$1,500 and up to 5% of the purchase price depending on income.

<sup>16</sup> Until recently, potential customers were expected to have a surplus of \$250 a month after all expenses and mortgage costs were covered. Due to the cost-of-living challenges currently being experienced economy-wide, Homes has increased the surplus required among potential customers temporarily to \$500 a month.

Over the 2024–25 financial year, the capital injections we have available to meet current demand includes:

- an annual appropriation of \$9.6 million in government funding to cover some of the costs of delivering the home ownership program
- a capital injection of \$22.85 million annually to finance more housing loans
- an annual grant funding contribution of \$27.5 million from NIAA to support the business solutions program.

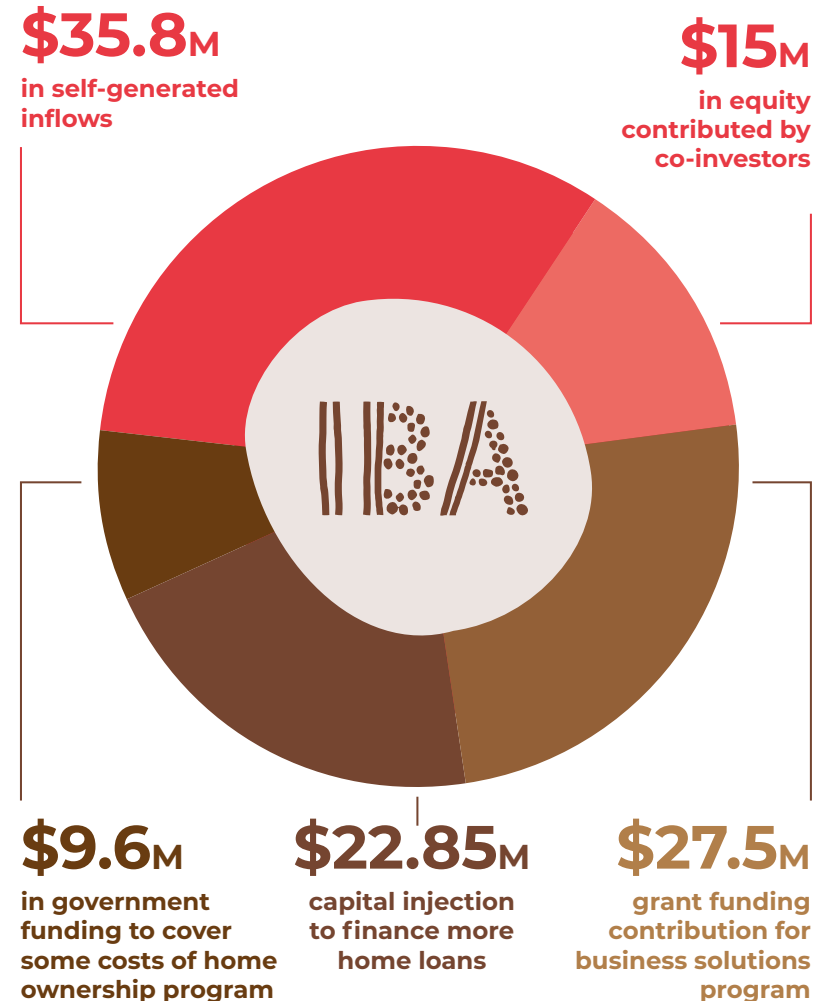
Other ways we manage the flow of capital to meet demand includes:

- self-generated inflows estimated to be \$35.8 million in 2024-25
- contributions from Aboriginal and Torres Strait Islander co-investors net of distributions paid, expected to deliver \$15 million in equity.

Our operations are mainly financed by:

- self-generated revenue from interest on home and business loans
- returns from investment portfolios
- funding from government.

Figure 4: Flow of capital in FY 2024-25



# Performance framework, rationale, and measures

Our corporate plan is the central planning document and sets out our entity-wide approach to planning, budgeting, and reporting as it relates to our performance, funding, and resources. Our entity-wide performance framework explains:

- the planning context
- interdependencies between performance measures and other initiatives
- how we will deploy our resources to have a positive impact on the lives of Aboriginal and Torres Strait Islander people.

The transition to our entity-level performance framework creates the opportunity to maintain program-level data and trend analysis over time. It also helps us produce a fuller picture of the total contribution IBA is making. Each performance measure has inputs that are monitored and reported against monthly.

We report on our performance every year through IBA's PBS submission, performance measures and this corporate plan. Our performance reports, this corporate plan and annual report show that when we deliver on our strategy, we move closer to creating long-term change and positive impact.

Our consolidated performance, evaluation and impact framework includes, where appropriate, guidance notes, standard operating procedures, templates, and tools (Appendix B).

Our impact studies confirm that for Aboriginal and Torres Strait Islander people, financial wellbeing often means being able to live comfortably. That is, being able to pay the bills and have money to put away afterwards. Financial wellbeing contributes greatly to resilience, overall wellbeing, and being able to live without stress or worry.

Our performance measures and related targets confirm our entity level results. Collectively, these results illustrate what we plan to deliver in line with our legislative purpose, 2028 strategy, key activities and short-, medium- and long-term outcomes through:

- the quantum of services and products delivered to customers (outputs)
- how well those outputs were delivered (quality and efficiency)
- what the benefits have been (outcomes and impacts).

Subsection 16EA(e) of the PGPA Rule requires that an entity's performance measures include measures of the entity's outputs, efficiency, and

effectiveness—if those are appropriate measures of the entity's performance.

As illustrated on page 5, IBA's primary outcome is to demonstrate delivery of Program 1.1—Aboriginal and Torres Strait Islander economic participation and wealth creation.

All nine performance measures are included in our corporate plan to ensure IBA delivers on this with an appropriate mix of measures and demonstrates a clear link to outcome 1 and program 1.1.

The nine performance measures demonstrate the overall contribution of activities which:

- enable Aboriginal and Torres Strait Islander people to own a home and build home equity
- facilitate Aboriginal and Torres Strait Islander people to start and grow a business that supports income, employment, and economic independence
- partner with Aboriginal and Torres Strait Islander organisations to invest, grow capital, and build commercial capability
- inform, drive, and support the customer journey and experience through sector development initiatives, partnerships, and managing customer feedback and complaints.

A theme of the Australian National Audit Office's report, Audits of Annual Performance Statements of Australian Government Entities, is on:

- entities meeting subsection 16EA(e)
- the distinction between activities and outputs.

It states that inwardly focused measures on what is done to enable an output will be assessed as an activity. An activity is a distinct effort taken to achieve a specific result.



Four of the nine performance measures have been developed and reported in the PBS performance section and will be guided by RMG 131 and required to meet the PGPA Rule 16EA.

The performance measures under development are classified as progressing until methodologies and targets are validated through the pilot phase which includes testing and validation (Table 3).

**Table 3: Future state classification of IBA's performance measures.**

PERFORMANCE MEASURE <sup>17</sup>	MATURITY	ACTUAL TYPE	INTENDED FUTURE STATE TYPE
1. Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.	Developed	Output	Output
2. Total annual number of Aboriginal and Torres Strait Islander people provided with or who benefit from an IBA product or the opportunity to access the economy through a home, job, or procurement opportunity.	Developed	Output	Output
3. Total annual sum of capital and capability development support approved and/or distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.	Developed	Output	Output
4. Reported levels of Aboriginal and Torres Strait Islander people's financial wellbeing.	Progressing	Effectiveness	Effectiveness
5. Reported levels of positive impact of IBA's activities by Aboriginal and Torres Strait Islander people.	Progressing	Activity	Effectiveness
6. Assessment of IBA's overall environmental, social and governance (ESG) performance.	Progressing	Activity	Effectiveness
7. Total proportion of Aboriginal and Torres Strait Islander first home buyers.	Developed	Effectiveness	Effectiveness
8. Average conversion rate from enquiry into a home, business, or investment outcome.	Progressing	Effectiveness	Effectiveness
9. Total rate of efficiency of IBA in achieving its purpose.	Progressing	Efficiency	Efficiency

<sup>17</sup> Only four of the nine performance measures (Measure 1, 2, 3 and 7) have been reported in the PBS to meet the requirements under the RMG's 131 and the PGPA Rule 16EA, PM01, PM02, PM03 and PM07.

## Rationale—changes to performance measures<sup>18</sup>

To respond to the changing needs of Aboriginal and Torres Strait Islander people in a complex operating environment, we must adapt what and how we deliver.

In some cases, when we capture data during times of significant change for Aboriginal and Torres Strait Islander people there can be a lower-than-expected response rate. This is particularly the case if people are trying to manage multiple priorities day to day. For example, people may be consulted too often or have other personal priorities.

During the transition to our entity-wide performance framework, we found ways to improve methodology, data, and response rates. Where relevant, this is noted with the performance measures in the following pages.

As we continue to upgrade our systems to newer platforms and invest in our cybersecurity capability, this may affect data migration. Where possible, we have highlighted the impact and what this means for anyone reading this plan or other documents, such as our annual report.

Changes to targets and calculations are included in the relevant methodology and data source sections. Based on current information, we aim for these sources of information and methodologies to be reliable, verifiable, and free from bias. Access to data for reporting purposes is restricted. The responsible Executive Director creates and approves performance management records each month.

We see the benefits of both types of measurement and include:

- qualitative measures in our impact studies and reports
- qualitative measures in our corporate plan
- quantitative measures in both PBS performance measures and our corporate plan.

For the 2024–25 reporting period, targets use past performance data (where available). For forward-year forecasts, data is sourced from systems and tools used to track our performance over time:

- Each month reports go to the Executive team.
- Each quarter the Executive undertakes a strategy sprint.
- Each quarter the outcomes of the executive strategy sprint are shared with the Audit and Risk Committee and Board along with actual vs expected performance results.
- Every six months the Board and Executive participate in newly established strategy sprints.
- Performance is reported annually through our Annual Report.

<sup>18</sup> Refer to Appendix C for explanation of changes to performance measures.

# Performance measures

## GOAL 1: CHOICE

Aboriginal and Torres Strait Islander people have the skills and freedom to make choices about how and when to access capital (money), knowledge and networks.

Key activity focus: Grow the number of Aboriginal and Torres Strait Islander people and organisations who access relevant financial services and products.

Measure 1. Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.

Our target	2024–25 1,455	2025–26 1,530	2026–27 1,620	2027–28 1,690	2027–28 1,760
<b>Methodology: How will we measure it?</b>	<p>We calculate the total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships, combining:</p> <ul style="list-style-type: none"> <li>• number of Aboriginal and/or Torres Strait Islander people attending homes, business solutions and investments workshops</li> <li>• number of Aboriginal and/or Torres Strait Islander people attending accelerator programs</li> <li>• number of Aboriginal and/or Torres Strait Islander people sponsored by IBA to attend events</li> <li>• number of business partnerships with Aboriginal and/or Torres Strait Islander supporting First Nations people</li> <li>• number of Aboriginal and/or Torres Strait Islander staff supported to attend capability building initiatives and training.</li> </ul>				
<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>• To provide evidence that IBA meets demand through pathways that build financial capability, knowledge, and networks. Evidence shows progress towards economic self-sufficiency and self-management.</li> <li>• To confirm IBA's contribution to the National Agreement (Outcomes 8 and 9), emerging economic and market opportunities and evolving policies set by government.</li> <li>• To show changes in targets over time. An annual increase is expected for this measure based on historical actuals and forecasted demand of inputs.</li> <li>• To measure the reach of our response and, where we can, ensure we meet demand and respond to the hurdles and barriers faced by Aboriginal and Torres Strait Islander people.</li> </ul>				
<b>Link to purpose</b>	<p>Our purpose requires us to ensure Aboriginal and Torres Strait Islander people have access and a choice to undertake activities that 'enhance self-management and economic self-sufficiency [section 146(a)]'. This measure shows progress on development activities that underpin the skills and capability required to achieve economic independence, self-management, and self-sufficiency.</p>				
<b>Link to 2024–25 PBS</b>	<p>Prime Minister &amp; Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148</p>				

### Measure type and data source/s:

**Type:** Output/Quantitative (existing measure)

**Data:** Data sourced internally via IBA controlled and managed systems and reported on a month-by-month basis, to avoid bias in the results. PBS performance measure.

**Changes from 2023–24 Corporate Plan:** Updated target.



## GOAL 1: CHOICE

Aboriginal and Torres Strait Islander people have the skills and freedom to make choices about how and when to access capital (money), knowledge, and networks.

**Key activity focus: Grow the number of Aboriginal and Torres Strait Islander people and organisations who access safe, secure, and relevant financial services and products.**

**Measure 2: Total annual number of Aboriginal and Torres Strait Islander people provided with or who benefit from an IBA product or the opportunity to access the economy through a home, job, or procurement opportunity.**

Our target	2024–25 2,109	2025–26 2,096	2026–27 2,123	2027–28 2,087	2028–29 2,087
<b>Methodology: How will we measure it?</b>	<p>We calculate the total annual number of Aboriginal and Torres Strait Islander people provided with or who benefit from an IBA product or the opportunity to access the economy through a home, job or procurement opportunity, combining:</p> <ul style="list-style-type: none"> <li>• number of customers approved for business finance</li> <li>• number of customers approved for external business support</li> <li>• number of First Nation co-investors</li> <li>• number of total home loans approved</li> <li>• number of First Nation suppliers procured (IBA)</li> <li>• number of First Nations employees (IBA)</li> <li>• number of First Nations employees (subsidiaries)</li> <li>• number of First Nations people housed</li> <li>• number of First Nation people in a job as a result of IBA's business finance</li> <li>• number of First Nation suppliers procured (subsidiaries)</li> <li>• number of First Nations home loan customers who transition or are supported into mainstream lending</li> <li>• number of formal partnerships entered into or maintained that benefit Aboriginal and Torres Strait Islander people.</li> </ul>				
<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>• To provide evidence of IBA meeting its purpose by responding to market demand. It strengthens our direct contribution to results. It also provides a strong focus for forward years, relating to activities within our control through financing, jobs, procurement, and partnerships.</li> <li>• To confirm IBA's contribution to the National Agreement (Outcomes 8 and 9), emerging economic and market opportunities and evolving policies set by government.</li> <li>• To show changes in targets over time. Increases and decreases are expected for this measure based on historical actuals and forecasted demand of inputs. Natural movements in IBA's overall portfolio will happen from factors such as transitioning a home loan to a mainstream lender, refinancing loans, changes in property prices, impact on available capital to fund loans, acquisition and divestment activity and the growth of co-investment partners over time.</li> </ul>				
<b>Link to purpose</b>	<p>Our purpose requires us to do activities which 'advance commercial and economic interests [section 146(b)]' of Aboriginal and Torres Strait Islander people. This measure:</p> <ul style="list-style-type: none"> <li>• shows progress through increased numbers of people who directly and indirectly benefit from our products and services, including access to jobs, procurement, and indicators of wealth acquisition</li> <li>• provides evidence of commercial enterprise activity, asset acquisition and access to concessional business and home finance.</li> </ul>				
<b>Link to 2024–25 PBS</b>	<p>Prime Minister &amp; Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148</p>				

### Measure type and data source/s:

**Type:** Output/Quantitative (existing measure)

**Data:** Data sourced internally via IBA controlled and managed systems and externally via third parties—subsidiaries, partners, and business customers. PBS performance measure.

**Changes from 2023–24 Corporate Plan:** Amended wording to the measure. Updated target.

## GOAL 1: CHOICE

Aboriginal and Torres Strait Islander people have the skills and freedom to make choices about how and when to access capital (money), knowledge and networks.

Key activity focus: Increase total capital distributed to Aboriginal and Torres Strait Islander people.

Measure 3: Total annual sum of capital and capability development support approved and/or distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.

Our target	2024–25 \$336,285,000	2025–26 \$337,718,720	2026–27 \$348,342,430	2027–28 \$342,444,800	2028–29 \$349,871,444
<b>Methodology: How will we measure it?</b>	<p>We calculate the total annual sum (expressed as dollar value) of capital and capability development support approved or distributed by IBA for the benefit of Aboriginal and Torres Strait Islander people. We combine the total annual sum of money committed for expenditure and investment in the reporting period, including the:</p> <ul style="list-style-type: none"> <li>• value of approved business finance</li> <li>• value of co-investment contribution and capital distributed by IBA</li> <li>• value of external business support</li> <li>• value of home loans approved</li> <li>• value of partnerships with First Nations organisations</li> <li>• value of First Nations IBA corporate procurement</li> <li>• value of First Nations subsidiary procurement</li> <li>• value of additional initiatives that respond to natural disasters.</li> </ul>				
<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>• To provide evidence that IBA is assisting and enhancing Aboriginal and Torres Strait Islander economic self-sufficiency and self-management.</li> <li>• To better understand our full capital and capability growth commitment to Aboriginal and Torres Strait Islander people.</li> <li>• To show contribution and attribution through distribution of capital and capability development to the priority areas of home ownership, business ownership and intergenerational wealth.</li> <li>• To confirm IBA's contribution to the National Agreement (Outcomes 8 and 9), emerging economic and market opportunities and evolving policies set by government.</li> <li>• To show changes in targets over time. An annual increase is expected for this measure based on historical actuals and forecasted demand of those inputs. Natural movements in IBA's overall portfolio will happen because of factors such as transitioning a home loan to a mainstream lender, acquisition and divestment activity and the growth of co-investment partners. Where initiatives or opportunities to respond to market demand are unplanned, we have allowed for those to be incorporated.</li> </ul>				
<b>Link to purpose</b>	<p>Our purpose requires us to deliver activities which demonstrate we can 'manage capital [section 146(b)]' for the benefit of Aboriginal and Torres Strait Islander people. This measure demonstrates the different ways we distribute money via capital, equity, debt financing, grants, and other financial instruments as evidence of commercial enterprise activity, asset acquisition and access to concessional business and home finance.</p>				
<b>Link to 2024–25 PBS</b>	<p>Prime Minister &amp; Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148</p>				

### Measure type and data source/s:

**Type:** Output/Quantitative (existing measure)

**Data:** Data sourced internally via IBA controlled and managed systems and externally via third parties where applicable. PBS performance measure.

**Changes from 2023–24 Corporate Plan:** Amended wording to the measure. Updated target.

## GOAL 2: INCLUSION

Aboriginal and Torres Strait Islander people can engage with and get the most out of economic opportunities.

Key activity focus: Prioritise building the capability of Aboriginal and Torres Strait Islander people to maximise the reach and impact of economic opportunities.

Measure 4: Reported levels of Aboriginal and Torres Strait Islander financial wellbeing.

Our target	2024–25 Pilot target	2025–26 Improve annually	2026–27 Improve annually	2027–28 Improve annually	2028–29 Improve annually
<b>Methodology: How will we measure it?</b>	We report a customer financial wellbeing score out of 100. The levels of resilience and financial wellbeing are calculated by measuring the results obtained via a survey of Aboriginal and Torres Strait Islander people. The survey asks about an individual's situation and how they think and feel about their money and finances. The survey questions are based on the short-form version of the Melbourne Institute Financial Wellbeing Scales developed by Comerton-Forde et al (2018) <sup>19</sup> . IBA adapted the scales after undertaking research with Aboriginal and Torres Strait Islander people across Australia in 2024.				
<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>To provide reliable evidence and performance data related to a person's ability to: <ul style="list-style-type: none"> <li>– navigate continuing economic uncertainty</li> <li>– respond to impacts of natural disasters and climate change</li> <li>– navigate a state of emergency, including being able to mitigate losses.</li> </ul> </li> <li>To track, year on year, changes to financial wellbeing and resilience in our performance framework to: <ul style="list-style-type: none"> <li>– improve outcomes with Aboriginal and Torres Strait Islander people who use a product or service from IBA</li> <li>– understand what people's needs are and how to respond to them</li> <li>– understand and positively influence ways to strengthen and nurture resilience and financial wellbeing.</li> </ul> </li> <li>To measure the effectiveness of IBA's activities in achieving First Nations economic self-sufficiency more broadly, as research shows that financial wellbeing is a good overall indicator of financial literacy, financial behaviour and decision-making, and financial inclusion.</li> </ul>				
<b>Link to purpose</b>	Our purpose requires us to do activities which enable Aboriginal and Torres Strait Islander people to 'enhance self-management and economic self-sufficiency [section 146(a)]'. Financial wellbeing is widely understood to mean how people manage their money and finances and how they feel about it. The core dimensions of financial wellbeing relate to financial control, financial security and resilience, and financial freedom. This measure informs what is needed by First Nations people to achieve economic self-sufficiency, how IBA could refine products and services and partner with appropriate organisations where it is not within IBA's remit.				
<b>Link to 2024–25 PBS</b>	Prime Minister & Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148				

### Measure type and data source/s:

**Type:** Effectiveness/Qualitative (existing measure)

**Data:** Methodology and target being piloted. Annual survey of IBA customers, partners, and subsidiaries. Annual survey of First Nations people aged 18 years or older (First Nations Financial Wellbeing Index).

**Changes from 2023–24 Corporate Plan:** Amended wording to the measure. Updated target. Reviewed and no longer considered appropriate as a PBS performance measure. Revised measures are provided in the 2024-25 PBS and therefore, the old measures will not be reconciled in the 2024-25 Annual performance statement (disclosure of explanation).

<sup>19</sup> Comerton-Forde, C., De New, J., Slamanca, N., and Ribar D.C. (2022) Measuring Financial Wellbeing with Self-Reported and Bank Record Data. Economic Record, Volume 98, No. 321, June 2022, p133–151.



## GOAL 2: INCLUSION

Aboriginal and Torres Strait Islander people can engage with and get the most out of economic opportunities.

Key activity focus: Prioritise building the capability of Aboriginal and Torres Strait Islander people to maximise the reach and impact of economic opportunities.

Measure 5: Reported levels of positive impact of IBA's activities by Aboriginal and Torres Strait Islander people.

Our target	2024–25 Establish baseline	2025–26 Pilot target	2026–27 Improve annually	2027–28 Improve annually	2028–29 Improve annually
<b>Methodology: How will we measure it?</b>	<p>In order to validate our thesis and theory of change, we report on impact scores calculated from:</p> <ul style="list-style-type: none"> <li>comprehensive impact studies every two to three years</li> <li>deep dive impact studies in intervening years.</li> </ul> <p>Impact scores are measured by interviewing and surveying Aboriginal and Torres Strait Islander people and asking them a series of questions relating to the financial, economic, social, community, cultural, and Country (environmental) impacts of IBA's activities. The survey questions are based on the Interplay Wellbeing Framework developed by Cairney et al.<sup>20</sup> (2015), which IBA adapted with permission of the researchers.</p> <p>Survey responses are used to calculate an overall impact score. A rating is then assigned using the five-point scale shown below.</p> <ul style="list-style-type: none"> <li>Significantly positive impact</li> <li>Positive impact</li> <li>Neither positive or negative</li> <li>Negative impact</li> <li>Significantly negative impact</li> </ul>				
<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>To evaluate we are delivering our impact thesis and theory of change.</li> <li>To deliver products and services that provide evidence we are meeting our impact statement: 'IBA walks with Aboriginal and Torres Strait Islander people to maximise wellbeing through culturally responsible financial pathways leading to economic inclusion and empowerment.'</li> <li>To compare the impact scores with questions relating to financial wellbeing (Measure 4) and in turn help IBA describe the contribution of our activities to the reported levels of Aboriginal and Torres Strait Islander financial wellbeing and resilience.</li> <li>To strengthen our ability to show our contribution to the National Agreement by measuring the impact of IBA's activities across a range of outcome areas including education, employment, safety, health, and wellbeing.</li> </ul>				
<b>Link to purpose</b>	<p>Our purpose requires us to do activities which enable Aboriginal and Torres Strait Islander people to 'enhance self-management and economic self-sufficiency [section 146(a)]'.</p> <p>This measure provides qualitative and quantitative evidence to confirm the impact of our products and services on First Nations people's lives as they pursue economic independence, self-management, and self-sufficiency. It is a measure of our single portfolio outcome—to improve wealth acquisition and economic independence of Aboriginal and Torres Strait Islander peoples.</p>				
<b>Link to 2024–25 PBS</b>	<p>Prime Minister &amp; Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148</p>				

### Measure type and data source/s:

**Type:** Effectiveness/Qualitative (existing measure)

**Data:** Methodology and target baseline being established. Annual survey of IBA customers, partners, and subsidiaries. Data sourced internally via IBA controlled and managed systems.

**Changes from 2023–24 Corporate Plan:** Amended wording to the measure. Updated target. Reviewed and no longer considered appropriate as a PBS performance measure. Revised measures are provided in the 2024-25 PBS and therefore, the old measures will not be reconciled in the 2024-25 Annual performance statement (disclosure of explanation).

<sup>20</sup> Cairney S, Abbott T and Yamaguchi J. 2015. Study protocol: the Interplay Wellbeing Framework and methodology to assess wellbeing in Aboriginal and Torres Strait Islander people in remote Australia. CRC-REP Working Paper CW024. Ninti One Limited, Alice Springs.

## GOAL 2: INCLUSION

Aboriginal and Torres Strait Islander people can engage with and get the most out of economic opportunities.

**Key activity focus: Prioritise building the capability of Aboriginal and Torres Strait Islander people to maximise the reach and impact of economic opportunities.**

### Measure 6: Assessment of IBA's overall environmental, social and governance (ESG) performance

Our target	2024–25 Establish baseline	2025–26 Pilot target	2026–27 Improve annually	2027–28 Improve annually	2028–29 Improve annually
<b>Methodology: How will we measure it?</b>	We will establish a methodology to assess IBA's overall ESG performance at an entity level, based on a materiality assessment undertaken in 2024, and aligned with ESG standards and Australian Government policies. Once established, we will pilot a target and actively manage and improve our ESG performance over time.				
<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>To make informed and evidence-based decisions on issues around climate change, biodiversity loss and natural disasters, especially relating to impacts on our First Nations customers and partners, and communities we engage with.</li> <li>To monitor how effectively we integrate ESG and broader sustainability considerations into our decision-making, performance, and risk frameworks.</li> <li>To report against a balanced set of performance measures and complement Measure 4 (impact) and Measure 5 (financial wellbeing) by considering a broader range of ESG issues. It aims to go further than mandatory compliance and reporting requirements to incorporate, where possible, the lived experiences of Aboriginal and Torres Strait Islander people.</li> <li>To identify sustainability topics deemed 'material' from an impact perspective, or a financial perspective, or both. This measure considers our exposure and performance with respect to immediate and longer term ESG issues identified through the materiality assessment process.</li> <li>To improve monitoring, reporting and adaptive decision-making in relation to emerging economic and market opportunities and risks, including evolving environment and social policies set by the Australian Government.</li> <li>To meet requirements of corporate governance and transparency expected by Aboriginal and Torres Strait Islander people, the Australian Government, and the broader community .</li> </ul>				
<b>Link to purpose</b>	<p>Our purpose requires us to do activities which enable Aboriginal and Torres Strait Islander people to 'enhance self-management and economic self-sufficiency [section 146(a)]'. Part 1 of the ATSI Act notes that 'Parliament seeks to enable Aboriginal persons and Torres Strait Islanders to increase their economic status, promote their social well-being and improve the provision of community services'. In 2024, IBA conducted a materiality assessment. Our ESG strategy identified five high priority focus areas from the assessment.</p> <ol style="list-style-type: none"> <li>Climate resilience.</li> <li>Customer and data security.</li> <li>Human rights and labour.</li> <li>Business ethics.</li> <li>Responsible investing.</li> </ol> <p>The measure seeks to show we deliver on our purpose in a way that is sustainable, responsible, and ethical. It acknowledges a complex and rapid transition driven by technological innovations and climate change. IBA has an important role and responsibility to facilitate access to finance and capital for First Nations people and communities so they can be part of the transition in a meaningful way.</p>				
<b>Link to 2024–25 PBS</b>	Prime Minister & Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148				

#### Measure type and data source/s:

**Type:** Effectiveness/Qualitative (existing measure)

**Data:** Methodology and target baseline being established. Data sourced internally via IBA controlled and managed systems and externally via third parties where applicable.

**Changes from 2023–24 Corporate Plan:** Amended wording to the measure. Updated target. Reviewed and no longer considered appropriate as a PBS performance measure. Revised measures are provided in the 2024-25 PBS and therefore, the old measures will not be reconciled in the 2024-25 Annual performance statement (disclosure of explanation).

## GOAL 3: PROSPERITY

Aboriginal and Torres Strait Islander people have greater ownership and control of their financial and economic interests to build wealth and prosperity over time.

**Key activity focus: Invest with Aboriginal and Torres Strait Islander people to grow their wealth by sensibly looking after and growing the capital and asset base under IBA's management.**

**Measure 7: Total proportion of Aboriginal and Torres Strait Islander first home buyers.**

Our target	2024–25 80%	2025–26 80%	2026–27 80%	2027–28 80%	2028–29 80%
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<b>Methodology: How will we measure it?</b>	<ul style="list-style-type: none"> <li>We calculate the total number of home loans approved for first home buyers as a percentage (proportion) of the total number of approved home loans.</li> <li>At the point of EOI, we request information about the first home buyer status of a customer and verify this against secondary sources. A borrower is a first home buyer if they are purchasing residential property for the first time. For joint borrowers, they are a first home buyer if at least one person has not owned a residential property before.</li> </ul>				
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<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>To provide evidence of a pathway for Aboriginal and Torres Strait Islander people to access home ownership.</li> <li>To measure the proportion of Aboriginal and Torres Strait Islander people who make the critical step of 'getting into a home'. This measure is the most direct way to grow the number of Aboriginal and Torres Strait Islander people who own a home, build wealth, and become economically self-sufficient.</li> <li>To confirm IBA's contribution to the National Agreement (Outcomes 8 and 9), emerging economic and market opportunities and evolving policies set by government.</li> <li>To strengthen IBA's ability to show how it contributes to the priority areas of home ownership and intergenerational wealth.</li> </ul>				
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<b>Link to purpose</b>	Our purpose requires us to deliver activities which 'advance commercial and economic interests [section 146(b)]' of Aboriginal and Torres Strait Islander people. This measure confirms how we are facilitating home ownership outcomes as an indicator of wealth acquisition and independence for multiple generations.				
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<b>Link to 2024–25 PBS</b>	Prime Minister & Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148				
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**Measure type and data source/s:**

**Type:** Effectiveness/Qualitative (existing measure)

**Data:** Data sourced internally via IBA controlled and managed systems and externally via third parties where applicable. PBS performance measure.

**Changes from 2023–24 Corporate Plan:** Updated target.



## GOAL 3: PROSPERITY

Aboriginal and Torres Strait Islander people have greater ownership and control of their financial and economic interests to build wealth and prosperity over time.

**Key activity focus: Invest with Aboriginal and Torres Strait Islander people to grow their wealth by sensibly looking after and growing the capital and asset base under IBA's management.**

**Measure 8: Average conversion rate of demand into a home, business, or investment outcome.<sup>21</sup>**

Our target	2024–25 Pilot target	2025–26 Improve annually	2026–27 Improve annually	2027–28 Improve annually	2028–29 Improve annually
<b>Methodology: How will we measure it?</b>	We calculate the weighted average conversion rate by using a fixed weighted average that combines individual conversion rates. The weights are based on the value of financial products delivered in the previous financial year. The approach offers a stable set of weights for comparing conversion rates across IBA.				
<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>• To establish a reliable, verifiable source of data that shows IBA is meeting its purpose by reporting on the conversion of genuine demand from Aboriginal and Torres Strait Islander people.</li> <li>• To have reliable quantitative evidence that confirms IBA's effectiveness in delivering customer outcomes.</li> <li>• To confirm IBA's contribution to the National Agreement (Outcomes 8 and 9), emerging economic and market opportunities and evolving policies set by government.</li> <li>• To understand level of customer uptake, product relevance and appropriateness of IBA's service delivery model.</li> </ul>				
<b>Link to purpose</b>	Our purpose requires us to do activities which 'advance commercial and economic interests [section 146(b)]' of Aboriginal and Torres Strait Islander people. This measure seeks to show how, through our purpose, we contribute to Part 1 of the ATSI Act : 'Parliament seeks to enable Aboriginal persons and Torres Strait Islanders to increase their economic status, promote their social well being and improve the provision of community services'.				
<b>Link to 2024–25 PBS</b>	Prime Minister & Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148				

**Measure type and data source/s:**

**Type:** Effectiveness/Quantitative (Existing measure)

**Data:** Methodology and target being piloted. Data sourced internally via IBA controlled and managed systems and externally via third parties where applicable, for verification purposes.

**Changes from 2023–24 Corporate Plan:** Amended wording to the measure. Updated target. Reviewed and no longer considered appropriate as a PBS performance measure. Revised measures are provided in the 2024-25 PBS and therefore, the old measures will not be reconciled in the 2024-25 Annual performance statement (disclosure of explanation).

<sup>21</sup> Directly with IBA and indirectly through transition to mainstream or banking panel arrangements based on total number of eligible people.

## GOAL 4: EXCELLENCE

Aboriginal and Torres Strait Islander people are supported by IBA through excellent service, improved coordination and efficiency, and cross sector partnerships.

**Key activity focus: Adopt an agile business model that anticipates and responds to financial, economic, and political challenges and opportunities, simplifies customer offer, and focuses on sustainable funding.**

**Measure 9: Total rate of efficiency of IBA in achieving its purpose.**

Our target	2024–25 Pilot target	2025–26 Improve annually	2026–27 Improve annually	2027–28 Improve annually	2028–29 Improve annually
<b>Methodology: How will we measure it?</b>	We calculate the cost to income ratio by comparing IBA's total operating expenses to total income.				
<b>Rationale: Why will we measure it?</b>	<ul style="list-style-type: none"> <li>• To show how efficiently we manage our resources and funding to deliver on IBA's purpose.</li> <li>• To provide evidence that we assist and enhance Aboriginal and Torres Strait Islander economic self-sufficiency and self-management through effective management and efficient distribution of capital.</li> <li>• To inform what and how to improve service delivery that benefits Aboriginal and Torres Strait Islander people.</li> <li>• To help define IBA's contribution to APS reform priorities and the National Agreement through partnerships.</li> </ul>				
<b>Link to purpose</b>	<p>Our purpose requires us to do activities which 'advance commercial and economic interests [section 146(b)]' of Aboriginal and Torres Strait Islander people. This measure provides confirmation of IBA's ability to efficiently deliver its products and services.</p> <p>This measure relates to Clause 3(d) Objects of the ATSI Act, 'to ensure co ordination in the formulation and implementation of policies affecting Aboriginal persons and Torres Strait Islanders by the Commonwealth, State, Territory and local governments, without detracting from the responsibilities of State, Territory and local governments to provide services to their Aboriginal and Torres Strait Islander residents.'</p>				
<b>Link to 2024–25 PBS</b>	Prime Minister & Cabinet, Program 1.1 – Aboriginal and Torres Strait Islander Economic Participation and Wealth Creation, page 147-148.				

**Measure type and data source/s:**

**Type:** Efficiency/Quantitative (existing measure)

**Data:** Methodology and target being piloted. Data sourced internally via IBA controlled and managed systems and externally via third parties where applicable, for verification purposes.

**Changes from 2023–24 Corporate Plan:** Updated target. Reviewed and no longer considered appropriate as a PBS performance measure. Revised measures are provided in the 2024-25 PBS and therefore, the old measures will not be reconciled in the 2024-25 Annual performance statement (disclosure of explanation).

# Appendix A: Active subsidiaries

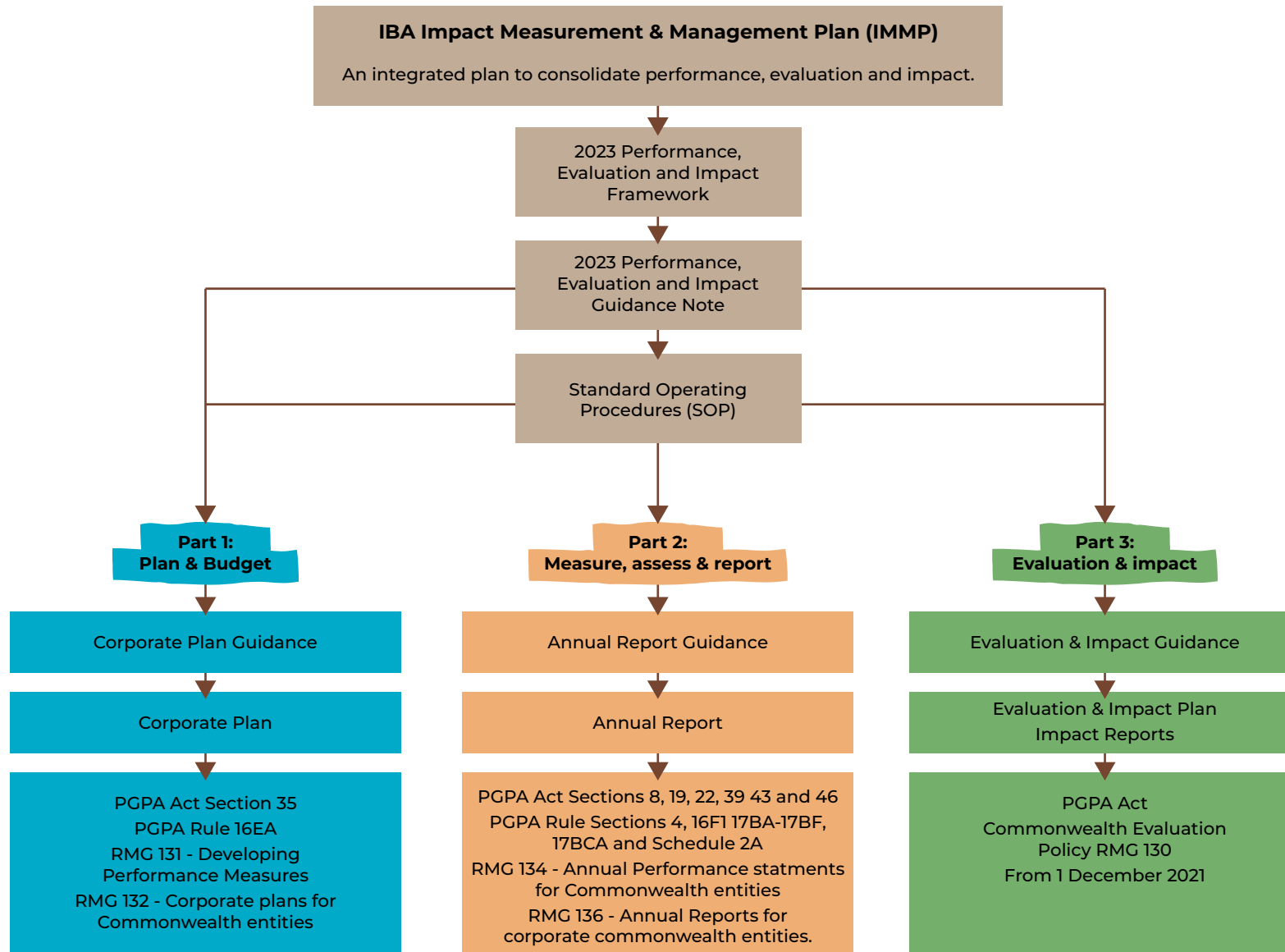
Crocodile Hotel Pty Ltd	Indigenous Economic Development Trust <sup>^</sup>
Darwin Hotel Holdings Trust	Indigenous Prosperity Fund – Growth Fund
Darwin Hotel Partnership	Indigenous Prosperity Fund – Income Fund
Dominican Indigenous Education Trust	Indigenous Real Estate Investment Trust
Gagadju Lodge Coinda Trust	IREIT Sub Trust
Ikara Wilpena Enterprises Pty Limited	Kakadu Tourism (GCH) Pty Limited
Ikara Wilpena Holdings Trust	Kakadu Tourism (GLC) Pty Limited
IBA Asset Management Pty Limited	Performance Bonds Trust
IBA Retail Asset Management Pty Limited	Tennant Food Barn Partnership
IBA Retail Property Trust	Tennant Creek Land Holding Trust
IBA Wilpena Solar Pty Ltd	Wilpena Pound Aerodrome Services Pty Limited
IBA Wilpena Solar Trust	



<sup>^</sup> This is a discretionary trust whose beneficiaries are First Nations Australians. While IBA does not hold units in the trust, all decisions are made by IBA in its capacity as trustee.



# Appendix B: Integrated performance framework model



# Appendix C: RMG131 Developing performance measures (changes to align measures)

Relevant performance Information IBA's Corporate Plan 2023–24	Performance Information revisions in IBA's Corporate Plan 2024–25	Changes made	Rationale for changes
<b>PM01</b> Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.	<b>PM01</b> Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships	Updated targets	Targets updated to reflect changes in operating environment: increase to targets related to workshop numbers.
<b>PM01</b> Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.  Input measure: Number of Social Enterprise Grant (Aboriginal and Torres Strait Islander women supported).	Not Applicable – no longer an input measure.	Removed as a contributing input from Measure 1.	Social Enterprise Grant was a 12-month contract and has been completed.
<b>PM02</b> Total annual number of Aboriginal and Torres Strait Islander people provided with an IBA product or the opportunity to access the economy through a job or procurement opportunity.	<b>PM02</b> Total annual number of Aboriginal and Torres Strait Islander people provided with or who benefited from an IBA product or the opportunity to access the economy through a home, job or procurement opportunity.	Amended wording to the measure	Wording amended to reflect IBA's 'true' performance outcome.
<b>PM02</b> Total annual number of Aboriginal and Torres Strait Islander people provided with an IBA product or the opportunity to access the economy through a job or procurement opportunity.	Input measure: Number of total home loans approved.	Updated target	Targets updated to reflect changes in operating environment:  IBA has reduced the target in the number of home loan approvals due to the impact in the housing market.
<b>PM02</b> Total annual number of Aboriginal and Torres Strait Islander people provided with an IBA product or the opportunity to access the economy through a job or procurement opportunity.	Input measure: Number of First Nations people housed	Updated target	Targets updated to reflect changes in operating environment:  Subsequently the number of First Nations people housed reduces by the calculation derived by the target of home loan approvals.

Relevant performance Information IBA's Corporate Plan 2023–24	Performance Information revisions in IBA's Corporate Plan 2024–25	Changes made	Rationale for changes
<p><b>PM02</b> Total annual number of Aboriginal and Torres Strait Islander people provided with an IBA product or the opportunity to access the economy through a job or procurement opportunity.</p> <p>Input measure: Number of people benefiting from active formal partnership during reporting period that benefit between Aboriginal and Torres Strait Islander organisations and IBA</p>	<p>Input measure: Number of formal partnerships entered into or maintained that benefit Aboriginal and Torres Strait Islander people.</p>	Amended wording to the input measure	<p>Wording amended to:</p> <p>Wording amended to reflect IBA's 'true performance outcome.</p>
<p><b>PM03</b> Total annual sum of capital and capability development support distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people</p>	<p><b>PM03</b> Total annual sum of capital and capability development support approved and or distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.</p>	Amended wording to the measure	Wording amended to reflect IBA's 'true' performance outcome.
<p><b>PM03</b> Total annual sum of capital and capability development support distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people</p>	<p>Input measure: Value of home loans approved</p>	Updated target	<p>Targets updated to reflect changes in operating environment:</p> <p>Value of home loans target increased from the impact of the housing market.</p>
<p><b>PM04</b> Annual reported levels of resilience and financial wellbeing.</p>	<p>Measure - Reported levels of Aboriginal and Torres Strait Islander people's financial wellbeing.</p>	<p>Amended wording to the measure.</p> <p>Amended measure type from output to effectiveness following review.</p> <p>Removed from PBS performance measures.</p>	<p>Methodology for this measure is under review to strengthen reliable and verifiable information sources.</p>
<p><b>PM05</b> Social and financial impact and returns to Aboriginal and Torres Strait Islander people, organisations, and businesses.</p>	<p>Measure - Reported levels of positive impact of IBA's activities by Aboriginal and Torres Strait Islander people.</p>	Removed from PBS performance measures	Methodology for this measure is under review to strengthen reliable and verifiable information sources.
<p><b>PM06</b> ESG Rating</p>	<p>Measure - Updated measure Annual environmental, social and governance (ESG) performance score</p>	Removed from PBS performance measures	Methodology for this measure is under review to strengthen reliable and verifiable information sources.
<p><b>PM08</b> Average conversion rate from enquiry into a home, business, or investment outcome</p>	<p>Measure - Updated measure: Average Conversion rate of demand into a home, business or investment outcome.</p>	Removed from PBS performance measures	Methodology for this measure is under review to strengthen reliable and verifiable information sources.
<p><b>PM09</b> Total rate of efficiency of IBA in achieving its purpose.</p>	<p>Not Applicable – not captured as a PBS measure for 2024-25</p>	Removed from PBS performance measures	Methodology for this measure is under review to strengthen reliable and verifiable information sources.



# Appendix D: RMG132 reporting requirements

This corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act
- subsection 16E(2) of the PGPA Rule 2014.

The table details the requirements met by the IBA Corporate Plan and the page reference(s) for each requirement.

REQUIREMENTS	PAGE(S)
Introduction <ul style="list-style-type: none"> <li>• a statement that the plan is prepared for paragraph 35(1)(b) of the Act</li> <li>• the reporting period for which the plan is prepared</li> <li>• the reporting periods covered by the plan.</li> </ul>	b
Our purpose	4
Key activities we will undertake to achieve our purpose	6
Operating context <ul style="list-style-type: none"> <li>• the environment in which the entity will operate</li> <li>• the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes</li> <li>• a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed</li> <li>• details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes</li> <li>• how any subsidiary of the entity will contribute to achieving the entity's purpose</li> </ul>	13-17 30-32 13-17 21, 25, 28, 29, Appendix A 28, 29, Appendix A
Performance <ul style="list-style-type: none"> <li>• Performance measures</li> <li>• Targets for each performance measures</li> </ul>	36-47 and 49-51



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