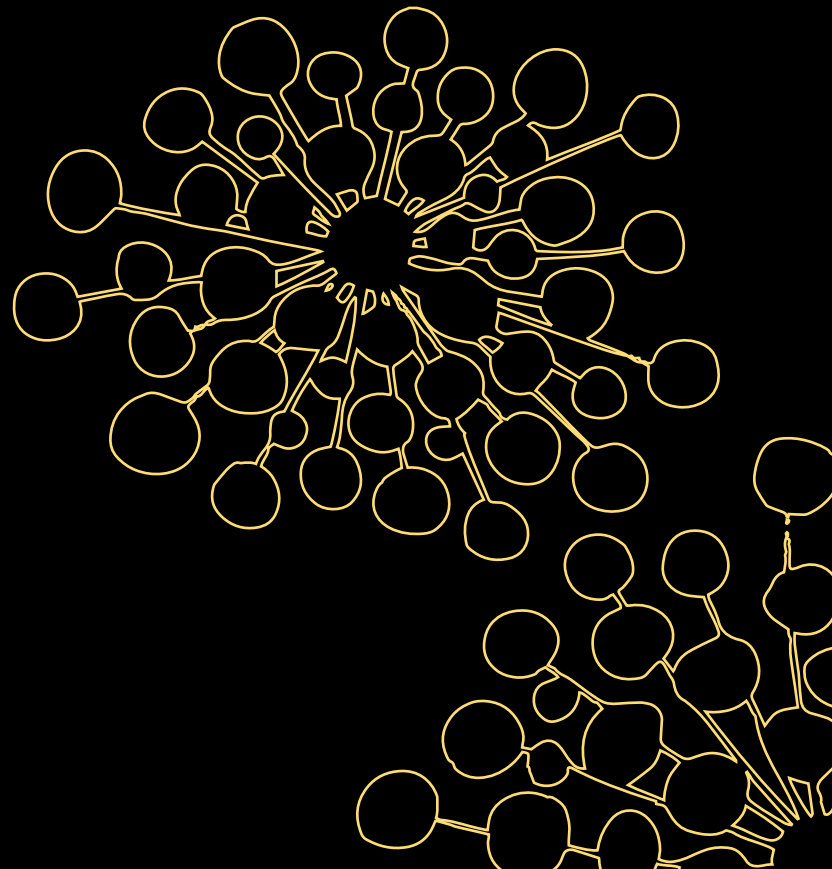
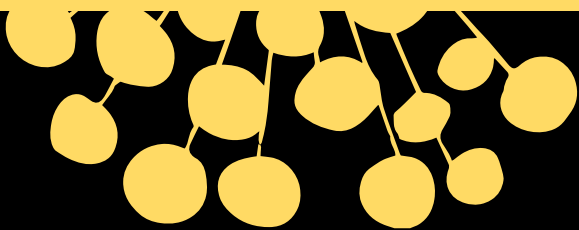




# Reconciliation Action Plan

2014-16



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## CEO's message

I am impressed by the various ways our Reconciliation Action Plan (RAP) reflects and influences how we collaborate to achieve better outcomes for Aboriginal and Torres Strait Islander people.

As an organisation of more than 200 staff members, with a national reach and a regional presence, we need to use our business networks and links into the broader community to maximise the impact of our work. Our RAP provides a cohesive guide and framework to make sure this occurs.

By committing to work with a range of talented individuals and forming long-term partnerships with different organisations and groups, we are enhancing the outcomes that Aboriginal and Torres Strait Islander peoples can achieve, making a significant contribution to closing the gap.

Through our investment activities and corporate partnerships we are aiming to secure greater direct and indirect economic and social benefits for Indigenous Australians. IBA is also working with Indigenous organisations around Australia to develop effective governance and investment strategies to enable them to maximise their commercial opportunities.

IBA will continue building its partnerships with banks and other financial institutions, with the aim of assisting its customers to access private sector products and services. There is now an established program of co-lending with mainstream home loans, known as split loans, that has enabled IBA to leverage external capital and therefore deliver more home loans.

There is growing recognition of and support for the Indigenous business sector. With this in mind, our RAP focuses on – among other things – increasing the capacity for Indigenous businesses to supply goods and services to corporate and government Australia.

Another priority is building the capability of our people, including through improved representation of Aboriginal and Torres Strait Islander people at all levels within IBA. In this RAP we have developed a suite of initiatives that I believe will help IBA grow its cultural capability and form even stronger relationships with our customers.

Over the next three years, I look forward to seeing the fruits of the collaborative initiatives outlined in this RAP, in the very real form of more home ownership and business and investment opportunities for Indigenous Australians.



**Chris Fry**  
**CEO Indigenous Business Australia**

# Our vision for reconciliation

*IBA's vision is for a nation in which the First Australians are economically independent and an integral part of the economy. In pursuit of this vision, we are building strong relationships with employees, customers and partners to better develop and utilise our collective capabilities.*

## Our business

IBA's business is to increase the number of Aboriginal and Torres Strait Islander people successfully engaged in financial and commercial activities by facilitating business ownership and support, home ownership, investments and joint ventures.

Over more than 20 years, IBA has built a net asset base worth \$1.1 billion – and in home ownership alone has generated \$2 billion in wealth transfer to Indigenous Australians that would otherwise not have taken place. In this time, IBA has developed profound knowledge and experience regarding Indigenous economic development, including what has been tried – and what worked or failed – in the past, and what critical success factors are required to achieve effective Indigenous economic independence.

We know that Aboriginal and Torres Strait Islander people can be well on the path to economic independence as a result of IBA providing access to capital, sharing knowledge and expertise, and generating opportunities for:

- self-employment and jobs growth (through small-business ownership)
- security (through home ownership)
- wealth creation (through investing in commercial ventures and products).

At the end of 2012–13, IBA had 227 staff members, 48 (21 per cent) of whom were Indigenous Australians. We have 17 offices located across every state and territory; nearly half of our staff members are located in regional offices, and the remainder are based in the national office in Canberra. IBA is governed by a Board, which has majority Indigenous membership.

Reconciliation is at the heart of our business. IBA works directly with Aboriginal and Torres Strait Islander peoples, and we facilitate private and public sector engagement with Indigenous Australians.

Through our business, IBA actively promotes reconciliation by:

- understanding the cultural, historical and social context in which we work, to ensure quality service delivery to our customers
- building and displaying respect and trust in all our business dealings
- forming long-term partnerships with customers, the private sector and government
- providing tailored support arrangements to increase commercial capacity and experience
- identifying and promoting effective strategies and activities, based on direct customer feedback, and research and program evaluation
- assisting other organisations, businesses and agencies in their delivery of outcomes for Aboriginal and Torres Strait Islander peoples
- attracting and supporting Aboriginal and Torres Strait Islander staff members and promoting a culturally supportive workplace for all employees.



## Achievements in the 2012–13 financial year

### Building capacity

- Ran 412 *Into Business*<sup>™</sup> workshops around the country, attracting 1,723 participants who were thinking about going into business.
- Provided business support to 552 Indigenous Australians who already owned a small business or were entering small-business ownership.
- Connected Indigenous suppliers and government and business leaders, so they could explore project needs, register suppliers and explain tendering processes.
- Provided financial support so that 14 mature-age Indigenous Australian students could complete nationally recognised tertiary qualifications.

### Business and employment

- Helped create 447 Indigenous jobs through new funding for business loans and our investment ventures.
- Approved 95 small-business loans valued at a total of \$22 million.

- 90 per cent of businesses loan customers were still in business after one year, 79 per cent after two years and 68 per cent after three years.
- Together with our subsidiaries, procured \$6 million worth of goods and services from Indigenous businesses.

### Home ownership

- Provided 664 new home loans – totalling \$173 million and directly benefiting 1,645 people. Of these loans, 196 – or around 30 per cent – were jointly funded by a major bank. The banks' share represents an additional \$42 million in funding.
- Managed a portfolio of 4,110 home loans, valued at a total of \$800 million.

### Asset building and wealth creation

- Distributed \$4 million in profits to our Indigenous investment partners, who together hold 25 per cent of the equity in our portfolio.
- Divested \$3.3 million in equity to our Indigenous partners.

### Staff development

- Provided cultural awareness training to all new starters.
- Held IBA's second Aboriginal and Torres Strait Islander Staff Network meeting.
- Sponsored development activities through the Australian Indigenous Leadership Centre.
- Facilitated staff undertaking cultural immersion opportunities, including volunteering.
- Offered several entry-level employment opportunities to Aboriginal and Torres Strait Islander people, including internships.

# Our Reconciliation Action Plan

IBA's inaugural RAP was developed in 2007 and refreshed in 2010, 2012 and 2013. This updated RAP was developed by IBA's Reconciliation Action Plan Working Group, which comprises representatives from different business areas and includes both Aboriginal and Torres Strait Islander and non-Indigenous staff members. It takes into account the lessons we learnt in implementing previous RAPs, our experience and achievements to date, the views of our customers and stakeholders, and our plans for the future. In developing this RAP we consulted with the IBA Board and Reconciliation Australia, as well as referring to examples from other organisations in the RAP community.

As IBA's core functions are already centred on Aboriginal and Torres Strait Islander people, our focus for the 2014 RAP is to explore how we can move beyond 'business as usual'.

Externally, IBA recognises the value that we can harness by engaging actively and effectively with our customers, partners and other stakeholders. We recognise that we can better direct and orient our services, gain access to new opportunities, and explore new directions and innovations while improving service to customers.

Internally, the focus is on creating a positive and constructive workplace that builds our employees' ability to address the needs of our customers, and also makes IBA an employer of choice. The RAP is an important tool for helping IBA continually improve its capacity to assist Aboriginal and Torres Strait Islander people, including with employment, training and procurement opportunities.

IBA's RAP is available on our intranet and the internet, with progress reported to our Board and Reconciliation Australia.

## Our reconciliation journey

IBA has a proud history of delivering services that meet the needs of its Aboriginal and Torres Strait Islander customers. At the same time, we work closely with all stakeholders to improve our policies and devise solutions for advancing Indigenous economic development.

We are always doing more to develop deeper relationships with our customers and stakeholders, and gain a more thorough understanding of the external environment surrounding our activities. By increasing our efforts in these areas, we are effectively building our capability and performance as an organisation.

This approach is reflected in our RAP journey. In 2007, IBA was in the first cohort of organisations to develop a RAP. Our first RAP focused on our core business and some of the new ways we were seeking to extend our activities and have a greater impact – for example, by working more closely with the banks and government, making the first home loans on Aboriginal land, and seeking other partners with which we could work.

We also introduced cultural awareness training for all our employees. Following these initial plans, we have extended our efforts with each RAP, which brings us to the position documented in this current RAP.

We have matched this increasingly external focus with efforts to grow our internal capability. IBA has a diverse workforce – including more than 20 per cent Indigenous Australian employees – and an entirely Indigenous customer base. One of the major lessons we learnt from the RAP process is that we needed to adopt a more comprehensive approach to cultural education and engagement, drawing on insights from our own staff as well as those of our customers and stakeholders.

Embedding cultural capability across the whole organisation has become integral to how we improve our customer service and product design. It also informs our business model, which is based on a shared value proposition.

Although the IBA RAP started out with relatively humble ambitions, it has become accepted as an integral strategic document supported by extensive buy-in across the organisation. The RAP process has helped us develop a suite of initiatives to improve our internal culture and customer focus, while making sure we are more proactive in encouraging our partners to provide employment, training, procurement and business opportunities for Indigenous Australians.

# Relationships

IBA's success in achieving its goals for Aboriginal and Torres Strait Islander economic self-sufficiency depends on the strength of our relationships – with our customers, our staff, the private sector and government. Establishing and sustaining productive relationships is central to our business model.





**Above:** Participants at *Cultivate 2013*. Image is courtesy of Leighton Contractors Pty Ltd.

**Left:** Members of the IBA Aboriginal and Torres Strait Islander Staff Network (A&TSISN). The A&TSISN was developed as a RAP initiative to support Indigenous Australian staff members and their active participation in key decision-making processes that directly affect outcomes for Aboriginal and Torres Strait Islander peoples.

## Cultivating valuable networks

IBA is collaborating with the Australian Government and Leighton Contractors Pty Ltd to develop *Cultivate* – a series of interactive workshops that bring together Indigenous suppliers and procurement teams so they can explore upcoming project needs, register suppliers and explain tendering processes.

Leighton Contractors successfully piloted the workshops with IBA in early 2013 as part of the company's Indigenous engagement and supplier diversification program. Building on this success, IBA and Leighton Contractors co-hosted *Cultivate 2013* in November. Approximately 40 Indigenous suppliers from across Western Australia attended the two-day workshop, which focused on developing supply chains and featured presentations from Indigenous suppliers, IBA, and the Leighton Contractors procurement and project delivery teams. The event gave Indigenous businesses the chance to demonstrate their business capabilities and capacity, and find appropriate matches within the supply chain.

As a result, several Indigenous businesses are now working with Leighton Contractors at Elizabeth Quay and Kings Square, two of Perth's largest property development projects, and on the Gateway WA Perth Airport and Freight Access Project. Indigenous businesses have secured contracts worth more than \$20 million in total as a result of this one event.

One of these businesses is Matera Construction, a 100 per cent Indigenous-owned company that recently secured the Barrack Square Early Works contract with Leighton Contractors to complete the first stage of the Barrack Square development. The contract also covers all civil works on future services for the Elizabeth Quay development.

*Cultivate* enables Indigenous businesses to build strong networks with government and private sector organisations, navigate contract requirements and compete on an equal footing with other suppliers. The workshops also expand the private sector's understanding of Indigenous suppliers and their capabilities, and by enabling more Indigenous suppliers to work on WA's major projects, help develop the state's workforce and community re-investment outcomes.



Mr Rod Little, ACT Aboriginal and Torres Strait Islander Elected Body Chair and National Congress of Australia's First Peoples Board member, appearing as a guest speaker at IBA's 2013 National Reconciliation Week morning tea.



Raghu Venkat, Senior Manager of Strategy and Business Development (standing), in the IBA booth at the Inner City NAIDOC Family and Sports Day, held at the National Centre for Indigenous Excellence in July 2013.



Kerry Lui from IBA's Indigenous Home Ownership program discussing options with Wesley Gray, during a visit to the Hope Vale community in Far North Queensland, February 2014.



Carla Eastwood, IBA Business Lending and Support Officer, hard at work packing goods into boxes for the Mullum Mullum Indigenous Gathering Place Foodbank initiative as part of our Indigenous community volunteering work.

## Focus area: *Strengthening our relationships*

### Action

**1. Maintain an effective RAP Working Group** to monitor, report on and refresh the RAP.

**2. Support and encourage the celebration of National Reconciliation Week (NRW)** activities and cultural activities year round, to help staff members build relationships with the local community and learn more about Aboriginal and Torres Strait Islander cultures.

**3. Support the Aboriginal and Torres Strait Islander Staff Network (A&TSISN)** as a source of advice and support for Aboriginal and Torres Strait Islander staff members and the organisation more broadly.

**4. Develop our relationships with private sector, non-government and government partners** to increase economic opportunities for Aboriginal and Torres Strait Islander people.

**5. Develop our relationships with Aboriginal and Torres Strait Islander peoples and organisations** so we can better understand their priorities and more effectively communicate our strategic objectives.



Responsibility	Timeline	Target
RAP Working Group	December 2014, 2015 and 2016	Meet at least three times each year Seek external peer advice, including from Reconciliation Australia, at least once each year regarding the quality of RAP implementation and proposed new actions
RAP Working Group	27 May – 3 June 2014, 2015 and 2016	Host at least one internal or external NRW event in all major offices Invite local community members as guests and speakers at external events Encourage all staff members to participate in at least one community event during NRW and National Aboriginal and Islander Day Observance Committee (NAIDOC) Week
	January 2014, 2015 and 2016	Regularly promote events that staff can participate in to help them build strong relationships, including maintaining an up-to-date (reviewed weekly) intranet calendar and sending appropriate alerts
	July 2014	Include a calendar showing days of significance on the reverse of a summary 'RAP on a page'
CEO and HR	June 2014, 2015 and 2016	Hold regular A&TSISN teleconference meetings, and an annual face-to-face conference
	December 2014, 2015 and 2016	Value the A&TSISN's work and the IBA Executive Committee adopts appropriate recommendations
	December 2014 and 2016	Aboriginal and Torres Strait Islander staff feel – and are – supported, as measured through new starter and exit surveys, and performance management feedback and staff surveys
General Manager, Corporate	June 2014, 2015 and 2016	Each year, convene, participate in or sponsor at least six conferences and/or events that promote Aboriginal and Torres Strait Islander economic development in the wider community and a range of sectors
Senior Manager, Corporate	June 2014, 2015 and 2016	Use mainstream media outlets to publish at least six news stories that promote successful approaches to Indigenous economic engagement
General Manager, Policy	December 2014	Deliver at least one new joint financial product or service in partnership with a financial institution or bank
Senior Manager, Policy	June 2014, 2015 and 2016	Continue to contribute to the Indigenous Financial Services Network
RAP Working Group	December 2014	Invite IBA's partners and potential partners to participate in meeting our RAP commitments and to create their own similar commitments
All General Managers	June 2014, 2015 and 2016	Each year, have 50 staff members take Indigenous Community Volunteer days
	June 2014, 2015 and 2016	Each year, have at least one IBA staff member undertake a secondment with an Indigenous and/or other relevant organisation
	June 2014, 2015 and 2016	Each year, convene, participate in or sponsor at least six business or community events that facilitate IBA's engagement with local Indigenous communities and organisations
	December 2014, 2015 and 2016	Each year, conduct at least one targeted consultation or survey of customer and stakeholder groups to inform IBA's business improvements

# Respect

Building respect for and knowledge of Aboriginal and Torres Strait Islander cultures, achievements and experiences creates a stronger connection between IBA and our customers, and more effective engagement with our potential partners.



The design for our new Brisbane office incorporates various cultural themes, developed in consultation with IBA staff and experts. The office opening commenced with Aunty Valda Coolwell, Chair of the Brisbane Council of Elders, acknowledging country (inset) and included a water blessing and didgeridoo performance from Adrian Burragubba and Coedie McAvoy (right).





Karingbal - Karuwali - Kaurareg - Kawadji - Keinjan - Keramai - Koa - Koamu - Koenpal -  
Bullongin - Buluwai - Bundjalui - Djabug - Djakunda - Djaku-nde - Dja  
vola - Nguri - Njuwathai - Nunukul - Pakadji - Pitapita - Pitjara - Pontunj - P  
ggara - Kunggarri - K  
gu - Wik-kalkan - Wik-



Daniel Hughes, IBA's Public Relations Coordinator, using his IBA Indigenous Community Volunteer leave to help staff from the Australian Institute of Torres Strait Islander Studies (AIATSIS) and Australians for Native Title and Reconciliation (ANTaR). Daniel, along with other IBA corporate team members, installed the Sea of Hands in front of the AIATSIS building in February 2014, at Acton Peninsula in the ACT.



Chris Fry, IBA CEO, David Wirrpanda, guest speaker, and Anthony Ashby and Clare Woodley, IBA Directors, attending the 2013 IBA NAIDOC Breakfast in Perth.



Md. Zahidul Huq, IBA Investments' Manager Business Operations (right) with local artist Gunybi Ganambarr. Zahidul was posted to the Buku Larrnggay Mulka Centre, an arts centre in Yirrkala in northeast Arnhem Land, as a Jawun secondee. Jawun forms partnerships to benefit corporate, government and Indigenous Australia.

*This experience will go a long way to shaping my own thinking and actions regarding the Indigenous community, businesses and people. Given the opportunity, I might also be able to influence the thinking of some people around me.*  
Md. Zahidul Huq

**Focus area:** *Moving from cultural awareness to cultural capability*

Action

**1. Adopt a systematic and integrated approach to building cultural capability** by implementing IBA's Cultural Education and Engagement Framework.

**2. Support and encourage observance of and participation in NAIDOC week and other key events** that promote Aboriginal and Torres Strait Islander peoples' culture, history and achievements.

**3. Embed acknowledgement of Aboriginal and Torres Strait Islander cultures and protocols** across IBA's operations.

**4. Promote externally what works in creating Aboriginal and Torres Strait Islander economic self-sufficiency**, and the role that history and culture play in achieving this.

Responsibility	Timeline	Target
Senior Manager, Human Resources	July 2014	Develop online training for foundation cultural capabilities that all staff members can access
	June 2014, 2015 and 2016	Have all staff members complete face-to-face cultural awareness training as part of their induction process
	July 2015, 2016	Ensure all staff members complete online training by July 2015 and an annual refresher thereafter
	June 2015	Have in place arrangements for targeted, location-specific cultural awareness development – in each state as a minimum
	April 2014	Establish and evaluate a pilot mentoring program, and develop mentoring guidelines and training to support mentees and mentors
	June 2014, then every 6 months	Offer cultural immersion opportunities to IBA staff members – and make at least one placement each year
	June 2014, 2015 and 2016	Include cultural capability and contribution to the IBA RAP in the context of discussions about preferred IBA behaviours within the Performance Management Scheme framework
	December 2014, 2015 and 2016	Recognise staff members who make outstanding contributions to implementing the RAP or other cultural capability-building initiatives through IBA's reward and recognition framework
	June 2014, 2015 and 2016	Ensure Aboriginal and Torres Strait Islander guest speakers regularly present at IBA's development programs
CEO	July 2014, 2015 and 2016	Encourage all staff members to participate in at least one community event during NRW and NAIDOC Week
Senior Manager, Corporate	July 2014, 2015 and 2016	Host or participate in at least one internal or external NAIDOC Week event in all major offices
	July 2014, 2015 and 2016	Host IBA's major national NAIDOC breakfast event in a capital city
	May–July 2014, 2015 and 2016	Ensure local leaders or event organisers liaise with local NAIDOC committees when planning NAIDOC events
RAP Working Group	January 2014, then monthly	Acknowledge and promote other special anniversaries and events via the intranet and Internet, including information on IBA's What's On and Reconciliation intranet pages in advance of these events
Senior Leadership Group	June 2014, then every 6 months	Promote respectful acknowledgement at all major meetings and events, and discuss progress at Senior Leadership Group meetings every six months
	June 2014, 2015 and 2016	Arrange a traditional owner to give a Welcome to Country address at significant national or community events hosted by IBA
Senior Manager, Human Resources	June 2014	Include instructions for using IBA's Welcome to Country and Acknowledgment of Traditional Owners protocols in induction training
General Manager, Corporate	June 2014	Make sure IBA's new national office has an appropriately designed fit-out and interior decoration to reflect IBA's connection with Aboriginal and Torres Strait Islander cultures
		Invite local Elders to the opening of the new national office, and name major meeting rooms and collaborative working spaces in honour of Aboriginal and Torres Strait Islander cultures
General Manager, Investments	June 2015	Finalise the naming of at least one major meeting room or building owned or controlled by IBA and its subsidiaries in honour of Aboriginal and Torres Strait Islander people
Senior Manager, Corporate	March 2014, then quarterly	As part of the Communication and Marketing Strategy, publish – and refresh at least quarterly – a series of stories, including through <i>Inspire</i> magazine and IBA's website

# Opportunity

Working with our customers, staff members, business partners and stakeholders to identify better business solutions will increase opportunities and enable us to more effectively achieve economic self-sufficiency for Aboriginal and Torres Strait Islander peoples.

MOTEL

All Queen Beds  
Wireless Broadband  
★★★★ Deluxe Rooms  
Standard Rooms  
Meals To Rooms

AUSTAR  
Television



**Above and left:** Debbie and Matt Wakley of Green Gables Motel in Dubbo, NSW.

## ***Into Business***<sup>™</sup> workshops

Our *Into Business*<sup>™</sup> workshops assist new and aspiring Indigenous business owners to acquire the knowledge and confidence they need to navigate the early years of business ownership.

*Into Business* is a free national business preparation program where participants determine the viability and sustainability of their business ideas. It consists of three one-day interactive information-sharing workshops, usually held three weeks apart. During these workshops, participants share their business ideas, learn how to verify the viability and sustainability of their concepts, and plan the next steps in their business models.

Most *Into Business* workshops are delivered by Aboriginal or Torres Strait Islander service providers. These providers are business owners themselves, so they can share firsthand knowledge and better relate with the workshop participants.

In 2013–14, more than 70 per cent of *Into Business* workshops will be facilitated by Aboriginal and Torres Strait Islander providers, who have successfully tendered for contracts worth a total of more than \$1.2 million.

Since we first began running *Into Business* in 2010, more than 1,000 people have completed the workshops – including 380 people in 2012–13.

Debbie and Matt Wakley attended all three *Into Business* workshops before opening their business, Green Gables Motel in Dubbo, NSW. The couple, who describe themselves as 'risk averse', spent months researching and planning all aspects of their business idea and chosen industry. Even though Matt had previous experience in the finance industry, he felt there was still more he could learn about business operations. 'When you are trying to apply your knowledge to your own business it was like, "oh, you can never stop learning"', Matt says. 'A lot of the information for me was a refresher but some was new, like the marketing side of things, and learning about small things you can do to increase your profitability'.



Graduates of the 2013 MURRA Indigenous Business Master Class Program. Photo by Jorge de Araujo, courtesy of Melbourne Business School.

## MURRA Indigenous Business Master Class Program

IBA is committed to supporting Indigenous entrepreneurs to build on their success by developing their high-end skills, knowledge and capabilities. By doing this, we can foster the growth of a vibrant, sustainable Indigenous business sector.

In partnership with the prestigious Melbourne Business School (MBS), IBA is proud to support the MURRA Indigenous Business Master Class Program (MURRA), an innovative education and mentoring initiative for established Indigenous entrepreneurs.

The MBS Asia Pacific Social Impact Leadership Centre designed and delivers MURRA. The program aims to equip Indigenous business owners and managers who have graduate-level education with the skills and knowledge to take their already successful business ventures to the next level. It covers the latest research, trends and practices in business strategy, finance, marketing, negotiation, organisational leadership and procurement.

Drawn from industries as diverse as mining, hospitality, and media and communications, the 19 participants in 2012–13 had a shared desire to use their business ventures to generate lasting economic and employment opportunities for their communities. In doing so, they hoped to inspire and empower other Indigenous Australians to pursue their own personal and professional potential.

As a MURRA program partner, IBA provides financial support so that participants – some of whom live in regional centres and remote communities – can attend the required study modules held in Melbourne.

*Murra means 'fish net' in the Woisurrung language of Melbourne's Wurundjeri people. The MURRA Indigenous Business Master Class Program is a gathering of Indigenous entrepreneurs who are joined by the common purpose of developing their businesses for the benefit of their communities.*

*Melbourne Business School's 2014 MURRA Program brochure*



...we are keen to have touch points and representation across all the states to ensure we include their unique experiences, perspectives and ideas.

Olivia Walsh, CBRE Australia's Organisational and Development Manager

## Turning intentions into action

In 2013, IBA launched Australia's first Aboriginal and Torres Strait Islander-owned Indigenous Real Estate Investment Trust (I-REIT). IBA recognises that cultural barriers and a lack of experience can discourage Indigenous investors from participating in the mainstream investment market. This innovative product enables Aboriginal and Torres Strait Islander groups to invest within a diversified, professionally managed commercial property portfolio.

Four Aboriginal and Torres Strait Islander groups participated in the I-REIT at its commencement: the Gundjehmi Aboriginal Corporation (GAC), the Groote Eylandt and Bickerton Island Enterprises (GEBIE) Aboriginal Corporation, the Wunan Foundation and the Yarrteen Corporation.

In 2013, IBA's Equity and Investment program engaged leading national property manager CBRE Australia to manage the I-REIT property portfolio. CBRE Australia has used this opportunity to build on its existing corporate responsibility program and is now implementing its own RAP.

CBRE's RAP includes goals and targets for promoting Indigenous employment and training, and – where possible – sourcing and engaging Indigenous suppliers to deliver contracts, works or supplies for the assets it manages. The RAP also includes adding cultural awareness to CBRE Australia's existing recruitment and training program, and appointing an Indigenous Liaison Officer to support and mentor Indigenous staff members.

Olivia Walsh, CBRE Australia's Organisational Learning and Development Manager, says internal and external consultation and collaboration has been crucial in turning the company's reconciliation intentions into action.

'Aside from our RAP Working Group, CBRE Australia has a Diversity Council – a group of volunteers drawn from around the regions who want to drive the activities of the RAP going forward. With this whole process we are keen to have touch points and representation across all the states to ensure we include their unique experiences, perspectives and ideas', she says.

CBRE Australia is also working with IBA to explore how it can implement an internship program that enables Indigenous university cadets to work specifically on the I-REIT property portfolio during their study breaks.



Graeme and Lee Willis, IBA home loan and business customers, at home with their kids.



Cheryl Cannon – the first person to buy her own home in the Hope Vale community.

## Stepping stones

Building long-term relationships and providing services that match customers' needs are important parts of the IBA business model. Graeme and Lee Willis took out their first home loan with IBA in 2004. Graeme was the first person in his family to buy a home and Lee the second in hers. Buoyed by the financial security that it gave them, in 2011 the couple decided to buy the Subway sandwich shop franchise in Alice Springs with the support of IBA's Business Development and Assistance Program. Through their own hard work, Lee and Graeme have managed to secure the long-term financial security of their family.

*“We really got lucky in choosing Wendy Davidson as our business consultant. She has an understanding of how to work with Indigenous people, and how Indigenous families run, and what's important and what's not.”*  
Lee Willis

## Home ownership

IBA works with stakeholders and Indigenous communities across Australia to develop initiatives that support the home-ownership aspirations of Aboriginal and Torres Strait Islander people.

On such initiative is the development of the Hope Valley Estate, providing community members of the Hope Vale community in Far North Queensland with an opportunity to buy a home on traditional land, with assistance from IBA's Indigenous Home Ownership program.

Hope Vale Aboriginal Shire Council purchased the land for the Hope Valley Estate, while the Australian Government made a substantial investment to allow the council to develop the subdivision to provide the freehold allotments for local residents.

IBA has spent time in the community talking to residents about its Indigenous Home Ownership program, and how they can apply for a home loan with low deposit requirements and affordable interest rates.

Cheryl Cannon was the first person to build her own home on the Hope Valley Estate, which she completed in April 2013.

'Initially I wanted something for my children and grandchildren to have ownership of and provide security for their future', she said at the time. 'But the opportunity to be able to teach my family to be responsible and care for their home and property is really important to me'.



**Left to right:** CEO of Straddie Camping Clare Carroll, Quandamooka Elder Auntie Rosie Borey, Margaret Grenfell and Elizabeth Borey at the ceremonial blessing of the business. Image courtesy of Straddie Camping.

### Feel the spirit: Minjerribah Camping Pty Ltd, Stradbroke Island

Goodwill sustained both IBA and the Quandamooka Yoolooburrabee Aboriginal Corporation Registered Native Title Body Corporate (QYAC) through three years of negotiations to finalise the Minjerribah Camping joint venture agreement. And goodwill is also driving forward one of the first business ventures to be realised under that agreement, Straddie Camping. That venture is generating economic, employment and social benefits for the Quandamooka people of North Stradbroke Island.

*What has happened since 4 July 2011 [the date of the Native Title determination] is exciting, it excites the spirit. I am confident that great things can happen and will happen. Goodwill, that's the key; things happen with goodwill.*

Uncle Bob Anderson, Quandamooka Elder and Director of Minjerribah Camping Pty Ltd



**Left to right:** Mrs Wendy Duncan (Member for Kalgoorlie); Peter Hunt (Laverton Supermarket Manager); Christine Dragisic (IBA Senior Manager, Retail and Community Enterprise Portfolio); Robert Loughnan (Managing Director, Regional Merchandising Solutions); and supermarket employees Tiarra Isaacs and Kasey Hedlam. © Kalgoorlie Miner

### Good things in store: Laverton Supermarket, Western Australia

For two years leading up to August 2013, the 400-plus residents of the WA town of Laverton were required to travel at least 150km to purchase fresh produce and groceries, due to the temporary closure of the town's supermarket.

IBA acquired Laverton Supermarket in July 2013 through its Goldfields-based investment vehicle (the Leonora Investments Trust). IBA then entered into a partnership with local and state governments to extensively refurbish the property, and the supermarket was reopened in August 2013.

Wangkatha Elder Shaneane Weldon delivered the Welcome to Country at the reopening and accompanying smoking ceremony, and said she believed it marked a healing of the past and a new beginning for the township.

In addition to promoting positive health and social outcomes, investing in well-managed retail stores with stable ownership can assist members of local and surrounding Indigenous communities to find jobs, and access training and development opportunities.



IBA Scholarship Fund recipient and graduate Yvette Carolin.



IBA interns April Atthews, Andrew Niven and Eleanor Allport with Investments GM Rajiv Viswanathan (left), attending the CareerTrackers Leadership Development Institute in Sydney in January 2014.



IBA CEO Chris Fry presenting a long-service award to Christine Dragisic, Senior Manager Retail and Community Enterprise.



Personal Assistant to GM Investments, Janelle Shekoush, with 2014 IBA intern Connor Diffey.

## Focus area: *Using our influence to create more opportunities*

### Action

- 1. Support mature-age education** in business, finance and economics for Aboriginal and Torres Strait Islander peoples.
- 2. Develop and implement Aboriginal and Torres Strait Islander recruitment, retention and professional development strategies.**

- 3. Support and promote the uptake of procurement opportunities** by Aboriginal and Torres Strait Islander businesses.

- 4. Encourage and support our subsidiaries, partners and major contractors to commit to** Aboriginal and Torres Strait Islander employment and training, supplier diversity and RAPs, and implement measurable outcomes for assessing this commitment.

- 5. Establish the pilot Indigenous Social Enterprise Fund,** which will provide financial assistance to establish or grow social enterprises. This action is to be completed in partnership with Social Ventures Australia and Reconciliation Australia.

- 6. Identify corporate champions** who can provide mentoring or other practical support to Indigenous businesses.

- 7. Undertake or sponsor targeted, high-quality collaborative research projects** that support practical methods for improving Indigenous economic development

Responsibility	Timeline	Target
Senior Manager, Corporate	January 2014, 2015 and 2016	Award at least five scholarships each year
Senior Manager, Human Resources	June 2014	Finalise and implement recruitment and selection policies and procedures that more actively promote the engagement and retention of Aboriginal and Torres Strait Islander staff
	June 2014, then at least every 6 months	Offer Aboriginal and Torres Strait Islander staff members targeted leadership development opportunities
	February 2014	Enhance entry-level employment programs (for trainees, undergraduates as interns and graduates)
	December 2014	Establish a career development framework
	July 2014	Increase Aboriginal and Torres Strait Islander employment from 21.3% to 25.0%, aiming for similar representation at middle and senior levels
General Manager, Policy	July 2014	Have in place effective systems for promoting, monitoring and reporting on the implementation of IBA's Indigenous Procurement Policy, with monthly reporting to the Executive Management Team
All General Managers	June 2014, 2015, 2016	Make sure 10% of IBA's procurement comes from Indigenous suppliers
General Manager, Enterprises	June 2014, 2015, 2016	Actively promote Supply Nation membership and certification to IBA customers and partners.
	June 2014, 2015, 2016	Increase the uptake of Fast Track Business Support services provided to Supply Nation Certified Suppliers, to promote their engagement in corporate and government contracts
Senior Manager, Sustainability and Community Engagement	March 2014, then quarterly	Implement an economic impact measurement tool for each IBA investment, with quarterly reporting
	December 2014	Implement an Indigenous engagement strategy for each investment, so each investment is committed to Indigenous economic development outcomes including employment, training and effective supply chains
	December 2015	Implement IBA Investment's RAP policy to ensure a meaningful and appropriate RAP is developed and implemented for each investment
	June 2014, 2015 and 2016	Make sure contracts with major suppliers to IBA's investments include performance criteria relating to Indigenous economic outcomes
General Manager, Enterprises	December 2015	Establish and run the fund pilot
	December 2016	If the pilot is successful, transfer management of the fund to an Indigenous-owned organisation
General Manager, Enterprises	June 2014 and 2015	Make sure 20 Indigenous business leaders participate in the MURRA Indigenous Business Master Class
Senior Manager, Strategic Engagement and Research	December 2016	Publish results for at least three substantial research projects

## Tracking progress and reporting

Action	Responsibility	Timeline	Target
<b>Deliver quarterly RAP progress reports</b> to the Executive Management Team.	RAP Working Group	March 2014, then quarterly	Deliver a RAP progress report to the Executive Management Team
<b>Provide an annual impact report</b> to the IBA Board and Reconciliation Australia, including achievements, challenges and lessons learnt.	CEO, RAP Working Group	September 2014, 2015 and 2016	Make sure the IBA Board discusses the RAP  Prepare an impact report using the RAP Impact Measurement Questionnaire and submit this report to the IBA Board and Reconciliation Australia
<b>Refresh the RAP</b> and share it with Reconciliation Australia.	RAP Working Group	December 2016	Publish the refreshed RAP on the Reconciliation Australia and IBA websites



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IBA respects Aboriginal and Torres Strait Islander cultures and has taken care to ensure the contents of this publication do not offend Aboriginal and Torres Strait Islander peoples.

Cover graphic: *Wattle* by Jeremy 'Mudjai' Devitt.

The wattle is an important medicinal plant, food source and building material often used for creating boomerangs. It was also an important seasonal indicator in the Aboriginal and Torres Strait Islander calendar. The blooming of the wattle flower indicates the running of the mullet. While plenty of acacias are found around the coast and tablelands, their real specialty is the arid areas.

Jeremy 'Mudjai' Devitt is a descendant of the Nganyaywana, Daingutti (Dhanggatti) and Gumbainga (Gumbaynggir) nations and has English, Irish and Scottish heritage. Jeremy is an accomplished and passionate artist and dancer. He has been making art since he was seven or eight years old and studied Fine Arts at EORA College during 2007 and 2008. He is inspired by culture, Mother Nature, spirit and life. He refers to his style of painting as 'spiritway'.

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**For enquiries regarding our RAP**

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**Reconciliation**  
**ACTION PLAN**  
**STRETCH RAP**