

Home Ownership and Indigenous Australians

Final report and response

August 2008

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1. Executive summary

In Australia home ownership by Indigenous people is low. Nationally, 36 per cent of Indigenous people own or are buying their houses, up from 32 per cent in 1996 (ABS, 2006). This is also low compared with home ownership by Indigenous peoples in the United States (59 per cent), Canada (41 per cent) and New Zealand (50 per cent).

ANZ research has previously identified that Indigenous Australians are the predominant group of people consistently associated with financial exclusion. This financial exclusion is represented by: (i) poor access to fair, safe and appropriate financial products and services; (ii) low understanding of financial matters, and; (iii) greater likelihood of experiencing financial difficulty.

In 2007 ANZ released a discussion paper entitled *Home Ownership and Indigenous Australians*, providing a framework for discussion between ANZ and interested stakeholders on ways to increase Indigenous home ownership. Wide stakeholder consultation involving over 400 people from various organisations across Australia was undertaken from August to November 2007.

Many Indigenous people in urban and regional centres meet bank lending criteria but may not consider home ownership due to preconceptions of not receiving approval for a loan, or fear of not being welcome or understood. Banks may inadvertently discourage approaches by Indigenous customers by applying standard customer and credit processes that are unsuited or not tailored to personal circumstances. In remote and very remote locations, issues including housing affordability, availability of maintenance, community infrastructure and land tenure are problematic when attempting to acquire a home and protect and optimise its value.

Our key finding is that we should focus on Indigenous home ownership principally because of the potential business opportunity in an under-served market, within the context of our broad corporate responsibility. Sustainable responses to that under-served market are more likely using existing products with tailored marketing and distribution models.

Given the structural issues inhibiting home ownership in remote areas of Australia, ANZ was encouraged to promote home ownership initiatives in urban and regional areas where there is a reliable housing supply, employment opportunities, economic and social infrastructure and accessible banking services. Consumer choice and control over which house is acquired are also critical in realising the social benefits associated with home ownership.

ANZ's proposed actions

ANZ is a mainstream financial services provider assisting Australians achieve home ownership every day. We seek to understand and serve our customers and we have been recognised for our efforts through increased customer satisfaction, market share and third-party acknowledgement. We are less familiar, however, in understanding and meeting the needs of Indigenous customers.

ANZ will focus its efforts on behavioural change to address Indigenous financial inclusion and, in turn, home ownership rates. This will include developing a closer understanding of Indigenous customer needs, better tailored communications and greater cultural awareness.

In the near term, ANZ will focus on Indigenous home ownership in urban and regional centres. In the longer term, financial service providers should continue to work with communities, government and other stakeholders to better understand and address the more significant barriers to home ownership in remote and very remote communities.

ANZ commits to:

1. Improve our interactions with Indigenous customers

We will build into our business processes means to better welcome, understand and meet the needs of Indigenous customers. We will:

- build relationships with local Indigenous leaders and establish new relationships to discuss local community financial services issues;
- make available to our staff cultural awareness programs that result in more effective and efficient interactions with Indigenous customers, so that needs are better understood and met.
- recruit Indigenous staff such that our staff profile is (i) more representative of the communities in which we live and work and (ii) better able to serve those communities;
- encourage the development of local plans to increase Indigenous employment and financial literacy;
- mentor and support Indigenous staff to maximise their retention in ANZ's employment;
- adopt mutual mentoring between ANZ senior management and Indigenous leaders; and
- review the effectiveness of current telephone communication processes to assist customers to get full value from their banking relationship.

2. Facilitate more home loans and extend full service banking

ANZ will actively seek to extend mutually beneficial relationships with existing specialist providers of Indigenous home loans to:

- accept referrals from existing providers, including capital constrained providers, of their customers who are looking to move their loan to a mainstream financial institution. This will, in turn, assist capital constrained existing providers to reduce waiting time for eligible customers and introduce more Indigenous Australians to home ownership;
- establish full service banking relationships for Indigenous customers of existing providers when they transition to mainstream banking. This will be achieved through high levels of tailored service to offer a greater variety of financial solutions such as saving and investments, insurance, and business products; and
- participate in and support Indigenous Business Australia's work to help customers wishing to refinance, invest or seek business finance.

3. Help improve the capacity of Indigenous consumers

ANZ will offer:

- a new dedicated financial literacy module on home ownership through the MoneyBusiness and MoneyMinded programs. These programs are expected to reach over 30,000 Australians in 2008; and
- a simple step-by-step guide to home ownership, available to Indigenous people through ANZ branches, that will contain information on borrowing funds and relevant non-financial aspects of buying and maintaining a home.

4. Work with employers of Indigenous people

ANZ will work with employers of large numbers of Indigenous people to provide opportunities to improve financial literacy and access to banking services including transaction banking, saving, lending, home ownership and wealth management.

5. Continual learning

ANZ participates in a number of industry and community forums which seek to increase the level of financial and social inclusion. We undertake to continue to contribute to this body of knowledge and to seek new information and solutions on the topic of Indigenous home ownership and other related aspects. Some solutions may be implemented within ANZ while others may be better addressed at a whole-of-industry level. For example, ANZ is an active member of the Indigenous Financial Services Network (IFSN) that is working to address the issues identified in the National Indigenous Money Management Agenda (NIMMA) project including Indigenous financial literacy and financial services issues for Indigenous consumers.

2. Background

Indigenous Australians have repeatedly identified home ownership as a goal. However, given the low rate of Indigenous home ownership this goal may be considered unattainable due to a variety of factors, including:

- inappropriate and limited availability of housing stock;
- relatively low household incomes;
- high cost of housing relative to income;
- low consumer confidence in approaching financial institutions;
- inability to save the minimum deposit for a home loan;
- over conservative bank credit model assumptions; and
- limited access to mortgage advisors and brokers due to perceived market complexity.

These factors contribute to the financial exclusion experienced by many Indigenous Australians. There is also a strong relationship between financial exclusion and other elements of social exclusion, including health, education, employment and broader economic exclusion (Chant Link, 2004). This level of exclusion, combined with a genuine desire for home ownership by Indigenous Australians, suggests that the market is under-served and individual aspirations are not being met.

a. Indigenous home ownership and financial inclusion

Borrowing funds to purchase a home is regarded as the most significant financial commitment most people make in their lifetime. Most people who borrow to buy a house progressively obtain a sense of economic wellbeing as loan repayments are met, principal outstanding is reduced and assets (home equity) are built. Research shows that this feeling of economic wellbeing contributes strongly to social wellbeing and leads to greater inclusiveness, dignity, empowerment and confidence about the future (Shew & Stelzer, 2004).

In 2004, United States-based financial services provider Fannie Mae commissioned research into community benefits arising from home ownership (Shew and Stelzer, 2004). This study reported that people have a greater propensity for local action – to make investments of time and other resources within their communities – where home ownership participation rates are high. Increased geographical stability and the expectation of long-term benefits from local community investment, such as health, education and security infrastructure, is considered the main driver of this. In addition, homeowners are more likely to participate in local community organisations, work together to solve local problems and see their children stay at school for longer.

Home ownership participation in Australia is also positively correlated with improvements in health, child education, poverty, crime and social inclusion (Mullins, Western, Broadbent, 2001). It is important to acknowledge, however, that researchers have been unable to differentiate the cause and effect relationship between home ownership and these factors. For example, home ownership is seen as both a cause and a consequence of poverty alleviation and health improvements. However, ANZ released research into financial exclusion in Australia, which identified that Indigenous Australians were the predominant group of people consistently associated with financial exclusion (Chant Link, 2004).

b. International experience

Indigenous Australians have low home ownership rates relative to non-Indigenous Australians and significantly lower home ownership rates when compared to other Indigenous peoples in developed countries (Table 1).

Table 1: Home ownership by Indigenous people from selected countries

Country	Home ownership %	
	Indigenous	Non Indigenous
Australia	36 ²	71 ²
Canada	41 ³	67 ⁵
New Zealand	50 ¹	65 ⁶
United States	59 ³	70 ⁴

Source: 1. Kauffman, 2003; 2. ABS 2006, Media Fact Sheet, June 28, 2007; 3. Australian Indigenous Healthinfonet, 2000; 4. Real Estate News Network 2006; 5. Scotia Bank, 2006; 6. New Zealand Government, 2006

In the United States, Canada and New Zealand programs have been developed to encourage and promote Indigenous home ownership in order to achieve some of the social benefits noted above.

Canada, in particular, has experienced success from programs specifically designed to promote home ownership. While not designed specifically for Indigenous people, the Registered Home Ownership Savings Plan (RHOSP) led to a 20 per cent increase in the rate of conversion from renting to owning a house within the target group (Engelhardt, 1997).

The RHOSP program was introduced in Canada in 1974. It allowed for a tax rebate of up to C\$1,000 on savings committed to the purchase of a first home. This scheme promoted savings behaviour by making the benefit contingent upon realised individual savings. In addition, it is reported to have contributed to increased dignity, empowerment and confidence amongst participants due to the mandatory individual savings requirement. The concept of self-help resulted in increased participant pride,

respect and sense of control, leading to longer ownership tenure and better loan repayment performance (Engelhardt, 1997).

Other programs that have reported success in increasing home ownership for Indigenous and/or disadvantaged people include:

- Interest free loan schemes (France, USA)
- Dedicated mortgage managers (brokers) to guide the target group and direct applications to lenders (USA, New Zealand, Australia)
- Rebates for real estate transaction costs including commission and other transfer charges (UK)
- First home buyer's grant – although not specifically targeted at disadvantaged groups (Australia)
- Extended mortgage protection insurance (Australia)
- Shared equity ownership schemes where bank and customer share property value appreciation (UK, Western Australia)
- Home savings account with an embedded option of a home loan after a fixed period (France, Germany)
- Lease to purchase programs where previous lease payments are reclassified as mortgage repayments (USA)
- Mortgage Revenue Bonds which are low interest loans offered by the government (USA)
- Homebuyer counselling that provides education and introduction of homebuyers to responsible lenders (USA).

Each of these programs has contributed to increased home ownership rates. However the schemes have had varied success and many have been discontinued. The experience gained from these programs suggests that the following conditions must be met to ensure the viability of special programs:

- schemes need to be widely promoted and must achieve sufficient scale, based on sound economic modelling and robust administrative arrangements;
- collaboration between government, business and the community sector must be optimised including participative consultative design processes; and
- financial and societal sustainability must be a core program objective.

Case study 1

Progress Loans: Changing our business practices to assist people on low incomes

In mid-2006, ANZ and the Brotherhood of St Laurence teamed up to develop a small loans program for people on low incomes. This was in response to earlier research into financial exclusion (Chant Link, 2004) which identified a need for affordable, safe and fair small value credit to be made available to people on low incomes.

The small loans market in Australia, over the last decade, has been characterised by increased product complexity, increasing use of technology (for example online applications), automated credit assessment and less face-to-face opportunity to discuss financing options. As a result, some people on low incomes seeking small loans have variously been (i) declined by mainstream lenders, (ii) targeted by predatory, exploitative fringe lenders or (iii) gone without (Chant Link, 2004).

The program offers people on low incomes access to loans of between \$500 and \$3,000 to pay for household goods and services, self-improvement, medical and car expenses. The program was piloted in Victoria in three locations, Fitzroy, Craigieburn and Frankston, with the objectives of linking people on low incomes with relevant financial services, testing the sustainability of the program and developing a model that suited customers and was replicable by other community organisations.

So far 420 people on low incomes have benefited from the Progress Loan in Victoria with the portfolio now valued at over \$800,000. The majority of loans were provided to women, with an average loan size of \$1,900, and at the time of writing all borrowers were up-to-date with their repayments. The Progress Loan's customers have been able to improve their standard of living by purchasing important items such as beds for their children or essential whitegoods. Many customers would not have ordinarily approached a bank, and would have had a limited range of alternatives.

By the end of 2007, the program was showing some good results. ANZ's then Managing Director Consumer Finance, Jenny Fagg, said "Working together with the Brotherhood on this shows the benefits of a partnership approach. With the Brotherhood's guidance we have amended our credit assessment processes to better reflect income and spending patterns of people on low incomes. We have also learned a great deal about this segment in regards to product design and customer interactions."

"Also, our Victorian pilot results show that the loans written are performing better than our overall portfolio, in terms of credit quality and arrears, which has pleasantly surprised some people. We are working together to increase the number of loans officers in Victoria and also planning to extend this to other states."

Progress Loans was awarded the 2007 Prime Minister's Award for Excellence in Community Business Partnerships (Large Business Category).

Progress Loans learnings

- Value of a partnership approach in understanding the needs of disadvantaged groups
- Inability to access mainstream finance may expose consumers to predatory and exploitative providers
- People on low incomes are able to service affordable debt
- Tailoring credit assessment of low income consumers may lead to better outcomes all round

c. Australian context

Indigenous population and geographic location

In the 2006 ABS Census of Population and Housing, 455,026 people (or 2.3% of the total Australian population) reported they were of Aboriginal and/or Torres Strait Islander origin.

Although 71 per cent of all Australians have some degree of home ownership, around 36 per cent of Indigenous Australians live in a house that is owned or financed in their name or a family member's name, up from 32 per cent in 1996 (ABS, 2006). However, this figure differs by State and is further influenced by the degree of remoteness (ABS, 2006 table below).

	NSW	Vic	Qld	SA	WA	Tas	NT	ACT	Aust
Home ownership rate (%)	38	42	33	36	32	54	20	42	36

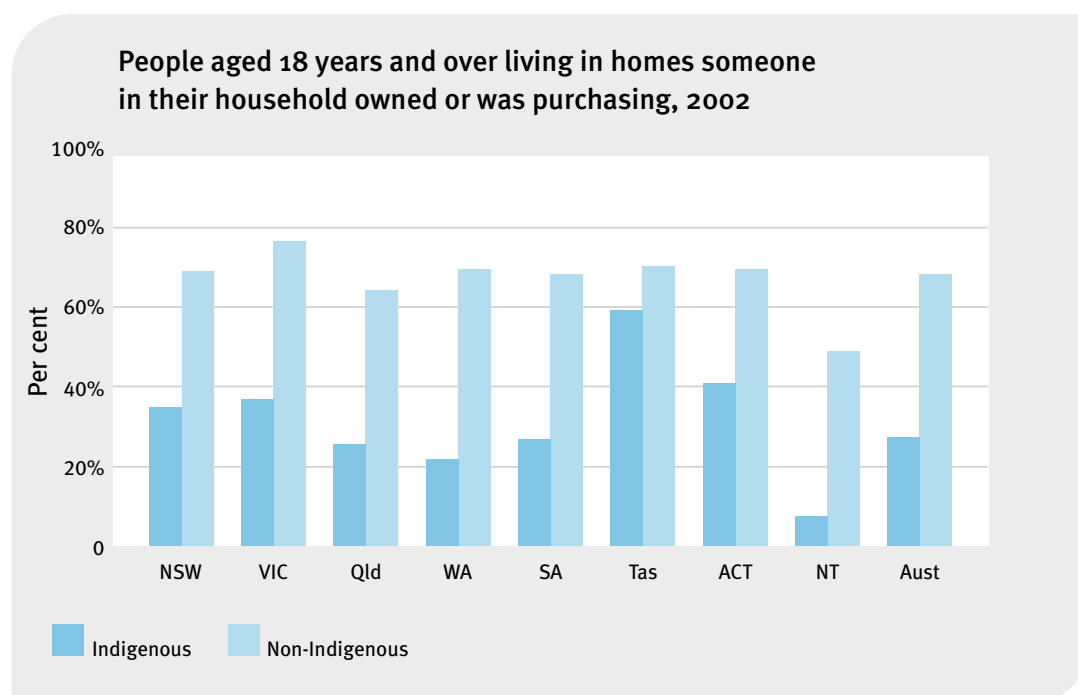
The majority (70%) of Indigenous people live in rented accommodation, with a further 17% (up from 11% in 1994) in dwellings that were being purchased and 10% in dwellings that were owned outright. There has, however, been an apparent decline in the proportion of Indigenous people living in accommodation rented from state/territory housing authorities, from 33% in 1994 to 22% in 2002.

Around two-thirds of Indigenous people are now living in accommodation rented through Indigenous Housing Organisations, community housing or other private rental providers (up from 50% in 1994).

The proportion renting was higher in remote areas (86%) where the majority of people (64%) were living in accommodation provided by Indigenous Housing Organisations or in other community housing.

Among people aged 18 years or over, Indigenous people were far less likely than non-Indigenous people to be living in dwellings that were being purchased (16% compared with 35%) or in dwellings that were owned outright (10% compared with 39%). Indigenous people were far more likely to be in rented accommodation (70% compared with 24%) (ABS NATSISS, 2002).

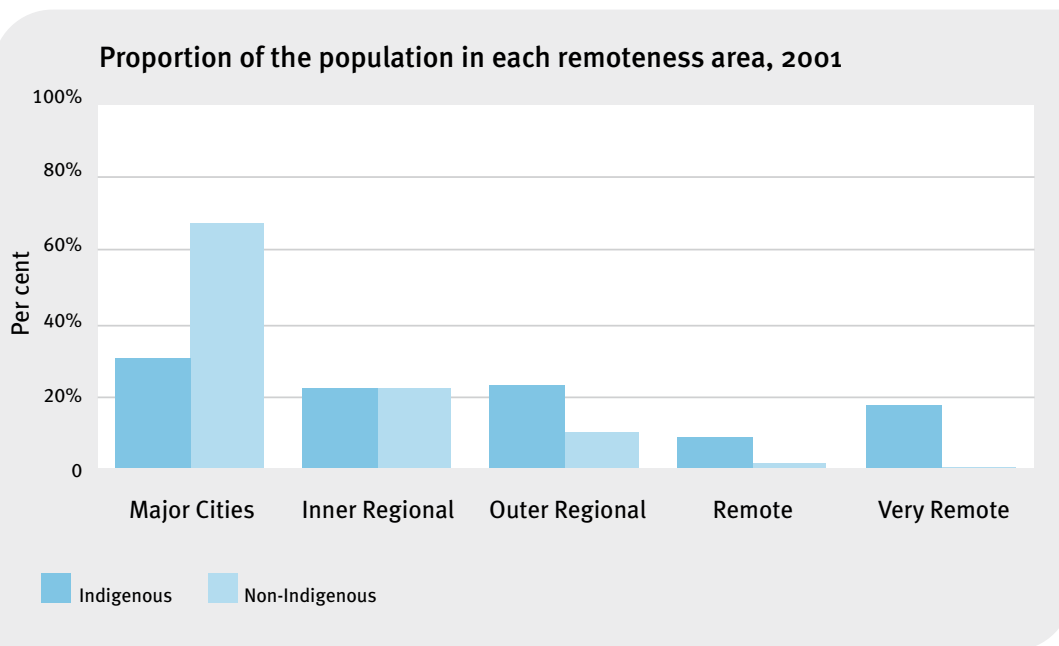
Chart 1 – Indigenous and non-Indigenous home ownership



Source: ABS 2002 NATSISS (unpublished); ABS 2002 GSS (unpublished); table 3A.7.2

Source: SCRGSP 2005

To understand the diversity of Indigenous housing issues it is helpful to consider the geographic distribution of Indigenous peoples. In 2006, the majority of Indigenous people in Australia lived in major cities (31%). The remaining Indigenous population was evenly distributed across inner regional (22%), outer regional (23%) and remote/very remote Australia (24%).



Source: ABS 2001 ERP; table A.6.

Table: 1 Indigenous and non-Indigenous population distribution by remoteness, 2001

	Indigenous		Non-Indigenous	
	Number	% of Indigenous population	Number	% of Non-Indigenous population
Major city	138,494	30	12,732,492	67
Regional	198,863	43	5,595,840	30
Remote	40,161	9	284,164	2
Very remote	81,002	18	97,473	1
Total	458,520	100	18,954,720	100

Source: J.Taylor, 'Population and diversity: policy implications of emerging Indigenous demographic trends', Discussion Paper No. 28 (Canberra: Centre for Aboriginal Economic Policy, Australian National University, 2006), p.5. In Helen Hughes, *Lands of Shame*, p.18.

There is a demographic trend in which Indigenous Australians are increasingly moving from remote areas to regional areas and major cities, with almost one-third of Indigenous Australians now resident in major cities. This is a marked increase from 15 per cent in 1971, although the situation differs from state to state (Taylor, p5; p65).

States with a relatively high proportion of Indigenous people living in major cities include South Australia (48%), Victoria (48%) and New South Wales (42%). In contrast, 81 per cent of the Indigenous population in the Northern Territory and 41 per cent in Western Australia live in remote/very remote areas.

Table: 2 Indigenous and non-Indigenous population distribution by remoteness by State/Territory, 2001

	Major cities	Inner regional	Outer regional	Remote	Very remote	Total
NSW	50,600	39,016	22,823	5,320	1,991	119,750
VIC	12,334	8,668	4,017	57	N/A	25,076
QLD	28,423	20,553	37,379	9,923	16,474	112,752
SA	10,883	2,026	5,329	1,080	4,092	23,410
WA	19,198	4,630	8,438	9,370	16,840	58,476
TAS	N/A	8,103	7,119	358	179	15,759
NT	N/A	N/A	9,497	8,918	32,285	50,700
ACT	3,576	8	N/A	N/A	N/A	3,584
TOTAL	125,014	83,004	94,602	35,026	71,861	409,507

Source: Australian Bureau of Statistics, Census of Housing and Population, Catalogue No. 2002.0, Indigenous Profile (Canberra: ABS Hughes, p20).

Despite the shift to urban and regional areas, Indigenous people remain far more likely than other Australians to reside away from cities, and especially in remote areas. Overall, Indigenous people account for 45% of the population of very remote Australia. The geographic dispersal of the Indigenous population produces an unusually diverse range of residential circumstances and opportunities for social and economic participation (Taylor, p5).

Indigenous home ownership

The low rate of Indigenous home ownership in Australia has been identified as a key indicator of the economic and social exclusion of Indigenous people (SCRGSP, 2007). Notwithstanding that Australia is a developed market economy, some Indigenous communities have been described as having features typical of developing countries, for example, lower life expectancy at birth, lower school retention rates, lower levels of household and individual income and economic participation and greater health concerns (SCRGSP 2003).

Specific research into Australian Indigenous home ownership using 1994 National Aboriginal and Torres Strait Islander Survey data (Adhikari and Yik, 1997) revealed positive associations between home ownership with mainstream employment. The paper recommended an extension of existing self-funded home ownership programs, seed funded by government.

However, some of the existing home ownership schemes were criticised for providing limited choice of housing stock or applying inappropriate construction techniques. These factors may lead to owner dissatisfaction and preclude people from participating

in the usual social benefits associated with home ownership. This applies to both existing housing as well as housing under construction (Adhikari and Yik, 1997).

Consumer choice, engagement and decision making power in the manner in which a house is acquired are critical in realising the social benefits associated with home ownership. Potential homeowners want to select and then buy their own house, rather than have it given to them and being allowed to progressively own it. Protection and preservation of the asset is optimised when the owner controls the purchase decision (Lilley, 2004).

Federal Government programs

The Federal Government offers two Indigenous home ownership programs through Indigenous Business Australia (IBA). The IBA provides finance to Indigenous people who are primarily unable to obtain finance from banks.

Home Ownership Program

The IBA standard home loan is for Indigenous Australians living in urban or regional centres or towns seeking to buy a home on freehold land. Under the program, interest rates generally start at 4.5 per cent, gradually increasing until they reach the IBA home loan rate, currently capped at one per cent below market interest rates for owner-occupied homes. Loan terms are for up to 32 years, with the average loan being eight years, similar to that in the mainstream home loan market.

Since the program's establishment in 1975, it has helped 12,921 Indigenous families to buy their own homes. IBA also offers deposit gap loans, and loans for repairs and maintenance and home improvements. The loan portfolio was valued at \$476.2 million at the end of 2006-07 with 3,386 active loans and with reportable arrears of 0.04%.

During 2006–07, IBA approved 508 new loans with a total value of \$117.3 million. This enabled a further 1,409 Aboriginal and Torres Strait Islander people (including children) to enjoy the social and economic benefits of owning their own homes. At the end of 2006-07, 700 eligible applicants were waiting for an invitation to apply for home finance due to the lack of available capital to meet demand. This is an increase of 100 per cent from the previous year. A further 58 applicants already invited to apply for a loan were looking for a suitable home to buy. IBA also had 5,678 enquiries about its home loan products from potential customers during the year (IBA Annual Report 2006-07).

Home Ownership on Indigenous Land Program

The IBA offers a Home Ownership on Indigenous Land loan for those living in communities on Indigenous land. Historically, Indigenous Australians living on Indigenous land have not been able to buy their homes because the system of property title applying to the land does not support the security requirements of lenders. Following the passage of Commonwealth enabling legislation IBA has been able to offer affordable home finance products secured by a mortgage over a long-term lease on a block of land within a community. The program, currently available in the Northern Territory, will be available in other states and territories once land tenure legislation is amended.

Wadeye Rent-to-Buy project

IBA Homes is also participating in the Wadeye Rent-to-Buy project managing the tenancy of houses constructed under a joint arrangement between IBA and the Department of Families, Community Services and Indigenous Affairs. Participating families are being offered support to develop financial budgeting skills and home living skills. The intention is to make these houses available to current tenants for purchase at a later date (e.g. after 2 years) providing they have a good rental track record and can meet lending criteria. This may involve a low-interest loan with discounts and assistance available through government programs for first home buyers.

d. Factors affecting Indigenous home ownership rates

Structural

Specific factors that impact the ability of Indigenous people to pursue home ownership include:

- The high cost of housing relative to income, particularly in remote areas where construction costs are very high (and loan serviceability is very difficult)
- Relatively low household incomes
- Limited or unsuitable housing stock, including that offered through government programs, contributing to low care and maintenance and ultimately high housing turnover (including loan default)
- Limited access to mortgage advisors and brokers due to perceived market complexity and geographic location of services

- Advisors and brokers are unfamiliar with existing home ownership programs due to frequent changes to programs and complex eligibility criteria. Further, some broker short-term reward structures are not aligned with the product needs and longer term support required by Indigenous clients. As a result, many advisors do not fully understand and promote existing home ownership programs
- Automatic credit scoring models contain assumptions which in effect exclude some Indigenous people. Assumptions on income and expenditure levels in many cases do not necessarily recognise individual budgets and spending patterns.

It is beyond the scope of ANZ's remit to address many of the structural factors affecting the home ownership opportunities for Indigenous Australians living in remote and very remote communities including the cost and availability of housing, economic development, employment opportunities and income levels.

In the longer term, financial service providers should continue to work with communities, government and other stakeholders to better understand and address the more significant barriers to home ownership in remote and very remote communities.

Case study 2: Esanda loans in remote communities - improved credit assessment

For some time, there have been concerns as to how financiers should best serve customers in remote locations to provide the same proposition to that of the general Australian customer base. There have been a number of factors to consider including: credit assessment policies being less relevant for remote locations; a general lack of understanding of the customer; greater variability in customer income; and more complex and expensive loan collection and recovery processes involving extensive travel.

Esanda Finance Corporation, an ANZ business, has been one of the financial service providers doing business in remote communities for many years, either through the ANZ branch network or through introducers, including motor vehicle dealerships and brokers.

In response to increasing credit losses from customers in some remote locations, Esanda, in 2005, working together with Indigenous communities, Northern Territory Consumer Affairs, Australian Securities and Investments Commission and other stakeholders, developed a new specialised policy for the credit assessment of remote customer loan applications. This new remote lending policy defined regions of New South Wales, South Australia, Northern Territory, Western Australian and Queensland by reference to postcodes. Customers applying for credit from these locations are now subject to more relevant credit assessment processes.

These processes include: the recognition of income from the Community Development and Employment Projects (CDEP) scheme; ability for credit assessors to consider applications from customers with no credit record; the ability to include employment from a variety of sources; specific consideration of affordability and serviceability based on local income and expenditure patterns; better matching of loan terms with the expected useful life of the asset purchased; a 'fit for purpose' test that requires a vehicle to be suitable for the conditions in which it will be driven, recognising the harsh outback driving conditions for that locality; and specific guidance on establishing a simple and convenient loan repayment schedule.

Since applying this new credit assessment policy, lending has continued to remote Australia but the level of losses has reduced, which is good for Esanda and for its customers. An added benefit has been a more transparent and responsible lending process and one that is recognised as relevant and appropriate for remote regions of Australia.

Esanda's remote lending policy learnings

- Customers living in remote communities have different income and expenditure patterns compared with most other Australians
- Automatic scoring and credit assessment may inadvertently lead to some credit worthy customers being overlooked
- Responsible lending practices and access to credit may be enhanced by tailored lending criteria
- Financial literacy education is critical to improve knowledge about consumer rights and responsibilities as well as good money management practices

Behavioural

Mortgage providers are generally less able and less confident in understanding and meeting the needs of Indigenous customers, compared with non-Indigenous customers. This was reflected in the consultation and focus group feedback, which highlighted that lower levels of financial inclusion by Indigenous people may also be partly the result of misunderstandings, preconception of customer needs, poor communication involving jargon and reduced capacity to serve customers due to cultural unfamiliarity.

Indigenous Australians face the following behavioural issues:

- Low consumer confidence in approaching financial institutions due to past experience or perceptions of a negative outcome
- People unable or unwilling to save a minimum deposit required by financial institutions
- Low levels of financial literacy, including understanding how to buy a home and the home ownership process.

These behavioural aspects were widely acknowledged in the consultation as a fundamental factor contributing not only to low home ownership by Indigenous people, but also lower overall financial inclusion.

Case study 3: Far North Queensland – lessons from the Cape

When Sarah Luxemburg, ANZ's branch manager in Cooktown, was invited into the Hope Vale Aboriginal community to meet leaders Des and Estelle Bowen in 2006, it was the beginning of a process of learning, understanding and sharing ideas.

Indigenous people make up over a third of the Cooktown population and are only now starting to get used to a bank arriving in town after the only previous branch was closed in 2002. Sarah says that "People here have long memories. The last branch closure hit people pretty badly and it will take a while for the community to completely trust us and see that we're here for the long term. We've started reasonably well. However, I see a significant, yet largely untapped, market amongst our Indigenous community who do want to establish a banking relationship and better manage and improve access to their finances."

In September 2007, a project team including Sarah visited the Hope Vale community, 44 kilometres north of Cooktown, for a week. She said "We went to Cape Melville, Cape Flattery and Lizard Island with people from the local community and learned about turtle habitats and ways to sustainably manage the coastal and ocean environment. This was fascinating and also gave us a chance to get to know each other and talk about concerns and challenges facing people that live around Cooktown. Local councillor Des Bowen and his wife Estelle said that, just like every other part of Australia, people wanted to save money, buy a house and live in a safe, healthy and prosperous community."

Saving money has been a challenge for many Indigenous people around Cooktown due to poor access to bank branches, lack of financial education, family demands and generally low understanding of budgeting techniques.

Sarah said that some customers have asked not to have a PIN set up on their card. “That way, they can limit demands made for money to the cash they have with them at that time. It seems okay to say ‘I can’t access my account right now’. Others have opened savings accounts and regularly direct funds to save for something specific, like a fridge, a car or even a deposit to buy a home.”

ANZ people in Cooktown know there is more to do to increase the ability to better welcome and serve Indigenous customers. Cultural awareness, especially self-awareness, is important. In December, an Indigenous trainee began working in the branch and this has had an impact on attitudes of both staff and customers. “Having a trainee on board has changed how staff interact with Indigenous customers. I see a refreshed desire within our team to better understand cultural aspects. Not only that, I have noticed a positive change in how our Indigenous customers react when they come into the branch and see our young Indigenous trainee behind the counter. They walk in with a bit more confidence and seem to experience a sense of belonging. The whole community seems to appreciate and value what we are doing. Let’s hope that other businesses in the community can tap into this readily available and eager work force out there. I believe it’s about people working together and appreciating the value in diversity to serve the whole community.”

Cape York learnings

- Having a workforce that is representative of the community leads to more effective, longer lasting relationships with that community
- Building relationships with local Indigenous communities can improve business and customer outcomes

3. Consultation

a. Overall observations

Overwhelmingly participants agreed that Indigenous consumers are as diverse as non-Indigenous consumers in terms of their financial needs and aspirations. It was clear that a 'one size fits all' approach to Indigenous financial services would be ineffective. Rather, service providers should focus on the sound business principle of understanding the needs and expectations of customers and meeting or exceeding them. Interactions with customers should be tailored in order to assess needs, without preconceiving those needs.

b. Common themes

Role of banks

Participants generally commented that banks should be interested in Indigenous home ownership for business reasons, within the context of broader corporate responsibility, and aim to make a commercial rate of return just as we would in lending to any other customer. Specific to Indigenous home lending however, banks were encouraged to take a long term view, assessing performance over a minimum period of five years, and to be patient as results will take some time to be realised.

Products, distribution and marketing

Generally, participants felt that banks should not develop new 'specialised' products. Rather, there is a need to adapt behaviour to better communicate and understand all customers, with cultural awareness programs playing a key role.

In terms of distribution, a responsible, trusted broker network could be developed comprising Indigenous Business Australia, State aboriginal housing departments, mortgage brokers and community organisations. Developing relationships and partnerships with this trusted broker network would be important for any bank wishing to attract more Indigenous home loan customers.

Some customers are already availing themselves of existing joint loans offered by banks to overcome affordability challenges. This allows participation in home equity appreciation. Banks were encouraged to promote this existing facility amongst Indigenous and lower income consumers to promote partial home ownership.

Generally, marketing was not seen as directed at Indigenous customers as Indigenous people are not seen in the advertisements.

Demand for home loans

Some people involved in the consultation held a general assumption that most Indigenous people don't want to own their homes and don't value property assets. These people also had the least frequent interactions with Indigenous customers. During discussion with other participants there was surprise when informed that a home ownership aspiration does exist, prompting an immediate interest in pursuing a genuine business opportunity.

Consumer perspectives

Indigenous people were seen as less confident in approaching financial institutions and preferred to speak with trusted advisors or brokers or someone familiar in the branch. It was suggested that those customers who do apply for home loans do so because they know of a friend or family member who had their loan approved. Many Indigenous people meet bank home lending criteria, but do not consider home ownership attainable due to preconceptions of not having their loan approved.

Serving Indigenous customers

Most interactions take place in the branch or with the Contact Centre, mainly relating to opening transaction accounts, identification checks (100 point checks), new or reissued card collection, PIN changes or other services.

Most participants held the view that Indigenous customers perceived banking as complicated due to marketing designed to differentiate between competitors. Specifically, efforts to prove a 'bank is better' by highlighting a niche product feature adds complexity and may be alienating customers with low financial understanding, despite campaigns focusing on convenience and simplicity.

It was also stated that Indigenous customers in remote and rural locations experience more difficulty understanding and avoiding penalty fees due to a lack of choice of banking channel. When making contact with banks by phone, customers were generally encouraged to visit their nearest branch to understand how to minimise these fees and in many cases this was not feasible.

Optimal conditions for successful home ownership

At the individual level, real and secure employment, financial literacy and financial stability are deemed critical prerequisites to successful home ownership.

At the community level, physical infrastructure, maintenance capability (including tradespeople), strong, resilient communities and clear land title are deemed critical prerequisites.

Participants in all workshops acknowledged that communities are not all the same and that there is no one solution for all communities. Specifically, it was believed by some that locally tailored responses are needed. At the same time, other participants discouraged ANZ from starting a programmatic response in remote areas. It was thought that, apart from land title uncertainties, lack of infrastructure would mean that properties would be difficult to be economically maintained and therefore reduce in value, impacting loan security. Other participants noted that the introduction of home ownership on Indigenous lands depends on the legislative framework for land tenure in each State and Territory, which has been slower than expected. This has impacted the development of home loan products that would facilitate lending against community title.

ANZ staff views on ANZ's approach to Reconciliation

Staff generally commented that they are proud to work at ANZ and support its aim to address Indigenous financial inclusion and workplace diversity through the Reconciliation Action Plan. However, there was a general feeling that we need to increase awareness about reconciliation actions through regular updates on progress and outlining ways for staff to get more involved. Many staff want to make contact with local Indigenous groups but don't know how or lack confidence. In one staff workshop, the comment was made that 'we don't know where the door is, but we believe once we find it we'll be more welcome now'.

What is needed by ANZ staff?

Greater access to cultural awareness and communications training is needed by ANZ staff. Branch staff in particular feel less capable of serving and understanding aboriginal customers and training is needed in a variety of forms depending on location type. Some recommended a combination of online, face-to-face training, local workshops and introductions to local Leaders. It was generally agreed that this type of training should be optional as a sales effectiveness tool, for those that want to avail themselves of it.

Case study 4: 'We're aboriginal too' – Indigenous banking in cities

The Darug people live in the area now known as Blacktown, New South Wales. In the last two hundred years the area has transitioned from a rural community to an urban part of greater Sydney. With a name referring to its colonial history, the City of Blacktown, 35 kilometres from Sydney, has over 7,000 Indigenous residents (3 per cent of the total), the highest number of all local government areas in New South Wales and one of the fastest growing Indigenous populations in the country.

Providing banking services to this large Indigenous customer base is no different to any other cultural grouping in Blacktown, according to ANZ Blacktown Branch Manager

Raaj Raman. “Our branch is the biggest in western Sydney and our 15 staff serve around 3,000 customers every day from very diverse backgrounds including people from Africa, The Philippines, Britain, India and of course many Indigenous Australians. I’d say we serve around 150 aboriginal customers each day. People want us to listen first, then ask a few questions to confirm their needs before offering any financial advice or solution. We are conscious to treat each customer as an individual with no preconceptions as to their capacity or needs.”

Typical interactions with Indigenous customers in the branch include over-the-counter withdrawals, issuing debit cards, opening accounts and other transaction account enquiries. Interestingly, there are very few applications for loans, especially home loans. “Many people rent in Blacktown and with higher rents in the last few years, home ownership may appear out of reach. I know that home ownership is still something people seek for many reasons, so perhaps we need to find creative ways to assist that, such as using guarantees, extending loan terms and through shared or joint loans. The Aboriginal Employment Strategy is on the same ‘block’ as us and I think there are opportunities to deepen this relationship to help new employees establish banking relationships when they start out. Also, I understand that many people are taking out home loans with other providers such as Indigenous Business Australia, but there appears to be a long waiting list for that program. We should really be working together locally on this”, says Raaj.

Raaj and his team also believe that cultural awareness training, along with educational materials that explained the process of buying a house, would be of benefit to improve sales effectiveness and lead to more satisfied customers. “We learned a great deal from two Indigenous school-based trainees that worked in the branch throughout 2006. At first, they were shy and reserved, but once we got to know each other and had a few laughs, age and cultural barriers were removed and it worked out well. The hard part is investing the time up-front for training and making sure the rest of the staff understand and support the objectives of this program. They too, after all, are part of the learning opportunity. We can always continue to learn from our colleagues to better serve our customers.”

Blacktown learnings

- Treat customers as individuals without preconceiving their capacity or needs
- Some Indigenous trainees will need time and understanding before they settle into the working environment
- Cultural awareness training is a critically important sales effectiveness tool in diverse communities

4. ANZ Response

The consultation highlighted that (i) there are no easy solutions, (ii) one size does not fit all communities and customers; and that (iii) isolated, disconnected actions would not be successful. Whilst not all of the actions to which ANZ commits will yield immediate success, we believe that taken as a whole, the actions will contribute positively, in time, to higher rates of home ownership by Indigenous Australians.

ANZ aims to continue to learn and develop our capacity to serve Indigenous customers and will:

- improve our interactions with Indigenous customers
- lift the capacity of Indigenous consumers to better understand home ownership and money matters; and
- enable more home loans to be offered to Indigenous customers, both directly and through referral arrangements.

ANZ will use its Reconciliation Action Plan as a framework for addressing Indigenous financial inclusion and commits to implement all twenty one actions contained within the four streams of the Plan:

- Employment
- Financial literacy and inclusion
- Cultural awareness and recognition
- Capacity building

The Plan includes initiatives to recruit and develop Indigenous employees, improve consumer financial understanding and build ANZ capacity to better welcome, understand and meet the needs of Indigenous customers.

Specifically, ANZ plans to respond to the research and consultation findings in the following way:

a. Improving our interactions and awareness

ANZ commits to improve the effectiveness and efficiency of our interactions with Indigenous customers by building into our business processes measures that will:

- boost Indigenous employment
- make cultural awareness training available to our staff;
- develop more Indigenous-focused local Reconciliation Action Plans;
- strengthen relationships with Indigenous communities;

- encourage senior ANZ leaders to connect with Indigenous leaders to improve consideration of Indigenous customers in policy and process design;
- build our capacity through staff secondments with Indigenous organisations; and
- communicate more effectively with Indigenous customers over the phone.

To outline our commitments in more detail:

(i) Employment

ANZ has made a commitment to Indigenous employment, including to:

- Employ 100 Indigenous trainees each year, with at least a third being offered full-time roles
- Recruit Indigenous staff so at least 3% of Regional and Rural Banking staff are from an Indigenous background
- Retain and develop Indigenous employees with a target to promote 20 Indigenous staff to management positions by 2014
- Work with the Aboriginal Employment Strategy (AES) to expand to all States and participate in the Corporate Leaders for Indigenous Employment Project (CLIEP) to create opportunities for talented Indigenous employees.

ANZ has committed to recruit at least 100 Indigenous trainees each year from 2007 to 2009 and to promote at least 20 Indigenous staff members to management positions by 2014. ANZ recruited 104 Indigenous trainees in December 2007 to work in branches in several States. We are intent on this being a continual learning process for ANZ with the aim of providing Indigenous trainees valuable, relevant and confidence building experience in frontline roles. The majority of these traineeships involve fifteen to eighteen year old students working with ANZ to complement their studies and to provide a positive, encouraging and supportive introduction to working life. So far, a total of thirty-three trainees have completed the two-year traineeship program. Of these, ten have permanent ANZ roles, reflecting a thirty per cent retention rate.

In June 2007, ANZ formed a dedicated Indigenous employment and training team including a Head of Indigenous Employment and Training, Indigenous Career Development Manager and an Employment Project Manager. The aim of this team is to build an effective framework and processes to attract, develop and retain talented Indigenous employees. Since the appointment of the Indigenous Career Development Manager in 2007, eighty eight per cent of the 2006 trainee intake have been placed in permanent roles with ANZ, demonstrating a marked improvement in retention and satisfaction. Subsequently, an Indigenous Cultural Capability Manager has been employed to further support ANZ's commitments to employment and cultural awareness.

In addition to employment being valued as an end in itself, ANZ hopes that by recruiting a workforce that is more representative of each community, our capacity to welcome, understand and meet the needs of Indigenous customers will improve. Practical benefits from this approach are being experienced daily within ANZ, as outlined in several of the case studies in this report.

Our partnership with the Aboriginal Employment Strategy (AES) has been instrumental in helping us to implement the program and to improve retention of trainees. The AES assists us to establish connections with the local community, particularly in identifying quality candidates. The AES also provides (i) mentoring for trainees including guidance on managing family, school and work commitments, (ii) liaison with trainees and their families to explain the program and to help manage workplace issues; and (iii) support to ANZ staff to help develop the skills to manage a young Indigenous person in the workplace.

Our key learnings so far in Indigenous employment include:

- the need to provide a clear understanding of the program, so that trainees and host branch expectations of the program match their experience;
- to focus on quality candidates, as the traineeship program is demanding and requires dedication and commitment from trainees;
- the quality and commitment of host branches is also very important to ensure we are placing trainees in an environment where the staff have the right training and cultural awareness skills and can support trainees; and
- that effective retention strategies are essential for us to achieve the employment targets, particularly in relation to developing and promoting 20 Indigenous employees, on merit, to management positions within six years.

In the near term we commit to:

- continue to improve the awareness of Indigenous cultures amongst ANZ staff to provide a more supportive and enabling workplace for Indigenous staff;
- offer both personal and professional mentoring for trainees, that have graduated into permanent roles with ANZ, to improve retention;
- maintain quality data on the experience and employment outcomes of trainees, continually monitoring this and developing strategies to maximise satisfaction and retention of Indigenous staff;
- undertake an external, formal evaluation of the ANZ Indigenous Employment Program and share our experiences of Indigenous employment and training with other organisations through the Corporate Leaders Indigenous Employment Program (CLIEP);

- promote employment opportunities at ANZ to the Indigenous community through the AES as well as direct recruitment of Indigenous people to ANZ; and
- promote the existing ANZ Graduate Program to Indigenous university students and promote traineeship opportunities to schools and Indigenous youth and community organisations.

Case study 5: From trainee to mentor – improved people practices

During consultations to develop ANZ's Reconciliation Action Plan, several stakeholders commented that banks are less effective in understanding and meeting the needs of Indigenous customers, relative to most customers.

In 2003, ANZ began recruiting Indigenous trainees in partnership with the Aboriginal Employment Strategy (AES). Initially established to provide employment as an end in itself, this program has seen our branch teams become more representative of the communities in which they live and work. This has lifted our capacity to welcome, understand and meet the needs of Indigenous customers.

However, recruiting and training staff is only part of the process. Creating the right environment and support network for the trainees is also critical in ensuring that staff are satisfied, engaged and feel valued and will develop within the organisation. This wasn't always the case and has required behavioural change in the way we recruit and retain valued employees. Working alongside a trusted advisor in the AES has been key.

Bruce McQualter, Head of Indigenous Employment and Training at ANZ, commented that "The AES have shown us that getting support and encouragement from the trainee's family and school are very important. Spending time with the trainee's colleagues in the branch to step through the objectives of the trainee program also improves understanding and helps to create an inclusive and more accepting environment. Without this we would lose very capable people in the early stages of their work life."

This program has enabled the development of relationships, informal mutual coaching, and conversations amongst branch staff about customer needs, appropriate products and services, as well as cultural awareness and understanding. By having a staff base more representative of the communities we serve, we believe that we will be better able to understand and meet the needs of all customer groups.

Zabowie Mills, 19, is part of ANZ's trainee program and joined the program in 2005. In addition to securing a full time job at ANZ, Zabowie has also become a mentor and role model for other Indigenous trainees in her community.

“The traineeship is not just about sitting down and learning things – it’s actual hands on work and I have learned so much. I enjoy sharing this with others, which gives me a greater sense of value and meaning in what I am doing.” said Zabowie.

ANZ has committed to increasing the proportion of employees from Indigenous backgrounds in our Regional and Rural business to 3 per cent by 2011.

Indigenous traineeships learnings

- Family and work colleagues must understand and be supportive of the objectives of a school-based trainee program for it to be effective
- Work alongside a trusted advisor
- Hands-on activities, where employees are trusted, builds confidence

(ii) Making cultural awareness training available to our staff

A range of training opportunities, through various media, will be made available to ANZ staff. Staff will be able to select cultural awareness materials that suit their frequency of interactions with Indigenous customers and colleagues.

For example, staff in Derby, where over half the local population are Indigenous, will be able to begin with an online ‘Introduction to Indigenous Australia’ course, providing the opportunity for a self assessment process and to raise awareness. This will then be followed by a facilitated workshop with colleagues from other branches to help participants explore how a diverse and inclusive culture can make good business sense.

Local staff may then participate in a program with a local Indigenous organisation such as a health centre or training organisation that offers local cultural awareness training. Relationships and understanding developed through this process will assist staff to have more effective interactions with Indigenous customers and colleagues as well as customers and staff from a broader variety of cultural backgrounds.

Cultural awareness programs will also be offered to all other staff in a format that best meets their needs. For example, administrative staff in central Melbourne, which has an Indigenous population of 0.4%, can choose to participate in the online ‘Introduction to Indigenous Australia’ course.

(iii) Further development of local plans

Local Indigenous Reconciliation Action Plans being piloted in five ANZ regions are producing encouraging business outcomes. These plans cover all four streams of the

ANZ Reconciliation Action Plan (employment, financial literacy and inclusion, cultural awareness and capacity building) in the following regions within Regional and Rural Banking:

- New South Wales - North Coast
- South Australia – North and West
- Queensland – North
- Western Australia – North
- Northern Territory

ANZ commits to share details of these local action plans to demonstrate the benefits to both local communities and ANZ and to encourage other regions to consider taking action through such a framework.

(iv) Strengthening and learning from relationships with local Indigenous communities

In recent years a range of relationships between Indigenous people and groups and ANZ have been established to address areas of common interest. ANZ will work to ensure these relationships continue to evolve and develop based on trust and mutual learning. Program partnerships, sectoral dialogue, working groups, customer relationships and workplace friendships have all provided learning opportunities that are now shaping the way ANZ does business.

ANZ commits to share these learnings through a range of internal forums, including the Reconciliation Action Plan (RAP) Governance Group, Indigenous Network, Diversity Council and cultural development workshops, with the goal of developing and implementing policies and procedures that take into account the needs of Indigenous customers and staff. Specific actions include:

- Presentations by Indigenous employees to relevant internal groups throughout 2008 on their employment experience with ANZ and ways to improve recruitment, development and retention strategies;
- Inviting external experts to share insights on Indigenous economic inclusion with ANZ businesses as part of the RAP Governance Group meetings. For example, Rio Tinto on Indigenous employment, Indigenous Business Australia on home ownership, Reconciliation Australia on the National Indigenous Money Management Agenda (NIMMA); and
- Establishing a governance framework which interconnects relevant internal groups including the RAP Governance Group, Diversity Council, Indigenous Network and Corporate Responsibility Council, to share learnings widely.

(v) Mutual mentoring between ANZ senior management and Indigenous leaders

In 2008, five ANZ senior executives and five Indigenous leaders have volunteered to pilot a mutual mentoring program to develop relationships and promote understanding. We expect that this program will, among other insights, enable a better understanding of home ownership aspirations and issues associated with banking for Indigenous people more generally. This program seeks to assist ANZ's senior leaders to align strategy with the policy and procedures necessary to meet the specific needs of Indigenous customers.

(vi) Capacity building through staff secondments

ANZ commits to directly apply knowledge and insights gained through secondments of staff to Indigenous organisations to improve strategies and processes to meet the needs of Indigenous customers. Over the last two years, six ANZ staff have been seconded to Reconciliation Australia, Indigenous Enterprise Partnerships, The Long Walk and First Nations Foundation for periods exceeding 12 months, over and above shorter term volunteering.

Feedback from these secondments has been very positive from the perspective of the secondee, those Indigenous counterparts working with the secondee, the organisation and ANZ. Secondees returning to ANZ have moved into roles where their valued experience is applied to relevant activities.

For example, our secondee to Reconciliation Australia, Deslin Foster, has returned to ANZ after 18 months and is advising and supporting the newly created Indigenous employment and training team. Deslin's secondment involved working with banks, government, community groups and other stakeholders to develop the National Indigenous Money Management Agenda (NIMMA). The NIMMA now contains a set of specific actions to promote Indigenous financial inclusion through financial literacy and improved access initiatives. Deslin's insights into Indigenous people's banking needs and experiences have been applied to design recruitment processes that support understanding, respect and mutual success for the branch and the Indigenous employee.

Kate Edwards spent 18 months working with The Long Walk as a project manager and communications and governance consultant. Kate returned to ANZ late in 2007 and is now responsible for communications within ANZ's Regional, Rural and Small Business team, which has Group leadership of our Reconciliation agenda. Understanding Indigenous affairs, issues and cultures has assisted Kate and ANZ to effectively provide our staff with informed perspectives on ANZ's Indigenous economic inclusion initiatives.

In early 2008, Vinita Godinho, ANZ's Head of Compliance for Personal Division, commenced a 12-month secondment with Reconciliation Australia. As Project Director, Indigenous Financial Services Network, Vinita's role will be to implement a national financial inclusion program, build governance frameworks and mentor an Indigenous student. This is Vinita's second secondment opportunity having spent one day a week supporting the First Nations Foundation to develop the my Moola financial literacy program in the Goulburn Valley in 2006 and 2007.

ANZ commits to further exploring such secondment opportunities, within Indigenous organisations, and to ensure the knowledge obtained when the secondee returns to ANZ is applied to business strategy and processes.

(vii) Communicating effectively with Indigenous customers over the phone

ANZ commits to examine the effectiveness of current telephone communication processes to assist Indigenous customers to get full value from their banking relationship. The objective of the review will be to identify how ANZ can improve telephone communications through ANZ officers that understand the challenges and potential solutions to remote location banking, especially from Indigenous communities.

This action responds to feedback throughout the consultation that some Indigenous customers, with infrequent interactions with banks, came into branches after a request by call centre staff. In some cases customers had travelled hundreds of kilometres to visit a branch expecting the same person they had spoken with on the phone to be waiting for their arrival and ready to continue the discussion. This has led to frustration for both the customer and branch staff and in several cases has led to further misunderstandings that make the customer feel less confident in dealing with a bank.

ANZ will provide cultural awareness training for general call centre staff on ways to better understand and meet the needs of Indigenous customers, especially those in remote locations.

Case study 6: Engaging the whole community in a new site

On 25 July 2007, ANZ opened a new bank branch in Port Augusta. In a speech to open the new branch, Joy Baluch, Mayor and President of the South Australian Local Government Association, said that “ANZ has seen the true value in our whole community. For too long Port Augusta’s banks had not been acknowledging and meeting the needs of the whole community.” Located at the top of the Spencer Gulf, Port Augusta is a busy regional centre and home to 14,000 people, 18 per cent of whom are Indigenous Australians mainly from the Bungarla nation.

In October 2006, ANZ had commissioned the Cultural and Indigenous Research Centre of Australia (CIRCA) to examine specific opportunities to extend banking services. A key part of this research involved asking Indigenous participants in focus groups whether banking services in certain locations met their needs and could be improved. Port Augusta emerged from this research as an attractive potential location for a new ANZ branch.

Based on focus group feedback, it was obvious that a key success factor in this new market would be the degree to which Indigenous residents felt comfortable and confident in establishing a relationship. ANZ Regional Manager, Adam Moss, said “From the outset we knew that, along with the wider community, we had to engage our local Indigenous people in everything we were planning. In particular, we were especially keen on listening and understanding views on existing banking services as well as untapped economic opportunities. We needed to recruit staff, develop business plans and earn the trust of people in order to provide more convenient banking than that provided by others. Our local research told us that Indigenous people felt uncertain and intimidated by banks. This feedback proved invaluable in our recruiting and community involvement.”

Keen to establish a team that was representative of the community and understanding of customer needs, eight people were recruited, including two people from the local Indigenous community. This helped in attracting Indigenous customers who saw a familiar face in the branch. Indigenous staff also helped to informally coach colleagues to welcome, serve and better meet the needs of Indigenous customers through the use of inclusive language, story telling, “doing what you say” and recognising the central nature of family.

Indigenous service consultant Talisha Brown said “For the first six months I’ve focused on communicating and building relationships with my customers and colleagues. I’ve spent quite a bit of time in the branch amongst our team talking about the

importance of family, especially in relation to money matters, and ways to gain trust and understanding. My family and friends are proud that ANZ seems to really value our community and place in Port Augusta. Being in this role has given me the opportunity to gain confidence and to encourage Indigenous and non-Indigenous youth to feel more confident in the work industry.”

However, some Indigenous people have had poor experiences with banks in the past. Some of these have resulted in misunderstandings, preconceptions of customer needs, rejection and ultimately disappointment, leaving customers less confident and in some cases fearful of approaching banks again. This is also true in Port Augusta where to earn the trust of the Indigenous community local community members were invited into the branch to walk around and meet some of the staff.

ANZ Branch Manager Jacqui Heffernan, through Uniting Care Wesley’s Home Care Program, was invited in October 2007 to visit the Davenport Aboriginal community, four kilometres outside Port Augusta. Jacqui was asked to talk about banking, budgeting and saving. Nine women attending a homemaker’s class at the centre came along. Jacqui said “These women were very shy and guarded for a while, but at the end of the session they started asking about savings and opening accounts. It was a real eye-opener for me to hear their stories and how much money they have to live on after rent and electricity is taken out. I talked to them about setting up a budget to buy their weekly groceries and also about putting a little bit of money aside to buy something that they want yet cannot afford at this stage.”

The women said this inspired them to set up a thrift shop selling clothing and other items and formed a committee to start saving immediately. The Davenport Kungka Tjuta Committee opened an account at the ANZ Port Augusta branch and in November banked their first week’s takings. Jacqui and her team committed to visit the Davenport community fortnightly for at least six months to provide further financial coaching and advice on everyday banking, home loans and insurance.

One of the local organisations consulted by ANZ on Indigenous employment and development was the Polly Farmer Foundation, which manages after school educational support projects for Indigenous students. This provides a critical pathway to tertiary studies including university, TAFE, apprenticeships, traineeships and employment. The ideas and insights offered by Project Leader Stephen Carter were invaluable to ANZ. Jacqui and Adam subsequently offered a two-year full-time traineeship to one of the students from the Polly Farmer Project.

Reflecting upon six months of operations, Jacqui Heffernan said “We’re off to a good start here in Port Augusta and people are starting to see us as more than just another bank. Our team has received praise for taking a positive approach to including

the whole community in our activities – people can see we’re making a long-term investment, both in developing our staff and establishing relationships with customer groups that have previously been considered complex or challenging. Our staff enjoy coming to work and living in a community which works together and is vibrant and resilient. Taking the time to listen, showing our vulnerability and learning together, alongside Aboriginal people, has been rewarding both in a personal sense and from a business perspective.”

Port Augusta’s key learnings

- Local research and consultation is important in developing business strategy
- Recruit a workforce that is representative of the community
- Encourage two-way learning through Indigenous recruitment
- Social and business benefits are both possible

b. Financial literacy - home ownership education

Given the aspiration for home ownership held by Indigenous Australians, ANZ can play a role in building the financial literacy of those wanting to understand the process involved in buying a home.

ANZ research (Chant Link, 2004) has previously identified that Indigenous Australians are the predominant group of people consistently associated with financial exclusion. By empowering people with the appropriate financial skills, knowledge and information, they are better placed to make informed decisions about their money, develop a savings habit and avoid being misled on financial matters.

MoneyBusiness is a financial literacy program developed by ANZ that aims to build the money management skills and confidence of Indigenous people and develop a stronger savings culture in Indigenous communities. ANZ is working in partnership with the federal Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) to deliver MoneyBusiness in six remote sites in the Northern Territory and Western Australia over a three-year period. The objectives of the program are to:

- make money work harder for families and individuals in Indigenous communities;
- reduce the feast and famine cycle;
- facilitate the development of a savings habit as a buffer against adversity;
- fund strategic purchases to improve living standards;

- facilitate the investment of large sums of money which come into communities (e.g. in the form of royalty payments); and
- assist Indigenous people to achieve and sustain employment through improved management of income.

In addition to the structured program, MoneyBusiness financial literacy materials have been replicated and licenced to select community organisations in around 50 communities in the Northern Territory. ANZ and FaHCSIA are facilitating the training of local facilitators and the delivery of community workshops in these locations. In addition, ANZ and FaHCSIA are developing a national training program that will see the MoneyBusiness community education materials rolled out to other agencies working with Indigenous Australians.

ANZ plans to introduce a dedicated home ownership module to ANZ Indigenous financial literacy materials, MoneyBusiness and also its MoneyMinded program, by the end of 2008. The module will be made available to future participants in the MoneyBusiness and MoneyMinded programs, expected to reach over 30,000 people in 2008.

Possible elements of the home ownership module include:

- What is home ownership?
- Is home ownership for me? – renting and owning
- First steps – affordability, lenders, products, help
- Selecting a house
- Getting finance
- Insurance, legal and other matters
- Buying your home – negotiation and settlement
- Moving in
- Maintaining your home's value
- Managing your mortgage
- Selling your home
- Investment property

In addition to making this information available through existing financial literacy programs, a simple step-by-step guide to home ownership will be available through ANZ branches and online. This will contain information on both borrowing funds as well as relevant non-financial aspects to buying and maintaining a home.

Case study 7: Home ownership and financial literacy in the Goulburn Valley

In 1978, an Indigenous Elder from the Goulburn Valley swore he would never set foot in a bank branch again and - thirty years later – he still hasn't. The Elder told his story after being asked about aspirations people held relating to home ownership and the role financial education should play. Despite having a sufficient deposit and needing a relatively small loan, many misunderstandings took place during the discussion with a bank officer in the branch. The potential customer walked away, needs unfulfilled, trust in banks eroded and unable to borrow funds to buy the house he'd rented for 15 years. He and his family are still paying rent.

Wendy McHugh, financial counsellor with the Rumbalara Aboriginal Co-op in Mooroopna, said "Many of our clients would like to own their own homes, but simply don't know where to start. Due to a combination of past negative experiences, limited family history of home ownership and perceived mystery surrounding the process of buying a home, many Aboriginal people in the Goulburn Valley never own their own home, despite wanting to."

According to Wendy, her clients increasingly see home ownership as a way to pass on wealth across generations within the family. The Rumbalara Aboriginal Co-op has a dedicated housing unit and is involved in the delivery of 'my Moola', the Indigenous financial literacy program in the Goulburn Valley, led by First Nations Foundation in partnership with ANZ. This program uses personal development concepts to set a context for better money management as a way to help people achieve their goals.

CEO of First Nations Foundation, Colette McInerney, describes the program as "...more than financial literacy. We offer ten workshops covering topics such as goal setting, planning to win, internet and phone banking, money loans: sharks and traps, sharing a vision and others. However that's only part of it. There's post-program mentoring and we've involved ANZ people locally to help design and contribute to the program. This has helped not only to get the right financial expertise and advice, but has also created awareness amongst bank staff of possible barriers inadvertently placed before Indigenous people. When we launched the program local branches posted huge signs stating 'my Moola participants welcome here', which really signalled a desire to welcome Indigenous customers and be more conscious of understanding and meeting their needs."

For example, program feedback suggests a high level of interest in home ownership. A recent participant decided not to purchase a new car in order to save a deposit to buy a house, 'now that this is more within my reach'. Another participant, with increased confidence, finished the program and approached Indigenous Business

Australia to enquire about home loan borrowing capacity. The interest in home ownership surprised the facilitators, who have recommended a dedicated home ownership module be developed.

ANZ Personal Banker at Mooroopna branch, Diane Madill, has seen the program develop and was keen to be involved from the outset. Diane said, “People from ANZ have been involved in aspects of the program and are getting to know some of the participants. We think this might help people feel more comfortable when they come into the branch and recognise someone they’ve met and talked to before. We also want to understand the challenges some people face in going about basic things that we take for granted, such as banking. We really want to learn more about welcoming our aboriginal customers and better explaining banking and finance in a friendly way. It may even lead to more business for us and other banks if we do it well.”

Goulburn Valley learnings

- Past negative interactions have reduced confidence of some aboriginal people in approaching banks
- Some Indigenous people aspiring to home ownership need guidance
- Financial literacy programs need to be complemented by a readiness by bank staff to welcome participants

c. Facilitate more home loans through relationships with existing specialist service providers

A number of existing home loan providers specialise in serving Indigenous clients. However, these organisations have limited financial capacity to reach large numbers of Indigenous customers seeking home ownership due to capital constraints. Indigenous Business Australia (IBA) reports that the demand for affordable home loan finance continues to exceed the funds available for the program, with 700 eligible applicants waiting for an invitation to apply for home finance at the end of 2006-07.

ANZ already has good relationships with a range of mortgage introducers and other financial service providers and seeks to improve and deepen those relationships. For example, under the IBA programs, it is envisaged that once IBA customers have established a successful home loan relationship with IBA that they might transition their loan across to a mainstream bank. This would enable organisations such as IBA to reduce waiting time for eligible applicants and introduce more Indigenous Australians to home ownership.

Further, IBA does not offer a full banking service and ANZ is interested to work with such organisations to investigate how we may be able to provide a full service banking relationship for more Indigenous customers including saving and investments, insurance and business products.

In summary, we will actively seek to extend mutually beneficial relationships with specialist providers of Indigenous home loans to:

- Accept referrals from capital constrained providers of existing customers who are looking to move their loan to a mainstream financial institution; and
- Establish full service banking relationships for more Indigenous customers, including by assisting clients of existing providers to transition to mainstream banking.

ANZ has also been invited to participate in information sessions for Indigenous consumers held by Indigenous Business Australia in 2008. These sessions are aimed at discussing options available to customers wishing to refinance, invest or seek business finance. ANZ hopes this may lead to improved understanding of consumer needs, providing an opportunity for mutual capacity building and to find ways to promote appropriate full service banking.

d. Work with companies with Indigenous employees

ANZ commits to work together with companies employing large numbers of Indigenous Australians to provide access to financial services and improve financial understanding. In several of the workshops participants identified economic inclusion as a primary social determinant of health, and that this included not only paid employment, but access to appropriate financial services to encourage saving, wealth management and intergenerational wealth transfer.

Australia has experienced a rapid period of growth in the resources sector over the previous decade, resulting in thousands of Indigenous Australians entering the workforce for the first time. The Centre for Social Responsibility in Mining, in *Indigenous Employment in the Australian Minerals Industry* (2007), identified budgeting and money management as a critical capability to be built amongst Indigenous families working in the mining industry.

In many cases Indigenous employees and their families have moved from remote communities to residential sites alongside mines to obtain employment and a better life. In the workshop held in Perth participants from the resources sector discussed this challenge. At these sites new employees and their partners can struggle with the adjustments needed to settle into a new home environment, undertake domestic duties, obtain appropriate healthcare and manage finances and payments among many other new challenges. This is particularly so when compared with more experienced

mine workers that have worked in various locations and seem to understand the system straight away. Some mining companies already include elements of practical life-skill building, such as managing money, in their 'work readiness' training for Indigenous employees.

There have been some early discussions with representatives of the mining industry about the optimal model for collaboration in the area of financial literacy and inclusion. ANZ commits to actively seek partnerships and relationships with significant employers of Indigenous Australians to complement work readiness and other relevant programs. Access to banking could be provided in some sites either (i) directly where ANZ has a presence through a branch, local agency or ATM or (ii) indirectly through mobile phone banking, the internet or basic phone banking. Investment and funds management services may also be provided for the beneficiaries of mining royalties and other community funds managed by Indigenous community organisations and councils. Similarly, financial literacy programs such as MoneyBusiness, MoneyMinded or SaverPlus may be of interest not only to Indigenous employees, but to all employees.

In the home ownership consultation workshops held in Perth, Brisbane and Darwin participants commented that Indigenous families living in mining towns regret not borrowing funds to buy their house. Some of these properties have increased in value by up to five times in the last ten years. Lack of knowledge and familiarity with the process of home lending was given as the main reason for not applying for a home loan, followed by nervousness over the interaction with a bank officer as well as fear of their application being declined. Participation in a program like MoneyBusiness, particularly with a new module dedicated to home ownership, may help increase home ownership rates in the future in similar sites and situations.

Several of the large resources companies are significant clients of ANZ. ANZ commits to work with these companies to make available financial literacy materials and programs, where relevant, and to consider additional ways of increasing access to banking for as many of the company's employees as possible.

e. Continual learning and reporting

Our relationships with Indigenous communities have also proven mutually beneficial in the past. One such example involves ANZ contributing to industry dialogue on proposed changes to anti-money laundering (AML) legislation and processes. In this instance, early proposed changes to AML legislation did not take into account pre-existing unique customer identification arrangements that assisted some Indigenous customers to meet the '100 point check' criteria for opening a bank account and accessing financial services. Indigenous people living in remote communities with few forms of identification are currently able to produce a letter of identification from a community Elder, which contributes to meeting the 100 points. This issue has been raised with Government agencies via industry representations and is being addressed.

ANZ also participates in a number of industry and community forums that seek to increase the level of financial and social inclusion. ANZ undertakes to continue to contribute to this body of knowledge and to seek new information and solutions on the topic of Indigenous home ownership and other related aspects. For example, ANZ has been an active member of the Indigenous Banking Reference Group, which met throughout 2006 and 2007.

The outcome of this forum has been the collective commitment of the finance sector, government and other stakeholders to take specific actions as part of a National Indigenous Money Management Agenda (NIMMA). The NIMMA report was published in December 2007 (www.reconciliation.org.au/i-cms.isp?page=622)

ANZ is an active member of the recently established Indigenous Financial Services Network (IFSN) that will work to address the issues identified in the NIMMA project including Indigenous financial literacy and financial services issues for Indigenous consumers.

ANZ commits to present the findings of our consultation on Indigenous home ownership to the NIMMA stakeholders in 2008 and continue to seek advice and assistance in this area.

5. Appendices

a. Consultation process

In July 2007, ANZ released a discussion paper, *Home Ownership and Indigenous Australians*.

Specialist stakeholders were invited to provide preliminary feedback on the draft paper prior to release. This included input from community groups, government, Indigenous Business Australia, ANZ businesses and other subject matter experts.

Written submissions and participation in consultation workshops across Australia were invited from July to November 2007. In addition to the workshops, specific in-depth discussions were held with expert stakeholders involved in Indigenous financial service delivery and ANZ staff that service communities with high Indigenous populations.

Workshops

Seven workshops were held for key stakeholders in Melbourne, Adelaide, Canberra, Sydney, Brisbane, Darwin and Perth from 4 September to 17 October 2007. Over 100 people from aboriginal housing groups, health centres, banks, credit unions, community organisations, government, law centres, academics, mining companies and other corporations participated in the workshops.

All ANZ Australian staff were invited to attend seven additional workshops held in Melbourne, Adelaide, Canberra, Sydney, Brisbane, Darwin and Perth. These were also well attended with over 300 staff coming from a variety of businesses, predominantly from Retail, Mortgages and Regional and Rural, but also including Contact Centre, Institutional, Human Resources, Legal, Operations Technology and Support Services.

Staff interviews

In addition to the workshops held in capital cities, in-depth discussions have been held with frontline staff that serve ANZ Indigenous customers every day in regional and rural centres, as well as some metropolitan centres. The aim was to capture insights and approaches that are effective in serving Indigenous customers, especially in relation to home lending in locations with large Indigenous populations. Nine locations were selected from rural, regional and urban settings and included: Alice Springs, Blacktown, Cairns, Cooktown, Derby, Darebin, northern Melbourne, Katherine, Port Augusta and Tennant Creek.

ANZ branches and Indigenous residents

The tables below source data at postcode level from the 2006 Census. Specific home ownership data for Indigenous Australians was only available at the 'local government area' level, and not by postcode. This limits the ability to align data to ANZ branches and therefore identify potential opportunities.

Table 1: Top 10 ANZ regional branches with highest **percentage** of Indigenous people within same postcode

	Branch	Total residents	Indigenous residents	% Indigenous residents	Home ownership rate - total
1	Derby	4,189	2,122	51%	30%
2	Tennant Creek	2,920	1,424	49%	35%
3	Cooktown	3,642	1,312	36%	48%
4	Broome	8,757	2,791	32%	39%
5	Ceduna	3,305	938	28%	56%
6	Katherine	8,360	2,100	25%	39%
7	Carnarvon	5,709	1,084	19%	51%
8	Alice Springs	23,890	4,495	19%	55%
9	Mount Isa	20,307	3,653	18%	54%
10	Port Augusta	12,006	2,139	18%	58%

Table 2: Top 10 ANZ regional branches with highest **number** of Indigenous people within same postcode

	Branch	Total residents	Indigenous residents	% Indigenous residents	Home ownership rate - total
1	Cairns	59,490	5,080	9%	53%
2	Alice Springs	23,890	4,495	19%	55%
3	Dubbo	38,987	3,999	10%	67%
4	Mount Isa	20,307	3,653	18%	54%
5	Tamworth	42,948	3,239	8%	67%
6	Toowoomba	99,482	3,014	3%	64%
7	Mackay	72,640	2,940	4%	66%
8	Broome	8,757	2,791	32%	39%
9	Rockhampton	40,395	2,571	6%	64%
10	Geraldton	30,628	2,552	8%	65%

Table 3: Indigenous populations within capital cities

	Location	Total residents	Indigenous residents	% Indigenous residents	% of total Australian Indigenous residents	% of total Australian residents
1	Melbourne	3,592,591	14,125	0.4%	3%	18%
2	Sydney	4,119,189	43,520	1.1%	10%	21%
3	Brisbane	1,763,134	30,587	1.7%	7%	9%
4	Adelaide	1,105,841	12,463	1.1%	3%	6%
5	Perth	1,445,079	21,323	1.5%	5%	7%
6	Darwin	105,991	10,258	9.7%	2%	1%
7	Canberra	323,055	3,843	1.2%	1%	2%
8	Hobart	200,525	5,733	2.9%	1%	1%
9	Outside capitals	7,199,883	313,166	4.3%	69%	36%
	Australia	19,855,288	455,018	2.3%	100%	100%
	Capital cities	12,655,405	141,852	1.1%	31%	64%

b. ANZ Reconciliation Action Plan

Our results: An Australian First

Our Reconciliation Action Plan, the first for any major Australian company, sets out specific and measurable steps ANZ will take to increase employment opportunities; improve financial literacy and inclusion; develop better understanding of local Indigenous culture(s) within ANZ; and help build the capacity of Indigenous communities and organisations.

Progress on each of the commitments in the plan is detailed on the next page.

Note: The Reconciliation Action Plan is not included in ANZ's overall community investment figure. Each program is reported individually.

Our results: Reconciliation Action Plan

COMMITMENT	PROGRESS	TARGET
EMPLOYMENT		
Provide opportunities for Indigenous school-based trainees with an intake of at least 100 trainees p.a. with at least 33% being offered full-time roles	On track to employ 110 trainees in 2008/09, including 70 from our Regional and Rural business and 40 from Retail Banking. In 2007/08, 103 trainees have been recruited. Of the 16 trainees that have completed the program, 12 have been placed in permanent roles.	January 2009
Recruit Indigenous staff so at least 3% of Regional and Rural Banking staff are from an Indigenous background	Forty Indigenous trainees are working in our regional branches, which represents 3% of our Regional and Rural Banking workforce.	December 2011
Work with Aboriginal Employment Strategy (AES) to expand to all States and participate in Corporate Leaders for Indigenous Employment Program (CLIEP)	We have established service agreements for all states with the AES and we continue to participate in the CLIEP program to build avenues for talented Indigenous employees.	April 2008
Retain, develop and promote Indigenous employees to leadership positions, including 20 Indigenous staff in management positions	Our Indigenous Employment and Training team includes a Career Development Management role, to ensure trainees are appropriately skilled to secure roles at the conclusion of their traineeship. On securing permanent roles, career development management will continue enabling suitable candidates to reach management positions based on merit.	December 2014
IMPROVING FINANCIAL LITERACY AND INCLUSION		
In partnership with the Australian Government, continue implementing the MoneyBusiness program in six pilot sites	MoneyBusiness continues to run in six locations: Geraldton and Kunnunurra in Western Australia; and Katherine, Galiwinku, Tennant Creek and Ngiuu in Northern Territory providing money management skills to remote Indigenous communities. ANZ and the Australian Government are conducting a review of MoneyBusiness to evaluate the program and consider opportunities to extend it.	July 2008
Research, design and implement Opening Financial Pathways my Moola program pilot in Shepparton in partnership with First Nations Foundation and local community organisations	Sixty participants were involved in the 10-week long pilot program throughout 2007 and 2008. The evaluation of the pilot program will be released in late 2008.	September 2007
Offer the financial literacy program, MoneyMinded, to Indigenous peoples in relevant urban and regional centres	A range of community partners, including The Smith Family and Mission Australia, together with financial counsellors are using MoneyMinded for Indigenous clients. We are also reviewing opportunities to extend the use of financial literacy education materials specifically tailored for Indigenous communities.	October 2007
Implement a financial literacy project in partnership with Traditional Credit Union in Northern Territory and review for effectiveness	A review of outcomes from the financial literacy project with the Traditional Credit Union is now underway by Charles Darwin University and due for completion in late 2008.	July 2008
Integrate the Saver Plus program with the MoneyBusiness and Opening Financial Pathways my Moola programs in relevant locations	A Saver Plus pilot is now operational in Katherine, Tennant Creek and Geraldton. Participants of the Opening Financial Pathways program who are eligible for participation in Saver Plus are being referred between the programs.	October 2008

Our results: Reconciliation Action Plan

COMMITMENT	PROGRESS	TARGET
CULTURAL RECOGNITION AND AWARENESS		
Offer ANZ staff cultural awareness training and counselling to improve our understanding	A new program, Breakout Inclusion, has been developed and offered to promote diversity, inclusion and cultural understanding. A variety of locally relevant Indigenous cultural awareness programs are under consideration.	November 2007
Establish a mutual mentoring program for ANZ leaders – pairing of five ANZ leaders with five Indigenous leaders for mutual mentoring	The program has commenced with 10 participants paired in early 2008. A mentoring resource kit has been provided for participants.	December 2007
Develop local action plans developed by five regions to help ANZ frontline staff to ‘know your customer’	Local action plans with specific and measurable ‘actions’ are being implemented in NSW North Coast, North West SA, North Qld, North WA, NT and other regions.	August 2007
Support local Indigenous events, particularly focused on Indigenous economic development and job markets	Support of the Darebin Economic and Job Market Summit (Vic) and Indigenous job markets in NSW, Qld and SA.	November 2007 and ongoing
Create and develop ANZ Indigenous Network. Group raise Indigenous cultural awareness within ANZ	The network is being established to include Indigenous staff and others from across ANZ with experience in working with Indigenous people.	December 2007
Promote and support The Long Walk campaign to improve awareness of Indigenous affairs and culture	ANZ supported The Long Walk event ‘Dreamtime@the G’ in Melbourne on 25 May and was principle supporter of The Long Walk Women’s Lunch. Over 200 staff have been involved in these events.	December 2007
Support national campaigns, where appropriate, to promote reconciliation and cultural celebration	ANZ is involved in The Long Walk, the Australian Government’s Reconciliation Action Plan program and the Darebin Indigenous Job Summit.	Ongoing
Promote our programs to staff through information sessions to raise awareness of our approach to reconciliation	Regular updates on our Reconciliation Action Plan are provided to staff via our intranet and employee newspaper. All employees in Australia were given the opportunity to participate in our Indigenous Home Ownership workshops.	Every June
CAPACITY BUILDING		
Establish Reconciliation Action Plan Governance Group to guide, implement and manage our programs. Members from ANZ businesses, secondees, Indigenous partner organisations, Reconciliation Australia, ANZ leadership, ANZ Indigenous staff	A Governance Group has been established and is chaired by Rob Goudswaard, Managing Director of ANZ Regional, Rural and Small Business. The first meeting was held on 10 September 2007.	June 2007
Consult on factors associated with Indigenous home ownership including barriers, opportunities and solutions	Discussion paper released in July 2007 and more than 150 staff and 100 community stakeholders have participated in our consultation workshops in seven locations across Australia. The report on the consultation will be available in early 2008.	May 2007
Help ANZ staff participate in volunteering and secondment opportunities with Indigenous organisations to the value of 50 staff months (annual four FTE)	Five ANZ staff participated in secondment opportunities with Indigenous organisations including Reconciliation Australia, The Long Walk and First Nations Foundation. This combined with volunteering opportunities for other staff totalled approximately 80 months.	September 2007

c. Organisations participating in the consultation

Written submissions were received from the following organisations:

Indigenous Business Australia (IBA)

Department of Families, Housing, Community Services and Indigenous Affairs
(FaHCSIA)

Department of Prime Minister and Cabinet

National Indigenous Council

Australian Financial Counselling and Credit Reform Association (AFCCRA)

Minister for Aboriginal and Torres Strait Islander Partnerships -
State Government of Queensland

Minister for Indigenous Affairs, State Government of Western Australia

Premier, State Government of Tasmania

Brotherhood of St Laurence

Reconciliation Australia

Benevolent Society

Berry Street Victoria

Habitat for Humanity – Victoria

Habitat for Humanity – NSW

Oxfam Australia

The Smith Family

ANZ staff

Consultation included people from the following organisations:

Aboriginal and Torres Strait Islander Legal Service

Aboriginal Employment Strategy

Aboriginal Housing Company

Anglicare

Caxton Legal Service

Centre for Aboriginal Independence and Enterprise

Centre for Independent Studies

Centre for Aboriginal Economic Policy Research, Australian National University

Charles Darwin University

Commonwealth Bank

Commonwealth Bank Foundation

Department of Indigenous Affairs (WA)

Department of Industry & Resources

Department of Chief Minister, Northern Territory

Department of Housing and Works (WA)

Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)

Eastern Yugambah Ltd

Foxleigh Mining

Habitat for Humanity

Indigenous Enterprise Partnerships

Indigenous Business Australia

Institute of Public Affairs

KARI Aboriginal Resources Inc

Kooemba Jdarra

Koorie Heritage Trust

Consultation included people from the following organisations (cont):

Mission Australia

Nakkarra Enterprises

National Indigenous Council

Newmont Mining

Oxfam Australia

Perpetual Trustees

Philanthropy Australia

Reconciliation Australia

Reconciliation Victoria

Shelter SA

The Smith Family

WA NILS

Wyatt Benevolent Institution

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