



CEQ Strategic Plan 2018-2022



Vision Statement:

To be the leader in delivering quality retail and essential services at best value and support economic and social opportunities within Aboriginal and Torres Strait Communities.

Our Mission:

To provide essential goods and services to communities through sustainable business practices.

Our Goals:

- Manage the organisation to ensure financial sustainability.
- Provide goods and services at affordable prices.
- Promote and provide healthy food choices.
- Ensure culturally appropriate practices.
- Build capacity in communities.
- Provide local employment opportunities and career pathways.

Our Values:

Honesty - Reliability - Culturally respectful - Fairness - Accountability

FINANCE, AUDIT, RISK AND GOVERNANCE

Strategic Outcome:

CEQ achieving sustainable financial performance within an appropriate framework of internal control risk management and capital rationing and governance



Strategic Objectives:

- Managing the effects of uncertainty (risk) at both the Enterprise and Operational level;
- Management of capital in a commercially sustainable manner;
- Leverage the Core Grocery Business for future expansion;
- Utilise innovative business strategy to complement existing sales.



Strategic Action Plan:

- Maintain and review risk management plan;
- Develop, maintain and review asset management plan;
- Investment decisions undertaken in a commercial manner;
- Identify opportunities to increase the retail foot print;
- Implement innovative technologies in building methodology;
- Ecommerce, business to business and kiosk technology;
- Deliver operating surplus through sustainable pricing.



Key Performance Indicators:

- Maintain self-sustainability of the business through financial controls and risk mitigation;
- Business system integration – ‘one business system’.

COMMUNITY, PUBLIC RELATIONS AND MARKETING

Strategic Outcome:

Social and economic responsibility within Community

Strategic Objectives:

- Quality goods and services at affordable prices;
- Secure long-term tenure; Business opportunities with Communities for local sustainable enterprises;
- Community environmental sustainability; Community access to healthy options;
- Continual improvement in customer service.

Strategic Objectives:

- Leverage buying power;
- Engage stakeholders to conduct public meetings and open forums;
- Development of a strategic media communications and marketing plan;
- Collaboration with all stakeholders to secure long-term tenure;
- Improve environmental practices through packaging initiatives;
- Use Community feedback through customer surveys for continual improvement.

Key Performance Indicators:

- Community access to healthy options;
- Provide quality goods and services at affordable prices

EMPLOYMENT, TRAINING AND SAFETY

Strategic Outcome:

Positively engaged, skilled and safety conscious workforce

Strategic Objectives:

- Corporate objectives met through skilled workforce;
- Safe workplace culture;
- Recognised as a leading employer;
- Culture of learning, development and career pathways.

Strategic Action Plan:

- Continue to monitor, review and mitigate risk through WH&S accreditation;
- Retention through mentoring, development and succession planning;
- Accredited raining programs and workplace specific e-learning;
- Access to an employment assistance program;
- Create pathways from education to employment;
- Reward and recognition through performance management.

Key Performance Indicators:

- Provide a safe workplace;
- Training & development.