



# Community Enterprise Queensland

Annual Business Review  
2022 - 2023





# Acknowledgement

Community Enterprise Queensland respectfully acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the lands and waters where we live, learn and work.

We recognise Aboriginal and Torres Strait Islander peoples, who are the First Nations peoples of Australia, as distinctly different groups with unique cultures, histories, knowledges, and connections to Country.

We pay our respects and acknowledge the important role of Elders, past and present, for they hold the memories of the traditions, cultures and aspirations of Aboriginal and Torres Strait Islander peoples and have taken on the responsibility to protect and promote their culture and leave a legacy for future Elders and leaders.





## Contents

Who We Are and The Communities We Serve .....	1
Our History .....	2
Chairperson Report. ....	5
Finance Audit Risk and Governance Committee (FARG) Chair Report .....	7
People Workplace Culture and Safety Committee (PWCS) Chair Report .....	9
Community Public Relations and Marketing Committee (CPRM) Chair Report .....	11
CEO Report. ....	13
Purpose, Mission, Vision, Values and Promises. Strategic Plan 2023 - 2024 .....	15
Environmental and Social Governance ....	20
Enterprise and Engagement .....	21
Nutrition and Wellbeing .....	27
Operations and Online .....	31
Merchandise and Supply .....	35
Business Development .....	39
Corporate Services .....	41
Thank You and Acknowledgements .....	43

CEQ's complete Annual Report is available through  
[www.ceqld.org.au/about/governance](http://www.ceqld.org.au/about/governance)



# About Us

## Who We Are and The Communities We Serve

Community Enterprise Queensland (CEQ) is responsible for providing goods and essential services to the Torres Strait, Northern Peninsula Area (NPA), and mainland Indigenous remote communities through its 28 stores.



CEQ is governed by the Aboriginal and Torres Strait Islander Communities (Justice, Land and Others Matters) Act 1984, with the Board being appointed through Ministerial appointment.

CEQ stores deliver fresh, healthy food choices to communities, as well as general grocery, household items, appliances, furniture, hardware, fuel, and services such as ATM facilities and Air Travel bookings.

CEQ manages IBIS (Islanders Board of Industry and Service) and ABIS (Aboriginal Business, Industry and Service) remote stores, as well as other stores including Col Jones, Mona's Bazaar, and Mitre 10 under its Community Home and Hardware (CHH) banner on Thursday Island.

CEQ operates 28 stores under an aggregate model to provide services in remote communities. 22 of these stores are grocery stores enhancing CEQ's buying power which in turn allows all stores to share in the pricing benefits.

The store support mechanism allows for many of the operational services required to operate stores efficiently and effectively to be managed through the Cairns based Store Support Office. This support includes purchasing, finance, training, HR services, payroll, IT and store maintenance.

CEQ aims to be an employer of choice in Queensland, with our diverse workforce of over 400 team members from a variety of professions including retail, procurement, logistics, administration, and training. Of all team members employed at CEQ, 78% identify as Aboriginal or Torres Strait Islanders, with 91% of store team members being Indigenous.

CEQ is committed to developing our Indigenous store teams through internal and external training programs that offer a career and pathway to accredited qualifications and senior positions.

CEQ supports the health and wellbeing of communities by providing affordable, healthy food choices.

CEQ is a part of the social and economic fabric of the communities we serve.

CEQ has a strong history of partnering with community, government and non-government organisations through sponsorship and donations of local and regional events.

CEQ is a not-for-profit Queensland Government statutory body.



## Our History

CEQ's origins were manifested from the work of Reverend Fredrick Walker, a former missionary who established Papuan Industries Limited (PIL) in 1904 with the intention of aiding the people of Papua and the Torres Straits.

Stemming from these roots, since 1930 there has been an overseeing body responsible for the government and welfare of Torres Strait Islanders, although changes to legislation or passing of new legislation have changed the identity of the overseeing body through the years.

### 1904 – 1930

#### Papuan Industries Limited (PIL)

Established by Rev. Frederick Walker on Badu Island. PIL sought to promote local enterprise by encouraging Torres Strait Islanders to cooperatively rent or purchase their own pearl luggers.

### 1930 – 1939

#### Aboriginal Industries Board (AIB)

In July 1930, Papuan Industries was taken over by the Queensland Government and renamed the Aboriginal Industries Board, managed by the Aboriginal Protector on Thursday Island before a new Aboriginal Industries Board was constituted in 1934.

### 1939 – 2016

#### Island Industries Board (IIB)

In 1939 the work of the AIB was continued on by the IIB, establishing many of the stores that now trade under the Island Board of Industry and Services (IBIS) brand name.

### 2016 to present

#### Community Enterprise Queensland (CEQ)

With the merger of six Queensland Government owned remote retail stores with the stores managed by IIB, Community Enterprise Queensland became the new body responsible for providing essential goods and services to these communities.





# CEQ Remote Retail Stores



**IBIS** (Islanders Board of Industry and Service) operates 19 supermarkets and a service station as well as five small fuel outlets associated with outer island stores. Primarily providing communities a place to buy fresh fruit and vegetables, meat and groceries, IBIS stores also offer general merchandise such as whitegoods and electrical appliances, housewares, furniture, clothing, power cards, fuel and gas.



**CHH** is a combination of CEQ branded 'Col Jones Homewares' and T.I. Hardware. 'Col Jones and Monas' are iconic local retail stores (founded 1978) in the Torres Strait and NPA which offers quality homewares, furniture, whitegoods, electrical, and traditional island clothing.

T.I. Hardware is a Mitre 10 supplier for all things hardware and outdoor related to both the domestic and trade segments of the market.



**ABIS** (Aboriginal Business, Industry and Service) operates 5 supermarkets in remote Aboriginal communities. ABIS is committed to providing fresh, healthy food and groceries at the best price possible. ABIS stores stock fresh fruit and vegetables, meat and groceries, as well as whitegoods and electrical appliances, housewares, furniture, clothing, power cards, fuel and gas.





19 LOCATIONS

5 LOCATIONS

3 LOCATIONS



**IBIS**  
ISLANDER BOARD OF  
INDUSTRY & SERVICE



**ABIS**  
ABORIGINAL BUSINESS  
INDUSTRY AND SERVICE



**CHH**  
COMMUNITY HOME  
& HARDWARE



# Chairperson Report

**Dear Stakeholders,**

I am pleased to present the Chairperson's report for Community Enterprise Queensland (CEQ) for Financial Year 2023.

This year has been exciting for us, as we have taken great strides towards achieving our mission of providing essential goods and services that support communities to be healthy and sustainable.

Our new Vision Statement, "Caring, Every Day, Always", is a bold declaration that keeps us focused across all levels within the organisation.

This year's significant accomplishments that CEQ has achieved can be named in terms of our new four-year strategy that takes CEQ from being a community shop to a community partner.





Regarding our strategic pillars related to the sustainable business model and robust systems, we have achieved excellent sales and surplus results that will keep CEQ healthy and sustainable as a business. Enabling us to serve our customers better and improve operational efficiency, we have completed Stage 1 of our \$2M financial system upgrade. During the year, CEQ received the Queensland Government Award for the Best COVID-19 Response and was a finalist for Business Strategy to Reality within the State Reconciliation Awards. We have introduced technology platforms to gather customer and team sentiment data, taking a regular pulse on our customers and team members.

To support the healthier, more sustainable communities' pillar, we have more formally recognised CEQ's role in advocating improved health outcomes. We have partnered with Health and Wellbeing Queensland and extended our team in nutrition and wellbeing. Strategies are in place for nutrition, team wellbeing and ESG to drive improvements in the environment that our people and communities work, live, and play in.

Collaborative and inclusive relationships are named as one of the six pillars. We have expanded our Enterprise and Engagement team from one to four members. We have finalised the Good Pasin (Give-back) program that will enable CEQ to do much more in more communities; the program is already impacting.

The achievements are a testament to the incredible work of our team members, and we have named committed, skilled team members as one of the six pillars. With our remote store Indigenous employment levels at 91%,

our focus is on promoting our store team members in all aspects of retail and business operations. Opportunities for upskilling and career progression are instrumental in CEQ's endeavour to be the employer of choice in our communities.

These matters are critical contributions to CEQ's mission. I extend the Board's congratulations and gratitude to the CEQ teams on-ground in the communities for their commitment and hard work. We sincerely thank the team members supporting the on-ground work, including the Cairns support office team, the general managers, and, in particular, our new CEO. They supported the development and introduction of our strategy and delivered year 1 in style.

On behalf of the Board of Management, we thank our community stakeholders, suppliers, the government agencies we particularly relate with, and Minister Crawford, our recently departed Government Minister who guided our evolution.

Regard is given to all members of the Board for their individual and collective leadership, particularly Dr Mark Wenitong, who was the Acting Chairperson throughout this time.

We look forward to working together with all of our stakeholders as we continue to care, every day, always in every community we operate.

with respect,,

**Joann Schmider**

*Chairperson (Acting), Community Enterprise Queensland*

## The CEQ Board

**Dr Mark Wenitong**



**Ms Leah Cameron**



**Mr Fraser Nai**



**Mayor Mislam Sam**



**Ms Claire Alexander**



# Finance Audit Risk and Governance Committee (FARG) Chair Report



**Our FARG committee consists of Board of Management Members and the Executive Team. We meet monthly to determine key recommendations to the Board within our Terms of Reference.**

The Committee is wholly focused on our Finance, Audit, Risk and Governance matters. With our new 4 year strategy in place we have used the year wisely to ensure we have the correct reporting in place to monitor and protect our team, Board of Management and organisation from risks.

The year ended 30 June 2023 was an exciting year for CEQ and the FARG Committee with many notable events occurring, including CEQ finishing the year with an unqualified audit from the Queensland Audit Office. Other events included the FARG Committee providing oversight of:

## Key Committee achievements

- CEQ's Essential 8 (Cybersecurity) Framework including a new format dashboard to quickly target areas of concern;
- CEQ's budgetary process prior to the adoption by the Board for the 2023/2024 budget;
- Queensland Treasury Corporation to presenting economic indicators to the Board at a half year review;
- Redevelopment of CEQ's Risk Register;
- The commercial analysis of a number of investment projects;
- Review of CEQ's comprehensive asset valuation project; and
- Framework to increase the position of CEQ's annual surplus that can be utilised for giving back to communities.





## Financial Performance

The FARG Committee has a key role in reviewing the financial performance of CEQ prior to reports going to the Board. I am pleased to say that CEQ has achieved a positive operating surplus for the year-end of \$5.4M backed by a revenue stream of \$123M, with healthy cash reserves and an accompanying liquidity ratio.

Despite CEQ enduring one of the longest wet seasons with freight costs coming in at \$11.9M or 10% of turnover, CEQ was still able to maintain its high levels of service.

Margins were down on budget which is indicative of the way CEQ has managed the cost of living crisis that is currently affecting remote Australia. Anecdotally, CEQ achieved a volume (turnover) increase on the previous year of 4%, when inflation was running through Australia at levels of 8%. Through improved purchasing practices and the withholding of supplier price increases, CEQ has tried to ease the cost burden on its communities.

## Strategic Plan

This year was also the first year of CEQ's new strategic plan. CEQ's vision of Caring, Every Day, Always matches the commitment from all levels within the organisation. From a FARG perspective, the Committee has worked to align reporting to this vision.

During the latter part of the year, CEQ substantially upgraded its core financial systems, with the next financial year expected to deliver benefits especially associated with deep dives of data and improved costing systems. This will further allow CEQ to target efficiencies and deliver on its vision.

Finally, I would like to thank my fellow Committee Members for their efforts throughout the year and a big thank you to the team within CEQ who helped us to achieve another successful year serving communities.

### **Ms Leah Cameron**

*FARG Committee Chairperson  
(Acting)*





# People Workplace Culture and Safety Committee (PWCS) Chair Report



Our PWCS committee consists of Board of Management Members and the Executive Team. We meet quarterly to determine key recommendations that are then put to our full Board.





The Committee is generally focused on our People, Workplace Culture and Safety matters. We have had a very eventful year, with the Committee being engaged in a number of exciting initiatives as the organisations adjust to meet the goals of our new strategy.

### **Committee rename**

Previously the Committee was named Employee, Training and Safety Committee (ETS). It was clear from our strategic planning session that this Committee would be asked to do more around our workplace culture, whilst maintaining our focus on safety and training. The decision was made to bring workplace culture firmly into the Committee title and adjust our Terms of Reference to recognise our focus in this important area.

### **Keeping our team safe**

Everyone within CEQ is responsible for team safety. This 'all in' zero tolerance approach has proved successful in the past year where trading volumes and the operational impact could have negatively impacted on our team and their safety.

### **Human Resource**

I am delighted to share that our remote store Indigenous employment levels currently sit at 91%. Particularly pleasing was the result of our focus on local Supervisor recruitment which increased from 32% capacity in August to over 100% today. Investing in this key role today is our succession plan for local Store Managers tomorrow.

### **Team Wellbeing, Health and Nutrition**

Demonstrating our commitment to our nutrition and wellbeing strategic focus, we appointed a senior health professional to drive change in this important area. In partnership with Queensland Health we have actively supported health promotion activity across our stores. Our investment in this area will continue to grow as our strategy and policies become clearer and established. I am pleased that our journey is now well underway.

Team wellbeing is something we think about every day. We have however become more active in delivering short-term activities that will promote the wellbeing of our team members from a physical and mental health perspective. Recently we issued our team with electronic step counters and created an opportunity for them to participate in a voluntary 10,000 step challenge competition. We were delighted with the uptake and are planning further events to improve our team's wellbeing.

### **Team Member Engagement**

Another first for our organisation is to establish a way to gather team member feedback. We trialled and have decided to roll out a team engagement platform across our entire business. Surveys are conducted twice a year with the opportunity for every team member to provide their feedback using a simple online survey tool. We were pleased to reach 55% participation on our first survey and eagerly await our next result which will be completed in October. Our overall engagement score of 71 is a result that we are comfortable with, however with our new team engagement plans in place, we would hope to see that improve in the year ahead.

### **Future Forward**

Our Board of Management and Executive Team met in August to develop our four-year strategic plan. The Executive Team were then charged with operationalising the plan and established adjustments in the organisational structure would be required. To ensure the entire CEQ team were well briefed at every stage of the adjustment, a clear communication plan was established that involved consultation with every role impacted and a three-month migration timeline. I am pleased to advise this was completed smoothly with no business impact noted.

### **CEQ Commitment Charter**

Culturally inclusive employment has been a consideration for the Committee this year and to improve general awareness across the organisation, we have developed the CEQ Commitment Charter. This is our business commitment to help us become an employer of choice for First Nations Peoples. We want to become an employer who is seen by all as one that respects culture and provides an environment for diversity to flourish.

### **Team Training**

Being prepared for future growth and having a team committed to business outcomes is often attributed to an engaged workforce. Training is a vital way for us to signal that we care and want to invest in the development of individuals.

I would like to thank our Committee Members for their support and energy. We have moved a long way in 12 months with exciting people and community focused times ahead.

### **Mayor Mislam Sam**

*PWCS Committee Chairperson*

# Community Public Relations and Marketing Committee (CPRM) Chair Report



**Our CPRM committee consists of Board of Management Members and the Executive Team. We meet quarterly to determine key recommendation to the Board within our Terms of Reference.**

The committee is generally focused on Community Matters, Public Relations and Media Matters. CEQ has had a very positive and productive year with the committee being actively engaged on several key community matters.

## **Cost of Living**

Our year started with the team deputising to Government on the importance of infrastructure maintenance and the need to offset the increasing cost of sea freight that currently impacts the cost of living for our people. We were delighted to hear the Queensland Government commitment of \$96M to support marine infrastructure improvements and \$64M investment to lower the cost of living by providing a freight subsidy scheme.

## **CEQ Good Pasin (Give-back) programme**

I am delighted to share that CEQ have provided over \$200,000 this year in community sponsorships and sorry business support. Albeit this is double what we have done in previous years, the Committee has recommended that our annual investment in community giveback should be 1/3 of the organisation's annual surplus. This would mean that we would provide support in the region of \$1.2M per annum, dwarfing our previous commitment of \$200,000. We have exciting plans for these funds and I look forward to sharing them with you in the future.

## **Team Communication**

Clear communication is important in every organisation. When you are a remote organisation it does bring some added challenges that need to be considered. I am pleased to share that we have introduced a social media platform for our organisation that allows all of our team members to engage and share their thoughts and stories instantly across the whole organisation, like Facebook but for work. Viva Engage was introduced in August and is now being utilised across our store and support office network, sharing fantastic stories and photographs of our team in action.





## Customer Feedback

Another first for us here at CEQ but also a first for remote retailing, we have introduced a way to gather direct and instant customer feedback. After a successful four store trial, we will roll out feedback kiosks that will be located at the exit of every CEQ store. These kiosks will gather data that will inform our teams on how our customers feel about the service they have received. Our focus will be to analyse the data quickly and support our store teams to make positive adjustments to improve our customer service.

## Single use plastics ahead of government deadlines

Caring for the environment we operate in is taken very seriously by the Board. We have activated our ESG workplan and one early success was our ability to remove single use plastics from our stores well ahead of government set targets. Our Environment, Social Governance focus will continue to build in the year ahead as we establish our carbon footprint and determine clear actions to reduce our environmental impact on the communities we serve.

## CEQ Reconciliation Action Plan

Work has commenced, within the official RAP framework, to establish the CEQ Reconciliation Action Plan. I am pleased to advise that our working group has been established and we are well on our way to completing our plan, with us expecting to receive RAP validation, by the end of this financial year. Our working group is made up of team members representing the communities we serve, as well as key team members from our support centre. As a committee we are very excited about this piece of work and how it will bring culture further into our organisation.

I would like to thank our Committee Members for the support they have afforded me throughout the year and I look forward to another year of positive action that will support our communities and improve our organisation's reputation.

**Dr Mark Wenitong**

*CPRM Committee Chairperson*





# CEO Report

On the 28th of July 2022 our Board of Management took the bold step towards a new ambitious strategy that will guide our organisation to deliver our mission to provide essential goods and services that keep communities healthy and sustainable.

## Caring, Every Day, Always



Our new vision statements empowers our entire organisation to do what is right. It is a brave statement and we encourage everyone and anyone to call us out if we are not behaving as our vision statement suggests.

When I reflect on the year that has past, I'm pleased with the progress we have made. I have many highlights to share with you in a year where the organisation has evolved to meet our new strategic objectives as set out by our Board of Management. I would like to thank our Board for their support and guidance during what has been a very eventful and successful year. I would also like to thank my Executive Team for their support and commitment. Most of all I would like to thank our CEQ team who make all of this happen. From our store support team members, remote store managers and their deadly teams, without them, none of this would work. Our key business partners, suppliers, community stakeholder and government departments contribute to our current and future success. I would like to acknowledge the part they play in the ongoing success of our organisation.

As a remote retail stores group we have delivered a good trading result. On a like for like store basis, our sales have grown by 4% in a year, where we were expecting a decline in sales as Covid Government stimulus was stepped back.

Cost of living has been, and remains, our biggest shared community challenge. The announcement from State

Government to provide freight subsidies are welcomed and we are hopeful that we will see this support flow directly to our customers' pockets in the year ahead.

From our perspective we have held back supplier price increases to provide direct savings to our customers. We have a weekly price alignment programme for fresh fruit and vegetables and we have held prices low on key staple items that are bought most often by the families we serve.

Our aggregate model is what allows us to support our communities in these tough times. Not all the locations we operate in are self-sustainable, they are a service to the community. Our profitable stores support the others, like big brother or big sister looking after the little ones.

Weather conditions in the recent wet season have been exceptional. In airfreight alone we expensed over \$1.5M to support stores that were cut off. This was almost double what we would expect, and I again point to the aggregate model where we could support stores that were doing it tough. Without the CEQ model in place, local residents would have been staring at empty shelves and a food security emergency.

Looking ahead, I'm eager to continue to execute the Board's strategic plan. Some more specific highlights to look forward to are the opening of our first Store of the Future in October, the extension of our Nutrition and

4.5%

UP ON LIKE  
FOR LIKE  
SALES

2%

DOWN ON  
COSTS

7%

UP ON  
BUDGET





Wellbeing team to deliver our new Nutrition Strategy and the expansion of our Enterprise and Engagement team to work directly with customers and stakeholders to ensure we gather feedback and listen for those important issues that are impacting our customers.

The final item that has me most excited is our new 'Good Pasin (Give-back)' programme that will be introduced in 2024. In essence this programme will enable CEQ to establish scholarships, invest in new business start-ups, support local enterprise, extend our nutrition support for schools and mums to be, support community events

and provide sorry business support at a time when families need it most.

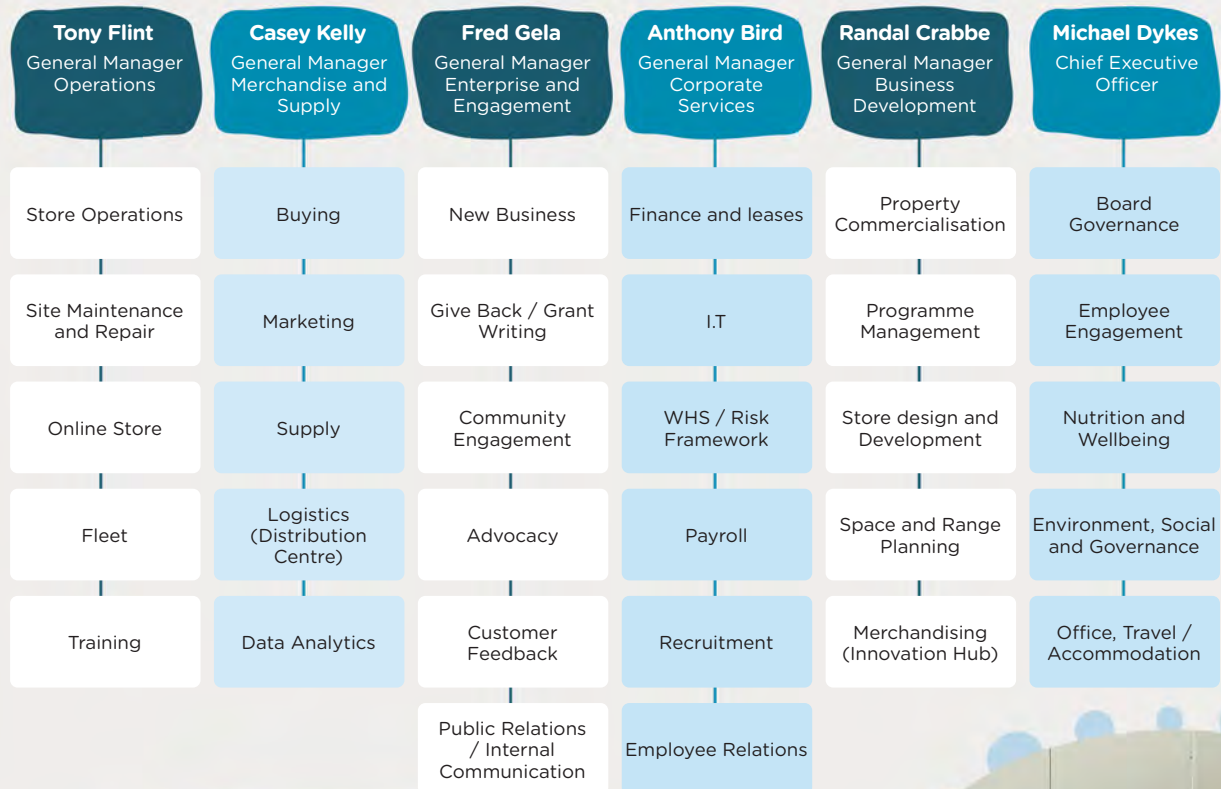
In closing, I acknowledge that our business impacts country, and we give respect for where we are today. I acknowledge the traditional owner groups and knowledge holders who maintain the law and custom for looking after lands and waters.

Caring, Every Day, Always,

**Michael Dykes, CEO**

## CEQ's Executive Team

CEQ's Executive Team has strong experience and expertise in retail, logistics, supply chain, finance, merchandising and understanding of Indigenous culture. The organisation is structured and well-resourced to support the management of remote stores.



# Purpose, Mission, Vision, Values and Promises

## Strategic Plan 2023-2027



### Our Vision

*Caring, Every day, Always*



### Our Mission

*To provide essential goods and services that support communities to be healthy and sustainable.*



### Our Purpose

**(A)** to act as a commercial enterprise for the general convenience or benefit of the residents of the communities in which ceq performs its functions; and

**(B)** to provide the communities with access to a range of food, drinks and household items essential for a healthy life at a fair price; and

**(C)** to apply its operating surplus or assets to promote, support and improve its services and the general welfare, including the knowledge and skills, of the aboriginal and torres strait islander residents.



### Our Values

*Honest*

*Inclusive*

*Respectful*

*Progressive*

*Collaborative*

### Examples of supporting residents:

- Encouraging and supporting the development of trade, commerce and business in the communities.
- Providing support for educational or health initiatives, local organisations and community programs or activities.







## Our Promises

1. We will listen to hear, not to speak
2. We will be ambassadors for our vision
3. We will innovate and nurture new ideas
4. We will share our wins and tell the world
5. We will do what we say we will, every time
6. We will never walk past a problem or issue
7. We will treat others like we want to be treated ourselves

1. We will lead by example and encourage others to do likewise
2. We will encourage diversity, inclusiveness and others to succeed
3. We will collaborate to achieve the best outcome for our communities



# Strategic Plan Progress

The CEQ team have made steady progress against the goals set by our Board of Management. We have now completed year one of our four-year plan and have good momentum as we move towards year two.



## Healthy, more sustainable communities

Within our six strategic pillars we celebrate some significant achievements by our team. Highlighted below are two achievements within each strategic pillar:

**1** We have appointed a senior nutritionist to lead our activity in this important area. We expect that team to grow to four team members in the near future, signalling how seriously we take our role in improving the health of the people we serve. We now have a clear strategy in place that will drive health focused decision making through our entire organisation.

**2** We have established our Environmental, Social, Governance framework and resourced the activity internally so that we can demonstrate our care for the environment our team and customers work and play in. We have lead the way in the removal of single use plastics and completed this work months in advance of the Queensland State Government targets.







## Committed, skilled team members

**1** We have introduced our first team engagement measure that gives our team members a user-friendly way to provide direct feedback. It is very important that we have started this journey and our team feel they have a mechanism to get their message heard. Our first engagement score was 71. Our next survey is in September and I am confident that we will see some improvement as the business unit action plans start to kick in.

**2** Communication in a remote organisation is challenging at the best of times. New technology certainly helps and to leverage this new technology we have introduced tablet communication tools that provide our stores with a way to attend video conferences, complete online tutorials, complete WHS / food hygiene checklists and generally reach a friendly face within our support office should they need or want to.



## Robust systems processes and supply

**1** The cost of living was, and still remains, a significant challenge for everyone who lives in a remote location and everyone who operates a business in a remote location. We prepared and submitted a discussion paper to the Queensland State Government that provides a mechanism to deliver a direct freight subsidy to the pockets of families in each community we operate in. We are committed to continue to work with Transport and Main Roads to facilitate that much needed relief to our customers.

**2** Modern Slavery has formed an important part of our ESG and Reconciliation Action Plan workstreams. Our statement is currently in draft form but the work that has gone behind getting to this position has been critical for all involved. The introduction of new steps in our buying methodology has gone smoothly and have been fully embraced by our team. We are optimistic that we will complete our statement in the year ahead along with gaining a recognised reconciliation action plan status.



## Collaborative, inclusive relationships

**1** Through the year we have taken time to build our new community engagement team as with multiple stakeholders, having a presence in communities is everything. From one engagement manager at the start of FY23 we now have a team of four people who are tasked with bringing the communities voice to the table. The community voice is becoming louder within our organisation and that will in turn ensure we stay relevant and meet the changing needs of the customers we serve.

**2** After a successful four store trial we will introduce a way to receive 'live' real time customer feedback. Within this year we completed the successful trial of a customer feedback kiosk. The results were surprising and insightful. So much so, we have now committed to roll a kiosk out to every CEQ location at the start of the new financial year. We look forward to building customer data and insights that will inform support centre and store improvements based on local and specific customer needs and wants.







## Strong, sustainable business model

**1** Consolidation and focus on Operations has been our primary objective of the year. We have maintained a stable team as we completed our internal realignment to resource our future strategy and goals. Our programme of adjustment named Future Forward was implemented over three months and repositioned business functions to areas where they provided logical synergies. Our supply team now sits within our Merchandise business unit. Our repair and maintenance team now sits within our Operations business unit and our payroll team now sits within our Corporate Service business unit. All adjustments were completed smoothly with all key personnel retained within the organisation.

**2** Over the course of the year we have worked hard to develop a new framework and procedures that allows CEQ to utilise a proportion of our annual surplus to give more support back to the communities we operate in. This work was completed in time for our new financial year and will empower the organisation to make a wider contribution to the health and wellbeing of the people and the environment we are fortunate to operate in. The programme has been named Good Pasin (Give-back). This will be our vehicle to do more good, more often, across seven segments that echo Closing the Gap integrated development framework;

- Natural Environment
- Build Environment
- Social
- Economic
- Cultural including cultural governance
- Spiritual + Personal
- Civic / political



## Capacity for change and expansion

**1** We are pleased and relieved to complete stage 1 of our new financial systems transformation. Going live in week 1 of the new financial year, our new system will allow our business to scale more easily while providing much better data in a way that is friendlier to the user and audience. Planning is underway for stage 2 which will bring further upgrades and improvements that will make everyday life much easier for our team.

**2** Throughout the year our team have been developing our first foray into online selling. CEQ e-Market will launch at our new Bamaga store in October and offer our customers access to big brands, big range and fast delivery. The Bamaga trial will inform us on what could be a solution to offer our largest range within our smallest stores. Giving everyone who lives remote access to a much wider product range with fast delivery.





# Environmental and Social Governance

ESG is a strategic framework for identifying, assessing, and addressing organisational objectives and activities.

These can range from our carbon footprint and commitment to sustainability, to our workplace culture and commitment to diversity and inclusion. This same framework guides our attitude to corporate risks and practices.

## Environmental

Commitment to sustainability and the impact on the environment, including carbon emissions and footprint, energy usage, waste, and environmental responsibility.

## Social

Commitment to internal workplace culture, employee satisfaction, retention, diversity, workplace conditions and employee health and safety.

## Governance

Commitment to compliance, the internal corporate culture, company ethos, and transparency and accountability in leadership.



CEQ hits expanded plastic bag ban target in remote Indigenous stores three months before Queensland Government deadline.



**RECONCILIATION  
AUSTRALIA**

**CEQ's Reconciliation Action Plan (RAP) is progressing with our Reconciliation Working Group (RWG) established.**

We will contribute to creating healthier more resilient communities and providing a better environment for social and economic outcomes by forming collaborative partnerships to embrace opportunities.

We will recognise, value and celebrate the cultures, languages and traditions of our diverse stakeholders and embed them across our organisation.

We will build relationships through truth telling, partnership and respect.

The RWG continues to work through the RAP template discussing CEQ's deliverables focusing on why Relationships, Respect and Opportunities between Aboriginal and Torres Strait Islander peoples and other Australians is important to our organisation and core business activities.

**CEQ was a finalist in the 2023 Qld Reconciliation Awards for Business Strategy to Reality.**

## Environmental, Social & Governance update

Focus on three important ESG strategies

### 1. Addressing Climate Change

How?

- Greenhouse Gas Assessment.
- Reduce carbon emissions.
- Minimise wastage (Reuse, Recycle, Reduce).
- Renewable energy.

### 2. Reconciliation Action Plan

How?

- RAP Working Group established.
- Weekly and monthly meetings.
- Development of draft RAP Vision.
- Focus on Relationships, Respect, Opportunities
- Deliverables and alignment to Strategic Pillars

### 3. Addressing Modern Slavery

How?

- Education to team members responsible for sourcing supplies and services.
- Risk assessments on existing supplies and services.
- Risk screening tool for new suppliers, contractors and service providers.
- Supplier questionnaire

# Enterprise and Engagement



**CEQ actively engages with its stakeholders and communities to improve its services. To enhance its approach, the Enterprise and Engagement business unit was established.**

During the 2022-23 financial year, the team focused on raising CEQ's profile and brand awareness through stakeholder engagement, partnerships, local enterprise support, political advocacy, and reinvestment initiatives.

CEQ has commenced Community Engagement Information Sessions across our local communities. The Information Sessions are held in the local Community Halls in each location and are facilitated by our Enterprise and Engagement Team. They are designed to share all the great work being achieved across our CEQ Stores and Support Office and to engage the community voices from across our different regions. Discussion topics include:

- CEQ's Vision and Mission
- Partnering with Community Donations and Sponsorship Update Store Performance
- Paddock to Plate
- Community Advisory Group

## CEQ social media reach

**34,721**

2021/2022

**50,700**

2022/2023

**46%**  
GROWTH

CEQ continues to run our 'Donations, Events and Sponsorship' programme providing support to a wide range of community, school, sporting, cultural, church and significant local and regional events. Supported events targeting our youth include Blue Light Discos, Aboriginal and Torres Strait Island Children's Day, Under 8's Day, Youth School Holiday programs, Child Protection / Foster and Kinship Carers week and school graduations.

Donations of fruit supporting School Fruit Breaks / Breakfast Programs continues to be an important part of our donations, with 18 schools from most communities participating.

CEQ also provides discounted goods, donated gift vouchers and/or sponsorship for social and ceremonial events including sorry business and funerals.

CEQ is also supporting local businesses with a tailored support package and advocating for logistical and supply challenges, connectivity, employment and development opportunities and infrastructure. A sponsorship application form is now available on the CEQ website, resulting in an increased uptake of sponsorship requests.





**\$225,167**

**Total donations  
and sponsorships  
to community  
groups in 2022/23**

### **CEQ Good Pasin (Give-back) Programme**

Our new Good Pasin (Give-back) programme will be rolled out in the next financial year. New donation and sponsorship categories have been identified and will form the basis of our give back priorities. Funding allocations to each category will be determined. This new programme will see community sponsorship increased from \$92K up to \$1.2M annually.

**CEQ will increase it's  
annual donations and  
sponsorships potential**

**TO**

**\$1.2M**





















# Nutrition and Wellbeing

In November 2022, a Nutrition and Wellbeing Manager position was created to attract a nutrition leader with extensive experience in driving nutrition strategy, building high-performing teams, and working closely with remote First Nations communities. Melinda Hammond joined CEQ to spearhead our new Nutrition and Wellbeing Team:



*"We have the evidence now on what works to create healthy food environments in remote stores. In this new role, my objective is simply to get on with the job of working in partnership to implement what works to make healthy choices the easy choices for the communities we service."*

Since then, a Store Nutritionist has been appointed to lead the Gather + Grow Healthy Stores project, a partnership with Health and Wellbeing Queensland to promote healthy purchasing in remote stores.

Soon to join the Gather + Grow project is a First Nations Nutrition Cadet, who will work alongside the Store Nutritionist in a travelling role to promote healthy eating and increase nutrition capacity in CEQ stores.

There are plans to further expand the team to enable delivery of important nutrition promotion activities in communities across the Torres Strait where there are currently gaps in this kind of preventative health capacity.

## Healthy Stores Update

22

stores are participating in the Healthy Stores Project

OVER

1 million kilograms

Fresh fruit and vegetables delivered to CEQ Stores during FY2023

35

Number of store scout assessments completed

38

Number of Nutrition community visits

95

Number of in store and community awareness raising activities





## Gather and Grow program

Throughout the year, CEQ has continued to work in partnership with Health and Wellbeing Queensland to deliver the 'Healthy Stores project' as part of the Queensland Gather + Grow Strategy to improve food security in remote Aboriginal and Torres Strait Islander communities. The CEQ team visits stores regularly and conducts 6 monthly assessments that evaluate the "healthiness" of the store environment and generate local store action plans to continuously improve. Through this we have been able to implement many changes in our stores to make the healthy choice the easy choice for customers through a range of actions using the 4 P's of marketing.

Healthy Store baseline assessments now conducted in 22 out of 23 target stores and the 2nd assessments have been completed in 11 stores.



## Team Wellbeing

Team wellbeing activities are encouraged and supported across the organisation. Special days and events including Christmas, RUOK, International Women's Day plus many others are celebrated by our teams at all locations. In order to inspire our team to get healthy, we ran a 10,000 steps challenge and provided pedometers to teams competing against each other across the organisation to see who could achieve the most steps over the month. We were surprised at how engaging the activity was and hope that it helped some team members establish a new physical health routine.

In addition to annual performance bonuses and pay increases, this year CEQ also recognised the cost of living impacts on our team members and their families and provided a cost of living supplement to assist financially.

We have also launched a Team Member of the Month Award across all sites whereby our team are nominated by their colleagues for displaying our values. The recognition is delivered using our values cards and is designed to celebrate our team living those values.

## Collaboration

CEQ has also been working closely with community health and wellbeing organisations including Apunipima, Mura Kosker and Gidgee Healing to support food security initiatives in the communities we service.





# Nutrition and Wellbeing Strategy 2023 - 2027



## *Healthier, More Sustainable Communities*

The Nutrition and Wellbeing Strategy was developed in line with CEQ Board's strategic outcome area to support 'Healthier, More Sustainable Communities'. CEQ commits to delivering on five key objectives as follows:







### **Ensure availability of healthy foods and drinks**

- Our stores maintain minimum standards for stocking healthy food and drinks.
- We will manage the range of less healthy products available in our stores, whilst continuing to offer our customers choice.



### **Address the affordability of healthy foods and drinks**

- We will adopt and maintain pricing practices that preference healthy products whilst remaining a sustainable business.
- We commit to continue to offer bottled water at the cheapest price possible.



### **Create and maintain a supportive store environment that encourages customers to make healthier choices**

- We place healthy products in the most prominent positions and locate the unhealthy food and drinks away from high traffic areas.
- Our promotional efforts focus towards healthy products.
- We strive to create a shopping experience for our customers that is free from promotion of key unhealthy food and drink.



### **Invest in nutrition and wellbeing education and promotion within the CEQ team and our communities**

- Our social marketing campaigns promote healthy choices using a range of platforms.
- We deliver support and training to our team members on nutrition policy and procedures to facilitate implementation of the Nutrition and Wellbeing Strategy.
- We promote smoking cessation support programs to our customers.



### **Advocate and collaborate to support initiatives that improve nutrition and wellbeing, and celebrate culture and tradition**

- We embrace opportunities to support schools and community organisations to improve nutrition and wellbeing, particularly for children and young people.
- We support communities to continue traditional food production and collection practices through provision of equipment and supplies.
- We support local food providers and emerging businesses to provide healthy options.
- We partner with agencies to extend the reach of health promotion programs in the communities we serve, including supporting tobacco control efforts.
- We use our advocacy efforts to influence government policies to address nutrition and wellbeing challenges impacting the communities we serve.
- We establish networks and partnerships with researchers and other stakeholders to address food security in remote communities.





# Operations and Online



**There has been some exciting changes to the Operations Team with the Training team and Repairs and Maintenance joining the Operations Business unit. This will enable us to better deliver outcomes to all our stores teams and communities.**

This year the Operations Team has concentrated on increasing full-time employment in our stores and offering more senior roles to local team members.. CEQ has employed 14 full-time local Indigenous community members into the roles of Supervisors, Assistant Managers and Managers which has been a fantastic result.

The Operations Team worked tirelessly to ensure our Cape stores Kowanyama, Pormpuraaw and Doomadgee were well stocked with dry goods and grocery prior to the wet season. As a result, these stores maintained healthy stock levels throughout one of the biggest wet seasons on record.

Communications tablets and the i-Auditor programme rolled out across all stores, we have seen reporting and compliance improve greatly which is great for our customers and business reputation.

The Viva Engage social media platform has also been introduced with all stores and team members having the ability to share great stories about their team and communities and also connect with everyone working at CEQ.





## Team Member Retention and Training

Training and education form part of the most significant strategic imperatives of the organisation. This investment in training, however, does come at a cost due to the remote nature of the communities and the availability of certified trainers prepared to work in these locations. Regardless, CEQ has been successful in promoting local employees to store management and regional management positions.

CEQ is committed to increasing the level of Indigenous employment in stores, support offices and store management. We believe in building inclusive environments that respect and embrace culturally diverse ways of working. As an employer, we are committed to growing and developing our Indigenous employees and developing First Nations leaders.

Caring, Every Day, Always.

**Tony Flint**  
General Manager Operations

**\$11,950,694**  
Local store wages paid

**LESS THAN**  
**8%** Labour turnover

### Employment diversity ratios



**234**



**191**

**324** Indigenous employees

**101** Non Indigenous employees

**91%** of our in store team are Indigenous



## Training delivered

**169**

### HR Inductions

#### Accredited Training

**51**

Customer service

**21**

WHS

**8**

Food Safety

**4**

Merchandising

**151**

### Technical Training

including Dealing with Customer Complaints, Cigarette and Tobacco laws, Date Codes, Food Safety and Allergens, Nutrition Information Panels, Food Handling, Fruit and Veg cutting, cleaning and quality checks, Register Training.

**298**

### Online Training

including Manual Handling, Paint Systems, PPE and Equipment, Handling Chemicals, Hardware, Cyber Security, Privacy Principles, Emergency Management, Customer feedback, Non-verbal communication skills, Planning, Coaching and Mentoring, Time Management, Business Security.

**313**

### Professional Development

including Accepted Workplace Behaviours, Sustainability Reporting, Supervisor/Manager training, EAP, Excel, Forklift licence, Mental Health First Aid, Compliance, Human Rights, Diversity in the Workplace, Discrimination, Bullying, WHS, Media, Modern Slavery, Respect at Work.



## CEQ Annual Managers Conference, October 2022

In October we delivered our Managers Conference in Cairns with our Board, Store Managers, Regional Managers and the Support Office Team attending 3 days of innovation, collaboration and learning.

Our new vision statement “Caring Every Day, Always” and organisational purpose, mission and values were rolled out for Managers to take back to their store teams. Workshops included the introduction of store e-tablets and other new technologies, store health promotions, supplier fruit and veg training and store operations training. Group brainstorming was a highlight as our Team Members came up with ideas on what we can do better that fits with our new Board strategy and direction.

The conference culminated in an Awards evening celebrating tenure and performance, with Bamaga winning Store of the Year.









# Merchandise and Supply

The Merchandise and Supply Team have had an incredibly busy year. Despite the challenges of increased cost of living pressures through inflation and fuel costs, we were able to keep prices affordable for customers.



The team managed through one of the most difficult and complex wet seasons yet. Through facilitating the procurement and delivery of over six months of stock, to organising weekly plane freight deliveries of up to 5 tonne of fresh foods and essentials, we still managed to keep everything running smoothly. The Doomadgee store was cut off for 13 weeks, significantly longer than historically, but the CEQ team rose to the occasion to ensure supply continuity.

CEQ was required to charter 45 flights of essential foods and fresh fruit and veg into Kowanyama, Pormpuraaw and Doomadgee during the wet season, with the cost of plane freight around \$1.5M.

One of the most significant changes during the year was partnering with Australian Grocery Wholesalers (AGW), a subsidiary of Woolworths, to procure essential supermarket goods. This partnership allowed for better supply continuity and affordable prices for customers. The CEQ Board visited the Woolworths Brisbane distribution centre to meet the AGW and Primary Connect (freight) teams to get a better understanding of the distribution model.

Finally, the Merchandise Team structure was expanded to include the Distribution Centre, Freight, and Logistics Teams. This change has allowed for better management of the supply chain from end to end.

I would like to thank our team for their dedication throughout the year, they have embraced the changing landscape and delivered great outcomes for the communities where we operate. I would also like to thank all our trade partners for their continued support and partnership.

Overall, the Merchandise and Supply team have accomplished a lot this year, and I'm excited to see what they will achieve in the future.

**Caring, Every Day, Always.**

**Casey Kelly**

*General Manager Merchandise and Supply*





# \$1,444,340

Total wet season freight costs to Cape communities

**TOTAL** 195,801kg  
DELIVERED

55 flights



**WEEKS CUT**

Doomadgee - 13  
Kowanyama - 20  
Pormpuraaw - 20

Supplier rate has built to

97%

of stock to stores





# Cost of living

CEQ recognises that the biggest issue facing the people of the Torres Strait, NPA and remote Indigenous communities is the rising cost of living.

CEQ has pricing policies in place to mitigate against margin increases on essential goods. CEQ has maintained 'Best Buys' in all stores which offer savings to customers through the provision of 300 to 400 specialised items at any given time. 'Best Buys' returned \$1.2M in savings to customers off the RRP.

In addition to Best Buys, CEQ also provides for 'Low Price Everyday' on a basket of over 100 essential commonly purchased household goods which are sold at reduced margins. The 'Low Price Everyday' basket returned \$1.4M in savings to customers off the RRP.

Best Buys and Low Price Everyday allows customers choice and at the same time maintains CEQ commitment to being financially sustainable.

CEQ is committed to working with other agencies and the State and Commonwealth Governments to assist in raising the living standards within each community.

We continually benchmark our prices against the two major supermarket chains, other community stores and Cairns independent stores. On the whole, CEQ performs well and tracks in line with market movements.

Retailing in remote communities in Far North Queensland and the Torres Strait Islands is the manifestation of an extremely complex supply chain. CEQ are charged with delivering a broad range of products to widely distributed communities that are located on both the mainland and islands of North Queensland.

CEQ formats and location cover an area of 16,657 km<sup>2</sup> and our transport routes and deliveries cover 4.4 million kilometres each year to get goods on the local store shelves.

In the wet season CEQ charter aircraft out of Cairns to ensure weekly deliveries of fresh produce and dairy goods are maintained.

**TOTAL**

**\$11.9M**

cost in freight to CEQ annually

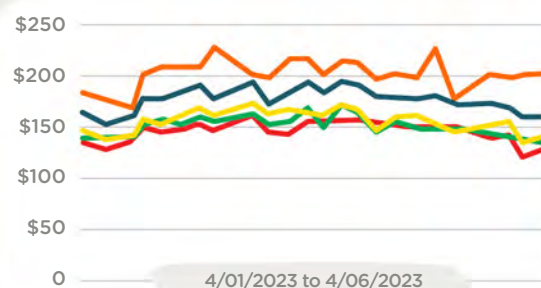
**12%**

**Increase in freight costs over 2 years**

**Increase in freight costs to Cape Stores**

**17%**

## Fresh Produce Weekly Price Competition Check



Major SMKT1 Major SMKT2 Cairns Independent Remote Independent CEQ



## Inflation Q3 2022 Year-on-year growth



**10.4%**  
Eggs



**9.3%**  
Beef



**17.2%**  
Veg



**10.5%**  
Bread

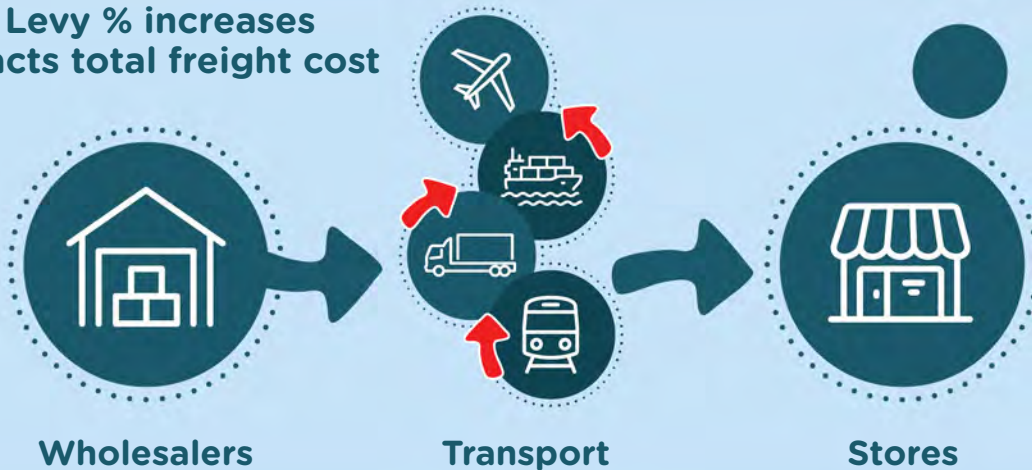


**8.6%**  
Poultry



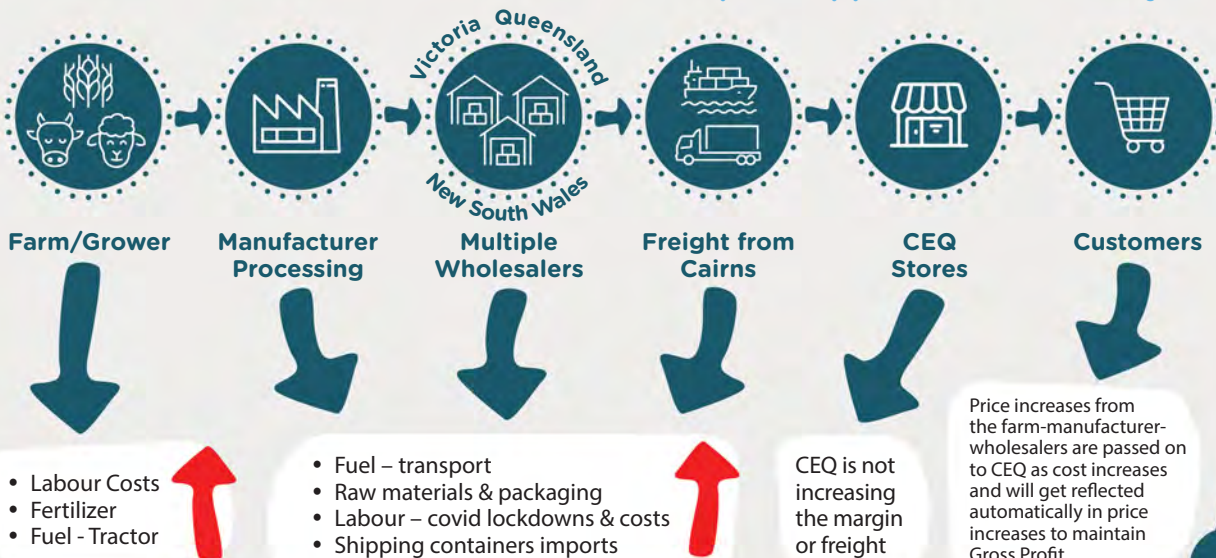
**16.2%**  
Milk

**Fuel Levy % increases  
impacts total freight cost**



## Cost of Living Increases

Price increases from the farm to the shop are applied automatically





# Business Development

2022/23 has been a time of adjustment and re-alignment for the Business Development Team whilst continuing to address existing projects, research and develop new opportunities, forge new directions, and plan for future needs.



The Business Development Team incorporates and aligns the business strategies appropriately into the planning and development of all projects. The majority of works undertaken by the Business Development Team are aligned to 4 of our strategic pillars: Robust Systems, Process and Supply; Collaborative, Inclusive Relationships; Capacity for Change and Expansion; and a Strong, Sustainable Business Model.

The new Bamaga Store of the Future construction, development and fitout has certainly been a key focus for the team. It will be a value proposition store providing initiatives, innovations, and a value-based customer shopping experience not previously offered by CEQ nor available in the communities we serve. Many other smaller, but no less critical, works continue to be undertaken and completed in parallel.

Particularly rewarding for the Team has been the engagement and interaction with communities and entities outside of the CEQ network to investigate opportunities for development and providing them with assistance and advice.

We have also presented CEQ positions on community infrastructure, logistics, and communications at deputations to Queensland State Government Ministers and developed a community-based freight subsidy paper at the request of the Queensland State Government.

2023/24 is expected to be no less dynamic, with CEQ looking to developing new business opportunities and operating models, along with assisting Indigenous ventures within our new Good Pasin (Give-back) framework.

Caring, Every Day, Always.

**Randal Crabbe**

*General Manager Business Development*





## A short summary of works, both ongoing and or completed in the 22/23 FY include:

- ✓ Checkout replacement in 4 Supermarkets.
- ✓ The purchase, transport and installation of 6 freezer shipping containers for Doomadgee, Kowanyama and Pormpuraaw thanks to a grant part of the Federal Government's Strengthening Remote Communities – Food Security programme.
- ✓ The building of the new **Bamaga Supermarket** including the Store of the Future fitout.
- ✓ The development of the Innovation hub in the Cairns Support Office to trial innovative ideas for Store of the Future and subsequent rollout of successful initiatives to other CEQ stores.
- ✓ The completion of the **Poruma stockroom expansion**.
- ✓ The **design, procurement, and installation of a Generator** at Waibene Supermarket.
- ✓ The re design of our **Waibene Supermarket** front end.





# Corporate Services

The financial year ending June 2023 has seen some exciting changes to the Finance and Corporate Services Team. In January 2023 several distinct functions were merged to create the Corporate Service Team.



This team now consists of the core financial function of CEQ, finance, payroll, workplace health and safety, risk management, recruitment / employee relations, and information and telecommunication services.

During August 2023 CEQ as an organisation achieved another unqualified audit from the Queensland Audit Office. Whilst the Finance Team provide the primary interface for audit, this result is a reflection on the whole of the organisation. During the year the Finance Team has also worked closely with the rest of the organisation in delivering a new budget development process which has seen management become closer to the 'numbers', thereby improving knowledge of the organisation transaction flows in a positive manner.

The year ended 2023 has also seen the culmination of the configuration and testing of a new enterprise reporting framework. This framework has touched all elements of the Corporate Services Team and has provided improved levels of service across all business units. The Payroll Team in particular has experienced a transformational change in the way it does its business.

ICT also experienced a transformational year with the utilisation of low earth orbit (LEO) satellite technology. This technology has fundamentally improved the connectivity between the Support Office and some of the most remote locations in Australia – thereby again improving levels of service for all elements of the business. Some of our slowest sites are now achieving connectivity greater than metropolitan areas.

Workplace Health and Safety and Risk Management have also had a 'big' year. CEQ welcomed a new WH&S representative to the organisation and also new technology to record safety matters through a tablet device. Risk management has also expanded its role to take on Board important elements associated with delivering CEQ's new Environmental, Social and Governance Framework, particularly targeting environmental aspects and improvements in the supply chain associated with documenting and managing CEQ's obligations associated with the Modern Slavery Act 2018.

During October 2022 the organisation embarked on its first ever whole of organisation survey on organisational 'culture' with all employees invited to attend. This survey has provided CEQ's Board and Management with strategic insights into the culture of CEQ. Whilst the outcomes from the survey were largely positive it has provided the Board and Management with several action plans for improvement which are in the process of being implemented. A follow-up survey is planned for 2023 to check back on how the organisation is progressing.

I would like to thank all members of the Corporate Services Team for their diligence, dedication and service to the communities that we serve.

Caring, Every Day, Always.

**Anthony Bird**

*General Manager - Corporate Services*

**Capex spent**

**\$8,158 million**

**SALES  
vs  
BUDGET**

Sales EOY 23  
**\$120,199m**

Budget EOY 23  
**\$112,478m**

Sales EOY 23  
**\$120,199M**

Sales EOY 22  
**\$115,340M**

**SALES  
vs  
LAST YEAR**

**96%**

**Expenses as  
percentage of  
income - EOY**





## Assets vs liabilities (over 10 years)



### Cyber Security

4

Cyber Security Awareness/Training campaigns run during the year.

Campaign 1 (Aug 22) - 51  
 Campaign 2 (Sep 22) - 63  
 Campaign 3 (Dec 22) - 55  
 Campaign 4 (Mar 23) - 58

# MEMBERS  
WHO  
COMPLETED

There is also a cyber security awareness component in the induction pack for new employees.

CEQ cost burdens not faced by other like businesses:



Satellite Back-up to enable trade

**23 sites total**  
**\$0.113M** in annual fees



Back-up Power / Generators

- Generators at Kubin, St Pauls, Warraber, Palm Island, Napranum, Doomadgee, Lockhart River, Kowanyama, Pormpuraaw and Waibene Supermarket.
- The most recent back-up generator at Waibene Supermarket cost **\$0.500M**.

### WHS Training

116 Inductions

Accredited Units and Qualification

6

1,127

Safety inspections and audits carried out throughout the year



# Thank You and Acknowledgements

We thank and acknowledge the following people who have helped make a difference to CEQ and our communities over the last year and prior. Without the collaboration, guidance, support and contributions so generously given to CEQ by so many, we would not be the organisation we are today.

**Mr Peter Rice** (dec.), former Chairman and Member of the Island Industries Board (now CEQ Board). Peter joined the IBIS Board as a member in 2002. He then became Chairman of the Board until 2012, having served close to 10 years. As well as significant financial and operational improvements to ensure IBIS' future sustainability, highlights during Peter's tenure include roll out of the healthy choices programme with Qld Health; successful negotiation of several ILUAs; cardboard recycling; new stores at Ugar, Mabuiag, and Bamaga; new service stations and new accommodations at Kubin, Mabuiag, Ugar, and Thursday Island; and a new IBIS regional office.

**Mr Mark Johnston** (dec.), former Chairman and Member of the Island Industries Board (now CEQ Board). Mark commenced his Board tenure in 2002, was appointed Board Chair from 2003-2009 and again in 2012. Mark gave 11 years of continuous service to our Board. Mark was a solicitor skilled in mediation and the delivery of ethical legal expertise. Mark's passionate interest in social justice and environmental issues led to his tireless commitment and participation in a broad range of community organisations, including IBIS, and earned him many awards and recognition for his involvement with regional communities.

**Mrs Debbie Blair** (dec), former Store Manager at CEQ Napranum. Debbie made an outstanding contribution to the store and the Napranum community. She worked tirelessly on mentoring local team members into senior roles and helped increase the fresh food offer to the community. Debbie was a pleasure to work with as nothing was too much trouble and she always responded with a fantastic attitude and friendly smile. She is sorely missed from our CEQ team.

**Mr Pedro Stephen**, Chairman Torres Strait Regional Authority, former Island Industries Board Member and Thursday Island Elder. Pedro was a Member of the Island

Industries Board from 2017-2021 and provided priceless cultural knowledge and leadership to the Board throughout that time. Pedro continues to assist and support CEQ and we are grateful for his continued guidance.

**Mr Alf Lacey**, Palm Island Elder. Alf attended our Managers conference and provided our team with a reference from the history archives that will stay with us forever. He helped our team recognise the way business was conducted in the past and how we have a part to play in how we conduct business in the future. With a strong focus on community, we will become the much needed partner to support the wider development of the communities we operate in. We thank Alf for his wise words and attending our Managers Conference.

**Mr Michael Aw**, CEQ Board Member from 2017-2023. CEQ said goodbye to a long standing Board of Management Member and Chairperson of our Finance, Audit, Risk and Governance committee. Michael served with dedication and commitment to do what was right for the people who lived and worked in communities. The Board of Management and Executive will no doubt miss the council and experience that Michael offered so willingly. We wish Michael well and thank him for his service over the past six years.

**Ms Jennifer Bartlett**, former CEQ GM People Workplace and Culture. We would like to recognise and thank Jennifer for her thirteen years of service to the organisation. Jennifer formed a key part of the Executive Team that guided CEQ through some of the most challenging periods of our recent history. The Covid pandemic was one particular challenge that required strength and resilience to navigate and Jennifer and the team were recognised recently by Queensland Government by receiving the award for Best Response to the Covid 19 Pandemic. We wish Jennifer well.





## 2022 Team Member Awards

- **Customer Service Award**  
Ivy Billy, Cairns
- **Leadership Award**  
Jahya David, Mona's Bazaar
- **Most Resilient Manager**  
Peter Kratzmann, Lockhart River
- **Most Improved Store**  
Kowanyama Store
- **Community Service Award**  
Waibene Supermarket
- **Most Inspirational Team Member**  
Esther Passi-Iosia, Napranum
- **Most Improved Award**  
Vasenai Dabea, Palm Island
- **Most Valued Team member**  
Harriet Bani, Waibene
- **Store Manager of the Year**  
Debbie Blair, Napranum
- **Store of the Year**  
Bamaga

## 2022 Tenure Awards

### 10 Year Tenure Award 2022

- Helena Bob, Warraber
- Jan Bligh, Palm Island
- Jessie Mosby, Masig
- Peter Levi, Waibene
- Tony Wales, Palm Island
- Vera Assan, Waibene

### 15 Year Tenure Award 2022

- Alex Lowdown, Pormpuraaw
- Allan Barry, Palm Island
- Felisha Billy, Poruma

### 20 Year Tenure Award 2022

Gena Faid, Poruma

### 25 Year Tenure Award 2022

Patti Mosby, Col Jones

### 30 Year Tenure Award 2022

Frank Genai, Mabuaig





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