

# OUTBACK

*Stores*  
*Working With Communities*

# Corporate Plan

2020 - 2023





SUMIN®

TASTE OF THE ORIENT TIG

2.49

**OUTBACK**  
Stores  
Working With Communities



## *Contents*

- 4 Introduction
- 4 Vision & Mission
- 5 Purpose
- 5 Values
- 6 Store Locations
- 7 Environment
- 8 Performance
- 8 Strategic Priorities
- 9 Key Performance Indicators
- 10 Our Goals
- 13 Capability
- 15 Risk Management

## INTRODUCTION

This Corporate Plan for Outback Stores Pty Ltd was prepared during 2019-20 and covers through to 2022-23, as required under subsection 95 (1) of the *Public Governance, Performance and Accountability Act 2013*. The Corporate Plan incorporates, and will build upon, Outback Stores' strategic and operational plans.

Outback Stores is a Commonwealth owned company with an independent Board of Directors, providing retail management services to Indigenous owned stores.

## VISION

Outback Stores aspires to be the national company of choice by being the most efficient and effective provider of retail services that deliver quality and sustainable retail stores.

## MISSION

To make a positive difference in the health, employment, and economy of remote Indigenous communities, by providing quality, sustainable retail stores.

## HEALTH & NUTRITION AIM

To improve the health of Indigenous people living in remote communities by improving access to a nutritious and affordable food supply.

I look forward to working with the Outback Stores Board to achieve its Vision, Mission and Health and Nutrition Aim over the coming years.

**Michael Borg**  
Chief Executive Officer

## PURPOSE

Outback Stores (OBS) was established in November 2006 and emerged from a need to improve the health of Indigenous people in remote Australia. Our purpose is to improve the health of Indigenous people in remote Australia by addressing nutrition-related health problems and unreliable food supplies.

We provide retail store management and support services on a fee for service basis to Indigenous owned community stores, working with Aboriginal and Torres Strait Islander people in a holistic way to improve health, nutrition, employment, training and economic outcomes for first Australians.

The company works closely with communities to enable and empower Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and work towards Closing the Gap.

OBS is a Commonwealth owned company with an independent Board of Directors, operating as best as possible on commercially sustainable principles.

## VALUES

### INTEGRITY

We are committed to the principles of truth and honesty and we are equitable, ethical and professional.

### DIVERSITY

We respect and embrace cultural differences.

### HEALTH & SAFETY

Health and safety are fundamental elements in all our activities.

### SIMPLICITY

We value and practice simplicity.

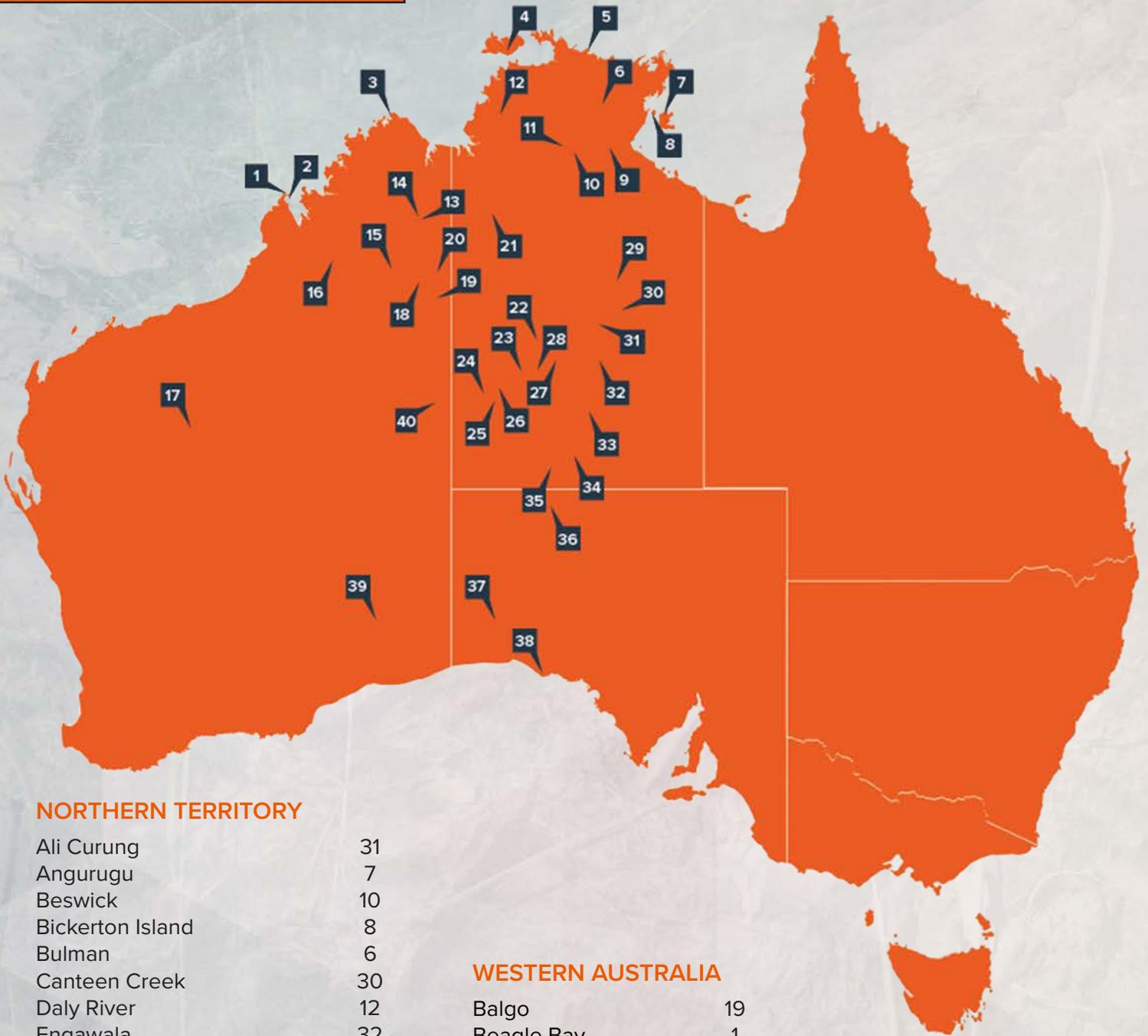
### QUALITY

We work to the highest standards, believing that Indigenous people deserve the best.

### ACCOUNTABILITY

We are transparent and accountable to our organisation, stakeholders and each other and we do what we say we are going to do.

# STORE LOCATIONS



## NORTHERN TERRITORY

Ali Curung	31
Angurugu	7
Beswick	10
Bickerton Island	8
Bulman	6
Canteen Creek	30
Daly River	12
Engawala	32
Epenarra	29
Imanpa	35
Jilkminggan	11
Maningrida	5
Mt Liebig	25
Ngukurr	9
Nyirripi	24
Papunya	26
Pigeon Hole	21
Titjikala	34
Ti Tree	27
Santa Teresa	33
Willowra	22
Wurrumiyanga (Nguiu Club)	4
Yuelamu	28
Yuendumu	23

## WESTERN AUSTRALIA

Balgo	19
Beagle Bay	1
Jigalong	17
Kalumburu	3
Kiwirrkurra	40
Mulan	18
Noonkanbah	16
One Arm Point	2
Ringer Soak	20
Tjuntjuntjara	39
Wungkul (Store)	14
Warmun (Road House)	13
Yiyili	15

## SOUTH AUSTRALIA

Mimili	36
Oak Valley	37
Yalata	38

## ENVIRONMENT

Outback Stores operates in unique, complex and remote environments, these provide significant internal and external environmental challenges.

The business operates in forty locations across Australia including the Northern Territory, South Australia and Western Australia. More detail can be found on page 6. These locations are supported by two offices located in Darwin and Alice Springs.

### KEY INTERNAL ENVIRONMENTAL CHALLENGES

Outback Stores works with wide array of key stakeholders to perpetually enhance the delivery of services to the communities that we work with. These include but are not limited to: Australian Government, State Governments, service providers, suppliers, not for profit organisations, store directors and our customers in remote communities.

Managing expectations of such a diverse group of stakeholders is complex and requires expert skills and knowledge of a specialised industry.

### KEY EXTERNAL ENVIRONMENTAL CHALLENGES

The Indigenous communities Outback Stores works with are some of the most remote in Australia, the closest regional centres are generally hundreds of kilometres away. Ensuring communities have access to fresh and affordable food presents many challenges, including long distance and perish-ability of produce and extreme weather conditions including heat, drought, cyclones and rainfall. Depending on location food can travel days and hundreds of kilometres via rail, severely corrugated dirt roads, sea barge or even sometimes a combination.

It is not uncommon for communities to be inaccessible by road for weeks or even months during wet season. Stock is often required to be flown in by light plane or helicopter during this time. This is the only way that people in remote communities can access food. Despite this the range and quality of fresh fruit, vegetables and other healthy staples remains at a consistently high standard all year round.

Australian Aboriginal culture is very strong in remote communities. Life is very different to mainstream Australia. Working in a cross-cultural environment where values, obligations and priorities differ greatly can present many challenges. Communities have comparatively small populations and can be very transient in nature. Seasonal weather along with cultural commitments such as sorry business and ceremony and can take priority which can create significant population shifts.

Outback Stores works closely with communities to forge strong long term relationships built on trust, respect and integrity. Aboriginal culture is celebrated, embraced and blended with contemporary mainstream ways of doing business. Goals of improving outcomes for people in remote communities are approached collaboratively and a two way learning process taking place where Outback Stores support the community with development of skills and empowerment to take increased responsibility for their business in the future whilst learning first hand around Aboriginal culture.

These challenges will remain constant over the duration of this plan. Through good governance, effective risk mitigation strategies and flexibility in adapting to change positive improvements are expected in the health, nutrition, employment and economy of the communities Outback Stores works with. Further detail is outlined within our Key Performance Indicators (KPI'S) on page 9.

## PERFORMANCE

Outback Stores is committed to ensuring a wide range of nutritious, safe, affordable, quality food, drink and grocery items are consistently available, in stores that we manage on behalf of remote communities.

We will continue to improve the performance of stores through offering sound financial management, Indigenous employment & training and a focus on the sale of healthy foods.

Together the Senior Leadership Team and Board of Directors have determined which measurements provide an accurate assessment of the performance of the Outback Stores business.

Our Strategic Priorities, KPI'S and Goals align closely with our Mission and the Australian Government's plan to improve the lives of Indigenous Australians.

We will deliver these objectives by working closely with our stakeholders, understanding the environments we work in whilst empowering others to achieve better outcomes. The performance criteria in this Corporate Plan will be reported upon in Outback Stores' Annual Report for 2018-19.

## STRATEGIC PRIORITIES

Discussions between the Board of Directors and the Senior Leadership Team have identified the following seven strategic priorities as a focus for the duration of this plan:

1. We exceed our stakeholders expectations
2. We are recognised as a trusted reliable retail provider
3. We have strong partnerships with current and potential store owners
4. We have an effective healthy food strategy
5. We are an employer of choice
6. We are the most innovative retailer in our market
7. We make a surplus before interest

## KEY PERFORMANCE INDICATORS

Our approach to improving employment and training outcomes whilst supporting closing in the gap in health and life expectancy for Indigenous Australians is one of a sustainable and long-term nature. Key environmental challenges listed on page 7 will remain constant throughout the duration of this plan.

Operating in unique, diverse and unpredictable environments often produces extraordinary events, impacting on results significantly. These variables provide challenges in accurately forecasting future results. The Senior Leadership Team and Board of Directors have carefully formulated the most relevant and realistic objectives that align with both our mission and the Australian Governments priorities.

Our KPI'S reflect our approach of making ethical and sustainable long-term change. There may be times where results vary against projection, analysis will continue be undertaken to understand impacts and ensure targets remain realistic. This will include revision of KPI's as necessary.

We are committed to a collective focus and a collaborative approach to achieving our most important tangible measures.

EMPLOYMENT & TRAINING				
	2019-20	2020-21	2021-22	2022-23
Indigenous remote retail outlet employees (% of employees in all outlets)	87%	90%	90%	90%
Indigenous Outback Stores support office employees and Store Management (Headcount)	9	12	15	18
Permanent Indigenous employees enrolled in accredited training programs	60%	60%	60%	60%

HEALTH & NUTRITION				
	2019-20	2020-21	2021-22	2022-23
Increase fruit & vegetables tonnage sold (Kg)	2.5%	2.5%	2.5%	2.5%
Reduce full sugar soft drink sales as a % of total drink sales by	2.5%	2.5%	2.5%	2.5%

EXPAND THE NETWORK OF STORES				
	2019-20	2020-21	2021-22	2022-23
Increase new stores under management	3	3	3	3

# GOALS

To support achieving our Vision we have translated our seven strategic priorities into seven actionable goals. These Goals are used to solidify strategy, support us achieving our objectives whilst growing as a organisation.

Outback Stores' operations always relate directly back to these goals, ensuring effective and efficient practices of working towards achieving our strategic priorities.

## GOAL 1

We exceed our stakeholders expectations

### Action

- Meet the financial and social objectives that the Commonwealth Minister has set
- Align Outback Stores' operations with broader Commonwealth Government policies and programs
- We will ensure our employees respect traditional and cultural objectives and values of the communities with whom we engage

## GOAL 2

We are recognised as a trusted retail provider

### Action

- Increase store sales
- Maintain positive relationships with potential clients
- Ensure clear understanding of what Outback Stores stands for with all key stakeholders
- Establish mechanisms to effectively capture customer feedback
- Have the best retail offer in the market
- Circulate positive media stories

## GOAL 3

We have strong relationships with current and potential store owners

### Action

- Improve the frequency and effectiveness of store board meetings
- Increase attendance at store board meetings by improving communication and engagement with key community stakeholders
- Ensure we have strong engagement with all traditional land owners and community leaders

## GOAL 4

We have an effective healthy food strategy

### Action

- The Health and Nutrition Policy implemented in all stores
- Increase the overall turnover of fruit and vegetables
- Support community, research and legislative initiatives to reduce the use of tobacco in communities
- Decrease the overall turnover of sugar sweetened soft drinks
- Increase the relative afford-ability of a broad range of healthy foods

## GOAL 5

We are an employer of choice

### Action

- Offer the opportunity for all employees to enrol in accredited training programs
- Increase staff retention
- Measure employee potential and provide clear career pathways

## GOAL 6

We are the most innovative retailer in our market

### Action

- Reduce the cost of doing business
- Create an environment that nurtures creativity and new ideas
- Deliver on our promises

## GOAL 7

We make a surplus before interest

### Action

- Increase the number of stores managed by us
- Develop an income from investments to assist in funding unviable stores
- Reduce the cost of existing stores' operational underpinning
- Reduce the costs to run Outback Stores
- Maximise viable stores and their return to community
- Create flexible management models to support smaller remote communities



QUBACK  
Quality Produce

QUBACK  
Quality Produce

QUBACK  
Quality Produce

\$5.19

## CAPABILITY

To successfully deliver the Outback Stores' strategic priorities, a diverse, skilled, talented and highly engaged team is required to drive the strategic direction of the business.

We attract, recruit and retain high calibre people to our business with the emphasis on attitude, experience and cultural fit within the existing team.

Our team is committed to knowledge-sharing and continuous improvement, learning from our mistakes as well as our successes. It's an approach that flows through to the way we do business, the way we treat our stakeholders and stay solution focused.

We have strong relationships with industry leaders including Menzies School of Health Research, Griffith and Monash Universities, AFL Northern Territory, the Jimmy Little Foundation, the Australian, Northern Territory, Western and South Australian Governments, providing our team with exposure to industry best case practice and innovative ways of working. We pride ourselves on our collaborative approach to support and building sustainable relationships within the communities that we operate.

This approach has enabled us to develop specialist capabilities offering market leading expertise in retail operations, health and nutrition, Indigenous employment and training, information and technology human resources, finance and administration.

Outback Stores is committed to increasing the level of Aboriginal employment in stores, support offices and store management. We believe in building inclusive environments that respect and embraces culturally diverse ways of working. As an employer we are committed to growing and developing our Aboriginal employees, advance the careers of Aboriginal employees and develop Aboriginal leaders.

Outback Stores is committed to providing the best retail management services to remote Indigenous communities whilst supporting the Department of Prime Minister and Cabinet by working towards closing the health and life expectancy gap between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians within a generation.



## RISK MANAGEMENT

Outback Stores is required to incorporate effective risk mitigation strategies to protect the business, the Australian Government, the Department of the Prime Minister and Cabinet and the National Indigenous Australians Agency from unreasonable risk.

The Audit and Risk Committee supports the Board with fulfilling their obligations under the Public Governance and Performance Act by providing independent advice and assurance to the board. The committee is comprised of Outback Stores Board and reputable external subject matter experts.

Outback Stores Risk Management process is a structured approach to the management of risk, ensuring to establish systems for the ongoing monitoring and review of business risks. This process also ensure that Outback Stores' approach to risk management is centred on continuous improvement in the risk management systems and processes the organisation adopts.

The business' risk register is reviewed quarterly by the Senior Leadership Team and the Audit and Risk Committee, providing assurance and overview of risk management to the Board.

*Key appropriate internal controls for the oversight and management of major risk include:*

- Initial Risk Assessment
- Ongoing Risk Assessment
- Audit & Risk Committee
- Business Continuity Management
- Incident Management
- Fraud Incident Management
- Workplace Health & Safety Management

Outback Store's risk register is used for identifying, assessing, recording and acting on opportunities and threats that impact objectives and business longevity. Risks are assessed by descriptions of likelihood and seriousness, providing a level of assessed risk and mitigation plan/activity through our risk register ensuring consistent and accountable practice across Outback Stores.

## MONITORING AND REVIEW

Outback Stores risk management process is reviewed annually as part of continuous improvement in line with AS/NZS ISO 31000.

The Audit and Risk committee regularly updates the Board of risk mitigation plans and activity. It also provides assurance that satisfactory plans are in place and mitigation activity is being completed in line with the risk register.

A photograph of a dirt road in a rural landscape. The road is reddish-brown and leads into the distance. The landscape is filled with various trees and shrubs, some green and some brown. The sky is blue with a faint, large-scale pattern overlay. The text 'OUTBACK Stores Working With Communities' is overlaid at the bottom.

**OUTBACK**  
*Stores*  
*Working With Communities*