

AIG Aboriginal
Investment
Group
BUILDING STRONGER COMMUNITIES

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Our Strategy: AIG 2025

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Building stronger communities, how are we getting there?



Message from Chair of the Board and CEO

The AIG Board is aware that serving the needs of Aboriginal people living across the seven northern regions of the NT is a lofty goal when considering the size and financial capability of AIG. In this space, however, it's so critical to set ambitious goals and that is the mindset and commitment from all who work within AIG. We support and serve communities to thrive economically, socially and culturally and we believe that working together is the key to our success.

Looking to 2025 and how we are getting there

Our Strategy 2025 was developed by the Board of AIG, who represent their regions. Through their authentic and meaningful connection to community members they were elected by, the board have identified three key challenges for Aboriginal people living across all seven regions of the NT:

1. A lack of local decision making
2. Food security and high price points
3. Health and wellbeing

In response to these issues, across the coming three years AIG will:

1. Facilitate and expand local decision making through our business support services which deliver strong and sustainable Aboriginal corporations,
2. Improve food security and ensure lower prices in remote community stores, with the emergence of our Member Buying Group,
3. Improve the health of Aboriginal people living in remote communities with the rollout of new laundries across the seven northern regions of the NT.

Our ability to deliver these solutions is only possible if we are financially viable. To futureproof our organisation, we will also undertake an ambitious asset redevelopment plan across 2022 – 2025.

Our measure of success is the success of the communities we serve.

Our approach

We are a 100% Aboriginal owned organisation. Our leaders (the Board of AIG) are elected by and represent Aboriginal people living in the seven northern regions of the NT. Through our board we forge a strong and meaningful connection to the Aboriginal communities we serve.

Our vision

To engage in sustainable development to enable prosperity for Aboriginal people in the seven northern regions of the Northern Territory.

Our strategic objectives

To realise our vision we have three strategic objectives:



Together we identify communities in need, ask what is required to improve areas including livability, health and wellbeing, food security, employment and opportunity, and we seek permission to deliver mutually agreed solutions.

Historically these solutions have been:

1. Governance training and support
2. Business support services
3. Project management
4. Grant applications
5. Food security protection
6. Remote Laundries project
7. Community bus services
8. Affordable housing
9. Community store management

Our holistic, agile, solutions-based approach is our competitive advantage.

Our values

Our everyday business is guided by our value principles:



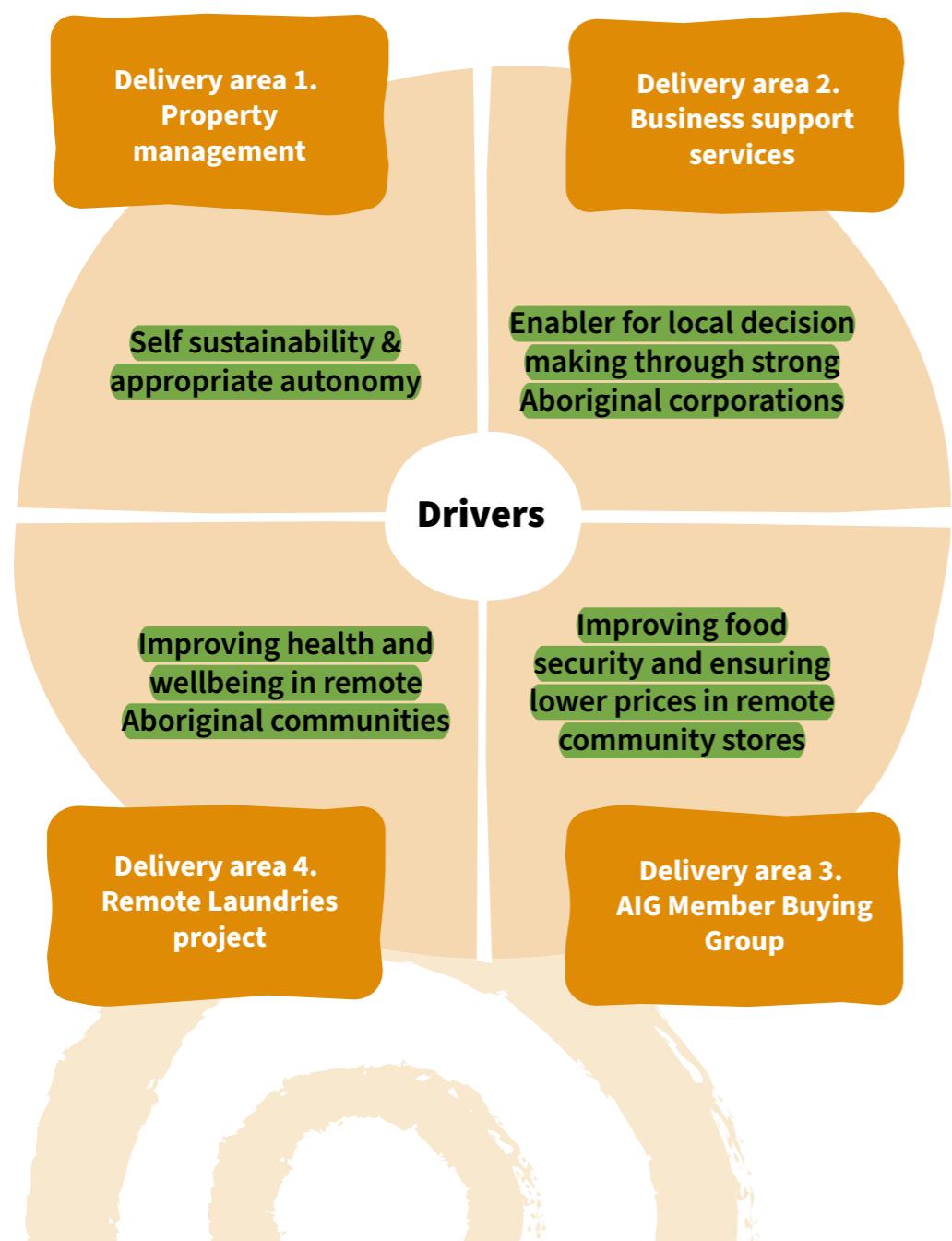
Why are we doing what we are doing?

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Our board have identified four key delivery areas for AIG across 2022 - 2025. The first is AIG's financial stability. When AIG is strong, we can deliver for our regions.

The other three delivery areas are in response to challenges facing Aboriginal people living across the seven northern regions of the NT which our board represent. They are common for every remote community in the NT: a lack of local decision making, lack of food security and high prices and lack of healthy living/wellbeing.

AIG is equipped to deliver solutions to these issues, thanks to our highly skilled and agile team, coupled with our committed and engaged Board of Directors.



Delivery area 1. Property management

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Our commercial and residential properties are the powerhouse of the organisation, AIG cannot operate without the wealth created through them. Rental revenue from our properties funds our projects and means we can remain self-funded and autonomous in our decision-making capability and allocation of resources.

Experts in real estate, banking and finance, property management and construction all agree we need to invest heavily now on the redevelopment of our assets, to secure a solid foundation for the future of our business model.

Our property redevelopment plan goes further than making money to ensure our sustainability. Developing our assets also incorporates our mandate of ecological development and sustainability through the inclusion of environmentally friendly features. Redevelopment also meets our mandate of social dividend and community benefit by creating a space for other community organisations and the educator sector.

What we will do

Redevelop three main properties across 2022 - 2025.

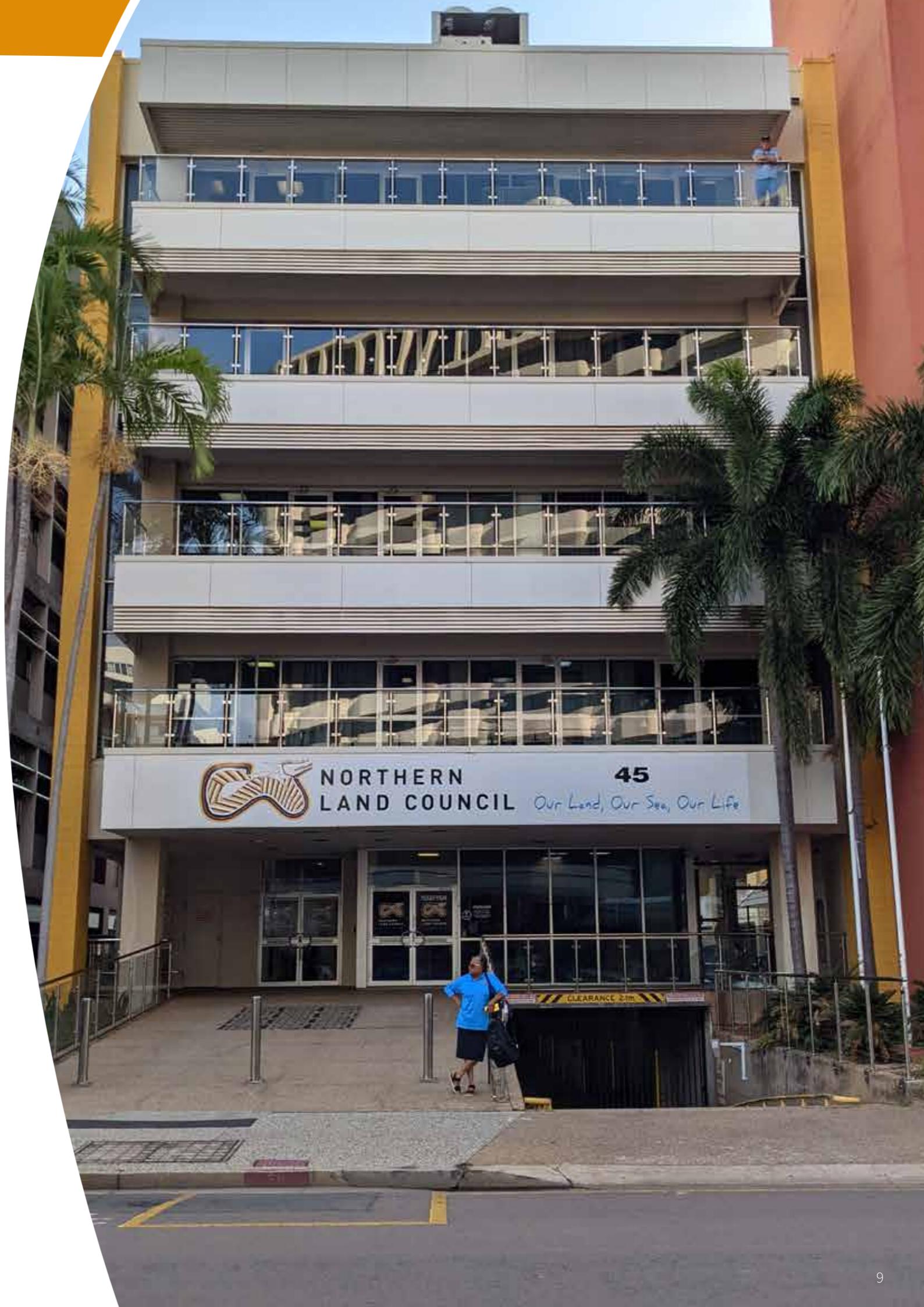
- 32 Dripstone Road, Casuarina: delivering on our vision of a Darwin Aboriginal hub.
- 29 Katherine Terrace, Katherine: complete redevelopment of the site, providing new office space which will drive much needed revenue for AIG.
- 45 Mitchell Street, Darwin: refreshment and repurposing of the building to provide housing for young people engaging in study or vocational education.

Why we do it

- Future proof AIG's financial position, by appropriately maintaining key assets.

Measure of success

- 32 Dripstone Road, Casuarina, maintains 100% rental occupancy
- 29 Katherine Terrace redevelopment completed by March 2024
- 45 Mitchell Street redevelopment completed by March 2026



Delivery area 2. Business support services

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Aboriginal communities across the seven northern regions of the NT are all striving towards local decision making and self-determination. The support services currently available to assist them in this process are severely lacking. Local decision making and self-determination underpins AIG's reasons for providing business support services. AIG is committed to ensuring our experience and skill is imparted in such a way, that when we depart, we leave a stronger, sustainable and viable Aboriginal corporation.

Designed to meet a demand and fill a gap in service provision for Aboriginal corporations and not for profit Aboriginal businesses, we've developed a suite of business support services that include governance training, CEO, COO, CFO outsourcing, strategic planning, bookkeeping and financial services, grant writing and project management.

It is clear there is a huge demand in this space from Aboriginal corporations and AIG has long provided this service free of charge. The growing demand for our services means we must now seek funding to ensure our business support services provided are available to a broader market and to ensure AIG is appropriately funded for the time, service, and skills we provide.

We believe to achieve economic autonomy Aboriginal people must be running their own businesses, employing locals and being strategic about how to make money while living on country.

What we will do

- Successfully deliver our transition model, effectively supporting Bagala and Wirib Aboriginal Corporations reach self determination and resume managerial oversight of all their business operations.
- Expand our support services to a broader market.
- ABA funding application for other Aboriginal corporations including a provision of financial recovery for AIG, specifically in the project management space.
- Discounted service, compared with other providers in the market.

Why we do it

- Imparting knowledge and skills and providing support services that enhance Aboriginal communities achieve local decision making and economic autonomy.

Measure of success

- AIG effectively recovers all costs associated with business support services
- AIG maintains our grant application success rate of >80%
- AIG successfully transitions Bagala Aboriginal Corporation in 2022/23
- AIG successfully transitions Wirib and Gunamu Aboriginal Corporation in 2023/24



Delivery area 3. AIG Member Buying Group

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AIG is shifting from not only operating remote community stores, but to the establishment of a Member Buying Group to increase the impact we can have on food security and price points across the NT. We will do this by engaging up to 25 remote community stores, building buying power, driving social, economic and financial benefits for remote Aboriginal communities in the NT, and ultimately leading to lower prices in remote community stores for Aboriginal people.

The key benefits from the Member Buying Group include:

- Health and wellbeing outcomes associated with reliable supply chains, improved nutritional access, and low-priced foods.
- Enhanced agency and local empowerment among remote communities, through increased control in decision making and influence on supply outcomes in the community.
- Potential social and economic development (such as jobs, training, skilling, and social initiatives) arising from the reinvestment of surplus funds achieved from supply chain efficiencies in remote community stores.
- Social and economic development benefits arising from increased consumer purchasing power, through increased discretionary spending by individuals in communities enabled by lower priced goods in stores.
- Benefits arising from enhanced opportunities for the reinvestment of funds in AIG's operating activities and wealth distribution programs.

AIG prides itself on delivering simple solutions to complex issues. A Member Buying Group is a proven model that allows ease of access to deliver significant impact on price points for the greatest number of Aboriginal people.

What we will do

- Develop the AIG Member Buying Group in 2022/23 financial year, building buying power for remote community stores and ultimately driving down price points in remote stores for Aboriginal people.

Why we do it

- The AIG Member Buying Group increases buying power for remote Aboriginal community stores, resulting in lower price points for Aboriginal people living in these communities. Lower prices for essential goods, means more money in the pockets of Aboriginal people living in remote communities.

Measure of success

- Engage with and buy for eight stores in year one
- 16 stores by year two
- 24 stores by year three



Delivery area 4. Remote Laundries project

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Our Remote Laundries project is simple in design and has demonstrated its ability to improve health, job prospects and quality of life for people living in remote communities in the NT, through free washing and drying. AIG currently has four remote laundries in operation and four set for production and rollout across this strategic planning period.

As our Remote Laundries project matures it's obvious the strength of this project lies in its simplicity. A laundry unit in community is a place where locals can work and a place where people can wash their clothes and bedding to improve their health and quality of life. It's as simple as that.

What we will do

- Build and deliver four new laundries for Umbakumba, Ngukurr, Gunbalanya and Yarralin.
- Seek further funding for capital infrastructure to complete the rollout in all of AIG's seven regions.
- Ensure there is financial support to sustain each site through sponsorship and partnerships.
- Ensure support is continually provided to every site, ensuring community members have access to this essential service.

Why we do it

- Remote laundries reduce the presence of scabies in Aboriginal communities and the risk of longer-term issues including rheumatic heart disease. The project improves the health and wellbeing of Aboriginal people in the communities it services and facilitates up to five employment opportunities at each site. Through this project, AIG increases employment in remote Aboriginal communities.

Measure of success

- Successful rollout of all laundry sites by the end of 2024
- Long term partnership funding 2023 and beyond

