

## REVIEW 2019

### Goals, Outcomes and Strategies

#### **Goal 1: Strong leadership: the Nhulunbuy Corporation maintains a presence as a strong community leader with effective and respected management**

##### *Outcome 1.1: Community leadership, internal management is effective and respected*

Strategy 1.1.1: Develop, implement and improve governance structures, policies and decision making processes

Strategy 1.1.2: Ensure appropriate governance training and development for Leadership Team

Strategy 1.1.3: Ensure open and transparent decision making wherever possible and remain robustly accountable to the community through Annual Reports and Customer Satisfaction Surveys

Strategy 1.1.4: Support the development of the Town Board to represent the community and to support the inclusion of Yolnu representatives.

##### *Outcome 1.2: Risk and safety frameworks are robust*

Strategy 1.2.1: Manage and govern the Nhulunbuy Corporation according to the stated values, ensuring principles of good governance are applied to achieve the best value outcome for the community

Strategy 1.2.2: Develop and implement a safety management system to ensure compliance with legislative requirements

Strategy 1.2.3: Review NC risk assessment regularly and report to BOD to reduce risk to the Nhulunbuy Corporation and the community

Strategy 1.2.4: Develop and implement corporate and operational plans across NC

##### *Outcome 1.3: Clear and concise building administration and planning compliance program*

Strategy 1.3.1: Develop and publicise standardised policies and procedures to ensure public awareness of requirements in accordance with the Town Planning Scheme

Strategy 1.3.2: Drive effective partnerships with external parties to ensure efficient processes

Strategy 1.3.3: Manage non compliance matters in accordance with set procedures and in liaison with Rio Tinto.

##### *Outcome 1.4: Nhulunbuy's history and heritage is preserved*

Strategy 1.4.1: Support Nhulunbuy's historical/heritage organisations

Strategy 1.4.2: Develop and implement strategy regarding the preservation of the Nhulunbuy Corporation's historical/heritage items

*Outcome 1.5: Appropriate By-laws are in place and effectively enforced*

Strategy 1.5.1: Review By-Laws regularly and amend if required, or develop new By-Laws as identified and applicable

Strategy 1.5.2: Maintain an effective and consistent By-Law compliance program

Strategy 1.5.3: Review and implement Animal Management Policies, Procedures and plans.

*Outcome 1.6: Community events are designed and delivered to enhance Nhulunbuy's social fabric*

Strategy 1.6.1: Develop an annual events program which caters to a broad range of target audiences and serve to enhance the social engagement opportunities for residents and visitors

Strategy 1.6.2: Promote and support local events and festivals operated by external groups

Strategy 1.6.3: Produce an annual user-friendly events calendar to capture the Nhulunbuy Corporation's events and those of external groups

**Goal 2: Effective teamwork – the Nhulunbuy Corporation collaborates internally as well as actively encourages external partnerships**

*Outcome 2.1: Internal collaboration produces effective and efficient results*

Strategy 2.1.1: Pursue and nurture an environment of honesty and integrity in which staff work together in a spirit of trust, teamwork and respect

Strategy 2.1.2: Continue to enhance regular opportunities for cross-team interaction eg. Leadership Team meetings, training, inter-team projects/initiatives and social events

Strategy 2.1.3: Continue to provide regular opportunities for intra-team communication eg. Strategic Calendar, training, team meetings and manager reviews

*Outcome 2.2: The Nhulunbuy Corporation is presented positively to the community and general public*

Strategy 2.2.1: Promote the Nhulunbuy Corporation's initiatives, successes and community support in line with the annual Communication Plan

Strategy 2.2.2: Actively promote and communicate the Nhulunbuy Corporation's Vision, Goals and Values to the community and key stakeholders

*Outcome 2.3: Partnerships with external groups provide for opportunities for a collaborative approach to community service provision*

Strategy 2.3.1: Strengthen relationships with Territory and Federal Governments and other local government authorities and community service providers through a dedicated Stakeholder Management Plan

Strategy 2.3.2: Engage with Territory and Federal Governments with the aim to enhance the Nhulunbuy Corporation's ability to help residents obtain an equitable share of community services

Strategy 2.3.3: Collaborate with local services to disseminate promotional information and support programs that address community growth and development

*Outcome 2.4: Effective strategic and business planning and reporting*

Strategy 2.4.1: Implement and continually review the Nhulunbuy Corporation's Corporate Plan and Town Vision

Strategy 2.4.2: Develop, implement and continually review annual business plans for all Nhulunbuy Corporation teams linked to the Corporate Plan, Town Vision and financial capacity of the Corporation

Strategy 2.4.3: Develop, implement and improve monitoring, review and reporting processes for the strategic and business plans

Strategy 2.4.4: Review and improve Annual Reporting, and make publicly available each year

*Outcome 2.5: Employees are skilled, committed, well-resourced and professional*

Strategy 2.5.1: Develop, implement and review policies and procedures matrix to ensure processes are well documented, well known and easily accessible to help achieve Nhulunbuy Corporation outcomes

Strategy 2.5.2: Ensure the Nhulunbuy Corporation has appropriate employee attraction and retention strategies

Strategy 2.5.3: Provide suitable opportunities for employee training and development and encourage staff to self-identify opportunities for improvement within budget allocation

Strategy 2.5.4: Develop, implement and improve Occupational Health and Safety policies and systems ensuring appropriate evaluation and assessment plans are in place

Strategy 2.5.5: Review and improve the employee performance management system (including annual Performance Reviews)

Strategy 2.5.6: Encourage a participative and proactive work culture that represents commitment, professionalism and a focus on continuous improvement

Strategy 2.5.7: Develop a Workforce Development Plan detailing current and future skill needs.

**Goal 3: Efficient services: provision of quality infrastructure and services to Nhulunbuy which are socially, economically and environmentally sustainable**

*Outcome 3.1: Financial management is responsible and accountable*

Strategy 3.1.1: Ensure the Nhulunbuy Corporation's Annual Budget operates in surplus and maintains adequate reserves to replace assets and cover base growth costs

Strategy 3.1.2: Manage debt within financially sustainable levels

Strategy 3.1.3: Maximise funding where possible from external sources and commercial streams to reduce dependence on rate income

Strategy 3.1.4: Develop and publicly distribute Rating and Valuation Policies which clearly outline rate calculations and the impact of valuations

Strategy 3.1.5: Enhance and simplify the Nhulunbuy Corporation's financial policies and systems to monitor and control the viability of the Corporation's operations clearly

Strategy 3.1.6: Enhance the transparency of the Nhulunbuy Corporation's financial operations and performance, and promote awareness to the community of the Nhulunbuy Corporation's financial management and other strategies through publication of Annual Budgets and Reports

Strategy 3.1.7: Develop, implement and communicate an effective debt recovery program

*Outcome 3.2: Asset management planning is forward-thinking and effective*

Strategy 3.2.3: Develop the following long-term plans:

- a. Asset Management Plan for all Nhulunbuy Corporation assets and infrastructure
- b. Priority Infrastructure Plan
- c. Ten-Year Capital Works Program for the Nhulunbuy Corporation's assets

Strategy 3.2.4: Foster innovative approaches to address asset management challenges and opportunities

Strategy 3.2.5: Develop policies and procedures outlining evaluation criteria for replacement, purchase, divestment and acquisition

Strategy 3.2.6: Ensure disaster mitigation and sustainability principles are applied to the maintenance and delivery of the Nhulunbuy Corporation's assets

*Outcome 3.3: Innovation and technology is embraced*

Strategy 3.3.1: Improve the use of technology for the benefit of the Nhulunbuy Corporation and the community through effective use of business intelligence principles, and the review of existing IT systems and policies

*Outcome 3.4: Disaster response is effective and well-planned*

Strategy 3.4.1: Ensure the Nhulunbuy Corporation is prepared to respond to natural disasters and other emergencies through up-to-date planning, effective team Emergency Action Plans and practice drills in collaboration with emergency service organisations

Strategy 3.4.3: Support and collaborate with emergency service organisations in the preparation for and delivery of emergency services

Strategy 3.4.4: Review and implement Emergency and cyclone plans

*Outcome 3.5: Transport infrastructure, roads and footpaths are safe, reliable and maintained to a high standard*

Strategy 3.5.1: Provide and manage road transport network infrastructure to enable the safe, efficient and sustainable movement of people, goods and freight in and out of Nhulunbuy

Strategy 3.5.2: Ensure effective contract management is being implemented across all contracts

Strategy 3.5.3: Maintain and develop footpaths, tracks, verges, road corridors, lighting and Nhulunbuy Corporation-managed car parking

Strategy 3.5.4: Contribute to an efficient and sustainable integrated transport system, including road, rail, air and sea infrastructure, to provide cost effective and flexible freight solutions for Nhulunbuy

Strategy 3.5.5: Actively participate in opportunities with stakeholders to improve public transport options across the region, including air travel

Strategy 3.5.6: Introduce land licence agreements for all operators within the Gove Airport precinct

*Outcome 3.6: The use of energy and environmental resources is sustainable and managed effectively*

Strategy 3.6.1: Monitor the Nhulunbuy Corporation's resource use with a view to developing procedures to improve the environmental performance of the Corporation's operations

Strategy 3.6.2: Encourage sustainable practices in the community in line with annual Communication Plans

Strategy 3.6.3: Develop effective partnerships which assist the Nhulunbuy Corporation with meeting its natural resource management responsibilities and ensure a balance is maintained between lifestyle expectations and conservation of natural values and resources

Strategy 3.6.4: Maintain an effective and customer focused management system for addressing environmental hazards and public health nuisances

Strategy 3.6.5: Encourage innovative approaches to the provision and management of smart sustainable community infrastructure and facilities

Strategy 3.6.6: Maintain the high standard of tidiness across the lease areas.

Strategy 3.6.7: Participate in the Northern Territory Tidy Towns competition each year

*Outcome 3.8: Waste management strategies are focused on waste reduction and are effective and forward-thinking*

Strategy 3.8.1: Educate the community on effective waste management and encourage residents to reduce waste output and reuse to reduce disposal levels at the Gove Peninsula Waste Management Facility

Strategy 3.8.2: Investigate opportunities and develop a future plan for recycling, including the provision of funding

Strategy 3.8.3: Develop and implement a Waste Management Plan to address the future needs of waste management in Nhulunbuy

Strategy 3.8.4: Maintain and enhance the operation of the Gove Peninsula Waste Management Facility in order to provide efficient waste collection and disposal services and facilities

Strategy 3.8.5: Implement contract management to ensure the compliant and adequate management of the Waste Management Facility.

*Outcome 3.9: Water management strategies are focused on use reduction and infrastructure maintenance*

Strategy 3.9.1: Maintain network of kerb, gutter and storm water drainage to minimise risk to the community and the environment

Strategy 3.9.2: Develop and maintain a Water Management Strategy which encompasses use level reduction plans and infrastructure

Strategy 3.9.3: Provide and manage cost effective and efficient water supply and sewerage infrastructure, which provides for growth while being environmentally sustainable

**Goal 4: Engaged community – the Nhulunbuy Corporation proactively informs the community and provides opportunities for residents to participate in activities and decisions**

*Outcome 4.1: Decisions are informed by the community and clearly communicated to the public*

Strategy 4.1.1: Develop, implement and improve effective media and communication strategies, including investigation of alternative communications channels, delivery of an annual Communication Plan and encourage the dissemination of accurate and relevant information internally and to the community in a timely manner

Strategy 4.1.2: Incorporate community engagement plans in the development of all major projects and decisions directly impacting the community

Strategy 4.1.3: Increase the utilisation of web-based technologies (website, social media etc) as a means of enhancing the connection with the community

Strategy 4.1.4: Maintain and regularly review the accuracy of the Nhulunbuy Corporation website to promote the Corporation and the town

*Outcome 4.2: Exceptional customer service is provided at every interaction*

Strategy 4.2.1: Promote a 'customer first' culture within the Nhulunbuy Corporation which embodies industry best practice

Strategy 4.2.2: Provide professional, responsible, timely and accessible services to customers that reflect the values of the Nhulunbuy Corporation

Strategy 4.2.3: Plan for a consistent approach to service delivery across all teams and contractors via a Customer Service Charter

*Outcome 4.3: The community is engaged, inclusive, diverse, fair and cohesive*

Strategy 4.3.1: Maintain, support and increase the profile of Nhulunbuy's rich multicultural heritage

Strategy 4.3.2: In partnership with Traditional Owners and/or Territory and Federal Government agencies, develop opportunities that enhance wider participation of Indigenous people in community life including, employment and decision making

Strategy 4.3.4: Conduct regular Customer Satisfaction surveys.

Strategy 4.3.5: Maintain the online web-based system for community observations and feedback.

Strategy 4.3.6: Financially support community education and sports through student awards and scholarships.

*Outcome 4.4: Sports and recreational facilities are maintained and enhanced to improve the*

*community's quality of life*

Strategy 4.4.1: Maintain and improve Nhulunbuy Corporation-managed recreational and sporting facilities in line with community needs

Strategy 4.4.2: Develop a Sports, Recreation and Open Space Plan for Nhulunbuy which aims to strengthen our social fabric

Strategy 4.4.3: Promote equity of access to all Nhulunbuy Corporation-managed sporting and recreational facilities

Strategy 4.4.4: Maintain and improve the Nhulunbuy Aquatic Centre for the benefit of all residents of the Gove Peninsula

Strategy 4.4.5: Maintain and improve Nhulunbuy Corporation-managed cycle and walking paths

Strategy 4.4.6: Seek Territory and Federal Government grant funding to enhance Nhulunbuy's sports and recreation facilities

Strategy 4.4.7: Promote the active use of recreational infrastructure and services and work with sporting and recreation clubs to encourage increased participation

*Outcome 4.5: Open spaces are developed and maintained for the benefit of all*

Strategy 4.5.1: Develop and implement master plans for significant public spaces and streetscapes, which allow for longterm staged delivery of vibrant community infrastructure

Strategy 4.5.2: Maintain and improve the Town Centre in consultation with the community

Strategy 4.5.3: Maintain and improve the Nhulunbuy Corporation's parks and gardens to meet identified needs

Strategy 4.5.5: Develop a Public Art Masterplan which identifies and supports public art initiatives in consultation with Traditional Owners and the community to enhance community buildings, public places and open spaces

Strategy 4.5.6: Ensure that our public spaces are adequate, safe and accessible to all community members, and align with the Town Planning Scheme.

*Outcome 4.6: Strong and collaborative relationships with Traditional Owners, government and business*

Strategy 4.6.1: Foster close relationships with Indigenous organisations to support community cohesion and inclusion

Strategy 4.6.2: Support small business development and the growth of emerging industries. (eg. Tourism)

Strategy 4.6.3: Identify and implement projects that embrace and preserve Traditional Yolngu culture and heritage



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