

nhulunbuy corporation

CORPORATE PLAN 2028

Overview

The Corporate Plan 2028 is a high-level strategic document that sets the direction for the Nhulunbuy Corporation for the next five years. It is one of the most significant planning documents adopted by the Nhulunbuy Corporation and is the means by which the Corporation delivers on its mission to continue to build to be the community leader and employer of choice within Nhulunbuy.

The Corporate Plan is built on a strong platform that values our past experiences and recognises our future opportunities. Success in realising our opportunities is dependent on good planning, strong leadership and a commitment to collaboration and partnering between the Nhulunbuy Corporation, community, business and levels of government. The Corporate Plan provides for a shared objective that ensures an effort alignment of actions and service delivery by all teams within the Nhulunbuy Corporation. Through working together we will help build a vibrant, inclusive community based on a strong regional economy that will protect our exceptional natural environment and retain our unique tropical and cultural lifestyle.

The Corporate Plan puts into effect the four aspirational goals that Corporation employees and the community have said are important.

The four key focus areas are:

1. Engaged community
2. Efficient service
3. Effective teamwork
4. Strong leadership

The Corporate Plan sets a strategic direction and seeks to balance the often competing needs in Nhulunbuy. It has been developed while being mindful of the challenges facing a community that is preparing for significant changes over the next 10 years. It identifies a number of key focus areas, priority objectives for each, and the strategies that will take us forward.

The specific and detailed actions arising from the Plan, which will together deliver on the goals, are not specified in this Plan but will be found in Nhulunbuy Corporation's Annual Operation Plans and delivered by programs across the Nhulunbuy Corporation. These annual activities are provided for in the annual budget, delivered via Nhulunbuy Corporation programs and reported on in the Nhulunbuy Corporation's Annual Report.

A regular review of the Nhulunbuy Corporation's performance is necessary to understand how it is achieving its objectives. This will involve a combination of objective measures and subjective assessment.

The Corporate Plan sets the strategies from which each Annual Operational Plan is developed.

The Operational Plan sets out activities necessary to achieve the strategies, and links with the Nhulunbuy Corporation's Budget. The Operational Plan is reviewed by the Nhulunbuy Corporation each quarter.

At the end of each year the results of the Operational Plan, together with other relevant information, will be assessed by the Nhulunbuy Corporation to determine a rating assessment for each of the key focus areas and feed into future planning opportunities.

About the Nhulunbuy Corporation

The Nhulunbuy Corporation was established under the Mining (Gove Peninsula Nabalco Agreement) Ordinance of 1968, and is a not for profit company which receives its authority from a service agreement with Rio Tinto.

The Nhulunbuy Corporation is a public company limited by guarantee that manages the township of Nhulunbuy, Industrial Estate lease and the Gove Airport in a similar manner to that of a municipal body. The Corporation employs its own staff and is led by the Chief Executive Officer. The Chief Executive Officer answers to a Board of Directors which consists of senior managers from Rio Tinto Gove Operations. The Chief Executive Officer also chairs the Nhulunbuy Town Board which is an advisory group made up of Rio Tinto and Northern Territory Government representatives, along with elected members of the community and representatives from the Gumatj and Rirratjingu Aboriginal Corporations.. The Town Board is consulted on major projects and initiatives that may impact on Nhulunbuy residents and businesses.

The Corporation's principal purpose is to provide municipal services to the areas which come under its jurisdiction:

- Road construction and maintenance including footpaths, walkway lighting, traffic control and parking
- Water reticulation
- Sewerage treatment and reticulation
- Gove Peninsula Waste Management Facility, garbage collection, garden waste collection and street cleaning
- Stormwater drainage
- Vector (mosquito) control and weed control
- Town planning and land development including building control
- Parks and gardens
- Sport and recreation facilities including Hindle Ovals 1 and 2, the canteen and the Skate Park
- Television and radio services
- Regulatory services including animal control
- Community services
- Gove Airport
- Fire Service (50% funded by the NT Government)
- Nhulunbuy Cemetery
- Emergency management
- Management of the Town Hall, Gove Airport, Works Depot, Nhulunbuy Aquatic Centre and associated structures.

Achievements of the Nhulunbuy Corporation in recent years have been the:

- Upgrade of Town Centre Toilet Facilities
- Implementation of the Taggle water metering system
- Plant Replacement Program
- Replacement of Aquatic Centre Playground
- Stage 1 and 2 Airport terminal upgrade over two years
- Upgrade Cemetery Facilities
- Solar lighting along Beagle Circuit bike path

The Nhulunbuy Corporation operates with a staff of 30 full time employees in five teams:

- Governance and Building Compliance
- Corporate Services and Animal Management

- Community and Aquatic
- Infrastructure and Town Operations
- Airport Operations

Our Vision

An engaged and dynamic community leader focused on enhancing the quality of life in Nhulunbuy through socially, economically and environmentally sustainable services and infrastructure

Our Corporate Goals

1. **Strong leadership**
2. **Effective teamwork**
3. **Efficient services**
4. **Engaged community**

Our Values

- Honesty
- Integrity
- Respect
- Equality
- Diversity

Honesty We are Truthful

- Be honest about what you do at work.
- Admit your mistakes.
- When challenged be open and truthful.
- Be able to provide constructive feedback to others where appropriate.
- **Poor Behaviours**
 - Being dishonest about your work.
 - Blame others for your errors.
 - Be emotional and reactive to challenges.
 - Speaking negatively about people to others.
 - Getting involved where it is not your business to.

Integrity We do what is right

- Share information openly & honestly.
- Speak up and challenge when things don't feel right.
- We take accountability for our decisions and actions.
- We do what we say we do.
- Fair days work for a fair days pay.
- **Poor Behaviours**
 - Not performing your tasks to the best of your ability.
 - Hiding information.
 - Walking past something you know to be wrong.
 - Blaming others for our mistakes.
 - Leaking information to the community.
 - Making promises you don't or can't keep.

Respect

We listen

- Treat people how you would expect.
- Regularly accept and give feedback.
- We will do the best for our customers and environment.
- We appreciate the important work we do and will strive to continually improve.
- We are loyal and committed to Nhulunbuy Corporation.
- We encourage our people to speak freely and share their view.
 - **Poor Behaviours**
 - Talking over people in meetings.
 - Treating our customers poorly.
 - Actions which could be harmful to the environment.
 - Acting defensively when feedback is provided.
 - Talking disrespectfully to others.
 - Not seeking or considering alternate points of view.
 - Breaching confidentiality.

Equality

We treat people fairly

- Treat people fairly regardless of their race, gender, disability, religion, sexual orientation or age.
- Be self aware of any unconscious bias that may come out in my behaviour.
- Use language which is not offensive or discriminatory.
- Call out discrimination when you witness it.
 - **Poor Behaviours**
 - Using discriminative language.
 - Excluding people from work areas, activities or conversations.
 - Ignoring people and treating unfairly because of their race, gender, disability, religion, sexual orientation or age.
 - Ignoring discriminatory behaviours you are witnessing.

Diversity

We value difference

- Respectful and accepting of differences.
- Have an open mind and willing to listen to other points of view.
- Demonstrate behaviours which are inclusive.
 - **Poor Behaviours**
 - Speaking openly about not accepting differences.
 - Unwilling to listen to other points of view.
 - Display behaviours which could exclude others.
 - Making comment about peoples differences.

Strategic Framework

Strategic focus	Strong leadership	Effective teamwork	Efficient service	Engaged community
Goals	GOAL 1: The Nhulunbuy Corporation maintains a presence as a strong community leader with effective and respected management	GOAL 2: The Nhulunbuy Corporation collaborates internally as well as actively encourages external partnerships	GOAL 3: The Nhulunbuy Corporation provides quality infrastructure and services which are socially, economically and environmentally sustainable	GOAL 4: The Nhulunbuy Corporation proactively informs the community and provides opportunities for residents to participate in activities and decisions
Outcomes	<ul style="list-style-type: none"> • Community leadership and internal management and governance is effective and respected • Strong governance, risk and safety frameworks • Clear and concise building administration and planning compliance program • Nhulunbuy's history and heritage is protected • Appropriate By-laws are in place and effectively enforced • Community events are designed and delivered to enhance Nhulunbuy's social fabric 	<ul style="list-style-type: none"> • Internal collaboration produces effective and efficient results • The Nhulunbuy Corporation is presented positively to the community and general public • Partnerships with external groups provide for opportunities for a collaborative approach to community service provision • Effective strategic and business planning and reporting • Employees are, skilled, committed, well-resourced and professional • The Nhulunbuy Corporation collaborates effectively with Traditional Owners, Rio Tinto, government, business and community 	<ul style="list-style-type: none"> • Financial management is responsible and accountable • Asset management planning is forward-thinking and effective • Innovation and technology is embraced • Risk management is effective • Transport infrastructure, roads and footpaths are safe, reliable and maintained • The use of energy and environmental resources is focussed on sustainable practices • Waste management strategies are focused on waste reduction and are effective and forward-thinking • Water management strategies are focused on use reduction and infrastructure maintenance and management 	<ul style="list-style-type: none"> • Decisions are informed by the community and clearly communicated to the public • Exceptional customer service is provided • The community is engaged, inclusive, diverse, fair and cohesive • Sports and recreational facilities are maintained and enhanced to improve the community's quality of life • Open spaces are developed and maintained for the use and benefit of all • Strong and collaborative relationships with Traditional Owners, government and business

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: Continually 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 the Annual Reports and Customer Feedback Channels.

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 corporate and operational plans across NC, including safety management system, risk assessments and regular reporting to the Board and Community.

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 NT Planning Scheme and Nhulunbuy Town Development Plan 2011.

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

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

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

Strategy 1.6.1: Develop an annual events program to capture both the Nhulunbuy Corporation's events and those of external groups 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.

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 and intra-team interaction eg. Leadership Team meetings, training, inter-team projects/initiatives and social events.

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

Strategy 2.2.1: Actively promote and communicate the Nhulunbuy Corporation's vision, goals, values, initiatives, successes and community support in line with the Communication Plan.

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

Strategy 2.3.1: 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 2.3.2: Collaborate with local services to disseminate promotional information and support programs that address community growth and development

Strategy 2.3.3: Continue to work collaboratively with service providers to provide a range of services, activities and programs for young people.

Outcome 2.4: Effective strategic and business planning and reporting

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

Strategy 2.4.2: Develop, implement and continually review annual business plans for all Nhulunbuy Corporation teams linked to the Corporate Plan, 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: Continually improve 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: Continually improve Workplace 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: Review the 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: Maximise funding where possible from external sources and commercial streams to reduce dependence on rate income

Strategy 3.1.3: Develop and publicly distribute Rating and Valuation Policies which clearly outline rate calculations and the impact of valuations

Strategy 3.1.4: 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 e.g. scorecard approach

Strategy 3.1.5: Develop, implement and communicate an effective debt recovery program

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

Strategy 3.2.1: Develop the following long-term plans:

a. Asset Management Plan for all Nhulunbuy Corporation assets and infrastructure, incorporating feedback from external reviews.

b. Priority Infrastructure Plan

c. Ten-Year Capital Works Program for the Nhulunbuy Corporation's assets

Strategy 3.2.2: 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, annual emergency and cyclone plans and practice drills in collaboration with emergency service organisations

Strategy 3.4.2: Support and collaborate with emergency service organisations in the preparation for and delivery of emergency services

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

Strategy 3.5.1: Provide and manage 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: Actively participate in opportunities with stakeholders to improve public transport options across the region, including air travel

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 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: Maintain the high standard of tidiness across the lease areas and 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: Develop and implement a Waste Management Plan to address the future needs of waste management in Nhulunbuy including investigating opportunities for future plans for recycling whilst considering the funding requirements and collaboration with other stakeholders.

Strategy 3.8.2: 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 3.8.3: Ensure the compliant and adequate management of the Waste Management Facility via pro-active contractor management.

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: Investigate Water Management Initiatives 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, use of the 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: 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 that provides professional, responsible, timely and accessible services to customers that reflect the values of the Nhulunbuy Corporation.

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, support opportunities that enhance wider participation of Indigenous people in community life including, employment and decision making

Strategy 4.3.3: Conduct regular Community Forums

Strategy 4.3.4: Maintain the online web-based system for community observations and feedback.

Strategy 4.3.5: Financially support community education and sports through student awards and scholarships.

Strategy 4.3.6: Develop and grow a Youth Council providing young people with a voice and opportunities for leadership development.

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, promoting equity of access and healthy lifestyles.

Strategy 4.4.2: Seek Territory and Federal Government grant funding to enhance Nhulunbuy's sports and recreation facilities and pathways

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

Strategy 4.5.1: Maintain and improve the Town Centre in consultation with the community

Strategy 4.5.2: Maintain and improve the Nhulunbuy Corporation's parks and gardens to meet identified needs

Strategy 4.5.3: Ensure that our public spaces are adequate, safe and accessible to all community members.

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: Support projects that embrace and preserve Traditional Yolngu culture and heritage

Measuring the Nhulunbuy Corporation's Performance

A regular review of the Nhulunbuy Corporation's performance is necessary to understand how it is achieving its objectives. This will involve a combination of objective measures and subjective assessment.

The Corporate Plan sets the strategies from which the Annual Operational Plan is developed. The Operational Plan sets out activities necessary to achieve the strategies, and links with the Nhulunbuy Corporation's Budget.

The Operational Plan is reviewed by the Nhulunbuy Corporation Leadership Team each quarter.

At the end of each year the results of the Operational Plan, together with other relevant information, will be assessed by the Managers, Nhulunbuy Corporation Board of Directors and Town Board to determine a rating assessment for each of the Corporate Goals:

1. Engaged community
2. Efficient service
3. Effective teamwork
4. Strong leadership

General Performance Measures

- Level of business activity and building approvals
- Environmental outcomes
- Community feedback (surveys, complaints)
- Economic development
- Staff feedback (surveys)
- Staff turnover rates

Nhulunbuy Corporation Deliverables

- Plan implementation
- Service delivery
- Financial performance
- Customer service

Title	Name	Signed	Date
Chief Executive Officer	Shane Whitten	<i>Shane Whitten</i>	04 December 2023
Director	Andres Hoffman	<i>Andres Hoffman</i>	04 December 2023