

nhulunbuy corporation

**CORPORATE  
PLAN**

**REVIEW 2020**



# MESSAGE FROM THE CEO

*'NHULUNBUY – A UNIQUE LOCATION WITH A STRONG SENSE OF COMMUNITY EVOLVING WITH CHANGING AND CHALLENGING TIMES'*



We have worked hard this year in challenging times to deliver our core services across the community. This includes building and maintaining local roads, ensuring a clean and steady supply of drinking water, managing the weekly waste collection, running our facilities; the aquatic centre, Gove airport, sporting facilities and town hall, developing and implementing community events and activities and dealing with building and planning matters.

We are proud of our achievements in 2020, with a dedicated and committed work force of 30 full time staff employed including CEO and Managers. We pride ourselves on providing community leadership and decision making through the Town Board and Board of Directors. We are pleased to have Yolgnu representation on the Town Board ensuring all views are included.

In the past year we have delivered on some additional initiatives supporting the maintenance of our open green spaces providing recreation areas for all to enjoy. This included a Town Board project - the "Parks Upgrade" which saw the installation of shaded BBQ's, shaded seating, and a water bubbler in each park. Also new playground equipment was installed at Hindle oval.

Our community events and activities calendar has been jam packed and well attended, from markets to youth activities to Australia day – (a special event held at Yirrkala) and of course the movies for children and families. COVID created some challenges with virtual activities embraced well by the community. Being awarded National winners of two Keep Australia Beautiful (KAB) awards, Heritage and Culture and Young legends – for the Nhulunbuy Youth Council was a very proud moment. Nhulunbuy was also awarded Large Community winner and winner of Community participation in the NT KAB 2020 awards. Well done Nhulunbuy!!!!

Our journey throughout 2020 has involved ensuring our water infrastructure is assessed so longer-term planning can occur ensuring a continuity of a safe water network. Efforts in the Animal Management area have seen a record number of dogs being registered, with crocodile, buffalo and feral animal management practices continuing to be effective.

I would like to extend my sincere thanks to all staff across our organization for their hard work and diligence in the way they perform their everyday work. I also thank my Executive team for their skills and knowledge supporting and driving a healthy and safe work culture, and the Town Board and Board of Directors for their decision making, leadership and commitment to our community.

## Ali Mills

CHIEF EXECUTIVE OFFICER

# 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 FOCUS



**STRONG LEADERSHIP**



**EFFECTIVE TEAMWORK**



**EFFICIENT SERVICES**



**ENGAGED COMMUNITY**

## OUR VALUES

**H HONESTY**

**I INTEGRITY**

**R RESPECT**

**E EQUALITY**

**D DIVERSITY**

# STRATEGIC FRAMEWORK

Strategic focus	Strong Leadership	Effective Teamwork	Efficient Service	Engaged Community
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GOALS	GOAL 1	GOAL 2	GOAL 3	GOAL 4
	The Nhulunbuy Corporation maintains a presence as a strong community leader with effective and respected management	The Nhulunbuy Corporation collaborates internally as well as actively encourages external partnerships	The Nhulunbuy Corporation provides quality infrastructure and services which are socially, economically and environmentally sustainable	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"> <li>• Community leadership and internal management and governance is effective and respected</li> <li>• Strong governance, risk, and safety frameworks</li> <li>• Clear and concise building administration and planning compliance program</li> <li>• Nhulunbuy's history and heritage is protected</li> <li>• Appropriate By-laws are in place and effectively enforced</li> <li>• Community events are designed and delivered to enhance Nhulunbuy's social fabric</li> </ul>	<ul style="list-style-type: none"> <li>• Internal collaboration produces effective and efficient results</li> <li>• The Nhulunbuy Corporation is presented positively to the community and general public</li> <li>• Partnerships with external groups provide for opportunities for a collaborative approach to community service provision</li> <li>• Effective strategic and business planning and reporting</li> <li>• Employees are, skilled, committed, well-resourced and professional</li> <li>• The Nhulunbuy Corporation collaborates effectively with Traditional Owners, Rio Tinto, government, business and community</li> </ul>	<ul style="list-style-type: none"> <li>• Financial management is responsible and accountable</li> <li>• Asset management planning is forward-thinking and effective</li> <li>• Innovation and technology is embraced</li> <li>• Risk management is effective</li> <li>• Transport infrastructure, roads and footpaths are safe, reliable, and maintained</li> <li>• The use of energy and environmental resources is focussed on sustainable practices</li> <li>• Waste management strategies are focused on waste reduction and are effective and forward-thinking</li> <li>• Water management strategies are focused on use reduction and infrastructure maintenance and management</li> </ul>	<ul style="list-style-type: none"> <li>• Community leadership and internal management and governance is effective and respected</li> <li>• Strong governance, risk, and safety frameworks</li> <li>• Clear and concise building administration and planning compliance program</li> <li>• Nhulunbuy's history and heritage is protected</li> <li>• Appropriate By-laws are in place and effectively enforced</li> <li>• Community events are designed and delivered to enhance Nhulunbuy's social fabric</li> </ul>
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# STRATEGIC FOCUS

## STRONG LEADERSHIP

### GOAL 1

The Nhulunbuy Corporation maintains a presence as a strong community leader with effective and respected management

### OUTCOMES

- 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

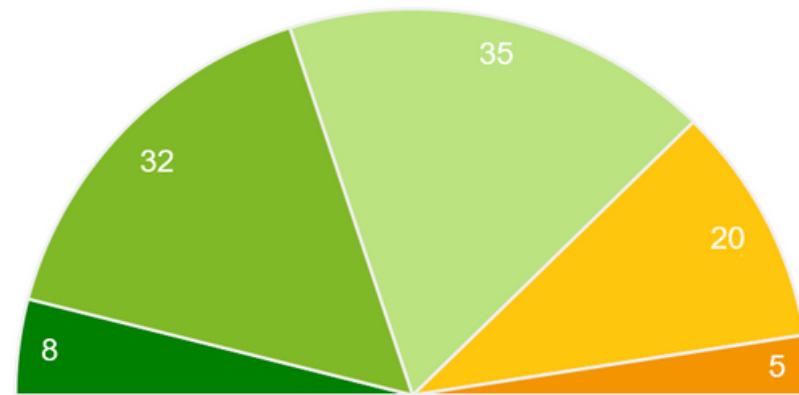
## COMMUNITY LEADERSHIP AND INTERNAL MANAGEMENT:

- ✓ Executive Leadership Team (ELT) meetings held weekly with managers and monthly with middle managers and managers – 43 ELT meetings held
- ✓ Team meetings held across all work areas providing a voice for staff – 120 team meetings held, 220 toolbox meetings held
- ✓ Sixteen (16) policies reviewed and/or developed  
Training provided on leadership, communication, and management style to ELT
- ✓ Community survey conducted by independent consultant with 11% of population responding
- ✓ Fluoridation survey conducted in 2019, report released to public with announcement declaring majority rule for no fluoridation
- ✓ Yolgnu representation from Rirratjingu and Gumatj on Town Board achieved through changes to the constitution

## Nhulunbuy Corporation's leadership in the local community

### Performance ratings

% of respondents



55

Performance Index Score (out of 100)

75%

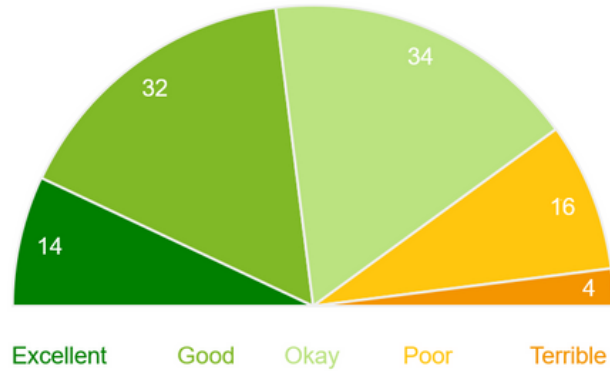
Positive rating\*

Excellent Good Okay Poor Terrible

## How the community is informed about what's happening in the local area (including local issues, events, services and facilities)

### Performance ratings

% of respondents



59

Performance Index Score (out of 100)

80%

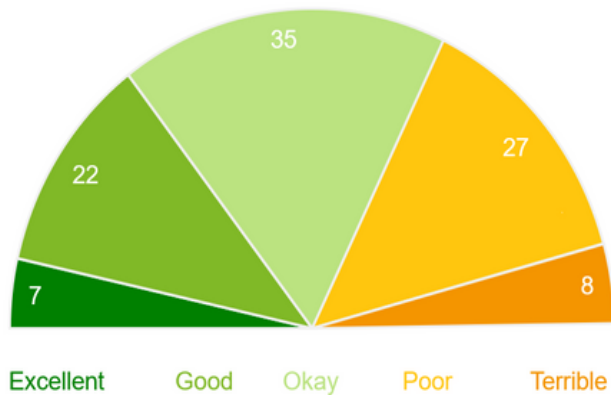
Positive rating\*



## How the community is consulted about local issues

### Performance ratings

% of respondents



48

Performance Index Score (out of 100)

64%

Positive rating\*

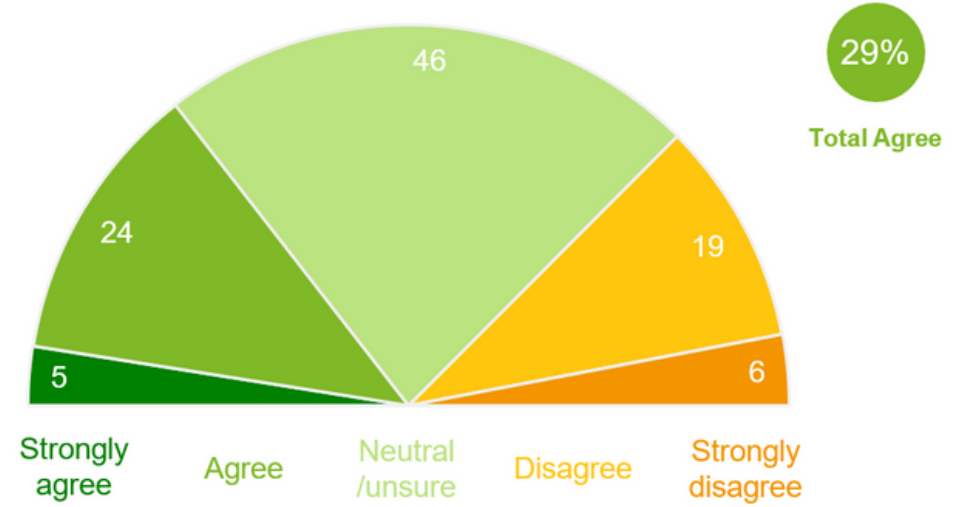




## Nhulunbuy Corporation has developed and communicated a clear vision for the area

### Level of agreement

% of respondents



# RISK AND SAFETY:

- ✓ Values and behaviours agreed to by employees and used to assess performance
- ✓ Safety Management System progressed including – Health & Safety team with 5 HS representatives, meet monthly, conducting workplace audits for improvements
- ✓ Risk register reviewed, material risks identified, risk and compliance calendar developed with process for ongoing review and reporting
- ✓ Airport compliant – audit completed with certificate provided
- ✓ Waste site compliant – certificate provided
- ✓ Chlorine gas being eliminated from aquatic centre and town water pump stations
- ✓ Number of incidents have reduced in 2020 with a total of 13 incidents and 6 hazards reported with no lost time injury





## BUILDING AND PLANNING:

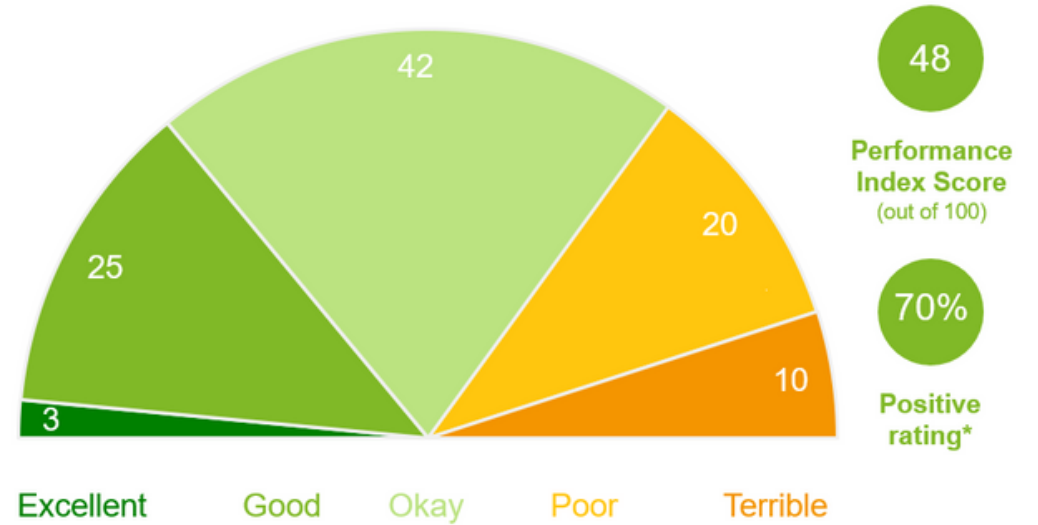
- ✓ Forms and processes improved and available on website or email
- ✓ Review of regulations and processes underway through independent consultant
- ✓ Four (4) non-compliance matters addressed
- ✓ Review of NC regulations and decision-making processes has commenced
- ✓ Statistic including building applications attached
- ✓ Review of regulations and processes commenced

## HISTORY AND HERITAGE:

- ✓ Continued support provided to Historical society, \$22,500 provided to assist with securing the site and the progress of projects

## Planning and building approvals

Performance ratings  
% of respondents



# ANIMAL CONTROL BY-LAWS:

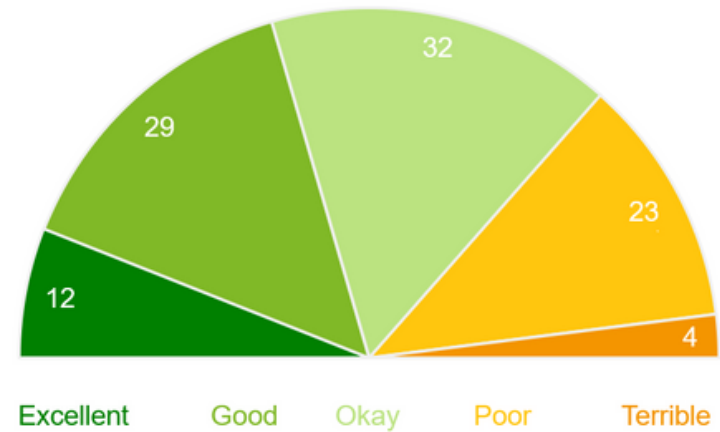
- ✔ Review of the Animal By-laws is underway
- ✔ Crocodile Management plan reviewed (Nov)
- ✔ Animal Management Plan reviewed (Nov)
- ✔ Developed awareness material for cat owners (Nov)



# Festivals, events, art and cultural activities

## Performance ratings

% of respondents



55

Performance Index Score (out of 100)

73%

Positive rating\*

# COMMUNITY EVENTS:

- ✔ Annual events program developed and delivered with 65 events and activities held over 2020 involving over 14,105 participants.

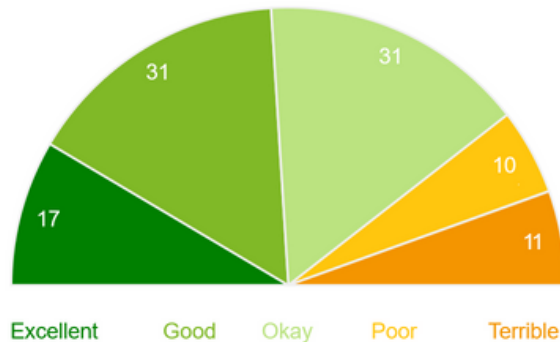
## THE PROGRAM INCLUDED:

- 🎟️ School holiday activities
- 🎟️ Large events – Australia Day, NAIDOC Day,
- 🎟️ Markets
- 🎟️ Virtual events and activities
- 🎟️ Tours
- 🎟️ Education and awareness sessions

# Domestic animal control (dogs and cats)

## Performance ratings

% of respondents



59

Performance Index Score (out of 100)

79%

Positive rating\*



# STRATEGIC FOCUS

## EFFECTIVE TEAMWORK

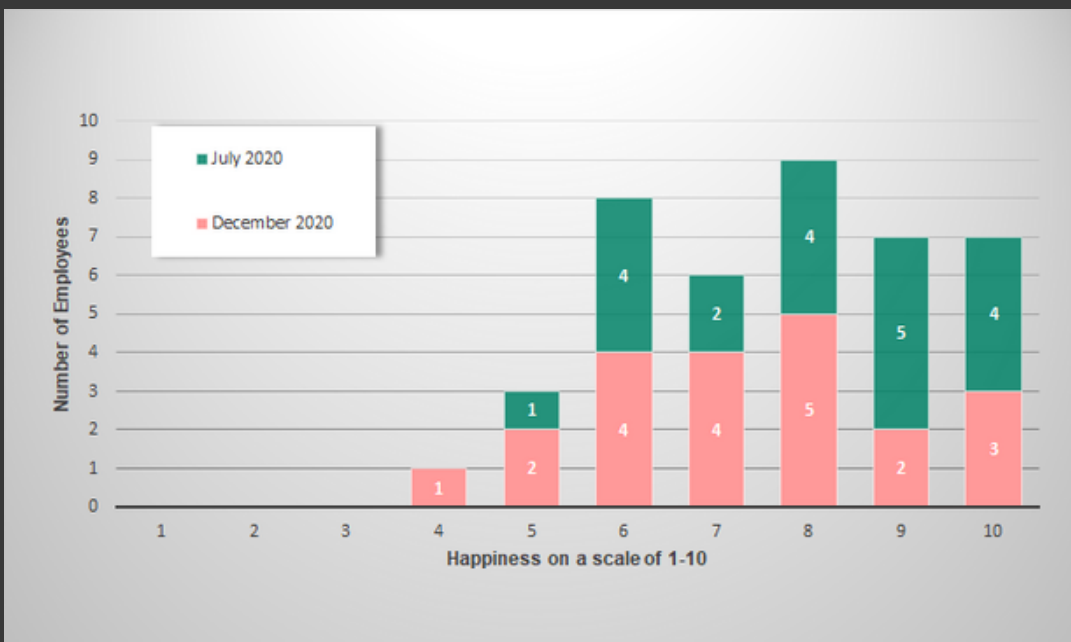
### GOAL 2

The Nhulunbuy Corporation collaborates internally as well as actively encourages external partnerships

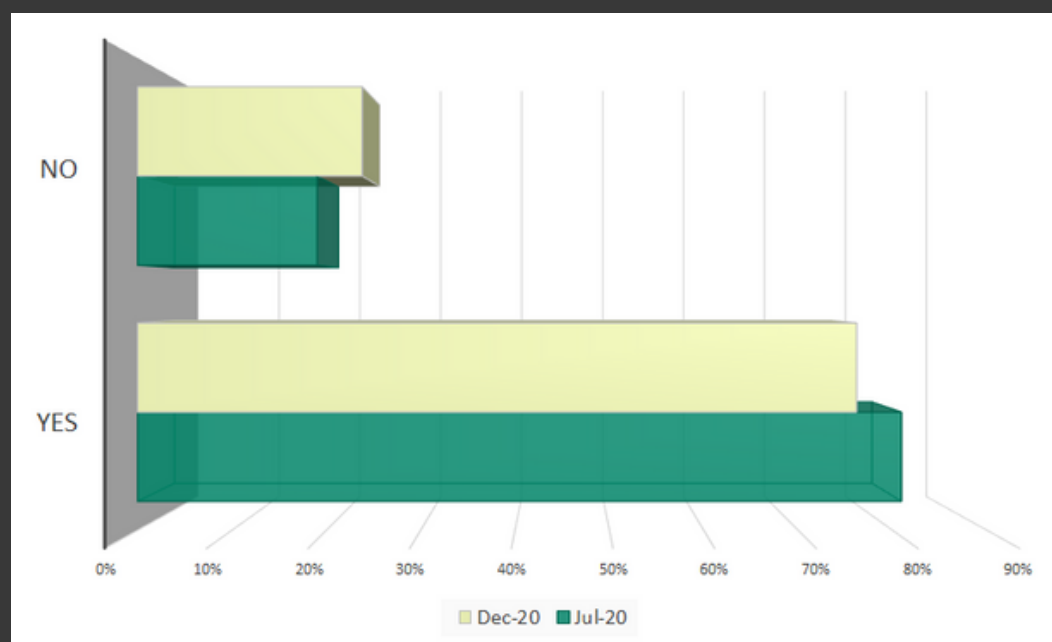
### OUTCOMES

- 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

### How happy are you at work?



### Do you feel valued at work?



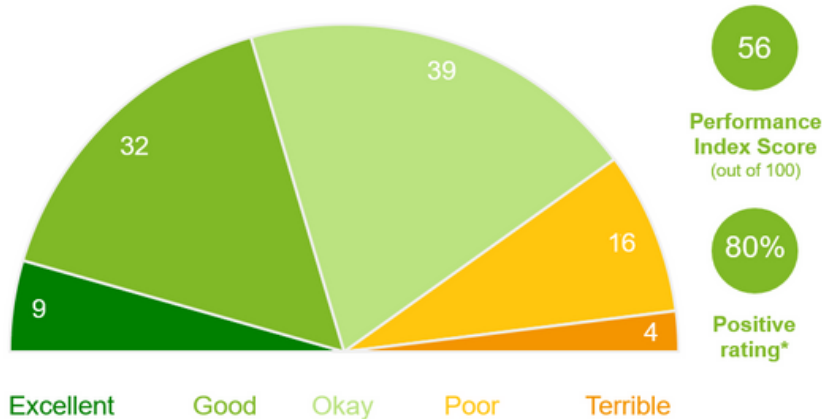
# COLLABORATION - INTERNAL:

- ✔ Values and behaviours incorporated in induction and performance processes
- ✔ Team meetings held
- ✔ ELT meetings held with middle managers included monthly
- ✔ Whole staff meetings held – monthly
- ✔ Three (3) opportunities offered for whole staff training with cross-team interaction
- ✔ Employee survey conducted six monthly with very positive results (see attached)
- ✔ Reduced staff turnover from 33% in 2019 to 20% in 2020.



## How Nhulunbuy Corporation collaborates with Traditional Owners, Rio Tinto, government, business and community

Performance ratings  
% of respondents



# POSITIVE COMMUNICATIONS:

- ✔ Over 600 FB posts with increasing reach
- ✔ Over 42 posters
- ✔ 59 messages on hold
- ✔ Over 21 radio promotions
- ✔ Four focus groups reaching 200 people
- ✔ Mailchimp used to keep community informed via newsletters

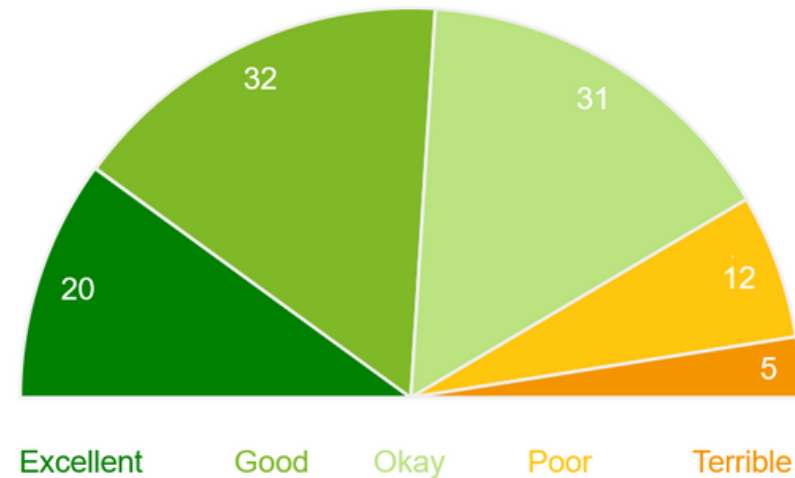
## COLLABORATION – EXTERNAL:

- ✓ Over 350 meetings with stakeholders held  
Collaborations on events and activities
- ✓ Joint effort in development of Youth Council with RioTinto
- ✓ Participation on emergency, tourism, and economic committees
- ✓ Development and use of Community Engagement toolkit and process
- ✓ Youth activities developed with service providers including schools, Territory families, EARC and Anglicare
- ✓ Agreement with DFES to deliver Fire services to Nhulunbuy, close to \$500k contribution per annum.

## Access to health and community services

### Performance ratings

% of respondents



## STRATEGIC AND BUSINESS PLANNING:

- ✓ Budget review completed mid-year with capital program reduced significantly (\$700k) to offset loss of income from airport due to COVID
- ✓ Monthly reporting on core goals, quarterly review
- ✓ Annual review completed

## SKILLED EMPLOYEES:

- ✓ Workforce Development Plan adopted, commenced implementation (April)
- ✓ Employment, recruitment and induction processes improved
- ✓ Training matrix established in all work areas
- ✓ Thirteen (13) training opportunities conducted with one hundred and twenty-two (122) participants
- ✓ Review of performance management system and processes



# STRATEGIC FOCUS

## EFFICIENT SERVICE

### GOAL 3

The Nhulunbuy Corporation provides quality infrastructure and services which are socially, economically and environmentally sustainable

### OUTCOMES

- 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



## FINANCIAL MANAGEMENT:

- ✔ Audit completed with no concerns raised
- ✔ Expected to end in surplus even though deficit projected
- ✔ Monthly financial reporting to BOD
- ✔ Debt recovery policy developed and implemented
- ✔ \$765k recovered through debt collection processes
- ✔ Review of rating and valuation processes

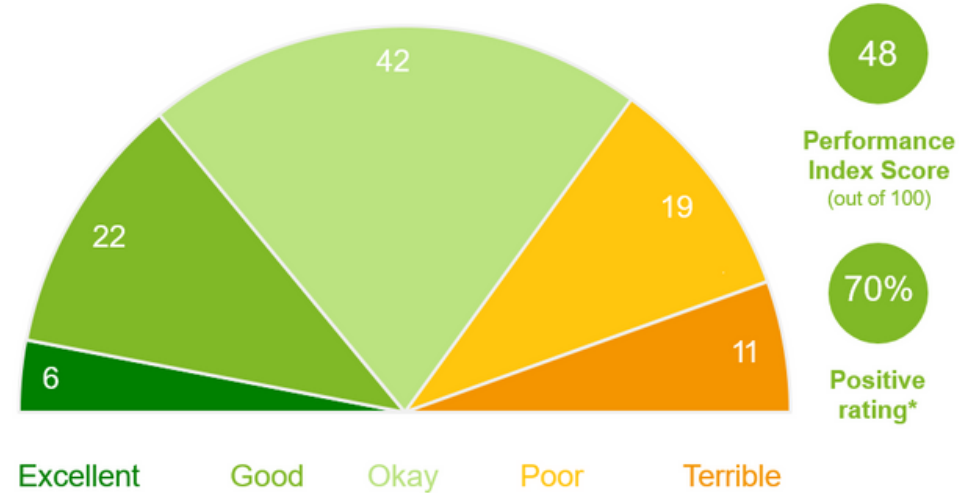
## ASSET MANAGEMENT:

- ✔ Plant replacement program developed
- ✔ Asset management plan commenced
- ✔ Capital works program commenced
- ✔ Disaster recovery progressed
- ✔ IT business continuity addressed

## Value for money from Nhulunbuy Corporation's rates, fees and charges

### Performance ratings

% of respondents



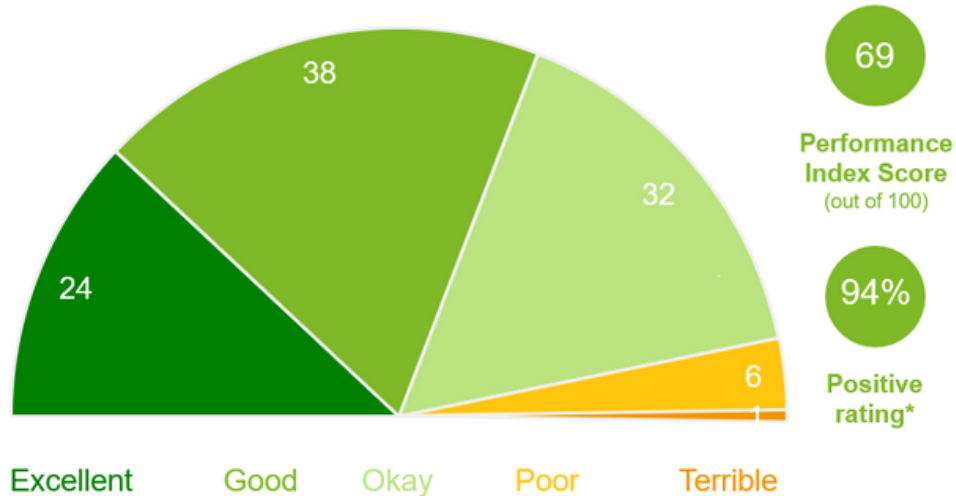
# DISASTER RESPONSE:

- ✔ Participation in local Emergency Management Committee and sub-committees
- ✔ Local Emergency plan reviewed – Nov
- ✔ Cyclone plan reviewed – Nov
- ✔ Airport live exercise conducted – Plane crash involving all emergency services
- ✔ Business continuity plan in progress
- ✔ IT recovery plan developed



## Emergency management (education, prevention and relief for cyclones, storm damage, bushfires, flooding, etc)

**Performance ratings**  
% of respondents



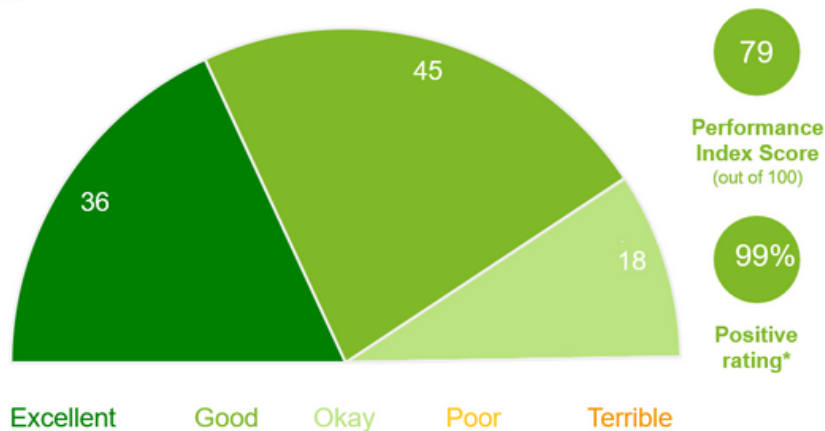


# TRANSPORT INFRASTRUCTURE:

- ✔ Traffic management process reviewed and communicated
- ✔ Roads maintained and repaired to value of \$83K  
Footpaths – trip hazards removed, damaged section repaired, edges maintained
- ✔ New Road sweeper completed 280 hours
- ✔ Drains cleared ready for wet season
- ✔ Negotiated local fare rate with Airnorth, recently extended this to March 2021
- ✔ Advocated community concerns to Airnorth on reliability and communications
- ✔ Renewed licence agreements for 85% air service operators at Gove airport

## Playgrounds, parks, gardens and reserves

Performance ratings  
% of respondents



# ENVIRONMENT:

- ✔ Continued sustainable use of energy and resources
- ✔ Support the practice of recycling across the community
- ✔ Support Dhimuru in their management of natural environment
- ✔ Collaborate with RioTinto, EARC and Aboriginal organisations to preserve environment
- ✔ Free green and general waste offered at waste site
- ✔ Weed and vector control continued

## KEEP AUSTRALIA BEAUTIFUL AWARDS 2020:

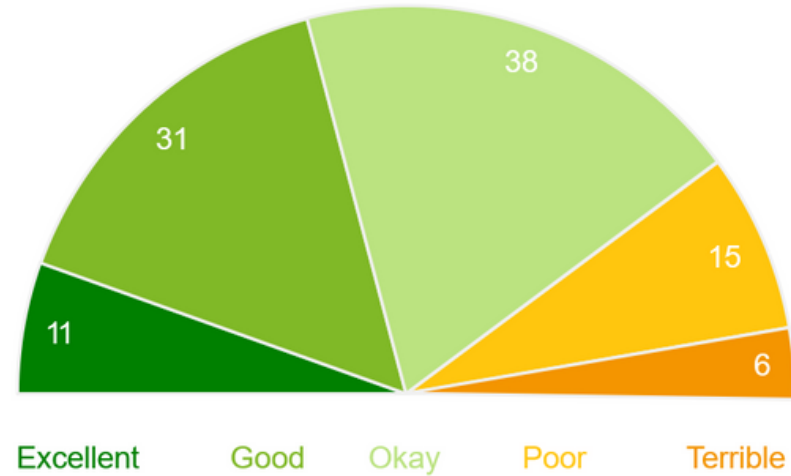
- 🏆 Winner of Large Community 2020
- 🏆 Winner Community Participation Award 2020
- 🏆 Winner National Heritage and Culture Award 2020
- 🏆 Winner Young Legends – Youth Council Award 2020



# Mosquito control

## Performance ratings

% of respondents



57

Performance Index Score (out of 100)

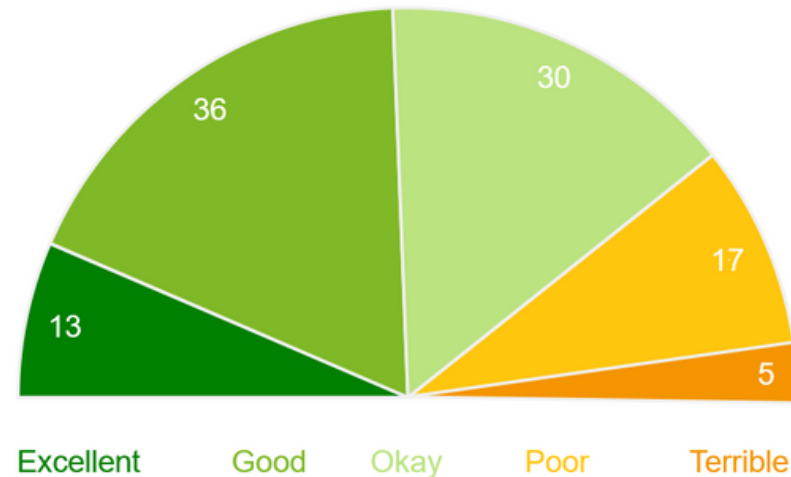
80%

Positive rating\*

# Conservation and environmental management

## Performance ratings

% of respondents



59

Performance Index Score (out of 100)

79%

Positive rating\*

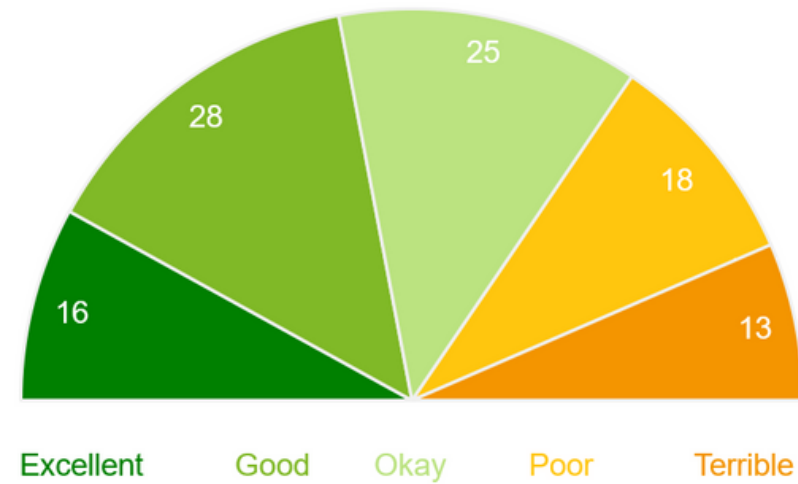
## Waste and recycling collection services

### WASTE MANAGEMENT:

- ✔ Continue to plan to increase opportunities for recycling
- ✔ Participated in LGANT waste conference
- ✔ Environment Waste Management Plan developed
- ✔ Landfill Closure and Post Closure Plan developed
- ✔ Developed and distributed waste vouchers for residential use
- ✔ Contract management and efficiencies achieved at the waste site with quarterly meetings held with contractor

#### Performance ratings

% of respondents



54

Performance Index Score (out of 100)

69%

Positive rating\*

### WATER MANAGEMENT:

- ✔ Water network maintained and repaired within reasonable time frames
- ✔ Installation of new pumps improving efficiencies and delivery of sewer services
- ✔ SCADA system operating to detect errors and leaks
- ✔ Tender process commenced for review of water infrastructure



CORPORATE PLAN REVIEW



# STRATEGIC FOCUS

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## ENGAGED COMMUNITY





### GOAL 4

The Nhulunbuy Corporation proactively informs the community and provides opportunities for residents to participate in activities and decisions



### OUTCOMES

- 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



-  Facebook posts - 600
-  Website, stories/links - 84
-  Radio adverts/announcements - 48
-  Email broadcast – 22 x 300
-  Posters - 68
-  Messages on hold - 59
-  Mailchimp – newsletters – 6 x 300 people
-  Mail – 3 x Mailouts to 1300 PO boxes
-  Face to face group meets – 4 @ 160 people  
Face to face meetings – 360 participants

## EXCEPTIONAL CUSTOMER SERVICE:

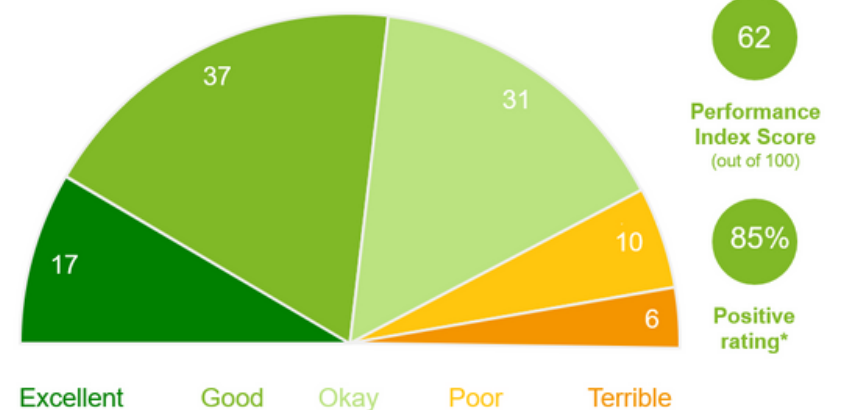
-  Feedback – 24 negatives all responded to and closed, 3 positive
-  Customer Charter, promoted and included in employee induction

## EFFECTIVE ENGAGEMENT:

-  Improved communications through Mailchimp, community newsletters and Social Media platforms
-  Contracting of True North Communications to assist
-  Community Engagement plan implemented
-  New website live 24 December 2020
-  Community survey launched April 2020, 11% of population responded.
-  Home Traders approved - 3  
Mobile Traders approved - 8

## Customer service

Performance ratings  
% of respondents



# DIVERSE AND COHESIVE COMMUNITY:

- ✓ Progressing Yolngu employment opportunities with YBE and ALPA, commitment for trainees and apprenticeships in budget
- ✓ Community survey conducted
- ✓ Feedback form via website, email or in office

## STUDENT AWARDS AND SCHOLARSHIP SUPPORTED THROUGH:

Primary School \$200  
Christian School \$200  
Secondary School \$500  
University \$1000



## YOUTH COUNCIL SUCCESSFUL IN 2020 THROUGH:

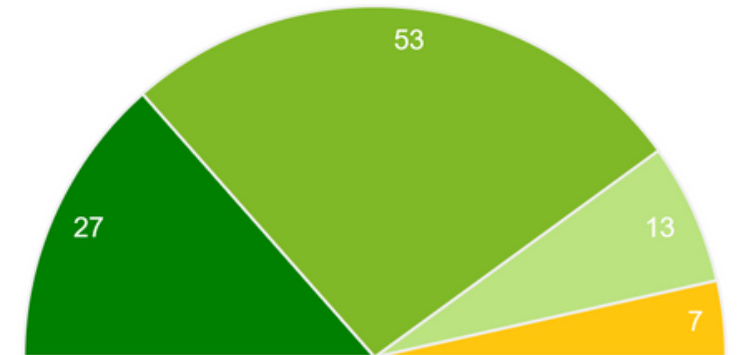
Election of Chairperson and secretary  
Operating meetings independently  
Completed projects  
Assisted with school holiday and youth activities



## There is strong community spirit in my local area

### Level of agreement

% of respondents



80%

Total Agree

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

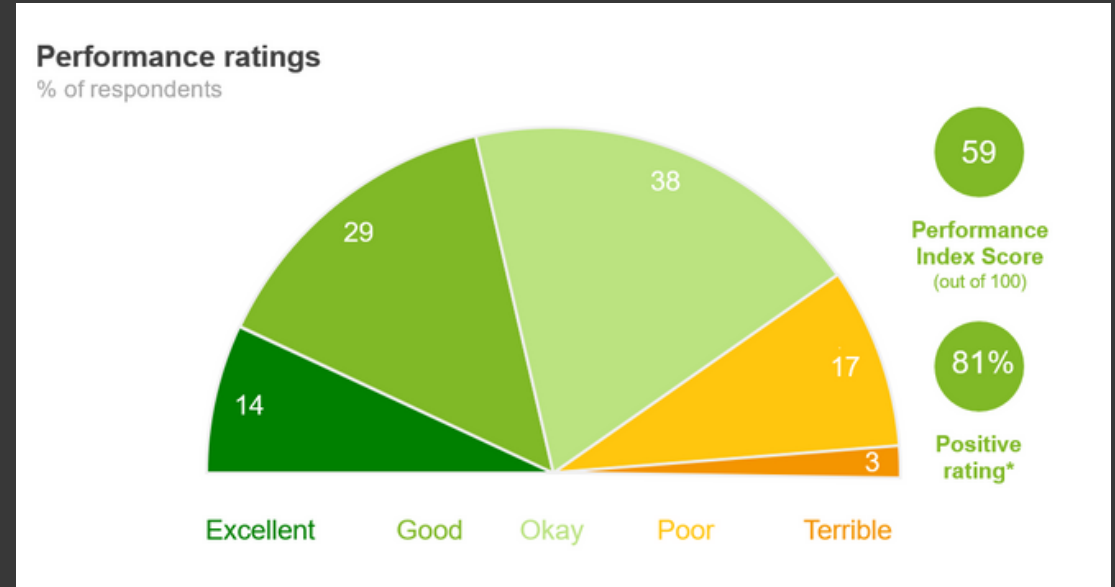


# SPORT & RECREATION:

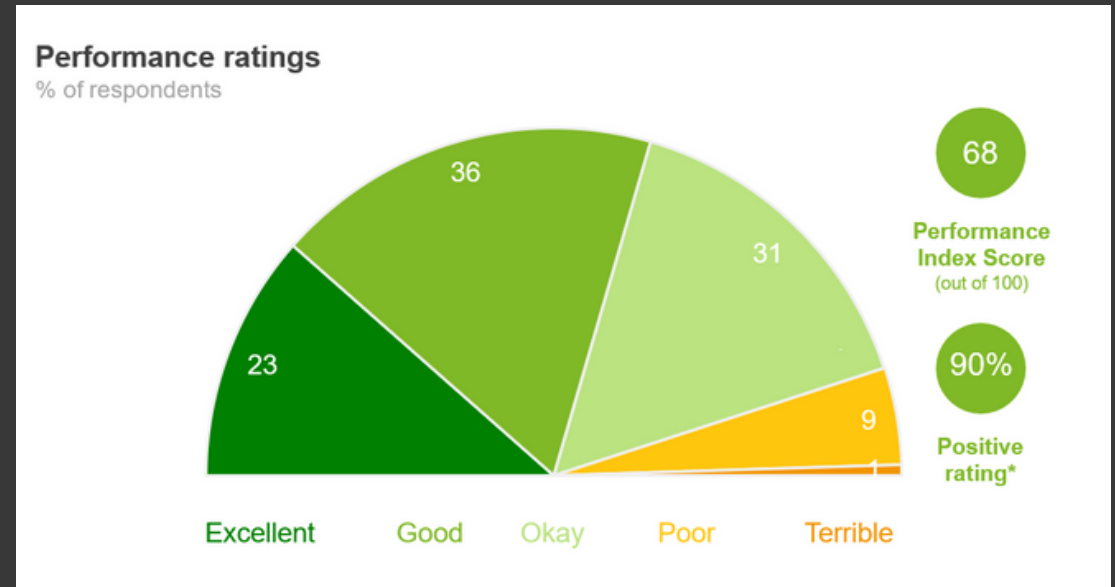
- ✔ Facilities continue to be maintained and improved – new play equipment at Hindle oval
- ✔ Management of Cat shed (new responsibility)
- ✔ Aquatic centre well maintained – chlorine gas removed removing risks, new inflatable purchased, new fencing installed



# Community buildings, halls and toilets



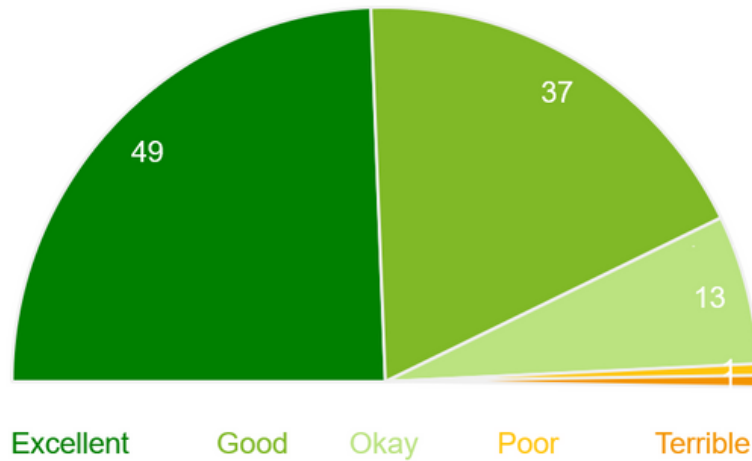
# Sport and recreation facilities



# Aquatic Centre

## Performance ratings

% of respondents



83

Performance Index Score (out of 100)

99%

Positive rating\*

Excellent Good Okay Poor Terrible

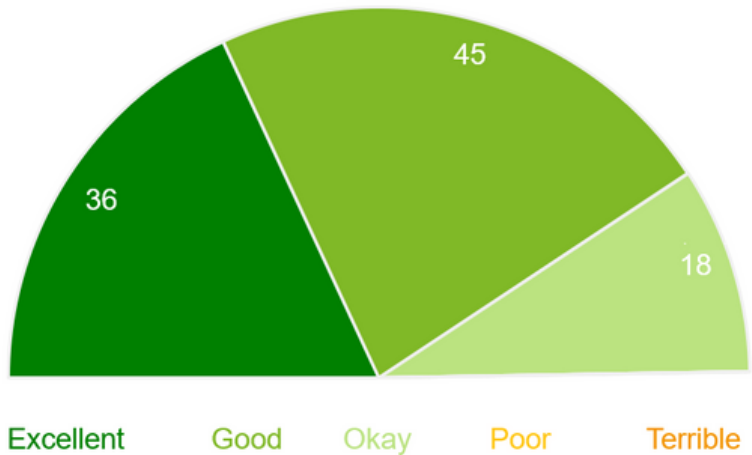
## OPEN SPACE:

- ✓ Town Board project – parks upgrade with all parks being equipped with water bubbler, shade, BBQ with shade and seating, \$100,000 expenditure
- ✓ Improved seating along Mathew Flinders Drive
- ✓ Improved lighting and seating in Town centre
- ✓ No Smoking promoted for Town centre
- ✓ Improved garden beds

# Playgrounds, parks, gardens and reserves

## Performance ratings

% of respondents



79

Performance Index Score (out of 100)

99%

Positive rating\*

Excellent Good Okay Poor Terrible





# Skate Park

## Performance ratings

% of respondents

