



# STRATEGIC MANAGEMENT PLAN

June 2007

## OVERVIEW

The Roxby Downs Township is the most unique in South Australia. Since the initial construction of the Olympic Dam Mine, the local community has undergone substantial structural change. The community's "interdependence" with the mine, its aspirations, future and by implications Council's approach can be summarised as follows:

### Strategic Statement

*To turn a World Class Mining Deposit into a World Class Mining Operation requires people with the high specialist skills that choose BHP Billiton and Roxby Downs as their preferred destination over many other world-wide alternatives.*

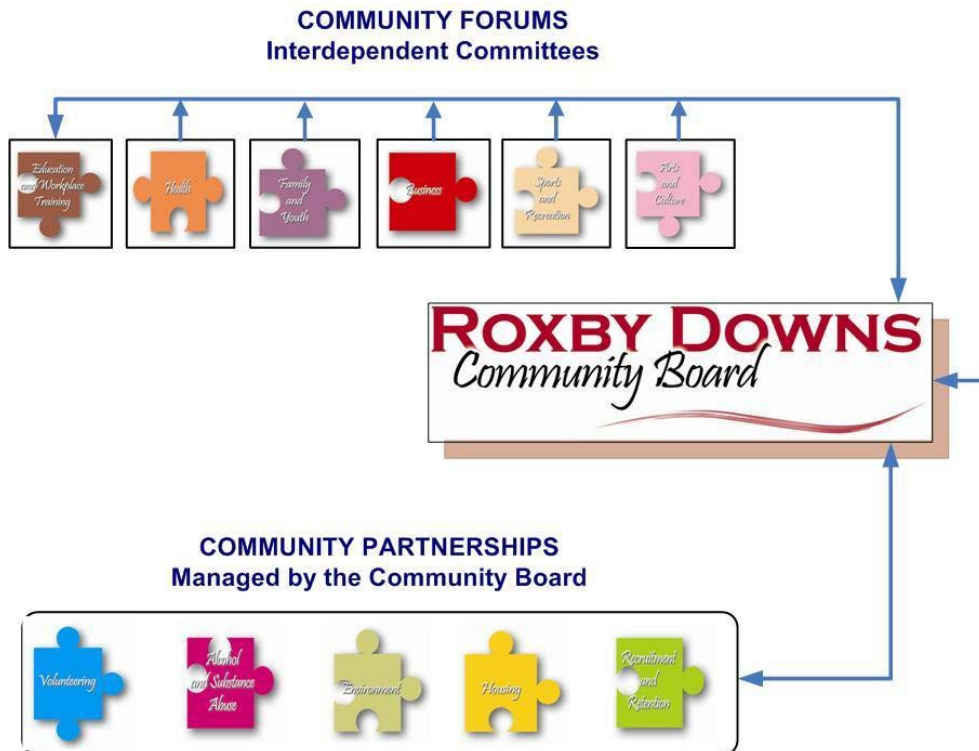
This statement is the cornerstone of Council's strategic direction and essentially shapes the essence that what on behalf of the community we actually strive to do - as the physical standard of the town's infrastructure, the community functions and services provided by the Council are critical for BHP Billiton to achieve its goal

Council's first-ever formal Strategic Plan, adopted in February 2003, is the catalyst for the Roxby Downs Community to not only "Create our Own Future" but to form a strong community focused, participative and financially independent Local Government. In essence, Council is acting as the vehicle for cultural change within the community.

The development and now implementation of the 2005 Roxby Downs Community Plan has allowed Council to incorporate the Community Plan's recommendations into Council's Strategic Plan. The implementation phase now more accurately defines our community development role. As a result Council has adopted the following Community Vision, Mission and Goals.

### Roxby Downs Community Plan

In accepting the 2005 Community Plan recommendations Council adopted the following Community management structure as the cornerstone of the plan's implementation.



Council has taken on the responsibility for establishing this structure as an Incorporated Association and for assisting stakeholders with the operation of the Community Board, Forums and Partnerships. Whilst all operate in an interdependent manner with Council all decisions are completely independent of Council's operation. Overall the Community Board, not Council, is responsible for reporting to the community on the Community Plan

#### Community Vision

*"Roxby Downs is a young vibrant town with a caring, tolerant, diverse community that aims for strong interdependent business and social partnerships, to provide for a safe, healthy and financially secure lifestyle."*

#### Mission

*"Council should aim to create a strong community-focused, participative and financially independent Local Government that assists all sectors to work co-operatively and to develop and set its own direction."*

#### Goals












In light of the development and adoption of the 2005 Roxby Downs Community Plan, Council has incorporated the relevant elements into our strategic plan within the 7 broad goals that Council is pursuing as the primary focus plus a number of long term objectives.

Separately Council also adopts an annual business plan which details specific actions that are proposed to be undertaken in each financial year

1. *Corporate*
2. *Leadership*
3. *Community*
4. *Municipal*
5. *Commercial*
6. *Economic*
7. *Environment*

In essence, whilst Council has adopted each of the plan's elements and the relevant vision and actions, these are to be implemented by an identified community stakeholders. This is shown on the following table with appropriate cross reference to the relevant goal in Council's Strategic Plan.

Community Forums & Partnerships – Visions

Element	Vision	Goal	Element	Vision	Goal
	<i>"Roxby Downs is a place of excellence in education and workplace training"</i>	3		<i>"Roxby Downs' innovative environmental initiatives in arid recovery and highly efficient management of waste, water and power earns it acclaim as a model environ."</i>	7
	<i>"Roxby Downs is a township of active and healthy residents, who are aware of and value healthy lifestyles"</i>	3		<i>"Roxby Downs attracts families, couples and individuals to work and live in the town for extended periods by providing opportunities to enhance their personal development, lifestyle and wealth"</i>	6
	<i>"Roxby Downs supports families and young people to live and thrive in the community, upholding their ideas and influence in all aspects of community life"</i>	3		<i>"Roxby Downs has an adequate supply, variety and standard of affordable housing for all residents"</i>	6
	<i>"Roxby Downs businesses enjoy profitable economic stability and are renowned for their innovation, high levels of service and the cooperative manner in which they work together and support their community"</i>	6		<i>"Roxby Downs has a culture of responsible drinking and nil tolerance towards substance abuse of any kind, making Roxby Downs a safe enjoyable place to live and visit."</i>	3
	<i>"Roxby Downs offers extensive opportunities for residents and visitors of all ages and skill levels to participate in a wide range of sport and recreation activities"</i>	4		<i>"Roxby Downs enjoys a high volunteer participation rate by residents of all ages and genders, due to the effective and efficient management of the Roxby Down's volunteer resource centre and generous acknowledgment of and support for the town's volunteers."</i>	3
	<i>"Roxby Downs is seen as a hub for arts and culture for the far north, a place where innovation and creativity is encouraged and projects developed that appeal to wider community".</i>	3			

## 2007/08 STRATEGIC GOALS & OBJECTIVES

<b>GOAL 1 CORPORATE</b>	<b>COUNCIL TO FUNCTION IN A CIVIC AND RESPONSIBLE MANNER</b>
<b>OBJECTIVE 1.01</b>	<b>Undertake Council's Corporate Services functions in accordance with the Local Government and Roxby Downs (Indenture Ratification) Acts.</b>
<b>OBJECTIVE 1.02</b>	<b>Minimise operational risks and ensure that Council is operated in a safe manner</b>

<b>GOAL 2 LEADERSHIP</b>	<b>FACILITATE THE DEVELOPMENT OF LOCAL LEADERSHIP THAT UNITES THE COMMUNITY AND PORTRAYS ROXBY DOWNS IN A POSITIVE LIGHT.</b>
<b>OBJECTIVE 2.01</b>	<b>Operate and review Community Strategic Plan.</b>
<b>OBJECTIVE 2.02</b>	<b>Provide a strong community voice at State and Regional Level.</b>
<b>OBJECTIVE 2.03</b>	<b>Enhance community's relationship and partnership with BHP Billiton.</b>
<b>OBJECTIVE 2.04</b>	<b>Provide opportunities for leadership development in Roxby Downs.</b>
<b>OBJECTIVE 2.05</b>	<b>Increase community understanding, involvement and partnership in Council's decision-making.</b>

<b>GOAL 3 COMMUNITY</b>	<b>STIMULATE AND FACILITATE COMMUNITY CULTURAL DEVELOPMENT.</b>
<b>OBJECTIVE 3.01</b>	<b>Assist, facilitate and improve the operation and co-operation of community groups.</b>
<b>OBJECTIVE 3.02</b>	<b>Expand and enhance the opportunities for young people in town.</b>
<b>OBJECTIVE 3.03</b>	<b>Facilitate Volunteer Program and Volunteer Resource Centre.</b>
<b>OBJECTIVE 3.04</b>	<b>Facilitate community co-operatives.</b>
<b>OBJECTIVE 3.05</b>	<b>Support Family Life</b>
<b>OBJECTIVE 3.06</b>	<b>Establish and develop Roxby's cultural identity.</b>
<b>OBJECTIVE 3.07</b>	<b>Provide relevant community information about the role, operation and services provided by Council.</b>
<b>OBJECTIVE 3.08</b>	<b>Improve the physical appearance of the Roxby Central Retail Shopping Centre.</b>
<b>OBJECTIVE 3.09</b>	<b>Develop community media outlets.</b>
<b>OBJECTIVE 3.10</b>	<b>Enhance the vibrancy and cohesion of the local community.</b>

<b>GOAL 4 MUNICIPAL</b>	<b>PROVIDE A RANGE OF MUNICIPAL SERVICES, WHICH EFFICIENTLY AND EFFECTIVELY MEET THE NEEDS OF THE COMMUNITY.</b>
<b>OBJECTIVE 4.01</b>	<b>Ensure that Council's planning and development policies and actions promote orderly, economic and sustainable development.</b>
<b>OBJECTIVE 4.02</b>	<b>Increase Council's financial independence.</b>
<b>OBJECTIVE 4.03</b>	<b>Safeguard the community's environmental health.</b>
<b>OBJECTIVE 4.04</b>	<b>Ensure that roads, streets, footpaths and bicycle paths service the needs of the community and are maintained in a safe and attractive condition.</b>
<b>OBJECTIVE 4.05</b>	<b>Ensure the ongoing viable operation and enhancement of the Roxby Downs Cultural &amp; Leisure Precinct.</b>
<b>OBJECTIVE 4.06</b>	<b>Maintain and enhance sporting recreation facilities.</b>
<b>OBJECTIVE 4.07</b>	<b>Maintain and enhance playgrounds and public open spaces</b>
<b>OBJECTIVE 4.08</b>	<b>Maintain and enhance the operations of the Roxby Downs Community Library</b>

<b>GOAL 5 COMMERCIAL</b>	<b>OPERATE COUNCIL'S COMMERCIAL BUSINESSES IN A WAY THAT PROVIDES EXCELLENT SERVICE AND RETURNS COMMERCIAL DIVIDENDS.</b>
<b>OBJECTIVE 5.01</b>	<b>Operate Roxby Water as an independent business unit, which provides high quality water and sewerage services and yields commercial dividends.</b>
<b>OBJECTIVE 5.02</b>	<b>Operate Roxby Power as an independent business unit, which provides high quality electricity services and yields commercial dividends.</b>
<b>OBJECTIVE 5.03</b>	<b>Explore opportunities for additional revenue.</b>

<b>GOAL 6 ECONOMIC</b>	<b>STIMULATE AND FACILITATE ECONOMIC DEVELOPMENT.</b>
<b>OBJECTIVE 6.01</b>	<b>Support and develop Tourism opportunities in Roxby Downs.</b>
<b>OBJECTIVE 6.02</b>	<b>Enhance economic and business operations in Roxby Downs.</b>

<b>GOAL 7 ENVIRONMENT</b>	<b>MANAGE THE URBAN AND NATURAL ENVIRONMENT IN A SUSTAINABLE MANNER.</b>
<b>OBJECTIVE 7.01</b>	<b>Provide environmentally sound, convenient and timely waste management services.</b>
<b>OBJECTIVE 7.02</b>	<b>Provide effective dog and cat management to suit our remote locality.</b>
<b>OBJECTIVE 7.03</b>	<b>Preserve and enhance native vegetation and significant trees.</b>
<b>OBJECTIVE 7.04</b>	<b>Reduce energy consumption and encourage the use of renewable energy.</b>
<b>OBJECTIVE 7.05</b>	<b>Reduce water consumption and promote storm water and effluent reuse.</b>
<b>OBJECTIVE 7.06</b>	<b>Undertake suitable control of pest plants.</b>
<b>OBJECTIVE 7.07</b>	<b>Monitor and address noise related issues.</b>
<b>OBJECTIVE 7.08</b>	<b>Raise community awareness of Environmental issues</b>