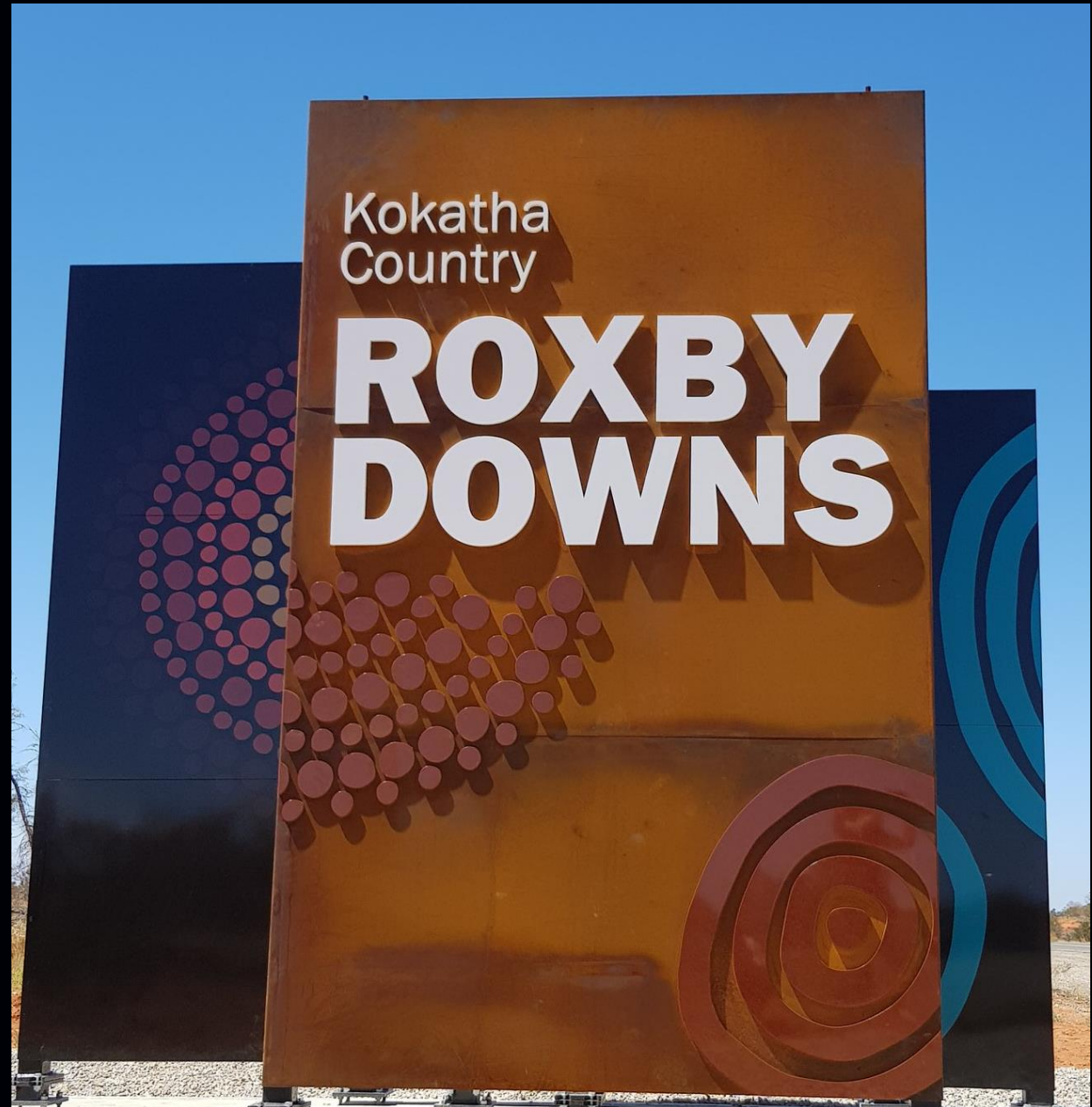


ROXBY
COUNCIL

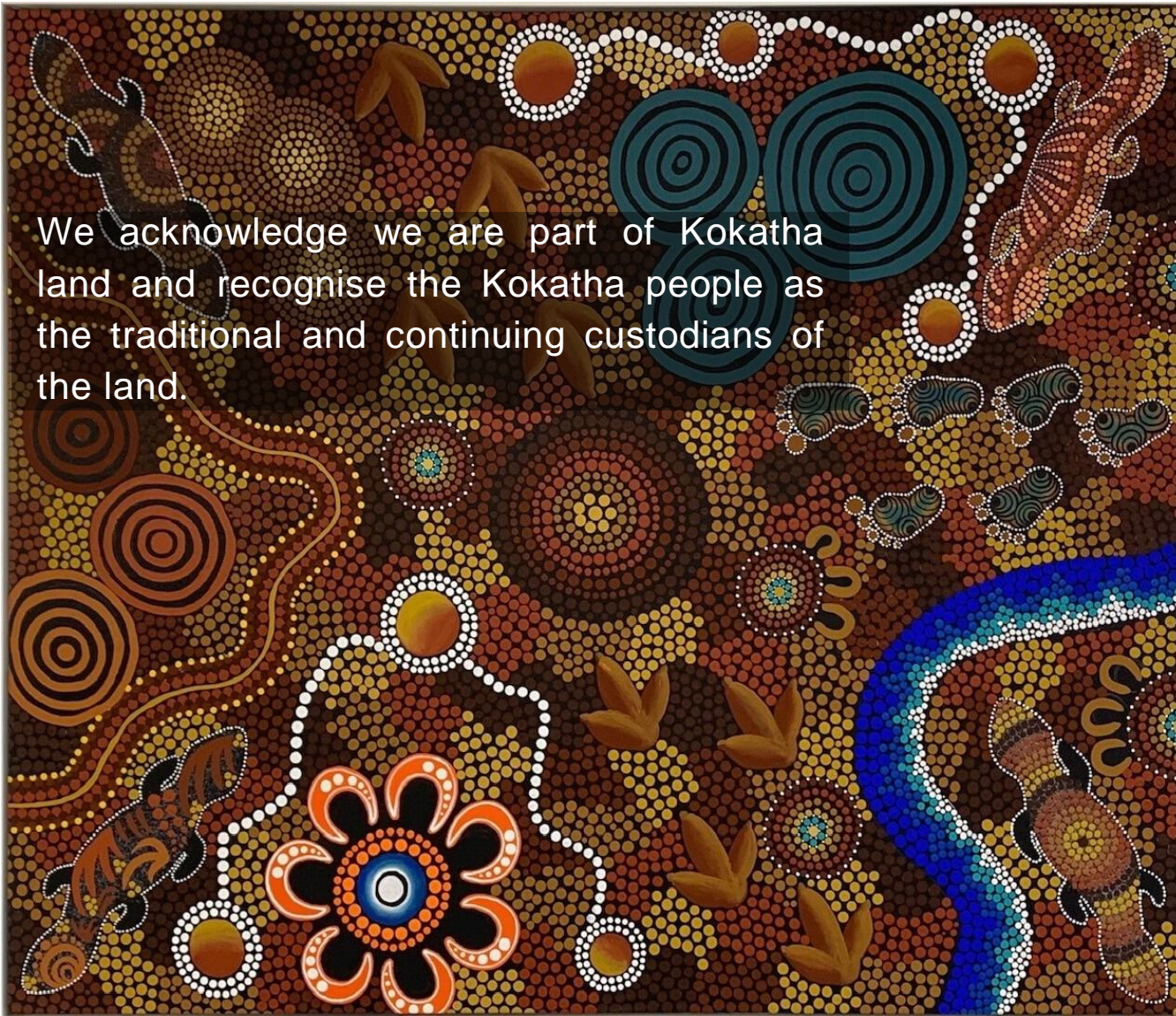
**Strategic Plan
2021-2025**

Municipal Council of Roxby Downs
Australia's most highly regarded mining town

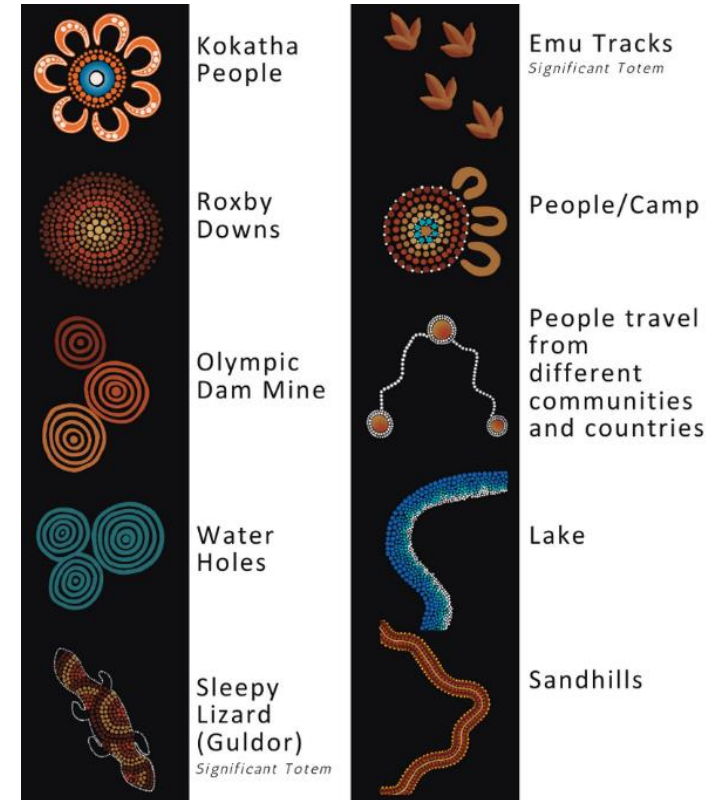


Acknowledgement of Traditional Owners

We acknowledge we are part of Kokatha land and recognise the Kokatha people as the traditional and continuing custodians of the land.



Legend explaining the elements of the Kokatha painting



This painting represents Roxby Downs, the Kokatha traditional owners are welcoming people from different communities and countries that come to Roxby Downs to live, work, visit or pass through.

INTRODUCTION

The Municipal Council of Roxby Downs is pleased to present the Strategic Plan 2021-2025. It is the overarching document that guides Council's planned operational activities and priorities over the next 5 years.

At the time of compiling the Plan, the COVID-19 pandemic has markedly impacted the Australian community at every level.

As the focal point of contact within the community, Council recognises the key role it plays in supporting local businesses and community during this extraordinary time and the future impacts it may have,

Council will support important strategic priorities that will position Roxby Downs for the recovery and the future beyond the pandemic with prudent strategic investment to ensure sustainability and resilience are at the forefront of our approach and thinking.

This plan is a dynamic document that Council will review from time to time. As we better understand the impact of COVID-19 on the medium and short-term future, and the changing and emerging needs of the community, Council will further evolve and adapt its organisational response in line within the strategic framework and themes that we have proposed.

The Plan shares Council's aspirations and our approach to achieving the best outcomes for the community. We will continue to focus on the factors that contribute to the quality of life of our residents, enhancing our customer service and value proposition and the sustainability of our assets.

The community's remote location, fluid population (\approx 20% churn per year) and interdependence with BHP's Olympic Dam operations mean that there are many external influences outside of Council's control. Having a plan that accommodates shifting priorities is critical for success. For this reason, the time horizon for this Plan is only 5 years.

Content for this Plan has been informed by the extensive consultation that occurred in the development of the Roxby Downs Community Development Plan 2020-2022. The Strategic Plan presented a further opportunity for community consultation prior to consideration and adoption by Council.

In Roxby Downs we recognise that change is constant. As a result Council has evolved into a flexible, responsive and resilient organisation. We look forward to working with the community, BHP, State Government and key stakeholders to achieve the aspirations and purposes outlined in this Plan.

Geoff Whitbread
Administrator

ROXBY DOWNS – OUR STORY

Forty years ago, Roxby Downs was a mere speck on the map, an isolated pastoral station in outback South Australia, on the traditional lands of the Kokatha people.

Then, on 5 November 1976, a twin-engined Baron flew in from the south, after lifting off from Adelaide Airport some 90 minutes earlier. Aboard were some of Western Mining's most senior executives.

They were on their way to the Pedirka Basin in the State's far north, where a new oil exploration program had begun. Roxby Downs was simply a convenient stop over and an opportunity to look at the latest drill core from the company's copper exploration project.

When they landed, they saw laid out for them at the airport, row upon row of drilling core sample trays, with clear indications of shiny copper sulphides going for more than 200 metres.

But finding the ore deposit that would become Olympic Dam was just the beginning. The State Government still needed to pass an agreement, or indenture, allowing mining operations at the site to go ahead.

The Liberal government, which had negotiated the Olympic Dam indenture, didn't have a clear majority in Parliament and the Labor opposition rejected the Bill.

Fortunately, Labor MP Norm Foster recognised the development was essential, and indicated that if the Bill was resubmitted, he'd vote for it by crossing the floor, which he did the next day.

On 21 June 1982, the Roxby Downs (Indenture Ratification) Act was signed, providing the legal framework for operations to begin at Olympic Dam. The course of Roxby Downs' future changed forever.

The newly built town of Roxby Downs opened just over five years later, with an official celebration at the main oval on 5 November 1988.

South Australia's newest town was well equipped with high-quality infrastructure and leisure facilities, providing a comfortable lifestyle for the workers at the Olympic Dam operations.

Today, Roxby Downs continues to be a modern oasis in the desert, with a thriving, vibrant community of around 4500 residents. The town also provides crucial services to another 1500 Olympic Dam workers, who are either FIFO (Fly In Fly Out) or DIDO (Drive In Drive Out).

The Olympic Dam operations, which are now owned by BHP, underpinned the South Australian economy as the COVID-19 pandemic swept across the world. Despite the global uncertainty, BHP recorded its best year for gold and copper production at Olympic Dam. Copper production increased by 20 per cent to 205,000 tonnes last financial year. This was up from 172 kilotons of copper in the 2020 financial year, which was 7 per cent up on 2019. It also achieved record gold production of 146,000 ounces in FY21.

The results bode well for the future of South Australia's resource sector, which currently accounts for half of all the State's exports and drives innovation and employment. Most of SA's mining operations and resources exploration occur in the far north region. Our district produces 77 per cent of that region's total economic output, valued at over \$1.2 billion per annum. Gross Regional Product (GRP) per capita in Roxby Downs is \$90,000, compared to South Australia's Gross State Product (GSP) per capita of \$58,300.

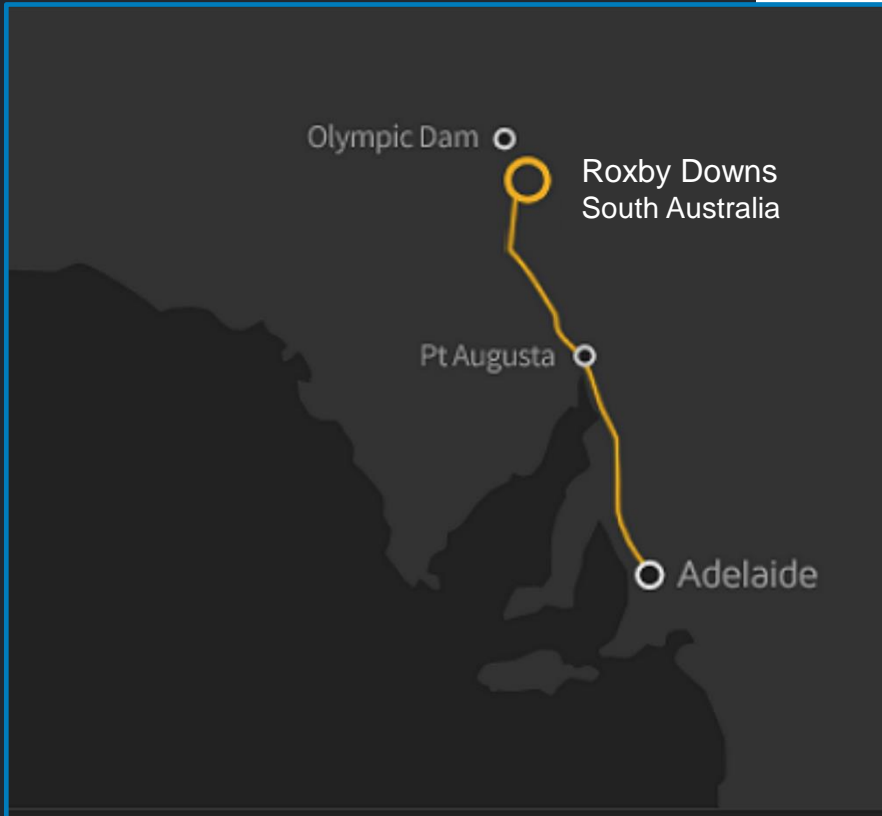
Roxby Downs consistently retains close to full employment. The town has a high percentage of young families, with one of the highest per capita birth rates in Australia. Mining and ancillary services dominate Roxby Downs' employment.

To see what life is like in Roxby Downs, click on the link: <https://www.youtube.com/watch?v=YJAJp0peEhI>

ROXBY DOWNS IN FOCUS

- Australia's most highly regarded mining town.
- Gateway to the Outback experience. Service centre to BHP's Olympic Dam operations (10km) bringing excellent prospects for employment and career opportunities.
- Young, vibrant community:
 - average age of 30 years.
 - 1000 children school-aged or below.
- Quality residential housing and attractive, safe, family-oriented living environment.
- Year-round conditions ideal for outdoor activities.
- Accessibility:
 - Olympic Dam airport with direct flights to Adelaide (60 minutes).
 - Sealed road access to Adelaide (6 hours) and Port Augusta (2 hours, 45 minutes).
- Outstanding education (R-12) and health services, including hospital, medical centres, SA Ambulance and RFDS.
- Local police station.
- Contemporary sporting and community facilities.
- Playgrounds and off leash dog park.
- Central shopping area with supermarket and specialty shops.
- Roxby Link complex offering public access to pools, splash pad, library, community/ youth centre, cinema, art gallery, courts and a myriad of activities.
- Innovative model of community governance.

OUR COMMUNITY



Roxby Downs is located in outback South Australia, 560kms north-northwest of Adelaide. Covering an area of 110 square kilometres, the municipality operates as a service centre for BHP's Olympic Dam operations. Roxby Downs is also a regional hub for the nearby towns of Andamooka and Woomera, and neighbouring pastoral stations.

In addition to traditional municipal services, Council is also the authority responsible for delivering the town's power and water supply through purchasing contracts with BHP.

Due to the highly mobile nature of employment within the mining and resources sector and with a strong Fly In Fly Out (FIFO)/Drive In Drive Out (DIDO) workforce, a high population turnover in Roxby Downs is a constant factor. This transience creates both challenges and opportunities for Council's operations.

The community's unique demographic composition, with a high proportionate representation of children and low numbers of senior citizens, means there is a corresponding focus on facilities and services for the younger age groups. However, Council recognises the importance of addressing the needs of all people in our community and continues to develop appropriate programs and facilities that cater for all ages.



≈4,500

Estimated resident population with a transient population* of approximately 500 persons
**(FIFO/DIDO workers)*

30 years

Median age of resident population

≈30%

Number of children and young people aged under 18 years

STRATEGIC PLANNING FRAMEWORK

The Strategic Plan is the overarching document that guides Council's work priorities, group plans and individual performance plans.



STRATEGIC PLAN

2021-25



- Regional Public Health Plan
- Asset Management Plan
- Long Term Financial Plan
- Community Development Plan



- Annual Budget
- Annual Business Plan



- Quarterly Budget Reviews
- Operational Plans
- 6 Month Report Cards

PRODUCTIVITY

Council utilises a range of key performance indicators and benchmarking data to support decision-making and to evaluate performance.

REPORTING

Council uses quantitative, financial and qualitative and non-financial measures to analyse and assess performance against specified objectives. Regular reporting includes:

- Quarterly financial reviews to Council and the Independent Audit Committee.
- Annual Report and a range of statutory reports to government agencies (eg: Essential Services Commission of South Australia (ESCOSA), Environment Protection Authority (EPA), SA Health).
- 6 Monthly Report Card.
- Council reports, social and audio media.
- Frequent consultation with the Department of Energy and Mining and BHP.

COMMUNITY FOUNDATIONS



LEADERSHIP & GOVERNANCE

An organisation that has a culture of accountability, improvement and acts with a set of shared values and behavioural standards.



HEALTH & WELLBEING

A place that provides services and facilities to assist our community to achieve positive wellbeing outcomes.



COMMUNITY VIBRANCY

A vibrant, active, inclusive and engaging community that fosters connections between community members.



ENVIRONMENT & SUSTAINABILITY

A town which respects its natural heritage and offers practical initiatives that benefit the community and preserve the environment.



ECONOMIC DEVELOPMENT

Provide efficient services to the business sector which will contribute to its success in our local economy.



INFRASTRUCTURE & ESSENTIAL SERVICES

Provide quality, contemporary, value for money community assets and services. We will focus on sustainable infrastructure and essential services.



COMMUNITY SERVICES

The needs of our diverse community are supported by the delivery of responsive and relevant community services.



COMMUNICATION

Timely and consistent professional communication that engages community, business and other stakeholders. Facilitate opportunities for comment and input in decision-making.

OUR ASPIRATION, VALUES & GUIDING PRINCIPLES

OUR ASPIRATION

Australia's most highly regarded mining town.

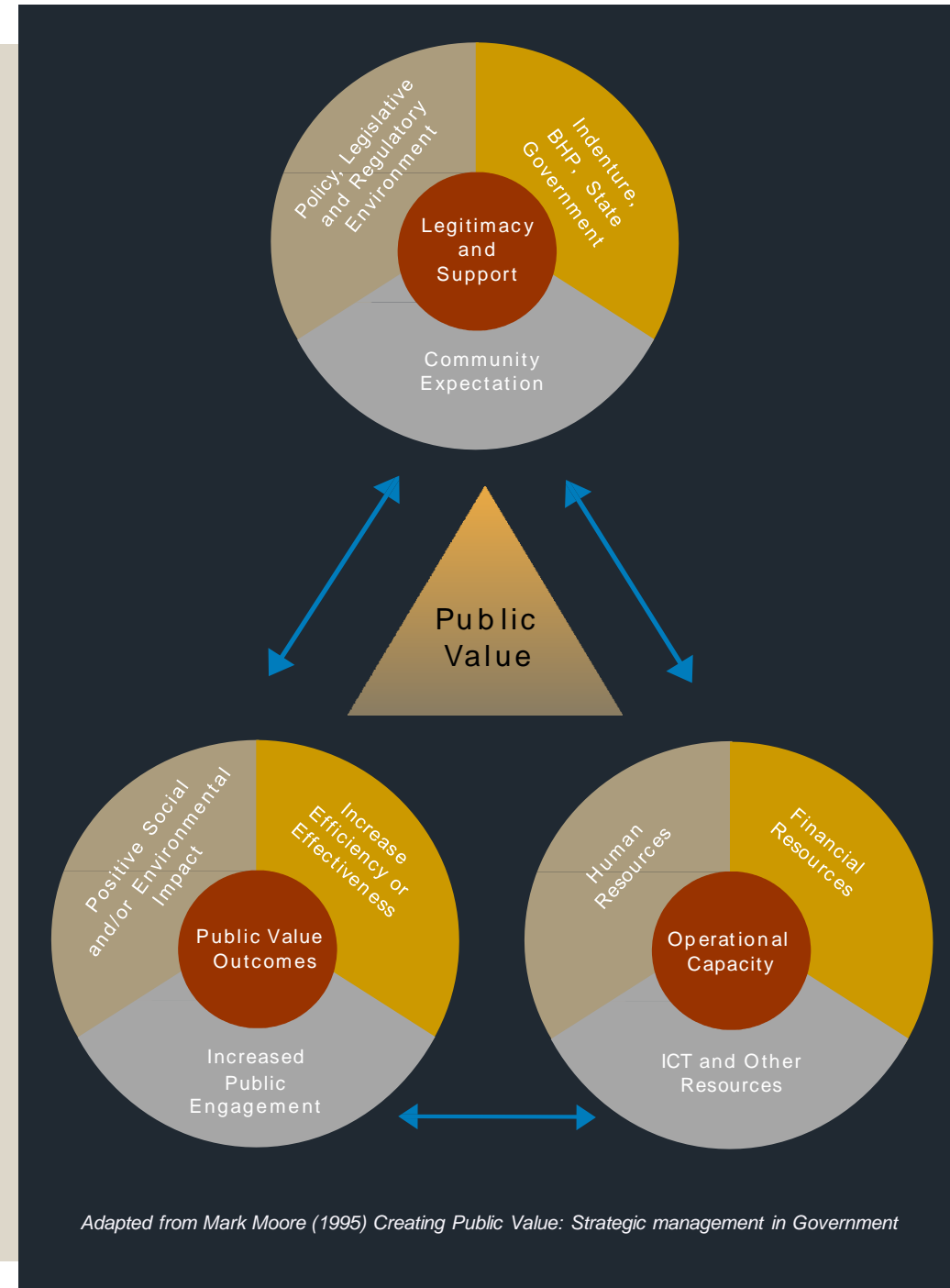
OUR PURPOSE

To work with the community to plan, develop and create a township environment that is engaging, and enriches the lives of the community.

OUR VALUES AND PRINCIPLES

As an organisation we will:

- Act with integrity and take ownership of, and responsibility for, our decisions.
- Treat everyone with fairness and respect. We value diversity and appreciate everyone's strengths.
- Take pride in delivering value to our community.
- Engage with our community through collaboration, understanding and inclusivity.
- Strive for continuous improvement in all our operations and seek creative solutions.
- Meet the changing needs and priorities of our community and continue to build organisational and community resilience.
- Adopt the public value model in our decision making, as depicted in the following figure.



LEADERSHIP AND GOVERNANCE



COMMUNITY FOUNDATION: An organisation that has a culture of accountability, improvement and acts with a set of shared values and behavioural standards.

Strategies

- LG1 We will provide accountable and transparent decision-making.
- LG2 We will ensure systems are in place to manage risk.
- LG3 We will use a range of communication tools to improve how information is shared, how we engage with our community and understand its needs by seeking feedback.
- LG4 We will work with the Roxby Downs community, BHP and other stakeholders to progress community aspirations.
- LG5 We will work with the Kokatha community to recognise the Traditional Owners' connection to the land.
- LG6 We will assist in developing an environment that values good leadership and delivery.

Desired Outcomes

- Leadership builds and promotes a positive organisational culture and guides all aspects of Council's operations.
- A community that is well informed, connected and has the opportunity to voice its views.
- A responsive and adaptive Council.
- Council conducts operations in an efficient and financially sustainable way, with strong governance that maximises equitable use of its assets.
- Community has confidence and trust in Council to deliver services in a cost-effective way.



Key Challenges

- High population turnover.
- Competition for staff increases workforce turnover and restricts access to suitably qualified staff.
- Economy of the town is intrinsically reliant on the Olympic Dam operations.
- No increase in housing stock which results in a static rate base.

Key Opportunities

- Promote value for money and community benefits in all activities.
- Promote the town's liveability as a key determining factor and choice for prospective workers for Olympic Dam.
- Provide leadership in our successes to help surrounding communities.
- Seek engagement with similarly located regions.

HEALTH AND WELLBEING



COMMUNITY FOUNDATION: A place that provides services and facilities to assist residents to achieve positive wellbeing outcomes.

Strategies

HW1 We will support community engagement and participation in determining evidence-based local solutions for physical and emotional wellbeing outcomes.

HW2 We will provide facilities and services that will improve the health and wellbeing of the community.

HW3 We will provide facilities and develop programs that encourage people to participate in physical activity and develop social connections.

HW4 We will work with key stakeholders and community partners to advocate for more community health services.

HW5 We will promote and develop healthy and active living opportunities.

Desired Outcomes

- Residents have the opportunity to engage in community life, feel safe and have a positive outlook for the future.
- Our community facilities and venues continue to be of high quality, are well utilised and encourage healthy activity.
- Our community has access to a wide range of sport and recreation and leisure opportunities.
- The community enjoys a unique, vibrant and quality lifestyle.
- Open spaces and public spaces provide for diverse activity and strengthen social connections.



Key Challenges

- Reliance on visiting specialists and allied health professionals to deliver health services in Roxby Downs.
- Transport barriers to attend specialist appointments in Adelaide (particularly at short notice) due to lack of access to flights, cost, and limited options.
- No public transport available locally.

Key Opportunities

- Advocacy with key stakeholders for delivery of health and wellbeing-based initiatives.
- Adaption to greater use of technology for consultations and delivery of programs.
- Augmentation of trail network with outdoor fitness stations.

COMMUNITY VIBRANCY



COMMUNITY FOUNDATION: A vibrant, active, inclusive and engaging community that fosters connections between community members.

Strategies

- CV1 We will support engagement in volunteering and will create volunteering opportunities that capitalise on the experience, skills and expertise of our residents.
- CV2 We will deliver and support initiatives that encourage community participation across all age groups to increase the connectedness and active engagement among members of the community.
- CV3 We will recognise diversity and support opportunities for social inclusion and engagement ensuring access and equity principles, so that all residents are able to participate in community life regardless of their diversity or ability.
- CV4 We will work with the Kokatha Aboriginal Corporation to ensure local indigenous arts, culture and heritage are represented in the community.
- CV5 We will recognise and celebrate our community's achievements.



Desired Outcomes

- A strong sense of place and identity.
- A welcoming community that acknowledges and celebrates diversity.
- To build social capital within our region.
- Assist young people to feel inspired and develop their capabilities by participating in community activities.
- Optimising utilisation of facilities.

Key Challenges

- High population turnover impacts on the sustainability of community groups and availability of volunteers for programs and events.
- Maintaining dynamic and interesting programs.

Key Opportunities

- Expand quality public arts initiatives.
- Welcome packs for new residents.
- Increased engagement and participation in new activities.
- Online delivery of events and programs.

ENVIRONMENT AND SUSTAINABILITY



COMMUNITY FOUNDATION: A town that respects its natural heritage and offers practical initiatives to benefit the community and preserve the environment.

Strategies

- ES1 We will investigate and explore opportunities and technologies which support a circular economy, minimising waste and optimising recycling and reuse.
- ES2 We will optimise water usage for amenity horticulture through establishment of wastewater reuse and efficient irrigation methods.
- ES3 We will set standards to support environmentally sustainable building designs, including public amenities.
- ES4 We will educate and support local residents in making environmentally responsible decisions.
- ES5 We will develop an open spaces framework to support the development and growth of safer, greener spaces that foster community activity and wellbeing.
- ES6 We will develop a climate change policy.
- ES7 We will develop a horticulture plan and planting compendium to suit the arid climate.
- ES8 We will engage in thriving and resilient partnerships that allow Council to provide a wide variety of climate and environmental opportunities.

Desired Outcomes

- A community that cares for the environment and acts sustainably.
- Quality open space which is attractive, well-used and improves livability.
- Develop a sustainable and climate resilient township.



Key Challenges

- Adapting to climate change.
- Extreme weather events becoming more frequent.
- Reduction in endemic flora and fauna.

Key Opportunities

- Innovation to lead the way for geographically remote communities.
- Partnering with researchers to develop environmentally sustainable solutions to alternative remote recycling and waste management systems.
- Exploring renewable technologies in the development of alternative power generation and storage to reduce the community's carbon footprint.

ECONOMIC DEVELOPMENT



COMMUNITY FOUNDATION: Provide efficient services to the business sector which will contribute to its success in our local economy.

Strategies

- ED1 We will build economic networks and relationships based on issues of common interest with the local business sector, Regional Development Australia, other councils and State and Federal Governments.
- ED2 We will support local business development and will prioritise local purchasing.
- ED3 We will continue to advocate for improved transport services to provide better and more affordable access.
- ED4 We will continue support for the Visitor Information Centre at Roxby Link.

Desired Outcomes

- A community working together to achieve its potential.
- Roxby Downs is a location of sustainable population growth.
- Assist existing and new businesses to grow and prosper.
- Local unemployment remains low.
- A resilient local economy with sustainable businesses, where new business activity and entrepreneurship is encouraged.
- Roxby Downs is a place that supports lifelong learning and personal and professional development.



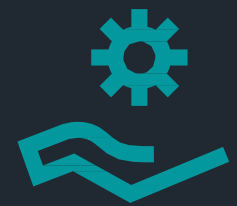
Key Challenges

- Residents converting to FIFO/DIDO rosters which impacts on housing and local business.
- Reliance on mining as the principal economic driver.
- Closure of local retail businesses.
- Higher costs of living and business operation costs.

Key Opportunities

- Investigate the development of a business incubator space.
- Encourage small business start-ups and co-working spaces to establish an active street presence.
- Promote utilisation of vacant shops and spaces.
- Work with local schools to develop pathways to local employment.
- Enhance Richardson Place precinct through removal of obsolete signage and installation of public art.

INFRASTRUCTURE AND ESSENTIAL SERVICES



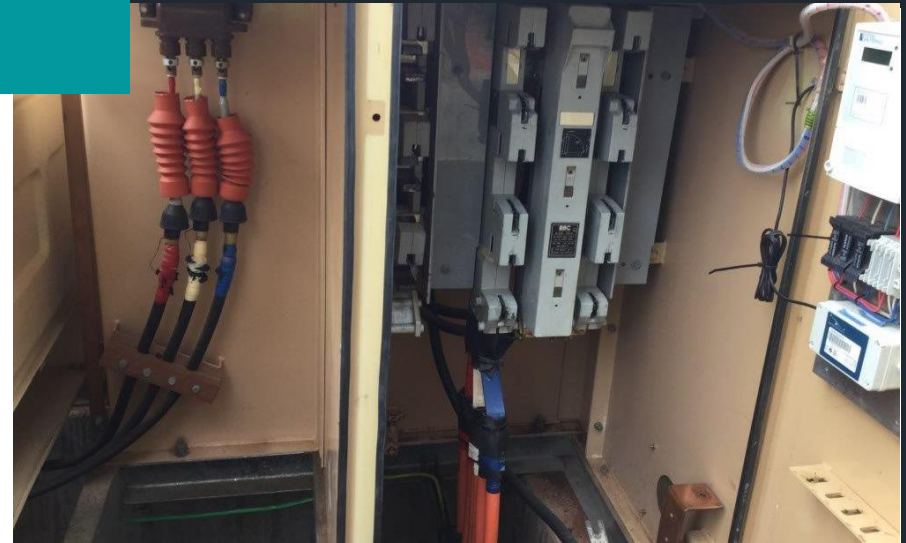
COMMUNITY FOUNDATION: Provide quality, contemporary, value for money community assets and services. We will focus on sustainable infrastructure and essential services.

Strategies

- IES1 We will provide quality, reliable and cost-efficient water supply and sewerage infrastructure and services.
- IES2 We will maintain reliable and cost-efficient power supply, infrastructure and services.
- IES3 We will provide a framework that encourages value-based innovation and ensures strong alignment between infrastructure investment, sustainability and economic imperatives.
- IES4 We will provide cost and functionally efficient and aesthetically appealing public buildings and amenities that complement our natural outback environment.
- IES5 We will maintain a road and footpath network that supports safe walking, cycling and vehicle travel.

Desired Outcomes

- A thriving sporting, arts and cultural sector supported by quality facilities.
- Ensure community facilities meet current and future needs and are well utilised.
- Our community is satisfied with:
 - ✓ water supply and quality.
 - ✓ waste management services and resources.
 - ✓ sewerage collection and disposal.
 - ✓ power supply and quality.
 - ✓ the way Council's assets are managed.



Key Challenges

- Critical reliance on BHP for the supply of electricity and water.
- Contracting out traditional municipal works and the availability of a competitive qualified market.
- Ensuring infrastructure is progressively maintained and upgraded to address the demands and pressures of harsh environmental conditions.

Key Opportunities

- Greater application of new technology.
- The expansion of the Roxby Downs light industrial area to allow existing businesses to grow and to attract new businesses.

COMMUNITY SERVICES



COMMUNITY FOUNDATION: The needs of our diverse community are supported by the delivery of responsive and relevant community services.

Strategies

- CS1 We will review and continually improve library services to ensure they meet changing community needs and expectations.
- CS2 We will recognise the needs of people with disabilities through the implementation of a Disability and Inclusion Access Plan.
- CS3 We will work with BHP and other community stakeholders to develop programs that support the community's social and wellbeing needs.
- CS4 We will continue to work with the community to take collective action on social and community issues which are important to them.
- CS5 We will advocate for increased locally based community services.
- CS6 We will support youth to access personal development and training opportunities.
- CS7 We will consult with the community and emergency and health services to identify emerging personal and public safety issues.



Desired Outcomes

- Residents feel safe, healthy and connected.
- Youth are supported with programs and services.
- The community is inclusive and accessible for all.

Key Challenges

- Balancing the cost of community services with social benefits.
- Sudden demographic change arising from Olympic Dam operations.
- In-migration of grandparents and people ageing with no corresponding aged care services to support them.
- Periodic influx of Olympic Dam workers, which places pressure on local resources.
- Connecting with a transient population.

Key Opportunities

- Working with BHP and other stakeholders on mutually beneficial initiatives that support the community.
- Leveraging government grants and other funding sources to support the establishment and sustainability of new community services and programs.

COMMUNICATION



COMMUNITY FOUNDATION: Timely and consistent professional communication that engages community, business and other stakeholders. Enable opportunities for comment, and input in decision-making.

Strategies

- CC1 We will proactively communicate mechanisms and opportunities for community and stakeholder engagement, comment, input and involvement in Council decision-making processes.
- CC2 We will provide targeted, relevant and consistent communication in a timely and professional manner.
- CC3 We will communicate Council's brand, function and identity, facilitating an enhanced understanding of the role of Council.
- CC4 We will promote the Roxby Downs township to the community, potential residents and visitors.



Desired Outcomes

- Enhanced understanding of the resources, services and opportunities that are available in the local community.
- Community feeling that residents have a genuine opportunity to provide input and contribute to a range of Council decisions.
- That Council's role in community life is valued.

Key Challenges

- High population turnover due to the transient nature of the community.
- The diverse demographics of the community and the need to take into account a broad range of stakeholder needs and perceptions.
- Investment of resources to drive internal communications, to ensure a consistent and accurate flow of information to the community.

Key Opportunities

- Increasing technological opportunities to engage interactively with the community.

Appendix 1

CURRENT AND FUTURE PROJECTS

LEADERSHIP & GOVERNANCE

- Community Plan, Strategic Plan, and Long Term Financial Plan 2021-2031
- Risk Management Plan 2020
- ICT Plan 2020
- Enterprise Bargaining 2020-2023
- New Development Control Procedures
- Public Planning and Design Code
- Internal Audit Program
- Service/function Reviews

HEALTH AND WELLBEING

- Pump Track
- Skate Bowl
- Multipurpose Sporting Facility Changerooms
- Netball Courts
- Basketball Half-court

COMMUNITY VIBRANCY

- Kokatha Engagement
- Community Events Program
- Business Plan for Roxby Link

ENVIRONMENT AND SUSTAINABILITY

- Horticultural – Landscape Master Plan
- Climate Change Policy
- Bush Tucker Project
- Solar Panels – Council buildings
- Future Waste Management Strategy
- Waste Management Contract

ECONOMIC DEVELOPMENT

- Recreational Vehicle (RV) Park
- BHP Managed projects:
- Airport Upgrade BHP
 - BHP Village 3
 - BHP ODRS Implications
 - Expansion of Light Industrial Park
 - Expansion of Heavy Industrial Park

INFRASTRUCTURE AND ESSENTIAL SERVICES

- Town Power Supply Balance
- Sewer Ponds Oxygenation
- Augment Treated Waste Water
- Asset Management Project
- Roxby Power & Roxby Water Business Plans

COMMUNITY SERVICES

- Public Health Plan (Adoption and Implementation)
- Disability Access and Inclusion Plan

COMMUNICATIONS

- Website Redesign and upgrade
 - Corporate Branding Project
 - Signage Integrations
 - Communications Strategy Review
-



Kokatha Artists - Shirley, Lee and Jennifer Williams

ROXBY COUNCIL

Young Vibrant Community

ROXBY LINK

ROXBY POWER

ROXBY WATER

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