

CITY OF



MITCHAM

**STRATEGIC PLAN
2008 - 2012**

DRAFT

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Message from the Mayor and Chief Executive Officer

Council's vision of being a safe, healthy, tolerant, prosperous and sustainable City forms the foundation upon which we can build a framework for the achievement of our goals and objectives. This foundation is articulated in Council's Strategic Plan 2008-2012.

As well as identifying key issues and priorities, our Strategic Plan addresses a number of key challenges for Local Government. Now more than ever Councils will be measured by their ability to address issues of ageing infrastructure, declining resources and greater demands for service delivery, both from the community and from other levels of Government. We must also provide leadership in forging partnerships with other Councils and with State and Federal Government. Mitcham Council's goals of economic and environmental sustainability, building stronger communities and improving quality of life for all its residents align closely with those of the State Government's Strategic Plan.

The 2008-2012 Strategic Plan builds on and expands the 2004-2008 Plan. Continuity is maintained in that Council's Vision 2030 and Mission remains unchanged. This new Strategic Plan sets out a series of outcomes and strategies to better facilitate the achievement of Council's long term vision. It is a means of ensuring day to day activities are consistently focused on the issues of most importance for Council and the community, while ensuring that sustainability is a guiding principle of the plan.

Plans are ineffective without participation, involvement and commitment. In recognition of this, in devising this Plan, Council has undertaken a comprehensive program of public consultation, workshops and surveys with the community, Elected Members and Council staff. The result is a reflection of the diverse range of interests, aspirations and priorities of all stakeholders.

While the Strategic Plan clearly articulates Council's direction for the next four years, we recognise that in order to maintain relevance and stay focused in an ever changing environment, the plan must be a living document. Continuing communication and consultation, regular review and analysis will be undertaken to achieve this.

We would like to express our appreciation for the enthusiasm and engagement of all those residents, Council staff and Elected Members who have helped to create this Strategic Plan. We commend it to you and look forward to working in partnership with you to implement the strategies and ensure we achieve our vision.

About Mitcham

Traditional Custodians

We acknowledge the Kurna as the traditional custodians and caretakers of the land known as Tarndanyangga country which means "The place of the Red Kangaroo Dreaming."

The Kurna people's rich cultural heritage and spiritual beliefs still connects their people with this land and we welcome a new relationship with the living members of their community today.

Our History

The City of Mitcham took its name from Mitcham Village which was established in 1840 on the banks of Brownhill Creek on land owned by the South Australian Company. Mitcham Village in turn was named after Mitcham in Surrey, England - now part of the London Borough of Merton.

Proclaimed in May 1853 under the District Councils Act 1852, Mitcham is one of the oldest councils in South Australia.

Within the Council area is the Garden Suburb of Colonel Light Gardens, now a proclaimed State Heritage Area. It became the site in 1924 for 700 homes of the State's Thousand Homes Scheme - a scheme which aimed to provide affordable homes to working class families.

Mitcham slowly changed from a largely rural area in the early 1900s where it was characterised by small farms, large estates and a number of stately homes. By the mid 1950s a significant industrial area was established along South Road, and development had greatly intensified in the Mitcham Hills.

Mitcham is now a thriving City, valued for its proximity to the City, the hills and the sea.

Our Environment

Mitcham covers some 75 square kilometres, extending from Cross Road in the north to the Sturt River in the south, and from Mount Barker Road in the east to South Road in the west.

The Hills Face Zone provides a backdrop for the City, which is characterised by a clearly defined area of hills and plains. There are large areas of open space, especially in the foothills, some containing disused quarries, and the City is renowned for its leafy streetscapes.

Mitcham is in the catchment area for both Brownhill Creek and the Sturt River.

Vigilance is required by both Council and landholders regarding the potential bushfire risk in the Mitcham Hills.

Who We Are

There are 64,282 people living in the City of Mitcham (Australian Bureau of Statistics, Census of Population and Housing, 2006). Of the population 34% live in the hills and 66% live in plains of the City. The highest percentage of people fall into the 35-49 year age group. The highest percentage of people fall into the 35-49 year age group.

When compared with the Adelaide Statistical Division (ASD), Mitcham has a similar proportion of people in the younger age groups (0-17 years) - 21% of the population compared with 20%.

However there is a larger proportion of people in the older age groups (60+) - 23% compared with 20% for the ASD. The highest percentage of people aged 70 years and over live in the west of the City.

Another major difference between the age structure of Mitcham and the ASD is a smaller percentage of 25-34 year olds - 11% compared with 13%.

Approximately three-quarters of the population of Mitcham is Australian born. Of those residents born overseas 11% come from non-English speaking backgrounds compared with 13% for the ASD.

Mitcham is a well educated community with 36% of the population having a diploma, degree or higher qualification compared with 22% for the ASD.

Mitcham is a relatively wealthy community with 27% of households earning a "high" income and 16% earning a "low" income. This compares with 18% and 22% respectively for the ASD.

This is a reflection of the occupations of the employed members of the community, where 46% of employed people are professionals or managers compared to 32% for the ASD.

Statistics derived from the Australian Bureau of Statistics, Census of Population and Housing, 2006

How the Plan Works

Council's Strategic Plan 2008 – 2012 outlines the medium term strategic directions for achieving the long term vision for Mitcham.

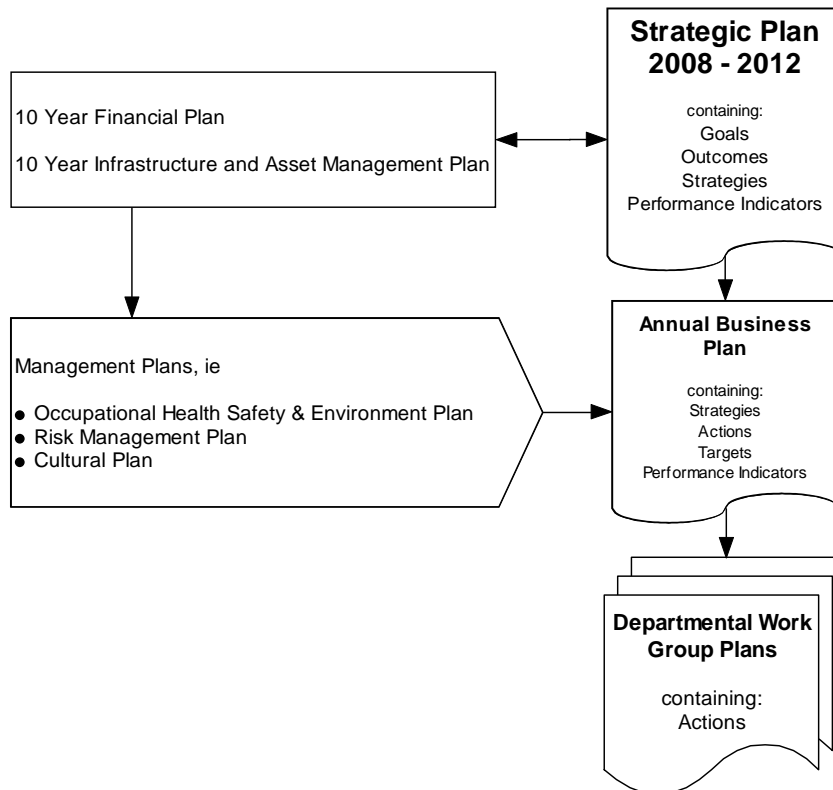
The Strategic Plan establishes four broad goal areas with an emphasis on contributing to long-term sustainability. Under each goal area is a series of outcomes. The way in which the outcomes will be measured is indicated in Attachment 1.

Under each outcome in the Strategic Plan are a series of strategies that guide Council's Annual Business Plan and Budget. The Annual Business Plan details targets and performance indicators for each strategy. Progress against these targets will be reported annually and used to drive performance improvements.

The Strategic Plan guides Council's Long Term Financial Plan and soon to be completed Infrastructure and Asset Management Plan. Together this suite of plans informs Council's other management plans.

Council has, in preparing the Strategic Plan, had regard to specific targets set out in South Australia's Strategic Plan (Attachment 2).

Strategic Planning Framework



Vision 2030

A safe, healthy, tolerant and prosperous community, living and working in harmony with the environment.

Mitcham in 2012

In four years time we aim to be closer to achieving our Vision 2030 – and by 2012 we look forward to living in a City where:

- Open space, parks, natural environs and streetscapes are functional, visually attractive and valued for their use of local plant species, conservation of natural resources and the provision of footpaths, bicycle paths, recreational areas and public art.
- Roads, footpaths, drains and other infrastructure and assets are in good condition and provide for a range of functions including the safe movement of goods and people and protection from extreme weather events including flooding and bushfire.
- Access between the hills and plains and to the City and sea is improving and the community has better access to sustainable transport options and a range of centralised and well-utilised facilities and services.
- Healthy lifestyles are a way of life and more people are physically active, participate in their community and know their neighbours, creating a strong sense of community pride, spirit, cohesion, safety and well-being.
- People are attracted from near and far to access our educational institutions and to enjoy what our local parks, events and businesses have to offer.
- Development that is environmentally sustainable and respects our local history, character and heritage is becoming the norm and there is growing community support for a variety of housing types.
- Council is recognised as being progressive, forward thinking, financially sustainable, a good place to work and is in touch with the needs of its community.

Council Mission

Recognising that it is the custodian of the community's social, environmental, economic, heritage and cultural assets, Council will meet its obligations to future generations to improve the quality of life and respond equitably, efficiently and effectively to the changing needs of the community.

Values & Principles

The values and principles which guide all decisions of Council and which are reflected in the Strategic Plan can be summarised as follows:

Accountability: We will provide opportunities for community members to participate in and influence the decision making processes which affect their lives

Honesty and Integrity: We will act with honesty and integrity and with respect for the individual

Social Justice: We will seek to encourage and maintain social inclusiveness and promote fair and equitable access to resources and opportunities for all residents.

Collaboration: We will demonstrate leadership, innovation and responsiveness in maximising opportunities for enhanced cooperation and resource sharing with other levels of government, Councils and the community.

Sustainability: We will ensure sustainability and ecological integrity is an integral part of all planning and decision making processes of Council.

Continuous Improvement: We are committed to the pursuit of excellence in all our activities and consistently strive to identify better ways of delivering services and meeting Council's objectives.

Health and Safety: We will create a safe workplace culture for our employees and the community

Outline of Strategic Plan Goals, Outcomes and Strategies

GOAL 1. ECONOMIC SUSTAINABILITY	
Outcome	Strategy Area
Financial Sustainability	Financial Management
	Resource Sharing
	External Grants
	Public Private Partnerships
Asset Management	Asset Maintenance
	Asset Renewal
	New Assets
	Asset Rationalisation
Supportive Business Environment	Active Business Networks
	Enhance the City as a Destination
	Community Employment

GOAL 2. ENVIRONMENTAL SUSTAINABILITY	
Outcome	Strategy Area
Sustainable Development	Built Environment
	Accessible City
	Vibrant Streetscapes
	Local Character and Heritage
	Open Space
	Integrated Stormwater Management
Biodiversity Protection	Biodiversity Corridors
	Native Vegetation and Pest Plants and Animals
Conservation of Natural Resources	Reduce Greenhouse Emissions
	Climate Change Response
	Secure Water and Energy Supplies
Waste Minimisation	Reduce Waste
	Waste Collection
	Pollution Prevention

GOAL 3. COMMUNITY SUSTAINABILITY	
Outcome	Strategy Area
Life Long Learning	Library Services
	Education and Learning
	Community Information
Community Participation	Volunteering
	Community Involvement
	Consultation and Engagement
Connected People and Places	Activity Centres
	Cohesive Community
	Community Facilities and Services
	Housing Diversity
Vibrant and Creative Community	Celebrate Our Community
	Community Capacity Building
	Community Development
Improved Health and Well-being	Community Health and Safety
	Community Care
	Recreation, Leisure and Sport
	Emergency Management

GOAL 4. ORGANISATIONAL EXCELLENCE	
Outcome	Strategy Area
Leadership	Public Relations
	Representative and Accessible Council
	Corporate Sustainability
	Organisational Development
Responsible Government	Legal Services
	Contracts
	Management of Risk
	Health and Safety
	Compliance
Quality Services	Decision Making
	Internal Systems
	Internal Collaboration
	Performance Improvement
	Customer Focus
	Council Operations
Employer of Choice	Diverse and Flexible Workforce
	Council Image
	Staff Recognition
	Personal Development

Goal 1. Economic Sustainability

To meet the critical economic challenges facing local government and provide and maintain the asset base required to ensure community well-being

Outcome 1.1 **Financial Sustainability: *Responsible and sustainable management of financial resources***

- Strategy 1.1.1** Financial Management: Ensure the long term financial sustainability of Council
- Strategy 1.1.2** Resource Sharing: Pursue opportunities for cost effective sharing of resources, facilities and services
- Strategy 1.1.3** External Grants: Seek grants to support Council activities, and to assist community groups and businesses operating in the City
- Strategy 1.1.4** Public Private Partnerships: Investigate opportunities for appropriate Council partnerships with the private sector

Outcome 1.2 **Asset Management: *Effective and long-term management of Council assets***

- Strategy 1.2.1** Asset Maintenance: Undertake regular, timely and cost effective maintenance of Council assets
- Strategy 1.2.2** Asset Renewal: Replace, refurbish or reconstruct assets to maintain acceptable service levels
- Strategy 1.2.3** New Assets: Develop or acquire new assets to support improved and cost effective service delivery
- Strategy 1.2.4** Asset Rationalisation: Improve or dispose of under-utilised assets and re-invest proceeds into improved community assets

Outcome 1.3 **Supportive Business Environment: *Strong, diverse and sustainable business sector***

- Strategy 1.3.1** Active Business Networks: Engage with business and trading groups to address their policy and infrastructure needs
- Strategy 1.3.2** Enhance the City as a Destination: Promote Mitcham's image as a great place to shop, work, live, visit, discover and enjoy
- Strategy 1.3.3** Community Employment: Collaborate with business, government and non government organisations on employment opportunities and programs

Goal 2. Environmental Sustainability

To ensure the sustainability of natural resources and the built environment necessary for a healthy community and economy

Outcome 2.1 Sustainable Development: *Urban development that enhances environmental, social and cultural well-being*

- Strategy 2.1.1** Built Environment: Promote development that is excellent in design and environmental performance
- Strategy 2.1.2** Accessible City: Utilise a range of urban design, infrastructure and transport management activities to improve community access to services and facilities
- Strategy 2.1.3** Vibrant Streetscapes: Ensure streetscapes are attractive, functional and sustainable
- Strategy 2.1.4** Local Character and Heritage: Maintain and enhance local character and heritage of the built and natural environment
- Strategy 2.1.5** Open Space: Ensure there is sufficient accessible open space that meets a range of community and environmental needs
- Strategy 2.1.6** Integrated Stormwater Management: Renew, maintain and upgrade stormwater infrastructure to protect the community, enhance the natural environment and conserve water resources

Outcome 2.2 Biodiversity Protection: *Protected and enhanced natural habitats and ecosystems*

- Strategy 2.2.1** Biodiversity Corridors: Expand areas of indigenous vegetation in Council reserves, and enhance waterways, linear reserves and vegetation corridors
- Strategy 2.2.2** Native Vegetation and Pest Plants and Animals: Seek partnerships to preserve and enhance remnant vegetation and control pest plants and animals

Outcome 2.3 Conservation of Natural Resources: *Sustainable management and efficient use of natural resources and energy*

- Strategy 2.3.1** Reduce Greenhouse Emissions: Promote and implement cost effective measures to mitigate and offset greenhouse emissions
- Strategy 2.3.2** Climate Change Response: Plan for and respond to climate change and its impacts on our community
- Strategy 2.3.3** Secure Water and Energy Supplies: Advocate for and undertake water and energy reduction and the development of alternative supplies

Outcome 2.4 Waste Minimisation: *Cost effective waste management that maximises social and environmental benefits*

- Strategy 2.4.1** Reduce Waste: Promote and practice waste minimisation and maximise resource recovery, reuse and recycling
- Strategy 2.4.2** Waste Collection: Effectively plan and manage the collection, recycling and disposal of Council and community waste
- Strategy 2.4.3** Pollution Prevention: Undertake educational, enforcement and regulatory activities to minimise pollution

Goal 3. Community Sustainability

To improve well-being and create a strong sense of community that builds capacity and promotes participation

Outcome 3.1 Life Long Learning: *A community that is informed and responsible for their own learning*

- Strategy 3.1.1** Library Services: Provide diverse learning opportunities through targeted and accessible library services
- Strategy 3.1.2** Education and Learning: Collaborate with educational providers to encourage and promote life long learning
- Strategy 3.1.3** Community Information: Embrace Council's role as a key source of community information

Outcome 3.2 Community Participation: *An engaged and participative community*

- Strategy 3.2.1** Volunteering: Encourage a diverse range of people to volunteer, and provide appropriate training, support, recognition and opportunities for them to participate
- Strategy 3.2.2** Community Involvement: Encourage and support, through education, information and incentives, people becoming more involved in their local community
- Strategy 3.2.3** Consultation and Engagement: Use proactive and innovative ways to inform, engage and involve the community

Outcome 3.3 Connected People and Places: *A strong sense of community in our neighbourhoods*

- Strategy 3.3.1** Activity Centres: Develop centres with a concentration of multipurpose facilities in locations central to infrastructure, services and public transport
- Strategy 3.3.2** Cohesive Community: Support initiatives that enhance community inclusiveness, reduce social isolation and provide the opportunity for people to come together
- Strategy 3.3.3** Community Facilities and Services: Provide or facilitate community access to a range of vibrant and well utilised government and non-government facilities and services
- Strategy 3.3.4** Housing Diversity: Seek to develop and advocate for a variety of housing options

Outcome 3.4 Vibrant and Creative Community: *A supportive, inclusive and celebrated community*

- Strategy 3.4.1** Celebrate our Community: Celebrate community spirit, cohesiveness, diversity and achievements
- Strategy 3.4.2** Community Capacity Building: Take a leadership role in developing people's skills and abilities to increase the community's capacity to effectively plan, manage and improve their quality of life
- Strategy 3.4.3** Community Development: Advocate for and provide access to programs and facilities that address the needs of all, especially young people and an ageing community

Outcome 3.5 Improved Health and Well-Being: *A community that is healthy, safe and prepared for emergencies*

- Strategy 3.5.1** Community Health and Safety: Promote, through urban design, education and regulation, a healthy and safe environment
- Strategy 3.5.2** Community Care: Improve community access to social, community care and health services
- Strategy 3.5.3** Recreation, Leisure and Sport: Optimise the use of publicly accessible open space and facilities to achieve health, leisure, relaxation and physical activity benefits
- Strategy 3.5.4** Emergency Management: Ensure Council fulfils its roles in emergency management, planning, preparedness, response and recovery

Goal 4. Organisational Excellence

To ensure the way we govern promotes the equitable and sustainable distribution of resources now and into the future

Outcome 4.1 Leadership: *An organisation recognised for a culture of leadership, continual learning and high performance*

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| Strategy 4.1.1 | Public Relations: Generate goodwill between Council, the community and stakeholders |
| Strategy 4.1.2 | Representative and Accessible Council: Encourage an Elected Body which proactively communicates with and represents the diverse interests of the community |
| Strategy 4.1.3 | Corporate Sustainability: Show leadership by taking a long term and strategic approach to planning and integrating sustainability into Council business |
| Strategy 4.1.4 | Organisational Development: Build an organisation that embraces change and provides a cooperative working environment |

Outcome 4.2 Responsible Government: *A professional, effective, resilient and accountable organisation*

- | | |
|-----------------------|---|
| Strategy 4.2.1 | Legal Services: Preserve Council's and the community's legal interests and serve to influence policy and legislative changes |
| Strategy 4.2.2 | Contracts: Ensure procurement and delivery of goods and services is undertaken in an open, fair and transparent manner |
| Strategy 4.2.3 | Management of Risk: Model best practice in risk management to minimise risks to Council, its workforce and the community |
| Strategy 4.2.4 | Health and Safety: Engage with the workforce to optimise the health, safety and welfare of people at work |
| Strategy 4.2.5 | Compliance: Meet-Council's legislative obligations and increase community awareness through education and enforcement activities |
| Strategy 4.2.6 | Decision Making: Ensure effective decision making through strategic planning and policy development within a consultative framework |

Outcome 4.3 Quality Services: *High quality, cost-effective and customer-focused Council services*

- Strategy 4.3.1** Internal Systems: Provide a range of best practice technologies and corporate systems to assist employees to perform their roles
- Strategy 4.3.2** Internal Collaboration: Improve internal communication and collaboration and build relationships between staff and Elected Members
- Strategy 4.3.3** Performance Improvement: Review services to drive organisational performance improvements
- Strategy 4.3.4** Customer Focus: Provide high levels of customer service for internal and external stakeholders
- Strategy 4.3.5** Council Operations: Provide an appropriate and sustainable level of resources to enable the provision of services to the community

Outcome 4.4 Employer of Choice: *Committed and skilled staff operating in a cohesive organisation to achieve community outcomes*

- Strategy 4.4.1** Diverse and Flexible Workforce: Attract and retain quality employees by providing an industry competitive work environment that promotes work/life balance
- Strategy 4.4.2** Council Image: Promote Council as a good place to work and develop a career
- Strategy 4.4.3** Staff Recognition: Motivate, recognise and reward staff for good performance
- Strategy 4.4.4** Personal Development: Encourage and assist staff to reach their full work and personal potential

ATTACHMENTS

Attachment 1. Performance Indicators

Goal 1. Economic Sustainability

To meet the critical challenges facing local government and build the asset base required to ensure community well-being

	Outcome	Explanation	Indicator
1.1	Financial Sustainability	<i>Responsible and sustainable management of financial resources</i>	Financial sustainability rating published by Fiscal Star
1.2	Asset Management	<i>Effective and long-term management of Council assets</i>	Capital expenditure on assets (renewal of assets) as a percentage of depreciation expense (rate of consumption)
1.3	Supportive Business Environment	<i>Strong, diverse and sustainable business sector</i>	Number of registered ABNs in the City

Goal 2. Environmental Sustainability

To protect our environment and ensure the sustainable use of natural resources necessary for a healthy community and economy

	Outcome	Explanation	Indicator
2.1	Sustainable Development	<i>Urban development that enhances environmental, social and cultural well-being</i>	Percentage of the community with positive perceptions of the built form for environmental, social and cultural well-being
2.2	Biodiversity Protection	<i>Protected and enhanced natural habitats and ecosystems</i>	Area of biodiversity reserves as a percentage of the total area of open space
2.3	Conservation of Natural Resources	<i>Sustainable management and efficient use of natural resources and energy</i>	Tonnes of greenhouse emissions (carbon dioxide equivalent) from Council and community activities
			Total electricity, gas, fuel and mains water use
2.4	Waste Minimisation	<i>Cost effective waste management that maximises social and environmental benefits</i>	Tonnes of kerbside and corporate waste to landfill

Goal 3. Community Sustainability

To improve well-being and create a strong sense of community that builds capacity and promotes participation

	Outcome	Explanation	Indicator
3.1	Life Long Learning	<i>A community that is informed and responsible for their own learning</i>	Percentage of the community satisfied with communications from Council
3.2	Community Participation	<i>An engaged and participative community</i>	Percentage of the community satisfied with Council's consultation with residents
3.3	Connected People and Places	<i>A strong sense of community in our neighbourhoods</i>	Percentage of the community with positive perceptions of community and place
3.4	Vibrant and Creative Community	<i>A supportive, inclusive and celebrated community</i>	Percentage of the community with positive perceptions of the quality of life within Mitcham
3.5	Improved Health and Well-Being	<i>A community that is healthy, safe and prepared for emergencies</i>	

Goal 4. Organisational Excellence

To ensure the way we govern promotes the equitable and sustainable distribution of resources now and into the future

	Outcome	Explanation	Indicator
4.1	Leadership	<i>An organisation recognised for a culture of leadership, continual learning and high performance</i>	Percentage of the community satisfied with Council's overall performance
4.2	Responsible Government	<i>A professional, effective, resilient and accountable organisation</i>	Percentage of outcomes within Council's Annual Business Plan achieved
4.3	Quality Services	<i>High quality, cost-effective and customer focused Council services</i>	Percentage of the community satisfied with the overall range and quality of Council services
4.4	Employer of Choice	<i>Committed and skilled staff operating in a cohesive organisation to achieve community outcomes</i>	Level of staff job satisfaction

Attachment 2. Relationship to South Australian Strategic Plan

The South Australian Strategic Plan establishes targets to be achieved by the whole of South Australia. While Council has not adopted the State targets, the tables that follow indicate where Council's strategic directions contribute to their achievement.

	Council Direction	South Australian Strategic Plan Target
ECONOMIC SUSTAINABILITY	Outcome 1.2 Asset Management	T1.21 Strategic infrastructure: Match the national average in terms of investment in key economic and social infrastructure.
	Outcome 1.3 Supportive Business Environment	T1.2 Competitive business climate: Maintain Adelaide's rating as the least costly place to set up and do business in Australia and continue to improve our position internationally.
	Strategy 1.3.1 Active Business Networks	T4.8 Broadband usage: Broadband usage in South Australia to exceed the Australian national average by 2010, and be maintained thereafter.
	Strategy 1.3.2 Enhance the City as a Destination	T1.15 Tourism industry: Increase visitor expenditure in South Australia's tourism industry from \$3.7 billion in 2002 to \$6.3 billion by 2014.
	Strategy 1.3.3 Community Employment	T1.11 Unemployment: Maintain, equal or lower than the Australian average through to 2014.
		T1.12 Employment participation: Increase the employment to population ratio, standardised for age differences, to the Australian average.
T6.15 Learning or Earning: By 2010 increase the number of 15-19 year olds engaged fulltime in school, work or further education/training (or combination thereof) to 90%.		
ENVIRONMENTAL SUSTAINABILITY	Outcome 2.1 Sustainable Development	T3.7 Ecological footprint: Reduce South Australia's ecological footprint by 30% by 2050.
	Strategy 2.1.1 Housing Diversity	T3.14 Energy efficiency – dwellings: Increase the energy efficiency of dwellings by 10% by 2014.
		T6.7 Affordable housing: Increase affordable home purchase and rental opportunities by 5 percentage points by 2014.
	Strategy 2.1.2 Accessible City	T3.6 Use of public transport: Increase the use of public transport to 10% of metropolitan weekday passenger vehicle kilometres travelled by 2018.
	Outcome 2.2 Biodiversity Protection	T3.1 Lose no species: Lose no known native species as a result of human impacts.
	Strategy 2.2.1 Biodiversity Corridors	T3.2 Land biodiversity: By 2010 have five well-established biodiversity corridors aimed at maximising ecological outcomes particularly in the face of climate change.
	Outcome 2.3 Conservation of Natural Resources	T3.9 Sustainable water supply: South Australia's water resources are managed within sustainable limits by 2018.
	Strategy 2.3.1 Reduce Greenhouse Emissions	T3.5 Greenhouse gas emissions reduction: Achieve the Kyoto target by limiting the state's greenhouse gas emissions to 108% of 1990 levels during 2008-2012, as a first step towards reducing emissions by 60% (to 40% of 1990 levels) by 2050.
	Strategy 2.3.3 Secure Water and Energy Supplies	T3.12 Renewable energy: Support the development of renewable energy so that it comprises 20% of the state's electricity production and consumption by 2014.
		T3.13 Energy efficiency – government buildings: Improve the energy efficiency of government buildings by 25% from 2000-01 levels by 2014.
Outcome 2.4 Waste Minimisation	T3.8 Zero waste: Reduce waste to landfill by 25% by 2014.	

Council Direction		South Australian Strategic Plan Target
COMMUNITY SUSTAINABILITY	Strategy 3.1.2 Education and Learning	T6.15 Learning or Earning: By 2010 increase the number of 15-19 year olds engaged fulltime in school, work or further education/training (or combination thereof) to 90%.
	Strategy 3.2.1 Volunteering	T5.6 Volunteering: Maintain the high level of volunteering in South Australia at 50% participation rate or higher.
	Strategy 3.4.1 Celebrate our Community	T5.8 Multiculturalism: Increase the percentage of South Australians who accept cultural diversity as a positive influence in the community.
	Outcome 3.5 Improved Health and Well-Being	T2.4: Healthy South Australians: Increase the healthy life expectancy of South Australians by 5% for males and 3% for females by 2014.
	Strategy 3.5.1 Health and Safety	T2.8: State-wide crime rates: Reduce victim reported crime by 12% by 2014.
		T2.9: Road safety – fatalities: By 2010, reduce road fatalities to less than 90 persons per year.
		T2.10: Road safety – serious injuries: By 2010 reduce serious injuries to less than 1000 per year.
Strategy 3.5.3 Recreation, Leisure and Sport	T2.3 Sport and recreation: Exceed the Australian average for participation in sport and physical activity by 2014.	
ORGANISATIONAL DEVELOPMENT	Strategy 4.1.2 Representative and Accessible Council	T5.3 Members of Parliament: Increase the number of women in Parliament to 50% by 2014; Number of women elected to local government
		T5.5 Local government elections: Increase voter participation in local government elections in South Australia to 50% by 2014.
	Strategy 4.2.4 Health and Safety	T1.4 Industrial relations: Achieve the lowest number of working days lost per thousand employees of any state in Australia by 2014.
		T2.11: Greater safety at work: Achieve the nationally agreed target of 40% reduction in injury by 2012.
	Strategy 4.2.6 Decision Making	T1.8 Performance in the public sector - government decision-making: Become, by 2010, the best performing jurisdiction in Australia in timeliness and transparency of decisions which impact the business community (and maintain that rating).
	Outcome 4.3 Quality Services	T1.7 Performance in the public sector - customer and client satisfaction with government services: Increase the satisfaction of South Australians with government services by 10% by 2010, maintaining or exceeding that level of satisfaction thereafter.
		T1.9 Performance in the public sector - administrative efficiency: Increase the ratio of operational to administrative expenditure in state government by 2010, and maintain or better that ratio thereafter.
	Strategy 4.4.1 Diverse and Flexible Workforce	T2.12 Work-life balance: Improve the quality of life of all South Australians through maintenance of a healthy work/life balance.
Strategy 4.4.4 Personal Development	T6.23 Women: Have women comprising half of the public sector employees in the executive levels (including chief executives) by 2014.	