



**City of Broadmeadows
Draft Community Plan**

1992/93 - 1994/95



COMMUNITY PLAN

STATEMENT OF PURPOSE



The purpose of the Broadmeadows City Council is to manage, develop and enhance the quality of life of the community and to encourage people to participate in building a better future.

GUIDING PRINCIPLES

Economics -

- We will continually evaluate and monitor all possible means of improving our financial position.
- We will allocate financial resources to meet our organisational aims and overall strategies.

Service Delivery -

- We will provide quality services, both physical and human, in all areas of our operation.
- We will assist in facilitating and co-ordinating the provision of services to meet a broad range of community needs.
- We will recognise the diversity of groups in our community.

Identity -

- We will ensure a high level of achievement in the management of the City.
- We will keep the community at large and other levels of government informed of initiatives taken within the City.
- We will actively promote the positive aspects of Broadmeadows.
- We will strongly represent our community at State and Federal Government levels.

Environment -

- We will ensure that the provision and development of Council's facilities reflects the needs of the Community and enhances the amenity of the City.
- We will ensure that developments in the City will be sympathetic to other environmental considerations.
- We will promote and encourage appropriate development while protecting and enhancing the amenity of the City and its environs.

Community Participation and Representation -

- We will seek and encourage the involvement of the community in our activities.
- We will ensure that our decisions reflect the needs of the community.

Resources Management -

- We will recognise staff as a major resource of the City.
- We will encourage development and job satisfaction.
- We will make the most appropriate use of Council facilities.

Leadership and Co-Ordination

- We will fulfill a leadership and co-ordination role on issues affecting our community.

GOAL - CITY GOVERNMENT



To provide responsive, accountable leadership and representation by effectively managing the organisation and its resources to meet its purpose and goals.

Strategies

- 1 Develop a program to enhance understanding of the roles, responsibilities and protocols of Council and Councillors within the organisation and the community.**
- 2 Review and maintain corporate policies and procedures to facilitate delegation of decision-making to the most appropriate level within the organisation.**
- 3 Monitor and review the structure, functions and meeting cycle of the Council committee and advisory committee system to maximise efficiency and responsiveness in decision-making and policy development.**
- 4 Present a detailed report on the outcomes of the Referendum for the implementation of triennial elections.**
- 5 Develop a Public Relations program for effective communication with the community, and enhance the working relationship and image between the Council, individual Councillors and the staff.**
- 6 Review and enhance the information program to inform and educate the public about Council programs and issues.**
- 7 Review and improve the customer service program to incorporate guidelines, protocols, practices, standards and appropriate training.**
- 8 Establish the rationale, processes and protocols, as a set of guidelines for conducting community consultation.**

GOAL - CITY GOVERNMENT



- 9 **Review the organisational structure in the light of changing corporate goals and programs taking account of spans of control, levels of hierarchy, co-ordination of functions and services, multi-skilling and career path opportunities.**

- 10 **Develop and maintain modern management processes for the organisation which lead to a professional and co-ordinated approach, high standards, equity and ethics, accountability in management and which increases staff morale, motivation, commitment and opportunities.**

- 11 **Develop, implement and maintain strategic planning and budgeting at all levels featuring a clear relationship between corporate goals, operational plans and resource allocation.**

- 12 **Advocate for appropriate Legislation to meet both municipal and local needs.**

- 13 **Establish policies, standards and procedures to ensure compliance with relevant legislation, regulations and codes of practice.**

- 14 **Maximise interaction with adjoining Councils and promote active participation with representatives and outside agencies/bodies to ensure representation, resource sharing and advocacy on matters of mutual benefit.**

- 15 **Provide opportunities for Councillors to participate in Training & Development programs.**

GOAL - SERVICE PROVISION



To enable the provision of a broad range of services and programs of the highest possible quality that strive to meet the needs and the aspirations of the community.

Strategies

- 1** **Establish Service Plans for the next 3-5 years, whereby the social, physical and economic needs of the community are analysed, prioritized, developed and implemented within agreed services that are performance-targetted and monitored on a regular basis.**
- 2** **Improve planning, management, resource sharing and structures in line with efficient and effective management techniques and the corporate goals.**
- 3** **Undertake resource-sharing with adjoining municipalities, other agencies and private sector organisations to maximise opportunities of mutual benefit.**
- 4** **Establishing a marketing program to encourage full access, utilisation and multi-use of Municipal services and facilities.**

GOAL - ASSETS & RESOURCES



To manage, develop and improve the human, physical and financial resources and make best use of assets to secure the sustainable future of the City.

Strategies

- 1 Establish an improved assets management system identifying the assets, maintenance, operating cost and useful life.
- 2 Establish a process to review the short, medium and long-term property, plant and equipment requirements as a basis for rationalising the property holdings and assets of the Council.
- 3 Review rents hire rates and fees for all Council property and assets to achieve an appropriate return from both internal and external customers.
- 4 Review program responsibilities, funding structures and staff resources to implement a prioritised maintenance plan for Council properties and assets.
- 5 Develop a comprehensive financial management plan including the up-grading of financial and budgetting Systems.
- 6 Investigate alternative sources of financing for all of Council programs and services.
- 7 Develop and annually review a five-year Capital Works Program which takes account of the ongoing costs of operating and maintaining these capital items.
- 8 Develop a Debt Management Plan which reconciles Council's level of borrowings with the capital infrastructure needs within the community.
- 9 Analyse and implement equitable rating alternatives under the Local Government Act.

GOAL - ASSETS & RESOURCES



- 10 **Develop a human resources plan which identifies needs and facilitates policies, processes, practices and competitive conditions and benefits which ensure that organisational performance and productivity is enhanced through the employment, development and retention of the number and quality of employees required to achieve Council's goals and objectives.**
- 11 **Implement industrial relations strategies which encourage consultative decision-making and organisational co-operation based upon the respective roles of all parties.**
- 12 **To develop and maintain a risk management plan which limits risk to the public and staff.**
- 13 **Develop a Management Information Services program which maximises the use of changing technology, methods and systems to provide management and the Council with the necessary information to assist in the achievement of the organisation's goals.**

GOAL - ENVIRONMENT



To conserve, improve and encourage the appropriate use of the natural and built environment for the enjoyment, pleasure and benefit of the community.

Strategies

- 1 Establish an environmental strategy plan which details Council's priority areas for involvement in environmental management.

Conservation Strategy
Environment Strategy

- 2 Promote community involvement in environmental issues through the development of educational programs which promote awareness and a sense of responsibility.
- 3 Participate in regional, statewide and national environmental planning and management initiatives.
- 4 Utilize legislative powers to enhance and protect the local environment, amenity, health and well-being of the community.
- 5 Develop waste management initiatives and services that embody the principles of waste minimisation, cost equity and environmental responsibility.

GOAL - ECONOMIC DEVELOPMENT



To encourage balanced growth of the City by promoting opportunity for additional employment and economic development.

Strategies

- 1** Prepare an economic development strategy which takes into account the following:

 - Encouraging a greater range of commercial and industrial activities, particularly in growth areas such as office employment, the services sector and "hi-tech" industries;**
 - Encouraging appropriate industries which are relatively employment-intensive;**
 - The costs/benefits of Council establishing a policy for the provision of incentives attracting developers and businesses to locate in Broadmeadows in preference to other Municipalities;**
 - Facilitating the expansion of educational facilities and programs within the City to increase the tertiary education participation levels of young people within the municipality and to improve residents' skills;**
 - Developing strategies for creating economic opportunities at the Tullamarine and Essendon Airports and for other appropriate businesses;**
 - Formulating a marketing program which promotes the economic advantages of investing in Broadmeadows.**
- 2** Review existing retail shopping configurations, including 'strip' and neighbourhood' areas, and evaluate desirable future forms of retail shopping development including the District Centre and Municipal Precinct.
- 3** Implement a program which allows for the regular exchange of ideas between Council and the local business community.

GOAL - ECONOMIC DEVELOPMENT



- 4 **Encourage economically-viable development opportunities which provide a broader employment base and range of services.**
- 5 **Initiating discussions with Government on de-centralisation of Government departments and offices within the Municipality**

GOAL - URBAN & SOCIAL DEVELOPMENT



To plan, design, co-ordinate and implement the social, urban, health and safety Infrastructure necessary for the enhancement of the physical, social and cultural Amenity of the Community.

Strategies

- 1 Research and develop comprehensive land use and development strategies at the Municipal and neighbourhood level taking into account community views and the need for economic and social development.
- 2 Develop procedures and guidelines for the consideration of social and economic impacts of developments, proposals and rezonings.
- 3 Monitor changing community needs and demographic profile so that the planning, provision and publicising of services is appropriate to the local area, having regard for ethnicity, age groups, socio-economic status, employment, disability and housing options.
- 4 Ensure that families and individuals have access to a range of human services, resources and facilities that respond to their needs in a flexible, appropriate and sensitive manner through:
 - . Clarification of roles and responsibilities;
 - . Establishing appropriate service levels;
 - . Provision of services to areas of priority;
 - . Maximising the use of community facilities;
 - . Developing multi-use of facilities;

GOAL - URBAN & SOCIAL DEVELOPMENT

. Identification of areas
of duplication;

. Co-operation and co-
ordination with other
agencies and local groups

- 5 **Develop and review annually the Municipal Public Health Plan.**
- 6 **Develop and maintain a Municipal Displan and Emergency Services Plan in co-operation with other emergency service providers.**
- 7 **Review the public open space requirements of the municipality which recognises the diversity, equity and range of community needs.**
- 8 **Lobby Federal and State Governments to secure the necessary funding to support an adequate level of community infrastructure provision.**
- 9 **Develop and maintain appropriate leisure and cultural activities that facilitates local opportunities for good health and well being**
- 10 **Develop processes and standards that ensure that services and activities provided by Council are able to be used by people with disabilities.**
- 11 **Provide support and advice to Council Committees of Management, community groups and other organisations that offer cultural, recreational, educational and leisure opportunities within the Municipality.**
- 12 **Develop a comprehensive road management program providing for effective construction maintenance and up-grading of roads and infrastructure.**
- 13 **Advocate to the government on public transport needs with the aim of ensuring that these are provided in a safe, affordable, attractive to use, responsive and equitable manner.**