

# GOOD GOVERNANCE FRAMEWORK



<i>Approval Body:</i>	Council
<i>Endorsement Date:</i>	14 December 2021
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<i>Current Version:</i>	1.0 Council documents change from time to time, and it is recommended that you consult the electronic reference copy on Casey Council's Website to ensure that you have the current version. Alternatively, you may contact Customer Service on 9705 5200.
<i>Compulsory Review Cycle:</i>	4 years
<i>Review Date:</i>	14 December 2025 It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Casey City Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.
<i>Responsible Department:</i>	Corporate Governance
<i>Relevant Legislation:</i>	<ul style="list-style-type: none"> <li>• <i>Local Government Act 2020</i></li> <li>• <i>Local Government (Casey City Council) Act 2020</i></li> <li>• <i>Freedom of Information Act 1982</i></li> <li>• <i>Privacy and Data Protection Act 2014</i></li> <li>• <i>Health Records Act 2001</i></li> </ul>
<i>Relevant Council Documents:</i>	<ul style="list-style-type: none"> <li>• Governance Rules</li> <li>• Code of Conduct for Councillors</li> </ul>
<i>Breaches:</i>	Nil
<i>ECM ID:</i>	13247586



## 1. Definitions

Key term	Definition
<i>Councillors</i>	Has the same meaning as the definition in the <i>Local Government Act 2020</i> . In accordance with the <i>Local Government (Casey City Council) Act 2020</i> , Casey City Council had three Administrators appointed.
<i>Council</i>	Has the same meaning as the definition in the <i>Local Government Act 2020</i> .
<i>Casey City Council</i>	Means Casey City Council as an organisation.
<i>Council officer</i>	Has the same meaning as the definition in the <i>Local Government Act 2020</i> .
<i>Mechanisms</i>	Means the system, process, document, practice that Council implements to ensure good governance is at the core of Council's work.
<i>The Act</i>	Means the <i>Local Government Act 2020</i> .
<i>The Casey Act</i>	Means the <i>Local Government (Casey City Council) Act 2020</i> .
<i>The Regulations</i>	Means the Local Government (Governance and Integrity) Regulations 2020.

## 2. Purpose and Intent

The public expect that Casey City Council is governed in a way that is to the highest standards of integrity, transparent, and conducted with good governance. This Framework outlines the mechanisms Casey City Council has or is currently embedding to ensure good governance is at the core of Casey City Council's work.

### 2.1. WHAT IS GOOD GOVERNANCE

Good governance is when Casey City Council has appropriate rules, processes, and policies in place to help Councillors and Council officers make and implement decisions. Good governance ensures that Casey City Council maintains ethical and legal standing, whilst still achieving organisational objectives.

Casey City Council is committed to achieving good governance, legislative compliance and to develop meaningful relationships with Councillors to optimise community outcomes.

While Casey City Council does not currently have elected Councillors, our three Administrators must perform all the functions, powers, and duties of the Casey City Council in accordance with both the Act and Casey Act.

According to Division 1 (s. 8) of the Act the role of a Council is to provide good governance in the municipal district for the benefit and wellbeing of the municipal community.

The Councillors have a statutory responsibility to represent all people that live, participate in, and invest within the municipality.

## 2.2. CASEY GOOD GOVERNANCE THEMES

In addition to the Governance Principles in the Act 9(2), the eight following themes are the foundation Casey City Council will use to establish good governance.

### **THEME 1: Casey City Council Direction and Leadership**

Casey City Council's direction as outlined in our Council Plan is guided by our community's needs and expectations which are determined through consultation. Consultation allows us to gain deeper insights from our community and informs the priority areas for Casey City Council to focus on over a four-year period. This means that Casey City Council can support the provision of relevant services, facilities, and infrastructure for our municipality.

### **THEME 2: Culture and Behaviour**

Casey City Council's shared leadership model contributes to the culture of the organisation by allowing employees the opportunity to be involved in decision-making, encouraging transparency, and providing a safe environment to share ideas, feedback, and autonomy. Every business unit at Casey City Council has developed expectations regarding behaviours to support the organisational values to dream big, empower each other, and make our community proud. This work identifies how employees' voices can be heard and contribute to the organisation vision.

### **THEME 3: Structure, Systems, and Policies**

Structures, systems, and policies ensure that our operations are streamlined, fair, accountable, informed and aligned to our community's vision. Often the community can engage with Casey City Council and provide feedback on key pieces of work.

### **THEME 4: Decision-making**

Under the Act, Casey City Council can make decisions on any matter of importance for the municipality. Decisions can be made by our Councillors at ordinary or extraordinary Council meetings. Councillors make decisions on strategic matters, however, may approve the CEO or Casey City Council officers to make decisions in line with the Act and under delegated authority. Casey City Council has developed Governance Rules which show how these decisions are made from a procedural perspective.

### **THEME 5: Communications and Community Engagement**

Engaging with our local community is important to Casey City Council. By engaging with Casey City Council, it helps us to understand what the community need and expect and clarifies what Casey City Council can provide in line with legislative and regulatory responsibilities. Casey City Council actively seeks feedback and engages with our community through Council meetings, public question time, social media platforms, Casey Conversations, the Casey City Council website, and through targeted community consultation campaigns.

## THEME 6: Capability

At Casey City Council we understand that our employees commence working with us with skills and capabilities, and that these can be developed over time.

## THEME 7: Risk and Compliance

Casey City Council provides over 60 services to the municipality while also enforcing federal and state laws. These services present their own risks and opportunities which must be considered, actively monitored, and managed for the benefit of our community. Local Government also has responsibilities under over 120 Acts and regulations. These responsibilities are relevant to specific functions and must be complied with.

In this time of innovation and change, Casey City Council encounters a range of risks that may threaten its ability to meet its objectives and faces positive opportunities that, if embraced in a considered and constructive manner, will greatly assist in improving service delivery and performance. Risk and opportunity management is the proactive management of these uncertain events.

## THEME 8: Monitoring and Review

Casey City Council monitors and reviews our systems, processes, and compliance so that we can be accountable for our work and if our mechanisms are found to not be effective, we adjust as required. Casey City Council frequently employs external specialists to conduct this work for us so that the recommendations are provided from an impartial person. These recommendations are then presented to the Audit and Risk Committee to see if they agree to the proposed recommendations.

### 2.3. The Mechanisms

Casey City Council has developed mechanisms to ensure that its integrity is of the highest order, enabling business to be conducted in compliance with legal and internal policy requirements including:

- legislative and common law requirements
- industry codes and organisational standards
- standards of good corporate governance
- risk management
- best practices
- ethics and integrity
- community expectations

Please see section three of this framework for further information about the procedures, policies, guidelines, frameworks, and rules have been developed to ensure there are appropriate systems to use as a platform for good governance at Casey City Council.

Good governance is integral to the operations and performance of every organisation. Casey City Council aims to implement good governance in order to deliver in both compliance and performance. Compliance and integrity are outcomes of an organisation meeting its obligations and is made sustainable by embedding it in the culture of the organisation and in the behaviour and attitude of people working for it.

While a best practice organisation maintains the rigorous independence of its governance, legal and audit functions, it must also ensure that compliance and integrity management is integrated with the organisation’s financial, risk, quality, environmental, and health and safety management processes and its operational requirements and procedures. Casey City Council is governed under various legislation including but not limited to the Act, *Privacy and Data Protection Act 2014*, *Health Records Act 2001* and the *Freedom of Information Act 1982*.

Casey City Council’s Governance Department is responsible for ensuring compliance with the Acts mentioned in this Framework and ensuring the highest standards of integrity and good governance are achieved by Council. Casey City Council’s Audit and Risk Committee plays a key role in ensuring oversight over Casey City Council business and public oversight.

### 3. What will be achieved through this Framework

To implement good governance across the organisation, Casey City Council has developed several mechanisms including documents, systems, and procedures. A summary of the mechanisms, their purpose and the review cycle have been identified below in and categorised by theme.

THEME1: COUNCIL DIRECTION AND LEADERSHIP			
Mechanism		Purpose	Review cycle
1.1	Budget	<p>The Budget reflects the first year of the Strategic Resource Plan. It describes the services, initiatives, and major initiatives to be funded, including service performance outcome indicators to help monitor performance.</p> <p>The Budget must contain financial statements and other information including capital works, human resources, grants and rating information.</p>	Annual
1.2	Communication Protocols	Will be reviewed as part of the Administrator and ELT Planning Workshop.	Annual
1.3	Council Annual Report	<p>The Annual Report outlines the Casey City Council's performance for the year as measured against the Council Plan and Budget. The Annual Report contains information about the Casey City Council’s achievements during the financial year including:</p> <ul style="list-style-type: none"> <li>• service performance indicator statement and results</li> <li>• achievement of major initiatives</li> <li>• governance and management checklist</li> <li>• financial statements.</li> </ul> <p>The financial statements and performance statement are audited at the end of the financial year by the Victorian Auditor-General's Office.</p>	Annual

1.4	Council Community Vision	Our Long-Term Community Vision 2031 is the Vision to – become a more connected, bold and resilient community –which focuses on how we will work with our community, key stakeholders, community organisations, surrounding municipalities and other levels of government.	In line with the Council Plan
1.5	Council Plan	<p>The Council Plan is a key medium-term strategic plan and should reflect the outcome of stakeholder and community engagement. The Council Plan describes the strategic objectives, ways to achieve the objectives, indicators for measuring progress and the resources required to implement the plan for at least four years.</p> <p>Council Plans are developed based on the feedback from our community engagement program. The program, called Shape Your City identified eight key themes that are our community’s priorities which we will focus on until 2025. These key themes have helped shape the strategic objectives and priorities set out in the Council Plan.</p>	Annual or within the period of six months after each general election or by 30 June, whichever is later.
1.6	Councillor Code of Conduct	Councillor Code of Conduct articulates clear roles and responsibility for each Councillor and the Mayor; each Councillor declares they will abide by the Code.	Upon Council Election
1.7	Good Governance Framework	<p>The public expect that the City of Casey Council is governed in a way that is to the highest standards of integrity, transparent, and conducted with good governance. This Framework outlines the mechanisms Casey City Council has or is currently embedding to ensure good governance is at the core of Casey City Council’s work.</p> <p>An annual review of the roles and responsibilities outlined in the Councillor Code of Conduct and the Good Governance Framework is required to ensure it is still relevant.</p>	Annual review and aligned with Council Elections
1.8	Organisational Strategy	The internal Organisational Strategy is the map of key capabilities the organisation requires to deliver on the promises and objectives outlined in the Council Plan.	Annual
1.9	Reflection and evaluation of behaviours	Reflection and evaluation of behaviours that have supported or hindered good governance at Casey.	Annual
1.10	Strategic Resource Plan	The Strategic Resource Plan is a rolling plan of at least four years and forms part of the Council Plan. The Strategic Resource Plan outlines the financial and non-financial resources that Casey City Council requires to achieve the strategic objectives described in the Council Plan. It must consider services and initiatives contained in any plan adopted by the council. It must	Annual

		also contain financial statements, statements of non-financial resources and other information such as capital works and human resource requirements.	
1.11	Domain Strategies	<p>The Domain Strategies describe the organisations strategic direction across five key domains. They are the:</p> <ul style="list-style-type: none"> <li>• Transformation Strategy</li> <li>• Environment Strategy</li> <li>• Economic Development Strategy</li> <li>• Infrastructure Strategy</li> <li>• Health and Wellbeing Strategy</li> </ul> <p>These documents will also be a way for Casey City Council to monitor progression towards the identified goals in the Organisational Strategy and Council Plan and keep us accountable as an organisation.</p>	As required or at a minimum of annual internal review cycles

THEME 2: CULTURE AND BEHAVIOUR			
Mechanism		Purpose	Review cycle
2.1	Councillor Code of Conduct	The Code of Conduct sets the standards of conduct, behaviour, and commitments of Councillors at the City of Casey.	Aligned with Council Elections
2.2	Code of Conduct for Council Officers	<p>Provides a framework for employees in relation to standards required of them in the ethical and professional performance of their duties. It describes the behaviours that exemplify of the City of Casey. It is a statutory requirement under the Act.</p> <p>This Code of Conduct applies to all members of the City of Casey workforce, including permanent, temporary, part-time, and casual employees as well as volunteers, agency employees, contractors working on-site, work experience students and graduate placements.</p>	4 years
2.3	Complaints handling processes	<p>Casey City Council’s complaint handling processes ensure there is an avenue for the community to provide feedback on their service. Complaints can be submitted through the Casey City Council website, email, post, in person, or over the phone.</p> <p>Casey City Council’s complaint handling process means submissions can be made about:</p> <ul style="list-style-type: none"> <li>• a City of Casey staff member</li> <li>• the quality of a service provided, an action taken, or decision made by the City of Casey or its contractor</li> <li>• a delay or failure in providing a service, taking an action, or a decision made by the City of Casey or its contractor</li> </ul>	4 years

2.4	Position Descriptions	Position descriptions help our workforce to identify the responsibilities and skills required for someone in that position.	As required
2.5	Shared Leadership model	<p>Our leadership approach is Shared Leadership. It supports us to be a transformational organisation, where our people leaders, as well as all our team members act together so that we are adaptable to a continuously evolving external environment.</p> <p>This helps us capture our big ideas, helps us stay connected, encourages us to act boldly and embrace challenges - and ultimately makes our community proud of our work.</p> <p>The key philosophies are:</p> <ul style="list-style-type: none"> <li>• Everyone does the thinking</li> <li>• Everyone takes the initiative</li> <li>• Leaders coach and empower</li> </ul>	As required
2.6	Staff engagement	Casey City Council conducts surveys across the organisation to determine what the culture is of Casey City Council at that point in time. The information collected is used to assess and improve the culture at Casey City Council.	As required

### THEME 3: STRUCTURES, SYSTEMS, AND POLICIES

Mechanism		Purpose	Review cycle
3.1	Endorsed Documents	<p>Casey City Council's Policies, and Frameworks are maintained through the internal Document Lifecycle Framework. Endorsed by either Councillors or our Executive Leadership Team. They are a way Casey City Council can communicate:</p> <ul style="list-style-type: none"> <li>• the legislation and regulation requirements Casey City Council and Councillors must comply with</li> <li>• who has the responsibility to make sure Casey City Council and Councillors comply with their responsibilities</li> </ul> <p>what measures allow Councillors to know if it was successful</p>	4 years or as per legislation and regulation requirements
3.2	Processes	<ul style="list-style-type: none"> <li>• To help our workforce, Casey City Council stores all processes in one system. These processes ensure our workforce know what to do, when to do it, and who has the authority to progress through a task.</li> </ul>	As required

3.3	Public Interests Disclosures Policy	Casey City Council recognises the value of transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal improper conduct. This policy outlines the way in which any individual, including members of the public, staff and Councillors can disclose information which enables the prevention of fraud and corruption.	4 years
3.4	Strategic Planning Framework	The Strategic Planning Framework is an internal document that shows the connections between our key documents, the inputs required and the expected outcomes.	As required
3.5	Develop Strategic Service Plans	To inform the Council Plan Actions, budget, and business plans.	As required

THEME 4: DECISION-MAKING			
Mechanism		Purpose	Review cycle
4.1	A strong Governance team and Governance processes	Casey City Council's governance team support Councillors, and the Casey City Council Officers to understand and comply with the Act and The Regulations. The governance team aim to be transparent, while respecting the provisions under relevant legislation and regulations.	As required
4.2	Delegations and Authorised Officers	<p>Delegations empower employees and committees with the authority to make binding decisions on behalf of their council. In the context of local government, delegation is the giving of decision-making power by Councillors and/or the CEO to members of Casey City Council staff.</p> <p>An authorised officer is a person, other than a Councillor, appointed by Casey City Council to carry out a compliance function or an enforcement function under legislation related to the functions and powers of the Casey City Council.</p> <p>Where Authorisations and Delegations have been made, the decision lies with the delegated officer and cannot be influenced by the stakeholders who initially delegated the powers.</p> <p>Casey City Council maintains a register for both delegations and authorised officers and updates it on a regular basis.</p>	As required
4.3	Evidence based decisions	Casey City Council officers conduct research engage with the community and refer to relevant legislation and regulations prior to proposing and making decisions. This information is often captured in reports and presented at Council Meetings for decisions.	Ordinary Council Meetings: Occur once a month

		<p>All Casey City Council decisions are made at council meetings or through them under delegated authority to others.</p> <p>How decisions are made at these meetings are governed by the Act and Casey's Governance Rules.</p> <p>Members of the public can attend council meetings. Casey also live streams meetings on council's Facebook and YouTube channel.</p> <p>The decisions made at council meetings (minutes) are published on Casey City Council's website.</p>	<p>Special Council Meetings: Additional meetings that are scheduled to discuss specific topics</p>
4.4	Governance Rules	<p>The Governance Rules outline the:</p> <ul style="list-style-type: none"> <li>• Roles and powers</li> <li>• Governance</li> <li>• Council Meeting procedures</li> <li>• Delegated Committee Meeting Conduct</li> <li>• Asset Committee Meeting Conduct</li> <li>• Joint Council Meeting Conduct</li> <li>• Disclosure of Conflict of Interest Procedure</li> <li>• Election Period Policy</li> <li>• Other matters</li> </ul> <p>The Governance Rules are made under, and in accordance with section 60 of the Act.</p>	4 years
4.5	Protocols for Councillors – Land Use Planning	<p>The protocols:</p> <ul style="list-style-type: none"> <li>• Reinforce Casey City Council's role as Planning Authority (development of policy and strategy and changes to the Casey Planning Scheme via Planning Scheme Amendments) and Responsible Authority (considering planning applications against the policies and controls within the Casey Planning Scheme).</li> <li>• Articulates the separation of power between the role of Casey City Council in 'setting the vision, policy and direction' and the 'implementation of policy and making of decisions on planning applications'.</li> <li>• Provides Councillors with instruction and guidance on their important roles as Planning Authority and Responsible Authority.</li> <li>• Ensures decisions are not compromised by premature or ill-informed advice provided to proponents, applicants, objectors or submitters through consistent, transparent and accountable processes.</li> <li>• Creates greater certainty and transparency to the</li> </ul>	4 years

		community about Casey City Council's role and decision- making processes as well as opportunity to engage with Councillors as part of this.	
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THEME 5: COMMUNICATION AND COMMUNITY ENGAGEMENT			
Mechanism		Purpose	Review cycle
5.1	Community Engagement Policy	Casey City Council is committed to engaging with our diverse communities. We want to encourage participation in engagement opportunities and help support meaningful conversations with our diverse communities and stakeholders. This will help us to better reflect our community members' priorities and expectations in Casey City Council activities and decision making.	4 years
5.2	Casey Conversations	Casey Conversations is an online tool that allows us to ask our community about specific projects, programs, endorsed documents or general feedback. This means our work is informed and relevant to our community!	As required
5.3	Communication Policy	This internal document provides understanding and guidance for the appropriate use of communications tools, including verbal, printed, and digital, by City of Casey employees, Councillors and contractors while conducting Council business.	4 years
5.4	Community Leadership Program	<p>A free program or new, emerging and existing community leaders aged 18 years or over, who want to enhance their leadership skills, create new personal and professional networks and learn more about local government.</p> <p>Participants are chosen through an expression of interest process run by Casey City Council and facilitated by an external practitioner.</p>	Annually
5.5	Freedom of Information Requests	<p>The <i>Freedom of Information Act 1982</i> gives any person the right to request information in document form held by Ministers, State government departments, local councils, most semi-government organisations and statutory authorities, public hospitals and community health centres. The Act gives any person the right to:</p> <ul style="list-style-type: none"> <li>• Access documents about your personal affairs and the activities of government organisations</li> <li>• Request that incorrect or misleading information held by an organisation about you be amended or removed.</li> <li>• Requests for Freedom of Information requests can be made to Casey City Council.</li> </ul>	As required

5.6	Public Transparency Policy	Casey City Council is committed to the principles of public transparency, good governance, open and accountable conduct and making Casey City Council information publicly available, except where that information is confidential under the provisions of the Act or contrary to the public's interest. This policy aims to formalise Casey City Council's commitment to transparent decision-making processes and freely available public access to Casey City Council information.	4 years
5.7	Publicly Available Documents	Casey City Council has determined to publish several documents on the website in line with the Local Government Act 2020, Local Government (Governance and Integrity) Regulations 2020, and Casey City Council's Public Transparency Policy.	As required
5.8	In person	Meetings with individuals and groups.	As required
5.9	Social Media	Casey City Council has several communication channels on social media platforms such as YouTube and Facebook. These channels live stream the Council Meetings, events, communicate new projects and programs and also community engagement opportunities.	As required
5.10	Internal Systems, Process & Culture for External and Councillor Communications	Council's approach to processing internal communications will be reviewed in line with the transformation project. This review will ensure we have a consistent organisational approach to the internal processing of Councillor Requests and community enquiries that have been sent to Councillors.	As required

THEME 6: CAPABILITY			
Mechanism		Purpose	Review cycle
6.1	Induction training	Welcome to Casey (our induction training program) is provided for all Councillors and Casey City Council officers when they start working at Casey City Council.  This induction training program has both general and targeted training to ensure that participants have the knowledge required to be successful in their roles.	Upon commencement at Council
6.2	Ongoing training for Councillors and Council Officers	Casey City Council is committed to ensuring Councillors and Casey City Council Officers are made aware of any changes to policies, systems, processes, workplace relations, and legislation. Together with targeted communications, it may be appropriate to also conduct frequent training sessions. These training sessions are either conducted by the relevant teams or external providers depending on the requirements.	As required – differs depending on legislative requirements

6.3	Resources and Support for our Councillors	The Administrator SharePoint, In the Know, training, policies, and processes to support our Councillors with their work.	As required
6.4	Skilled staff	<p>Position descriptions are written to ensure the applicant is aware of the expectations and skills required prior to applying for the position.</p> <p>Recruitment at the City of Casey is a partnership between the Talent Acquisition team and the hiring manager to ensure consistent, thorough, and fair merit-based recruitment processes are undertaken.</p>	As required

THEME 7: RISK AND COMPLIANCE			
Mechanism		Purpose	Review cycle
7.1	Audit and Risk Committee	<p>Under section 53 of the Act Casey City Council is required to establish an Audit and Risk Committee.</p> <p>The role of the Audit and Risk Committee is below:</p> <ul style="list-style-type: none"> <li>• monitor the compliance of Casey City Council policies and procedures with the overarching governance principles,</li> <li>• monitor Casey City Council financial and performance reporting,</li> <li>• monitor and provide advice on risk management and fraud prevention systems and controls and</li> <li>• oversee internal and external audit functions</li> </ul>	Quarterly
7.2	Codes of Conduct for Staff and Councillors	<p>While the two Codes of conducts advise Councillors and Council officers of the expectations and roles, they also outline what consequences there are if there is failure to comply.</p> <p>The Councillor Code of Conduct has the option to create a Councillor conduct panel where there has been alleged inappropriate conduct reported.</p>	<p>Code of Conduct for Council Officers: 4 years</p> <p>Councillor Code of Conduct: Aligned with Council Elections</p>
7.3	Conflict of Interest Process and Gifts, Benefits and Hospitality declarations for Councillors and Casey City Council Officers	<p>The Act requires all Casey City Council staff and Councillors to disclose conflicts of interest and for Councillors and Casey City Council Officers.</p> <p>Being employed by a Casey City Council is a position of public trust. As a member of Casey City Council, we must only exercise our duties in the service of the community and the Casey City Council. We must never use our position to serve our own or someone else's private interests.</p> <p>Conflict of interest is about transparency. It has to be clear that our private interests (and that of our relatives)</p>	Biannually and as required

		<p>do not affect the way we perform our duties. This is why the law requires us to disclose any conflicts of interests and to not perform duties in which we have a conflict of interest.</p> <p>Casey City Council has also created policies and processes that provide a consistent set of guidelines and a reporting procedure for Councillors and Casey City Council officers to deal with gifts, benefits and hospitality that may be offered to them as part of their role as a Councillor and Casey City Council Officer.</p>	
7.4	Risk Management Policy	<p>The purpose of this policy is to clearly document the organisation's commitment to risk management principles to:</p> <ul style="list-style-type: none"> <li>• Increase the likelihood of achieving objectives</li> <li>• Encourage proactive management</li> <li>• Establish a reliable basis for decision making and planning</li> <li>• Improve operational effectiveness and efficiency and improve organisational resilience</li> <li>• Enhance health and safety performance as well as environmental protection</li> <li>• Improve the identification of opportunities and threats</li> <li>• Improve financial reporting and governance</li> <li>• Comply with relevant legal and regulatory requirements.</li> </ul>	4 years
7.5	Legislation and regulation	<p>Local Government has responsibilities under over 120 Acts and regulations. These responsibilities are relevant to specific functions. Casey City Council's Integrity and Legal team help highlight legislative changes across the organisation.</p>	As required
7.7	Personal Interests Returns process	<p>There are requirements under the Act and The Regulations for all Councillors, members of delegated committees, the CEO and nominated officers to complete a personal interest return declaration. Nominated officers are determined by the CEO. The returns are intended to highlight any personal interests of the person completing the form.</p>	Biannual
7.8	Prevention of Fraud and Corruption Control Plan Policy	<p>Outlines the City of Casey Council's commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corruption, to define management and employee responsibilities and to ensure the implementation of robust practices for the effective detection, investigation and prevention of fraud and corruption of any description.</p> <p>Casey City Council promotes a culture where all</p>	4 years

		<p>fraudulent and corrupt activities once noticed or legitimately suspected are reported, investigated and resolved in a timely and fair manner. Casey City Council will not tolerate any incident of fraud or corruption – Councillors and Casey City Council officers shall act in accordance with the code of conduct and in the spirit of ethical standards. Casey City Council will ensure all Councillors and Casey City Council officers are aware of this Policy and related operating procedures.</p> <p>All Councillors and Casey City Council officers are actively encouraged to report suspected incidents of fraud and corruption.</p>	
7.9	Privacy Policy	<p>The Privacy Policy explains how Casey City Council will collect, store, use and disclose personal information of individuals, how individuals can gain access to their personal information and correct inaccuracies. Additionally, it explains how an individual may complain about possible breaches of the Privacy and Data Protection Act 2014 and the Health Records Act 2001.</p>	4 years
7.10	Public Interests Disclosures Policy	<p>To outline the way in which any individual, including members of the public, staff and Councillors can disclose information which enables the prevention of fraud and corruption.</p>	4 years

<b>THEME 8: MONITORING AND REVIEW</b>			
	<b>Mechanism</b>	<b>Purpose</b>	<b>Review cycle</b>
8.1	Audit and Risk Committee	<p>Along with the above mentioned in the Risk and Compliance section, the Audit and Risk Committee must prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee including its findings and recommendations.</p> <p>This report is tabled annually at a Council Meeting.</p>	Quarterly
8.2	Internal and external audits	<p>Both internal and external audits add value to our organisation by providing independent assurance that our governance, decision-making, risk management, structures, systems and policies are operating effectively.</p> <p>Casey City Council procures the services of an external auditing company to conduct our internal audits. That way the review is conducted from a non-biased perspective. The recommendations and any actions are reported on at the Audit and Risk Committee to show progress.</p>	As required
8.3	Performance Reporting Framework	<p>The Victorian Government developed a performance reporting framework to ensure that all councils are measuring and reporting on their performance in a consistent way. All councils report results annually on the</p>	Quarterly

		Know Your Councils website.	
8.4	Quarterly Performance Reporting	An update as to the progress of the promises we made to the community in the Council Plan over the last quarter. Quarterly reports 4 times a year goes to the Councillors, community, and minister for local government.	Quarterly

#### 4. Roles, Working Relationships, and Responsibilities

Strong and respectful working relationships are essential for Casey City Council to achieve its vision. Effective working relationships promote a positive culture and provide the organisation with the freedom to focus on opportunities and delivering great outcomes, rather than spending effort overcoming problems associated with negative relationships.

At the time this framework was written, the key working relationships at the City of Casey are between the:

- Councillors and CEO
- Councillors and Directors
- CEO and Directors

Many Casey City Council officers hold positions that require specialised knowledge and skills and are required to provide information, advice, and recommendations to the best of their professional ability. Sharing this knowledge with Councillors is a key part of ensuring that Casey City Council has the information it needs to make informed decisions.

It is important to note that Councillors cannot direct or improperly influence, or attempt to direct or improperly influence, the functions, duties, actions, recommendations, or advice provided by Casey City Council officers. Improper direction and improper influence are covered under Section 8 of the Act.

To facilitate the efficient functioning of Casey City Council, and ensure timely responses, the CEO has put in place a protocol which requires Councillors to direct all their enquiries to the CEO, the appropriate Director or Manager or specified support staff. Persistent failure to follow this framework may be addressed through the Councillor Code of Conduct.

A clear understanding and agreement of roles and responsibilities as outlined below contributes to Councillors and ELT acting as an effective leadership team. It ensures everyone is aware of the boundaries of their role and of the shared areas.

At the City of Casey, the Councillors and ELT have agreed that this works best when there is mutual trust, discussions rather than assumptions and good communication. The roles of the Councillors are outlined in the Councillor Code of Conduct.

Who	What
Councillors	The Councillors role is outlined in the Code of Conduct, Governance Rules, Local Government Act 2020, and the Casey Act.
Office of Mayor and Councillors	<p>The Office of the Mayor and Councillors exists to provide practical support to Councillors and to deliver opportunities to increase the collaboration between the executive, Casey City Council officers, residents and elected members of Casey City Council. This includes:</p> <ul style="list-style-type: none"> <li>• Training and development opportunities</li> <li>• Advice and mentoring</li> <li>• Communication and media management</li> <li>• Support for variety of stakeholder engagement</li> <li>• Civic events, functions and administrative roles and responsibilities of the Office</li> </ul>
Chief Executive Officer	<p>The Councillors appoint and review the performance of Casey’s Chief Executive Officer, determine Casey City Council policies, and set the strategic direction of the organisation.</p> <p>The Chief Executive Officer (CEO) has several statutory responsibilities and is accountable to the Councillors for delivering Casey City Council’s strategies and services. As the head of the organisation, the CEO’s role is to provide professional, relevant and timely information and support to the Councillors. Section 94A of the Act identifies the CEO as being responsible for several activities.</p>
Executive Leadership Team (ELT)	<p>The ELT comprising the CEO and Directors provides a whole of organisation perspective to ensure strategic alignment between the organisation’s operations and the achievement of the Council Plan. This includes:</p> <ul style="list-style-type: none"> <li>• Contributing to policy development through recommendations to Councillors</li> <li>• Operational decision making</li> <li>• Providing advice/ assistance</li> <li>• Generating discussion</li> <li>• Encouraging problem solving</li> <li>• Leading performance management</li> <li>• Interpreting and understanding the current and future operational and political environment</li> <li>• Driving organisational leadership/culture</li> </ul>
Director	<p>Directors are responsible for overseeing the efficient operation of the departments within their Division to assist the City of Casey in achieving its vision and objectives.</p> <p>They play a key role in supporting the CEO and providing advice and information to the Mayor and Councillors. This includes:</p> <ul style="list-style-type: none"> <li>• Providing advice and possible recommendations to Councillors on issues raised by community and stakeholder groups on matters relating to the</li> </ul>

	<p>Directors area of management.</p> <ul style="list-style-type: none"> <li>• Providing guidance on matters which, for reasons of community interest and benefit, require immediate action and may be advanced under delegated authority of the Chief Executive Officer.</li> <li>• Providing advice and information on emerging issues and opportunities relating to the Division.</li> <li>• Providing direction and advice on matters before the Councillors through the review and approval of reports to the Councillors.</li> </ul>
<p>Governance Department</p>	<p>The Governance Department supports the Councillors and Casey City Council to comply with legislative and regulatory requirements, sector, and community expectations.</p> <p>Maintenance and implementation of this Framework.</p>

**5. Budget**

The budget is determined on an annual basis and is made public on Casey City Council’s website.

**6. Breaches**

NA.

**7. Document History**

Date approved	Change Type	Version	Next Review Date
14 December 2021	Document initiation	1.0	14 December 2025