



Moorabool
Shire Council

GOVERNANCE FRAMEWORK

Moorabool Shire Council

*We embrace our natural environment and lifestyle options to create
an inspiring place for everyone to live, work and play*

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Message from the CEO

Often the first we hear about good governance, is because of an organisation's reported failings. The impact and risks of not achieving good governance can be considerable. For Councils, this can result in loss of community trust and respect, raise questions about the accountability and transparency of Council, result in financial and reputational loss and, as has been shown in the past, cause the dismissal of a Council.

Integral to our role as Local Government practitioners and the caretakers of our Shire, is the ability to achieve statutory compliance and to ensure all functions are performed efficiently and carried out within the parameters set by the appropriate legislation and adopted Council policy.

Importantly, the *Local Government Act 2020* states "*the role of Councils is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community*".

I am greatly committed to the principles of good governance and a collective commitment, consistent approach, behaviours, standards, values and ethics which need to be applied in performing our duties or when acting on behalf of Council, to see the successful delivery of our purpose.

This framework has been developed as a practical resource to assist us all in understanding and achieving our obligations to the principals of good governance.

A report will be presented annually to the Executive Leadership Team and the Audit & Risk Committee, assessing the relevance, purpose and addition of any element relating to the Governance Framework

Derek Madden
CEO

Council respectfully acknowledges the Traditional Owners of the land, which include the Wurundjeri Woi Wurrung, Wadawurrung and Dja Dja Wurrung people. We pay our respects to the Elders past, present and emerging.

1. Introduction

A Council is elected to provide leadership for the good governance of the municipal district and the local community. Its role includes:

- Taking into account the diverse needs of the local community in decision making
- Providing leadership by establishing strategic objectives and monitoring their achievement
- Maintaining the visibility of the Council by ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Acting as a reasonable partner in government by taking into account the needs of communities
- Fostering community cohesion and encouraging active participation in civic life.

The important differences between the Council and the administrative arm of Council (ie. Council staff) is that Council and Councillors focus on strategy, policy and outcomes whilst the administration's role is to focus on giving advice, implementing Council decisions and running the day to day operations. Imperative to achieving success between these two roles is the establishment of effective relationships:

- There is a mutual understanding, acceptance and respect for each other's roles.
- There is an understanding that while the administration is accountable to Council through the CEO, individual Councillors cannot direct staff members.
- There is a preparedness to identify, discuss and resolve issues and problems if they arise.
- The administration has respect for and is committed to democratic governance and the primacy of Council in the local government structure.

Effective relationships, between both the Councillors themselves and Councillors and the administration, supports cooperation and goodwill that is necessary to make governance work in local government.

Local Government Victoria's Good Governance Guide (The Guide) states that:

“Good governance is about the processes for making and implementing decisions. It’s not about making ‘correct’ decisions but about the best possible process for making those decisions.

Good decision-making processes and therefore good governance share several characteristics. All have a positive effect on various aspects of local government including consultation policies and practices meeting procedures service quality protocols Councillor and officer conduct role clarification and good working relationships.”

2. Purpose and Scope of the Framework

The purpose of this document is to outline Moorabool Shire Council's approach to achieving good governance within its municipal district.

The Governance Framework is not a policy or statement of intent; it aims to support and guide all Council staff and Councillors in achieving their statutory obligations.

This document does not set out to replicate the content of the numerous policies, plans, charters, codes, local laws, role and responsibility descriptions, indicators, monitoring systems and reports that make up the typical Council governance framework. Instead, this document provides a road map to effective governance. It illustrates and articulates the essential elements of a sound governance framework and provides links to the relevant supporting documents at Moorabool Shire Council.

The decision not to replicate supporting documents in this framework document is deliberate. These supporting documents are living documents, and as such, will be subject to regular review and adjustment as the provisions governing them changes or the need arises. In some cases, policies will need to be reviewed, processes streamlined, and systems improved to support the effectiveness of the governance framework.

There are other benefits to this approach. Developing a stand-alone governance framework document improves the length, readability and understanding of the governance framework and ensures its integrity and longer-term currency. Excluding the supporting document content from this framework document also provides the reader with a greater level of assurance, by linking them to the single source of truth and the actual location of the current supporting document.

These supporting documents are listed in Section 8 Relevant Documents and Legislation.

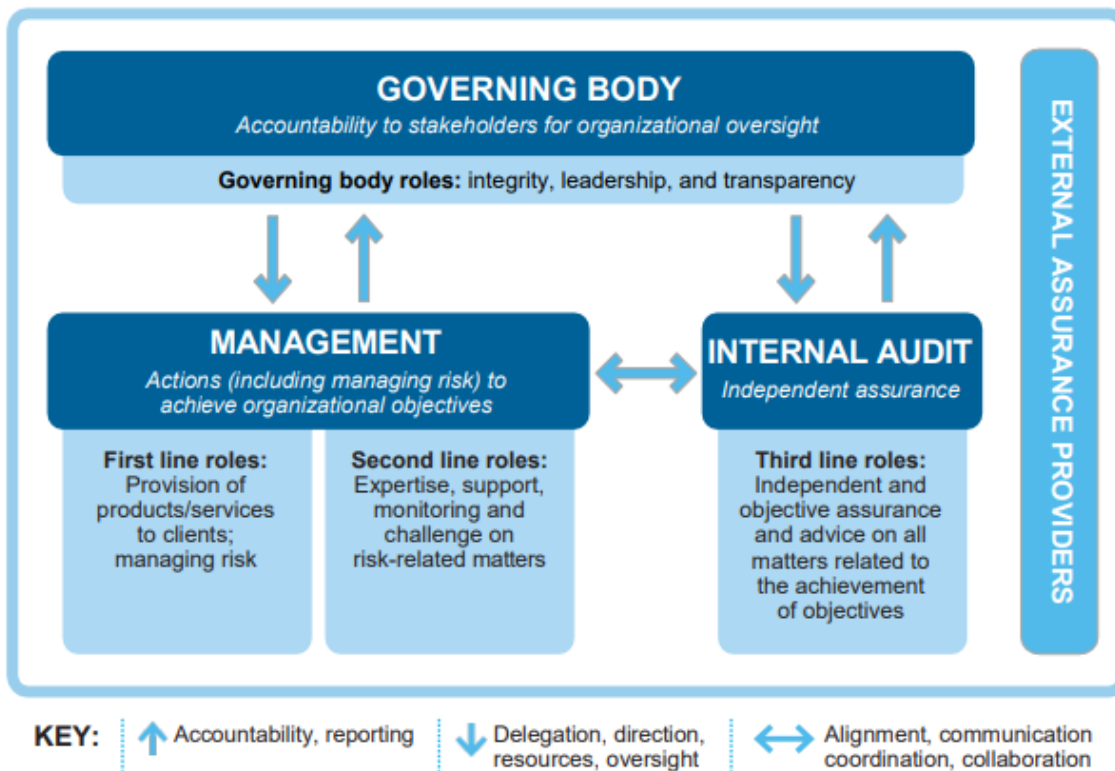
3. Governance Framework

The structure of the Governance Framework has been informed by a variety of respected governance models, including the Three Lines Model (Institute of Internal Auditors) and Committee of Sponsoring Organisations (COSO) (Internal Control-Integrated Framework) and the Governance Better Practice guides of the Australian National Audit Office and the Victorian Auditor-General’s Office. Guidance materials from the Local Government Inspectorate were used on the key elements of a governance framework for Local Government.

The Three Lines model, refer to Figure 1, is a way for organisations to safeguard assets and reduce the likelihood of fraud through ensuring there is adequate management oversight in first and second-line roles with third-line independent assurance. With reference to the model, Moorabool Shire Council’s Governing Body, who has accountability to the community, has the overarching role of ensuring transparency, integrity, and leadership.

Figure 1.

The IIA’s Three Lines Model



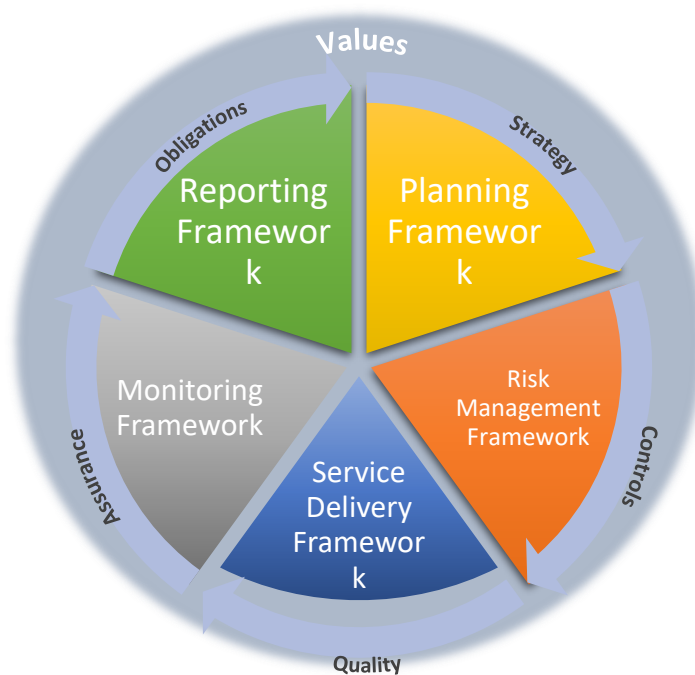
The Committee of Sponsoring Organisations (COSO) model, refer to Figure 2, was developed to improve organisational development and governance. The model of internal control is designed to provide reasonable assurance of the achievement of objectives, including the effectiveness and efficiency of operations, reliability of financial reporting and compliance with laws and regulations.

Figure 2.



COSO's Integrated Framework.

Using these tools ensures Moorabool has a robust Governance Framework for ongoing compliance. The following governance structure reflects the key elements of these frameworks and ensures that all policies, systems and processes which support these key areas are developed, implemented, and maintained.



Section 8; Relevant Documents and Legislation itemises those documents which are required by legislation, mandatory reporting, and best practice to support Moorabool's ongoing commitment to good governance.

4. Legislative and Mandatory Reporting Framework

Legislative Framework

The *Constitution Act 1975*, section 74A(1) provides that local government is a distinct and essential tier of government consisting of democratically elected Councils having the functions and powers that the Parliament considers necessary to ensure peace, order and good government of each municipal district.

As such, the primary piece of legislation that establishes the overarching governance arrangements for Victorian local government Councils is the Local Government Act 2020 (Vic) ("the Act").

The Act states that the purpose of local government is to provide a system under which Councils perform the functions and exercise the powers conferred by or under the Local Government Act 2020 and any other Act for the peace, order and good government of their municipal districts.

The primary objective of a Council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions. One of the key vehicles to achieve this is through the development of the Council Plan. A Council Plan must include the strategic objectives of the Council for at least the next four years and the indicators to monitor its achievement.

Mandatory Reporting Framework

Local Government Performance Reporting Framework has been developed by Local Government Victoria and is made up of 66 measures. A governance and management checklist, reported annually, was developed to measure whether a Council has strong governance and management frameworks in place. This Governance Framework incorporates those requirements which are also identified in Section 8 Relevant Documents and Legislation.

5. Good Governance

Good Governance is defined by section 8(2) of the *Local Government Act 2020*;
“A Council provides good governance if –

- (a) It performs its role in accordance with Section 9;
- (b) The Councillors of the Council perform their role in accordance with section 28”

A Governance Framework sets key components in place in order to achieve Good Governance. It includes the following;

- Identification of laws and regulations which govern Council
- An Organisational Structure which outlines roles and responsibilities including the elected officials, administrative staff and advisory committees.
- Strategic planning of long-term goals and objectives
- Measuring the performance of Council in meeting goals and objectives
- Public participation in decision making
- Promotion of ethics and accountability
- Risk management is incorporated in the development strategies to mitigate risk within emergency management plans, policies and procedures.

Governance Principles

Section 9 of the Act requires Council to, in its performance of its role, give effect to the overarching governance principles.

The principles require Council staff and Councillors to avoid conflicts of interest, act honestly, lawfully, impartially, with integrity and accountability; respect other peoples' beliefs and opinions; exercise reasonable care and diligence; to use public resources and manage financial risks prudently; consider the effect of decisions on future generations and ensure accurate and timely disclosure of financial information.

Councillors and Council Staff alike should strive to implement good governance principles in their roles as outlined below.

Good governance follows the rule of law: This means that decisions are consistent with relevant legislation or common law and are within the powers of Council. In the case of Victorian local government, relevant legislation includes the Local Government Act 1989 (sections still in force) and 2020 and other legislation such as the Public Health and Wellbeing Act 2008, and the Equal Opportunity Act 2010.

Good governance is accountable: Accountability is a fundamental requirement of good governance. Local government has an obligation to report, explain and be answerable for the consequences of decisions it has made on behalf of the community it represents.

Good governance is participatory: Anyone affected by or interested in a decision should have the opportunity to participate in the process for making that decision. This can happen in several ways - community members may be provided with information, asked for their opinion, given the opportunity to make recommendations or, in some cases, be part of the actual decision-making process. It is

important to remember that under the *Local Government Act 2020* the Council is required to either make decisions or delegate the decision-making power to officers or Special Committees.

Good governance is responsive: Local government should always try to serve the needs of the entire community while balancing competing interests in a timely, appropriate and responsive manner.

Good governance is equitable and inclusive: A community's wellbeing results from all of its members feeling their interests have been considered by Council in the decision-making process. This means that all groups, particularly the most vulnerable, should have opportunities to participate in the process.

Good governance is effective and efficient: Local government should implement decisions and follow processes that make the best use of the available people, resources and time to ensure the best possible results for their community.

Good governance is transparent: People should be able to follow and understand the decision-making process. This means that they will be able to clearly see how and why a decision was made - what information, advice and consultation Council considered, and which legislative requirements (when relevant) Council followed.

The supporting principles include;

- the community engagement principles;
- the public transparency principles;
- the strategic planning principles;
- the financial management principles;
- the service performance principles.

6. How is Good Governance Achieved by Moorabool Shire Council?

To implement good governance across the organisation, Moorabool Shire Council has developed several mechanisms including documents, systems, and procedures. A summary of the mechanisms, their purpose and their review cycle have been identified below and categorised by Moorabool's Good Governance Principles.

Good governance follows the rule of law			
Mechanism		Purpose	Review Cycle
1.1.	Endorsed Documents	Council's Policies and Frameworks are maintained and endorsed by either Councillors or our Executive Leadership Team.	4 years or as per legislation and regulation requirements
1.2.	Delegations and Authorisations	<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 Moorabool Shire Council staff.</p> <p>An authorised officer is a person, other than a Councillor, appointed by Moorabool Shire Council to carry out a compliance function or an enforcement function under legislation related to the functions and powers of 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>Moorabool Shire Council maintains a register for both delegations and authorised officers and updates it on a regular basis.</p>	As required
1.3.	Legislation and regulation	Local Government has responsibilities under over 120 Acts and regulations. These responsibilities are relevant to specific functions. Council's Governance team help highlight legislative changes across the organisation.	As required
1.4.	Privacy Policy	<p>The Privacy Policy explains how Moorabool Shire Council will collect, store, use and disclose personal information of individuals, how individuals can gain access to their personal information and correct inaccuracies.</p> <p>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>	2 years

Good governance is accountable			
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.	Strategies	<p>Strategies describe the organisations strategic direction across four key domains.</p> <p>They are the:</p> <ul style="list-style-type: none"> • Environment Strategy • Economic Development Strategy • Infrastructure Strategy • Health and Wellbeing Strategy <p>These documents will also be a way for Moorabool Shire Council to monitor progression towards the identified goals in the Council Plan and keep us accountable as an organisation.</p>	As required or at a minimum of annual internal review cycles
1.3.	Evidence-based decisions	<p>Moorabool Shire 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 Ordinary Council Meetings for decisions.</p> <p>All Moorabool Shire Council decisions are made at Council meetings or under delegated authority to others.</p> <p>How decisions are made at these meetings are governed by the Act and Moorabool's Governance Rules.</p> <p>Members of the public can attend Council meetings. Moorabool Shire Council also live streams meetings.</p> <p>The decisions made at Council meetings (minutes) are published on Moorabool Shire Council's website.</p>	<p>Ordinary Council Meetings: Occur once a month</p> <p>Special Council Meetings: Additional meetings that are scheduled to discuss specific topics</p>
1.4.	Governance Rules	<p>The Governance Rules outline the:</p> <ul style="list-style-type: none"> • Roles and powers • Governance • Council Meeting procedures • Delegated Committee Meeting Conduct • Asset Committee Meeting Conduct • Joint Council Meeting Conduct • Disclosure of Conflict of Interest Procedure • Election Period Policy • Other matters 	Annually or as required

Good governance is accountable			
Mechanism		Purpose	Review Cycle
		The Governance Rules are made under, and in accordance with, section 60 of the Act.	
1.5.	Induction training	<p>MSC Employee Induction (our induction training program) is provided for all Councillors and Moorabool Shire Council officers when they start working at Moorabool Shire Council.</p> <p>This induction training program has both general and targeted training to ensure that participants have the knowledge required to be successful in their roles.</p>	Upon commencement at Council
1.6.	Ongoing training for Councillors and Council Officers	Moorabool Shire Council is committed to ensuring Councillors and 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
1.7.	Audit and Risk Committee	<p>Under section 53 of the Act Moorabool Shire Council is required to establish an Audit and Risk Committee.</p> <p>The role of the Audit and Risk Committee is to:</p> <ul style="list-style-type: none"> • monitor the compliance of Moorabool Shire Council policies and procedures with the overarching governance principles, • monitor Moorabool Shire Council financial and performance reporting, • monitor and provide advice on risk management and fraud prevention systems and controls and • oversee internal and external audit functions <p>The Audit and Risk Committee discharge their obligations through the Audit & Risk Committee Charter.</p>	Quarterly
1.8.	Conflict of Interest Process and Gifts, and Hospitality declarations for Councillors and Moorabool Shire Council Officers	<p>The Act requires all Moorabool Shire Council staff and Councillors to disclose conflicts of interests.</p> <p>Being employed by a Moorabool Shire Council is a position of public trust. As a member of Moorabool Shire Council, we must only exercise our duties in the service of the community and 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) do not affect the way we perform our duties. This is why the law</p>	Biannually and as required

Good governance is accountable			
Mechanism		Purpose	Review Cycle
		<p>requires us to disclose any conflicts of interest and to not perform duties in which we have a conflict of interest.</p> <p>Moorabool Shire Council has created policies and processes that provide a consistent set of guidelines and a reporting procedure for Councillors and Council officers to deal with gifts, benefits and hospitality that may be offered to them as part of their role as a Councillor and Council Officer.</p>	

Good governance is participatory			
Mechanism		Purpose	Review Cycle
1.1.	Community Engagement Policy	Moorabool Shire 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 Moorabool Shire Council activities and decision making.	4 years
1.2.	Communication and Mobile Devices Policy	This internal document provides understanding and guidance for the appropriate use of communications tools, including verbal, printed, and digital, by Moorabool Shire employees, Councillors and contractors, while conducting Council business.	3 years
1.3.	Publicly Available Documents	Moorabool Shire 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 Moorabool Shire's Council's Public Transparency Policy.	As required
1.4.	In person	Meetings with individuals and groups.	As required
1.5.	Social Media	Moorabool Shire Council has several communication channels on social media platforms such as LinkedIn, YouTube, Twitter and Facebook. Council Meetings and some events are also live streamed. Communication of new projects, programs and community engagement opportunities are published on social media sites.	As required

Good governance is responsive			
Mechanism		Purpose	Review Cycle
1.1.	Council Community Vision	Our Long-Term Community Vision 2030 is the Vision to – Be known for a liveable and vibrant community, a trusted and capable Council, our unique places and opportunities for economic growth.	In line with the Council Plan

Good governance is responsive			
Mechanism		Purpose	Review Cycle
1.2.	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.</p>	Annual or within the period of six months after each general election or by 30 June, whichever is later.

Good governance is equitable and inclusive			
Mechanism		Purpose	Review Cycle
1.3.	Community Engagement Policy	Moorabool Shire 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 Moorabool Shire Council activities and decision making.	4 years

Good governance is effective and efficient			
Mechanism		Purpose	Review Cycle
1.1.	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 Moorabool Shire Council requires to achieve the strategic objectives described in the Council Plan. It must consider services and initiatives contained in any plan adopted by Council. It must also contain financial statements, statements of non- financial resources and other information such as capital works and human resource requirements.	Annual
1.2.	Processes	To help our workforce, Moorabool Shire Council documents processes to ensure our workforce know what to do, when to do it, and who has the authority to progress through a task.	As required
1.3.	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>Moorabool Shire Council procures the services of an external auditing company to conduct internal audits, ensuring the review is conducted from a non-biased perspective. Recommendations and any actions are reported on at the Audit and Risk</p>	As required

Good governance is effective and efficient			
Mechanism		Purpose	Review Cycle
		Committee to show progress.	
1.4.	Performance Reporting Framework	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.	Annual
1.5.	Quarterly Performance Reporting	An update on the progress of the promises made to the community in the Council Plan over the last quarter. Quarterly reports are provided to the Councillors, community, and Minister for Local Government.	Quarterly

Good governance is transparent			
Mechanism		Purpose	Review Cycle
1.1.	Council Annual Report	<p>The Annual Report outlines Moorabool Shire Council's performance for the year as measured against the Council Plan and Budget. The Annual Report contains information about Moorabool Shire Council's achievements during the financial year including:</p> <ul style="list-style-type: none"> • service performance indicator statement and results • achievement of major initiatives • governance and management checklist • financial statements. <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
1.2.	Councillor Code of Conduct	Councillor Code of Conduct articulates clear roles and responsibilities for each Councillor and the Mayor/Deputy Mayor; each Councillor declares they will abide by the Code.	Upon Council Election
1.3.	Good Governance Framework	<p>The public expect that Moorabool Shire Council is governed in a way that is to the highest standards of integrity, transparency, and conducted with good governance. This Framework outlines the mechanisms Moorabool Shire Council has or is currently embedding to ensure good governance.</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
1.4.	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.</p> <p>This Code of Conduct applies to all members of the Moorabool Shire Council workforce and is a statutory requirement under the Act. It applies to all permanent, temporary, part-time, and casual employees as well as volunteers, agency</p>	4 years

Good governance is transparent			
Mechanism		Purpose	Review Cycle
		employees, contractors working on-site, work experience students and graduate placements.	
1.5.	Complaints handling processes	<p>Moorabool Shire Council's complaint handling processes ensures there is an avenue for the community to provide feedback on its service. Complaints can be submitted to Moorabool Shire Council through the website, email, post, in person, or over the phone.</p> <p>The complaint handling process allows submissions to be made about:</p> <ul style="list-style-type: none"> • a Moorabool Shire Council staff member • the quality, delay or failure of a service provided or being provided, an action taken, or decision made by Moorabool Shire Council or its contractor 	2 years
1.6.	Public Interests Disclosures Policy	Moorabool Shire 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
1.7.	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"> • Access documents about their personal affairs and the activities of government organisations • Request that incorrect or misleading information held by an organisation about them be amended or removed. <p>Requests for Freedom of Information requests can be made to Moorabool Shire Council.</p>	As required
1.8.	Public Transparency Policy	Moorabool Shire Council is committed to the principles of public transparency, good governance, open and accountable conduct and making Moorabool Shire 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 Moorabool Shire Council's commitment to transparent decision-making processes and freely available public access to information.	4 years

Good governance is transparent			
Mechanism		Purpose	Review Cycle
1.9.	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"> • Increase the likelihood of achieving objectives • Encourage proactive management • Establish a reliable basis for decision making and planning • Improve operational effectiveness and efficiency and improve organisational resilience • Enhance health and safety performance as well as environmental protection • Improve the identification of opportunities and threats • Improve financial reporting and governance <p>Comply with relevant legal and regulatory requirements.</p>	3 years
1.10.	Prevention of Fraud and Corruption Control Plan Policy	<p>Documents Moorabool Shire 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>Moorabool Shire Council promotes a culture where all fraudulent and corrupt activities once noticed or legitimately suspected are reported, investigated and resolved in a timely and fair manner. Moorabool Shire Council will not tolerate any incident of fraud or corruption and Councillors and Officers will act in accordance with the Code of Conduct and in the spirit of ethical standards.</p> <p>All Councillors and Officers are actively encouraged to report suspected incidents of fraud and corruption.</p>	2 years

7. Roles, Working Relationships and Responsibilities.

Strong and respectful working relationships are essential for Moorabool Shire 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 Moorabool Shire Council are between the:

- Councillors and CEO
- Councillors and General/Executive Managers
- CEO and General/Executive Managers

Many Moorabool Shire 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 Moorabool Shire 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 Moorabool Shire Officers. Improper direction and improper influence are covered under Section 8 of the Act.

To facilitate the efficient functioning of Moorabool Shire 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 General/Executive 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 Executive Leadership Team (ELT) acting as an effective leadership team. It ensures everyone is aware of the boundaries of their role and of the shared areas.

At Moorabool Shire Council, 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 role of the Councillors is outlined in the Code of Conduct, Governance Rules, Local Government Act 2020, and the Moorabool Shire Community Local Law No1 2019.
Office of the Chief Executive Officer	<p>The Office of the Chief Executive Officer exists to provide practical support to Councillors and to deliver opportunities to increase the collaboration between the executive, Moorabool Shire Council officers, residents and elected members of Moorabool Shire Council. This includes:</p> <ul style="list-style-type: none"> • Training and development opportunities • Advice and mentoring • Communication and media management • Support for variety of stakeholder engagement • Civic events, functions and administrative roles and responsibilities of the Office

Who	What
Chief Executive Officer	<p>The Councillors appoint and review the performance of Moorabool Shire Council's Chief Executive Officer, determine Moorabool Shire 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 Moorabool Shire 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 comprises the CEO and General/Executive Managers and 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"> • Contributing to policy development through recommendations to Councillors • Operational decision making • Providing advice/ assistance • Generating discussion • Encouraging problem solving • Leading performance management • Interpreting and understanding the current and future operational and political environment • Driving organisational leadership/culture
General/Executive Managers	<p>General/Executive Managers are responsible for overseeing the efficient operation of the departments within their Directorate to assist Moorabool Shire Council 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"> • Providing advice and possible recommendations to Councillors on issues raised by community and stakeholder groups on matters relating to the • General/Executive Manager's area of management. • 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. • Providing advice and information on emerging issues and opportunities relating to the Directorate. • Providing direction and advice on matters before the Councillors through the review and approval of reports to the Councillors.
Moorabool Shire Audit & Risk Committee	<p>The Audit & Risk Committee (the Committee) acts pursuant to Section 53 of the <i>Local Government Act 2020</i> (the Act) to support Council in discharging its oversight responsibilities related to financial and performance reporting, risk management, fraud prevention systems and control, maintenance of a sound internal control environment, assurance activities including internal and external audit and Council's performance with regard to compliance with its policies and legislative and regulatory requirements.</p>
Democratic Support and Corporate Governance	<p>supports the Councillors and Moorabool Shire Council to comply with legislative and regulatory requirements, as well as sector and community expectations.</p> <p>Democratic Support and Corporate Governance is also responsible for the implementation and maintenance of this Framework.</p>

8. Relevant Documents and Legislation

Element	Standard Source	Document
Values		
Councillor Conduct	LGA s139 Governance and Management Checklist	Councillor Code of Conduct
Staff Conduct	LGA s49 Governance and Management Checklist	Staff Code of Conduct
Council Values		
Strategy		
Election Period	LGA s69	Election Period Policy (within the Governance Rules)
Asset Management Plan	Governance and Management Checklist	Road Asset Management Plan Building & Structures Management Plan Drainage Asset Management Plan Recreation & Open Space Asset Management Plan
Annual Budget	LGA s94 Governance and Management Checklist	Annual Budget
Strategic Resource Plan	LGA s89 Governance and Management Checklist	Council Plan
Rating Strategy	Governance and Management Checklist	Rates and Charges Explained
Ordinary Meeting of Council	LGA s61	Governance Rules Council website; Agenda, Papers and Minutes Council Meeting Schedule
Special Meetings of Council	LGA s61	Governance Rules Council Meeting Schedule

Element	Standard Source	Document
Controlling		
Business Continuity Plan	Governance and Management Checklist	Business Continuity Plan
Conflicts of Interest	LGA s127 Local government Victoria	Conflict of Interest Procedures
Councillor Expenses	LGA s41	Councillor Expenses Policy
Disaster Recovery Plan	Governance and Management Checklist	Disaster Recovery Plan
Fraud and Corruption Prevention and Control System Policy	Governance and Management Checklist	Fraud and Corruption Prevention and Control System Policy
Gifts and Hospitality Policy	LGA s138	Councillor Gift Policy Staff Gift Policy
Meeting Procedures	LGA s60 Governance and Management Checklist	Governance Rules
Municipal Emergency Management Plan	Governance and Management Checklist	Municipal Emergency Management Plan
Risk Management Framework	Governance and Management Checklist	Risk Management Framework
Risk Policy	Governance and Management Checklist	Risk Policy
Quality		
Community Engagement Guidelines	Governance and Management Checklist	Have your say guidelines Community Engagement Plan Community Engagement Framework
Community Engagement Policy	Governance and Management Checklist	Community Engagement Policy
Complaints Management	Local Government Inspectorate	Complaints Procedure
Delegations and Authorisations	LGA s11 Governance and Management Checklist	Delegation and Authorisation Registers
Documented Procedures	Best Practice Principles	ProMapp; Visio

Element	Standard Source	Document
Assurance		
Audit and Risk Committee	LGA s53 Governance and Management Checklist	Audit & Risk Committee Charter
Executive Leadership Team	Internal	
External Audit	Victorian Auditor General Office	Reports presented to Management and the Audit & Risk Committee
Internal Audit	Governance and Management Checklist	Reports presented to Management and the Audit & Risk Committee
Community Asset Committees	LGA s65	Community Asset Committee Guidelines
Various Accreditation Processes	Legislatively Required	
Obligations		
Annual Report	LGA s98 Governance and Management Checklist	Published annually Moorabool Shire Council Website
Council Plan Reporting	LGA s89 Governance and Management Checklist	Published Moorabool Shire Council Website
Financial Reporting	LGA s97 Governance and Management Checklist	Quarterly Reporting to Council
Local Government Performance Reporting Framework	Local Government Regulations 2014 Governance and Management Checklist	LGPRF Reporting
Performance Reporting	LGA s106 Governance and Management Checklist	Quarterly Reporting to Council
Procurement Policy	Governance and Management Checklist	Procurement Policy
Risk Reporting	Governance and Management Checklist	Audit & Risk Committee
Statutory Compliance	Various Acts / Regulations	Reliansys Compliance Software