CORPORATE GOVERNANCE
FRAMEWORK

1. Introduction

This purpose of this framework is to provide a governance structure for the development and maintenance of policies, practices, delegations and other corporate documents intended to guide the City's practices and approach to decision making.

A key objective of this framework is to ensure that these documents support the City's strategic goals and objectives, and that they are relevant, consistent, accessible and user-friendly.

2. Strategic Context

This framework supports achievement of Key Goal Area 6 of the City's Strategic Community Plan 2017 and specifically the following Community Objective/s:

6.1: Governance systems, processes and practices are responsible, ethical and transparent

3. Definitions

Term	Meaning
Delegation	The conferral of the ability to exercise a power or duty to a person or body from a person or body that is vested with the responsibility to exercise that power or duty.

4. Framework Outline

Clear and consistent policy documentation supports the achievement of quality outcomes and appropriately manages risk. The City of Busselton has three levels of policy / guidance documents as depicted in the following diagram:
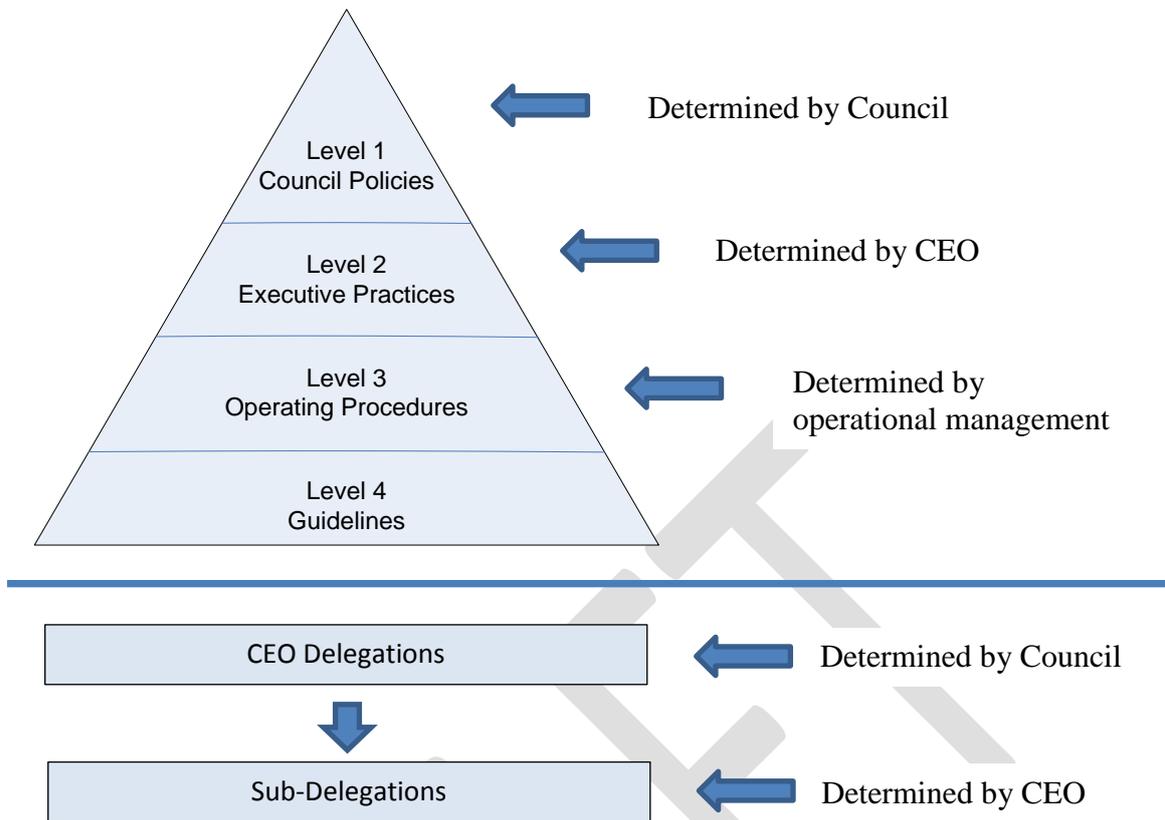
This framework does not extend to statutory documents governed by particular legislative requirements and statutory process.

All policy documents should be developed and reviewed in accordance with the following principles:

   a. Be presented in a common format using the relevant template provided
   b. Be written concisely and in plain understandable language
   c. Clearly identify the organisational area responsible for oversight and review

4.1. Council Policies

Council policies are strategic in nature, setting out governance principles and guiding the direction of the organisation to align with the community vision and aspirations. Council policies provide guidance for future decisions and support consistency in decision making.

While there will be exceptions, a Council policy should outline the 'what' and should not typically detail the 'how'.

A Council policy must contain the following elements:

   a. Purpose

b. Scope
c. Definitions
d. Strategic Context
e. Policy Statement
f. Related Documents
g. Responsibility and review information

Council policies must be approved by Council via a Policy and Legislation Committee recommendation, whose role is to make recommendations to Council on the development and review of the City's policies and overall policy framework.

Some Council policies will be advertised for comment or consultation as part of the approval process.

Council policies are to be tabled for executive feedback prior to being incorporated into a Policy and Legislation Committee meeting agenda.

Planning policies

Planning policies are a subset of Council policies relating to planning or development in the Scheme area.

4.2. Executive Practices

Executive practices are developed for administrative and operational purposes and typically have an internal focus.

Executive practices outline a CEO direction and / or outline how a Council directive is to be implemented and apply to the whole or significant components of the organisation.

An executive practice must contain the following elements:

a. Purpose
b. Scope
c. Definitions
d. Enabling policy or strategy (where appropriate)
e. Practice Statement (including any necessary procedural elements, process steps / flow charts where appropriate)
f. Related Documents
g. Responsibility and review information
h. CEO approval (electronic)

Executive practices must be approved by the CEO. Where they will result in a significant change from current practice or approach they may be tabled for

discussion at a Senior Management Group meeting prior to being presented for approval.

Broader consultation on draft executive practices may occur as appropriate via forums such as Managers group meetings, Directorate meetings, and OSH Committee meetings.

Employees are required to comply with obligations and responsibilities contained in executive practices. Thus, it is important that changes to or new executive practices are communicated effectively. The following minimum steps should be followed in relation to all new / amended executive practices:

a. An email is sent to all Staff summarising the scope and objective of a new / amended executive practice and if amended the key changes. The email should include a link to the executive practice
b. The executive practice be listed for discussion on the agenda of the next
    i. Managers meeting
    ii. Coordinators meeting
    iii. Directorate meetings

The relevant Business Unit Manager responsible for implementation of an executive practice is responsible for its communication.

4.3. Operating Procedures

Operating procedure is the general term given to documents that set out detailed internal operating steps or instructions to be followed.

Operating procedures may take a variety of different formats and generally relate to a specific area of the organisation or to a specific process or service. They are created and approved by operational line management, that is, a supervisor, coordinator or business unit manager as appropriate.

4.4. Guidelines

Guidelines are advisory documents that provide information on a subject matter designed to help officers make informed decisions as to the best approach to adopt.

Guidelines may take a variety of formats and are created for the purpose of providing advice and guidance. They do not generally outline obligations, unless a statutory or higher level document requires them to be followed.

Guidelines are created and approved by operational line management, that is, a supervisor, coordinator or business unit manager as appropriate.

4.5. CEO Delegations

Delegations of authority may be made by the Council to the Chief Executive Officer pursuant to section 5.42 of the *Local Government Act 1995* (the Act) and section 82 of the *Planning and Development (Local Planning Scheme) Regulations 2015*. All delegations made by the Council must be by absolute majority decision.

Delegations enable officers to carry out some of the powers and duties of a local government (the Council), reducing the volume of matters being referred to Council for a decision and effectively reducing the turnaround time for some matters.

Delegations are generally associated with the development and approval of Council policies and / or operational practices, with these documents providing guidance as to the implementation of a Delegation.

Each instrument of delegation describes the function being delegated and references the relevant statutory authority which is the source of power for the exercise of the functions.

All delegations are subject to the following standard conditions:

a. The Chief Executive Officer shall comply with any and all laws and regulations in force in Western Australia and the requirements of any and all local laws and policies of the City of Busselton;
b. The Chief Executive Officer shall exercise the delegation provided there is sufficient provision in the current budget;
c. Delegated authority cannot be exercised where a financial interest is evident;
d. Pursuant to section 5.46 of the *Local Government Act 1995* Regulation 19 of the *Local Government (Administration) Regulations 1996,* the Office of the Chief Executive Officer shall keep records of exercising the delegation on any and all occasions that the delegation is exercised

A register of Delegations will be maintained by Governance and reviewed in accordance with the Act on an annual basis.

4.6. Sub-Delegations

Delegations of authority may be made by the Chief Executive Officer to specified officers and management committees, in accordance with relevant legislation.

All delegations are subject to the following standard conditions:

    a. In exercising Delegation any and all officers or committees to whom authority has been delegated shall comply with any and all laws and regulations in force in Western Australia; and the requirements of any and all local laws and policies of the City of Busselton;

    b. In exercising Delegation any and all officers or committees to whom authority has been delegated shall exercise the delegation provided there is sufficient provision in the current budget;

    c. Any and all officers or committees to whom authority has been delegated shall keep records of exercising the delegation as required by the empowering Act on any and all occasions that the delegation is exercised.

5. Review of Policy Documents

5.1. Monitor and Review

Relevant Directors are responsible for ensuring Council policies and executive practices are reviewed every 3 years, or earlier if appropriate. The Governance team will assist in facilitating this review process.

The review of operating procedures and guidelines will be determined and managed by the relevant operational management.

5.2. Governance Review

Council policies and executive practices will be reviewed by the Governance team, either periodically or as part of a formal review. The focus of these reviews will be:

    a. Consistency – with regard to language, style and format;

    b. Relevance – in terms of new approaches that may supersede previously endorsed positions within existing Council policies or executive practices;

    c. Duplication – with respect to sections of policies that duplicate other policies, plans, local laws and legislation; and

    d. Content – with respect to alignment to this framework and specifically any content that might be considered operational within a Council policy

Feedback will be provided to the responsible Director.

6. Policy Register

Approved Council policies and executive practices are to be submitted to the Governance team in electronic format for placement on the City's website or Intranet site as appropriate.

The Governance team will register the approved documentation in ECM and will maintain a register of documents to assist in review processes.

7. Related Documentation

Council Policy template (insert link)
Executive Practice template (insert link)
Delegations Register
Sub-Delegations Register