



CITY OF VINCENT

# GOVERNANCE FRAMEWORK 2026



## Acknowledgement of Country

The City of Vincent acknowledges the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past and present.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.







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# PURPOSE OF THIS GOVERNANCE FRAMEWORK

This document combines legislative requirements, strategic direction, corporate systems and roles and relationships that are involved in establishing good governance at the City of Vincent.

It serves as a comprehensive guide that can be used for various purposes including:

- Providing community insight into the intricacies of local government and the responsibilities of Council Members.
- Providing standard principles to guide Council Members and staff in their decision-making and service delivery.
- Affirming the importance of good governance principles within both Council and Administration.
- Serving as an addition to the induction program provided to new Council Members.

## LOCAL GOVERNMENT DEFINED

Local government in Western Australia is established under the *Local Government Act 1995* (LGA) and is the third sphere of government in Australia. Local government has legislative responsibility for many functions and activities that are relevant to a local community, including waste management, road maintenance and rates collection.

As the level of government often seen as the 'closest' to the community, local government handles essential services and activities that directly shape people's daily lives and overall quality of life. This includes organising local community events, providing community spaces and recreation areas, and creating liveable neighbourhoods.

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# WHAT IS GOVERNANCE?

**Local governments in Western Australia must carry out their functions in accordance with the (LGA) and associated regulations.**

Governance provides the structure through which a local government's vision and objectives are achieved within a context of competing and changing social, economic and environmental issues.

# GOVERNANCE PRINCIPLES

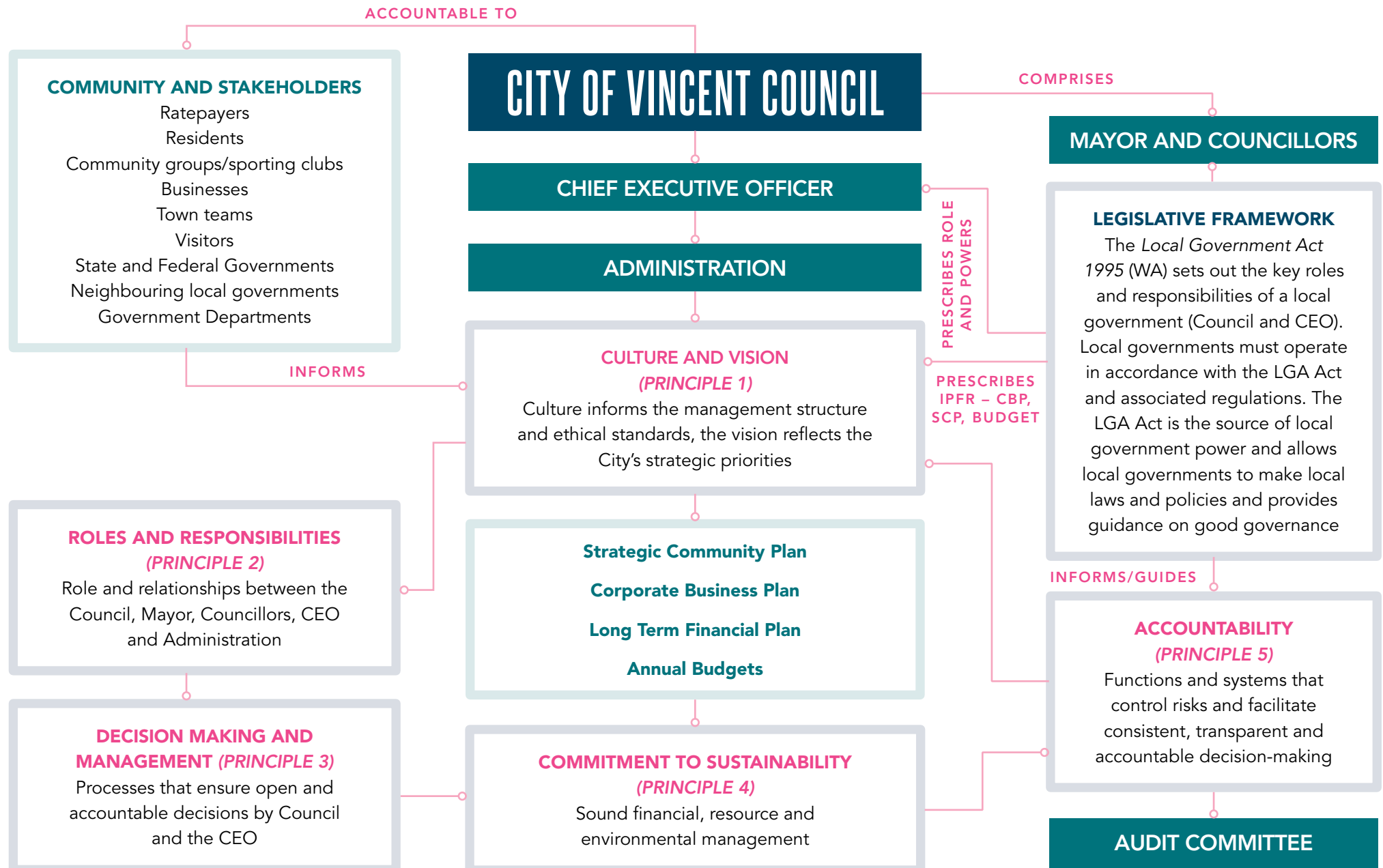
**Good governance in local government is underpinned by clear principles that support effective leadership, sound decision-making, accountability and long-term sustainability.**

The City of Vincent's Governance Framework is based on the following five principles:

- Culture and Vision
- Roles and Relationships
- Decision-making and Management
- Accountability
- Commitment to Sustainability

These principles reflect contemporary good governance practice in Western Australian local government and guide how decisions are developed, implemented and reviewed.

# CITY OF VINCENT GOVERNANCE FRAMEWORK OVERVIEW



# PRINCIPLE 1 – CULTURE & VISION

A positive culture and a clear and owned vision and accompanying strategies.

## 1.1 CULTURE

In 2022, Council adopted a review of the Strategic Community Plan for 2022 – 2032. This plan is an extension of the Strategic Community Plan 2018 – 2028 which was adopted by Council in October 2018.

The Strategic Community Plan is the Council's key strategic document. It describes the vision the City will strive to achieve, where it will focus its efforts and how it will measure progress.



**VISION:** To be a clever, creative and courageous local government.



Clever

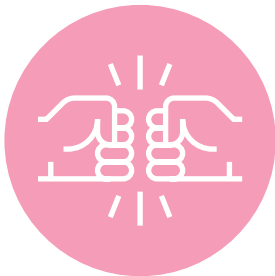


Creative



Courageous

## OUR VALUES



**Engaging**

Listening, understanding and communicating is the key to our success.



**Accountable**

We work openly and transparently to earn our community's trust.



**Making a Difference**

Our work improves our community and the lives of our residents.

### 1.1.1 EFFECTIVE MANAGEMENT STRUCTURES AND PRACTICES

The City's policy, Organisational Structure and Designation of Senior Employees prescribes the organisational structure of the Administration, including functional responsibilities and the allocation and management of resources.

The organisational objectives chart below sets out the key functions of the three directorates and the Office of the CEO.



# ORGANISATIONAL STRUCTURE



# ORGANISATIONAL OBJECTIVES

## CHIEF EXECUTIVE OFFICER

## VINCENT UNDERGROUND POWER PROGRAM



### STRATEGY & DEVELOPMENT DIRECTORATE

- **Development & Design** To create sensitively designed places that respect the character of our local areas and to facilitate business activities that contribute towards vibrancy in our town centres and commercial areas.
- **Strategic Projects and Sustainability** We drive long-term and sustainable change that creates great places, celebrates our unique character and identity, and champions the environment. By balancing people, place and planet we influence and shape a vibrant, resilient Vincent for now and the future.
- **Place Planning** To create vibrant, inclusive and resilient place across Vincent where people, businesses and creatives thrive and our strategies and projects have lasting impact.
- **Corporate Strategy and Governance** To facilitate strategic, compliant and sustainable decision making and outcomes.
- **Public Health and Built Environment** Supporting the wellbeing of the community by monitoring risks and achieving safety, amenity and public health deliverables; in line with planning, building and health objectives.



### INFRASTRUCTURE & ENVIRONMENT DIRECTORATE

- **Rangers Services** To make the City a safe place for all creatures great and small.
- **Engineering** Design, build, maintain and renew City infrastructure through sustainable measures.
- **Parks** Maintain and enhance our public open space to provide a sustainable green environment for the community.
- **Waste & Recycling** Deliver sustainable and cost-effective waste management services, depot operations and fleet management for the City and the community.
- **Community Facilities** To provide places and opportunities for our community to prioritise their literacy, learning, health and social connections.
- **City Buildings & Asset Management** To maintain and enhance community facilities to support community wellbeing, sustainability, and quality of life through effective asset management.



### COMMUNITY & BUSINESS SERVICES DIRECTORATE

- **Communications & Engagement** Communicate and engage authentically and consistently to build and strengthen community connections.
- **Financial Services & Project Management Office** High performing agile finance function, delivering value through innovative financial and commercial solutions, aligned strategically with the City's values.
- **Human Resources** Create an environment where our people feel safe, can grow as individuals and professionals and create a culture that leads by example through our values and commitment to the City's strategic priorities.
- **Information & Communications Technology** Improving the digital experience of City staff and customers.



### 1.1.3 ETHICAL STANDARDS & THE CODE OF CONDUCT

The City is committed to high standards of ethical and professional conduct in the performance of its functions.

Ethical conduct across the City is governed by:

- The **Council Members, Committee Members and Candidates Code of Conduct** (Nominated Members Code), adopted in accordance with the *Local Government (Model Code of Conduct) Regulations 2021*; and
- the **Code of Conduct for Employees and Contractors**, approved by the Chief Executive Officer in accordance with the *Local Government (Employee Code of Conduct) Regulations 2021*.

The City is committed to engaging with the community in a kind, respectful and professional manner. Mutual respect is essential to positive

and constructive engagement between Council Members, committee members, candidates, the community and City staff. The City has zero tolerance for abusive, threatening or disrespectful behaviour in interactions between all parties.

These Codes set minimum standards of behaviour and professional conduct for Council Members, committee members, candidates, the Chief Executive Officer, employees and contractors, and apply to the performance of their respective roles and responsibilities.

Together, the Codes of Conduct provide a clear and consistent framework for ethical behaviour, accountability and professionalism across the organisation.

### 1.1.4 MODEL CODE REGULATIONS

The Model Code Regulations provide minimum standards for ethical and professional conduct by Council Members in relation to:

- standards of general behaviour
- use of confidential information
- securing personal advantage or advantaging/ disadvantaging others
- misuse of local government resources
- prohibition against involvement with the organisation
- relations with employees
- disclosing interests that may affect impartiality

Compliance with the Model Code Regulations supports ethical decision-making, public confidence and effective governance.

### 1.1.5 NOMINATED MEMBERS

Clause 8(2)(b) of the Council Members, Committee Member and Candidates Code of Conduct (Nominated Members Code) requires all Nominated Members to comply with the City's policies, procedures and resolutions.

The Nominated Members Code should, therefore, be read in conjunction with the provisions of the City's relevant policies and procedures, including the following:

- **Meeting Procedures Local Law 2008**
- **4.2.05 Council Members Requests – Contact with City Employees**
- **Council Members – Allowances, Fees and Reimbursement of Expenses Policy**
- **Council Members Contact with Developers Policy**
- **Council Members Continuing Professional Development Policy**
- **Fraud and Corruption Prevention Policy**
- **Risk Management Policy**

### 1.1.6 BEHAVIOURAL BREACH

The Local Government (Model Code of Conduct) Regulations establish the framework for managing behavioural complaints relating to Council Members, committee members and candidates.

- a) Behavioural complaints are managed in accordance with the Model Code Regulations and operate within the Inspector-led complaints regime established under the Act. Certain complaints are required to be referred to the Local Government Inspector, and where matters are dealt with locally or referred back to the City, they are managed in accordance with the applicable legislative requirements and any directions issued by the Inspector.
- b) Supporting policies, delegations and committee arrangements provide procedural guidance where complaints are managed at the local government level.

### 1.1.7 CEO STANDARDS

The purpose of the CEO Standards is to ensure that the City selects a CEO in accordance with the principles of equity and transparency.

Pursuant to the CEO Standards and the ACT:

- Council is required to identify and agree on the necessary qualifications and selection criteria required by a candidate to undertake the role and duties of the CEO.
- A selection panel, including one independent person (who is not an Council Members), must be established to conduct the recruitment and selection process.
- The CEO's performance is reviewed at least once a year in accordance with performance criteria set and agreed upon in writing by the CEO and the Council.
- Where an incumbent CEO has held the position for a period of 10 or more consecutive years, a recruitment and selection process must be conducted on the expiry of the CEO's contract.

#### **The CEO Annual Performance Review Policy**

sets out the manner in which the CEO's annual performance review is to be conducted.



### 1.1.8 COMPREHENSIVE INDUCTION PROGRAMS

In accordance with the (LGA), Council Members are required to undertake mandatory training following their election.

The mandatory training covers the following topics:

- understanding local government
- serving on council
- meeting procedures
- conflicts of interest
- understanding of financial reports and budgets

Further to the mandatory training, Council Members are encouraged to continually improve their knowledge and expertise to enhance the quality of representation and promote well-informed decision-making. This can be achieved by participating in conferences, programs and training courses specifically designed for professional development relating to their role and responsibilities in local government.

The Council Members Continuing **Professional Development Policy** provides guidance on the professional development of Council Members.

The City maintains a **register** of the training and professional development completed by Council Members and this is available on the City's website. The register is reported to Council annually in accordance with section 5.127 of the (LGA).

### 1.1.9 EMPLOYEE CODE OF CONDUCT

The **Code of Conduct for City of Vincent Employees and Contractors** (Employees and Contractors Code) provides the CEO, all employees and contractors with guidelines for an acceptable minimum standard of professional conduct and behaviour in carrying out their functions and responsibility.

The Employees and Contractors Code addresses, in a concise manner, the broader issue of ethical responsibility and encourages greater transparency and accountability in the City. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective responsibilities may be based.

The Code is complementary to the principles in the ACT, which incorporate the following four fundamental aims:

- better decision making by local governments
- greater community participation in the decisions and affairs of local governments
- greater accountability of local governments to their communities
- more efficient and effective local governments

### 1.1.10 FRAUD AND CORRUPTION

The City expects all Council Members, Committee Members, candidates, employees and contractors to act in accordance with the applicable Codes and behave ethically and honestly at all times when performing their functions in Vincent.

The City is committed to the highest standards of integrity, accountability and ethical conduct in the delivery of services to the community.

All Council Members, Committee Members, candidates, employees and contractors are expected to act honestly, ethically and in accordance with the City's Codes of Conduct, Fraud and Corruption Prevention Policy, and relevant legislative requirements at all times.

The City has zero tolerance for fraud and corruption. Any dishonest or unethical behaviour, including the misuse of public resources, is not accepted and will be addressed appropriately.

#### Integrity Framework

The City's approach to preventing, detecting and responding to fraud and corruption is guided by its Integrity Framework, adopted in December 2024. The Framework replaced the former Fraud and Corruption Prevention Plan and provides a contemporary, structured approach aligned with:

- Public Sector Commission integrity guidance
- AS 8001:2021 – Fraud and Corruption Control
- The City's Risk Management Framework

The Framework focuses on strong governance, clear accountability, effective controls and continuous improvement.

#### Oversight and Continuous Improvement

Fraud and corruption risks and controls are monitored through regular review processes, internal and external audit activity, and reporting to the Audit and Risk & Improvement Committee.

The City also undertakes periodic integrity maturity assessments in line with Public Sector Commission guidance to ensure integrity practices remain effective, contemporary and embedded across the organisation.

#### Awareness, Reporting and Culture

Integrity expectations are reinforced through induction, ongoing training and leadership practices. Clear pathways exist for raising concerns, including confidential and protected reporting mechanisms.

The City is committed to fostering a culture of integrity and ethical decision-making that supports transparency, accountability and public trust.



## 1.2 VISION

The City has established a hierarchy of governing documents that drive the delivery of the community's long-term vision and outline how strategies, policies and action plans are developed and reviewed in consultation with the community.

### 1.2.1 INTEGRATED PLANNING & REPORTING FRAMEWORK

All local governments are required to produce a plan for the future under S5.56 (1) of the Local Government Act 1995.

The Integrated Planning and Reporting Framework (IPRF) is used to ensure integration of community priorities into strategic planning, as well as implementation of the objectives that have been set from these priorities.

The key components of the IPRF are:

- **Strategic Community Plan** – Community vision, strategic direction, medium and longer term priorities and resourcing implications over 10+ years.
- **Corporate Business Plan** – Four-year delivery program, aligned to the SCP.
- **Long Term Financial Plan** – Long term financial plan to deliver the SCP strategies and CBP actions.
- **Asset Management Plans** – Approach to managing assets to sustainably deliver chosen service levels.

- **Workforce Plan** – Shaping workforce to deliver organisational objectives now and in the future.
- **Issue or Area Specific Plans & Strategies** – Any other informing plans or strategies (eg ICT, recreation plans, youth plan, local area plans etc).
- **Annual Budget** – Financial statements, Year 1 priorities and services.

The Long Term Financial Plan, Asset Management Plans and Workforce Plan are referred to collectively as the “core” informing strategies. The diagram below shows the relationship between these information strategies, community input, the City's vision and reporting mechanisms.

# COMMUNITY VISION & ASPIRATIONS





### 1.2.3 STRATEGIC COMMUNITY PLAN

Section 5.56 of the LGA requires every local government in Western Australia to 'plan for the future', which includes to develop a Strategic Community Plan (SCP).

Regulation 19C of the Local Government (Administration) Regulations 1996 provides that the purpose of the SCP is to clearly define the local government's strategic priorities, actions and initiatives for the next 10 years.

In October 2018, Council adopted a new SCP for 2018 – 2028, which established six priorities to guide the City in delivery a range of programs, project and services. The SCP drives the City's planning, budgeting, resource allocation and service delivery over the next decade, in order to focus efforts and align activities with the community's vision. The SCP is reviewed every two years by the City (desktop review followed by full/major review). The last major review was undertaken and presented in 2022. The next major review will take place in 2026.

The SCP is the City's most significant guiding document and establishes the community's vision for Vincent's future.

The priority areas, as set out in the SCP, were determined through a robust community consultant process. The six priorities work in concert with each other and together guide the City to achieve the community's vision.

The six areas are presented on the following page.



## ENHANCED ENVIRONMENT

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.



## ACCESSIBLE CITY

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.



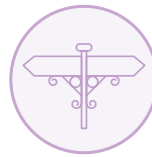
## CONNECTED & HEALTHY COMMUNITY

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.



## THRIVING PLACES

Thriving Places are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.



## SENSITIVE DESIGN

Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identify and respond to specific local circumstances.



## INNOVATIVE & ACCOUNTABLE

The City of Vincent has a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.



### 1.2.4 CORPORATE BUSINESS PLAN

The purpose of the Corporate Business Plan (CBP) is to determine internal operational activities (service delivery, programs and projects) over a four-year period, which are developed to achieve the priorities in the SCP. It is a rolling four-year plan, updated annually, and informs the Long Term Financial Plan (LTFP) and annual budget. Quarterly updates on the CBP are provided to Council.

### 1.2.5 LONG TERM FINANCIAL PLAN

The 10-year Long Term Financial Plan is the high-level strategic document that helps align our community aspirations, strategic intent and organisational capacity. It guides our approach to delivering infrastructure and services to the community and demonstrates our commitment to managing our operations in a responsible and sustainable manner.

The plan achieves this objective by projecting our financial position over a ten-year time horizon using a series of realistic, conservative financial assumptions.

This financial modelling provides the City with appropriate information to assess our capacity to maintain overall financial sustainability into the long term and, most importantly, ensure that we have in place the necessary funding arrangements to support proposed capital replacement programs and new capital projects.

The Long Term Financial Plan is underpinned by the following principles:

- alignment with strategic aspirations
- responsible stewardship of community assets
- financial sustainability
- financial accountability
- prudence
- transparency

### 1.2.6 ANNUAL BUDGET

The Annual Budget must be adopted by Council each year and should focus on the City's actions to be achieved in line with the CBP and SCP.

The Budget outlines operating expenditure (the money required to operate and maintain works and services, such as wages, maintenance and consumables) and capital expenditure (the money required to make capital improvements to items such as roads, buildings and plant and equipment).

# LOCAL GOVERNMENT DECISION MAKING HIERARCHY



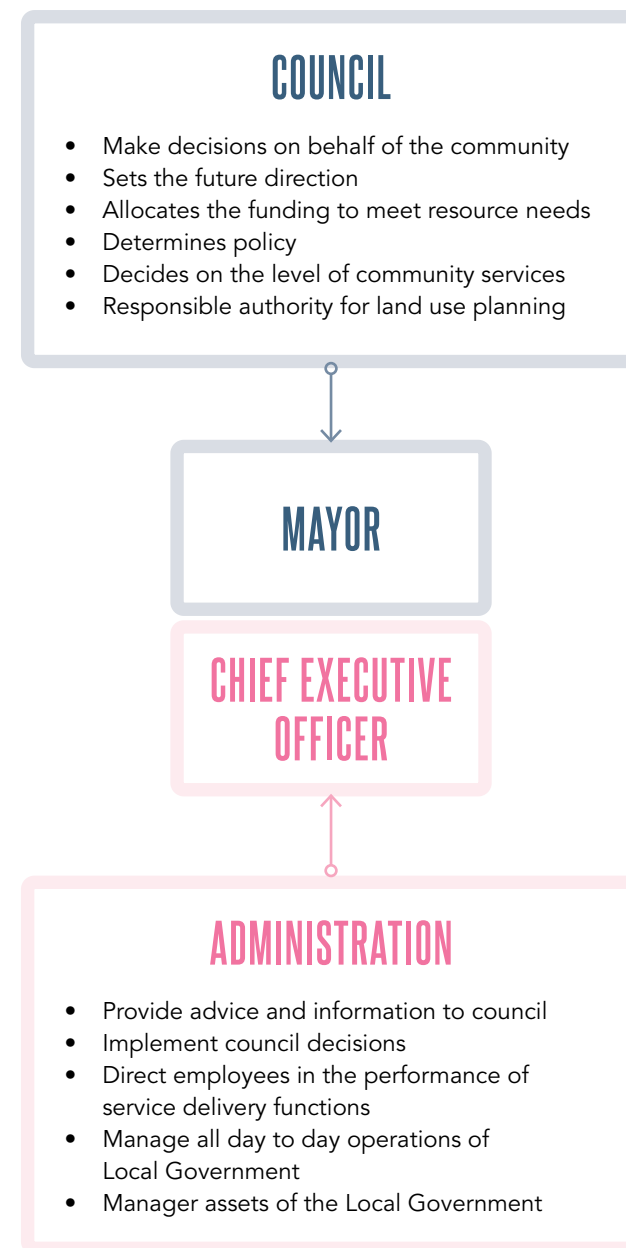


## PRINCIPLE 2 – ROLES & RELATIONSHIPS

**An acceptance of the different roles of the various elements of a local government and positive working relationships between these elements**

There are three key roles within a local government:

1. The Council
2. The CEO
3. Administration





The Council comprises nine Council Members:

- Mayor – represents the entire district, elected at large
- Four Council Members – North Ward
- Four Council Members – South Ward

Council Members are elected for a four-year term at elections held every two years, unless elected for a shorter term due to a vacancy created by the resignation or disqualification of a Council Members during their term. There are no limitations on the maximum terms of office for Council Members.

Effective relationships between Council Members, the Mayor, the Council as a whole, the CEO and Administration is critical to the achievement of excellence in governance.

Council is responsible for strategy and policy. This includes the strategic planning mechanisms to ensure the continued sustainability of the organisation, the setting of strategic goals for the organisation and the monitoring of the City's performance against these strategic goals.

Council is not responsible for the day-to-day operation of the local government. All operational matters are the responsibility of the CEO.

Council Members and employees must understand their different roles and accept the role they play in achieving the City's corporate goals and implementation of the strategies. This understanding is essential for the City to operate effectively and underpins good governance at the City.

The LGA sets out the roles and responsibilities of the Council, the Mayor, the Council Members, the CEO and Administration.

## 2.1 ROLE OF COUNCIL

**In accordance with section 2.7 of the Act, the role of Council is to govern the local government's affairs and, as the governing body, to be responsible for the performance of the local government's functions. In fulfilling this role, Council is responsible for:**

- setting the strategic direction of the City and planning for the future of the district
- determining the City's policies
- overseeing the allocation of the City's finances and resources
- determining the services and facilities to be provided to the community
- selecting the Chief Executive Officer and reviewing the CEO's performance
- providing strategic direction to the CEO.

To ensure proper governance of the City's affairs, Council must have regard to the following principles:

- Council's governing role is separate from the CEO's executive role
- it is important that this separation is respected.

Council must make its decisions:

- on the basis of evidence, on the merits and in accordance with the law,
- taking into account the City's finances and resources.

Council must also have regard to the need to support an organisational culture that promotes the respectful and fair treatment of the City's employees.

Council has the other functions given to it under the Act or any other written law.

## 2.2 ROLE AND RESPONSIBILITIES OF THE MAYOR

**In accordance with section 2.8 of the Act, the Mayor provides leadership to the Council and represents the City in an official capacity. In fulfilling this role, the Mayor:**

- provides leadership and guidance to Council and Council Members, including guidance on their roles and responsibilities
- presides at meetings of Council, ensuring meetings are orderly and conducted in accordance with the Act and the City's Meeting Procedures Local Law
- acts as the principal spokesperson for the City and carries out civic and ceremonial duties on behalf of the City, at all times acting consistently with Council decisions

- promotes, facilitates and supports positive and constructive working relationships among Council Members
- liaises with the Chief Executive Officer on the City's affairs and the performance of its functions
- performs any other functions conferred under the Act or any other written law.

## 2.3 THE RELATIONSHIP BETWEEN THE MAYOR & COUNCIL MEMBERS

An effective relationship between the Mayor and Council Members is essential to good governance, informed decision-making and the delivery of Council's strategic objectives.

In accordance with the Act and contemporary good governance guidance for Western Australian local governments, this relationship is based on mutual respect, shared understanding of roles, and collective responsibility for governing the City.

The Mayor provides leadership to Council, facilitates inclusive deliberation and presides at meetings in accordance with the Act and the City's Meeting Procedures Local Law. Council Members participate equally in decision-making and are collectively accountable for Council decisions.

## 2.4 THE RELATIONSHIP BETWEEN THE MAYOR AND THE CEO

The relationship between the Mayor and the Chief Executive Officer is critical to effective governance and organisational performance.

Consistent with the Act, this relationship is characterised by a clear separation between Council's governing role and the CEO's executive responsibilities, supported by open communication, mutual respect and regular engagement.

The Mayor and CEO work collaboratively to support informed decision-making by Council, ensure Council decisions are implemented, and promote a positive governance culture, without concentrating authority or diminishing the collective role of Council.

## 2.5 ROLE AND RESPONSIBILITIES OF THE DEPUTY MAYOR

The role of the Deputy Mayor is to perform the functions of the Mayor when authorised to do so under section 5.34. This includes when the role of Mayor is vacant or when the Mayor is not available or unwilling or unable to perform her duties.

## 2.6 ROLES AND RESPONSIBILITIES OF COUNCIL MEMBERS

In accordance with section 2.10 of the Act, Council Members represent the community and participate in the governance and decision-making of the City.

In fulfilling this role, Council Members:

- represent the interests of electors, ratepayers and residents of the district, while taking account of the interests of people who work in or visit the district
- participate in deliberation and decision-making at Council and committee meetings
- facilitate communication with the community about Council decisions
- maintain constructive and respectful working relationships with other Council Members, the Mayor and the Chief Executive Officer
- act consistently with the governing role of Council as set out in section 2.7 of the Act
- maintain and develop the skills and knowledge required to effectively perform their role.

## 2.7 COUNCIL MEMBERS ACCESSIBILITY

Council Members must ensure that they make themselves accessible to the City's community through publication of a minimum set of contact details on the City's website as follows:

- **postal address** – personal or care of the City's address or a PO Box
- **telephone number** – business, home or mobile number
- **email address** – personal, business or City email address

## 2.8 APPOINTMENT TO EXTERNAL BOARDS, COMMITTEES ETC.

Council Members representing the City at external organisations, boards, committees and working groups are to ensure that they clearly understand the basis of their appointment.

They must:

- Always act as a spokesperson for the City and in the City's best interests.
- Provide regular reports on the activities of the organisation in accordance with the confidentiality requirements of that organisation.
- Represent the City's interests on all matters relating to that organisation while maintaining the confidentiality requirements of the City.



## 2.9 RELATIONSHIP BETWEEN COUNCIL MEMBERS & ADMINISTRATION

Council Members are entitled to be fully informed in order to carry out their role as a decision maker and may seek specific information on various issues before Council.

In accordance with the Act and the Local Government (Model Code of Conduct) Regulations 2021, Council Members must not undertake administrative functions or direct employees in the performance of their duties.

The respective roles of Council Members and Administration are distinct:

- Council Members are responsible for governance, policy-setting and decision-making
- Administration, under the direction of the Chief Executive Officer, is responsible for day-to-day operations and implementation of Council decisions.

Council Members must not direct, attempt to direct, or improperly influence local government employees, and must treat employees with respect at all times.

Detailed requirements regarding Council Member conduct, involvement in administration, and interactions with employees are set out in:

- the Council Members, Committee Members and Candidates Code of Conduct, and
- *Policy 4.2.05 – Council Member Requests: Contact with City Employees.*

## 2.10 ROLE AND RESPONSIBILITIES OF THE CHIEF EXECUTIVE OFFICER

In accordance with section 5.41 of the Act, the Chief Executive Officer is responsible for the day-to-day administration of the City and for implementing Council decisions.

In fulfilling this role, the Chief Executive Officer:

- advises Council in relation to the functions of the local government
- ensures that Council is provided with timely, accurate and relevant information to support informed decision-making
- implements Council decisions and manages the day-to-day operations of the City
- manages the local government's employees, including their direction, supervision and performance
- ensures that the records and documents of the City are properly kept in accordance with legislative requirements
- liaises with the Mayor on the City's affairs and the performance of its functions
- performs any other functions conferred or delegated under the Act or any other written law.



# PRINCIPLE 3 – DECISION-MAKING & MANAGEMENT

Effective decision-making and related management processes that reflect transparency and accountability.

## 3.1 DECISION MAKING FORUMS & PROCESSES

**Decision-making is the most important activity undertaken by the City, both by Council Members and Administration. Effective decision-making processes increase the likelihood that the decisions themselves will be in the best interest of the entire community. Good processes will ensure confidence in decision making by all Council Members as well as the public.**

Part 5 of the LGA sets out the framework whereby Council Members meet as the governing body (Council) for the purpose of decision-making on behalf of the local government.

It is an intention of the Act that Council conducts business and makes decisions:

- openly and transparently
- with a high level of accountability to their community
- efficiently and effectively
- with due probity and integrity
- acknowledging relevant community input
- with all available information and professional advice
- with the fullest possible participation of Council Members

Decisions made at meetings are recorded in the form of resolutions, which are binding on the Council until they are formally amended or repealed. Resolutions, once recorded, take effect immediately.

To facilitate transparent and accountable decision-making Council Members and Administration are encouraged to operate in the following manner:

- Administration will endeavour to respond to any queries or requests for information from Council Members as a priority so that Council Members have the required information to fulfil their role and make decisions.
- Council Members will endeavour to provide complex questions or large requests for information to Administration in advance of a Committee or Council Meeting, particularly if a detailed response is required or if it relates to a possible amendment or alternative recommendation, so that Administration has sufficient time to provide a sufficiently detailed response.

This reciprocal arrangement assists Council in fulfilling its roles and responsibilities on behalf of the community.

### 3.1.1 COUNCIL MEETING SCHEDULE

The City has adopted a monthly meeting cycle which consists of a Council Briefing, which is an opportunity for questions to be asked by Council Members, followed by a Council Meeting.

The Council meeting schedule for each upcoming calendar year is considered and adopted by Council prior to the end of each calendar year and publicly advertised in accordance with the *Local Government (Administration) Regulations 1996*.

While the City typically follows a regular monthly meeting cycle, usually with a Council Briefing held on the second Tuesday of the month and an Ordinary Council Meeting held on the third Tuesday of the month, Council may vary the

timing and pattern of meetings throughout the year to accommodate public holidays, election-related requirements, budget processes, school holiday periods, or other operational or governance consideration.

Special Meetings can be called by the Mayor, three members of Council or the Council as a whole, as set out in section 5.4 of the LGA. Special Meetings of Council can be convened if an urgent matter arises which requires decision prior to the next scheduled meeting.

Council may delegate additional powers to the CEO over the Council recess period (between the December and February meetings), subject to section 5.43 of the LGA (which sets out restrictions on powers and duties that can be delegated) in order to ensure the essential operations of the City can continue.



### 3.1.2 COUNCIL WORKSHOPS

Council Workshops provide an opportunity for informal discussion between Council Members and Administration. The purpose of Council Workshops is to engage and update Council Members on:

- Corporate Business Plan and CEO KPI Items
- emerging issues
- Council strategy and policy development
- major community engagement activities

Council Workshops are not decision-making forums and are not governed by the LGA or the Meeting Procedures Local Law 2008.

Council Workshops will generally involve projects or matters that are in the early planning stages and not yet ready to be presented to Council for decision.

During Council Workshops:

- The Chief Executive Officer seeks input from Council Members that are in the research and concept stage, to allow the drafting and formalisation of the concepts to progress.
- Council Members are fully informed on matters to enable decisions to be made in the best interests of the community.
- Council Members represent the views of the community in matters.

The input of Council Members through open and free-flowing exchange of ideas provides invaluable direction to the Chief Executive Officer for the research, planning and development of matters.

Council Members must not indicate their voting intention at Council Workshops.

Council Workshops are not open to the public but where relevant and in consultation with Council Members, external consultants, representatives of community organisations and community members may be invited to attend.

### 3.1.3 COUNCIL BRIEFINGS

Council Briefings are held at 6pm in the Council Chamber on the Tuesday of the week prior to the Ordinary Council Meeting. Council Briefings provide the opportunity for Council Members and members of the public to ask questions and clarify issues relevant to the specific agenda items due to be presented and discussed at the forthcoming Council Meeting.

No decisions are made at Council Briefings. Council Members may request additional information or may request alternative wording for motions to be prepared for possible consideration at the forthcoming Council Meeting.

Council Briefing Agendas are published on the City's website on or before the Wednesday of the week before the Council Briefing.

Council Briefings are open to the members of the public and also live streamed, with the recording available on the City's website.



### 3.1.4 COUNCIL MEETINGS

The Council Meeting is Council's only debating and decision-making forum. Council Meetings are conducted in strict compliance with the requirements of the LGA, its regulations and the City's Meeting Procedures Local Law.

Good decision-making at a Council Meeting is achieved by:

- a clear and informative agenda
- good chairing and facilitation by the Presiding Member
- adherence to the meeting procedures
- adherence to statutory requirements

Council Meeting Agendas are published on the City's website on or before the Friday of the week before the Council Meeting.

The Council Meetings are open to the public, which ensures that the community is fully informed and, where appropriate, involved in the decisions and affairs of Council. Council Members, the CEO and relevant staff attend all Council Meetings. Council Meetings are live-streamed, with the recording available on the City's website.

### 3.1.5 COMMUNITY PARTICIPATION IN THE DECISION-MAKING PROCESS

The **Community and Stakeholder Engagement Policy** currently prescribes the community consultation process that is undertaken to engage the community in the City's decision-making process. The policy guides how the City speaks with and listens to the community.

Community and expert advice is also sought in the following ways:

- Community members (panel) – comprises of a cross section of the City's community, their feedback was used to inform the City's SCP adopted in 2018 (Imagine Vincent campaign).
- Design Review Panel – comprises of paid independent experts who provide technical advice to Administration on development design, including the amenity, architecture, landscaping and sustainability. Administration can refer developments to the panel for comment, and the recommendations of the panel are considered by Administration or Council when making a determination on the development approval.
- Advisory Groups – since 1995, the City has had a number of groups comprising of community members and Council Members. The groups operate in accordance with the City's Advisory Groups Policy.

## 3.2 AGENDA AND MINUTES

### 3.2.1 AGENDA

It is a requirement of the ACT that the CEO provides 72 hours' notice of the date, time and place of an Ordinary Meeting of Council, and provides an agenda for the meeting. The City circulates the agenda for the Council Briefing on the Wednesday prior to the Briefing, and on the Friday prior to the Meeting.

Well-structured agendas lead to efficient and effective Council Briefings and Meetings, and in turn result in good decision-making.

The City's agendas comprise of reports prepared by Administration.

Council reports are to provide adequate, necessary, factual and unbiased information to enable Council Members to make informed decisions on matters before them.

Reports must demonstrate alignment with the City's strategic objectives, adopted budget, and risk and opportunity appetite, where relevant to the decision being sought. Where a proposal does not align, the report must clearly identify the area of divergence and provide a reasoned justification for Council's consideration.

Council reports must address the key considerations relevant to the decision, in a manner proportionate to the complexity and impact of the matter.

Depending on the nature of the proposal, reports may include information addressing matters such as:

- Recommendation
- Purpose of Report
- Delegation
- Background
- Details
- Consultation / Advertising
- Legal / Policy Implications
- Risk Management Implications
- Strategic Implications
- Sustainability Implications
- Public Health Implications
- Financial / Budget Implications
- Comments

### 3.2.2 LATE REPORTS

Late reports are strongly discouraged however there may be occasions when additional items are required to be presented to Council following the publishing of the Briefing or Meeting agenda. In these instances, Administration will endeavour to publish these reports as soon as possible following the publishing of the agenda, to enable sufficient time for Council Members and the community to consider the item.

The Meeting Procedures Policy prescribes the circumstances that may permit the publication of a late report and includes a requirement for justification and consideration of the impact that late publication may have on community engagement.

### 3.2.3 MINUTES

**Regulation 13 of the Local Government (Administration) Regulations 1996 prescribes that unconfirmed minutes of each Council meeting are to be available to the public within 10 business days after the meeting.**

The minutes of a Council Meeting comprise of all items considered at the meeting and include details of members present, all motions, their movers, the outcome of motions, details of



each decision, summary of public questions, disclosures of interest and all attached documents except ones closed to members of the public. In the interests of accountability and transparency, the City circulates the minutes on the Friday following the Meeting. If for any reason the Minutes are not available for circulation by the Friday, an explanation is provided on the website.

The minutes are confirmed at the first Council Meeting immediately thereafter.

### 3.3 MEETING PROCEDURES

Council have adopted a **Meeting Procedures Local Law** that sets out the conduct, process and protocols of Council meetings and Briefings. The Meeting Procedures Local Law is required to be reviewed every eight years.

Council have also adopted a **Meeting Procedures Policy** which provides high level clarification on the conduct of Council Meetings and Briefings, where not addressed in the

Meeting Procedures Local Law. The policy is supported by the **Council Proceedings Guidelines** which are publicly available and linked within the policy.

### 3.4 DECISIONS ON LAND USE PLANNING & DEVELOPMENT

Development and land use proposals on properties may need to be assessed and approved through a development application under Local Planning Scheme No. 2. The authority responsible for determining the application will depend on the type and scale of the proposal. It may be decided by Council, the Administration, the State

**Development Assessment Unit (SDAU), or the Metropolitan Inner-North Joint Development Assessment Panel (JDAP).**



### 3.5 CONFLICT OF INTEREST

**Council Members, CEOs and employees must make decisions in the best interests of their community. To do this, they must consider each issue on its merits.**

A conflict of interest occurs when a person's position within the City of Vincent, or their financial or other personal interests, affect, have the potential to affect, or could have the appearance of affecting, their judgement, objectivity or independence.

Decision-making could be influenced, or perceived to be influenced, in a number of ways, including through financial relationships, personal relationships and the receipt of gifts. Conflicts of interests may arise from a number of sources, including friends, relatives, close associates, financial investments, business interests or dealings or past employment.

The LGA and related party declaration requirements of the Australian Accounting Standard set out requirements for Council Members, CEOs and local government employees to disclose interests to ensure transparency and accountability in decision-making.

Council Members, the CEO and employees must declare any actual or perceived conflict of interest between their personal interests and the impartial fulfilment of their professional duties in accordance with the requirements outlined below.

### 3.6 DISCLOSURE OF INTERESTS AFFECTING IMPARTIALITY

**An impartiality interest does not apply to an interest referred to in section 5.60 of the LGA. i.e. it does not include financial or proximity interests.**

#### 3.6.1 COUNCIL MEMBERS

**In accordance with clause 22 of the Nominated Members Code, a Council Member who has an impartiality interest in any matter to be discussed at a council or committee meeting attended by the Council Member must disclose the nature of the interest:**

- a)** in a written notice given to the CEO before the meeting; or
- b)** at the meeting immediately before the matter is discussed.

#### 3.6.2 EMPLOYEES & CONTRACTORS

**In accordance with the Employee Code of Conduct and the Administration Regulations, employees who have an impartiality interest in a matter must disclose that interest:**

- 1. where they are attending the council or committee meeting at which the matter is being discussed; or
- 2. if they have given, or will give, advice in respect to the matter at a council or committee meeting not attended by the employee.

In the first instance, the interest must be disclosed in writing to the CEO before the meeting or at the meeting immediately before the matter is discussed. In the second instance, the interest must be disclosed in writing to the CEO before the meeting or at the time the advice is given by the employee.

The City maintains a register of staff conflicts of interest, and any staff disclosing a conflict of interest that cannot be appropriately managed will be removed from the decision-making process.

### 3.7 FINANCIAL & PROXIMITY INTERESTS

**Council Members and employees must comply with the laws governing financial interests, including the disclosure of financial interests, set out in the LGA. Sections 5.59–5.90 of the LGA establish the requirements for disclosure by Council Members and employees and contractors of financial interests (including proximity interests).**

The onus is on Council Members, employees and contractors to identify possible financial interests (including proximity interests and non-financial interests), to determine whether an interest exists and whether any statutory exemption applies.

*\*The statutory definition of a financial interest is set out in section 5.60A of the Local Government Act 1995 as follows:*

#### 5.60A. Financial interest

*For the purposes of this Subdivision, a person has a financial interest in a matter if it is reasonable to expect that the matter will, if dealt with by the local government, or an employee or committee of the local government or member of the council of the local government, in a particular way, result in a financial gain, loss, benefit or detriment for the person.\**

The LGA requires you to disclose a proximity interest that you, or a person with whom you are closely associated, has in a matter before Council or a Committee.

A proximity interest arises if:

- a proposed change to a planning scheme affects land that adjoins your land;
- a proposed change to the zoning or use of land that adjoins your land; or
- a proposed development of land that adjoins your land (development refers to the development, maintenance or management of the land or of services or facilities on the land).

The existence of a proximity interest is established purely by the location of land. A financial effect on the valuation of your land or on the profitability of your business does not have to be established. It is therefore important that you fully understand when a proximity interest exists.

The person's land referred to is both land in which you, or a person with whom you are closely associated, has any estate or interest.

Land that adjoins a person's land is defined by the LGA as land that:

- not being a thoroughfare, has a common boundary with the person's land
- is directly across a thoroughfare from the person's land or
- is that part of a thoroughfare that has a common boundary with the person's land

The statutory definition of a proximity interest is set out in section 5.60B of the Local Government Act 1995 as follows:

#### \*5.60B. Proximity interest

1. *For the purposes of this Subdivision, a person has a proximity interest in a matter if the matter concerns —*
  - a) *a proposed change to a planning scheme affecting land that adjoins the person's land; or*
  - b) *a proposed change to the zoning or use of land that adjoins the person's land; or*
  - c) *a proposed development (as defined in section 5.63(5)) of land that adjoins the person's land.*
2. *In this section, land (the proposal land) adjoins a person's land if —*
  - a) *the proposal land, not being a thoroughfare, has a common boundary with the person's land; or*
  - b) *the proposal land, or any part of it, is directly across a thoroughfare from, the person's land; or*
  - c) *the proposal land is that part of a thoroughfare that has a common boundary with the person's land.*
3. *In this section a reference to a person's land is a reference to any land owned by the person or in which the person has any estate or interest.\**

### 3.8 RELATED PARTY DISCLOSURES

In July 2016, the scope of the Australian Accounting standard (AASB) 124 Related Party Disclosures was extended to local governments. The standard requires key management personnel (Council Members, CEO and Directors) to disclose information about transactions that have occurred between the local government and its key management personnel or their related parties.

At the end of each respective financial year, key management personnel must disclose information about transactions that have occurred between themselves, or their related parties, and the City. Examples of 'related parties' include close family members (typically spouse and any dependents), companies and trusts under their control.

The City is committed to complying with the disclosure requirements for related party transactions under the standards. Disclosure of relevant related party information provides greater transparency and identifies potential conflicts of interest.

### 3.9 PRIMARY & ANNUAL RETURNS

Council Members and 'designated employees' are required to complete primary and annual returns in accordance with the requirements of Division 6 of Part 5 of the LGA. Primary and annual outline financial interests, including property ownership. These interests could give rise to a conflict of interest.

Section 5.75 of the LGA requires Council Members and 'designated employees' to complete a Primary Return within three months of commencing in their role.

A primary return is a snapshot of personal financial information as it exists at the time of commencement.

At the end of each respective financial year, Council Members and 'designated employees' must complete an Annual Return, which discloses any changes to the information previously disclosed in their Primary Return or new interests that have accumulated since completing their Primary Return or last Annual Return.

The penalty for not completing your primary and annual return is a fine of \$10,000 and a daily penalty of \$500 for each day or part of a day during which the offense continues.

Primary Returns and Annual Returns assist with the decision-making process as they highlight an individual's interests at a particular point in time, thereby clarifying whether a conflict of interest may arise.

A relevant person is defined under section 5.74 of the Local Government Act 1995 as a person who is a:

- Mayor or president
- Council Member
- designated employee

Designated employees include:

- CEO
- employees with delegated powers and duties under Part 5, Division 4 of the Act
- employees who are members of committees comprising elected members and employees
- other employees nominated by the local government

### 3.10 GIFTS

It is the City's position that Council Members, the CEO and employees should not seek or accept (either directly or indirectly) any immediate or future gift (including any financial benefit, reward, donation or hospitality) for themselves, or for any other person or body, as a result of their role with the City.

However, it is acknowledged that there may be instances when receiving a gift is unavoidable or when refusal of a gift may be impossible or impractical. These circumstances will depend on the cultural context of the giving of a gift, the nature of the gift (perishable food or beverages or of no monetary value) and the relationship with the person giving the gift. In such a circumstance, the gift may be accepted on behalf of the City but should be disclosed in accordance with the requirements outlined below.



### 3.10.1 COUNCIL MEMBERS

**It is the City's position that any gift received (and not able to be returned) by a Council Member and valued above \$50 is to be disclosed and included in the City's Register of Gifts within 10 days of receiving the gift. This requirement goes beyond the legislative requirement, which requires disclosure of gifts above \$300 only.**

The Department of Local Government, Industry Regulation and Safety (LGIRS) has prepared the frameworks shown at attachments A, B, and C to assist Council Members and CEO's in disclosing gifts.

In accordance with the ACT, Council Members (section 5.87A) and CEOs (section 5.87B) are required to disclose gifts that are received in their capacity as an Council Members or CEO and:

- are valued over \$300 or
- are of a cumulative value that exceeds \$300 where the gifts are received from the same donor in a 12-month period

Additionally, a gift given by two or more related bodies corporate (as defined by section 50 of the Corporations Act 2001 (Cth)) is considered to have been given by a single corporation.

The current and previous register of gifts are publicly available on the City's website.

These provisions recognise that a relationship is created between the donor and a recipient of a gift that could be perceived to affect decision- making. The reason for the receipt of the gift is irrelevant. This means that if the gift is received in a Council Member or CEO's personal capacity it still needs to be disclosed in accordance with the ACT requirements (there are a number of exemptions, which relate to gifts from family members).

The primary consideration is whether there is a matter before Council that the donor could benefit or suffer detriment as a result of.

Council Members should not participate in any part of the Meeting that involves the donor (section 5.67). Council Members must disclose the interest, in accordance with section 5.65, in writing to the CEO before the Meeting or immediately before the matter is discussed.

The CEO is also bound by these requirements and must not be involved in the preparation of the report to Council, either directly or indirectly (section 5.71A).

*\*The statutory definition of a gift is set out in section 5.57 of the Local Government Act 1995 as follows:*

#### *5.57. Terms used*

*In this Division, unless the contrary intention appears — gift means —*

- a) a conferral of a financial benefit (including a disposition of property) made by 1 person in favour of another person unless adequate consideration in money or money's worth passes from the person in whose favour the conferral is made to the person who makes the conferral; or*
- b) a travel contribution; travel includes accommodation incidental to a journey; travel contribution means a financial or other contribution made by 1 person to travel undertaken by another person.\**

The penalty for not disclosing a gift is a fine of \$10,000; and a daily penalty of a fine of \$500 for each day or part of a day during which the offense continues.



### 3.10.2 EMPLOYEE GIFTS

Employees are prohibited from accepting certain gifts as follows:

- a gift from a contractor, supplier, developer or applicant
- a gift with a value of \$300 or more
- a number of gifts from the same person/ company equating to a value of \$300 or more over a six-month period

It is the City's position that any gift received by an employee that is not able to be returned and is valued at \$50 or more must be disclosed and recorded in the City's Gift Register. In accordance with the Local Government (Administration) Regulations 1996, the Chief Executive Officer has determined the threshold for prohibited gifts to be \$50.

The \$50 threshold is intended to support practical, proportionate and common-sense decision-making, while maintaining transparency and protecting against actual, potential or perceived conflicts of interest.

Events provided by WALGA, ALGA, LG Professionals WA/Australia, government bodies, or non-profit organisations for genuine

training purposes in accordance with the Local Government (Administration) Regulations 1996 are exempt from gift declaration and conflict of interest (COI) assessment.

Detailed guidance on the acceptance, refusal, return and recording of gifts is set out in the Employee and Contractor Code of Conduct and associated procedures.

### 3.10.3 CEO GIFTS

**It is the City's position that any gift received (and not able to be returned) by the CEO is to be disclosed and using the City's Gift Disclosure Form within 10 days of acceptance. The reason for the acceptance of the gift needs to be noted in the gift disclosure form.**

Gifts accepted will be recorded on the internal gift register. Gifts with a value over \$50 will also be included in a public version of the register which is accessible on the City's website.

The CEO must not be involved in the preparation of a report to Council, either directly or indirectly, if in receipt of a gift in relation to that advice or report (s 5.71A of the LGA):

*\*5.71A CEOs to disclose interests relating to gifts in connection with advice or reports*

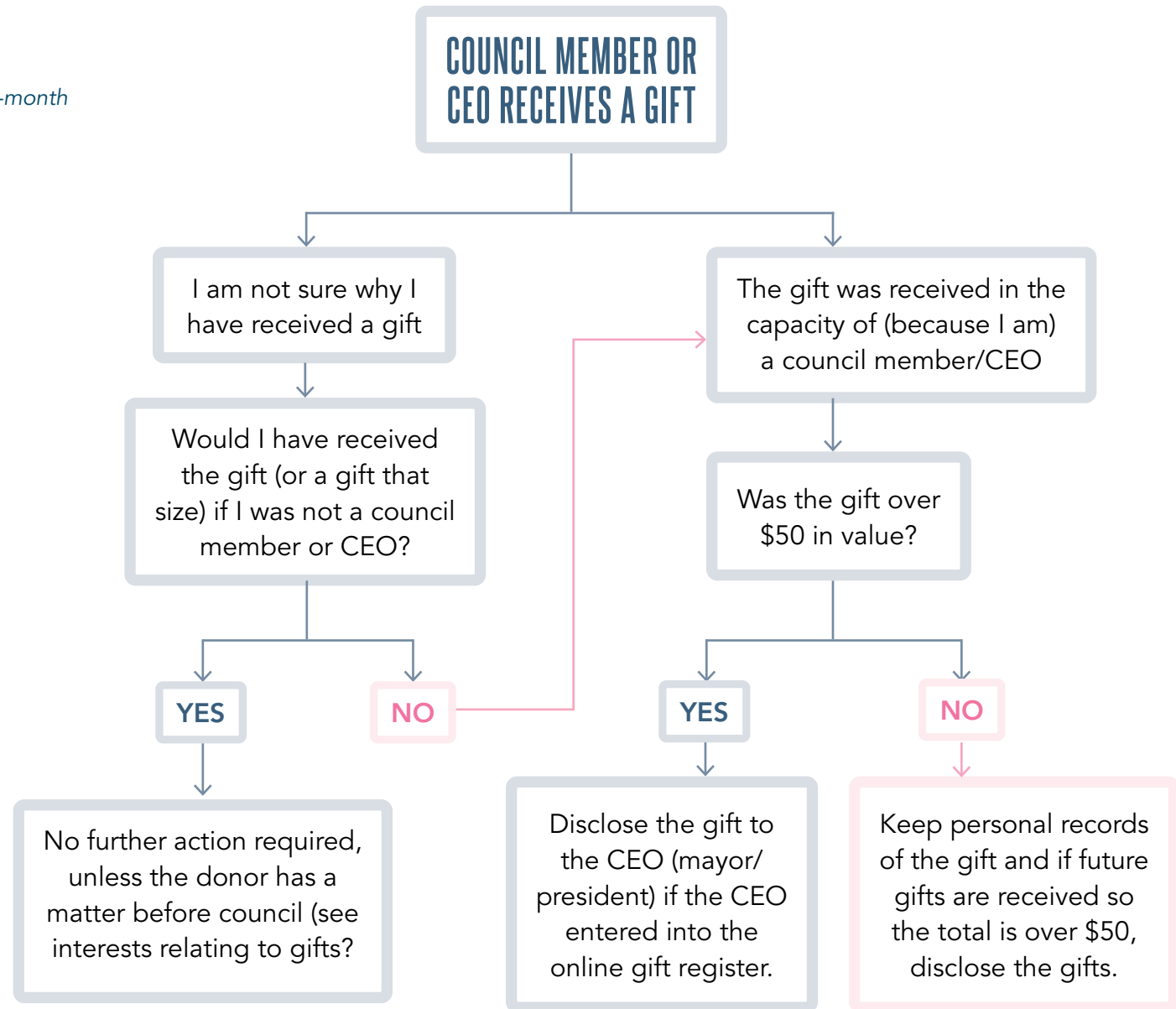
1. A CEO who has an interest relating to a gift in a matter in respect of which the CEO proposes to provide advice or a report, directly or indirectly, to the council or a committee must disclose the nature of the interest in a written notice given to the council.
2. A CEO who makes a disclosure under subsection (1) must not provide the advice or report unless the CEO is allowed to do so under section 5.71B(2) or (6).
3. A CEO who has an interest relating to a gift in a matter in respect of which another employee is providing advice or a report directly to the council or a committee must disclose the nature of the interest when the advice or report is provided.

*The penalty for this subsection: imprisonment for 24 months and a fine of \$24,000*



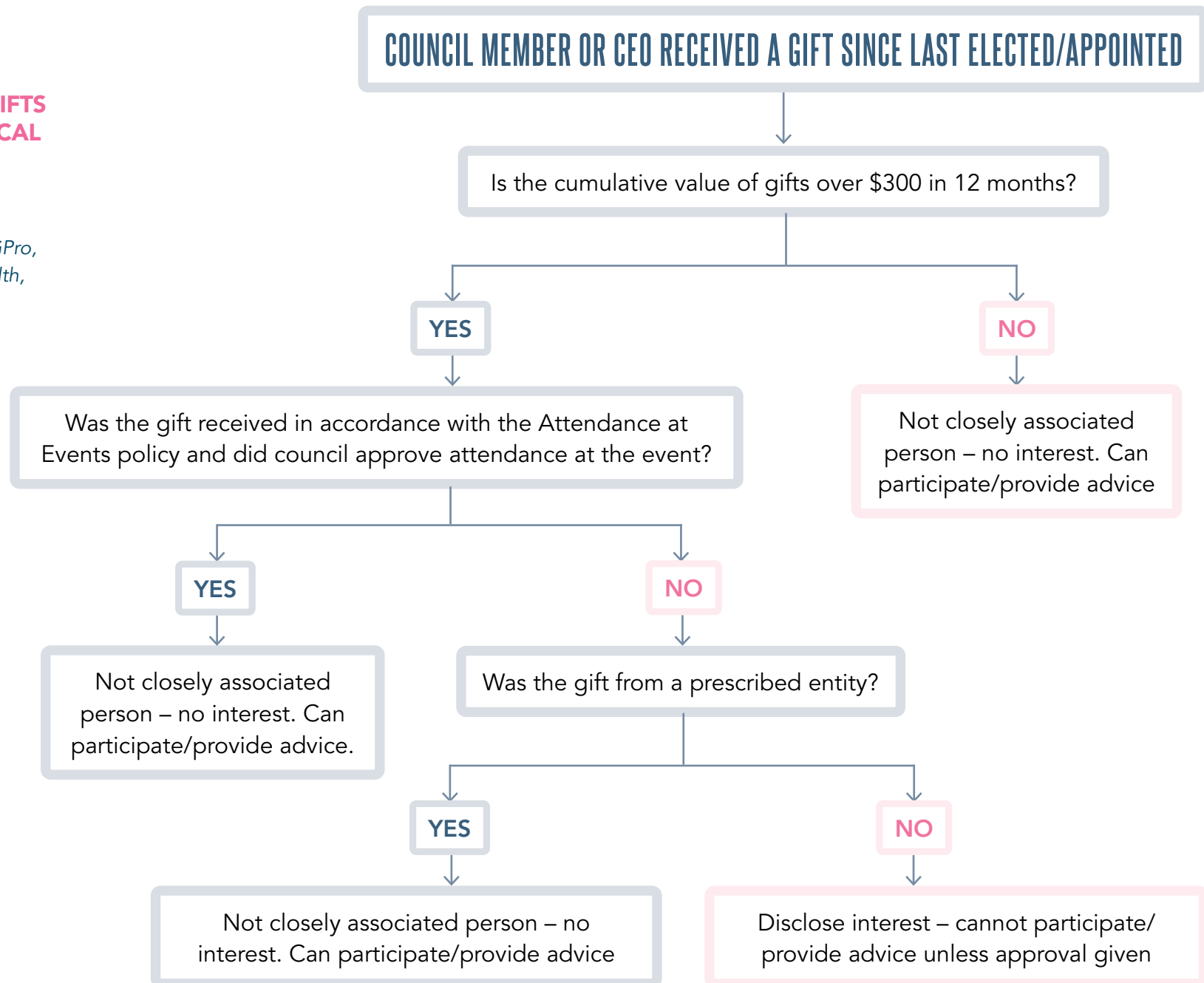
## ATTACHMENT A GIFT REPORTING FRAMEWORK

*\*Or a series of gifts from a person in a 12-month period was over \$50 in value*

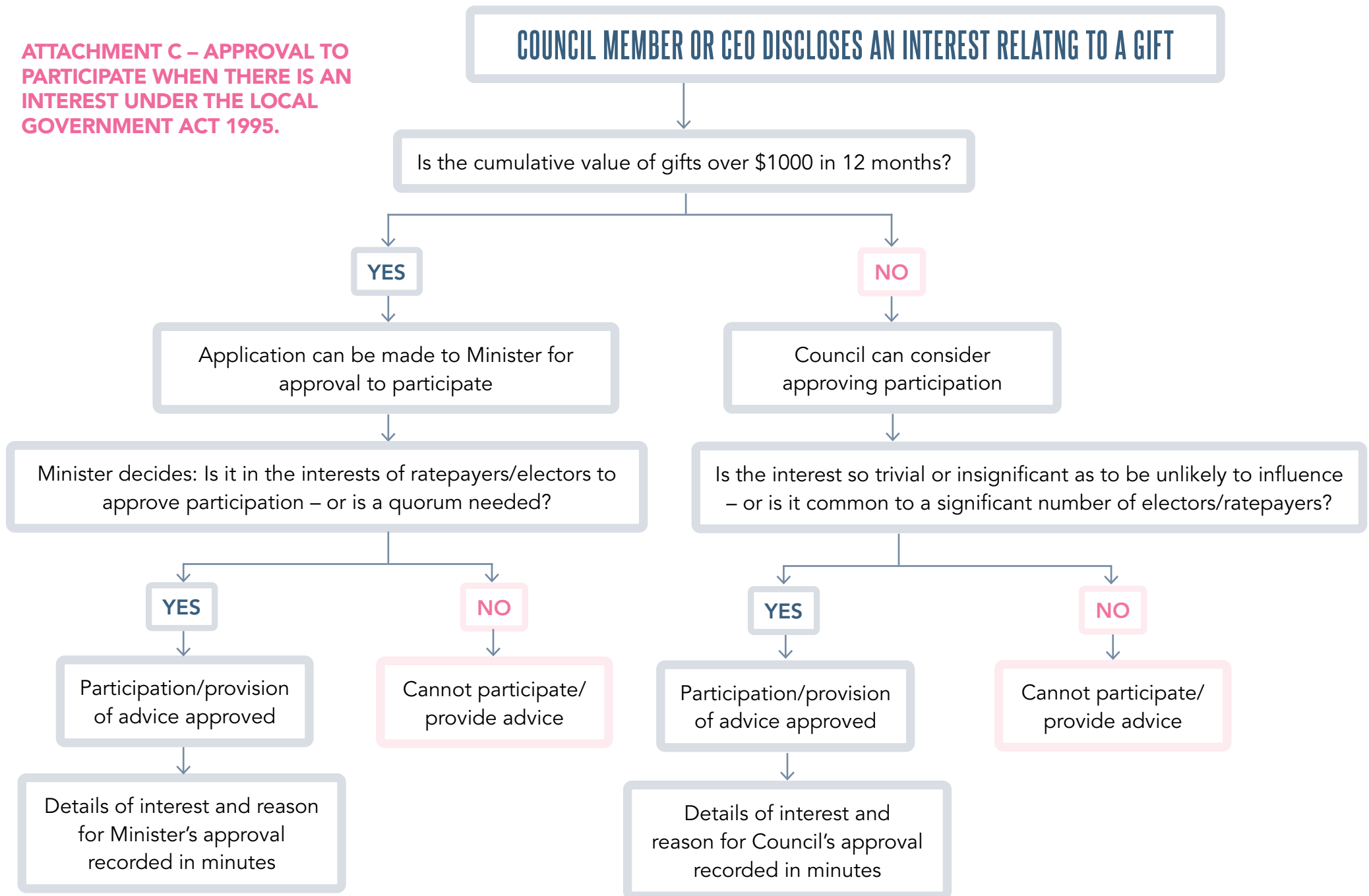


**ATTACHMENT  
B – INTERESTS  
RELATING TO GIFTS  
UNDER THE LOCAL  
GOVERNMENT  
ACT 1995.**

*\*WALGA, ALGA, LGPro,  
State, Commonwealth,  
Territory or local  
government*



**ATTACHMENT C – APPROVAL TO PARTICIPATE WHEN THERE IS AN INTEREST UNDER THE LOCAL GOVERNMENT ACT 1995.**



### 3.11 CONTACT WITH DEVELOPERS

Contact with developers is a normal and necessary function of the role of a Council Member.

However, the nature and frequency of that contact can sometimes lead to allegations or perceptions of bias, influence or even corruption being made towards Council Members. Ensuring that decision-making processes are open and transparent reduces the opportunities for such allegations or perceptions to be raised.

Council Members are to record any prescribed contact they have with developers on the Contact with Developers Register in accordance with the **Council Member Contact with Developers Policy**.

The Council Member Contact with Developers Register is maintained by the CEO and published on the City's website.



### 3.12 DELEGATIONS

**Some legislation confers powers on local governments to allow Council to delegate power to a committee of the local government, the local governments CEO or in limited circumstances other persons or employees.**

The purpose of delegating a power is to allow matters that are routine, may have a time constraint or can change rapidly to be dealt with efficiently.

The extent of delegation, conditions that may be applied, records that must be kept and the review and amendment processes depend on the various heads of power in the Acts' themselves.

Delegates exercise the delegated decision-making function in their own right, in other words they have discretionary decision-making powers. The use of delegated authority means that a large volume of routine work can be effectively managed and acted on promptly, which in turn facilitates efficient service delivery to the community.

In situations where an employee has been delegated a power or duty by the CEO, and the employee has an interest in the matter, the employee must not exercise the power or discharge the duty and must either disclose the nature of the interest to the CEO (or should the employee be the CEO, disclose the nature of the interest to the Mayor).

The City's **Register of Delegation, Authorisations and Appointments** is reviewed by Council on an annual basis and is available on the City's website.

This register includes:

- delegations from Council to the CEO
- sub delegations from CEO to other employees
- appointments of authorised persons
- appointments of other employees

*\*The provisions of the ACT which provide for delegations by a local government or its CEO are as follows:*

- *Section 5.16(1), states: 'Under and subject to section 5.17, a local government may delegate to a committee any of its powers and duties other than this power of delegation.'*
- *Section 5.42(1), states: 'A local government may delegate to the CEO the exercise of any of its powers or the discharge of any of its duties under this Act other than those referred to in section 5.43; or the Planning and Development Act 2005 section 214(2), (3), or (5).'*
- *Section 5.44(1), states: 'A CEO may delegate to any employee of the local government the exercise of any of the CEO's powers or the discharge of any of the CEO's duties under this Act other than this power of delegation.'*
- *The Act has been framed in a way that determines whether powers and duties can be delegated or not. If the term 'council' is used then it is the council itself which must carry out that function. If the term 'local government' is used then it may be possible to use delegation, subject to any other express powers against delegation or the desirability in using 'acting through' where it may be a better way of carrying out the power or duty.\**

### 3.12.1 CONCEPT OF ACTING THROUGH

Employees do not always need delegations or sub delegations to carry out their tasks and functions on behalf of the local government. Basically, a function may be undertaken through the “acting through” concept where a person has no discretion in carrying out that function – the outcome will not be substantially different regardless of the circumstances or who exercised the power.

The key difference between a delegation and acting through is that a delegate exercises a decision-making function in his or her own right. For example, an employee may pay an account or issue an approval if directed to do so by another employee who has the authority to make such a decision and chooses to “act through” another employee.

### 3.12.2 AUTHORISED PERSONS

Authorised persons are given powers to do certain things under an Act, regulation or local law; usually to issue an infringement, make inquiries, enter on to property, issue a notice or to enforce a provision.

The CEO has been delegated the authority to appoint authorised persons for the purpose of fulfilling prescribed functions within the LGA and its subsidiary legislation, including LGA Regulations, the Local Government (Miscellaneous Provisions) Act 1960 and Local Laws made under the LGA.

An authorised person, once appointed, is responsible for fulfilling the powers and duties assigned under law to an authorised person, which may be specified or limited in an Act or regulation, or the certificate of authorisation.

### 3.13 EXECUTIVE FUNCTIONS

**The executive functions of the City are to administer its local laws and to provide services and facilities deemed necessary for the good governance of the community.**

Services and facilities are managed to ensure that they integrate and not duplicate with any services provided by the State, Commonwealth or any public body.

#### *\*3.18. Performing executive functions*

- 1.** *A local government is to administer its local laws and may do all other things that are necessary or convenient to be done for, or in connection with, performing its functions under this Act.*
- 2.** *In performing its executive functions, a local government may provide services and facilities.*
- 3.** *A local government is to satisfy itself that services and facilities that it provides:*
  - a)** *integrate and coordinate, so far as practicable, with any provided by the Commonwealth, the State or any public body*
  - b)** *do not duplicate, to an extent that the local government considers inappropriate, services or facilities provided by the Commonwealth, the State or any other body or person, whether public or private*
  - c)** *are managed efficiently and effectively.\**

### 3.14 POLICIES

Section 2.7(2)(b) of the LGA states that the Council is to “determine the local government’s policies”.

Policies, together with plans and strategies, guide decision-making by Council and Administration and provide a clear framework for the delivery of the City’s strategic objectives. Council may make, amend or repeal policies and other corporate documents to ensure that they are consistent with relevant legislation and aligned with the Strategic Community Plan.

In some cases, policies are prepared under statutory instruments, such as local planning policies made under the City’s Local Planning Scheme. Where this occurs, the legal effect of the policy is governed by the relevant statutory framework.

To support a consistent and transparent approach to the development, review and management of corporate documents, the City has adopted a Corporate Document Development Framework. This framework ensures that the City’s policies, plans and strategies:

- align with the priorities of the Strategic Community Plan
- are developed and reviewed in a structured and consistent manner
- remain contemporary, relevant and reflective of community expectations
- support clear accountability and informed decision-making.

The key components of this framework include:

- the **Corporate Document Development Policy**, which establishes the legislative hierarchy of corporate documents and sets out principles for consultation, adoption, review and repeal
- the **Corporate Document Register and Review Plan**, which provides a central record of corporate documents and their review status
- an approved **review schedule**, which supports regular and systematic review of corporate documents and reporting to Council.

Together, these elements provide assurance that the City’s corporate documents are well-governed, strategically aligned and subject to ongoing review.





### 3.15 LOCAL LAWS

**The Council is responsible for adopting a set of local laws under Division 2 section 3.5 of the LGA.**

Council, when making local laws, must be aware of their legislative effect and the process as outlined in the LGA.

The Local Laws reflect community standards and provide for the good governance of the City.

The process for adopting local laws provides the community with a six-week advertising period to allow for the opportunity to comment on proposed local laws. The local law is then presented once more to Council and any public submissions are considered. Upon final adoption the local laws are gazetted and considered by the Western Australian Parliamentary Joint Standing Committee on Delegated Legislation.

The City is required to review all its local laws every 15 years from the date they came into operation or from the date, they were last reviewed. This review process also allows for community consultation and feedback.

The City has the following local laws:

- **Animal Local Law 2022**
- **Fencing Local Law 2008**
- **Health Local Law 2004**
- **Local Government Property Local Law 2021**
- **Parking Local Law 2023**
- **Meeting Procedures Local Law 2008**
- **Trading in Public Places Local Law 2008**



# PRINCIPLE 4 – ACCOUNTABILITY

**Local Governments should be accountable for their actions and have systems in place that support and reinforce this responsibility.**

Excellence in governance is based on the premise that everyone involved – both Council Members and the Administration – are held accountable for their conduct and decisions.

Accountability means ensuring Council Members and the CEO are responsible for the local governments performance. The public's trust in the public sector and in Council Members to act in the public interest is justified by how effectively and responsibly these duties are carried out.

## 4.1 COMPLIANCE AUDIT

**Local governments are required to undertake a compliance audit in the prescribed manner and in a form approved by the Inspector, and to report the results to Council.**

The Compliance Audit Return (CAR) is reviewed by the Audit, Risk and Improvement Committee prior to being presented to Council for consideration and approval, in accordance with the Local Government (Audit) Regulations 1996.

The timing for completion and submission of the CAR is prescribed by the Inspector.

**For the 2025–26 reporting period, the submission deadline has been deferred to 30 September 2026 as a transitional arrangement associated with the introduction of the Local Government Inspectorate.**



## 4.2 AUDIT, RISK AND IMPROVEMENT COMMITTEE

**The Audit, Risk and Improvement Committee (Committee) supports Council by providing independent advice and assurance in relation to the local government's audit, risk management, internal control, legislative compliance and continuous improvement frameworks.**

The Committee's role includes reviewing and making recommendations to Council on matters relating to:

- financial management and reporting;
- risk management and internal control systems;
- legislative compliance;
- internal and external audit planning, conduct and reporting; and
- opportunities for continuous improvement in governance, systems and processes.

The Committee's primary objectives are to:

- provide independent oversight of internal and external audit activities;
- liaise with the local government's internal and external auditors to support effective audit outcomes;
- review the adequacy and effectiveness of risk management, internal control and compliance frameworks; and
- support a culture of continuous improvement across the organisation.

Reports and recommendations from the Committee assist Council in discharging its legislative responsibilities, including oversight of financial management, risk and compliance, and ensuring transparency and accountability in the conduct of the local government's affairs.

The Committee promotes openness in financial and performance reporting and works with the Chief Executive Officer to support the effective and efficient operation of the local government's systems, processes and controls.

In performing its role, the Committee facilitates:

- the credibility and objectivity of financial and non-financial reporting;
- effective management of strategic, operational and financial risks, and protection of local government assets;
- compliance with applicable legislation and adoption of better-practice governance principles;
- coordination between internal and external audit activities; and
- effective communication between the external auditor, internal auditor, the Chief Executive Officer and Council.



### 4.3 CUSTOMER SERVICE & COMPLAINTS MANAGEMENT

The City has adopted a **Customer Service Charter**, which reflects the City's commitment to providing quality service and outlines what the community can expect from the City.

Customer service requests or complaints are processed in accordance with the **Complaint Management Policy**.

The City strives to provide a friendly, professional and efficient service which meets the needs of the community.

### 4.4 ACCESS TO INFORMATION

Section 5.94 of the ACT sets out certain Local Government information that members of the public can inspect with limits on those rights detailed in Section 5.95.

The Western Australian Freedom of Information Act 1992 gives people a right to access documents of an agency, subject to the sensitivity of the document and the exemptions applied pursuant to the Act. The Act is designed to make State and local governments more open and accountable to the public by creating a general right of access. The City is committed to transparency and accountability and seeks to provide members of the public with access to information in the most time efficient and low-cost methods, while ensuring the privacy of staff and the public is protected.

This position has been formalised in the following documents:

- **Freedom of Information Statement 2025**
- **Freedom of Information Access Arrangements**
- **Freedom of Information Requests Policy**

## 4.5 INFORMATION PRIVACY

The City of Vincent views privacy compliance as an integral part of its commitment to accountability and integrity across all its activities and programs. The City is committed to complying with all laws governing the collection, storage, and handling of personal and sensitive health information that it holds or receives.

Consequently, we will:

- Only collect personal information when necessary for its core or related functions, with consent, or as authorised by law.
- Only use or disclose personal information for the purpose it was collected, or for another lawful and appropriate purpose such as a related function, with consent, or to protect the safety of individuals.
- Take all necessary measures to prevent unauthorised access or disclosure.

## 4.6 PERFORMANCE MANAGEMENT & REPORTING

The Council is accountable for monitoring performance in the achievement of the City's strategic direction, goals and financial outcomes.

The management of the City's performance and the reporting of that performance to the community is achieved in several ways.

### 4.6.1 ANNUAL FINANCIAL REPORT

Section 5.53 of the LGA requires local governments to prepare an annual report that contains a financial report for the proceeding financial year. The report provides information about the City's financial activities, income and expenditure.

The City's Annual Financial Report is to be audited by an external auditor and is to be considered by the Audit, Risk and Improvement Committee before being submitted to Council for adoption.

### 4.6.2 ANNUAL REPORT

In accordance with section 5.53 of the LGA the City prepares an Annual Report each financial year.

The Annual Report is the City's key reporting document that details a summary of the activities throughout each year, and outlines progress made towards strategic objectives set out in guiding strategic documents.

### 4.6.3 CEO PERFORMANCE REVIEW

Section 5.38 of the LGA requires Council to review the performance of the CEO at least once each year. Conducting this review is an important function of Council because the CEO is Council's only employee and it is through this review process that Council can also review the performance of the organisation.

The CEO Annual Performance Review Policy sets out the manner in which this annual review is to be conducted.

### 4.6.4 EMPLOYEE PERFORMANCE REVIEW

In accordance with the Act, the performance of all employees is to be reviewed at least once in relation to every year of their employment.

The City's performance and development procedure ensures the consistent review of employee performance and development and encourages open and honest communication between employees and leaders.

### 4.6.5 ORGANISATIONAL PERFORMANCE PROGRAM

The Organisational Performance Program (OPP) is a City of Vincent strategic initiative to continuously improve how services are delivered to the community. Through a structured and transparent approach, the OPP ensures that services are appropriate, effective and efficient, aligning with community needs and future priorities.



# PRINCIPLE 5 – COMMITMENT TO SUSTAINABILITY

The City recognises the importance of not only addressing the current needs of the community, but also the needs of future generations. To do this, the City must operate in a manner, which considers the long-term environmental, financial and resource implications.

## 5.1 ENVIRONMENTAL

This commitment is led by the Sustainable Vincent Framework 2025–2028, which sets priority areas including climate action, resilient infrastructure, a healthy and thriving city, responsible investment, resource conservation, and regenerative, green and biodiverse places.

Our environmental focus is delivered through the Enhanced Environment Strategy 2025–2030, which sets practical objectives and targets for water conservation and management, urban greening and biodiversity, and resource conservation and waste—for example increasing tree canopy on City land and private land, reducing scheme and groundwater use, and cutting waste to landfill while embedding circular economy principles in City operations.

These documents align with our Strategic Community Plan and support the City's pledge to achieve operational net zero by 2030.

## 5.2 FINANCIAL MANAGEMENT

The CEO is accountable to Council for the financial performance of the City. The CEO must ensure that certain fundamentals are in place including, but not limited to:

- appropriate financial systems, plans, strategies and protocols
- adequate resources to support the City's activities and financial monitoring and performance
- suitable internal review and audit mechanisms
- an organisational culture where responsibility and accountability are clearly delineated and understood
- adherence to and compliance with legislative provisions



### 5.2.1 ASSET MANAGEMENT

In accordance with section 5.56(1) of the LGA, local governments are required to plan for the future, which includes the management of assets. The asset management plan and strategy will inform the annual budget and LTFP.

*\*The Department of Local Government, Industry Regulation and Safety (DGIRS) guidelines state that:*

*"Asset management is critical to meeting local government strategic goals within an Integrated Planning and Reporting approach. Asset Management Policies, Asset Management Strategies and Asset Management Plans (AMP) are informed by, and in turn inform, the community aspirations and service requirements in the Strategic Community Plan.\*"*

The Asset Management and Sustainability Strategy 2020 – 2030 (AMSS) Implementation Plan provides detailed and technical guidance around the planning, management and provision of the City's assets and was endorsed by Council in November 2021.

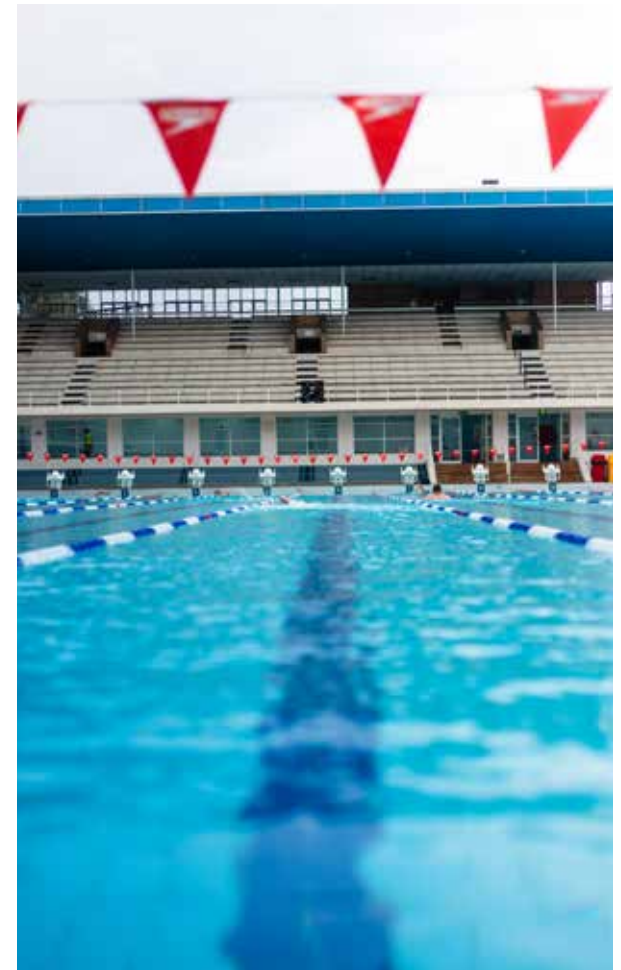
The purpose of the City of Vincent Asset Management and Sustainability Strategy (AMSS) is to provide a strategic framework that guides the:

- planning, management and provision of assets
- renewal and investment in assets
- utilisation and rationalisation of assets
- best use of resources for the benefit of current and future generations

The AMSS has four key objectives to meet the City's asset sustainability goals:

1. having enough funds to keep our assets up to date
2. keeping our historic assets safe for use
3. future planning for sustainable assets
4. making sure our assets meet current and emerging community needs

The AMSS is intended to guide the management of the City's asset portfolio over the next 10 years with regular review of progress of the Implementation Plan.





 **Tutti Frutti**  
FROZEN YOGURT

**FRY'D**  
*Ice Cream*  
STORE

  
**FRESH AIR**  
ENJOY A SMOKE-FREE  
LEEDERVILLE  
TOWN CENTRE  
Under the Property  
Lease Law 2021, it is  
an offence to smoke  
in a designated smoke-free area.  
COUTLINE  
13 96 48  
  
HEALTHWAY  
  
CITY OF LEEDERVILLE  


# REVIEW OF THE GOVERNANCE FRAMEWORK

The Governance Framework will be reviewed following each ordinary local government election, with any proposed amendments to be presented to Council for adoption within six months of the election.

## REVISIONS

| OFFICE USE ONLY |                    |            |                                                                                                                                                                                                                                                                                                                                  |
|-----------------|--------------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| REVIEW          | COUNCIL ITEM       | CM REF     | DETAILS                                                                                                                                                                                                                                                                                                                          |
| 18/08/2020      | OMC – 12.5 Minutes | D20/148041 | Adoption                                                                                                                                                                                                                                                                                                                         |
| 20/10/2020      | OMC – 9.4 Minutes  | D20/195873 | Updated to include priority health outcome consideration from the Public Health Plan 2020 – 2025 in Council reports.                                                                                                                                                                                                             |
| 22/06/2021      | OMC – 12.4 Minutes | D21/106344 | Updated to reflect the division of the codes of conduct, procedural requirement for dealing with complaints about alleged breaches of the behaviour and updated gift and conflict of interest provisions in line with the new regulations.                                                                                       |
| 16/11/2021      | OMC – 9.7 Minutes  | D21/206878 | Reviewed after local government election in consultation with Council Members. Updates detailed in report 9.7.                                                                                                                                                                                                                   |
| 18/10/2022      | OMC – 12.2 Minutes | D22/185226 | A minor amendment to the Contact with Developers section to reflect amendments to the Council Member Contact with Developers Policy. The policy was updated to require Council Members to record every instance of contact with a developer, including where contact occurs prior to the lodgement of a development application. |
| 23/04/2024      | OCM – 12.1 Minutes | D24/42002  | Reviewed after local government election in consultation with Council Members. Updates detailed in report 12.1.                                                                                                                                                                                                                  |
| 21/04/2026      | OCM – 12.1 Minutes | D26/3041   | Reviewed after local government election in consultation with Council Members. Updates detailed in report 12.5.                                                                                                                                                                                                                  |



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