



Good Governance Framework

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1. INTRODUCTION

Good governance is the system by which our community has confidence that our operations are efficient, effective and transparent. Council Officers share responsibility and accountability for the delivery of our functions and services to our community.

Good governance should operate at all levels of the organisation, ensuring that there is accountability and sound processes in place to support continuous improvement in our operations.

While good governance is embedded in our existing operations, the diverse nature of AlburyCity provides an opportunity to ensure our approach to good governance is identified and clearly documented – enabling us to all work together towards good governance. This means there is a need to ensure that an appropriate framework is clearly outlined to provide guidance to all Council Officers.

The Good Governance Framework aims to better equip Council Officers to improve quality, reduce risk, create a continuous improvement culture, and more effectively develop innovative practices in the delivery of our functions and services to our community.

This framework draws together our corporate Values and Guiding Principles to create good governance principles and a supporting good governance structure to provide a consistent approach in all that we do.

2. DEFINITIONS

2.1 What is good governance?

The Audit Office of NSW states that “good governance is those high-level processes and behaviours that ensure an agency **performs** by achieving its intended purpose and **conforms** by complying with all relevant laws, codes and directions and meets community expectations of probity, accountability and transparency.

Governance should be enduring, not just something done from time to time¹.”

Leadership is essential to good governance as it ensures that sound governance practices are reflected in individual behaviours across AlburyCity. It is the wider responsibility of all Council Officers to apply governance practices and procedures in their day to day work.

Good governance is about:

- **performance** – how we use governance arrangements to contribute to our overall performance and the delivery of goods, services or programs, and
- **conformance** – how we use governance arrangements to ensure we meet the requirements of the law, regulations, published standards and community expectations of probity, accountability and openness.²

“Good Governance provides confidence in decision making”

“Expectations are clear around accountability and responsibility”

“Informs strategy and all processes”

“Good governance instils confidence in AlburyCity by our community, business, partners and Councillors”

¹ NSW Auditor-General’s Report Volume Two 2011, CORPORATE GOVERNANCE – STRATEGIC EARLY WARNING SYSTEM, p.12

² ANAO, 2003, *Public Sector Governance, Volumes 1&2: Better Practice Guide*, Commonwealth of Australia, Canberra, p.6

2.1 Why is good governance important?

“Good governance promotes public confidence in government. The better governance is, the better government is, the better it performs and the more satisfied the public will be.

“Good governance protects and supports AlburyCity and its people”

Well governed agencies will encounter a public more willing for its public sector to explore opportunities to improve or add to its services³.”

“It reflects our Values and Guiding Principles and enables these”

Sound corporate governance is also about identifying and addressing emerging risks and opportunities. It is essential to service delivery and the effective use of ratepayers’ money.

“It provides consistency, direction and structure”

Good governance provides the foundation to ensure that we continue to be strong, resilient and sustainable.

“It provides sound boundaries and confidence within which to operate”

“Good governance is not an end in itself. The reason governance is important is that good governance helps an organisation achieve its objectives. On the other hand, poor governance can bring about the decline or even demise of an organisation.”⁴

The role of governance is often varied, however its purpose is to highlight three main areas:

- to guide us organisationally and our people
- to draw attention to key opportunities and risks, and
- to act as an early warning signal.

By establishing good governance principles, our people and our community can be confident that AlburyCity is being run efficiently, is viable and is carrying out the objectives, policies and plans of AlburyCity.

³ NSW Auditor-General’s Report Volume Two 2011, CORPORATE GOVERNANCE – STRATEGIC EARLY WARNING SYSTEM, p.12

⁴ CCH, 2004, *Public Sector Governance – Australia*, Sydney, pp.10-101

3. DELIVERING ALBURY 2030

In accordance with the *Local Government Act 1993 (NSW)*(the Act), every council in NSW is required to adopt a Community Strategic Plan (CSP).

The CSP represents the highest level of strategic planning undertaken by Albury City Council (AlburyCity). It is a shared community vision developed to inform our policies and actions. We undertake an extensive community engagement process to identify long term objectives of our community and the strategies to achieve those objectives to meet levels of service our community expects.

As the CSP is a shared community vision, not all actions are within the responsibility of AlburyCity and this is clearly articulated in the document.

Planning for Albury's future is undertaken through our CSP, *Albury 2030*. *Albury 2030* is structured around four themes:

1. A Growing Sustainable Economy
2. An Enhanced Natural Environment
3. A Caring Community
4. A Leading Community

3.1 Albury 2030: A Leading Community

The objective of A Leading Community is to establish strong government and regional networks, empowering the community to contribute to the future direction of the city, and provide inclusive decision-making processes.

Outcome 4.4 of A Leading Community is that Albury plans and leads with good governance. Governance plays a critical role in ensuring that we remain strong, resilient, transparent and accountable for the activities that we undertake for the benefit of our community.

This document seeks to direct our good governance activities to achieve A Leading Community through a governance framework which:

- guides our people on the principles to ensure our community has trust and confidence in the decisions made by us; and
- ensures all processes and decisions are made openly and transparently.

4. GOOD GOVERNANCE PRINCIPLES

We are committed to good governance. Our governance principles are directly aligned with our corporate Values and Guiding Principles to give strength and meaning to them and to provide a solid foundation that our people can readily identify.

Good governance is built on the foundation of:

- **Working Together:** I respect, listen to and value the contributions of others and celebrate our achievements. We work with all stakeholders seeking opportunities to benefit our community by achieving Albury 2030.
- **Integrity:** I am trustworthy, honest, accountable, open and consistent in all that I do. Our communication is planned, clear, concise and consistent with the AlburyCity Vision and Values. We respect and apply social justice principles including equity, fair access and participation.
- **Courage and Passion:** I am enthusiastic and have the confidence to speak up for the betterment of AlburyCity. We take responsibility for our decisions and actions.
- **Innovation:** I seek to increase my knowledge through new ideas and continuous improvement. Short term gains will not detract from long term financial and environmental sustainability. Sustainability and value for money guide our spending. Red carpet, not red tape.
- **Loyalty:** I am supportive of others and committed to AlburyCity and the community. We listen to our employees, value and recognise their contributions.

5. GOOD GOVERNANCE STRUCTURE

The good governance principles encapsulate what the good governance framework seeks to achieve and provide the basis for the good governance structure. The good governance structure identifies the key elements required to ensure that the principles of good governance are achieved.

The good governance structure is comprised of eight key elements:

1. Our Leadership
2. Our Culture
3. Our Systems
4. Our Decision making
5. Our Engagement
6. Our Capability
7. Our Compliance
8. Our Monitoring

5.1 Good Governance Framework Model



5.2. Good Governance Structure Elements

Each element of the good governance structure guides the underlying strategies, policies, procedures, systems, and processes to ensure the governance principles are achieved:



Our Leadership

We lead the social, economic and environmental viability and sustainability of Albury, ensuring we are conscious of the changing needs of our community to plan and deliver benefits to them. Our planning is consistent with agreed directions at the state and national level.



Our Culture

We are a positive, vibrant and responsive organisation. The environment we provide to our people is representative of our broader community's expectations and ensures we provide a workplace that supports our people to be the best that they can be. We are an employer of choice.



Our Systems

We provide systems and structures to ensure our activities are delivered in accordance with our governance principles. Our systems maximise our performance, provide reasonable constraints and alert us to conformance issues.



Our Decision Making

Our actions demonstrate transparency and accountability in the decisions we make. Our decisions are informed, transparent, consistent and made within the law and delegated authority.



Our Engagement

We foster great relationships with our community; between Council and administration; and with our people. We understand and consider what things are important to the stakeholders affected by our decisions.



Our Capability

Our people have the necessary skills, training and attributes to ensure we deliver on the expectations of our community.



Our Compliance

We use resources efficiently and effectively to ensure that services best meet the needs of our community. Our structures and activities exist to ensure ongoing probity, transparency and guidance in those areas of greatest risk to our viability.



Our Monitoring

Effective oversight of our activities is undertaken to make sure we remain fit for the future. We regularly report on and evaluate our progress to identify opportunities for improvement.

6. CONCLUSION

Good governance provides strength, trust and longevity to every organisation. It is essential to guide AlburyCity's operations by identifying future opportunities, drawing attention to risks and implementing strategies to meet our community's expectations.

Good governance is the responsibility of every person at AlburyCity with our leaders having the additional responsibility to champion good governance practices throughout the organisation.

By recognising the positive impact of good governance and embedding the governance structure elements into all that we do, our community can be confident that AlburyCity is operating in a way that provides them with the services they require, in a sustainable and transparent manner, that is continually improving with their best interests in mind.

7. AUTHORISATION

Owner	Directorate	Executive – Human Resources Group
	Responsible Officer	Public Information Officer
Authorisation	Adopted Council 26 March 2019	
Review Date	February 2024	
Compliance	Every 5 years or earlier if required	
Record of Amendments	February 2019	New Framework developed

8. APPENDICES

The following activities demonstrate good governance through the various strategies, policies, procedures, systems, and processes that we complete to address the Governance Structure Elements:



Our Leadership

Existing Activities	Identified Opportunities
Vision	
Community Strategic Plan – Albury 2030	
Two Cities One Community Strategic Plan	
Four Year Delivery Program	
One Year Operational Plan	
Councillor Oath and/or Affirmation of Office	
RAMJO / Evocities / ACSUM	
Committees and Working Parties Register	



Our Culture

Existing Activities	Identified Opportunities
Values and Guiding Principles	Zero Harm Framework
Code of Conduct	Innovation Framework
Workforce Resourcing Strategy	
Employee Opinion Survey	
Employee Engagement Strategy	
Complaint Management Process	
Equal Opportunity and Diversity Strategy	
Leadership Framework	
Customer Experience Strategy	



Our Systems

Existing Activities	Identified Opportunities
Committee Charters	Project Management Framework
Public Interest Disclosures	
Electoral System and Structure	
Workplace Investigation Process	
Asset Management System	
Information Management Policies	



Our Decision Making

Existing Activities	Identified Opportunities
Delegations of Authority	
Resolutions Register	
Code of Meeting Practice	
Procurement Policy	



Our Engagement

Existing Activities	Identified Opportunities
Stakeholder Engagement Plan	
Have a Say	
Communications Strategy	
Social Media Policy	
Councillor Induction	
Internal Communications and Engagement Action Plan	
Media Policy	
Community Engagement Plan	



Our Capability

Existing Activities	Identified Opportunities
Induction Training	
Corporate Training Program	
Performance Management	
Councillor Induction	
Learning and Development Policy	
Skill Sets specific to roles	



Our Compliance

Existing Activities	Identified Opportunities
Gifts and Benefits Register	Corporate Performance Strategy
Procurement and Contract Management Framework	
Privacy Management Plan	
Internal Audit	
Fraud and Corruption Control	
Enterprise Risk Management Framework	
Business Continuity Plan	
Legislative Compliance	



Our Monitoring

Existing Activities	Identified Opportunities
Annual Report	Benchmarking
Audit, Risk and Improvement Committee	
Quarterly Financial Report	
Exit Interviews	
Service and efficiency reviews	