



GLEN EIRA  
CITY COUNCIL

BENTLEIGH  
BENTLEIGH EAST  
BRIGHTON EAST  
CARNEGIE  
CAULFIELD  
ELSTERNWICK  
GARDENVALE  
GLEN HUNTLY  
MCKINNON  
MURRUMBEENA  
ORMOND  
ST KILDA EAST

# GLEN EIRA CITY COUNCIL GOOD GOVERNANCE FRAMEWORK



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This *Framework* was first published in June 2024 and will be reviewed within three years.





## ACKNOWLEDGEMENT OF COUNTRY

Glen Eira City Council acknowledges the Boon Wurrung/ Bunurong and Wurundjeri Woi Wurrung peoples of the Kulin Nation as Traditional Owners and Custodians, and pays respect to their Elders past and present. We acknowledge and uphold their continuing relationship to land and waterways. Council extends its respect to all Aboriginal and Torres Strait Islander peoples.

Council honours the rich histories and cultures of First Nations peoples and recognises and values the important contribution of Aboriginal and Torres Strait Islander peoples in enriching our community. We support the Uluru Statement from the Heart and are committed to a *Reconciliation Action Plan* which is underpinned by the principles of self-determination. We work towards improved outcomes and long-term generational change, and to consolidate Glen Eira as a culturally safe place for Aboriginal and Torres Strait Islander peoples. We are committed to achieving equality for Aboriginal and Torres Strait Islander people to live healthy and prosperous lives and to improve life outcomes for current and future generations.

Glen Eira resides on country that always was, and always will be, Aboriginal land.



# ABOUT THE CITY OF GLEN EIRA

## Location and features



The City is named after two local landmarks — Glen Eira Road and Glen Eira Mansion. Glen Eira Road is a major thoroughfare that dates back to the mid-1800s.

## Glen Eira snapshot

▶ GEOGRAPHY	▶ TRANSPORT	▶ OPEN SPACE
<ul style="list-style-type: none"> <li>• Covers 39km<sup>2</sup></li> <li>• Includes 15 suburbs</li> <li>• Approx. 10km from CBD</li> <li>• 35km from Urban Growth Boundary</li> </ul>	<ul style="list-style-type: none"> <li>• 10 stations on three rail lines</li> <li>• 5 tram routes</li> <li>• 465km of roads</li> <li>• 868km of pathways</li> </ul>	<ul style="list-style-type: none"> <li>• 72 open space reserves</li> <li>• 171ha of open space</li> <li>• 4.4% of land is public open space</li> <li>• 60 sports clubs</li> <li>• 2 public swimming pools</li> </ul>

▶ ACTIVITY CENTRES	▶ HEALTHCARE	▶ LIBRARIES	▶ EDUCATION
<ul style="list-style-type: none"> <li>• 6 major activity centres</li> <li>• 11 neighbourhood centres</li> <li>• 36 local centres</li> </ul>	<ul style="list-style-type: none"> <li>• 4 hospitals</li> <li>• 7 maternal and child health centres</li> </ul>	<ul style="list-style-type: none"> <li>• 4 Library branches                             <ul style="list-style-type: none"> <li>- Elsternwick</li> <li>- Bentleigh</li> <li>- Carnegie</li> <li>- Caulfield</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 37 Schools (20 government, 16 catholic, 11 independent)</li> <li>• 1 university</li> </ul>

## OUR COMMUNITY



Glen Eira's population of 151,548<sup>1</sup> is made up of 59,792 households, from more than 160 different cultural backgrounds. Glen Eira is also the cultural home of Melbourne's Jewish community. Our community has the following key attributes:

- > 37 per cent of our residents were born overseas. According to the 2021 Census this is 7 per cent higher than Victoria's total population
- > Other than English, the most common languages spoken at home are Mandarin (5.6 per cent), Greek (3.6 per cent), Russian (3.1 per cent), Hebrew (2.1 per cent) and Hindi (1.2 per cent)
- > Of Victoria's total population, after English, the most common languages spoken at home are Mandarin (3.4 per cent), Vietnamese (1.8 per cent), Greek (1.6 per cent), Punjabi (1.6 per cent)
- > 31.8 per cent of residents identify as Christian (compared to 40.9 percent Victorian population), with the most practiced Christian religions being Catholicism, Anglicanism and Eastern Orthodoxy
- > 37.4 per cent of residents nominated no religion in the 2021 Census, slightly less than the Victorian total population at 39.3 per cent
- > 17.2 per cent of residents identify their religion as Judaism
- > 7,161 residents (4.8 per cent) have a disability requiring daily assistance with life tasks
- > 21.4 per cent of the population is aged 60 years and over, similar to the Victorian total population at 22 per cent

<sup>1</sup> Source: Australian Bureau of Statistics, estimated resident population for Glen Eira Local Government Area as of 30 June 2022 and Australian Bureau of Statistics, *Census of Population and Housing 2021*.

<sup>2</sup> Source: Australian Bureau of Statistics, *Census of Population and Housing 2021*.

<sup>3</sup> Source: vic.gov.au — discover Victoria's diverse population.

<sup>4</sup> Source: vic.gov.au — discover Victoria's diverse population.

<sup>5</sup> Source: vic.gov.au — discover Victoria's diverse population.

<sup>6</sup> Source: vic.gov.au — Victoria's seniors.

# INTRODUCTION



## What is the purpose of this Framework?

The *Good Governance Framework (Framework)* provides a valuable resource for Councillors, Council officers and the community to build a practical understanding of Council's governance processes. It aims to promote the value of good governance and outline how the various aspects of Council's governance system work together. It is not intended to replace the legislation, regulations, policies or governance documents that govern these processes, rather it seeks to provide a plain English reference guide that supports a better understanding of the governance system.

## About good governance

Good governance relies on having effective structures, systems, processes, procedures in place to ensure Council is operating in accordance with the principles set out in the *Local Government Act 2020* (the *Act*). Good governance is about more than just complying with minimum requirements, it helps to build an effective, fair and transparent culture for Council that supports the best possible outcomes being achieved for the community.

Good governance also helps to ensure everyone — Councillors, Council officers and the community — understand their roles and responsibilities and the rules, practices and other mechanisms in place to guide how Council conducts its business and carries out its duties.

## Guiding principles under the Local Government Act 2020

The *Act* recognises local government as a distinct and essential tier of government and outlines Council's role to provide good governance for the benefit and wellbeing of the municipal community. It is a principles-based *Act* which means it sets out underlying principles that councils must follow to ensure they are accountable, effective and sustainable. These principles also seek to ensure that councils practice good governance in every aspect of carrying out their duties and functions. Under the *Act* Council must apply the specified governance principles in performing its role as listed below. These principles are integrated into the *Framework*:





## Governance principles

There are nine overarching Governance Principles under the *Local Government Act*. To ensure these Principles guide our approach, Council must take into account the following Supporting Principles. These can be found under section 9 of the [Local Government Act 2020](#).

### Community engagement

- > This principle aims to ensure that everyone has the opportunity to engage with Council on the future of their community.
- > This principle sets out a requirement for Council to maintain a community engagement policy that sets the standards for engaging with the community on important strategic and financial matters that impact them.

### Strategic planning

- > This principle seeks to ensure Council plans for the future of its community. It sets out a requirement for Council to develop an integrated, longer-term and transparent approach to planning that supports councillors in leading strategically, rather than focusing on operational issues.
- > This principle works together with the community engagement principle to ensure that communities are involved in strategic planning and decision making.

### Financial management

- > This principle recognises Council's role in managing significant finances on behalf of the community and its' obligation to manage these finances responsibly to ensure the delivery of important services and facilities.
- > It seeks to ensure that Council undertakes responsible spending and investment that safeguards its long term financial, social and environmental sustainability.

### Public transparency

- > This principle acknowledges the importance of openness, accountability and honesty as being essential to build high levels of accountability and trust amongst citizens and enable fully informed engagement in the democratic process.
- > It sets out requirements that Council be transparent in its activities and decision-making process. This ensures the community can clearly see how and why a decision was made, what information, advice and consultation council considered, and which legislative requirements Council considered.

### Service performance

- > This principle ensures that services are provided in an equitable manner and are responsive to the diverse needs of the community.
- > It guides Council in providing services that represent good value to the community and undertaking continuous improvement to ensure services are responsive to evolving community needs.

## How these principles apply to good governance

These principles help achieve good governance through ensuring there is:

- > clear definition of the various roles, responsibilities and the need for strong relationships;
- > integrated organisational planning, monitoring and performance — including strategic and operational plans that guide the delivery of Council's work and an organisational structure to support this;
- > well-defined processes in place for making and implementing decisions, to ensure they are made in a fair, rational, informed and transparent way;
- > robust legal and ethical compliance processes — rules, systems and processes are in place, appropriately documented, followed and regularly reviewed; and
- > a constructive and ethical leadership culture where everyone can feel respected and valued.

## Why is good governance important?

Good governance has many benefits including:

- > ensuring Council is focused on serving the best interest of the community and meeting its responsibilities and obligations, including measuring outcomes to account for performance;
- > supporting robust and ethical decision making that consider the interests of the whole community, this promotes public trust and provides the community with confidence in Council;
- > helping to embed a level of mutual respect and trust between Councillors, Council officers and the community. This provides greater assurance that the mayor and Councillors are confident in the advice provided by officers, and they can trust that their views and decisions will be respected. It also provides the environment where Council officers are confident to provide honest advice about issues that require consideration, knowing that their professional opinion is acknowledged and respected; and
- > supporting decision making that is more likely to withstand public scrutiny. Members of the community are more likely to accept a decision they do not agree with if good governance processes are followed, and decisions are made based on comprehensive information through open and honest debate.

## The consequences of poor governance

Poor governance practices can significantly impact the performance of Council and impede its ability to deliver community priorities. Poor governance can lead to:

- > damage to Council's reputation and community trust;
- > inefficient operations of council, reducing services to the community;
- > non-compliance with policies and procedures as a result of them not being followed appropriately or ignored;
- > a higher likelihood of fraudulent behaviour from a lack of controls in place allowing poor practice or performance to go undetected;
- > dysfunction in relationships leading to undesirable behaviours such as bullying, harassment which impact significantly on health and wellbeing; and
- > decreased confidence in Council's decision-making processes due to fear of personal consequences.



# PART 1 LOCAL GOVERNMENT IN VICTORIA

## How does local government in Victoria work?

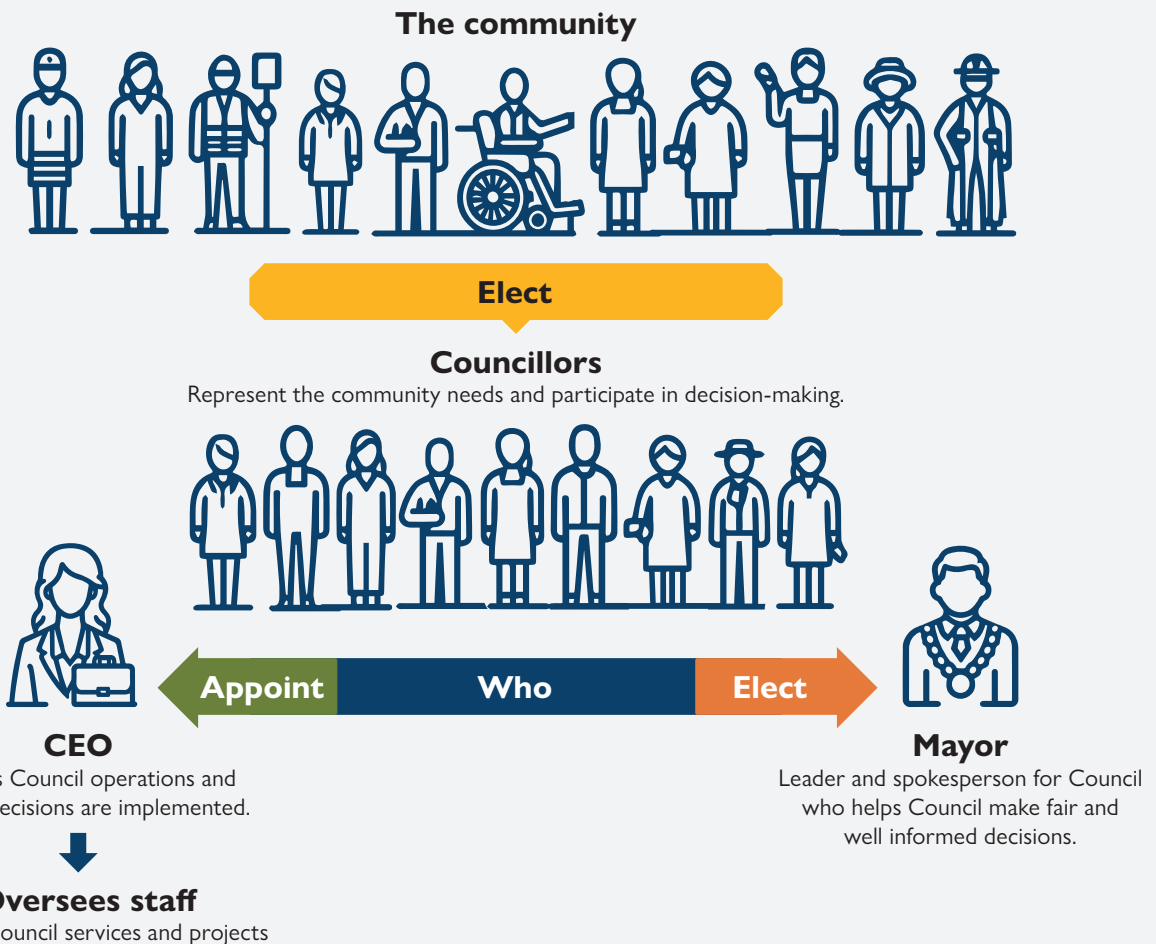
Australia has three levels of government that work together. These are:

1. **Federal** — the Australian Government
2. **State** — the six state and two territory governments
3. **Local** — more than 500 councils provide services for their local government areas

Each level of government has its own responsibilities, although in some cases responsibilities are shared. People over the age of 18 years vote to elect representatives across all three levels of government who then make decisions on their behalf.

In Victoria, local government is made up of 79 councils. Councils are area-based, representative governments with responsibility for managing local issues and planning for their community's needs. Councils' role is to provide good governance for the benefit of their municipality.

## How does local government work?





### Council’s responsibilities

Glen Eira City Council provides more than 120 different services to the community, with responsibilities extending well beyond roads, rates and rubbish. A snapshot of the services provided includes:

- > the built environment — assets and roads, city planning, and supporting businesses;
- > the natural environment — open spaces and places, urban forest, and sustainable living;
- > health and wellbeing — family health and wellbeing, arts, culture and libraries, community connection and keeping you safe; and
- > Council operations — the day to day running of Council activities such as customer service, governance, financial management etc.

Council has obligations and responsibilities under more than 100 Victorian Acts and regulations including those relating to planning and building control, public health services, domestic animal control and environmental protection legislation. Council is also responsible for maintaining community infrastructure and assets such as buildings, libraries, parks and gardens and for making and enforcing local laws. Council plays a role in creating its own local laws which deal with important community safety,

peace and order issues such as public health, management of Council property, environment and amenity. Local laws apply to areas such as managing noise, fire hazards, abandoned vehicles, parking permits, disabled parking, furniture on footpaths, graffiti and animals.

There is a legislative requirement for Council to develop and review key strategic planning documents to guide the priorities and focus of the organisation during the Council term.

The key strategic documents Council must develop and maintain are:

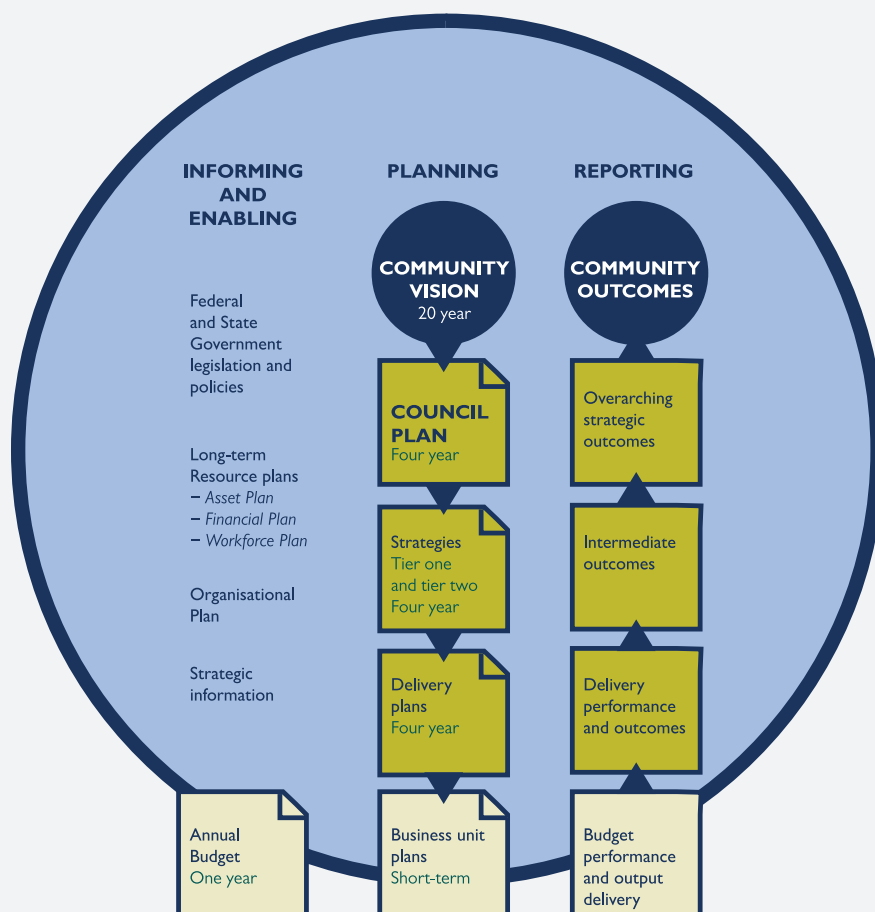
Document	Term
<i>Community Vision</i>	10 years
<i>Council Plan</i>	4 years
<i>Financial Plan</i>	10 years
<i>Asset Plan</i>	10 years
<i>Revenue and Rating Plan</i>	4 years
<i>Budget</i>	4 years

Other legislation requires Councils to develop strategic plans, such as a Municipal Public Health and Wellbeing Plan under the *Public Health and Wellbeing Act 2008*. There are also several key policies a Council must develop including a Community Engagement Policy, a Public Transparency Policy and financial policies.



# INTEGRATED PLANNING AND REPORTING

Glen Eira City Council has an *Integrated Planning and Reporting Framework* which outlines how these strategic planning documents work together to ensure Council is focused on delivering its obligations, and also what is most important to the community.



## PART 2

# ROLES AND RELATIONSHIPS

Clear roles and responsibilities are the foundations of good governance. Council operates most effectively when there are constructive working relationships between the community, the elected Councillors, the CEO and Council officers.

### Key roles and relationships that support good governance

Given the scale, complexity and diversity of services and functions provided by Council, the ability for the community, Councillors and the CEO and Council officers to constructively work together, is a key ingredient to achieving good governance. Conversely, poor relationships have a damaging effect on all aspects of governance which can have a negative impact on the performance of the organisation.

While the respective roles and responsibilities of Councillors and Council officers are outlined in the *Act*, building cooperation and trust goes beyond adherence to legislative provisions. Strong working relationships enable diversity of thinking and differences in opinions while also recognising that agreement and consensus will not always be possible. However, establishing shared underlying values and agreed behaviours, along with the commitment to good governance enables all parties to work together effectively.

### Councillors

Council elections are held every four years to elect Councillors who represent and advocate for the views and needs of the community. Councillors take an Oath of Office to carry out this role impartially, to the best of their ability, and in the best interests of the community. The role of Councillors is set out in the *Act* which provides clarity and guidance of the role and expectations. Councillors are also subject to the behavioural standards set out in the *Councillor Code of Conduct*.

Councillors' responsibilities include:

- > Strategic planning for the whole municipality and a sustainable future;
- > determining the financial strategy and allocating resources via the Council budget;
- > representing ratepayers and residents through advocating on a broad range of issues;
- > liaising and coordinating with other levels of government, non-government, community groups and the private sector;
- > providing strategic direction on the management of community assets facilitating community participation; and
- > managing the relationship with, and employment of, the chief executive officer.

Councillors also represent their constituents on a wide range of issues. In doing so, Councillors must also deal with a range of requests and complaints from the community.

Council is the Responsible Authority under the *Planning and Environment Act 1987*. This means that Council makes planning permit decisions based on the interpretation of the relevant legislation. Some of this role is undertaken by Council officers under delegation. Another key aspect of Council's role under this legislation is to initiate amendments to the Planning Scheme. Communities can place strong pressures on Councillors to act in their representative roles — that is, to represent their constituents' views in the decision-making process.

Accommodating these complex, and at times competing, roles is ongoing and constant. It is important, from a good governance perspective, that these pressures are recognised and managed. It can be helpful for Councillors to be aware of and very clear about the particular role they are undertaking at any point in time — for the Councillors, the Council officers and the community. This approach not only helps to foster productive relationships, but can also reduce misunderstandings and frustration for everyone.



Glen Eira City Council has nine electoral wards, each represented by one elected Councillor. There are approximately 10,000 people enrolled to vote in each ward. Councillors represent their individual ward however, must act in the best interest of the entire municipality.

## The Mayor

The Mayor is elected by fellow Councillors generally for one year. The Mayor chairs Council meetings, is the main spokesperson and represents the Council at civic and ceremonial occasions. The Mayor actively promotes opportunities for the municipality, developing and maintaining extensive local and state-wide stakeholder networks.

The relationship between the Mayor and Councillors is very important because good leadership and relationships contribute to effective participation of Councillors and good governance.

As the leader of Council and of all Councillors, the mayor's role is particularly important in facilitating good relationships by:

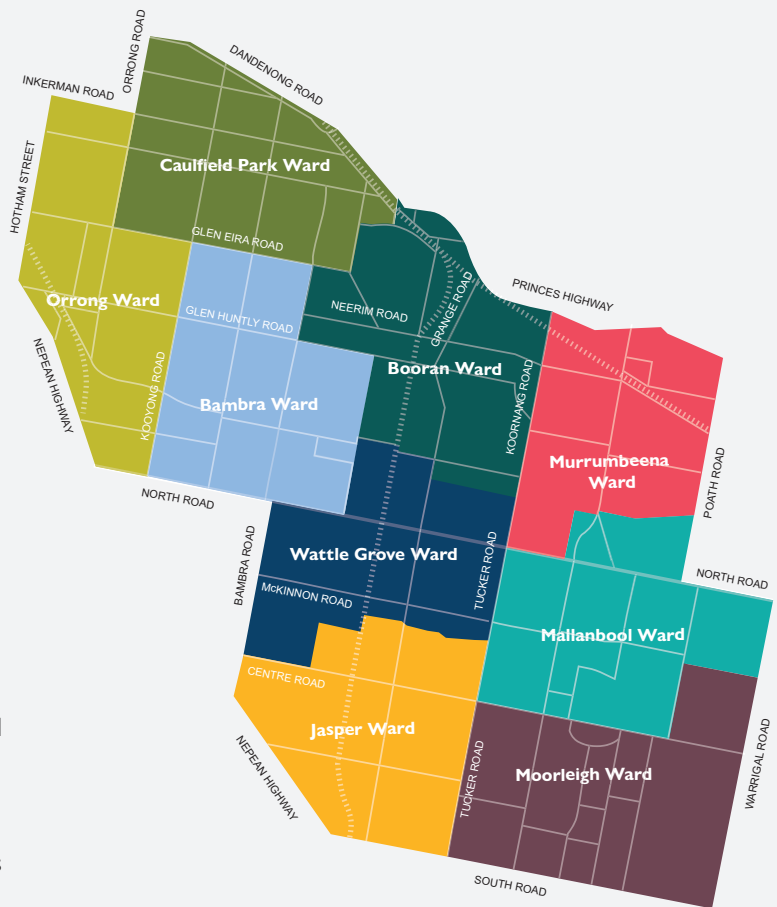
## Leading the Councillors

The Mayor is the leader of all Councillors, regardless of whether they supported their election or not. The Mayor must encourage all the Councillors to work together as a cohesive governing body. Councillors must, in turn, show respect for the Mayor despite differences of opinion or political allegiances. The Mayor's success in leading Council depends greatly on being empowered by the Councillor group.

## Helping the Councillor group work together

The Mayor plays a crucial role encouraging Councillors to express their opinions both within and outside the Council chamber. If Councillors feel that their points of view are being heard, acknowledged and respected, they are more inclined to accept decisions that they don't agree with. They will also remain active and involved members of the group. In this role, the Mayor can manage potential conflict and differing opinions in a constructive way.

Because Councillors reflect the complex and diverse opinions of the community, it's important that this be managed in a way which benefits the broader interests of the municipality.



## Helping individual Councillors

The Mayor may also be a first point of contact for Councillors who have particular goals they want to achieve on behalf of their constituents. This is particularly true for new Councillors. One aspect of developing Council and annual plans involves the need to bring together many diverse and sometimes conflicting goals. The Mayor can considerably assist this process by providing advice and support to individual Councillors, and by facilitating communication and negotiations between Councillors themselves and Councillors and the CEO. This ultimately helps Councillors to represent the interests of their constituents and do their best to deliver on their election promises.

## Helping resolve disputes

The Mayor is often the first point of contact when a dispute between Councillors occurs. Under the **Councillor Code of Conduct**, the Mayor has a responsibility to establish and promote appropriate standards of conduct, support good working relations between Councillors and support Councillors in dispute resolution through intervening or seeking further advice about options to progress dispute resolution.

A Deputy Mayor is also appointed by their fellow Councillors generally for a one year term. The Deputy Mayor supports the Mayor in carrying out their duties, and deputises in Chairing Council meetings in the Mayor's absence.

## Chief Executive Officer (CEO)

The CEO is appointed by the Council and is ultimately accountable to the Councillor group. The CEO liaises with the Mayor regularly on Council matters and is responsible for providing advice and reliable information to Councillors to enable effective decision making. The CEO is responsible for the day to day running of Council, including managing the staff, ensuring implementation of Council decisions and ensuring organisational capability in performance, decisions and outcomes.

The CEO plays an important role in promoting a positive culture of good governance in the organisation. The CEO helps Council officers understand the critical role of Councillors. The CEO provides guidance for Councillor and Council officer relationships through the **Councillor and Officer Interaction Protocol**.

The CEO supports a culture of good democratic governance in various ways including:

- > regularly providing Councillors with the information they need to fulfil their roles;
- > ensuring that Council officers and Councillors understand the structure of local government and their roles;
- > providing support to the Mayor and Councillors when dealing with Councillor conduct issues;
- > helping ensure that all Councillors have equal and appropriate access to information and resources;
- > providing support for good decision-making processes;

- > developing processes for the major strategic planning exercises ensuring Councillors have ample opportunity for input; and
- > recognising that Councillors have a 'representation' role and that they will be advocating for individuals or communities at different times to ensure that the appropriate and legitimate support and structures are in place.

## Council officers

Council officers manage the administration, operations and service delivery functions of the organisation. Council officers are responsible for providing advice, implementing Council's direction and Council decisions. Council officers also provide advice and expertise to help inform Councillor considerations and decisions. Council officers must comply with the **Staff Code of Conduct** when carrying out their roles.

Council officers, particularly members of the Executive, support good governance by establishing robust systems that refer complaints and queries to the relevant area, and maintaining responsive services and processes.

Some Council officers also have statutory obligations that don't fall under the *Local Government Act*. Legislation such as the *Public Health and Wellbeing Act 2008* and the *Building Act 1993* mean that certain activities carried out by the organisation may not be directly accountable to Council and are therefore not necessarily subject to overall Council direction.

## Mayor and CEO relationship

When the Mayor and CEO have a good working relationship, it helps to promote good understanding and communication between the elected members and the Council officers. This, in turn, promotes good governance. Good relationships help to anticipate, identify and resolve issues, contribute to good planning and create a positive organisational culture.

Trust is fundamental to the relationship between the Mayor and CEO. It is not necessarily automatic and must be built using communication, understanding of each other's roles and open sharing of information.

Both the Mayor and CEO should ideally share information that helps each other to do their jobs. Through discussion, they should gain a clear understanding about which kind of information is important, as well as what each needs



to know from the other. Setting up regular meetings, in addition to those which occur around specific issues or when problems arise, will enhance planning and communication. Following the 'no surprises' principle is also good practice. Because the Mayor and CEO are in a position to brief each other, neither should be surprised by information or issues that are raised in other forums.

### Council's role in decision-making

Council's role is to make decisions in the best interests of the whole community it represents. Because Councillors are elected representatives, they bring their own views to Council and may consider these views to be 'endorsed' by the voters who elected them — often called a 'mandate'. To govern in the interests of the community, Councillors must work collectively to balance their views on behalf of their Ward or individual constituents, with the views of everyone in the municipality.

Council usually makes decisions based on a range of data and evidence, as well as feedback from the community. In some cases, such as with statutory planning decisions, Council must make decisions based on laws and rules. As part of its role under the *Planning and Environment Act 1987* Council is responsible for making decisions relating to planning applications and for initiating changes to the Planning Scheme. When these decisions are made, Council is exercising powers under a law, and these can affect the rights of individuals or businesses. In legal terms, this is called a 'quasi-judicial' decision.

It's important that Councillors, when making these decisions, act as if they're judges in a court. They must be completely impartial and consider the facts and laws at the time, not their personal views. This is important because Council is making a legal decision that must be defensible in a court of law. If Councillors can't make impartial decisions on these matters, they must excuse themselves from voting.

Councillors are responsible for planning for the future and corporate plans and strategies to achieve their goals and deliver outcomes to the community. The role of Councillors is to demonstrate and provide strategic vision and leadership by establishing principles, policies and local laws that enable the delivery of outcomes promised by the Council.

Communities expect leaders to make informed decisions. However, decisions are inherently subjective. Good

leadership and integrity are upheld by transparent and accountable decision-making processes. If the community can see and understand how and why decisions are made, this contributes to good governance.

Council decision-making is a collective exercise. Individual Councillors cannot make decisions, nor can an individual Councillor direct the CEO or Council officers. Council powers are also limited by law.

### Conflict of interest

A conflict of interest occurs when a Councillor's personal interests could improperly influence, or appear to influence, their decision-making in their official capacity. Having processes to ensure the transparent disclosure of conflicts of interest is important because it ensures that Councillors act in the best interest of the public, maintaining trust and integrity in local government. Proper management of conflicts of interest helps prevent corruption, promotes transparency, and upholds ethical standards. Conflict of interest is further explained in the [Governance Rules](#) and on [Council's website](#).

### Open minded decision making

When presented with an issue or an item for decision, Councillors may express an initial opinion but must remain open to changing their mind if new information or perspectives are introduced. This approach is known as having an 'open mind'.

A Councillor with an open mind will:

- > sincerely consider all perspectives
- > evaluate the issue's overall merits, even if they have a personal preference
- > consider all options and viewpoints presented to them
- > seek to balance a broad range of perspectives on an issue.

Councillors must avoid forming a definitive opinion before participating in the decision-making process. Doing so would indicate they are not approaching the situation with an open mind. If a Councillor does not demonstrate an open mind, they can undermine public confidence in the fairness of Council's decision-making process. In addition, Council's decision could be subject to a legal challenge.

# PART 3 GOVERNANCE FRAMEWORK

The Act sets out requirements for Council to maintain a community vision, governance rules and a suite of plans and policies to support and enable Council to fulfil its obligations. These mechanisms guide and support the effective governance of Council.

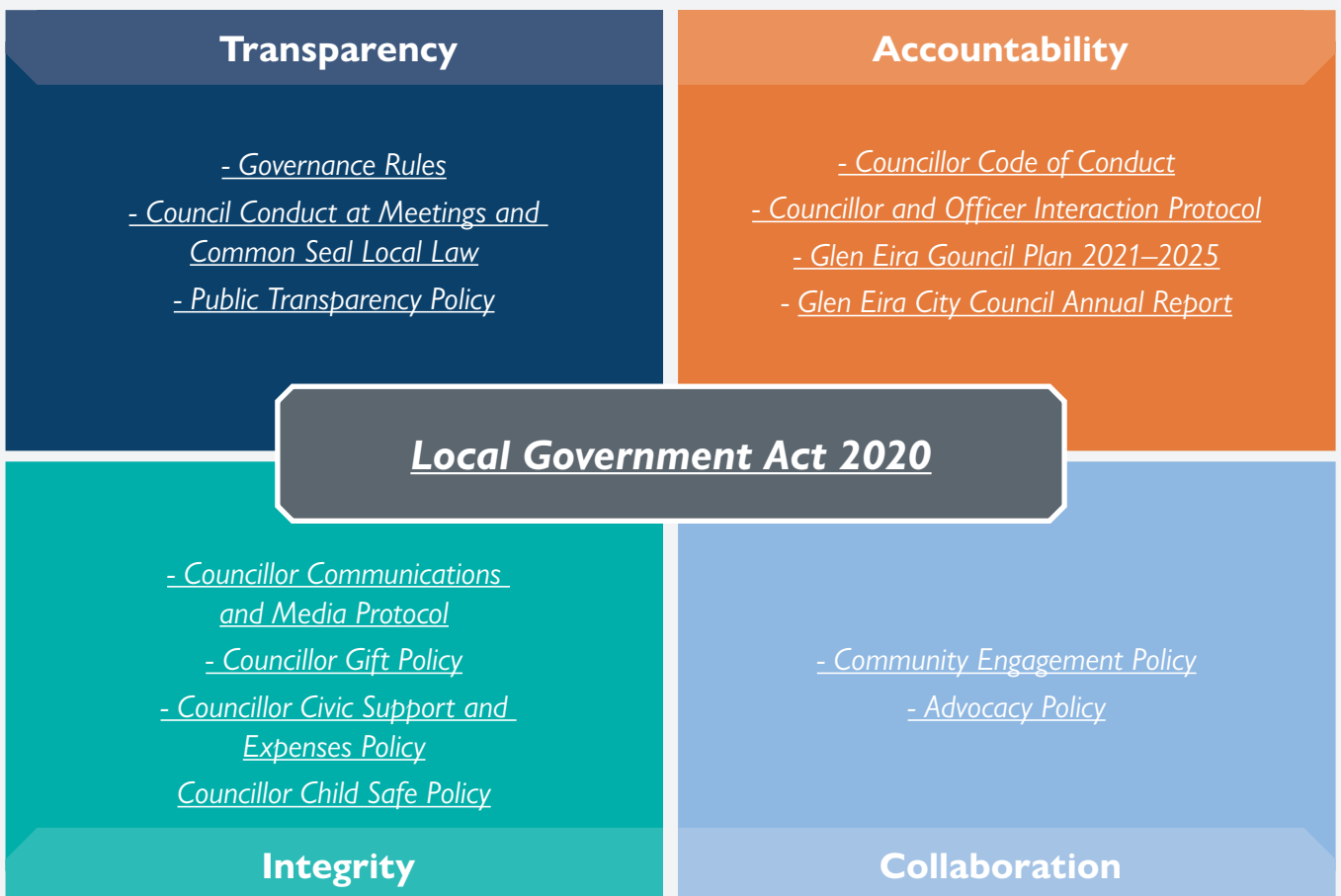
The Framework encompasses the key guidance documents

outlined below. These work together to support robust, ethical and transparent governance practices and support effective relationships between the parties outlined in Part 2 — Councillors, Council officers and the community.

Each section of the Framework is broken up into key themes which all relate to the Local Government Act 2020.

## Key documents within the Framework

Note: Refer to our website or the Local Government Act 2020 for further policies.



## The Local Government Act 2020

The *Local Government Act 2020* provides a framework for the establishment and operation of all 79 Councils in Victoria. The Act's preamble states the constitutional recognition of local government as a distinct and essential tier of government.

In support of the *Local Government Act 2020*, there are a number of key documents that comprise the *Good Governance Framework* include:

### Transparency

#### Theme 1 – Transparency

The key documents that underpin this theme are:

##### Governance Rules

The *Governance Rules* guide a number of key elements of Council's governance processes including:

- > The conduct of council meetings
- > The conduct of meetings of advisory and delegated committees
- > The form and availability of meeting records
- > Procedure for the election of the Mayor and Deputy Mayor
- > Procedures for disclosures of conflicts of interest
- > Participation of the community in Council's decision-making functions; and conduct of Council during the Election Period

##### Council Conduct at Meetings and Common Seal Local Law

The *Local Law* supports the governance framework through governing matters relating to the Conduct of Council Meetings and the application of the Common Seal. The *Local Law* also outlines provisions for infringements relating to breaches of the *Local Law*.

### Accountability

#### Theme 2 – Accountability

Key documents that underpin this theme are:

##### Councillor Code of Conduct

The Councillor Code of Conduct sets out the standards of behaviour Councillors must abide by when carrying out their roles. Councillors are to sign up to and abide by the Code of Conduct when they are sworn in as a Councillor. The Code of Conduct is underpinned by a set of values and behaviours including accountability, transparency, collaboration, efficiency and community engagement. It also outlines conflict and dispute resolution processes and procedures to support Councillors and Council officers.

##### Councillor and Officer Interaction Protocol

The *Protocol* provides a framework that supports strong and effective working relationships between Councillors and Council officers. It outlines practices and behaviours that support good governance and ensure strong compliance with the Act.

##### Council Plan

The Council Plan is the overarching strategic plan outlining the outcomes Council seek to achieve over a four year period.

##### Annual Report

The Annual Report outlines Glen Eira's performance, achievements and setbacks, as well as its approach to emerging challenges and its stewardship of public funds.



## Integrity

### Theme 3 – Integrity

Key documents that underpin this theme are:

#### Councillor Communications and Media Protocol

This *Protocol* guides Councillor interactions with community members via written communication, external news media and engagement with any public facing social media platforms.

#### Councillor Gift Policy

The *Policy* provides guidance and transparency on the acceptance and declaration of any gifts or benefits offered to, or received by, Councillors. It aims to maintain high levels of integrity and public trust by avoiding potential, actual or perceived conflicts of interest and reducing opportunities for fraud and corruption.

#### Councillor Civic Support and Expenses Policy

The *Policy* provides guidance and transparency relating to the entitlement of Councillors to allowances, facilities, resources and reimbursement of certain expenses to assist them in discharging their responsibilities and to provide for reimbursement of certain expenses for members of delegated committees. The *Policy* is in accordance with the requirements of Division 6 of Part 2 — Entitlements of the *Local Government Act 2020*.

#### Councillor Child Safe Policy

The *Policy* outlines expectations for Councillors when interacting with children and young people and our responsibilities in identifying, responding to and reporting child abuse.

## Collaboration

### Theme 4 – Collaboration

Key documents that underpin this theme are:

#### Community Engagement Policy

The *Policy* outlines requirements for engaging the community. Developed in consultation with our community, this *Community Engagement Policy* outlines Council's commitment to and steps for achieving effective and inclusive community engagement.

#### Advocacy Policy

The *Policy* outlines direction and guidance for Council's advocacy efforts ensuring it works in partnership with the community to influence public policy and resource allocation decisions for the benefit of the Glen Eira community.





GLEN EIRA  
CITY COUNCIL

## Glen Eira City Council

Corner Glen Eira and Hawthorn Roads, Caulfield

Mail address: PO Box 42

Caulfield South, 3162

Phone: (03) 9524 3333

[mail@gleneira.vic.gov.au](mailto:mail@gleneira.vic.gov.au)

[www.gleneira.vic.gov.au](http://www.gleneira.vic.gov.au)

### National Relay Service

A phone solution for people who have a hearing or speech impairment. Internet relay users connect to NRS then ask for 03 9524 3333.

TTY dial 13 36 77 or Speak and Listen dial 1300 555 727 then ask for 03 9524 3333. <https://internet-relay.nrscall.gov.au>

### Social media

#### Glen Eira City Council:

[www.facebook.com/GlenEiraCityCouncil](http://www.facebook.com/GlenEiraCityCouncil)

#### @cityofgleneira:

[www.instagram.com/cityofgleneira](http://www.instagram.com/cityofgleneira)

#### Glen Eira arts, gallery and events:

[www.facebook.com/gleneiraarts](http://www.facebook.com/gleneiraarts)

[www.instagram.com/gleneiraarts](http://www.instagram.com/gleneiraarts)

#### Glen Eira Leisure:

[www.facebook.com/GESAConline](http://www.facebook.com/GESAConline)

[www.instagram.com/gleneiraleisure](http://www.instagram.com/gleneiraleisure)

#### Glen Eira Libraries and Learning Centres:

[www.facebook.com/GlenEiraLibraries](http://www.facebook.com/GlenEiraLibraries)

[www.instagram.com/gleneiralibraries](http://www.instagram.com/gleneiralibraries)

#### Glen Eira sustainable living:

[www.facebook.com/sustainablelivinggleneira](http://www.facebook.com/sustainablelivinggleneira)

#### Glen Eira Youth Services:

[www.facebook.com/GlenEiraYouthServices](http://www.facebook.com/GlenEiraYouthServices)

[www.instagram.com/gleneirayouthservices](http://www.instagram.com/gleneirayouthservices)