ALICE SPRINGS TOWN COUNCIL

GOVERNANCE FRAMEWORK

ACKNOWLEDGEMENT OF COUNTRY

Mparntwe tantyipe Council-arenye mapele itele-areme, apmere nhenhe Arrernte-kenhe, itne ampereke-artweye arrwekelenye uthene mape itele-aretyeke.

Alice Springs Town Council acknowledges the Central Arrernte people who are the traditional owners andcustodians of Mparntwe/Alice Springs.

Translation provided by the Alice Springs Language Centre

ABOUT GOVERNANCE

WHAT IS GOOD GOVERNANCE?

Governance refers to the systems and processes by which Alice Springs Town Council (Council) is directed, controlled, and held to account. It includes ethical leadership, legal compliance, risk management, and performance oversight. Good governance ensures Council's decisions are made in the public interest, resources are used responsibly, and Council remains transparent and accountable. Strong governance builds public trust, supports strategic decision-making, and enables continuous improvement, ensuring Council meets its obligations and delivers value to the community.

Good governance involves:

- a clear vision and positive organisational culture
- a clarity of roles and responsibilities
- robust management practices and systems that support both internal and external accountability
- public access to decision-making and information

This framework defines the structures, processes, and accountabilities that guide how Council makes decisions, exercises its authority, and ensures transparency, compliance, and effective stewardship of community resources. This framework is designed as a holistic guiding document and does not attempt to capture all specific legislative requirements, which are instead managed through individual policies and compliance registers.

ABOUT GOVERNANCE

BENEFITS OF GOOD GOVERNANCE IN COUNCIL

Good governance is vital for Council as it underpins the shared values and behaviours that guide how Council conducts its business and maintains accountability to the community. Good governance promotes transparency, compliance and consistency in how Council operates, while strengthening trust and confidence in Council.

Further benefits include:

- An aligned focus on better outcomes for the community
- Less conflict and complaints
- Ethical decision making
- Efficient use of resources
- Strong risk management across the organisation.

CONSEQUENCES OF POOR GOVERNANCE IN COUNCIL

Poor governance within Council can result in reduced transparency and accountability, ineffective decision-making and records management, increased legal and financial risk, and non-compliance with legislative obligations. It may also lead to reputational damage, diminished community trust and confidence, and reduced organisational performance, service delivery and inefficient operations.

Further to this it can also:

- Increase the risk of fraud, misconduct and misuse of resources
- Manifest in a poor workplace culture, low morale and underreporting of issues

THE GOVERNANCE FRAMEWORK

The Governance Framework is guided by seven key principles that support and drive good governance within the organisation. These principles provide a clear foundation for how Council monitors and measures its performance.

ACCOUNTABLE

We have an obligation to take responsibility for the decisions we make on behalf of those we represent and to explain and report on them

TRANSPARENT

The Community should be able to clearly see how and why a decision was made

COMPLIANT

Decisions are consistent with relevant legislation and are within the powers of the decision maker

RESPONSIVE

We will interact with the community members in a timely and appropriate manner

DIVERSE, EQUITABLE AND INCLUSIVE

We serve our entire community inclusive of groups under represented or marginalised

EFFECTIVE AND EFFICIENT

We will implement decisions and follow processes which ensure the best use of time and resources for the best results for the community

PARTICIPATORY

We involve community members and stakeholders to actively contribute ideas, opinions and feedback in Council decisions

GOVERNANCE STRUCTURE

LEGISLATIVE FRAMEWORK

The *Local Government Act 2019*, and regulations form the basis of local government administration and sets out key roles and responsibilities. Local government must operate in accordance with the Act. Council is also guided by other relevant Acts and By-laws

STAKEHOLDERS AND COMMUNITY

- Traditional Owners
- Minister for Local Government
- Ratepayers and Residents
- Community and Sporting Groups
- Businesses and Visitors
- The Federal and Northern Territory Government.
- Other Local Governments

KEY

Accountable to

Informs

COMMITTEES

RISK MANAGEMENT AND AUDIT COMMITTEE

SPORTS FACILITIES ADVISORY COMMITTEE

ADMINISTRATIVE REVIEW COMMITTEE

CEO REVIEW COMMITTEE

COUNCIL

- Mayor and Deputy Mayor
- Councillors

ADMINISTRATION

- CEO
- Internal Working Groups and Committees
- Team Members
- Volunteers
- Contractors

GOVERNANCE PRINCIPLES

- Accountable
- Transparent
- Compliant
- Responsive
- Diverse, Equitable and Inclusive
- Effective and Efficient
- Participatory

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LOCAL GOVERNMENT CONTEXT – ROLES AND POWERS

LEGISLATIVE FRAMEWORK

Local government is the third tier of government, following the federal and state/territory levels. In the Northern Territory, councils are primarily governed by the *Local Government Act 2019* (NT) (the Act), and the Local Government Regulations 2021 (NT) (the Regulations). Councils are also required to comply with a range of other Commonwealth and Northern Territory laws relevant to their functions and responsibilities.

WHAT THE ACT SAYS

Section 21 of the Act states the principle role of Northern Territory councils is to:

- act as an informed and responsible decision-maker, representing the interests of its constituency
- develop and support a strong cohesive community and allocate resources in a fair, socially inclusive and sustainable manner
- provide and coordinate public facilities and services
- encourage and support initiatives which improve the quality of life for the community
- represent the interests of its area to the wider community, and
- exercise and perform the powers and functions of local government assigned to council, under the Act or any other Act.
- Section 22 of the Act states the functions for Northern Territory councils.
- Section 24 of the Act sets out the objectives for Northern Territory councils.

WHAT COUNCIL DOES

Alice Springs Town Council (Council) plays an important role in the community by making decisions and providing services that meet the needs of residents and visitors. This includes managing a variety of public facilities, maintaining infrastructure, enforcing by-laws, and representing the best interests of the community. Council provides essential services and assets such as roads maintenance, waste management, animal management, playgrounds and recreational facilities and library and pool services, as well as many others.

COUNCIL VALUES

Alice is the Heart of Australia

From that heart, our purpose, values and behaviours spring.

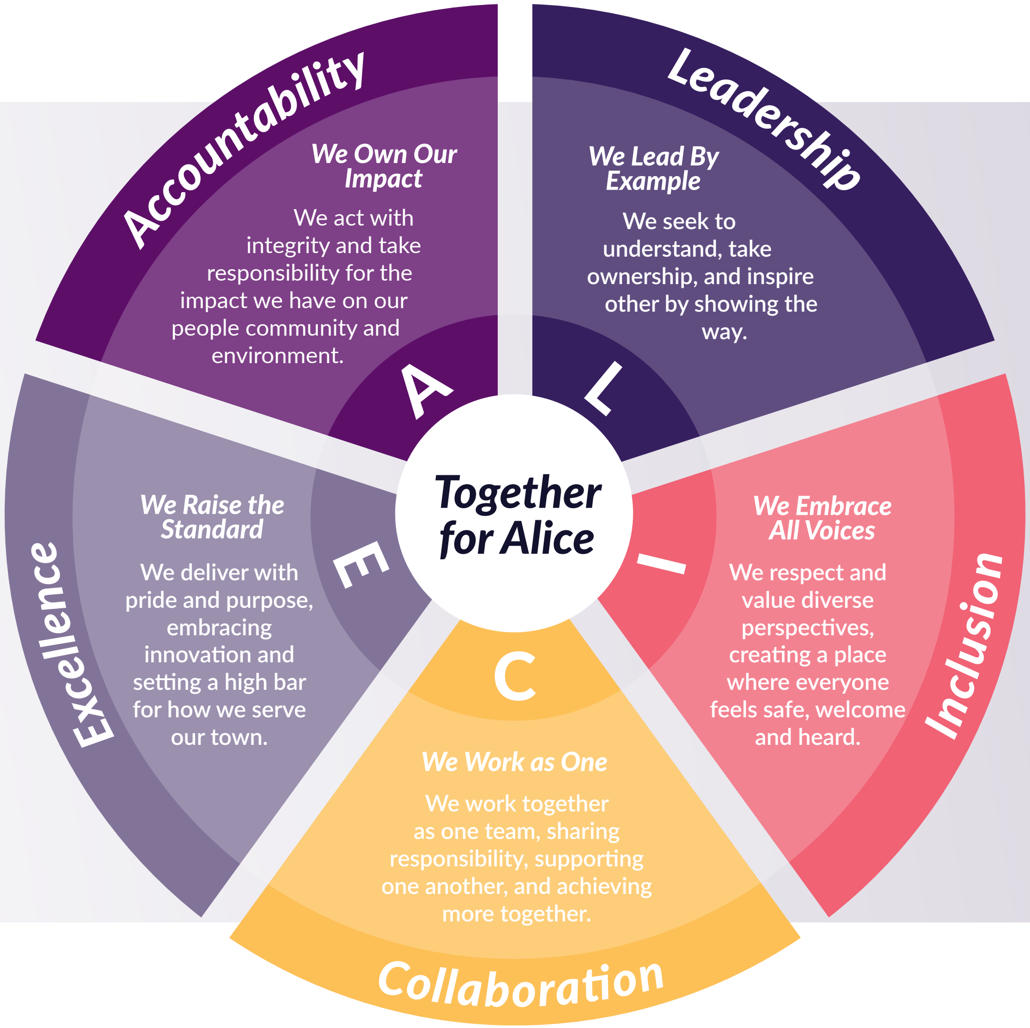
A spring that feeds our culture, our choices and our connection to community.

'*Together for Alice*' isn't just a catchphrase.
It's a promise – our promise, and our purpose.

Keeping that promise has a ripple effect that flows through everything we do.

Together, we move with purpose.

Together for Alice.



ROLES AND POWERS

ROLE OF ELECTED MEMBERS

Council consists of nine Elected Members who are elected by residents every four years at a local government general election, with voters also directly electing the Mayor. These representatives are chosen to reflect the community's voice and guide the strategic direction of Council.

As per section 44 of the Act, the role of Elected Members is to:

- represent the interests of all residents and ratepayers of the council area
- provide leadership and guidance
- facilitate communication between the members of the council's constituency and the council
- be properly informed to enable participation in the discussions across council and its community activities
- ensure, as far as practicable, that the council acts honestly, efficiently and appropriately
- ensure that council resources are used discreetly and solely in the public interest; and
- actively monitor the financial affairs of the council in carrying out its statutory responsibilities

Elected Members have a duty to act, at all times, in what they genuinely believe to be the best interests of Council.

ROLE OF MAYOR

In addition to their Elected Member responsibilities, as per section 59 of the Act, the Mayor also:

- chairs meetings of Council
- acts as Council's official spokesperson
- liaises with the Chief Executive Officer (CEO) about the performance of Council's and the CEO's functions
- leads Council in undertaking a regular review of the CEO's performance
- promotes appropriate behaviour among Elected Members, in accordance with the Code of Conduct.

ROLE OF DEPUTY MAYOR

Council annually appoints an Elected Member to the role of Deputy Mayor. In addition to their Elected Member responsibilities, as per Section 59 of the Act, the Deputy Mayor carries out any of the Mayor's functions when the Mayor:

- delegates the functions to the Deputy, or
- is absent from official duties because of illness or alternative reason.

ROLES AND POWERS

ROLE OF THE CEO

The CEO is accountable for delivering Council's strategic vision and leading the effective administration of the organisation. The CEO exercises statutory authority and enables sound governance by ensuring Elected Members receive timely, accurate advice and that systems, policies, and processes are in place to support informed decision-making. The CEO is also responsible for:

- leading and managing the day-to-day operations of the Council, including the performance and oversight of all team members
- managing organisational resources, including staffing and operations, within Council-approved budget allocations
- maintaining transparent and effective communication with the community, including the timely response to information requests
- ensuring the responsible management of Council assets, resources, and financial operations, including strong governance and controls
- ensuring compliant and effective organisational practices, including record-keeping, human resources management, sound work health and safety practices and the effective application of risk mitigation within Council.

ROLE OF TEAM MEMBERS

Team members must act in the best interests of Council, taking individual responsibility when carrying out official duties, as well as being part of a collective team. Team members achieve good governance by:

- reflecting Council's values
- adhering to the Code of Conduct – Team Members
- following all Council and administrative policies, and any relevant legislation, regulations and standards
- identifying and disclosing conflicts of interest
- disclosing gifts and benefits in accordance with the Act and Council's Gifts and Benefits Policy – Team Members
- making decisions within the conditions of their delegated authority, and keeping a record of decisions made
- managing and maintaining information appropriately
- acting with care and respect to each other and the community.

WORKING RELATIONSHIPS

BETWEEN MAYOR AND OTHER ELECTED MEMBERS

This is a collaborative working relationship, with all members bound by a code of conduct to carry out their duties respectfully towards one another. As all Elected Members share the responsibility for decision-making, it is important Elected Members work constructively with the Mayor to act in the best interests of the community.

The Mayor does not have authority to direct other Elected Members in exercising their statutory obligations but provides guidance, support, and leadership. Open communication underpins the relationship between Elected Members and the Mayor on matters of governance and strategic direction, with the Mayor acting as the official spokesperson while decision-making remains a collective responsibility.

The working relationship between the Mayor and Deputy Mayor is founded on support, collaboration and continuity of leadership. The Deputy Mayor assists the Mayor in delivering leadership and governance to Council and the community, and performs the functions of the Mayor in their absence.

BETWEEN MAYOR AND CEO

The Mayor and the CEO are to maintain a constructive, professional, and respectful working relationship to support effective Council governance and operations. The Mayor is the primary point of contact between Elected Members and the CEO on matters relating to governance, leadership, and strategic direction.

The Mayor does not have a role in directing or participating in the operational management of the Council, and regular, open communication between the Mayor and the CEO is essential to support transparency, trust, and the effective functioning of Council.

BETWEEN ELECTED MEMBERS AND THE CEO

Elected Members and the CEO should foster a professional and respectful working relationship to support effective Council governance.

Elected Members are to respect the CEO's responsibility for managing daily operations, however, can ask questions and offer suggestions for consideration. The CEO supports informed decision-making by providing accurate, timely, and relevant advice, based on Elected Members setting direction and maintaining oversight, and the CEO implementing decisions within clear professional boundaries.

WORKING RELATIONSHIPS

BETWEEN ELECTED MEMBERS (INCL MAYOR) AND TEAM MEMBERS

Where practicable, and in line with the Elected Member and Staff Interaction Policy, interactions between Elected Members and team members in an official capacity should occur through the CEO. Elected Members do not have the authority to direct team members or be involved in their operational responsibilities.

Elected Members may engage with Directors on matters within their relevant directorate. Where matters relate to Managers or other team members, direct interactions must only occur with approval of the relevant Director or the CEO, or otherwise with the Director or CEO present.

All interactions should remain professional and respectful, and Elected Members may ask reasonable questions where appropriate to support them in fulfilling their role.

Elected Members may engage with team members on non work-related matters, both within and outside of the workplace.

BETWEEN THE CEO AND TEAM MEMBERS

This relationship is operational and leadership based, focused on delivering Council's services and strategic objectives.

The CEO provides clear direction, support, and accountability across the organisation, while team members are responsible for carrying out everyday operations, contributing their expertise, and working collaboratively to achieve outcomes for the community.

ROLES AND POWERS

ROLE OF COUNCIL COMMITTEES

Sections 82 and 83 of the Act provide Council with the authority to establish Council committees and determine their functions. This includes whether they operate under delegated authority or in an advisory capacity to guide Council's decision-making. Each committee has a Council endorsed Terms of Reference. Agendas and non-confidential minutes of committee meetings are made publicly available on Council's website to support transparency and accountability.

All committees include Elected Members, who are appointed in accordance with Council's Appointment of Deputy Mayor and Council Committee Representatives Policy; some Committees also include independent members.

Elected Members can also be appointed by Council resolution to represent Council on external committees and advisory groups, in line with Council's Appointment of Deputy Mayor and Council Committee Representatives Policy.

Council has established four committees:

SPORTS FACILITIES ADVISORY COMMITTEE (SFAC)

The Sports Facilities Advisory Committee supports Council in delivering accessible, well-managed and sustainable sport facilities and services to the community of Alice Springs. It represents the needs of local sporting clubs and the broader community, supporting fair and equitable access to facilities, and assists Council in better decision-making about sport infrastructure.

RISK MANAGEMENT & AUDIT COMMITTEE (RMAC)

As a compliance requirement under section 86, Council must by resolution establish an audit committee. The Risk Management and Audit Committee provides independent oversight and advice to Council regarding its risk management framework, internal controls, regulatory compliance and financial reporting. In support of section 99(4) of the Act, an RMAC meeting is treated confidential to the public and conducted in private, with an agenda available for public viewing only. The Committee is chaired by an independent member.

ADMINISTRATIVE REVIEW COMMITTEE

This Committee is established to conduct internal reviews of decisions in accordance with sections 322–326 of the Act. It performs functions delegated by Council in relation to reviewable decisions on an as-required basis. Elected Members appointed to this Committee serve for the full term of the Council.

CEO REVIEW COMMITTEE

The establishment of the CEO Review Committee is in accordance with section 82 of the Act. The purpose of the Committee is to provide strategic oversight and make recommendations to Council regarding the full employment lifecycle of the CEO, including recruitment, performance evaluation, remuneration, and succession planning.

COUNCIL DECISION MAKING

KEY PRINCIPLES

- Accountable
- Transparent
- Compliant
- Diverse, Equitable & Inclusive
- Effective & Efficient

COUNCIL DECISION MAKING

COMMUNITY ACCOUNTABILITY

WHAT THE ACT SAYS

- Section 292 states material specified in Schedule 3 of the Act (Information to be made publicly available) is to be available on Council's website and at their public office.
- As per Section 290 of the Act, Council must provide an Annual Report detailing its work during the financial year to the Minister by 15 November each year. Copies must be made available at Council's public office and on the website and must contain all contents stated in section 291.
- Section 15 of the Information Act 2002 allows anyone to apply for access to information held by Council. Section 16 allows anyone to apply for access to, or the correction of, personal information about them held by Council.
- As per section 206(3), Council must adopt a Privacy Policy protecting the privacy of Elected Members and team members.
- Both Elected Members and the Executive team are required under the Act to submit an Annual Return of Interest by 30 September. Elected Member accountability is outlined in the Elected Member Integrity section pg. 41, while the Executive Team is governed by section 178 of the Act and Regulation 107.

WHAT COUNCIL DOES

- Council makes all information available on its website as required by the Act. Information is also available in paper form at the Civic Centre.
- Council produces an Annual Report for adoption annually at a Council meeting prior to November 15. Current and previous editions are available on Council's website, adhering to relevant primary record archive requirements.
- Council is committed to consulting and acquiring feedback on issues and decisions that impact the community's quality of life. At its February 2026 Ordinary Council meeting, Council adopted a revised Community Engagement Policy, accompanied by a detailed community facing guideline.
- Council processes applications for access to information as required under the Information Act 2002 and publishes information on how to apply on its website.
- Council adopted a Privacy Policy in February 2023, which can be found on its website.
- Council is compliant with the Annual Return of Interest for the Executive team.
- A Complaints Policy will be introduced in 2026 to ensure an efficient process for handling public complaints to Council, promoting integrity and equitable practices.

COUNCIL DECISION MAKING

COMMUNITY ACCOUNTABILITY

WHAT THE ACT SAYS

- As per regulation 6(1)(d)(i), Council must maintain internal controls including a Fraud and Corruption Control Policy and protection plan.
- As per regulation 60, the CEO is responsible for the proper custody of Council's records.
- Council's record types are categorised under regulation 54(1) and (2) as primary and secondary records.
- In accordance with regulation 62(1) and (2), Council is guided on when records are to be archived and when they may be disposed of or destroyed.

WHAT COUNCIL DOES

- Council adopted a revised Fraud and Corruption Prevention Policy at the October 2025 Ordinary Council meeting, A Fraud and Corruption Prevention Manual has also been created for team members to supplement this policy.
- Council adopted a Whistleblower Policy at the May 2026 Ordinary Council meeting to support an organisational culture where individuals feel safe to speak up and report suspected misconduct.
- Council's records are itemised in accordance with the regulations and adhere to associated archive and disposal mandates. Council also adheres to the Records Disposal Schedule for Local Authorities in the Northern Territory. Governed under the Information Act 2002, the Disposal Schedule is authorised guidance on the retention, destruction, and archiving of Council records to ensure compliance with all legislative and recordkeeping requirements.
- At the December 2025 Ordinary Council meeting, an Artificial Intelligence (AI) Policy was adopted to guide Council's use of AI across the organisation, including the parameters for transparency when AI is used in communications or to inform Council decision-making.
- Additional work has commenced for 2026 to strengthen Council's information and cyber security controls.

COUNCIL DECISION MAKING

COUNCIL MEETINGS

KEY PRINCIPLES
- Accountable
- Compliant
- Diverse, Equitable & Inclusive
- Effective & Efficient
- Participatory

WHAT THE ACT SAYS

- Section 90(1) of the Act requires Council to hold an Ordinary Council meeting at least once every two months, in accordance with the convening requirements outlined in section 91.
- A quorum for Council meetings is required under section 95(2), where the majority of Elected Members must be present at the time of the meeting. If a quorum is not present within 30 minutes of the scheduled commencement, the meeting may be postponed to a later time on the same day in accordance with section 100.
- Under section 90(5), Council may hold special meetings to consider specific items of business, which must be convened in accordance with section 91.
- Notices of meetings, including their publication, must comply with sections 92 and 93.
- Under section 95(3)(a), a member who is not physically present may participate in a meeting via an audiovisual system; Council must adopt a policy establishing parameters around this attendance.
- Under section 95(6)(a)(b) and (c), Council may adopt a Casting Vote Policy at its first meeting after a general election, with the policy lapsing at the next general election.
- Under sections 99(1) and (2), council meetings must be open to the public, however, business prescribed as confidential under regulation 51 may be excluded. In accordance with regulation 50(1), a council meeting must be held in a place where the public can attend.
- The CEO must ensure that minutes are kept for council meetings in accordance with section 101.
- As per section 102, a copy of the minutes from council meetings must be publicly available within 10 business days after the meeting.

COUNCIL DECISION MAKING

COUNCIL MEETINGS

WHAT COUNCIL DOES

- Council holds an Ordinary Council meeting once a month and adopts a schedule of meetings annually.
- Council convenes and operates Ordinary Council meetings and Special Council meetings in accordance with the Act.
- Council is compliant with notices and publications of notices for Council meetings.
- Council forums are held at least once a month – these are strategic briefings provided for Elected Members by relevant team members designed to provide early visibility of key issues and test direction for upcoming decision items. These are closed meetings; decisions are not made at these meetings.
- Council adopted a Meeting Attendance Policy at the January 2026 Ordinary Council meeting, allowing for audio-visual meeting attendance.
- Council adopted a Casting Vote Policy at the September 2025 Ordinary Council meeting, which will remain in force until the general election in 2029.
- Council meetings are open to public attendance at the Civic Centre and livestreamed on Council's website for the open section; confidential business as per regulation is discussed in private.
- Council publishes on its website all agendas preceding Council meetings, and all open minutes within 10 business days after the meeting.
- Council currently has in force the Alice Springs (Council Meetings and Procedures) By-laws 1987.
- In 2025, Council created an operational Council Meeting Manual for Elected Members and team members to be compliant with and assist in applying the Act, by-laws and best practice in meeting administration.

BY-LAWS

KEY PRINCIPLES

- Transparent
- Compliant

WHAT THE ACT SAYS

Under section 275(1) of the Act, a council may make by-laws for the good governance of its area and must conform with the principles stated in section 276. All by-laws should be consistent with other legislation applicable in the council's area and should not impose unreasonable burden on the community.

WHAT COUNCIL DOES

Council is committed to supporting the governance of its community by upholding the following by-laws:

- Alice Springs (Animal Management) By-laws 2008
- Alice Springs (Aquatic and Leisure Centre) By-laws 2011
- Alice Springs (Management of Public Places) By-laws 2009
- Alice Springs (Council Meetings and Procedures) By-laws 1987
- Alice Springs (Public Library) By-laws 2009
- Alice Springs (Shopping Trolley) By-laws 2008
- Alice Springs (Waste Management Facility) By-laws 2013

A by-law review is scheduled to start in 2026 to ensure Council's by-laws are current and meet both community and Council needs.

Council's by-laws are available on its website, or at the Civic Centre.

COUNCIL DECISION MAKING

DELEGATIONS

KEY PRINCIPLES
- Transparent
- Compliant
- Effective & Efficient

Delegations are a key part of Council's decision-making framework under the Act, enabling powers and responsibilities to be assigned to the CEO and team members for efficient decision-making.

Council may delegate functions to the CEO, who may sub-delegate to team members, ensuring operational matters are managed effectively and allowing Elected Members to focus on strategic leadership and governance.

WHAT THE ACT SAYS

- Section 40 of the Act sets out the parameters under which the Council may delegate its powers and functions to the CEO, a Council committee, a local authority, or a local government subsidiary.
- In accordance with Section 41, Council must review all delegations within six months following a general election, as required by Regulation 99.
- Regulation 6(1)(j) requires Council to maintain a register of all delegations made by both Council and the CEO.

WHAT COUNCIL DOES

- Council is compliant with its delegation obligations and adopted updated Council to CEO delegations at the January 2026 Ordinary Council meeting.
- The CEO approved updated CEO to team member delegations in February 2026.
- Council's Delegations Register is accessible on its website; the CEO Delegations Register is only available internally through Council's intranet.

COUNCIL DECISION MAKING

COMPLIANCE

KEY PRINCIPLES
- Accountable
- Compliant
- Effective & Efficient

WHAT THE ACT SAYS

In accordance with the Act and Regulations, Council must adopt the following policies:

- Shared Services
- Sufficient Interest in the Assessment Record
- Rates Concessions
- Gifts and Benefits
- Investment
- CEO Code of Conduct
- Breach of Code of Conduct
- Filling of Casual Vacancies
- Human Resources
- Teleconferencing
- Caretaker
- Privacy
- Casting Vote
- Allowances and Other Benefits
- Elected Member Allowances and Benefits
- Confidential Information and Business
- Fraud and Corruption
- Council Credit Cards
- Asset Management
- Accountable Forms
- Procurement

In accordance with the Act and Regulations, Council must maintain the following Registers:

- Authorised persons appointed under section 183 of the Act
- register of delegations of Council and the CEO
- documents executed under Council's common seal
- register of correspondence for the Mayor
- register of Elected Member information
- major and portable and attractive assets
- annual return of interest
- declared gifts and benefits
- declared conflicts

WHAT COUNCIL DOES

- Council is compliant with policy obligations as per the Act and Regulations with continuous work being implemented for all review periods. All Council policies are available for public viewing on the website; administrative policies are only available internally through Council's intranet.
- Council is compliant with its register obligations as per the Act and Regulations and those legislated are available on Council's website. Registers of gifts and benefits and declared conflicts for team members are available for internal viewing only and all registers have responsible owners with frequent governance oversight.

COUNCIL DECISION MAKING

DIVERSITY, EQUITY AND INCLUSION

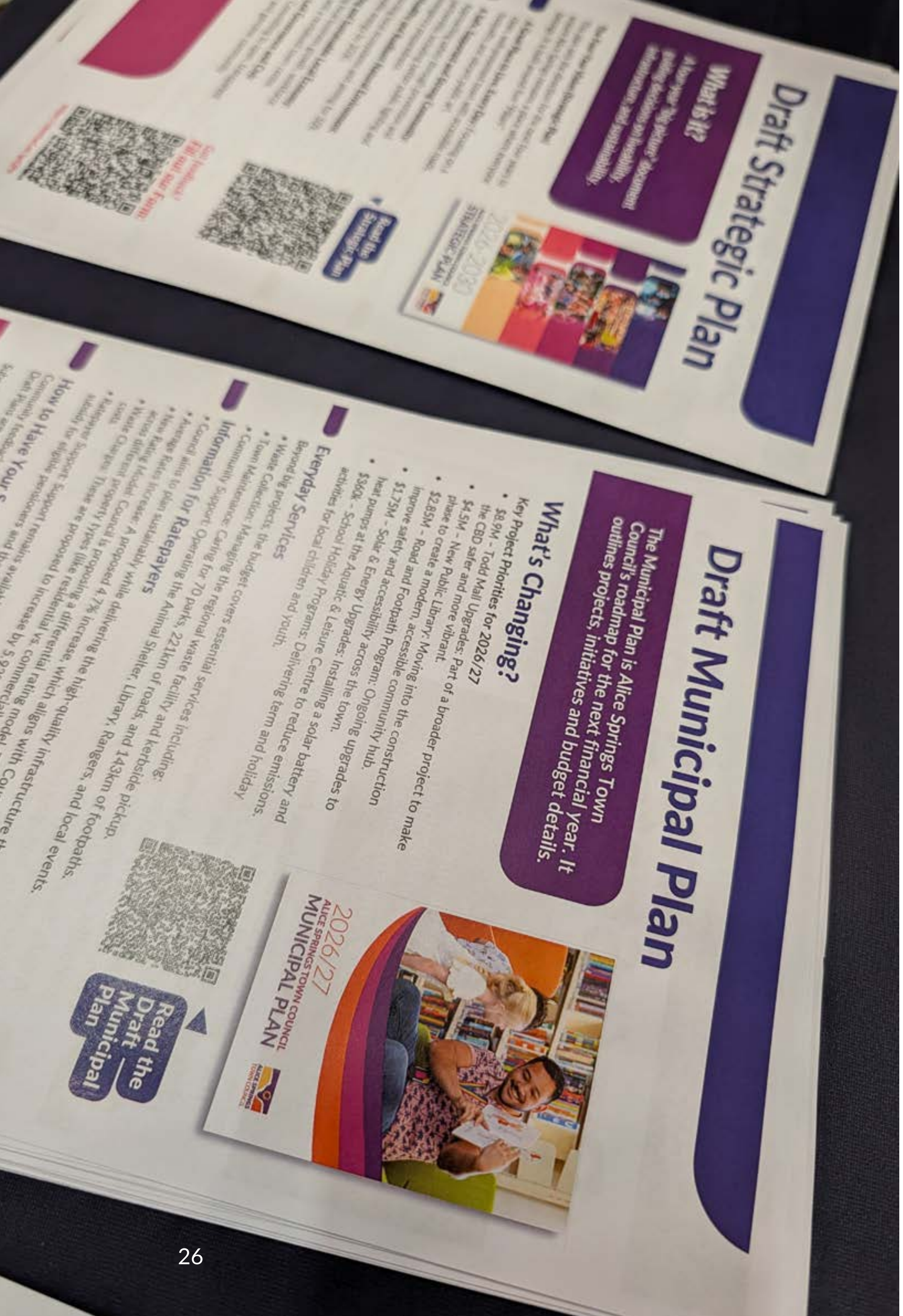
KEY PRINCIPLES
- Accountable
- Transparent
- Responsive
- Diverse, Equitable & Inclusive
- Effective & Efficient
- Participatory

WHAT THE ACT SAYS

Although not explicitly mandated in the Act or Regulations, diversity, equity and inclusion are reflected in the Act's broader governance principles: Section 21 requires Council to act in the best interests of the community, develop a strong and cohesive social life for its residents in a fair and socially inclusive way, improve the quality of life for its residents and represents the interests of its area to the wider community.

WHAT COUNCIL DOES

- Human rights are embedded into Council's values and everyday business. Council continues to honour and implement its commitment to the Universal Declaration of Human Rights by having a Statement of Commitment endorsed by Council on its website.
- At the February 2026 Ordinary Council meeting, a Community Engagement Policy was adopted, accompanied by a community-facing guideline, to support effective community consultation on matters that impact the community.
- Council supports multicultural festivals and inclusion events within the community.
- At the March 2026 Ordinary Council meeting, Council endorsed the development of a Community Inclusion Plan.
- Council facilitates annual events for the community, including for Seniors Month, school holidays, and International Day of Persons with Disabilities.
- Council is committed to embedding a Reconciliation Action Plan (RAP) into its operations and decision-making. Council has implemented one Reflect RAP and is currently developing an Innovate RAP.
- Council has the following policies:
    - Multicultural and Diversity Policy
    - Community Support Policy
    - Community Engagement Policy
    - Access Policy



PLANNING AND FINANCIAL MANAGEMENT

KEY PRINCIPLES

- **Accountable**
- **Transparent**
- **Compliant**
- **Responsive**
- **Diverse, Equitable & Inclusive**
- **Effective & Efficient**
- **Participatory**

PLANNING AND FINANCIAL MANAGEMENT

STRATEGIC PLANNING

WHAT THE ACT SAYS

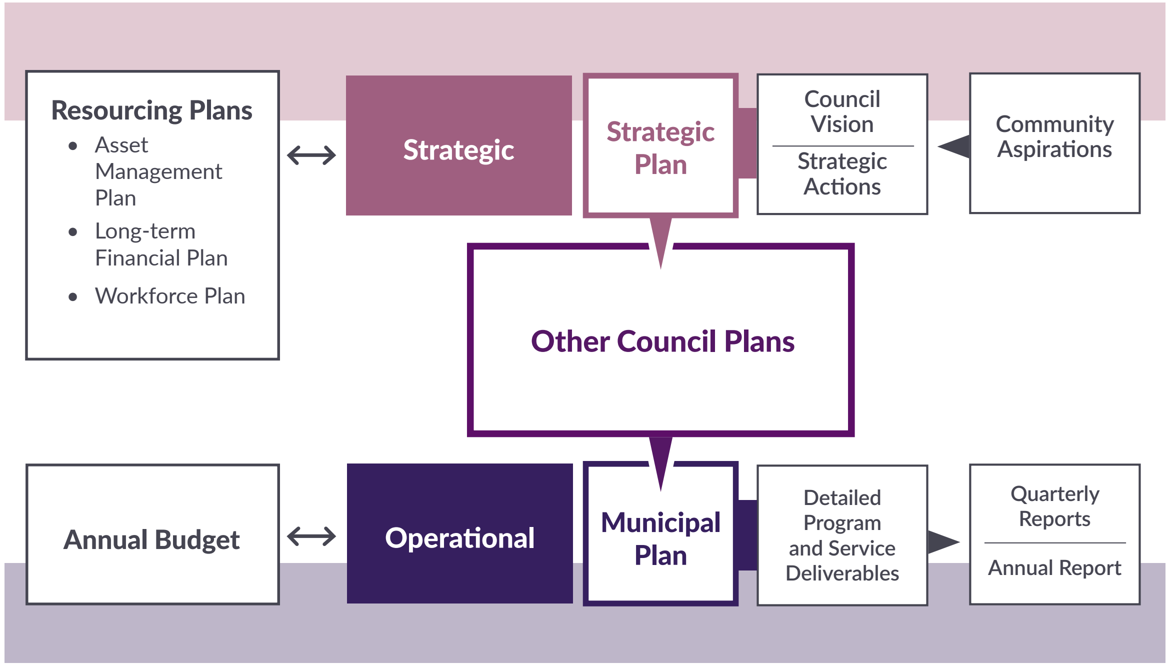
- In accordance with section 33(1), (2)(a) and (3) of the Act, Council must have a Municipal Plan for its area, which is available to view on the website and at Council's main office.
- As per section 34(1), a Municipal Plan must include:
    - a service delivery plan
    - any budget and amended budget
    - a reference to any long term or strategic plan adopted by Council
    - the Long Term Financial plan.
- Prior to adoption of the Municipal Plan, Council must adhere to draft consultation requirements outlined in section 35(3)(a)-(d).
- In accordance with sections 35(1) and (2) of the Act, the Municipal Plan must be adopted by Council between 1 March and 30 June each year, with a copy provided to the Agency.
- In accordance with section 200(1) and (2) of the Act, Council must prepare and maintain a current Long Term Financial Plan covering a minimum of four financial years.
- In accordance with section 200(3)(a)-(d) and section 200(4) of the Act, the Long Term Financial Plan must contain:
    - a statement of major initiatives Council wishes to undertake during the period of plan
    - projected statement of income and expenditure during the financial year

STRATEGIC PLANNING

WHAT COUNCIL DOES

Council's reporting framework, highlights the integration of Council's plans, ensuring long-term community goals are aligned with short-term operational actions and planning.

- Council's Strategic Plan is reported against biannually.
- Council's Municipal Plan, managed by the Governance Unit, ensures Council adheres to all compliance requirements for content, draft consultation, adoption and circulation. Council adopts fees and charges for services and facilities annually with each Municipal Plan. The Municipal Plan is reported against quarterly.
- Council's Long Term Financial Plan is compliant with the Act and Regulations.
- Council has the following plans in force:
    - Alice Springs Sports Facilities Master Plan
    - Alice Springs Regional Waste Management Facility Masterplan
    - Alice Springs Greening Strategy and Action Plan
    - Alice Springs Public Art Master Plan
- Council's revised Reconciliation Action Plan is currently in progress.



PLANNING AND FINANCIAL MANAGEMENT

BUDGET PROCESS

KEY PRINCIPLES
- **Accountable**
- **Compliant**
- **Effective & Efficient**
- **Participatory**

WHAT THE ACT SAYS

- In accordance with section 201(1) of the Act, Council must prepare a budget for each financial year, which must include the matters specified in section 201(2).
- Council must not allocate funds unless provision has been made in the budget for the relevant financial year, in accordance with section 204(1). However, Council may allocate funds not provided for in the budget where the allocation meets the requirements of section 204(2)(a) or (b).
- In accordance with section 203(1), Council must adopt its annual budget for a particular financial year on or before 30 June in the preceding financial year.
- In accordance with Regulation 9(1), Council must review its budget twice a year, at least once between: 1 July and 31 December and 1 January and 30 April.
- In accordance with section 203(4) and (5) of the Act, Council must publish its budget and any amended budgets on its website. It must be clearly stated that any amended budget supersedes the previous budget, and the previous budget must remain available on the website.

WHAT COUNCIL DOES

- Council is compliant with the annual budget requirements outlined in the Act and Regulations.
- Council's budget is adopted annually in conjunction with the Municipal Plan and is specifically itemised within the associated report to Council.
- Council is compliant in revising the budget twice annually as required by the Regulations.
- The annual budget is published on the website, along with any amended budgets for the same financial year. Each amended budget is clearly identified to distinguish from the previous budget.

RISK MANAGEMENT AND AUDITS

Council's risk management and audit capability is overseen by its Risk Management and Audit Committee (RMAC) to provide independent assurance related to the below areas.

RISK MANAGEMENT

In October 2025, Council undertook a comprehensive reform of its risk management function, including the adoption of a Risk Appetite Statement, a revised Risk Management Framework, and a community-facing Risk Management Policy. The Risk Appetite Statement defines the level of risk Council is prepared to accept, while the Risk Management Framework establishes a structured and consistent approach to risk management across the organisation, including the identification, assessment, treatment, monitoring, and reporting of risks. A robust risk management approach underpins sound governance and ensures compliance with relevant legislation and internal policies. All elements of the Framework are aligned with ISO 31000:2018 Risk Management – Guidelines.

INTERNAL AND EXTERNAL AUDITS

As required by the Act, an annual external audit is undertaken to assess and provide advice on the adequacy of Council's financial management processes. This includes cash management policies and procedures, internal controls over financial processes, policies and procedures supporting management review of Council's financial position and performance, and grants and tied funding frameworks.

Council maintains an internal audit function that provides independent advice to Elected Members, RMAC, and the Executive on improving Council's financial and non-financial control environment. Internal audit activities are conducted in accordance with Council's Internal Audit Charter, relevant Council policies, internal auditing standards, and Council's risk register. A Strategic Audit Plan, endorsed by Council, guides the timing and scope of audits. In addition, compliance-related audits are undertaken regularly, including environmental audits at the Regional Waste Management Facility and Aquatic Facility Safety Assessments at the Alice Springs Aquatic and Leisure Centre.

WORKPLACE HEALTH & SAFETY

Council is committed to an integrated and robust Work Health and Safety Management System, managing workplace hazards and risks to provide a safe and healthy environment for workers and visitors, and complying with relevant statutory obligations, regulations, and codes of practice.

Council has achieved ISO 45001 certification, the internationally recognised standard for occupational health and safety management systems developed by the International Organisation for Standardisation. This certification demonstrates Council's commitment to providing a safe and healthy workplace and preventing work-related harm. Key elements include leadership commitment, worker participation, hazard identification, risk assessment, and operational controls. While not a legislative requirement, ISO 45001 certification represents a voluntary commitment to high safety standards and signals best practice to both internal and external stakeholders.

In April 2026, Council adopted a community facing Work Health and Safety Policy to establish organisational standards and support accreditation requirements.

INSURANCE

Council maintains an insurance framework to manage key risks including public liability, third party property damage, motor vehicle, plant damage and council property losses. The Office of the CEO manages Council's overall insurance program, while workers compensation insurance is overseen by Corporate Services.

EMERGENCY MANAGEMENT & BUSINESS CONTINUITY

Council is not responsible for leading emergency events within the community, but it plays an important support role. Council assists the community in emergencies with tasks such as managing livestock, clearing roads, maintaining drainage systems, supporting community clean-up, and ensuring waste and sewerage services continue.

Council is also responsible for protecting their assets and maintaining essential services during and after emergencies. Preparation for these events occurs through an internal Emergency Management Committee, overarching and site-specific emergency plans, and business continuity plans to manage risks and maintain service delivery.

FINANCIAL REPORTING

WHAT THE ACT SAYS

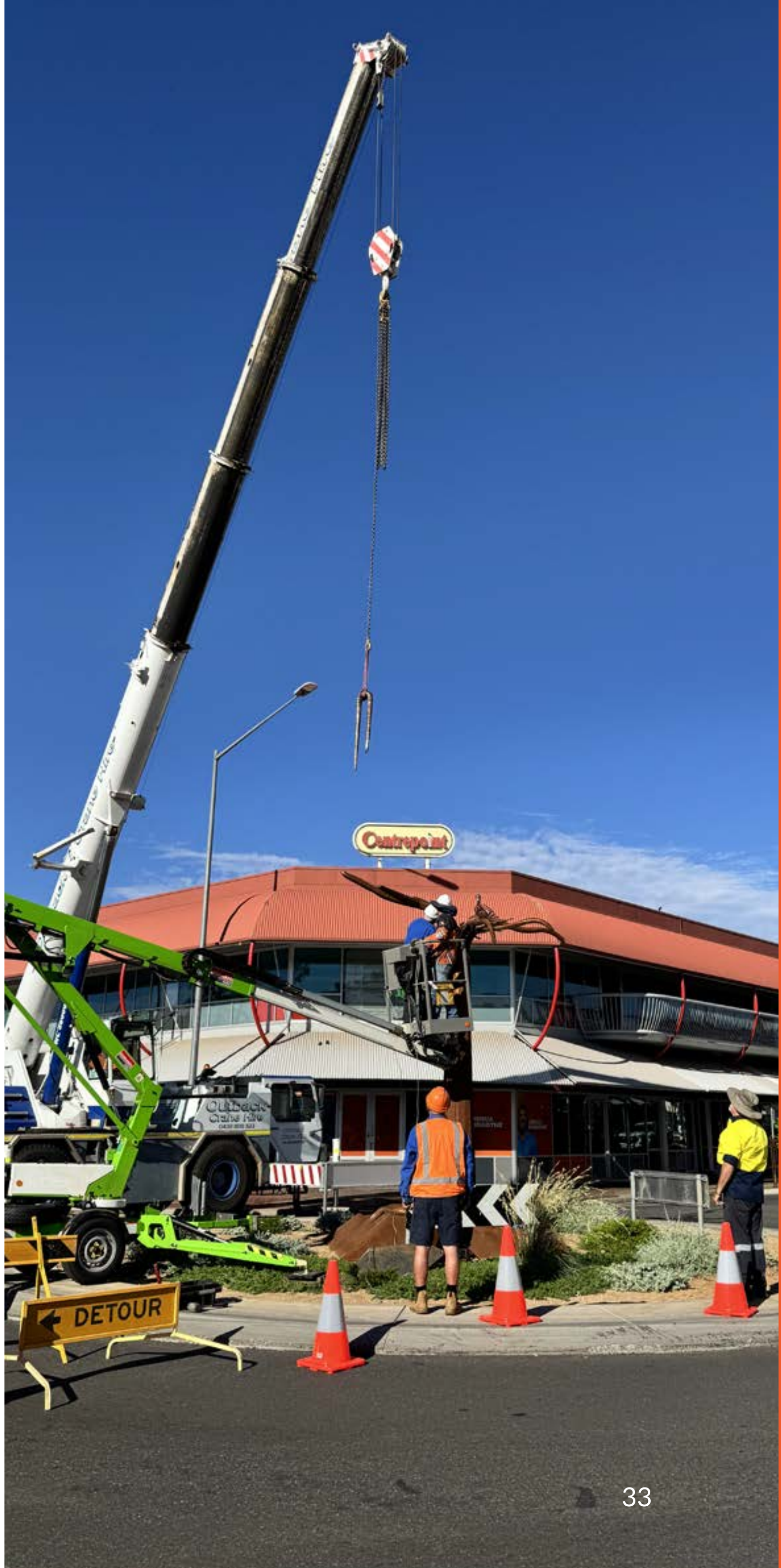
- In accordance with section 290(1) and (2) of the Act, Council must report to the Minister on its work during the financial year on the preceding 30 June. The Annual Report must be sent in approved form by 15 November, published on the website, be available at Council's main office, with a copy sent to the Agency. The Annual Report must include:
    - a copy of Council's Audited Financial Statement
    - Council's performance against objectives stated in the Municipal Plan
    - delegation details relevant to a council committee of any powers or functions.
    - fees or allowances paid to Committee members during the financial year
    - any other information prescribed by regulation.
- In accordance with Regulation 12, the Annual Report must include a comparison of the Council's original budget, the most recently adopted budget and actual results, with a report on the reasons for any variation.
- In accordance with section 209 of the Act, Council must appoint an Auditor who is either a registered company auditor or authorised audit company.
- An Annual Financial Statement must be prepared and provided to Council's auditor as soon as reasonably practicable at the end of the financial year to ensure the audited statement is available by 15 November. The Annual Financial Statement must include items prescribed under Regulation 13(a), (b) and (c)
- The CEO must meet delivery requirements of the Annual Financial Statement prescribed under regulation 15 and forward a copy of the Annual Financial Statement to the NT Grants Commission as prescribed under regulation 16.
- Council must meet monthly financial reporting requirements prescribed under regulation 17.
- Council must declare general rates and special rates in accordance with section 237 and 238 of the Act. In accordance with section 241, 21 days post the declaration of rates, Council must publish the notice of rates on its website and include:
    - any interest rates accruals
    - start date of which payments of rates commence
    - the date of payment instalments
    - details of any discount or concession Council has resolved for the payment of rates.
- In accordance with section 365(1)(j) of the Act, Council must adopt a Rates Concession Policy

PLANNING AND FINANCIAL MANAGEMENT

FINANCIAL REPORTING

WHAT COUNCIL DOES

- Council reports annually to the Minister through its Annual Report. The report is endorsed by Council no later than November 14 and meets all legislated and mandated reporting requirements.
- The Annual Financial Statement is prepared by Council's Finance Unit and provided to Council's auditor. The Risk Management and Audit Committee is provided regular updates related to the auditing of the Annual Financial Statement. The CEO is compliant with the delivery requirements for the Annual Financial Statement as prescribed under regulation.
- Council includes a monthly financial report at each Ordinary Council meeting in accordance with legislated reporting requirements.
- Council complies with its legislative obligations regarding the declaration of general and special rates. The declaration of rates, fees and charges is published on Council's website.



COUNCIL OPERATIONS

COUNCIL OPERATIONS

CORPORATE ACCOUNTABILITY - CEO & EXECUTIVE

KEY PRINCIPLES
- **Accountable**
- **Transparent**
- **Compliant**
- **Effective & Efficient**

WHAT THE ACT SAYS

- Section 175(1) of the Act states Council must adopt a Code of Conduct for the CEO and the CEO must determine a Code of Conduct for team members in accordance with section 175(2).
- Council must adopt an Allowances and Other Benefits Policy for the CEO in accordance with section 174(1), and section 174(2) states the CEO must determine an Allowances and other Benefits policy for team members.
- Section 178 states the Executive team is to submit an Annual Return of Interest annually by 30 September, with information included under Regulation 107.
- Regulation (6)(1)(g) prescribes Council to adopt a policy for gifts and benefits received by the CEO, and the CEO is required to maintain a policy for gifts and benefits received by team members outlined in regulation (6)(1)(h).
- As per section 173(1), the CEO must maintain up-to-date employment policies and, at a minimum, cover specifications under section 173(2). Employment policies are to be consistent with the principles of human resource management specified in section 17.

WHAT COUNCIL DOES

- Council adopted a revised Code of Conduct – CEO Policy at the September 2025 Ordinary Council Meeting and has a Code of Conduct for team members in force alongside an Enterprise Agreement. The Code of Conduct is referred to during inductions and is accessible internally on Council's intranet.
- Council reviewed the Allowances and Other Benefits (CEO) Policy in April 2026, which is available on Council's website. A revised Allowances and Other Benefits Policy (Team Members) will be finalised in 2026.
- Council is compliant in receiving an Annual Return of Interest from the CEO and Directors, with submissions stored appropriately in Council's document management system.
- Gifts and benefits are disclosed and recorded for the CEO and team members in alignment with Council policy.
- Council adopted a Human Resource Management Policy at the June 2023 Ordinary Council Meeting, which is scheduled for review in 2027. The policy is available on Council's website and there are administrative human resource policies for internal use available on Council's intranet.
- Council's Executive team meet weekly to discuss strategic planning and operational issues; Town Halls are held quarterly to update team members on strategic and operational updates.
- Council's CEO Review Committee provides strategic oversight of the CEO's performance; the CEO and Directors participate in 360-degree performance review processes to support accountability and continuous improvement.

COUNCIL OPERATIONS

KEY SERVICES AND FACILITIES

WHAT THE ACT SAYS

- One of Council's key functions, outlined in section 22 of the Act, is to provide services and facilities for the benefit of its area, residents and visitors.
- Section 275 permits Council to make by-laws that relate to the provision of Council's services and facilities. This extends to animal management specifications in section 278(a) and (b).
- Clause 127 of Council's Animal Management By-Laws 2008 states that Council must at all times maintain and operate a pound in the municipality.
- As per section 269 of the Act, Council is the responsible entity for a public cemetery located in the Alice Springs municipality, along with any facility located inside the cemetery.

WHAT COUNCIL DOES

- Council provides and maintains a pound in accordance with by-laws, and in addition to this Council operates the Alice Springs Town Council Animal Shelter. While both facilities are co-located, they operate as distinct services.
- Council's Rangers support community safety, compliance, and environmental management through by-law enforcement, animal management, community safety and public amenity as Authorised Persons under section 183 of the Act.
- Council administers three cemeteries within the municipality, and one chapel. These are managed in compliance with the Burial and Cremation Act 2022.
- Council operates the Alice Springs Regional Waste Management Facility (RWMF) and provides waste disposal services in line with the Waste Management and Pollution Control Act 1998 and guided by Council's RWMF Masterplan 2030.
- Council operates the Alice Springs Public Library to support education and community wellbeing. It is operated by Council in line with APLA-ALIA Standards and Guidelines for Australian Public Libraries.
- Council operates the Alice Springs Aquatic and Leisure Centre as a safe recreational space for the people of Alice Springs. Council participates in annual Aquatic Facility Safety Assessments, and operates the facility in line with key legislation, such as the Public and Environment Health Act 2011.
- Council maintains several sporting facilities, guided by Council's Alice Springs Sports Facilities Master Plan.
- Council provides a range of community programs and events, including grants for community initiatives, public art, community events and programs, cultural development activities and environmental initiatives.
- Council builds and manages its assets, including roads, pathways, parks and infrastructure, in line with Australian Standards and its Strategic Asset Management Plan.

COUNCIL OPERATIONS

PROCUREMENT

KEY PRINCIPLES

- Accountable
- Transparent
- Compliant
- Diverse, Equitable & Inclusive
- Effective & Efficient

WHAT THE ACT SAYS

- In accordance with regulation 33(1), Council must adopt a policy for procurement of supplies which considers:
    - the enhancement of capabilities of local businesses and industries
    - the employment of Aboriginal people
    - ethical behaviour and fair dealings
    - environmental protection and sustainability
    - open and effective competition
    - value for money and any other important considerations from Council
- Under regulation 34(1), quotations are not required for goods or services under $10,000, however, Council policy may impose additional requirements.
- Procurement requirements, including quotation thresholds, are prescribed under regulation 34(2)(a)-(c) and 34(3), applying to goods and services valued between $10,000 and $100,000.
- Regulation 35 applies to the procurement of goods and services valued between $100,000 and $150,000, with regulation 35(2)(a) and (b) prescribing public quotation requirements.
- Regulation 36(1)-(11) outlines tender requirements for the procurement of goods and services above $150,000.
- Exemptions to quotations, public quotations, and tender requirements are provided under regulations 38 and 39.

WHAT COUNCIL DOES

Council maintains a Procurement Policy and up-to-date procurement procedures to ensure Council meets all statutory obligations under Act and Regulations. A thorough revision of this policy and associated documents is underway, scheduled for completion in 2026.

The Procurement Policy, together with associated procedures, establishes the framework for the acquisition of goods and services for Council. Council is committed to achieving the best possible value for money through an accountable and transparent purchasing process, supported by clearly defined and publicly available assessment criteria.

ELECTED MEMBER INTEGRITY

ELECTED MEMBER INTEGRITY

CODE OF CONDUCT, BREACHES AND COMPLAINTS

KEY PRINCIPLES
- Accountable
- Compliant
- Effective & Efficient
- Transparent

WHAT THE ACT SAYS

- Under section 120(1) and (2) of the Act, the Code of Conduct as per regulation 71 Schedule 1A, governs the conduct of an Elected Member, and members of an Audit committee and Council committee. The Code of Conduct is to be published on Council's website.
- Section 365(c) states Council must adopt a policy in relation to a contravention of the Code of Conduct.
- If a person believes an Elected Member has contravened the Code of Conduct, the person may lodge a complaint with the CEO as per sections 132A(1), meeting all requirements under sections 132A(2)(3) and (4).
- If a person believes an Elected Member has contravened the Code of Conduct, the person may lodge a complaint with the secretariat as per sections 132B(1)(a) or (b), meeting all requirements under sections 132B(2) and (3).
- After a complaint is received by Council, necessary actions must be determined by in accordance with sections 132E, 132F and 132G.

WHAT COUNCIL DOES

- Council publishes the Code of Conduct for Elected Members (Schedule 1A of the Act) on the website together with the approved complaint form.
- To align with recent changes to the Act which came into effect in July 2026, Council is scheduled to review the Breach of Code of Conduct Policy in August 2026.
- To align with legislative changes to the Code of Conduct, Council will ensure compliance and integrity is upheld throughout the transition period.

ELECTED MEMBER INTEGRITY

CONFLICTS OF INTEREST & DISCLOSURES

KEY PRINCIPLES
- Accountable
- Transparent
- Compliant
- Effective & Efficient

WHAT THE ACT SAYS

- An Elected Member has a conflict of interest in a matter arising for decision by Council if the Elected Member, or an associate of the Elected Member, has an interest described in section 114(1)(a)–(d) of the Act:
  - Direct interest
  - Indirect financial interest
  - Indirect interest by close association
  - Indirect interest due to conflicting duties
- As per section 115(1) and (2), as soon as practicable after an Elected Member becomes aware of a conflict of interest in a matter arising or before a Council meeting, the conflict must be disclosed at the meeting or to the CEO. The Elected Member must not be present at the meeting during the time of discussion or participate in any discussion or decision in relation to the matter or engage in behaviour that may influence any decision.
- It is an offence under sections 115(4) and (5) if an Elected Member intentionally engages in matters relating to the conflict.
- The CEO must keep a register of declared conflicts disclosed by Elected Members as per section 116(1) and it must include associated information outlined in section 116(2).
- In accordance with section 117, the Register of Declared Conflicts must be published on Council's website.

WHAT COUNCIL DOES

- The responsibility for declaring a conflict of interest rests with Elected Members. Council cannot require disclosure, even where a conflict is known or suspected and not disclosing may be breach of code of conduct. Council undertakes due diligence to ensure Elected Members are appropriately trained to identify and manage conflicts. Maintaining integrity in this area is essential, and Council supports ongoing training as required.
- Elected Members complete an online form through Council meeting software declaring associated conflicts of interest.
- Council maintains a Register of Declared Conflicts by Elected Members on Council's website.

ELECTED MEMBER INTEGRITY

ACCOUNTABILITY

KEY PRINCIPLES
- Accountable
- Transparent
- Compliant
- Effective & Efficient

WHAT THE ACT SAYS

- Under section 106 of the Act, an Elected Member is entitled to be paid an allowance determined by the Remuneration Tribunal under section 7B of the Assembly Members and Statutory Officers (Remuneration and other Entitlements Act) 2006. Allowances are to be paid by Council and published on the website.
- Council may adopt a policy under section 109(1) for Elected Members and members of Council committees permitting entitlements or reimbursement of reasonable expenses for travel and accommodation to attend a Council or Council committee meeting, or business of Council with prior resolution.
- Council may adopt a policy in accordance section 109(2) regarding entitlements for Elected Members performing official duties and the payment and benefits of other reasonable expenses and non-monetary benefits.
- An Elected Member must submit an Annual Return of Interest within 60 days of their election and by 30 September each year, meeting requirements under section 110(1)-(6).
- As per section 112, Council must adopt a policy in relation to gifts and benefits received; Elected Members must adhere to 112(3) when receiving a gift or benefit.
- The CEO must keep a Register of Declared Gifts and Benefits received by Elected Members, which must meet the requirements outlined in section 113(1) and (2).
- In accordance with section 109A, Council may, by unanimous resolution decide to make superannuation contribution payments to Elected Members

WHAT COUNCIL DOES

- Elected Members are remunerated in accordance with the Determination, and all Elected Member entitlements are published in the Annual Report.
- At the June 2026 Ordinary Council meeting, Council adopted a revised Elected Member Allowance and Other Expenses Policy.
- Council is compliant with Annual Return of Interests for Elected Members. The process is managed appropriately to ensure ongoing compliance.
- At the February Ordinary Council Meeting 2025, Council adopted a Gifts and Benefits Policy for Elected Members.
- Council maintains a Register of Declared Gifts and Benefits for Elected Members, which is published on the website
- At the January 2026 Ordinary Council Meeting, Council adopted a revised Media and Social Media Policy to ensure Elected Members are aware of their responsibilities and limitations when engaging with the media on Council matters.
- Council pays Elected Members superannuation in accordance with the Elected Members Allowances and Support policy.

GOVERNANCE PRINCIPLES MATRIX

FRAMEWORK SECTION	ACCOUNTABLE	TRANSPARENT	COMPLIANT	RESPONSIVE	DIVERSE, EQUITABLE & INCLUSIVE	EFFECTIVE & EFFICIENT	PARTICIPATORY
COMMUNITY ACCOUNTABILITY	✓	✓	✓		✓	✓	
COUNCIL MEETINGS	✓		✓		✓	✓	✓
BY-LAWS		✓	✓				
DELEGATIONS		✓	✓			✓	
COMPLIANCE	✓		✓			✓	
DIVERSITY, EQUITY & INCLUSION	✓	✓		✓	✓		✓
STRATEGIC PLANNING	✓	✓	✓	✓	✓	✓	✓
BUDGET PROCESS	✓		✓			✓	✓
REPORTING	✓	✓	✓			✓	
FINANCIAL MANAGEMENT			✓				
SERVICE PERFORMANCE	✓	✓	✓	✓	✓	✓	✓
PROCUREMENT	✓	✓	✓		✓	✓	
CORPORATE ACCOUNTABILITY	✓	✓	✓			✓	
ELECTED MEMBER CODE OF CONDUCT	✓	✓	✓			✓	
CONFLICT OF INTEREST & DISCLOSURES	✓	✓	✓			✓	
ACCOUNTABILITY	✓	✓	✓			✓	

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