



RECONCILIATION
ACTION PLAN

REFLECT



RECONCILIATION ACTION PLAN JAN 26 – MAY 2027

REFLECT

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City of Palmerston practices equitable engagement through removing all barriers experienced by under-represented groups in the organisation, mindsets and the community. Our Community Engagement policy demonstrates commitment to open, accessible engagement with the community based on meaningful conversations and all-inclusive engagement practices.



ACKNOWLEDGEMENT OF COUNTRY

City of Palmerston acknowledges the Larrakia people as the Traditional Custodians of the Palmerston region. We pay our respects to the Elders past, present and future leaders and extend that respect to all Aboriginal and Torres Strait Islander people.

MAYOR'S MESSAGE

Reconciliation is an important focus for Council and the community, and I'm delighted to see the Reflect RAP come to fruition. We acknowledge the deep connection that Aboriginal and Torres Strait Islander peoples have with this land, and recognise the histories, cultures and contributions that have been made.

A RAP is a commitment to real actions, and will identify practical steps towards strengthening partnerships, creating meaningful opportunities, and embedding reconciliation in everything we do. By actively listening, learning and working together we can build an inclusive and connected community for everyone achieving our vision of 'A Place for People'.

We look forward to walking together on this journey of reconciliation.



City of Palmerston Mayor, Athina
Pascoe-Bell

CEO'S MESSAGE

It is with great pleasure and pride that we deliver City of Palmerston's first Reconciliation Action Plan (RAP), Reflect. This is a positive step towards our continued efforts for reconciliation throughout our community and demonstrates the Organisations' commitment towards a stronger and more connected society.

I am very proud of the work and the ways in which our team already demonstrate reconciliation and understand there is still much to learn from in this space. The Reconciliation Action Plan Working Group have embraced the process of delivering the RAP and all that it stands for and have proven their desire for genuine reconciliation to exist throughout all the operational deliverables.

I'm looking forward to how we can strengthen our relationships and lead change in this space and congratulate the team in achieving this first step.



City of Palmerston CEO, Andrew Walsh

RECONCILIATION AUSTRALIA CEO STATEMENT

Reconciliation Australia welcomes the City of Palmerston to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

City of Palmerston joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with over 5.5 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes. These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the City of Palmerston to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations the City of Palmerston, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Reconciliation Australia CEO, Karen Mundine

RAP ARTIST

William Hewitt

William Hewitt is a Wadjigan/Yawuru/Karajarri/Bard contemporary artist, who creates graphics and digital designs and is a traditional Aboriginal artefacts craft man. William was approached by City of Palmerston to create a painting that could represent the start of our Reconciliation Action Plan journey.

The piece, Community Connecting, has been painted on the side of our highly visible and highly used Recreation Centre, located in Palmerston's CBD. The scented white crosshatching lines with dots represents a long road and journey, the other white figurines are people and togetherness, and the outer circled shapes are community connections to country.



Completed RAP mural by Artist William Hewitt



OUR BUSINESS

City of Palmerston is a Local Government that is responsible for governing the municipality of Palmerston through providing essential services, maintaining infrastructure and representing the interests of the residents of the community. Key services that are delivered include;

- waste management
- animal management
- planning and development
- library services
- community facilities
- community events
- community initiatives and
- community programs

Our Council is led by Elected Members (Councillors) who each represent the views and interests of the residents' making decisions on their behalf. Funding for Local Government comes from rates and Government grants (Territory and National).

Civic Plaza, centrally located in Palmerston's CBD is the main office where staff are located, as well as the location of the Council Chambers. Other operational working locations include the Palmerston Recreation Centre, City of Palmerston Library and the Operations Centre. We also have a number of community parks and facilities that we look after and provide access to the community, including Gray Community Hall, Durack Community Arts Centre and Driver Community Centre. Palmerston also boasts three dog parks, over 100 open space areas (Playgrounds and parks), Gulwa Community Recording Studio, as well as SWELL, which is Palmerston's Swimming, Wellness, Events, Leisure and Lifestyle facility. Use of all parks and SWELL is free to the community and hire of council facilities for community purposes is free.

As of December 2024, City of Palmerston has 97 staff, 38% male and 62% female, with 24% of staff born outside of Australia. There is currently 5 Aboriginal and Torres Strait Islander staff members working at City of Palmerston.

As part of a culturally diverse and growing municipality of 41,598 population*, consideration is taken towards the events, programs and services that we deliver to ensure we are reaching and positively impacting everyone in Palmerston. This also includes the way in which we communicate, welcome and deliver our services.

*Current ABS data from 2024



RECONCILIATION ACTION PLAN – REFLECT

City of Palmerston is committed to building meaningful relationships, respect and opportunities with Aboriginal and Torres Strait Islander peoples. We recognise the importance of reconciliation and are dedicated to taking meaningful action towards cultural understanding. As a way to formalise our commitment, we are embarking on developing a Reconciliation Action Plan which will guide our actions and raise awareness of reconciliation through everything we deliver.

We currently have an Inclusive, Diverse and Accessible (IDA) Policy Framework which commits to creating a *“community where all members enjoy equal access within the public domains, services and programs as outlined in the Community Plan. While inclusion, diversity and accessibility are often referred to in the context of people with lived experience of disability, these principles apply to many different groups within society, including Aboriginal and/or Torres Strait Islander people”*

As an organisation, we appreciate that although the IDA identified the need for inclusivity across all diversity groups, Aboriginal and Torres Strait Islander peoples all have their own lived and unique experiences due to systemic barriers and ongoing inequities. By developing a RAP, we are demonstrating our commitment specific to Aboriginal and Torres Strait Islander people, histories and cultures.

As an organisation we already practice the following towards reconciliation;

- Acknowledgement of Country at all Council meetings and internal meetings with an agenda
- Support through funding and in-kind to NAIDOC day events and Reconciliation Week
- Welcome to Country at larger events including Citizenship Ceremonies, Facility openings and Palmerston Youth Festival
- Fly the Aboriginal and Torres Strait Islander flag at the front of our Civic Plaza
- Display the Aboriginal and Torres Strait Islander flag on the home page of our website
- Conduct regular Cultural Awareness training mandatory for all staff
- Pursuant to the *Local Government Act 2019 (NT)*, council's Procurement Policy includes the principle of encouraging employment of Aboriginal people and the sustainable employment of diverse people.
- Apply zero tolerance towards discriminatory behaviour in our code of conduct



City of Palmerstons' RAP champion, Konrad Seidl, joined City of Palmerston as the General Manager Community in May 2024 bringing himself, his family and pets to Darwin all the way from Perth. Konrad's responsibilities include delivering Library services, management of community facilities including SWELL and the Recreation Centre, he also looks after Animal management. Konrad understands the importance of an inclusive community and is in the perfect position to lead reconciliation efforts across everything that we deliver.



Konrad Seidl, General Manager Community | RAP Champion

We are committed to progressing a reconciliation journey through improved relationships with local Aboriginal and Torres Strait Islander representatives. Through establishing mutual respectful relationships and providing opportunities with Aboriginal and Torres Strait Islander People, our vision of 'A Place for People' and reconciliation will come to life. We acknowledge and pay our deep respects to Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters across Australia.

We recognise the enduring strength, cultures, and histories of First Nations peoples and acknowledge the truths of our shared histories, including the impacts of colonisation; specifically, the contributions of Aboriginal and Torres Strait Islander communities bring to Palmerston. As part of this commitment to the Reconciliation Action Plan, our organisation will be focussed on implementing reconciliation into our values, policies and everyday practices. By doing this, we aim to strengthen these relationships ensuring we respect and celebrate Aboriginal and Torres Strait Islander cultures, histories and perspectives. We look forward to opening up more opportunities throughout our internal organisation and through economic development and community development and events to practice reconciliation. We will also ensure our organisation remains accountable through transparent reporting and adopting a continuous learning approach.

We will work alongside, employees, RAP Working group members and the wider community to ensure reconciliation remains a fundamental part of who we are and what we do.

PARTNERSHIPS AND CURRENT ACTIVITIES

City of Palmerston has embedded partnerships, throughout the organisation, with many Aboriginal and Torres Strait Islander organisations, community groups and businesses, including but not limited to;

- Larrakia Nation
- Northern Land Council
- Children’s Ground
- Mulga Security
- Palmerston Youth Centre (PYC)
- Kentish Community Services
- and various entertainers, artists, musicians and more.

This engagement is facilitated regularly through our networks and committees such as;

- the Palmerston and Rural Youth Services Network
- Palmerston Kids Network and;
- Palmerston Seniors Network,
- Community Safety Advisory Committee and
- Community Wellbeing Advisory Committee.



PaRBA activity, Gray Community Hall

An additional network that City of Palmerston attends is the Palmerston Indigenous Network. These partnerships provide City of Palmerston with the opportunity to receive relevant sector updates, discuss any current challenges and to celebrate the positive achievements.

Additionally, City of Palmerston also utilises our numerous community facilities and venues to provide free spaces for community events, gatherings and culturally safe spaces for yarning. Examples of these are the weekly use of the Gray Community Hall for the *Mullagas and Cudjeries Social Group*, The Gray Community Hall provides a safe and respectful space for the Croker Island Aboriginal Corporation to hold meetings and support community members engaging in family history research, particularly those impacted by the Stolen Generations. The Palmerston Child and Family Centre regularly book the Palmerston Recreation Centre for their *Families in the Park* event and the fortnightly Palmerston Indigenous Network meetings that they chair.



During the Damibila, Dinidjanggama and Gurrulwa guligi months, Palmerston is a hive for events and celebrations.

City of Palmerston partners with the above-mentioned organisations and groups to provide support for various activities and events, either through our Community Funding Program or in-person event planning support. These include the annual Palmerston NAIDOC March, NAIDOC pool party, NAIDOC Week library activities, Aboriginal and Torres Strait Islander Children's Day and National Reconciliation Week.

RELATIONSHIPS RESPONSIBILITY AND TIMELINE



RELATIONSHIPS			
Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	November 2026	<ul style="list-style-type: none"> General Manager People and Place RAP Champion/RWG Chair
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	November 2026	<ul style="list-style-type: none"> Community Development Manager RAP Champion/RWG Chair
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	June 2026	<ul style="list-style-type: none"> RAP Champion/RWG Chair General Manager People and Place
	RAP Working Group members to participate in an external NRW event.	June 2026	<ul style="list-style-type: none"> RAP Champion/RWG Chair General Manager People and Place

RELATIONSHIPS			
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	June 2026	<ul style="list-style-type: none"> • RAP Champion/RWG Chair • General Manager People and Place
	Communicate commitment to reconciliation to all staff.	November 2026	<ul style="list-style-type: none"> • RAP Champion/RWG Chair • General Manager People and Place
Promote reconciliation through our sphere of influence.	Identify external stakeholders that the organisation can engage with on reconciliation.	November 2026	<ul style="list-style-type: none"> • Community Development Manager • RAP Champion/RWG Chair
	Identify RAP and other like-minded organisations that we could approach to collaborate with on reconciliation.	November 2026	<ul style="list-style-type: none"> • Community Development Manager • RAP Champion/RWG Chair
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2026	<ul style="list-style-type: none"> • Executive Manager People and Customer
	Research best practice and policies in areas of race relations and anti-discrimination.	June 2026	<ul style="list-style-type: none"> • Executive Manager Operational Performance

RESPECT RESPONSIBILITIES AND TIMELINE



RESPECT			
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	June 2026	<ul style="list-style-type: none"> RAP Champion/RWG Chair Community Development Manager
	Conduct a review of cultural learning needs within our organisation.	June 2026	<ul style="list-style-type: none"> Human Resources Manager
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2026	<ul style="list-style-type: none"> RAP Champion/RWG Chair
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	<ul style="list-style-type: none"> RAP Champion/RWG Chair General Manager People and Place
Build respect for Aboriginal and Torres Strait Islander	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026	<ul style="list-style-type: none"> General Manager People and Place

RESPECT

cultures and histories by celebrating NAIDOC Week.	Introduce staff to NAIDOC Week by promoting external events in the local area.	June 2026	<ul style="list-style-type: none">• General Manager People and Place
	RAP Working Group to participate in an external NAIDOC Week event.	July 2026	<ul style="list-style-type: none">• RAP Champion/RWG Chair• General Manager People and Place

OPPORTUNITIES RESPONSIBILITY AND TIMELINE



OPPORTUNITIES			
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within the organisation.	June 2026	<ul style="list-style-type: none"> Human Resource Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	June 2026	<ul style="list-style-type: none"> Human Resource Manager
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	June 2026	<ul style="list-style-type: none"> Executive Manager People and Customer
	Investigate membership with Northern Territory Indigenous Business Network (NTIBN) and/or Supply Nation to increase the use of Aboriginal and Torres Strait Islander owned and run businesses through procurement.	June 2026	<ul style="list-style-type: none"> Executive Manager People and Customer

GOVERNANCE RESPONSIBILITY AND TIMELINE



GOVERNANCE			
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	November 2026	<ul style="list-style-type: none"> General Manager People and Place
	Draft and maintain an updated Terms of Reference for the RWG.	November 2026	<ul style="list-style-type: none"> Mayor
	Establish and maintain Aboriginal and Torres Strait Islander representation on the RWG.	November 2026	<ul style="list-style-type: none"> RAP Champion/RWG Chair
Provide appropriate support for effective implementation of RAP commitments.	Define and maintain resource needs for RAP implementation.	November 2026	<ul style="list-style-type: none"> RAP Champion/RWG Chair
	Continually engage senior leaders (CoP internal) in the delivery of RAP commitments.	May 2027	<ul style="list-style-type: none"> RAP Champion/RWG Chair General Manager People and Place

GOVERNANCE			
	Ensure a senior leader is appointed to represent and champion Reconciliation internally.	May 2027	<ul style="list-style-type: none"> • RAP Champion/RWG Chair • General Manager People and Place
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2026	<ul style="list-style-type: none"> • RAP Champion/RWG Chair
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that the primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	November 2026	<ul style="list-style-type: none"> • Human Resource Manager
	Communicate our RAP progress to internal and external stakeholders	November 2026	<ul style="list-style-type: none"> • Executive Manager People and Customer
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, 2026	<ul style="list-style-type: none"> • Human Resource Manager
Continue reconciliation by developing the next stage RAP.	Register via Reconciliation Australia's website to begin developing the next stage RAP.	February 2027	<ul style="list-style-type: none"> • Human Resource Manager

CONTACT

CONTACT NAME	POSITION	DETAILS	EMAIL	PHONE
Becky Saywell	Executive Manager People, Customer and Communications	Contact in relation to RAP contents, administration, registration, website content, Council reporting	Becky.saywell@palmerston.nt.gov.au	08 8935 9995
Konrad Seidl	General Manager Community	Contact in relation to Reconciliation Action Plan Champion	Konrad.seidl@palmerston.nt.gov.au	08 8935 9921