

# AGENDA

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## VIBRANT ECONOMY ADVISORY COMMITTEE MEETING

TUESDAY 28 JULY 2026

The Vibrant Economy Advisory Committee Meeting of City of Palmerston will be held in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston, NT 0830 commencing at 5:30 PM.

Council business papers can be viewed on City of Palmerston's website [palmerston.nt.gov.au](https://palmerston.nt.gov.au) or at the Council Office located: Civic Plaza, 1 Chung Wah Terrace, Palmerston NT 0830.

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ANDREW WALSH  
CHIEF EXECUTIVE OFFICER



# CONTENTS

|     |                                                          |   |
|-----|----------------------------------------------------------|---|
| 1   | ACKNOWLEDGEMENT OF COUNTRY .....                         | 4 |
| 2   | OPENING OF MEETING.....                                  | 4 |
| 3   | APOLOGIES .....                                          | 4 |
| 4   | AUDIO/AUDIOVISUAL CONFERENCING .....                     | 4 |
| 4.1 | Request for audio/audiovisual conferencing.....          | 4 |
| 4.2 | Audio/Audio visual conferencing previously granted ..... | 4 |
| 5   | DECLARATION OF INTEREST .....                            | 4 |
| 5.1 | Committee members .....                                  | 4 |
| 5.2 | Staff .....                                              | 4 |
| 6   | CONFIRMATION OF MINUTES.....                             | 4 |
| 6.1 | Confirmation of minutes.....                             | 4 |
| 6.2 | Business arising from previous meeting .....             | 4 |
| 7   | DEPUTATIONS AND PRESENTATIONS.....                       | 4 |
| 8   | CONFIDENTIAL ITEMS .....                                 | 4 |
| 8.1 | Moving confidential items into open.....                 | 4 |
| 8.2 | Moving open items into confidential.....                 | 4 |
| 8.3 | Confidential items .....                                 | 4 |
| 9   | OFFICER REPORTS.....                                     | 4 |
| 9.1 | Action reports .....                                     | 5 |

|                                                                  |    |
|------------------------------------------------------------------|----|
| 9.1.1 Palmerston Local Economic Plan Refresh .....               | 5  |
| 9.2 Receive and note reports.....                                | 49 |
| 9.2.1 Economic Development Events Update.....                    | 49 |
| 9.2.2 Palmerston Local Economic Plan Annual Update .....         | 53 |
| 9.2.3 Council Policy - Breach of Code of Conduct by Member ..... | 73 |
| 10 INFORMATION AND CORRESPONDENCE.....                           | 91 |
| 10.1 Information.....                                            | 91 |
| 10.2 Correspondence.....                                         | 91 |
| 11 GENERAL BUSINESS .....                                        | 91 |
| 12 NEXT COMMITTEE MEETING.....                                   | 91 |
| 13 CLOSURE OF MEETING .....                                      | 91 |

# 1 ACKNOWLEDGEMENT OF COUNTRY

# 2 OPENING OF MEETING

# 3 APOLOGIES

# 4 AUDIO/AUDIOVISUAL CONFERENCING

4.1 Request for audio/audiovisual conferencing

4.2 Audio/Audio visual conferencing previously granted

# 5 DECLARATION OF INTEREST

5.1 Committee members

5.2 Staff

# 6 CONFIRMATION OF MINUTES

6.1 Confirmation of minutes

THAT the Minutes of the Vibrant Economy Advisory Committee Meeting held on 28 April 2026 pages 52 to 56 be confirmed.

6.2 Business arising from previous meeting

# 7 DEPUTATIONS AND PRESENTATIONS

# 8 CONFIDENTIAL ITEMS

8.1 Moving confidential items into open

8.2 Moving open items into confidential

8.3 Confidential items

Nil

# 9 OFFICER REPORTS

# COMMITTEE REPORT

## Committee Meeting

|               |                                               |
|---------------|-----------------------------------------------|
| Agenda Item:  | 9.1.1                                         |
| Report Title: | Palmerston Local Economic Plan Refresh        |
| Meeting Date: | Tuesday 28 July 2026                          |
| Author:       | Economic Development Lead, Caroline Villaflor |
| Approver:     | General Manager People and Place, Emma Blight |

## Community plan

Vibrant Economy: Palmerston is a destination city for employment, it is a place where businesses are encouraged to set up and grow.

## Purpose

This Report seeks to update the Vibrant Economy Advisory Committee on the Palmerston Local Economic Plan implementation Refresh.

## Key messages

- Launched in 2021 to actively pursue an economic development strategy, the Palmerston Local Economic Plan contains short-term, medium-term and long-term actions to be delivered over ten years.
- The Palmerston Local Economic Plan continues to guide Council's economic development, and strong progress has been made with several actions completed and others now embedded as ongoing initiatives.
- In the 2025 the Palmerston Local Economic Plan annual update presented to Council at the First Ordinary Council Meeting on 1 July 2025, it was noted that the Palmerston Local Economic Plan and its associated actions would be reviewed during the term of the Eleventh Council.
- This Report suggests amendments to the Palmerston Local Economic Plan actions to ensure it remains fit for purpose and responsive to challenges and opportunities in the current local environment.
- These amendments have been developed in consultation with industry stakeholders identified within the Palmerston Local Economic Plan.
- The Committee recommends the amendments to the Palmerston Local Economic Plan implementation plan provided as **Attachment 9.1.1.3**.

## Recommendation

1. THAT Report entitled Palmerston Local Economic Plan Refresh be received and noted.
2. THAT the Vibrant Economy Advisory Committee recommends to Council:
  - a. That the amendments to the Palmerston Local Economic Plan implementation plan are presented to Council for consideration.

## Background

The Palmerston Local Economic Plan (PLEP) was launched in 2021 and aimed to set a comprehensive framework for economic growth and development in Palmerston. A series of strategic actions were segmented into short-term, medium-term, and long-term goals. Since the PLEP was launched, significant progress has been made and each year Council is provided an update on the implementation.

At the 1st Ordinary Council Meeting of 2 June 2026 Council made the following decisions:

### **12.2.1 Palmerston Local Economic Plan Annual Update 2026**

*THAT Report entitled Palmerston Local Economic Plan Annual Update 2026 be received and noted.*

**CARRIED (8/0) – 11/0417 – 2/6/2026**

During the 2025 PLEP Annual Update Report presented to Council at the First Ordinary Council Meeting on 1 July 2025, it was noted that the PLEP and its associated actions would be reviewed during the term of the Eleventh Council. This will help ensure the plan remains fit for purpose and responsive to the challenges and opportunities within the current local economic environment.

## Discussion

Council is committed to reviewing the PLEP to ensure the implementation plan and its actions remain fit for purpose and responsive to current economic conditions and emerging opportunities. Ongoing delivery of the PLEP actions is essential to supporting local economic growth and maintaining confidence in Council's role of assisting Palmerston businesses and the community. Failure to do so may limit Council's ability to effectively articulate, demonstrate and promote its value proposition as an economic centre, reducing its capacity to attract investment.

The update ensures the PLEP continues to guide Council's economic development work effectively, reflects progress to date, and removes or updates actions that are no longer current, within scope or aligned to Council's priorities.

The draft refreshed PLEP was provided to key external stakeholders for consultation, including NT Government's Department of Trade, Business and Asian Relations, the Local Government Association of the NT, GTNT, Business Enterprise Centre NT, Palmerston



Regional Business Association, NT Indigenous Business Network, Chamber of Commerce NT; Industry Capability Network NT, Master Builders NT and the Darwin Major Business Group (DMBG).

Feedback that had been received was supportive of the refreshed implementation plan and the direction it sets for Palmerston. DMBG note strong alignment with several priorities central to their current policy and advocacy work including workforce attraction and retention, population growth, migration, business competitiveness, innovation, industry development and government–industry collaboration. DMBG also acknowledge the significant progress Council has made in delivering the original plan and the practical, action focused approach reflected throughout the refresh.

A summary of changes to the PLEP has been included as **Attachment 9.1.1.1. Attachment 9.1.1.2** demonstrates the current status of the PLEP action items with proposed updates and amendments to the action items and how they're delivered.

The Committee recommends the amendments to the PLEP implementation plan provided as **Attachment 9.1.1.3** be presented to Council for Consideration.

## Consultation and marketing

The following City of Palmerston staff were consulted in preparing this Report:

- Acting City Activation Manager

The following external parties were consulted prior to preparing this report:

- NT Government's Department of Trade, Business and Asian Relations
- Local Government Association of the NT
- GTNT
- Business Enterprise Centre NT
- Palmerston Regional Business Association
- NT Indigenous Business Network
- Chamber of Commerce NT
- Industry Capability Network NT
- Master Builders NT
- Darwin Major Business Group (DMBG).

## Policy implications

There are no policy implications for this Report.

## Budget and resource implications

Project delivery of the PLEP implementation plan has been budgeted for and will utilise existing budget.

## Risk, legal and legislative implications

Failure to endorse the refreshed PLEP implementation plan presents a risk to Council's ability to progress identified economic development actions, which may limit support for local business activity and broader economic growth. Without an updated and fit-for-purpose PLEP implementation plan, Council may also face reduced stakeholder confidence in its role in supporting the business community and delivering on its strategic economic responsibilities.

This Report addresses the following City of Palmerston Strategic Risks:

**3. Economic Development**

Failure to articulate, provide and promote the value proposition for Palmerston as an economic centre to attract investment.

**4. Inclusion, Diversity and Access**

Failure to balance meeting needs of Palmerston's cultural mosaic.

**6. Governance**

Failure to effectively govern.

**8. Strategic Leadership Capability Gap**

Failure to attract and invest in leadership capability development and organisational culture resulting in major barriers to achieving strategic outcomes.

## Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- [Palmerston Local Economic Plan](#)

## Council officer conflict of interest declaration

We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

## Attachments

1. Attachment A - Palmerston Local Economic Plan\_-\_ Recommended Feedback List [9.1.1.1 - 4 pages]
2. Attachment B PLEP Implementation Plan Track Changes [9.1.1.2 - 22 pages]
3. Attachment C PLEP Implementation Plan Final [9.1.1.3 - 14 pages]

# RECOMMENDED FEEDBACK



Below are the recommended changes and rationale:

| ACTION ITEM                                                                                                                                                 | RECOMMENDATION                                                                                                                                                                                                          | REASONING                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Action No. 1: Maintain an advisory committee comprised of Council, NT Government, Local business and Community members to inform a local COVID-19 response. | Remove reference to COVID-19.<br><br>Reword action: Establish an advisory committee comprised of Council, NT Government, Local business and Community members provide local business insight into economic development. | The Vibrant Economy Advisory Committee was originally established on 15 March 2022 in response to COVID-19 and has since evolved to providing ongoing advice to Council and local businesses on broader economic development matters. |
| Action No. 5: Incentivise commercial rental offerings in the City of Palmerston.                                                                            | Action re-word: Support and promote commercial rental offerings in the City of Palmerston.<br><br>Change how this will be delivered to:<br>Promote affordable rental opportunities through Invest Palmerston.           | The recommended change is due to Council continuing to connect affordable rental opportunities through promoting new real estate offerings via the Palmerston business newsletter and Invest Palmerston website.                      |
| Action No. 7: Bring forward capital investment programs planned for the City of Palmerston.                                                                 | Amend timeline from short-term (1-2 years) to long-term (6-10 years).                                                                                                                                                   | This action falls outside of Council's scope to bring forward capital investment, as major capital projects are dependent on external funding and require long lead times for planning and delivery.                                  |

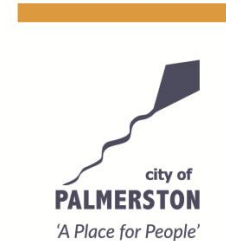
| ACTION ITEM                                                                                                                                     | RECOMMENDATION                                                                                                                                                                                                                                                                                                                    | REASONING                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                 | Reword action: Lobby for capital investment programs planned for City of Palmerston.                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                 |
| Action No. 13: Facilitate the delivery of hardship support and assistance in Palmerston.                                                        | <p>Action re-word: Assist with hardship support and assistance in Palmerston.</p> <p>Remove how this will be delivered from: Work with Council to hold or reduce rates for a period.</p> <p>Change how this will be delivered to: Collaborate with NT Government and social service organisations to deliver support locally.</p> | <p>This action was originally designed in response to COVID-19 and the financial measures previously referenced are no longer viable or appropriate.</p> <p>Council's role is therefore best positioned as a supportive and facilitative partner, rather than a direct financial provider.</p>  |
| Action No. 14: Review opportunities to hold rental payments and potentially provide rental rebates for business occupants of Council buildings. | It is recommended that this action be removed entirely.                                                                                                                                                                                                                                                                           | Council-leased properties are rented at fair market value, ensuring value for money. Providing further assistance through rent deferrals or rebates falls outside the intent and scope of Council's lease management framework and Council is not in a position to offer such arrangements.     |
| Action No. 15: Facilitate grants for businesses to support online services or transition of business to new service offerings.                  | It is recommended that this action is removed entirely.                                                                                                                                                                                                                                                                           | <p>This action was originally developed in response to COVID-19 and the financial measures previously referenced are no longer viable or appropriate.</p> <p>Council continues to support businesses by facilitating access to NT and Australian Government programs, including through the</p> |

| ACTION ITEM                                                                                                                                                                                            | RECOMMENDATION                                                                                                                                                                                                                 | REASONING                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                                        |                                                                                                                                                                                                                                | Invest Palmerston website and the Palmerston Business Newsletter, which assist businesses seeking to transition or adopt new service offerings.                                                                                                                                                                                                                             |
| Action No. 16: In partnership with NTG, complete an audit of businesses in Palmerston, identifying businesses in crisis, collect relevant data and facilitate assistance as needed.                    | It is recommended this action item is removed entirely.                                                                                                                                                                        | This action was originally designed in response to COVID-19 and the financial measures previously referenced are no longer viable or appropriate. It is noted that Council are committed to supporting businesses through periods of economic challenges, as outlined in Action Item No. 13.                                                                                |
| Action No. 17: Sponsor the delivery of a short digital skills program in partnership with CDU to support skilling of business owners and residents impacted by the COVID-19 related economic downturn. | Action re-word: Sponsor the delivery of a short digital skills program through partnerships with organisations to support skilling of business owners.                                                                         | <p>It is recommended that references to COVID-19 is removed as it was originally designed for and is no longer relevant.</p> <p>It is also recommended to remove reference of the provider to prevent limiting outcomes of this action item.</p> <p>It is noted that Council has an ongoing commitment to continue focusing on skills development for local businesses.</p> |
| Action No. 27: Engage with industry leaders to understand key needs and opportunities for attracting and retaining industry and businesses in Palmerston.                                              | <p>It is recommended to merge action items 27 and 28.</p> <p>Re-word Action items to: Engage with industry and government leaders to understand current needs and understand future market and strategic opportunities for</p> | Given the strong similarities between these action items, both focused on understanding current business and industry needs and identifying future market and strategic opportunities to attract, grow and retain                                                                                                                                                           |

| ACTION ITEM                                                                                                                                    | RECOMMENDATION                                                  | REASONING                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------|
| Action No. 28: Engage with industry and government leaders to understand future market and strategic opportunities for the City of Palmerston. | attracting and retaining industry and businesses in Palmerston. | businesses in Palmerston, it is recommended they be consolidated. |

# PALMERSTON LOCAL ECONOMIC PLAN (PLEP)

## IMPLEMENTATION PLAN



| PLEP NO. | ACTION                                                                                                                                                                                                                                                                 | STATUS                      | INITIAL TIMEFRAME       | WHAT                                                       | WHY                                                                                                                                           | HOW                                                                                                                                                                 | BENEFITS                                        | PRIORITY | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                    |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1        | <del>Establish-Maintain</del> an advisory committee comprised of Council, NT Government, Local business and Community members to <del>inform a local COVID-19 response-provide local business insight into economic development.</del>                                 | Completed.                  | Short term – 1-2 years. | Mitigate impact of <del>economic downturn. COVID-19.</del> | To ensure the response is representative of the local needs and attracts local business support.                                              | Partner with <del>the Northern Territory Government (NTG)</del> and seek expressions of interest in the community for local business and community members to join. | Local buy-in and co-design of solutions.        | High.    | Business support.    | <del>It is recommended to remove reference to COVID-19.</del><br><br>The Vibrant Economy Advisory Committee was originally established on 15 March 2022 in response to COVID-19 and has since evolved to provide ongoing advice to Council and local businesses on broader economic development matters. |
| 2        | Host a round table meeting of industry leaders in agribusiness, education and training, energy and minerals, Defence, health and logistics to discuss business needs, priorities and immediate actions to be delivering in Palmerston to support industry development. | Completed/ongoing annually. | Short term – 1-2 years. | Business and industry attraction and retention.            | To identify opportunities to immediately attract businesses and industry, and action needed to attract businesses and industry in the future. | Partner with industry leaders to engage with businesses at a round table meeting. Compile list of key stakeholders.                                                 | Establishment of data to inform future actions. | High.    | Industry attraction. | The Palmerston Business Forum (Forum) has been an annual event since November 2024, with the 2026 Forum scheduled for 22 October. This year's event will be focused heavily on having an industry focus to best understand how Council can better support business and industry.                         |

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| PLEP NO. | ACTION                                                                                                                                                                                                                 | STATUS             | INITIAL TIMEFRAME       | WHAT                                 | WHY                                                                                                             | HOW                                                                                                                   | BENEFITS                                                                                       | PRIORITY | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3        | Develop a suite of communications and marketing materials to showcase Palmerston and promote a unique selling proposition for residents.                                                                               | Completed/ongoing. | Short term – 1-2 years. | Population attraction and retention. | To effectively communicate benefits and opportunities of Palmerston and engage with target population segments. | Leverage the City's communications and engagement teams to develop communications materials.                          | Development of a suite of tools to effectively facilitate marketing and engagement activities. | Medium.  | Industry attraction. | <p>The refreshed Invest Palmerston website was launched in April 2026. The updated website now provides additional tools and information to support business planning, access to services, and drives increased local engagement.</p> <p>Invest Palmerston and the Palmerston Business Newsletter gives businesses quick, practical updates on what matters in running a business. The newsletter provides information on programs, grants, workshops, and opportunities from Council and partners across the local business ecosystem.</p>                                                                                        |
| 4        | Seek expressions of interest from ICT, Creative and Tourism industry representatives, and businesses to engage with the City of Palmerston to research strategic opportunities for industry development in Palmerston. | In progress.       | Short term – 1-2 years. | Future growth exploration.           | To better understand opportunities and potential of anticipated future growth industries in Palmerston.         | Work with NTG agencies to distribute <b>expression of interest</b> materials and complete due diligence on responses. | Establishment of data to inform future actions.                                                | High.    | Industry attraction. | <p>Council continues to maintain regular contact with creative practitioners and industry leaders. Partnerships are in place with key festivals and organisations, including the Darwin Symphony Orchestra, Darwin Festival, and Darwin International Film Festival.</p> <p>Regular meetings are hosted with Top End Tourism and Tourism and Events NT to discuss upcoming opportunities and potential collaborations. Future collaborative opportunities with Music NT are currently being explored, with a focus on increasing live music programming within Palmerston. These activities will continue on an ongoing basis.</p> |

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| PLEP NO. | ACTION                                                                                                                                                                                                                                                                                                     | STATUS             | INITIAL TIMEFRAME       | WHAT                                                                                               | WHY                                              | HOW                                                                                                                                                | BENEFITS                                                                                                       | PRIORITY         | CATEGORY          | NOTES                                                                                                                                                                                                                                                                                                                                               |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5        | Support and promote <del>incentivise</del> commercial rental offerings in the City of Palmerston.                                                                                                                                                                                                          | In progress.       | Short term – 1-2 years. | Business and industry attraction and retention.<br><br>Foster business development and innovation. | Attract and support retail in Palmerston CBD.    | Promote affordable rental opportunities through Invest Palmerston.<br><br><del>Subsidise commercial rental through designated grant or fund.</del> | Decrease in commercial vacancy in the City.<br><br>Enhanced retail opportunities for residents and businesses. | High.            | Business support. | <a href="#">City of Palmerston also provides affordable rental opportunities through structured rental agreements.</a> Council continues to connect affordable rental opportunities through promoting new real estate offering via the Palmerston business newsletter and Invest Palmerston website.                                                |
| 6        | In partnership with industry undertake a survey of businesses in Palmerston to confirm challenges, strengths and priority business support services to inform a 12-month plan for business support. Ensure adequate representation from sole operators, who make up over half of businesses in Palmerston. | Completed/ongoing. | Short term – 1-2 years. | Foster business development and innovation.                                                        | To identify priorities and needs for businesses. | Partner with industry leaders to deliver a survey of businesses.                                                                                   | Establishment of data to inform future actions.                                                                | Moderate – high. | Business support. | The business survey was conducted on 12 March 2024 by Action Market Research and key findings informed the next phase of economic development activities, including the delivery of the annual Palmerston Business Futures Forum and ongoing business capability development activities, e.g. AI-specific workshops, business information sessions. |

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| PLEP NO. | ACTION                                                                                                       | STATUS       | INITIAL TIMEFRAME                                                        | WHAT                                                                                               | WHY                                                                                | HOW                                                                                                         | BENEFITS                                                                                                           | PRIORITY         | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------|--------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7        | <a href="#">Bring forward</a> Lobby for capital investment programs planned for the City of Palmerston.      | In progress. | <del>Long-term – 6-10 years.</del><br><del>Short-term – 1-2 years.</del> | Business and industry attraction and retention.                                                    | Stimulate construction and associated economic activity in the City of Palmerston. | Work with NTG to advance scheduling of infrastructure projects for the City of Palmerston.                  | Economic expenditure in the Municipality during a period of slowing economic activity.                             | Moderate – high. | Business support.    | <p><a href="#">Recommended to change timeline and reword to lobby for capital investment programs. This action falls outside of Council's scope to bring forward capital investment, as major capital projects are dependent on external funding and require long lead times for planning and delivery.</a></p> <p>Council continues to focus on capital investment at the Zuccoli Community Hub, with the completion of Stage 2 of the pump track that opened on 4 March 2026. Stage 3 of the community buildings is currently open for community consultation.</p> <p>Other future investment programs planned for Council include community consultation for Marlow Lagoon. Pending funding announcements from the Federal Government Budget, the Driver Community Centre project is ready for delivery, with designs completed and permits obtained.</p> |
| 8        | Develop an awareness campaign of business and industry opportunities and benefits in the City of Palmerston. | Ongoing.     | Short term – 1-2 years.                                                  | Business and industry attraction and retention.<br><br>Foster business development and innovation. | Attract business and industry to Palmerston.                                       | Work collaboratively with industry to undertake market research, design and disseminate targeted marketing. | <p>Increased number of businesses engaging with Palmerston.</p> <p>Data insights into target industry sectors.</p> | Moderate – high. | Industry attraction. | <p>An expression of interest process will be undertaken in the 2026-27 financial year to develop a marketing campaign.</p> <p>This action addresses several priorities for business support identified in the business survey, including the promotion of City of Palmerston and its benefits as a place to live and operate a business from.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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| PLEP NO. | ACTION                                                                                                                                                  | STATUS           | INITIAL TIMEFRAME       | WHAT                                                                                               | WHY                                                                                                                                     | HOW                                                                                                                                                       | BENEFITS                                                                                                                                     | PRIORITY         | CATEGORY          | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9        | Invest in tree planting, verge maintenance and further development of green corridors in Palmerston.                                                    | Ongoing.         | Short term – 1-2 years. | Population attraction and retention.                                                               | Beautification and maintenance of Palmerston green spaces to retain and attract residents.                                              | Continue to implement Council's tree and green space programs.                                                                                            | Increased greening of City of Palmerston.                                                                                                    | Moderate – high. | Place making.     | Revegetation programs are occurring for two urban bushland areas in Zuccoli and Gunn. Works will be completed by end of 2025/26 financial year (FY). Further tree planting will be undertaken in the 2026/27 FY with approximately 40 trees to be planted across the CBD area (Goyder Square, Francis Dr, Rolyat St and Maluka Dr). Council continues to undertake daily/weekly maintenance programs across its 240ha of open space.<br><br>Council are continuing discussions with the Crown Land Estate regarding ownership transfer of the Mitchell Creek catchment area. The Mitchell Creek Concept Plan was adopted by Council and can be implemented subject to the land transfer and budget. |
| 10       | In partnership with NTG, complete an audit of regulations in the City of Palmerston that impact business development and remove unnecessary regulation. | Not yet started. | Short term – 1-2 years. | Business and industry attraction and retention.<br><br>Foster business development and innovation. | Attract business and industry to Palmerston.<br><br>Retain businesses in Palmerston.<br><br>Encourage innovation and commercialisation. | Complete an audit of City regulations and identify opportunities to reduce or eliminate low value regulations in consultation with Council and executive. | Increased efficiency in business delivery.<br><br>Reduced regulatory burden.<br><br>Increased number of businesses engaging with Palmerston. | Moderate.        | Business support. | Leverage from the outcomes from NT Government's Approvals Fast-Track Taskforce's final report that was delivered in May 2025, Saying 'Yes' to Business, in May 2025. Council officers are currently engaging with NT Government to seek an update/status on one of the report's medium-term reforms (tranche 2: 2 to 3 years) to conduct a major review of the <i>Local Government Act 2019</i> to identify further reform opportunities to reduce timeframes for local government approvals, with engagement from the local government sector.                                                                                                                                                     |

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| PLEP NO. | ACTION                                                                                                                                   | STATUS               | INITIAL TIMEFRAME       | WHAT                                                                                               | WHY                                                                                                   | HOW                                                                                                                                                                              | BENEFITS                                                                                                                 | PRIORITY  | CATEGORY                                   | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.1      | Develop business networking and advocacy services in Palmerston.                                                                         | In progress/ongoing. | Short term – 1-2 years. | Business and industry attraction and retention.<br><br>Foster business development and innovation. | Connect businesses and industry in Palmerston to private sector support and commercial opportunities. | Collaborate with industry bodies (PRBA, Chamber of Commerce NT, Major Business Group, MBNT, PRBA, ICN) to develop a calendar of business networking events and activities.       | Enhanced collaboration between businesses.<br><br>Enhanced engagement with industry services by Palmerston businesses.   | Moderate. | Business support.                          | The Business Social will be a free business networking and advocacy event to be held on 18 June 2026. This event will support driving local economic growth by strengthening business connectivity and support mechanisms that are essential to attracting new businesses, supporting existing, and building a more resilient and collaborative local business ecosystem.                                                                |
| 1.2      | Deliver business support and capacity building services. Ensure tailored support for different business sizes, including sole operators. | Completed/ongoing.   | Short term – 1-2 years. | Foster business development and innovation.                                                        | Build the capacity of small and medium businesses in Palmerston.                                      | Work with DTBI to target Small Business Champion services in Palmerston.                                                                                                         | Increased update of business support services in Palmerston.<br><br>Increased capacity of business owners in Palmerston. | Moderate. | Business support.                          | Between January 2026 to April 2026, a total of five free business workshops were delivered to build business capability and capacity. Sessions included a three-part series in March, Smart Business Systems workshops: CRM Made Easy; Microsoft 365 for Productivity; and Getting Started with MYOB and Xero. In April, two AI-specific workshops were delivered to build a confident, digitally capable Palmerston business community. |
| 1.3      | <del>Facilitate Assist with the delivery of</del> hardship support and assistance in Palmerston.                                         | Not yet started.     | Short term – 1-2 years. | Business and industry attraction and retention and population attraction and retention.            | Support businesses and residents of Palmerston during a challenging economic period.                  | <del>Work with Collaborate with NTG and</del> social service organisations to deliver support locally.<br><br><del>Work with Council to hold or reduce rates for a period.</del> | Reduced risk of welfare dependence of businesses and residents in Palmerston.                                            | Moderate. | Education, training and community support. | <del>Council can work with social service organisations to deliver local support by sharing information and connecting residents with the right services at the right time.</del><br><del>A future recommendation will be made to Council for the removal of holding or reducing rates for a period as this is not a viable solution for council.</del>                                                                                  |

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| 4744 | <p>Sponsor the delivery of a short digital skills program through partnerships with organisations to support skilling of business owners.</p> <p>Sponsor the delivery of a short digital skills program in partnership with CDU to support skilling of business owners and residents impacted by the COVID-19 related economic downturn. Review opportunities to hold rental payments and potentially provide rental rebates for business occupants of Council buildings.</p> | Completed/<br>ongoing.<br>Ongoing. | Short term –<br>1-2 years.<br>Short term –<br>1-2 years. | <p>Foster business development and innovation.</p> <p>Mitigate impact of COVID-19.</p> <p>Foster business development and innovation. Business and industry attraction and retention.</p> | To support businesses and community members to transition to knowledge-based economic opportunities. Support businesses of Palmerston during a challenging economic period. | Work with CDU organisations and NTG to develop and implement a digital skilling program targeting Palmerston businesses and residents. Work with Council to hold or reduce rental for Council properties for a period. Review current commercial/community leases that offer value for money to retain tenants. | Upskilling of the Palmerston labour force. Increase likelihood of business sustainment during crisis. | Low/Moderate. | Education, training and community support. Business support. | <p>Suggested to remove this action item. It is recommended that references to COVID-19 is removed as it was originally designed for and is no longer relevant.</p> <p>It is also recommended to remove reference of the provider to prevent limiting outcomes of this action item.</p> <p>It is noted that Council has an ongoing commitment to continue focusing on skills development for local businesses.</p> <p>Delivered in partnership with the Business Enterprise Centre NT's Smart Business Systems workshops in March, under funding received from NT Government's Flexible Skills and Training Response Program, Council has an ongoing commitment to continue focusing on skills development for local businesses. It is recommended that Council will not progress rental payment holds or rental rebates for commercial/community occupants, as occupants currently receive value for money these measures fall outside the intent and scope of Council's lease management framework, which focuses on transparent, consistent and policy-aligned commercial and community leasing.</p> <p>Current business commercial and community occupants of Council buildings are already leasing properties at a fair rate. Below is a list of current Council properties, with seven commercial and two community leases:</p> <ul style="list-style-type: none"> <li>-1 Chung Wah Terrace</li> <li>-56 Georgina Crescent</li> <li>-T2 60 Georgina Crescent</li> <li>-T3 60 Georgina Crescent</li> <li>-48 Odegaard Drive</li> <li>-18 Bonson Terrace (Youth Drop-In Centre)</li> </ul> |
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| PLEP NO. | ACTION                                                                                                                                                                                                | STATUS                      | INITIAL TIMEFRAME                                | WHAT                                                                                                                                           | WHY                                                                                                                                                                                            | HOW                                                                                                                                                                                                                                                                           | BENEFITS                                                                                                                                                                                              | PRIORITY        | CATEGORY                           | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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|          |                                                                                                                                                                                                       |                             |                                                  |                                                                                                                                                |                                                                                                                                                                                                |                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                       |                 |                                    | <p>–36 Elrondie Avenue</p> <p>–10 The Boulevard, Library Café.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 15815    | Determine where unincorporated land could be allocated to City of Palmerston. Facilitate support grants for businesses to support online services or transition of business to new service offerings. | Completed. Not yet started. | Medium term - 3-5 years. Short term - 1-2 years. | Business and industry attraction and retention. Business and industry attraction and retention and foster business development and innovation. | To gain land to allow light industry and other industry to expand and develop support industries for surrounding areas. Support businesses of Palmerston during a challenging economic period. | Work with NTG to increase land availability for Palmerston and understand where unincorporated land can be allocated to the City of Palmerston. Work with Council and NTG to support establish and deliver funding to businesses in response to COVID-19 economic challenges. | Fewer barriers to businesses expanding<br><br>More land space for new businesses to move to Palmerston and existing businesses to expand. Increased likelihood of business sustainment during crisis. | High, Moderate. | Master planning. Business support. | <p>Since 2022, the incorporation of Wishart Business Precinct, Tivendale and Elrondie into Palmerston's municipal boundary has expanded the city's footprint and opened new opportunities for investment and development.</p> <p>The decision for management of Northcrest is currently pending. An update will be provided to Council once the decision has been announced. <u>Suggested to remove this action item. This action was originally developed in response to COVID-19 and the financial measures previously referenced are no longer viable or appropriate.</u></p> <p>Council continue to facilitate ongoing support for local businesses to connect with NT and Australian governments for funding through the Invest Palmerston website and the Palmerston Business Newsletter.</p> <p>City of Palmerston also offer environmental initiatives through a \$20,000 funding grant for a registered community, not-for-profit or incorporated organisation.</p> |

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| PLEP NO. | ACTION                                                                                                                                                                                                                                           | STATUS                    | INITIAL TIMEFRAME                                | WHAT                                                                                 | WHY                                                                                                                                                                                           | HOW                                                                                                                                                                                                                                                                            | BENEFITS                                                                                                                                       | PRIORITY              | CATEGORY                                 | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 1.619+   | Develop and implement a campaign to attract Defence families to Palmerston, in partnership with NTG, complete an audit of businesses in Palmerston, identifying businesses in crisis, collect relevant data and facilitate assistance as needed. | Ongoing. Not yet started. | Medium term - 3-5 years, Short term - 1-2 years. | Population attraction and retention, Business and industry attraction and retention. | Enhance labour force participation, and high educational attainment outcomes, Establish need to target business development initiatives and identify a base line to measure outcomes against. | Collaborate with Department of Defence and NTG to develop a campaign to attract and support Defence families in Palmerston, Work with DTBI and industry to implement a survey assessing the current capacity, needs and priorities of the businesses registered in Palmerston. | Increased population and associate growth outcomes, Comprehensive data set to inform planning and development of targeted support initiatives. | High, Low - Moderate. | Population attraction, Business support. | <p>Welcome to the Top End is an annual event run by Defence Member Family Support. Council attends the expo as a stallholder to promote Palmerston as a vibrant place to live and work, and inform attendees on the services and events that are offered throughout the municipality.</p> <p><del>Suggested to remove this action item. This action was originally designed in response to COVID-19 and the financial measures previously referenced are no longer viable or appropriate.</del></p> <p><del>It is noted that Council are committed to supporting businesses through periods of economic challenges, as outlined in Action Item No. 13.</del></p> <p>A future recommendation will be made to Council for the removal of this action item, as it falls out of Council's scope and role.</p> |

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| PLEP NO.    | ACTION                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | STATUS                          | INITIAL TIMEFRAME                                | WHAT                                                                                                                                                                                                                                         | WHY                                                                                                                                                        | HOW                                                                                                                                                                                                                                                                                                                                                                                             | BENEFITS                                                                                                                                                  | PRIORITY   | CATEGORY                                                    | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| 1.720+<br>2 | <p>Develop infrastructure and services that enable and encourage precinct development in Palmerston's commercial zones. <u>Sponsor the delivery of a short digital skills program through partnerships with organisations to support skilling of business owners.</u></p> <p>Sponsor the delivery of a short digital skills program in partnership with CDU to support skilling of business owners, and residents impacted by the COVID-19 related economic downturn</p> | Ongoing, Completed/<br>ongoing. | Medium term - 3-5 years, Short term – 1-2 years. | <p>Business and industry attraction and retention, foster business development and innovation. <u>Foster business development and innovation.</u></p> <p>Mitigate impact of COVID-19.</p> <p>Foster business development and innovation.</p> | <p>Attract industry and businesses to Palmerston. To support businesses and community members to transition to knowledge-based economic opportunities.</p> | <p>Assess commercial zones and document infrastructure capabilities to identify opportunities to enhance precinct attraction and function (e.g. NBN, services, retail). Establish an infrastructure and zoning plan with NTG to activate precincts. Work with CDU organisations and NTG to develop and implement a digital skilling program targeting Palmerston businesses, and residents.</p> | <p>Increase in businesses locating in Palmerston.</p> <p>Increased collaboration and innovation outcomes. Ups killing of the Palmerston labour force.</p> | High, Low: | Master planning, Education, training and community support. | <p>The Palmerston CBD is the only identified commercial zone and there are no future plans at the stage to develop infrastructure and services for this area. Currently the new lease for the Library Café, Kopi Stop, is due to open their doors mid-2026.</p> <p>There may be future opportunities under the Zuccoli Community Hub and Marlow Lagoon masterplan development. <u>Suggested to remove this action item. It is recommended that references to COVID-19 is removed as it was originally designed for and is no longer relevant.</u></p> <p><u>It is also recommended to remove reference of the provider to prevent limiting outcomes of this action item.</u></p> <p><u>It is noted that Council has an ongoing commitment to continue focusing on skills development for local businesses.</u></p> <p>Delivered in partnership with the Business Enterprise Centre NT's Smart Business Systems workshops in March, under funding received from NT Government's Flexible Skills and Training Response Program. Council has an ongoing commitment to continue focusing on skills development for local businesses.</p> |

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| PLEP NO. | ACTION                                                                                                                                            | STATUS                      | INITIAL TIMEFRAME                                 | WHAT                                                                                 | WHY                                                                                                                                                                                                   | HOW                                                                                                                                                                                                                                                                    | BENEFITS                                                                                                                                                                                | PRIORITY        | CATEGORY                                                          | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| 18214    | Implement a migrant attraction campaign for the City of Palmerston. Determine where unincorporated land could be allocated to City of Palmerston. | Not yet started. Completed. | Medium term - 3-5 years, Medium term - 3-5 years. | Population attraction and retention. Business and industry attraction and retention. | Enhance labour force participation, and high educational attainment outcomes. To gain land to allow light industry and other industry to expand and develop support industries for surrounding areas. | Collaborate with NTG to leverage and support the NT population strategy and activities relating to migrant attraction. Work with NTG to increase land availability for Palmerston and understand where unincorporated land can be allocated to the City of Palmerston. | Increased population and associate growth outcomes. Fewer barriers to businesses expanding. More land space for new businesses to move to Palmerston and existing businesses to expand. | Moderate. High. | Population attraction, Master planning.                           | <p>It's noted that Palmerston has a population of 43,193, of which 22.1% were born overseas. Council continues to recognise and welcome our large number of migrants through our Citizenship ceremonies throughout the year. In this FY, we are expected to welcome 283 conferees through our Citizenship ceremonies.</p> <p>Source: ABS Census of Population and Housing 2021 data. Since 2022, the incorporation of Wishart Business Precinct, Tivendale and Elrondie into Palmerston's municipal boundary has expanded the city's footprint and opened new opportunities for investment and development.</p> <p>The decision for management of Northcrest is currently pending. An update will be provided to Council once the decision has been announced.</p> |
| 19224    | Deliver migrant support services in the City of Palmerston. Develop and implement a campaign to attract Defence families to Palmerston.           | Not yet started. Ongoing.   | Medium term - 3-5 years, Medium term - 3-5 years. | Population attraction and retention. Population attraction and retention.            | Support population management and retention. Enhance labour force participation, and high educational attainment outcomes.                                                                            | Collaborate with social services organisations to deliver migrant support services in Palmerston. Collaborate with Department of Defence and NTG to develop a campaign to attract and support Defence families in Palmerston.                                          | Increased likelihood of population growth and retention. Increased population and associate growth outcomes.                                                                            | Moderate. High. | Education, training and community support. Population attraction. | <p>Council officers are in planning stage to work with NT Government agencies to explore how existing migrant support services can be adapted and delivered in Palmerston, with planning underway to identify practical opportunities for collaboration and local implementation. Welcome to the Top End is an annual event run by Defence Member Family Support. Council attends the expo as a stallholder to promote Palmerston as a vibrant place to live and work, and inform attendees on the services and events that are offered throughout the municipality.</p>                                                                                                                                                                                           |

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| 20320 | Invest in the enhancement or development of sporting and recreational infrastructure in Palmerston. Develop infrastructure and services that enable and encourage precinct development in Palmerston's commercial zones. | In progress/ongoing. Ongoing. | Medium term - 3-5 years, Medium term - 3-5 years. | Population attraction and retention. Business and industry attraction and retention; foster business development and innovation. | Support population management and retention. Attract industry and businesses to Palmerston. | Map and prioritise sport and recreational infrastructure developments in Palmerston and collaborate with NTG and Commonwealth for investment in priority projects.<br><br>Assess commercial zones and document infrastructure capabilities to identify opportunities to enhance precinct attraction and function (e.g. NBN, services, retail). Establish an infrastructure and zoning plan with NTG to activate precincts | Increased likelihood of population growth and retention. Increase in businesses locating in Palmerston.<br><br>Increased collaboration and innovation outcomes. | Moderate, High. | Industry attraction, Master planning. | <p>Council continues to invest in high-quality sporting and recreational infrastructure across the municipality. At the Zuccoli Community Hub, Stage 1 works – including the dog park and public toilet – are complete, while Stage 2 recreation elements continue to progress, with the pump track finished, the walking trail and BBQ/seating areas partially complete, and design and earthworks finalised for the skate park and new exercise area, including the outdoor gym and multi-sport court. This complements ongoing upgrades to playgrounds and parks, including enhancements to the ninja track and other family-friendly spaces. Over the last financial year, the following projects have been delivered:</p> <ul style="list-style-type: none"> <li>- Joan Fejo playground and exercise equipment renewals - \$313,000</li> <li>- President Park new equipment (all abilities swing) install - \$112,000</li> <li>- President Park exercise equipment upgrade - \$80,000</li> <li>- Hobart Park exceloo, seating and shade structure, and tree installation - \$360,000</li> <li>- Playground maintenance - \$39,000.</li> </ul> <p>Council also continues to support local sporting clubs through grant and partnership programs that strengthen community participation and facility standards.</p> <p>At SWELL, new shade covers have been installed over the basketball court, and free entry continues to ensure the centre remains accessible and well-used by the community. The Palmerston CBD is the only identified commercial zone and there are no future plans at the stage to develop infrastructure and services for this area. Currently the new lease for the Library Café, Kopi Stop, is due to open their doors mid-2026.</p> |
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| PLEP NO. | ACTION                                                                                                                                  | STATUS                        | INITIAL TIMEFRAME                                 | WHAT                                                                      | WHY                                                                                                                        | HOW                                                                                                                                                                                                                                    | BENEFITS                                                                                                      | PRIORITY            | CATEGORY                             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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|          |                                                                                                                                         |                               |                                                   |                                                                           |                                                                                                                            |                                                                                                                                                                                                                                        |                                                                                                               |                     |                                      | There may be future opportunities under the Zuccoli Community Hub and Marlow Lagoon masterplan development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 1424     | Invest in infrastructure that enhances public safety in Palmerston. Implement a migrant attraction campaign for the City of Palmerston. | In progress. Not yet started. | Medium term - 3-5 years. Medium term - 3-5 years. | Population attraction and retention. Population attraction and retention. | Support population management and retention. Enhance labour force participation, and high educational attainment outcomes. | Map crime and safety issues in Palmerston and investigate infrastructure solutions to alleviate causal factors. Collaborate with NTG to leverage and support the NT population strategy and activities relating to migrant attraction. | Increased likelihood of population growth and retention. Increased population and associated growth outcomes. | Moderate. Moderate. | Place making. Population attraction. | <p>Under the Dark Spots program, Council provides new and upgraded public lighting to improve safety and amenity for residents.</p> <p>In 2025-26:</p> <ul style="list-style-type: none"> <li>- lighting has been updated in Kilgour Lane</li> <li>- lighting upgrade in Fiveash Lane car park will commence in May</li> <li>- materials have been ordered for Sanctuary Lakes and Rosebery Park upgrades projects which will be completed mid-year</li> </ul> <p>materials have been ordered for the first stage of Palmerston Circuit lighting upgrade which is the first part of a multi-year project. It's noted that Palmerston has a population of 43,193, of which 22.1% were born overseas. Council continues to recognise and welcome our large number of migrants through our Citizenship ceremonies throughout the year. In this FY, we are expected to welcome 283 conferees through our Citizenship ceremonies.</p> <p>Source: ABS Census of Population and Housing 2021 data.</p> |

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| PLEP NO. | ACTION                                                                                                                                    | STATUS                                | INITIAL TIMEFRAME                                 | WHAT                                                                      | WHY                                                                                       | HOW                                                                                                                                                                                                                                                            | BENEFITS                                                                                                          | PRIORITY            | CATEGORY                                                 | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| 22522    | NT Government to invest in services that enhance public safety in Palmerston. Deliver migrant support services in the City of Palmerston. | In progress/ongoing. Not yet started. | Medium term - 3-5 years. Medium term - 3-5 years. | Population attraction and retention. Population attraction and retention. | Support population management and retention. Support population management and retention. | Map crime and safety issues in Palmerston and investigate police and other community service solutions (community night patrol) to alleviate causal factors. Collaborate with social services organisations to deliver migrant support services in Palmerston. | Increased likelihood of population growth and retention. Increased likelihood of population growth and retention. | Moderate. Moderate. | Place making, Education, training and community support. | Council will continue to work with NT Government and major stakeholders to address crime and safety issues in Palmerston, including regular public controller meetings and working collaboratively with police around the safety of Palmerston & Rural Markets. Council officers are in planning stage to work with NT Government agencies to explore how existing migrant support services can be adapted and delivered in Palmerston, with planning underway to identify practical opportunities for collaboration and local implementation. |

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| 23623 | Invest in the revitalisation and development of new youth facilities in the City of Palmerston, invest in the enhancement or development of sporting and recreational infrastructure in Palmerston. | Not yet started. In progress/ongoing. | Medium term - 3-5 years, Medium term - 3-5 years. | Population attraction and retention, Population attraction and retention. | Support population management and retention, Support population management and retention. | Map and prioritise youth facility revitalisation in Palmerston and collaborate with NTG for investment in priority projects, Map and prioritise sport and recreational infrastructure developments in Palmerston and collaborate with NTG and Commonwealth for investment in priority projects. | Increased likelihood of population growth and retention, Increased likelihood of population growth and retention. | Low, Moderate. | Place making, Industry attraction. | <p>Council will continue to work with the NT Government's Office of Youth Affairs to promote youth services and identify opportunities for engagement and services.</p> <p>The Palmerston Youth Festival is in its seventh year, with the 2025 festival attracting 9,925 attendees across the week-long celebration. City of Palmerston events like the Palmerston Youth Festival continue to deliver a dynamic and engaging program for the youth of Palmerston.</p> <p>City of Palmerston facilities and services, such as the ninja park, pump track, and SWELL support population attraction and retention.</p> <p>The Palmerston Child and Youth Network bring together key service providers to strengthen coordination and improve outcomes for children and young people across Palmerston and the rural area. Through this collaborative network, members share insights, align services and promote programs that support the wellbeing, safety and development of local young people.</p> <p>Other youth activities that are currently facilitated or supported by City of Palmerston are:</p> <ul style="list-style-type: none"> <li>- Geeksquad</li> <li>- Code Club</li> <li>- Gadgets and Games</li> <li>- Lego Club</li> <li>- youth drop-in sports</li> <li>- Level Up Gaming</li> </ul> <p>Corrugated Iron Youth Theatre, Council continues to invest in high-quality sporting and recreational infrastructure across the municipality. At the Zuccoli Community Hub, Stage 1 works — including the dog park and public toilet</p> |
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| PLEP NO. | ACTION | STATUS | INITIAL TIMEFRAME | WHAT | WHY | HOW | BENEFITS | PRIORIT Y | CATEGORY | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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|          |        |        |                   |      |     |     |          |           |          | <p>—are complete, while Stage-2 recreation elements continue to progress, with the pump-track finished, the walking trail and BBQ/seating areas partially complete, and design and earthworks finalised for the skate park and new exercise area, including the outdoor gym and multi-sport court. This complements ongoing upgrades to playgrounds and parks, including enhancements to the ninja track and other family-friendly spaces. Over the last financial year, the following projects have been delivered:</p> <p>—Joan Fejo playground and exercise equipment renewals – \$313,000</p> <p>—President Park new equipment (all abilities swing) install – \$112,000</p> <p>—President Park exercise equipment upgrade – \$80,000</p> <p>—Hobart Park exceloo, seating and shade structure, and tree installation – \$360,000</p> <p>—Playground maintenance – \$39,000.</p> <p>Council also continues to support local sporting clubs through grant and partnership programs that strengthen community participation and facility standards.</p> <p>At SWELL, new shade covers have been installed over the basketball court, and free entry continues to ensure the centre remains accessible and well-used by the community.</p> |

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| 24272 | Engage with industry and government leaders to understand current key needs and understand future market and strategic opportunities for attracting and retaining industry and businesses in Palmerston. Invest in infrastructure that enhances public safety in Palmerston. | In progress/ongoing. In progress. | Long term - 6-10 years. Medium term - 3-5 years. | Business and industry attraction and retention.<br><br>Strategic pursuit Business and industry attraction and retention. Population attraction and retention. | To enable targeting and tailoring of business development and retention activities.<br><br>To inform future planning and strategy development. Support population management and retention. | Collaborate with NT Government and industry leaders (PRBA, Chamber of Commerce NT, Major Business Group, MBNT, PRBA, ICN) to research and analyse the needs of businesses and how Palmerston can meet identified needs.<br><br>Undertake market research and develop strategic approaches that support industry outcomes in Palmerston. Map crime and safety issues in Palmerston and investigate infrastructure solutions to alleviate causal factors. | Database detail industry needs, and informed approach to targeting businesses.<br><br>Informed and strategic approach to targeting industry and economic development, increased likelihood of population growth and retention. | High, Moderate. | Industry attraction, Planning-making. | <p>It's recommended that Action No. 27 and 28 are merged into one action. Given the strong similarities between these action items, both focused on understanding current business and industry needs and identifying future market and strategic opportunities to attract, grow and retain businesses in Palmerston, it is recommended they be consolidated.</p> <p>City of Palmerston is in its third year delivering the Palmerston Business Futures Forum. The Forum is an interactive event designed to help future-proof local business and industry success, explore practical ways to strengthen the local business community, and drive sustainable growth and resilience in the Palmerston municipality.</p> <p>City of Palmerston are approaching the 2026 Forum with targeted industry-specific leaders and supply chain vendors to provide input into understanding future markets and strategic opportunities for Palmerston businesses and industry. Under the Dark Spots program, Council provides new and upgraded public lighting to improve safety and amenity for residents.</p> <p>In 2025-26:</p> <ul style="list-style-type: none"> <li>- lighting has been updated in Kilgour Lane</li> <li>- lighting upgrade in Fiveash Lane car park will commence in May</li> <li>- materials have been ordered for Sanctuary Lakes and Rosebery Park upgrades projects which will be completed mid-year</li> <li>- materials have been ordered for the first stage of Palmerston Circuit lighting upgrade which is the first part of a multi-year project.</li> </ul> |
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| PLEP NO. | ACTION                                                                                                                                                                                                        | STATUS                                    | INITIAL TIMEFRAME                                | WHAT                                                                                                   | WHY                                                                                              | HOW                                                                                                                                                                                                                                                                                                                | BENEFITS                                                                                                                                 | PRIORITY                  | CATEGORY                              | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| 2825     | Engage with industry and government leaders to understand future market and strategic opportunities for the City of Palmerston, NT Government to invest in services that enhance public safety in Palmerston. | In progress/ongoing, in progress/ongoing. | Long term - 6-10 years, Medium term - 3-5 years. | Strategic pursuit Business and industry attraction and retention. Population attraction and retention. | To inform future planning and strategy development, Support population management and retention. | Collaborate with NTG and industry leaders to undertake market research and develop strategic approaches that support industry outcomes in Palmerston, Map crime and safety issues in Palmerston and investigate police and other community service solutions (community night patrol) to alleviate causal factors. | Informed and strategic approach to targeting industry and economic development, Increased likelihood of population growth and retention. | Moderate - high Moderate. | Industry attraction, Planning-making. | <p>Given the strong similarities between action items 27 and 28, both are focused on understanding current business and industry needs and identifying future market and strategic opportunities to attract, grow and retain businesses in Palmerston, it is recommended they be consolidated.</p> <p>In its third year delivering the Palmerston Business Futures Forum, City of Palmerston are approaching the 2026 Forum with targeted industry-specific leaders and supply chain vendors to provide input into understanding future markets and strategic opportunities for Palmerston businesses and industry. Council will continue to work with NT Government and major stakeholders to address crime and safety issues in Palmerston, including regular public controller meetings and working collaboratively with police around the safety of Palmerston &amp; Rural Markets.</p> |

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| 25292 | Incentivise research and development and innovation activities in the City of Palmerston, invest in the revitalisation and development of new youth facilities in the City of Palmerston. | Not yet started.<br>Not yet started. | Long term - 6-10 years, Medium term - 3-5 years. | Foster business development and innovation, Population attraction and retention. | Encourage research and innovation commercialisation, Support population management and retention. | Develop targeted grants for businesses to undertake research and development activities in Palmerston, partner with NTG and Commonwealth (e.g. Defence) to increase the pool of funding, Map and prioritise youth facility revitalisation in Palmerston and collaborate with NTG for investment in priority projects. | Increased quantity of innovative business activities in Palmerston.<br><br>Development of a culture of innovation among businesses in Palmerston, increased likelihood of population growth and retention. | Moderate, Low. | Industry attraction, Place-making. | <p>City of Palmerston are in planning stages exploring partnership opportunities with NT Government's Innovation Territory. This action remains a focus for this year. Council will continue to work with the NT Government's Office of Youth Affairs to promote youth services and identify opportunities for engagement and services.</p> <p>The Palmerston Youth Festival is in its seventh year, with the 2025 festival attracting 9,995 attendees across the week-long celebration. City of Palmerston events like the Palmerston Youth Festival continue to deliver a dynamic and engaging program for the youth of Palmerston.</p> <p>City of Palmerston facilities and services, such as the ninja park, pump track, and SWELL support population attraction and retention.</p> <p>The Palmerston Child and Youth Network bring together key service providers to strengthen coordination and improve outcomes for children and young people across Palmerston and the rural area. Through this collaborative network, members share insights, align services and promote programs that support the wellbeing, safety and development of local young people.</p> <p>Other youth activities that are currently facilitated or supported by City of Palmerston are:</p> <ul style="list-style-type: none"> <li>- Geeksquad</li> <li>- Code Club</li> <li>- Gadgets and Games</li> <li>- Lego Club</li> <li>- youth drop-in sports</li> <li>- Level Up Gaming</li> <li>- Corrugated Iron Youth Theatre.</li> </ul> |
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| PLEP NO. | ACTION                                                                                                                                                                                                                                                                                                                                                                                         | STATUS                            | INITIAL TIMEFRAME                               | WHAT                                                                                                                                        | WHY                                                                                                                                                                                                                     | HOW                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | BENEFITS                                                                                                                                                                                                                                         | PRIORITY        | CATEGORY                                  | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| 26302    | Complete an audit of Palmerston's tourism offerings and experiences and explore opportunities to grow tourism offerings that align to visitor market trends in Darwin and Litchfield. Engage with industry and government leaders to understand current key needs and understand future market and strategic opportunities for attracting and retaining industry and businesses in Palmerston. | In progress, in progress/ongoing. | Long term - 6-10 years, Long term - 6-10 years. | Strategic pursuit, Business and industry attraction and retention.<br><br>Strategic pursuit Business and industry attraction and retention. | To explore and test future tourism industry opportunities in Palmerston. To enable targeting and tailoring of business development and retention activities.<br><br>To inform future planning and strategy development. | Collaborate with NTG, tourism operators and industry leaders in tourism to undertake market research and develop strategic approaches that support industry outcomes in Palmerston. Collaborate with NT Government and industry leaders (PRBA, Chamber of Commerce NT, Major Business Group, MBNT, PRBA, ICN) to research and analyse the needs of businesses and how Palmerston can meet identified needs.<br><br>Undertake market research and develop strategic approaches that support industry outcomes in Palmerston. | Informed and strategic approach to targeting tourism industry development. Database detail industry needs, and informed approach to targeting businesses.<br><br>Informed and strategic approach to targeting industry and economic development. | Moderate, High. | Industry attraction, Industry attraction. | City of Palmerston are in planning stages exploring partnership opportunities with NT Government's Department of Tourism and Hospitality, and Tourism Top End. This action remains a focus for this year. It is recommended that Action No. 27 and 28 are merged into one action. Given the strong similarities between these action items, both focused on understanding current business and industry needs and identifying future market and strategic opportunities to attract, grow and retain businesses in Palmerston, it is recommended they be consolidated.<br><br>City of Palmerston is in its third year delivering the Palmerston Business Futures Forum. The Forum is an interactive event designed to help future-proof local business and industry success, explore practical ways to strengthen the local business community, and drive sustainable growth and resilience in the Palmerston municipality.<br><br>City of Palmerston are approaching the 2026 Forum with targeted industry-specific leaders and supply chain vendors to provide input into understanding future markets and strategic opportunities for Palmerston businesses and industry. |

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| PLEP NO. | ACTION                                                                                                                                                                                                                                                           | STATUS                                    | INITIAL TIMEFRAME                                  | WHAT                                                                                  | WHY                                                                                                                  | HOW                                                                                                                                                                                                                                                                                                                                                         | BENEFITS                                                                                                                                                    | PRIORITY                        | CATEGORY                                  | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| 27312    | Engage with creative organisations in the NT to understand needs and opportunities to attract creative businesses to Palmerston. Engage with industry and government leaders to understand future market and strategic opportunities for the City of Palmerston. | In progress/ongoing, in progress/ongoing. | Long-term – 6-10 years.<br>Long-term – 6-10 years. | Strategic pursuit. Strategic pursuit. Business and industry attraction and retention. | To explore and test future industry opportunities in Palmerston. To inform future planning and strategy development. | Collaborate with NTG, organisations and industry leaders in the creative industry leaders to undertake market research and develop strategic approaches that support industry outcomes in Palmerston. Collaborate with NTG and industry leaders to undertake market research and develop strategic approaches that support industry outcomes in Palmerston. | Informed and strategic approach to targeting creative industry development. Informed and strategic approach to targeting industry and economic development. | Low – moderate. Moderate – high | Industry attraction, industry attraction. | <p>City of Palmerston continue to deliver and partner with the creative sector on projects such as, the Darwin Symphony Orchestra, Darwin Festival in Palmerston, Darwin International Film Festival in Palmerston, and exploring future partnerships with Darwin Fringe Festival.</p> <p>On 10 February 2026, Council co-facilitated with Arts NT on a Creative Arts Funding information session to deliver best practice methods for arts initiatives provided by NT Government. Given the strong similarities between action items 27 and 28, both are focused on understanding current business and industry needs and identifying future market and strategic opportunities to attract, grow and retain businesses in Palmerston, it is recommended they be consolidated.</p> <p>In its third year delivering the Palmerston Business Futures Forum, City of Palmerston are approaching the 2026 Forum with targeted industry-specific leaders and supply chain vendors to provide input into understanding future markets and strategic opportunities for Palmerston businesses and industry.</p> |

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| PLEP NO. | ACTION                                                                                                                                                                                | STATUS                | INITIAL TIMEFRAME       | WHAT                                        | WHY                                                                      | HOW                                                                                                                                                                                           | BENEFITS                                                                                                                                          | PRIORITY        | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| 29       | Incentivise research and development and innovation activities in the City of Palmerston.                                                                                             | Not yet started.      | Long term – 6-10 years. | Foster business development and innovation. | Encourage research and innovation commercialisation.                     | Develop targeted grants for businesses to undertake research and development activities in Palmerston, partner with NTG and Commonwealth (e.g. Defence) to increase the pool of funding.      | Increased quantity of innovative business activities in Palmerston.<br><br>Development of a culture of innovation among businesses in Palmerston. | Moderate.       | Industry attraction. | City of Palmerston are in planning stages exploring partnership opportunities with NT Government's Innovation Territory. This action remains a focus for this year.                                                                                                                                                                                                                                                                                                             |
| 30       | Complete an audit of Palmerston's tourism offerings and experiences and explore opportunities to grow tourism offerings that align to visitor market trends in Darwin and Litchfield. | In progress.          | Long term – 6-10 years. | Strategic pursuit.                          | To explore and test future tourism industry opportunities in Palmerston. | Collaborate with NTG, tourism operators and industry leaders in tourism to undertake market research and develop strategic approaches that support industry outcomes in Palmerston.           | Informed and strategic approach to targeting tourism industry development.                                                                        | Moderate.       | Industry attraction. | City of Palmerston are in planning stages exploring partnership opportunities with NT Government's Department of Tourism and Hospitality, and Tourism Top End. This action remains a focus for this year.                                                                                                                                                                                                                                                                       |
| 31       | Engage with creative organisations in the NT to understand needs and opportunities to attract creative businesses to Palmerston.                                                      | In progress/ ongoing. | Long term – 6-10 years. | Strategic pursuit.                          | To explore and test future industry opportunities in Palmerston.         | Collaborate with NTG, organisations and industry leaders in the creative industry to undertake market research and develop strategic approaches that support industry outcomes in Palmerston. | Informed and strategic approach to targeting creative industry development.                                                                       | Low – moderate. | Industry attraction. | City of Palmerston continue to deliver and partner with the creative sector on projects such as, the Darwin Symphony Orchestra, Darwin Festival in Palmerston, Darwin International Film Festival in Palmerston, and exploring future partnerships with Darwin Fringe Festival.<br><br>On 10 February 2026, Council co-facilitated with Arts NT on a Creative Arts Funding information session to deliver best practice methods for arts initiatives provided by NT Government. |

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# PALMERSTON LOCAL ECONOMIC PLAN (PLEP)



## IMPLEMENTATION PLAN

| PLEP NO. | ACTION                                                                                                                                                                                                                                                                 | STATUS                       | INITIAL TIMEFRAME       | WHAT                                            | WHY                                                                                                                                           | HOW                                                                                                                                                      | BENEFITS                                        | PRIORITY | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                         |
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| 1        | Maintain an advisory committee comprised of Council, NT Government, Local business and Community members to provide local business insight into economic development.                                                                                                  | Completed.                   | Short term – 1-2 years. | Mitigate impact of economic downturn.           | To ensure the response is representative of the local needs and attracts local business support.                                              | Partner with the Northern Territory Government (NTG) and seek expressions of interest in the community for local business and community members to join. | Local buy-in and co-design of solutions.        | High.    | Business support.    | It is recommended to remove reference to COVID-19.<br><br>The Vibrant Economy Advisory Committee was originally established on 15 March 2022 in response to COVID-19 and has since evolved to provide ongoing advice to Council and local businesses on broader economic development matters. |
| 2        | Host a round table meeting of industry leaders in agribusiness, education and training, energy and minerals, Defence, health and logistics to discuss business needs, priorities and immediate actions to be delivering in Palmerston to support industry development. | Completed/ ongoing annually. | Short term – 1-2 years. | Business and industry attraction and retention. | To identify opportunities to immediately attract businesses and industry, and action needed to attract businesses and industry in the future. | Partner with industry leaders to engage with businesses at a round table meeting. Compile list of key stakeholders.                                      | Establishment of data to inform future actions. | High.    | Industry attraction. | The Palmerston Business Forum (Forum) has been an annual event since November 2024, with the 2026 Forum scheduled for 22 October. This year's event will be focused heavily on having an industry focus to best understand how Council can better support business and industry.              |

| PLEP NO. | ACTION                                                                                                                                                                                                                 | STATUS             | INITIAL TIMEFRAME       | WHAT                                 | WHY                                                                                                             | HOW                                                                                                            | BENEFITS                                                                                       | PRIORITY | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| 3        | Develop a suite of communications and marketing materials to showcase Palmerston and promote a unique selling proposition for residents.                                                                               | Completed/ongoing. | Short term – 1-2 years. | Population attraction and retention. | To effectively communicate benefits and opportunities of Palmerston and engage with target population segments. | Leverage the City's communications and engagement teams to develop communications materials.                   | Development of a suite of tools to effectively facilitate marketing and engagement activities. | Medium.  | Industry attraction. | <p>The refreshed Invest Palmerston website was launched in April 2026. The updated website now provides additional tools and information to support business planning, access to services, and drives increased local engagement.</p> <p>Invest Palmerston and the Palmerston Business Newsletter gives businesses quick, practical updates on what matters in running a business. The newsletter provides information on programs, grants, workshops, and opportunities from Council and partners across the local business ecosystem.</p>                                                                                        |
| 4        | Seek expressions of interest from ICT, Creative and Tourism industry representatives, and businesses to engage with the City of Palmerston to research strategic opportunities for industry development in Palmerston. | In progress.       | Short term – 1-2 years. | Future growth exploration.           | To better understand opportunities and potential of anticipated future growth industries in Palmerston.         | Work with NTG agencies to distribute expression of interest materials and complete due diligence on responses. | Establishment of data to inform future actions.                                                | High.    | Industry attraction. | <p>Council continues to maintain regular contact with creative practitioners and industry leaders. Partnerships are in place with key festivals and organisations, including the Darwin Symphony Orchestra, Darwin Festival, and Darwin International Film Festival.</p> <p>Regular meetings are hosted with Top End Tourism and Tourism and Events NT to discuss upcoming opportunities and potential collaborations. Future collaborative opportunities with Music NT are currently being explored, with a focus on increasing live music programming within Palmerston. These activities will continue on an ongoing basis.</p> |

| PLEP NO. | ACTION                                                                                                                                                                                                                                                                                                     | STATUS             | INITIAL TIMEFRAME       | WHAT                                                                                               | WHY                                              | HOW                                                                | BENEFITS                                                                                                       | PRIORITY         | CATEGORY          | NOTES                                                                                                                                                                                                                                                                                                                                               |
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| 5        | Support and promote commercial rental offerings in the City of Palmerston.                                                                                                                                                                                                                                 | In progress.       | Short term – 1-2 years. | Business and industry attraction and retention.<br><br>Foster business development and innovation. | Attract and support retail in Palmerston CBD.    | Promote affordable rental opportunities through Invest Palmerston. | Decrease in commercial vacancy in the City.<br><br>Enhanced retail opportunities for residents and businesses. | High.            | Business support. | City of Palmerston also provides affordable rental opportunities through structured rental agreements. Council continues to connect affordable rental opportunities through promoting new real estate offering via the Palmerston business newsletter and Invest Palmerston website.                                                                |
| 6        | In partnership with industry undertake a survey of businesses in Palmerston to confirm challenges, strengths and priority business support services to inform a 12-month plan for business support. Ensure adequate representation from sole operators, who make up over half of businesses in Palmerston. | Completed/ongoing. | Short term – 1-2 years. | Foster business development and innovation.                                                        | To identify priorities and needs for businesses. | Partner with industry leaders to deliver a survey of businesses.   | Establishment of data to inform future actions.                                                                | Moderate – high. | Business support. | The business survey was conducted on 12 March 2024 by Action Market Research and key findings informed the next phase of economic development activities, including the delivery of the annual Palmerston Business Futures Forum and ongoing business capability development activities, e.g. AI-specific workshops, business information sessions. |

| PLEP NO. | ACTION                                                                                                       | STATUS       | INITIAL TIMEFRAME       | WHAT                                                                                                      | WHY                                                                                | HOW                                                                                                         | BENEFITS                                                                                                           | PRIORITY         | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| 7        | Lobby for capital investment programs planned for the City of Palmerston.                                    | In progress. | Long-term – 6-10 years. | Business and industry attraction and retention.                                                           | Stimulate construction and associated economic activity in the City of Palmerston. | Work with NTG to advance scheduling of infrastructure projects for the City of Palmerston.                  | Economic expenditure in the Municipality during a period of slowing economic activity.                             | Moderate – high. | Business support.    | <p>Recommended to change timeline and reword to lobby for capital investment programs. This action falls outside of Council's scope to bring forward capital investment, as major capital projects are dependent on external funding and require long lead times for planning and delivery.</p> <p>Council continues to focus on capital investment at the Zuccoli Community Hub, with the completion of Stage 2 of the pump track that opened on 4 March 2026. Stage 3 of the community buildings is currently open for community consultation.</p> <p>Other future investment programs planned for Council include community consultation for Marlow Lagoon. Pending funding announcements from the Federal Government Budget, the Driver Community Centre project is ready for delivery, with designs completed and permits obtained.</p> |
| 8        | Develop an awareness campaign of business and industry opportunities and benefits in the City of Palmerston. | Ongoing.     | Short term – 1-2 years. | <p>Business and industry attraction and retention.</p> <p>Foster business development and innovation.</p> | Attract business and industry to Palmerston.                                       | Work collaboratively with industry to undertake market research, design and disseminate targeted marketing. | <p>Increased number of businesses engaging with Palmerston.</p> <p>Data insights into target industry sectors.</p> | Moderate – high. | Industry attraction. | <p>An expression of interest process will be undertaken in the 2026-27 financial year to develop a marketing campaign.</p> <p>This action addresses several priorities for business support identified in the business survey, including the promotion of City of Palmerston and its benefits as a place to live and operate a business from.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| PLEP NO. | ACTION                                                                                                                                                  | STATUS           | INITIAL TIMEFRAME       | WHAT                                                                                                      | WHY                                                                                                                                            | HOW                                                                                                                                                       | BENEFITS                                                                                                                                            | PRIORITY         | CATEGORY          | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| 9        | Invest in tree planting, verge maintenance and further development of green corridors in Palmerston.                                                    | Ongoing.         | Short term – 1-2 years. | Population attraction and retention.                                                                      | Beautification and maintenance of Palmerston green spaces to retain and attract residents.                                                     | Continue to implement Council's tree and green space programs.                                                                                            | Increased greening of City of Palmerston.                                                                                                           | Moderate – high. | Place making.     | <p>Revegetation programs are occurring for two urban bushland areas in Zuccoli and Gunn. Works will be completed by end of 2025/26 financial year (FY). Further tree planting will be undertaken in the 2026/27 FY with approximately 40 trees to be planted across the CBD area (Goyder Square, Francis Dr, Rolyat St and Maluka Dr). Council continues to undertake daily/weekly maintenance programs across its 240ha of open space.</p> <p>Council are continuing discussions with the Crown Land Estate regarding ownership transfer of the Mitchell Creek catchment area. The Mitchell Creek Concept Plan was adopted by Council and can be implemented subject to the land transfer and budget.</p> |
| 10       | In partnership with NTG, complete an audit of regulations in the City of Palmerston that impact business development and remove unnecessary regulation. | Not yet started. | Short term – 1-2 years. | <p>Business and industry attraction and retention.</p> <p>Foster business development and innovation.</p> | <p>Attract business and industry to Palmerston.</p> <p>Retain businesses in Palmerston.</p> <p>Encourage innovation and commercialisation.</p> | Complete an audit of City regulations and identify opportunities to reduce or eliminate low value regulations in consultation with Council and executive. | <p>Increased efficiency in business delivery.</p> <p>Reduced regulatory burden.</p> <p>Increased number of businesses engaging with Palmerston.</p> | Moderate.        | Business support. | <p>Leverage from the outcomes from NT Government's Approvals Fast-Track Taskforce's final report that was delivered in May 2025, Saying 'Yes' to Business. in May 2025. Council officers are currently engaging with NT Government to seek an update/status on one of the report's medium-term reforms (tranche 2: 2 to 3 years) to conduct a major review of the <i>Local Government Act 2019</i> to identify further reform opportunities to reduce timeframes for local government approvals, with engagement from the local government sector.</p>                                                                                                                                                     |

| PLEP NO. | ACTION                                                                                                                                   | STATUS               | INITIAL TIMEFRAME       | WHAT                                                                                               | WHY                                                                                                   | HOW                                                                                                                                                                        | BENEFITS                                                                                                                 | PRIORITY  | CATEGORY                                   | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| 11       | Develop business networking and advocacy services in Palmerston.                                                                         | In progress/ongoing. | Short term – 1-2 years. | Business and industry attraction and retention.<br><br>Foster business development and innovation. | Connect businesses and industry in Palmerston to private sector support and commercial opportunities. | Collaborate with industry bodies (PRBA, Chamber of Commerce NT, Major Business Group, MBNT, PRBA, ICN) to develop a calendar of business networking events and activities. | Enhanced collaboration between businesses.<br><br>Enhanced engagement with industry services by Palmerston businesses.   | Moderate. | Business support.                          | The Business Social will be a free business networking and advocacy event to be held on 18 June 2026. This event will support driving local economic growth by strengthening business connectivity and support mechanisms that are essential to attracting new businesses, supporting existing, and building a more resilient and collaborative local business ecosystem.                                                                |
| 12       | Deliver business support and capacity building services. Ensure tailored support for different business sizes, including sole operators. | Completed/ongoing.   | Short term – 1-2 years. | Foster business development and innovation.                                                        | Build the capacity of small and medium businesses in Palmerston.                                      | Work with DTBI to target Small Business Champion services in Palmerston.                                                                                                   | Increased update of business support services in Palmerston.<br><br>Increased capacity of business owners in Palmerston. | Moderate. | Business support.                          | Between January 2026 to April 2026, a total of five free business workshops were delivered to build business capability and capacity. Sessions included a three-part series in March, Smart Business Systems workshops: CRM Made Easy; Microsoft 365 for Productivity; and Getting Started with MYOB and Xero. In April, two AI-specific workshops were delivered to build a confident, digitally capable Palmerston business community. |
| 13       | Assist with hardship support and assistance in Palmerston.                                                                               | Not yet started.     | Short term – 1-2 years. | Business and industry attraction and retention and population attraction and retention.            | Support businesses and residents of Palmerston during a challenging economic period.                  | Collaborate with NTG and social service organisations to deliver support locally.                                                                                          | Reduced risk of welfare dependence of businesses and residents in Palmerston.                                            | Moderate. | Education, training and community support. | Council can work with social service organisations to deliver local support by sharing information and connecting residents with the right services at the right time.                                                                                                                                                                                                                                                                   |

| PLEP NO. | ACTION                                                                                                                                 | STATUS             | INITIAL TIMEFRAME        | WHAT                                            | WHY                                                                                                                     | HOW                                                                                                                                             | BENEFITS                                                                                                                                         | PRIORITY | CATEGORY                                   | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| 14       | Sponsor the delivery of a short digital skills program through partnerships with organisations to support skilling of business owners. | Completed/ongoing. | Short term – 1-2 years.  | Foster business development and innovation.     | To support businesses to transition to knowledge-based economic opportunities.                                          | Work with organisations and NTG to develop and implement a digital skilling program targeting Palmerston businesses..                           | Upskilling of the Palmerston labour force.                                                                                                       | Low.     | Education, training and community support. | <p>Suggested to remove this action item. It is recommended that references to COVID-19 is removed as it was originally designed for and is no longer relevant.</p> <p>It is also recommended to remove reference of the provider to prevent limiting outcomes of this action item.</p> <p>It is noted that Council has an ongoing commitment to continue focusing on skills development for local businesses.</p> <p>Delivered in partnership with the Business Enterprise Centre NT's Smart Business Systems workshops in March, under funding received from NT Government's Flexible Skills and Training Response Program. Council has an ongoing commitment to continue focusing on skills development for local businesses.</p> |
| 15       | Determine where unincorporated land could be allocated to City of Palmerston.                                                          | Completed.         | Medium term - 3-5 years. | Business and industry attraction and retention. | To gain land to allow light industry and other industry to expand and develop support industries for surrounding areas. | Work with NTG to increase land availability for Palmerston and understand where unincorporated land can be allocated to the City of Palmerston. | <p>Fewer barriers to businesses expanding</p> <p>More land space for new businesses to move to Palmerston and existing businesses to expand.</p> | High.    | Master planning.                           | <p>Since 2022, the incorporation of Wishart Business Precinct, Tivendale and Elrondie into Palmerston's municipal boundary has expanded the city's footprint and opened new opportunities for investment and development.</p> <p>The decision for management of Northcrest is currently pending. An update will be provided to Council once the decision has been announced.</p>                                                                                                                                                                                                                                                                                                                                                    |

| PLEP NO. | ACTION                                                                                                               | STATUS           | INITIAL TIMEFRAME        | WHAT                                                                                        | WHY                                                                           | HOW                                                                                                                                                                                                                                             | BENEFITS                                                                                                      | PRIORITY  | CATEGORY               | NOTES                                                                                                                                                                                                                                                                                                                                                                                           |
|----------|----------------------------------------------------------------------------------------------------------------------|------------------|--------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16       | Develop and implement a campaign to attract Defence families to Palmerston.                                          | Ongoing.         | Medium term - 3-5 years. | Population attraction and retention.                                                        | Enhance labour force participation, and high educational attainment outcomes. | Collaborate with Department of Defence and NTG to develop a campaign to attract and support Defence families in Palmerston.                                                                                                                     | Increased population and associate growth outcomes.                                                           | High.     | Population attraction. | Welcome to the Top End is an annual event run by Defence Member Family Support. Council attends the expo as a stallholder to promote Palmerston as a vibrant place to live and work, and inform attendees on the services and events that are offered throughout the municipality.                                                                                                              |
| 17       | Develop infrastructure and services that enable and encourage precinct development in Palmerston's commercial zones. | Ongoing.         | Medium term - 3-5 years. | Business and industry attraction and retention, foster business development and innovation. | Attract industry and businesses to Palmerston.                                | Assess commercial zones and document infrastructure capabilities to identify opportunities to enhance precinct attraction and function (e.g. NBN, services, retail). Establish an infrastructure and zoning plan with NTG to activate precincts | <p>Increase in businesses locating in Palmerston.</p> <p>Increased collaboration and innovation outcomes.</p> | High.     | Master planning.       | <p>The Palmerston CBD is the only identified commercial zone and there are no future plans at the stage to develop infrastructure and services for this area. Currently the new lease for the Library Café, Kopi Stop, is due to open their doors mid-2026.</p> <p>There may be future opportunities under the Zuccoli Community Hub and Marlow Lagoon masterplan development.</p>              |
| 18       | Implement a migrant attraction campaign for the City of Palmerston.                                                  | Not yet started. | Medium term - 3-5 years. | Population attraction and retention.                                                        | Enhance labour force participation, and high educational attainment outcomes. | Collaborate with NTG to leverage and support the NT population strategy and activities relating to migrant attraction.                                                                                                                          | Increased population and associate growth outcomes.                                                           | Moderate. | Population attraction. | <p>It's noted that Palmerston has a population of 43,193, of which 22.1% were born overseas. Council continues to recognise and welcome our large number of migrants through our Citizenship ceremonies throughout the year. In this FY, we are expected to welcome 283 conferees through our Citizenship ceremonies.</p> <p><i>Source: ABS Census of Population and Housing 2021 data.</i></p> |

| PLEP NO. | ACTION                                                      | STATUS           | INITIAL TIMEFRAME        | WHAT                                 | WHY                                          | HOW                                                                                               | BENEFITS                                                 | PRIORITY  | CATEGORY                                   | NOTES                                                                                                                                                                                                                                                                          |
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| 19       | Deliver migrant support services in the City of Palmerston. | Not yet started. | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Collaborate with social services organisations to deliver migrant support services in Palmerston. | Increased likelihood of population growth and retention. | Moderate. | Education, training and community support. | Council officers are in planning stage to work with NT Government agencies to explore how existing migrant support services can be adapted and delivered in Palmerston, with planning underway to identify practical opportunities for collaboration and local implementation. |

| PLEP NO. | ACTION                                                                                              | STATUS               | INITIAL TIMEFRAME        | WHAT                                 | WHY                                          | HOW                                                                                                                                                                | BENEFITS                                                 | PRIORITY  | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 20       | Invest in the enhancement or development of sporting and recreational infrastructure in Palmerston. | In progress/ongoing. | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Map and prioritise sport and recreational infrastructure developments in Palmerston and collaborate with NTG and Commonwealth for investment in priority projects. | Increased likelihood of population growth and retention. | Moderate. | Industry attraction. | <p>Council continues to invest in high-quality sporting and recreational infrastructure across the municipality. At the Zuccoli Community Hub, Stage 1 works – including the dog park and public toilet – are complete, while Stage 2 recreation elements continue to progress, with the pump track finished, the walking trail and BBQ/seating areas partially complete, and design and earthworks finalised for the skate park and new exercise area, including the outdoor gym and multi-sport court. This complements ongoing upgrades to playgrounds and parks, including enhancements to the ninja track and other family-friendly spaces. Over the last financial year, the following projects have been delivered:</p> <ul style="list-style-type: none"> <li>- Joan Fejo playground and exercise equipment renewals - \$313,000</li> <li>- President Park new equipment (all abilities swing) install - \$112,000</li> <li>- President Park exercise equipment upgrade - \$80,000</li> <li>- Hobart Park exceloo, seating and shade structure, and tree installation - \$360,000</li> <li>- Playground maintenance - \$39,000.</li> </ul> <p>Council also continues to support local sporting clubs through grant and partnership programs that strengthen community participation and facility standards.</p> <p>At SWELL, new shade covers have been installed over the basketball court, and free entry continues to ensure the centre remains accessible and well-used by the community.</p> |

| PLEP NO. | ACTION                                                                        | STATUS                | INITIAL TIMEFRAME        | WHAT                                 | WHY                                          | HOW                                                                                                                                                          | BENEFITS                                                 | PRIORITY  | CATEGORY      | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------|-------------------------------------------------------------------------------|-----------------------|--------------------------|--------------------------------------|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21       | Invest in infrastructure that enhances public safety in Palmerston            | In progress.          | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Map crime and safety issues in Palmerston and investigate infrastructure solutions to alleviate causal factors.                                              | Increased likelihood of population growth and retention. | Moderate. | Place making. | <p>Under the Dark Spots program, Council provides new and upgraded public lighting to improve safety and amenity for residents.</p> <p>In 2025-26:</p> <ul style="list-style-type: none"> <li>- lighting has been updated in Kilgour Lane</li> <li>- lighting upgrade in Fiveash Lane car park will commence in May</li> <li>- materials have been ordered for Sanctuary Lakes and Rosebery Park upgrades projects which will be completed mid-year</li> </ul> <p>materials have been ordered for the first stage of Palmerston Circuit lighting upgrade which is the first part of a multi-year project.</p> |
| 22       | NT Government to invest in services that enhance public safety in Palmerston. | In progress/ ongoing. | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Map crime and safety issues in Palmerston and investigate police and other community service solutions (community night patrol) to alleviate causal factors. | Increased likelihood of population growth and retention. | Moderate. | Place making. | Council will continue to work with NT Government and major stakeholders to address crime and safety issues in Palmerston, including regular public controller meetings and working collaboratively with police around the safety of Palmerston & Rural Markets.                                                                                                                                                                                                                                                                                                                                               |

| PLEP NO. | ACTION                                                                                          | STATUS           | INITIAL TIMEFRAME        | WHAT                                 | WHY                                          | HOW                                                                                                                          | BENEFITS                                                 | PRIORITY | CATEGORY      | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| 23       | Invest in the revitalisation and development of new youth facilities in the City of Palmerston. | Not yet started. | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Map and prioritise youth facility revitalisation in Palmerston and collaborate with NTG for investment in priority projects. | Increased likelihood of population growth and retention. | Low.     | Place making. | <p>Council will continue to work with the NT Government's Office of Youth Affairs to promote youth services and identify opportunities for engagement and services.</p> <p>The Palmerston Youth Festival is in its seventh year, with the 2025 festival attracting 9,995 attendees across the week-long celebration. City of Palmerston events like the Palmerston Youth Festival continue to deliver a dynamic and engaging program for the youth of Palmerston.</p> <p>City of Palmerston facilities and services, such as the ninja park, pump track, and SWELL support population attraction and retention.</p> <p>The Palmerston Child and Youth Network bring together key service providers to strengthen coordination and improve outcomes for children and young people across Palmerston and the rural area. Through this collaborative network, members share insights, align services and promote programs that support the wellbeing, safety and development of local young people.</p> <p>Other youth activities that are currently facilitated or supported by City of Palmerston are:</p> <ul style="list-style-type: none"> <li>- Geeksquad</li> <li>- Code Club</li> <li>- Gadgets and Games</li> <li>- Lego Club</li> <li>- youth drop-in sports</li> <li>- Level Up Gaming</li> <li>- Corrugated Iron Youth Theatre.</li> </ul> |

| PLEP NO. | ACTION                                                                                                                                                                                               | STATUS                | INITIAL TIMEFRAME       | WHAT                                                                                                                     | WHY                                                                                                                                            | HOW                                                                                                                                                                                                                                                                                                                                     | BENEFITS                                                                                                                                                              | PRIORITY  | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| 24       | Engage with industry and government leaders to understand current needs and understand future market and strategic opportunities for attracting and retaining industry and businesses in Palmerston. | In progress/ ongoing. | Long term - 6-10 years. | Business and industry attraction and retention.<br><br>Strategic pursuit Business and industry attraction and retention. | To enable targeting and tailoring of business development and retention activities.<br><br>To inform future planning and strategy development. | Collaborate with NT Government and industry leaders (PRBA, Chamber of Commerce NT, Major Business Group, MBNT, PRBA, ICN) to research and analyse the needs of businesses and how Palmerston can meet identified needs.<br><br>Undertake market research and develop strategic approaches that support industry outcomes in Palmerston. | Database detail industry needs, and informed approach to targeting businesses.<br><br>Informed and strategic approach to targeting industry and economic development. | High.     | Industry attraction. | It's recommended that Action No. 27 and 28 are merged into one action. Given the strong similarities between these action items, both focused on understanding current business and industry needs and identifying future market and strategic opportunities to attract, grow and retain businesses in Palmerston, it is recommended they be consolidated..<br><br>City of Palmerston is in its third year delivering the Palmerston Business Futures Forum. The Forum is an interactive event designed to help future-proof local business and industry success, explore practical ways to strengthen the local business community, and drive sustainable growth and resilience in the Palmerston municipality.<br><br>- City of Palmerston are approaching the 2026 Forum with targeted industry-specific leaders and supply chain vendors to provide input into understanding future markets and strategic opportunities for Palmerston businesses and industry. |
| 25       | Incentivise research and development and innovation activities in the City of Palmerston.                                                                                                            | Not yet started.      | Long term - 6-10 years. | Foster business development and innovation.                                                                              | Encourage research and innovation commercialisation.                                                                                           | Develop targeted grants for businesses to undertake research and development activities in Palmerston, partner with NTG and Commonwealth (e.g. Defence) to increase the pool of funding.                                                                                                                                                | Increased quantity of innovative business activities in Palmerston.<br><br>Development of a culture of innovation among businesses in Palmerston.                     | Moderate. | Industry attraction. | - City of Palmerston are in planning stages exploring partnership opportunities with NT Government's Innovation Territory. This action remains a focus for this year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| PLEP NO. | ACTION                                                                                                                                                                                | STATUS                | INITIAL TIMEFRAME       | WHAT               | WHY                                                                      | HOW                                                                                                                                                                                           | BENEFITS                                                                    | PRIORITY        | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
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| 26       | Complete an audit of Palmerston's tourism offerings and experiences and explore opportunities to grow tourism offerings that align to visitor market trends in Darwin and Litchfield. | In progress.          | Long term - 6-10 years. | Strategic pursuit. | To explore and test future tourism industry opportunities in Palmerston. | Collaborate with NTG, tourism operators and industry leaders in tourism to undertake market research and develop strategic approaches that support industry outcomes in Palmerston.           | Informed and strategic approach to targeting tourism industry development.  | Moderate.       | Industry attraction. | City of Palmerston are in planning stages exploring partnership opportunities with NT Government's Department of Tourism and Hospitality, and Tourism Top End. This action remains a focus for this year.                                                                                                                                                                                                                                                                              |
| 27       | Engage with creative organisations in the NT to understand needs and opportunities to attract creative businesses to Palmerston.                                                      | In progress/ ongoing. | Long-term - 6-10 years. | Strategic pursuit. | To explore and test future industry opportunities in Palmerston.         | Collaborate with NTG, organisations and industry leaders in the creative industry to undertake market research and develop strategic approaches that support industry outcomes in Palmerston. | Informed and strategic approach to targeting creative industry development. | Low – moderate. | Industry attraction. | <p>City of Palmerston continue to deliver and partner with the creative sector on projects such as, the Darwin Symphony Orchestra, Darwin Festival in Palmerston, Darwin International Film Festival in Palmerston, and exploring future partnerships with Darwin Fringe Festival.</p> <p>On 10 February 2026, Council co-facilitated with Arts NT on a Creative Arts Funding information session to deliver best practice methods for arts initiatives provided by NT Government.</p> |

# COMMITTEE REPORT

## Committee Meeting

|               |                                               |
|---------------|-----------------------------------------------|
| Agenda Item:  | 9.2.1                                         |
| Report Title: | Economic Development Events Update            |
| Meeting Date: | Tuesday 28 July 2026                          |
| Author:       | Economic Development Lead, Caroline Villaflor |
| Approver:     | General Manager People and Place, Emma Blight |

## Community plan

Vibrant Economy: Palmerston is a destination city for employment, it is a place where businesses are encouraged to set up and grow.

## Purpose

This Report provides the Committee an update on recent and upcoming Economic Development events.

## Key messages

- Council delivered its first *The Business Social* networking event in May 2026, attracting strong attendance and positive feedback from local businesses.
- *The Business Social* strengthened business-to-business connections and provided a valued platform for collaboration and information-sharing.
- The 2026 *Palmerston Business Futures Forum* continues as Council's flagship engagement initiative, supporting business resilience and future-focused economic growth.
- This year's Forum will be hosted on Thursday 22 October 2026 and will engage industry specific leaders and vendors to provide deeper insights into future markets and capability needs.
- Council will partner with NT Government's Department of Trade, Business and Asian Relations during *October Business Month*, facilitating wellbeing workshops that support small business owners and reinforce Council's role in enabling sustainable business practice.

## Recommendation

THAT Report entitled Economic Development Events Update be received and noted.

## Background

At the 1st Vibrant Economy Advisory Committee Meeting of Tuesday, 28 April 2026, the Committee made the following decision:

### **9.2.3 City of Palmerston's The Business Social Event**

*THAT Report entitled City of Palmerston's The Business Social Event be received and noted.*

**CARRIED (8/0) – VEAC11/06 – 28/04/2026**

At the Vibrant Economy Advisory Committee meeting of 6 February 2025, the Committee received and noted the Palmerston Business Futures Forum (Forum) 2024 report with key outcomes identified through the Forum.

### **9.2.2 Palmerston Business Futures Forum**

*THAT Report entitled Palmerston Business Futures Forum be received and noted.*

**CARRIED (5/0) – VEAC10/73 – 6/02/2025**

## Discussion

This report provides the Committee with an update on upcoming Economic Development events that will continue to strengthen engagement with the local business community through a series of initiatives designed to support connection, capability and long-term resilience. Recent and future activities include the delivery of the inaugural *The Business Social* networking event, ongoing planning for the 2026 Forum and collaboration with NT Government during *October Business Month* to provide targeted wellbeing and capability building support for small business owners. Together, these initiatives reflect Council's commitment to fostering a connected, informed and future focused business environment and responding to emerging needs identified through ongoing engagement.

### *The Business Social*

On Thursday 18 June 2026, City of Palmerston delivered its first-ever business networking event, *The Business Social*. This event was held on the Durack Community Art Centre lawns and was officially opened by Mayor Athina Pascoe-Bell. *The Business Social* had strong attendance with 61 people from the local business and industry community in attendance.

The event was hosted by Alex Duffy, who facilitated conversations between key industry stakeholders and the businesses. Set against the backdrop of a beautiful sunset over the lake, the evening featured live music, canapés and refreshments, creating a relaxed and welcoming environment for attendees to connect and build relationships.

Overall, *The Business Social* was a success offering a meaningful networking opportunities, collaboration with Council, access to mentors, and an enhanced information-sharing



platform. The business community provided positive feedback with regard to content and the format of the event, with notable suggestions for topics that can be considered for future business networking events.

#### *Palmerston Business Futures Forum 2026*

This year's Forum marks its third year as Council's flagship business and industry engagement event, designed to strengthen local business resilience, support future-focused growth and provide a platform for collaboration across Palmerston's business community. The Forum brings together industry leaders, operators and supply-chain partners to explore emerging trends, future market opportunities and practical pathways to support long-term economic success in the municipality.

The 2026 Forum adopts a more targeted approach, engaging industry-specific leaders and vendors to provide deeper insights into future markets, capability needs and investment potential. This focus will ensure the Forum continues to guide Council's economic development priorities by facilitating informed discussion, identifying strategic opportunities, and supporting efforts to future-proof Palmerston's business and industry base.

This year's Forum will be a free facilitated session to be held at Rydges Palmerston on Thursday 22 October 2026.

#### *October Business Month (OBM) 2026*

OBM is a month-long program of inspiration and educational events designed to support, inspire and grow Territory business. The long-standing program of events, hosted by the Department of Trade, Business and Asian Relations (DTBAR) is expected to include high-profile keynote speakers, OBM Partner Events and networking opportunities. This year's OBM will focus on embracing change, motivating business owners and employees to continue to adapt, shift, and evolve.

DTBAR's Territory Business Advisors approached Council to seek collaboration on two OBM event workshops; *From Stressed to Steady: Skills to Stay Calm at Work and in Life* and *Leading Well: Evidence-Based Self-Care for Today's Leaders*.

Small business owners in the Territory often operate in high-pressure, resource constrained environments, and are among the least likely to access wellbeing support, despite carrying a positive duty under the NT Managing Psychosocial Hazards at Work Code of Practice (2024) to proactively manage psychosocial risks, including their own wellbeing. Providing in-kind use of the Durack Community Arts Centre enables City of Palmerston to collaborate with the NT Government on a workshop that directly addresses this gap by equipping local business owners and managers with practical, evidence-based self-care skills that strengthen workplace psychosocial safety.

This partnership supports Council's commitment to building business resilience, enhances access to NT specific wellbeing resources, and reinforces Palmerston's role as an active enabler of safe, sustainable business practice across the municipality. These workshops will be delivered on Wednesday 14 October 2026.



The combination of the events aligns with several Palmerston Local Economic Plan (PLEP) outcomes, including strengthening business networking and advocacy opportunities across Palmerston, delivering business support and capacity-building services, and fostering connections between local businesses, industry stakeholders, and government representatives. Through these initiatives, businesses are provided with opportunities to build relationships, share knowledge, and enhance their capability to contribute to Palmerston's economic growth and resilience.

## Consultation and marketing

The following City of Palmerston staff were consulted in preparing this Report:

- Acting City Activation Manager

In preparing this Report, the following external parties were consulted:

- NT Government Department of Trade, Business and Asian Relations.

## Policy implications

There are no policy implications for this Report.

## Budget and resource implications

Budget or resource implications will be managed through existing budget allocations.

## Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

**3. Economic Development**

Failure to articulate, provide and promote the value proposition for Palmerston as an economic centre to attract investment.

**6. Governance**

Failure to effectively govern.

## Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- [Palmerston Local Economic Plan](#)

## Council officer conflict of interest declaration

We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

## Attachments

Nil

# COMMITTEE REPORT

## Committee Meeting

|               |                                               |
|---------------|-----------------------------------------------|
| Agenda Item:  | 9.2.2                                         |
| Report Title: | Palmerston Local Economic Plan Annual Update  |
| Meeting Date: | Tuesday 28 July 2026                          |
| Author:       | Economic Development Lead, Caroline Villaflor |
| Approver:     | General Manager People and Place, Emma Blight |

## Community plan

Vibrant Economy: Palmerston is a destination city for employment, it is a place where businesses are encouraged to set up and grow.

## Purpose

This Report provides the Vibrant Economy Advisory Committee with an update on the Palmerston Local Economic Plan 2021-31 implementation over the last 12 months.

## Key messages

- Launched in 2021 to actively pursue an economic development strategy, the Palmerston Local Economic Plan contains short-term, medium-term and long-term actions to be delivered over ten years.
- The Palmerston Local Economic Plan continues to guide Council's economic development activities, and strong progress has been made, with several actions completed and others now embedded as ongoing initiatives.
- This report outlines the current status of the Palmerston Local Economic Plan, as detailed in **Attachment 9.2.2.1** and provides an overview of progress achieved over the past 12 months. This includes key initiatives such as the delivery of Invest Palmerston, skills development workshops, the Business Forum, as well as place-making and infrastructure projects.
- A list of priorities for the next 12 months has been identified alongside continuing key programs.
- This Report notes future recommendations for amendments to the Palmerston Local Economic Plan will be presented to Council for endorsement.

## Recommendation

THAT Report entitled Palmerston Local Economic Plan Annual Update be received and noted.

## Background

The Palmerston Local Economic Plan (PLEP) was launched in 2021, aimed to set a comprehensive framework for economic growth and development in Palmerston. A series of strategic actions was segmented into short-term, medium-term, and long-term goals. Since the PLEP was launched, significant progress has been made, and each year Council receives an update on progress.

At the 1<sup>st</sup> Ordinary Council Meeting of 1 July 2025 Council made the following decisions:

### **13.2.2 Palmerston Local Economic Plan 2021-2031 Update**

*THAT Report entitled Palmerston Local Economic Plan 2021-31 Update be received and noted.*

**CARRIED (5/0) – 10/1962 – 1/7/2025**

This Report outlines the current status of the PLEP as detailed in **Attachment 9.2.2.1** and provides an overview of progress achieved over the past 12 months along with strategic priorities for the next 12 months.

## Discussion

Since the last Report to Council at the 1st Ordinary Council Meeting on 1 July 2025, we have continued to make strong progress in delivering the PLEP, with several actions completed and many others now embedded as ongoing initiatives. A key achievement has been the establishment and evolution of the Vibrant Economic Advisory Committee (VEAC), which now provides broader economic development advice beyond its original COVID-19 purpose.

Council has significantly improved business communication and visibility of opportunities through the refreshed Invest Palmerston website and the Palmerston Business Newsletter, which provide practical tools and updates for local businesses. Business capability and support have also seen improvements, with multiple free workshops delivered in early 2026 to build digital and operational skills.

Across business engagement, industry partnerships and strategic planning, Council continues to deliver meaningful actions that support a more connected, capable and opportunity-ready local economy. Annual business and industry engagement has also been strengthened through the Palmerston Business Futures Forum, now a recurring annual event that informs future planning. The 2026 Forum is scheduled for delivery on 22 October 2026 at Rydges Palmerston and will apply a targeted approach for industry peak bodies and business engagement and attendance.

Progress has continued across place-making and infrastructure initiatives, including ongoing greening programs, upgrades to public lighting under the Dark Spots program, and staged delivery of recreational infrastructure at the Zuccoli Community Hub. Council continues to invest in both new developments and the ongoing upkeep of parks and playgrounds across the municipality, ensuring they remain safe, accessible, and enjoyable for the community. Over the last financial year, the following projects have been delivered or are currently in progress:

- Joan Fejo playground and exercise equipment renewals valued at \$313,000
- President Park new equipment (all abilities swing) installation valued at \$112,000
- President Park exercise equipment upgrade valued at \$80,000
- Hobart Park exceloo, seating and shade structure, and tree installation valued at \$360,000
- Playground maintenance valued at \$39,000.

At the 1st Ordinary Council Meeting on 1 July 2025, a list of priority actions for the next 12 months (FY 25/26) was provided. This Report also provides an update on those actions, as below:

*Action No. 11: Develop business networking and advocacy services in Palmerston.*

The Business Social was delivered on Thursday 18 June 2026 as a free networking and business advocacy event. This event responds to feedback from the business survey in 2024 and the 2025 Palmerston Business Futures Forum, where businesses identified the need for improved networking, collaboration with Council, mentoring, and information sharing. The event also advances PLEP Action Item No. 11, by developing and delivering business networking and advocacy opportunities within Palmerston. The event strengthens City of Palmerston's role as an enabler and connector by bringing businesses, industry stakeholders and support providers together in one collaborative setting.

*Action No. 17: Sponsor the delivery of a short digital skills program in partnership with CDU to support skilling of business owners and residents impacted by the COVID-19 related economic downturn.*

This action has been completed and will continue to have ongoing business capability building activities beyond the effects of COVID-19. In collaboration with the Business Enterprise Centre NT, Council delivered a series of free digital skills workshops through the NT Government's Flexible Skills and Training Response Program. Workshops were delivered under Smart Business Systems:

- CRM Made Easy – 3 March 2026
- Microsoft 365 for Productivity – 17 March 2026
- Getting Started with MYOB and Xero – 31 March 2026.

The Smart Business Systems program supported workforce capability, business resilience, and economic participation. Benefits to local business capability included:

- Building foundational digital skills essential for modern business operations;
- Supporting transition to knowledge-based economic activity;
- Strengthening productivity, financial management, and digital confidence;
- Enhancing resilience and competitiveness of Palmerston businesses; and

- Delivering direct value at no cost to Council or participants.

*Action No. 31: Engage with creative organisations in the NT to understand needs and opportunities to attract creative businesses to Palmerston.*

This action is currently in progress and encompasses a range of ongoing activities aligned with its objectives. City of Palmerston is delivering free workshops to build the skills of local creatives and actively engaging with creative organisations in Palmerston. Initiatives include screen printing workshops, DJ workshops focused on youth mentoring and development, and the delivery of public art projects across locations such as CBD planter boxes, Goyder Square and the Marlow Lagoon basketball court. Officers are also progressing the Gulwa Studio accessibility project and implementing improvements to enhance the usability of Council facilities.

On 10 February 2026, City of Palmerston co-facilitated with Arts NT on a Creative Arts Funding information session to deliver best practice methods for arts initiatives provided by NT Government. Attendees learnt about funding available at the time and other sources of funding, including City of Palmerston's Community Grants and Creative Australia project funding. Officers are committed to continue to provide support as an ongoing activity over the next 12 months.

## Next Steps

The below actions are areas of focus moving forward in the next 12 months (FY 2026/27):

- Develop a Palmerston focused marketing campaign of local business and industry. This action will address several priorities for business support identified in the business survey, including promotion of Palmerston and its benefits as a place where businesses are encouraged to set up and grow.
- Progress planning to develop migrant support services in collaboration with NT Government agencies, including scoping how existing programs can be adapted for Palmerston to better support population attraction, workforce participation and community inclusion.
- Explore partnership opportunities with NT Government's Innovation Territory to grow research, development, and innovation activity in Palmerston. This work responds to clear feedback from the business survey and the 2025 Forum that local businesses want stronger support for innovation, commercialisation and future-focused industries.
- Business skills and workforce development will continue to be a focus over the next 12 months, including delivery of the 2026 Palmerston Business Futures Forum on 22 October, bi-monthly releases of the Palmerston business newsletter, regular updates to the Invest Palmerston website, and collaboration with NT Government and not-for-profit partners to better understand workforce challenges and strengthen support for local business and industry.

- Explore opportunities to leverage capital investment programs planned for City of Palmerston. While Council continues to prioritise delivery of the Zuccoli Community Hub, Officers will also progress early planning and community consultation for future investment programs, including the Marlow Lagoon Masterplan. Subject to outcomes of the Federal Government funding submission, works may commence on the Driver Community Centre project. Additional options to leverage funding opportunities and progress capital works will be explored where feasible to support community needs and economic activity.

During the term of the Eleventh Council, the PLEP and associated actions will be reviewed to ensure they remain fit for purpose and meet current challenges and opportunities. As such, a report with recommendations on any amendments will be provided to Council at the 1st Ordinary Council meeting on 7 July 2026.

## Consultation and marketing

The following City of Palmerston staff were consulted in preparing this Report:

- Executive Manager Environment.
- Executive Manager Projects and Civil Operations.

## Policy implications

There are no policy implications for this Report.

## Budget and resource implications

Action items in the Plan with budget or resource implications will be managed through existing budget allocations.

## Risk, legal and legislative implications

It is imperative there is continued work towards completing actions identified in the PLEP to encourage economic growth in the municipality and to ensure that there is greater confidence in the support that City of Palmerston provide to local businesses and community.

This Report addresses the following City of Palmerston Strategic Risks:

### **6. Governance**

Failure to effectively govern.

## Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- [Palmerston Local Economic Plan](#)

## Council officer conflict of interest declaration

We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.



## Attachments

1. Attachment A - PLEP Implementation Plan - FINAL [9.2.2.1 - 14 pages]

# PALMERSTON LOCAL ECONOMIC PLAN (PLEP)

## IMPLEMENTATION PLAN



| PLEP NO. | ACTION                                                                                                                                                                                                                                                                 | STATUS                       | INITIAL TIMEFRAME       | WHAT                                            | WHY                                                                                                                                           | HOW                                                                                                                                                      | BENEFITS                                        | PRIORITY | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                         |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1        | Maintain an advisory committee comprised of Council, NT Government, Local business and Community members to provide local business insight into economic development.                                                                                                  | Completed.                   | Short term – 1-2 years. | Mitigate impact of economic downturn.           | To ensure the response is representative of the local needs and attracts local business support.                                              | Partner with the Northern Territory Government (NTG) and seek expressions of interest in the community for local business and community members to join. | Local buy-in and co-design of solutions.        | High.    | Business support.    | It is recommended to remove reference to COVID-19.<br><br>The Vibrant Economy Advisory Committee was originally established on 15 March 2022 in response to COVID-19 and has since evolved to provide ongoing advice to Council and local businesses on broader economic development matters. |
| 2        | Host a round table meeting of industry leaders in agribusiness, education and training, energy and minerals, Defence, health and logistics to discuss business needs, priorities and immediate actions to be delivering in Palmerston to support industry development. | Completed/ ongoing annually. | Short term – 1-2 years. | Business and industry attraction and retention. | To identify opportunities to immediately attract businesses and industry, and action needed to attract businesses and industry in the future. | Partner with industry leaders to engage with businesses at a round table meeting. Compile list of key stakeholders.                                      | Establishment of data to inform future actions. | High.    | Industry attraction. | The Palmerston Business Forum (Forum) has been an annual event since November 2024, with the 2026 Forum scheduled for 22 October. This year's event will be focused heavily on having an industry focus to best understand how Council can better support business and industry.              |

| PLEP NO. | ACTION                                                                                                                                                                                                                 | STATUS             | INITIAL TIMEFRAME       | WHAT                                 | WHY                                                                                                             | HOW                                                                                                            | BENEFITS                                                                                       | PRIORITY | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| 3        | Develop a suite of communications and marketing materials to showcase Palmerston and promote a unique selling proposition for residents.                                                                               | Completed/ongoing. | Short term – 1-2 years. | Population attraction and retention. | To effectively communicate benefits and opportunities of Palmerston and engage with target population segments. | Leverage the City's communications and engagement teams to develop communications materials.                   | Development of a suite of tools to effectively facilitate marketing and engagement activities. | Medium.  | Industry attraction. | <p>The refreshed Invest Palmerston website was launched in April 2026. The updated website now provides additional tools and information to support business planning, access to services, and drives increased local engagement.</p> <p>Invest Palmerston and the Palmerston Business Newsletter gives businesses quick, practical updates on what matters in running a business. The newsletter provides information on programs, grants, workshops, and opportunities from Council and partners across the local business ecosystem.</p>                                                                                        |
| 4        | Seek expressions of interest from ICT, Creative and Tourism industry representatives, and businesses to engage with the City of Palmerston to research strategic opportunities for industry development in Palmerston. | In progress.       | Short term – 1-2 years. | Future growth exploration.           | To better understand opportunities and potential of anticipated future growth industries in Palmerston.         | Work with NTG agencies to distribute expression of interest materials and complete due diligence on responses. | Establishment of data to inform future actions.                                                | High.    | Industry attraction. | <p>Council continues to maintain regular contact with creative practitioners and industry leaders. Partnerships are in place with key festivals and organisations, including the Darwin Symphony Orchestra, Darwin Festival, and Darwin International Film Festival.</p> <p>Regular meetings are hosted with Top End Tourism and Tourism and Events NT to discuss upcoming opportunities and potential collaborations. Future collaborative opportunities with Music NT are currently being explored, with a focus on increasing live music programming within Palmerston. These activities will continue on an ongoing basis.</p> |

| PLEP NO. | ACTION                                                                                                                                                                                                                                                                                                     | STATUS             | INITIAL TIMEFRAME       | WHAT                                                                                               | WHY                                              | HOW                                                                | BENEFITS                                                                                                       | PRIORITY         | CATEGORY          | NOTES                                                                                                                                                                                                                                                                                                                                               |
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| 5        | Support and promote commercial rental offerings in the City of Palmerston.                                                                                                                                                                                                                                 | In progress.       | Short term – 1-2 years. | Business and industry attraction and retention.<br><br>Foster business development and innovation. | Attract and support retail in Palmerston CBD.    | Promote affordable rental opportunities through Invest Palmerston. | Decrease in commercial vacancy in the City.<br><br>Enhanced retail opportunities for residents and businesses. | High.            | Business support. | City of Palmerston also provides affordable rental opportunities through structured rental agreements. Council continues to connect affordable rental opportunities through promoting new real estate offering via the Palmerston business newsletter and Invest Palmerston website.                                                                |
| 6        | In partnership with industry undertake a survey of businesses in Palmerston to confirm challenges, strengths and priority business support services to inform a 12-month plan for business support. Ensure adequate representation from sole operators, who make up over half of businesses in Palmerston. | Completed/ongoing. | Short term – 1-2 years. | Foster business development and innovation.                                                        | To identify priorities and needs for businesses. | Partner with industry leaders to deliver a survey of businesses.   | Establishment of data to inform future actions.                                                                | Moderate – high. | Business support. | The business survey was conducted on 12 March 2024 by Action Market Research and key findings informed the next phase of economic development activities, including the delivery of the annual Palmerston Business Futures Forum and ongoing business capability development activities, e.g. AI-specific workshops, business information sessions. |

| PLEP NO. | ACTION                                                                                                       | STATUS       | INITIAL TIMEFRAME       | WHAT                                                                                                      | WHY                                                                                | HOW                                                                                                         | BENEFITS                                                                                                           | PRIORITY         | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| 7        | Lobby for capital investment programs planned for the City of Palmerston.                                    | In progress. | Long-term – 6-10 years. | Business and industry attraction and retention.                                                           | Stimulate construction and associated economic activity in the City of Palmerston. | Work with NTG to advance scheduling of infrastructure projects for the City of Palmerston.                  | Economic expenditure in the Municipality during a period of slowing economic activity.                             | Moderate – high. | Business support.    | <p>Recommended to change timeline and reword to lobby for capital investment programs. This action falls outside of Council's scope to bring forward capital investment, as major capital projects are dependent on external funding and require long lead times for planning and delivery.</p> <p>Council continues to focus on capital investment at the Zuccoli Community Hub, with the completion of Stage 2 of the pump track that opened on 4 March 2026. Stage 3 of the community buildings is currently open for community consultation.</p> <p>Other future investment programs planned for Council include community consultation for Marlow Lagoon. Pending funding announcements from the Federal Government Budget, the Driver Community Centre project is ready for delivery, with designs completed and permits obtained.</p> |
| 8        | Develop an awareness campaign of business and industry opportunities and benefits in the City of Palmerston. | Ongoing.     | Short term – 1-2 years. | <p>Business and industry attraction and retention.</p> <p>Foster business development and innovation.</p> | Attract business and industry to Palmerston.                                       | Work collaboratively with industry to undertake market research, design and disseminate targeted marketing. | <p>Increased number of businesses engaging with Palmerston.</p> <p>Data insights into target industry sectors.</p> | Moderate – high. | Industry attraction. | <p>An expression of interest process will be undertaken in the 2026-27 financial year to develop a marketing campaign.</p> <p>This action addresses several priorities for business support identified in the business survey, including the promotion of City of Palmerston and its benefits as a place to live and operate a business from.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| PLEP NO. | ACTION                                                                                                                                                  | STATUS           | INITIAL TIMEFRAME       | WHAT                                                                                                      | WHY                                                                                                                                            | HOW                                                                                                                                                       | BENEFITS                                                                                                                                            | PRIORITY         | CATEGORY          | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| 9        | Invest in tree planting, verge maintenance and further development of green corridors in Palmerston.                                                    | Ongoing.         | Short term – 1-2 years. | Population attraction and retention.                                                                      | Beautification and maintenance of Palmerston green spaces to retain and attract residents.                                                     | Continue to implement Council's tree and green space programs.                                                                                            | Increased greening of City of Palmerston.                                                                                                           | Moderate – high. | Place making.     | <p>Revegetation programs are occurring for two urban bushland areas in Zuccoli and Gunn. Works will be completed by end of 2025/26 financial year (FY). Further tree planting will be undertaken in the 2026/27 FY with approximately 40 trees to be planted across the CBD area (Goyder Square, Francis Dr, Rolyat St and Maluka Dr). Council continues to undertake daily/weekly maintenance programs across its 240ha of open space.</p> <p>Council are continuing discussions with the Crown Land Estate regarding ownership transfer of the Mitchell Creek catchment area. The Mitchell Creek Concept Plan was adopted by Council and can be implemented subject to the land transfer and budget.</p> |
| 10       | In partnership with NTG, complete an audit of regulations in the City of Palmerston that impact business development and remove unnecessary regulation. | Not yet started. | Short term – 1-2 years. | <p>Business and industry attraction and retention.</p> <p>Foster business development and innovation.</p> | <p>Attract business and industry to Palmerston.</p> <p>Retain businesses in Palmerston.</p> <p>Encourage innovation and commercialisation.</p> | Complete an audit of City regulations and identify opportunities to reduce or eliminate low value regulations in consultation with Council and executive. | <p>Increased efficiency in business delivery.</p> <p>Reduced regulatory burden.</p> <p>Increased number of businesses engaging with Palmerston.</p> | Moderate.        | Business support. | <p>Leverage from the outcomes from NT Government's Approvals Fast-Track Taskforce's final report that was delivered in May 2025, Saying 'Yes' to Business. in May 2025. Council officers are currently engaging with NT Government to seek an update/status on one of the report's medium-term reforms (tranche 2: 2 to 3 years) to conduct a major review of the <i>Local Government Act 2019</i> to identify further reform opportunities to reduce timeframes for local government approvals, with engagement from the local government sector.</p>                                                                                                                                                     |

| PLEP NO. | ACTION                                                                                                                                   | STATUS               | INITIAL TIMEFRAME       | WHAT                                                                                               | WHY                                                                                                   | HOW                                                                                                                                                                        | BENEFITS                                                                                                                 | PRIORITY  | CATEGORY                                   | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| 11       | Develop business networking and advocacy services in Palmerston.                                                                         | In progress/ongoing. | Short term – 1-2 years. | Business and industry attraction and retention.<br><br>Foster business development and innovation. | Connect businesses and industry in Palmerston to private sector support and commercial opportunities. | Collaborate with industry bodies (PRBA, Chamber of Commerce NT, Major Business Group, MBNT, PRBA, ICN) to develop a calendar of business networking events and activities. | Enhanced collaboration between businesses.<br><br>Enhanced engagement with industry services by Palmerston businesses.   | Moderate. | Business support.                          | The Business Social will be a free business networking and advocacy event to be held on 18 June 2026. This event will support driving local economic growth by strengthening business connectivity and support mechanisms that are essential to attracting new businesses, supporting existing, and building a more resilient and collaborative local business ecosystem.                                                                |
| 12       | Deliver business support and capacity building services. Ensure tailored support for different business sizes, including sole operators. | Completed/ongoing.   | Short term – 1-2 years. | Foster business development and innovation.                                                        | Build the capacity of small and medium businesses in Palmerston.                                      | Work with DTBI to target Small Business Champion services in Palmerston.                                                                                                   | Increased update of business support services in Palmerston.<br><br>Increased capacity of business owners in Palmerston. | Moderate. | Business support.                          | Between January 2026 to April 2026, a total of five free business workshops were delivered to build business capability and capacity. Sessions included a three-part series in March, Smart Business Systems workshops: CRM Made Easy; Microsoft 365 for Productivity; and Getting Started with MYOB and Xero. In April, two AI-specific workshops were delivered to build a confident, digitally capable Palmerston business community. |
| 13       | Assist with hardship support and assistance in Palmerston.                                                                               | Not yet started.     | Short term – 1-2 years. | Business and industry attraction and retention and population attraction and retention.            | Support businesses and residents of Palmerston during a challenging economic period.                  | Collaborate with NTG and social service organisations to deliver support locally.                                                                                          | Reduced risk of welfare dependence of businesses and residents in Palmerston.                                            | Moderate. | Education, training and community support. | Council can work with social service organisations to deliver local support by sharing information and connecting residents with the right services at the right time.                                                                                                                                                                                                                                                                   |

| PLEP NO. | ACTION                                                                                                                                 | STATUS             | INITIAL TIMEFRAME        | WHAT                                            | WHY                                                                                                                     | HOW                                                                                                                                             | BENEFITS                                                                                                                                         | PRIORITY | CATEGORY                                   | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| 14       | Sponsor the delivery of a short digital skills program through partnerships with organisations to support skilling of business owners. | Completed/ongoing. | Short term – 1-2 years.  | Foster business development and innovation.     | To support businesses to transition to knowledge-based economic opportunities.                                          | Work with organisations and NTG to develop and implement a digital skilling program targeting Palmerston businesses..                           | Upskilling of the Palmerston labour force.                                                                                                       | Low.     | Education, training and community support. | <p>Suggested to remove this action item. It is recommended that references to COVID-19 is removed as it was originally designed for and is no longer relevant.</p> <p>It is also recommended to remove reference of the provider to prevent limiting outcomes of this action item.</p> <p>It is noted that Council has an ongoing commitment to continue focusing on skills development for local businesses.</p> <p>Delivered in partnership with the Business Enterprise Centre NT's Smart Business Systems workshops in March, under funding received from NT Government's Flexible Skills and Training Response Program. Council has an ongoing commitment to continue focusing on skills development for local businesses.</p> |
| 15       | Determine where unincorporated land could be allocated to City of Palmerston.                                                          | Completed.         | Medium term - 3-5 years. | Business and industry attraction and retention. | To gain land to allow light industry and other industry to expand and develop support industries for surrounding areas. | Work with NTG to increase land availability for Palmerston and understand where unincorporated land can be allocated to the City of Palmerston. | <p>Fewer barriers to businesses expanding</p> <p>More land space for new businesses to move to Palmerston and existing businesses to expand.</p> | High.    | Master planning.                           | <p>Since 2022, the incorporation of Wishart Business Precinct, Tivendale and Elrundie into Palmerston's municipal boundary has expanded the city's footprint and opened new opportunities for investment and development.</p> <p>The decision for management of Northcrest is currently pending. An update will be provided to Council once the decision has been announced.</p>                                                                                                                                                                                                                                                                                                                                                    |

| PLEP NO. | ACTION                                                                                                               | STATUS           | INITIAL TIMEFRAME        | WHAT                                                                                        | WHY                                                                           | HOW                                                                                                                                                                                                                                             | BENEFITS                                                                                                      | PRIORITY  | CATEGORY               | NOTES                                                                                                                                                                                                                                                                                                                                                                                           |
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| 16       | Develop and implement a campaign to attract Defence families to Palmerston.                                          | Ongoing.         | Medium term - 3-5 years. | Population attraction and retention.                                                        | Enhance labour force participation, and high educational attainment outcomes. | Collaborate with Department of Defence and NTG to develop a campaign to attract and support Defence families in Palmerston.                                                                                                                     | Increased population and associate growth outcomes.                                                           | High.     | Population attraction. | Welcome to the Top End is an annual event run by Defence Member Family Support. Council attends the expo as a stallholder to promote Palmerston as a vibrant place to live and work, and inform attendees on the services and events that are offered throughout the municipality.                                                                                                              |
| 17       | Develop infrastructure and services that enable and encourage precinct development in Palmerston's commercial zones. | Ongoing.         | Medium term - 3-5 years. | Business and industry attraction and retention, foster business development and innovation. | Attract industry and businesses to Palmerston.                                | Assess commercial zones and document infrastructure capabilities to identify opportunities to enhance precinct attraction and function (e.g. NBN, services, retail). Establish an infrastructure and zoning plan with NTG to activate precincts | <p>Increase in businesses locating in Palmerston.</p> <p>Increased collaboration and innovation outcomes.</p> | High.     | Master planning.       | <p>The Palmerston CBD is the only identified commercial zone and there are no future plans at the stage to develop infrastructure and services for this area. Currently the new lease for the Library Café, Kopi Stop, is due to open their doors mid-2026.</p> <p>There may be future opportunities under the Zuccoli Community Hub and Marlow Lagoon masterplan development.</p>              |
| 18       | Implement a migrant attraction campaign for the City of Palmerston.                                                  | Not yet started. | Medium term - 3-5 years. | Population attraction and retention.                                                        | Enhance labour force participation, and high educational attainment outcomes. | Collaborate with NTG to leverage and support the NT population strategy and activities relating to migrant attraction.                                                                                                                          | Increased population and associate growth outcomes.                                                           | Moderate. | Population attraction. | <p>It's noted that Palmerston has a population of 43,193, of which 22.1% were born overseas. Council continues to recognise and welcome our large number of migrants through our Citizenship ceremonies throughout the year. In this FY, we are expected to welcome 283 conferees through our Citizenship ceremonies.</p> <p><i>Source: ABS Census of Population and Housing 2021 data.</i></p> |

| PLEP NO. | ACTION                                                      | STATUS           | INITIAL TIMEFRAME        | WHAT                                 | WHY                                          | HOW                                                                                               | BENEFITS                                                 | PRIORITY  | CATEGORY                                   | NOTES                                                                                                                                                                                                                                                                          |
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| 19       | Deliver migrant support services in the City of Palmerston. | Not yet started. | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Collaborate with social services organisations to deliver migrant support services in Palmerston. | Increased likelihood of population growth and retention. | Moderate. | Education, training and community support. | Council officers are in planning stage to work with NT Government agencies to explore how existing migrant support services can be adapted and delivered in Palmerston, with planning underway to identify practical opportunities for collaboration and local implementation. |

| PLEP NO. | ACTION                                                                                              | STATUS                | INITIAL TIMEFRAME        | WHAT                                 | WHY                                          | HOW                                                                                                                                                                | BENEFITS                                                 | PRIORITY  | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| 20       | Invest in the enhancement or development of sporting and recreational infrastructure in Palmerston. | In progress/ ongoing. | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Map and prioritise sport and recreational infrastructure developments in Palmerston and collaborate with NTG and Commonwealth for investment in priority projects. | Increased likelihood of population growth and retention. | Moderate. | Industry attraction. | <p>Council continues to invest in high-quality sporting and recreational infrastructure across the municipality. At the Zuccoli Community Hub, Stage 1 works – including the dog park and public toilet – are complete, while Stage 2 recreation elements continue to progress, with the pump track finished, the walking trail and BBQ/seating areas partially complete, and design and earthworks finalised for the skate park and new exercise area, including the outdoor gym and multi-sport court. This complements ongoing upgrades to playgrounds and parks, including enhancements to the ninja track and other family-friendly spaces. Over the last financial year, the following projects have been delivered:</p> <ul style="list-style-type: none"> <li>- Joan Fejo playground and exercise equipment renewals - \$313,000</li> <li>- President Park new equipment (all abilities swing) install - \$112,000</li> <li>- President Park exercise equipment upgrade - \$80,000</li> <li>- Hobart Park exceloo, seating and shade structure, and tree installation - \$360,000</li> <li>- Playground maintenance - \$39,000.</li> </ul> <p>Council also continues to support local sporting clubs through grant and partnership programs that strengthen community participation and facility standards.</p> <p>At SWELL, new shade covers have been installed over the basketball court, and free entry continues to ensure the centre remains accessible and well-used by the community.</p> |

| PLEP NO. | ACTION                                                                        | STATUS                | INITIAL TIMEFRAME        | WHAT                                 | WHY                                          | HOW                                                                                                                                                          | BENEFITS                                                 | PRIORITY  | CATEGORY      | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| 21       | Invest in infrastructure that enhances public safety in Palmerston            | In progress.          | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Map crime and safety issues in Palmerston and investigate infrastructure solutions to alleviate causal factors.                                              | Increased likelihood of population growth and retention. | Moderate. | Place making. | <p>Under the Dark Spots program, Council provides new and upgraded public lighting to improve safety and amenity for residents.</p> <p>In 2025-26:</p> <ul style="list-style-type: none"> <li>- lighting has been updated in Kilgour Lane</li> <li>- lighting upgrade in Fiveash Lane car park will commence in May</li> <li>- materials have been ordered for Sanctuary Lakes and Rosebery Park upgrades projects which will be completed mid-year</li> </ul> <p>materials have been ordered for the first stage of Palmerston Circuit lighting upgrade which is the first part of a multi-year project.</p> |
| 22       | NT Government to invest in services that enhance public safety in Palmerston. | In progress/ ongoing. | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Map crime and safety issues in Palmerston and investigate police and other community service solutions (community night patrol) to alleviate causal factors. | Increased likelihood of population growth and retention. | Moderate. | Place making. | Council will continue to work with NT Government and major stakeholders to address crime and safety issues in Palmerston, including regular public controller meetings and working collaboratively with police around the safety of Palmerston & Rural Markets.                                                                                                                                                                                                                                                                                                                                               |

| PLEP NO. | ACTION                                                                                          | STATUS           | INITIAL TIMEFRAME        | WHAT                                 | WHY                                          | HOW                                                                                                                          | BENEFITS                                                 | PRIORITY | CATEGORY      | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| 23       | Invest in the revitalisation and development of new youth facilities in the City of Palmerston. | Not yet started. | Medium term - 3-5 years. | Population attraction and retention. | Support population management and retention. | Map and prioritise youth facility revitalisation in Palmerston and collaborate with NTG for investment in priority projects. | Increased likelihood of population growth and retention. | Low.     | Place making. | <p>Council will continue to work with the NT Government's Office of Youth Affairs to promote youth services and identify opportunities for engagement and services.</p> <p>The Palmerston Youth Festival is in its seventh year, with the 2025 festival attracting 9,995 attendees across the week-long celebration. City of Palmerston events like the Palmerston Youth Festival continue to deliver a dynamic and engaging program for the youth of Palmerston.</p> <p>City of Palmerston facilities and services, such as the ninja park, pump track, and SWELL support population attraction and retention.</p> <p>The Palmerston Child and Youth Network bring together key service providers to strengthen coordination and improve outcomes for children and young people across Palmerston and the rural area. Through this collaborative network, members share insights, align services and promote programs that support the wellbeing, safety and development of local young people.</p> <p>Other youth activities that are currently facilitated or supported by City of Palmerston are:</p> <ul style="list-style-type: none"> <li>- Geeksquad</li> <li>- Code Club</li> <li>- Gadgets and Games</li> <li>- Lego Club</li> <li>- youth drop-in sports</li> <li>- Level Up Gaming</li> <li>- Corrugated Iron Youth Theatre.</li> </ul> |

| PLEP NO. | ACTION                                                                                                                                                                                               | STATUS                | INITIAL TIMEFRAME       | WHAT                                                                                                                     | WHY                                                                                                                                            | HOW                                                                                                                                                                                                                                                                                                                                     | BENEFITS                                                                                                                                                              | PRIORITY  | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| 24       | Engage with industry and government leaders to understand current needs and understand future market and strategic opportunities for attracting and retaining industry and businesses in Palmerston. | In progress/ ongoing. | Long term - 6-10 years. | Business and industry attraction and retention.<br><br>Strategic pursuit Business and industry attraction and retention. | To enable targeting and tailoring of business development and retention activities.<br><br>To inform future planning and strategy development. | Collaborate with NT Government and industry leaders (PRBA, Chamber of Commerce NT, Major Business Group, MBNT, PRBA, ICN) to research and analyse the needs of businesses and how Palmerston can meet identified needs.<br><br>Undertake market research and develop strategic approaches that support industry outcomes in Palmerston. | Database detail industry needs, and informed approach to targeting businesses.<br><br>Informed and strategic approach to targeting industry and economic development. | High.     | Industry attraction. | It's recommended that Action No. 27 and 28 are merged into one action. Given the strong similarities between these action items, both focused on understanding current business and industry needs and identifying future market and strategic opportunities to attract, grow and retain businesses in Palmerston, it is recommended they be consolidated..<br><br>City of Palmerston is in its third year delivering the Palmerston Business Futures Forum. The Forum is an interactive event designed to help future-proof local business and industry success, explore practical ways to strengthen the local business community, and drive sustainable growth and resilience in the Palmerston municipality.<br><br>- City of Palmerston are approaching the 2026 Forum with targeted industry-specific leaders and supply chain vendors to provide input into understanding future markets and strategic opportunities for Palmerston businesses and industry. |
| 25       | Incentivise research and development and innovation activities in the City of Palmerston.                                                                                                            | Not yet started.      | Long term - 6-10 years. | Foster business development and innovation.                                                                              | Encourage research and innovation commercialisation.                                                                                           | Develop targeted grants for businesses to undertake research and development activities in Palmerston, partner with NTG and Commonwealth (e.g. Defence) to increase the pool of funding.                                                                                                                                                | Increased quantity of innovative business activities in Palmerston.<br><br>Development of a culture of innovation among businesses in Palmerston.                     | Moderate. | Industry attraction. | - City of Palmerston are in planning stages exploring partnership opportunities with NT Government's Innovation Territory. This action remains a focus for this year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| PLEP NO. | ACTION                                                                                                                                                                                | STATUS                | INITIAL TIMEFRAME       | WHAT               | WHY                                                                      | HOW                                                                                                                                                                                                   | BENEFITS                                                                    | PRIORITY        | CATEGORY             | NOTES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------|--------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 26       | Complete an audit of Palmerston's tourism offerings and experiences and explore opportunities to grow tourism offerings that align to visitor market trends in Darwin and Litchfield. | In progress.          | Long term - 6-10 years. | Strategic pursuit. | To explore and test future tourism industry opportunities in Palmerston. | Collaborate with NTG, tourism operators and industry leaders in tourism to undertake market research and develop strategic approaches that support industry outcomes in Palmerston.                   | Informed and strategic approach to targeting tourism industry development.  | Moderate.       | Industry attraction. | City of Palmerston are in planning stages exploring partnership opportunities with NT Government's Department of Tourism and Hospitality, and Tourism Top End. This action remains a focus for this year.                                                                                                                                                                                                                                                                              |
| 27       | Engage with creative organisations in the NT to understand needs and opportunities to attract creative businesses to Palmerston.                                                      | In progress/ ongoing. | Long-term - 6-10 years. | Strategic pursuit. | To explore and test future industry opportunities in Palmerston.         | Collaborate with NTG, organisations and industry leaders in the creative industry leaders to undertake market research and develop strategic approaches that support industry outcomes in Palmerston. | Informed and strategic approach to targeting creative industry development. | Low – moderate. | Industry attraction. | <p>City of Palmerston continue to deliver and partner with the creative sector on projects such as, the Darwin Symphony Orchestra, Darwin Festival in Palmerston, Darwin International Film Festival in Palmerston, and exploring future partnerships with Darwin Fringe Festival.</p> <p>On 10 February 2026, Council co-facilitated with Arts NT on a Creative Arts Funding information session to deliver best practice methods for arts initiatives provided by NT Government.</p> |

# COMMITTEE REPORT

## Committee Meeting

|               |                                                                       |
|---------------|-----------------------------------------------------------------------|
| Agenda Item:  | 9.2.3                                                                 |
| Report Title: | Council Policy - Breach of Code of Conduct by Member                  |
| Meeting Date: | Tuesday 28 July 2026                                                  |
| Author:       | Executive Assistant to General Manager People & Place,<br>Emily Dehne |
| Approver:     | General Manager People and Place, Emma Blight                         |

## Community plan

Governance: Council is trusted by the community and invests in things that the public value.

## Purpose

The purpose of this report is to inform the Vibrant Economy Advisory Committee of the changes made to the Council Policy *Breach of Code of Conduct by Member*.

## Key messages

- The Council Policy *Breach of Code of Conduct by Member* has been rewritten to align with the amended Code of Conduct complaint framework under Part 7.4 of the *Local Government Act 2019* (NT) (the Act) and the *Local Government (General) Regulations 2021* (NT) (the Regulations).
- The amended Code of Conduct came into force on 1 July 2026.
- The policy clearly distinguishes the respective roles of Council, the Secretariat, Independent Assessors and Panels, ensuring complaints are managed through the appropriate legislative pathway.
- New provisions strengthen procedural fairness, confidentiality, conflict of interest management, respondent rights and decision-making transparency, supporting fair and consistent complaint outcomes.
- The term Members means members of Council, an audit committee or a council committee.

## Recommendation

THAT Report entitled Council Policy - Breach of Code of Conduct by Member be received and noted.

## Background

In 2026, amendments to the Local Government Act 2019 (the Act) introduced a revised complaint framework, including:

- pathways for matters dealt with by Council and matters dealt with by the Secretariat;
- mandatory referral arrangements for certain categories of complaints;
- introduction of Independent Assessors;
- revised Code of Conduct Panel processes and sanctions;
- procedural fairness review rights; and
- strengthened enforcement and Ministerial intervention provisions.

As a result, Council's existing policy no longer accurately reflected the current legislative framework.

Council made the following decision at the 1<sup>st</sup> Ordinary Council Meeting of 7 July 2026:

### **12.1.5 Council Policy Review - Breach of Code of Conduct by Elected Member**

1. *THAT Report entitled Council Policy Review - Breach of Code of Conduct by Elected Member be received and noted.*
2. *THAT Council endorse the amended Breach of Conduct by Member Policy at **Attachment 12.1.5.2** to Report entitled Council Policy Review - Breach of Code of Conduct by Elected Member.*

**CARRIED (7/0) - 11/0471 - 7/07/2026**

The policy has been endorsed to align with the complaint handling framework established under the Act and to provide clear guidance to complainants, respondents, Members, and Council Officers regarding the management of alleged breaches of the Code of Conduct.

For the purpose of the policy, the term Member means members of Council, an audit committee or a council committee. This report is being presented to the Vibrant Economy Advisory Committee as Members, to inform them of the policy changes and implications.

## Discussion

The Council Policy *Breach of Code of Conduct by Member* has been revised to align with the amendments to Part 7.4 of the Local Government Act and associated Regulations, which came into force on 1 July 2026. These reforms significantly change the Code of Conduct complaints framework, introducing new complaint pathways, expanded powers for Independent Assessors and Panels, enhanced procedural fairness requirements and increased oversight of serious misconduct matters.

In undertaking the review, the Department of Housing, Local Government and Community Development (DHLGCD) also considered contemporary local government governance practices and complaint handling frameworks adopted by councils across Australia with



comparable governance structures, including recent updates to conduct complaint management policies in the Northern Territory, New South Wales and Western Australia.

The revised policy provides clarity regarding:

- how complaints are made and assessed;
- the respective roles of Council, the Secretariat, Independent Assessors and Panels;
- confidentiality and conflict of interest requirements;
- procedural fairness obligations;
- complaint determination and review processes; and
- available actions and sanctions under the Act.

The policy is intended to ensure that complaints are managed in a fair, transparent, timely and legally compliant manner, while supporting public confidence in Council's governance framework.

There were several substantive changes from the existing policy.

### Alignment with legislative requirements

The revised policy aligns with the complaint handling framework established under new Part 7.4 of the Act and clearly distinguishes between matters that may be considered by Council and matters that must be referred to the Secretariat, Independent Assessor or Panel.

### Improved governance and procedural fairness

The revised policy introduces clearer procedural fairness requirements, including:

- notification requirements;
- respondent right of reply provisions;
- conflict of interest management requirements;
- confidentiality obligations;
- requirements for written reasons for decisions; and
- review mechanisms available under the Act.

### Contemporary Complaint Management Framework

The policy adopts a structured complaint management approach consistent with contemporary governance practices and the Act and reflects the principle that complaints should be managed through the most appropriate pathway based on the nature and seriousness of the allegations.

Finally, the title of the policy has been amended to remove 'Elected'. As the Act applies the code of conduct to Council members, Council committee members and audit committee members, this better aligns the policy with the legislation and makes its application clear.

The endorsed policy is provided at **Attachment 9.2.3.1**.

## Consultation and marketing

The following City of Palmerston staff were consulted in preparing this Report:

- Executive Leadership Team
- Senior Leadership Team
- Executive Manager Organisational Performance
- Procurement & Grants Coordinator
- Executive Assistant Group

## Policy implications

The new policy has replaced the existing Breach of Code of Conduct Policy and has been updated to reflect upcoming legislative reforms to the Code of Conduct complaint framework. The new policy ensures Council's policy framework remains compliant to the Act. Council will require a new procedure for administering a minor complaint in line with the new policy.

## Budget and resource implications

The Department of Housing, Local Government and Community Development (DHLGCD) have not provided guidance on a fee structure for use of the Secretariat, Independent Assessors and the Panel and whether Council will be liable for fees. Once this advice has been provided by DHLGCD, any applicable fees will be budgeted for in the next budget review.

## Risk, legal and legislative implications

A copy of the new Code of Conduct is available at **Attachment 9.2.3.2**.

This Report addresses the following City of Palmerston Strategic Risks:

6. **Governance**  
Failure to effectively govern.

## Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans:

- Governance Framework

## Council officer conflict of interest declaration

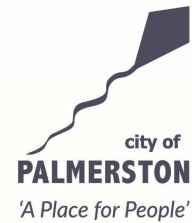
We the author and approving officer declare that we do not have a conflict of interest in relation to this matter.

## Attachments

1. Breach of Code of Conduct by Member Policy [9.2.3.1 - 8 pages]
2. Schedule 1 A Code of Conduct [9.2.3.2 - 6 pages]

## BREACH OF CODE OF CONDUCT BY MEMBER

### COUNCIL POLICY



#### PURPOSE

This policy sets out how Council will manage a complaint received in relation to a breach of the Code of Conduct by a Member.

#### PRINCIPLES

In managing complaints, Council's guiding principles are to:

- Promote behaviour amongst all Members that meets the standards set out in the Code of Conduct.
- Take a restorative approach to alleged and substantiated breaches that seeks the resolution to focus on constructive and collaborative outcomes.
- Complaints and allegations of misconduct will be managed in a timely, transparent and proportionate manner, and referred to the appropriate decision-maker in accordance with the requirements of *Local Government Act 2019* (NT) (the Act).
- Recognise the leadership role of the Mayor and the responsibility of all Members to work together pursuant to their corporate responsibility.

#### DEFINITIONS

For the purposes of this policy, the following definitions apply:

| TERM                  | DEFINITION                                                                                                                                                                |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CEO                   | Chief Executive Officer of City of Palmerston.                                                                                                                            |
| Code of Conduct       | Schedule 1A of the <i>Local Government (General) Regulations 2021</i> (NT).                                                                                               |
| Code of Conduct Panel | Means a panel established under by the secretariat in accordance with section 132K of the <i>Local Government Act 2019</i> (NT).                                          |
| Complaint             | Means a complaint made regarding a breach of the provisions of the Code of Conduct made under schedule 1A of the <i>Local Government (General) Regulations 2021</i> (NT). |
| Complainant           | Means the person who lodges a Code of Conduct complaint against an Member (this person can be an Member or a member of the public).                                       |
| Conflict of Interest  | Means if a person has a personnel or financial interest in a matter, either actual or perceived.                                                                          |

| TERM                 | DEFINITION                                                                                                                                                                                                                                      |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Council              | Means the Members representing the City of Palmerston.                                                                                                                                                                                          |
| Member               | Means members of Council, an audit committee or a council committee                                                                                                                                                                             |
| Misconduct           | Means conduct by a member that breaches the code of conduct.                                                                                                                                                                                    |
| Gross Misconduct     | Means conduct by a member that breaches the code of conduct and consists of any of the following:<br>1. corruption<br>2. a criminal offence;<br>3. repeated serious misconduct<br>4. behaviour demonstrating the member's unfitness for office. |
| Independent Assessor | Means a member of the pool of persons appointed under section 121 of the <i>Local Government Act 2019</i> (NT).                                                                                                                                 |
| Respondent           | Means the Member who is alleged to have breached the Code of Conduct.                                                                                                                                                                           |
| Secretariat          | Means the secretariat mentioned in section 126(1) of the <i>Local Government Act 2019</i> (NT).                                                                                                                                                 |

## POLICY STATEMENT

### 1. Promoting appropriate behaviour

- 1.1. Council recognises that maintaining high standards of conduct is fundamental to effective local government and public trust.
- 1.2. Council will actively promote compliance with the Code of Conduct through leadership, training, awareness and ongoing support and will encourage behaviours that demonstrate integrity, respect, transparency, accountability and good governance.
- 1.3. All persons subject to the Code of Conduct share responsibility for creating and maintaining a safe, respectful and professional environment in which differing views can be expressed and considered appropriately.

### 2. Confidentiality

- 2.1. Council recognises that maintaining appropriate confidentiality is essential to ensuring the integrity, fairness and effectiveness of the Code of Conduct complaints process.
- 2.2. All complaints, investigations, evidence, reports, deliberations and determinations relating to an alleged breach of the Code of Conduct must be treated as confidential unless disclosure is:
  - (a) Required by law;
  - (b) necessary to obtain legal, governance or investigative advice;
  - (c) necessary to afford procedural fairness to a complainant or respondent; or

- (d) authorised by resolution of Council or the Chief Executive Officer in accordance with legislative requirements.
- 2.3. Persons involved in the complaint process, including complainants, respondents, witnesses, Members, Council Committee Members, Council Officers and third-party investigators, must not disclose confidential information obtained through the complaint process except as permitted under this policy or by law.
- 2.4. Council will take reasonable steps to protect the identity of complainants, respondents and witnesses where appropriate, noting that complete anonymity may not always be possible where procedural fairness requires disclosure of allegations or supporting evidence.
- 2.5. Unauthorised disclosure of confidential information relating to a complaint may itself constitute misconduct and may be referred for further investigation under the applicable code of conduct and *Information Act 2002* (NT).

### 3. Conflict of Interest

- 3.1. Any person involved in receiving, assessing, investigating, advising on or determining a Code of Conduct complaint must disclose any actual, perceived or potential conflict of interest as soon as it becomes known.
- 3.2. The disclosure must be made in writing on the Conflict of Interest Declaration Form.
- 3.3. A conflict of interest may arise where a person:
  - (a) Is the complainant or respondent;
  - (b) has a personal, professional, financial or family relationship with the complainant or respondent;
  - (c) has previously been involved in the matter giving rise to the complaint;
  - (d) has publicly expressed views that may reasonably call into question their impartiality; or
  - (e) could otherwise be perceived by a reasonable person as lacking independence in the complaint process.
- 3.4. Where an actual, perceived or potential conflict of interest is identified, the person must immediately withdraw from further involvement in the complaint process unless Council determines that the conflict can be appropriately managed.
- 3.5. All disclosures of conflicts of interest and any management actions taken must be documented and retained with the complaint record.

### 4. Making a complaint

- 4.1. Any person may make a complaint alleging that an Member has behaved in a way that constitutes a breach of the Code of Conduct.
- 4.2. A complaint must be made within six months after the alleged breach in line with s132C of the Act.
- 4.3. Where a Complaint is made more than six months after the alleged breach, the CEO will give the Complainant written notice that the complaint cannot be accepted.
- 4.4. A complaint must be made by completing the Code of Conduct Complaint Form in full and providing the completed forms to the CEO.
- 4.5. Within seven days of receiving the complaint, the CEO will provide written notice to the Complainant that:
  - (a) Confirms receipt of the complaint;

- (b) explains the application of confidentiality and conflict of interest;
  - (c) provides a copy of this policy;
  - (d) if necessary seeks clarification or further information.
- 4.6. Within seven days after acceptance of the complaint, the CEO will provide written notice to the Respondent that:
- (a) Advises that complaint has been made in accordance with the Code of Conduct and this policy;
  - (b) includes a copy of the complaint documents;
  - (c) outlines the process that will be followed, the opportunities that will be afforded to the Respondent to be heard and the possible outcomes;
  - (d) provides a copy of this policy;
  - (e) provides the Respondent with twenty-one calendar days to provide a response to the complaint allegations to the CEO, Secretariat or Panel; and
  - (f) if applicable, advises that further information has been requested from the Complainant and will be provided in due course.

## 5. Complaint assessment and determination pathways

### Review by Council

- 5.1. A complaint may be dealt with by Council where the complaint:
- (a) Concerns a single Member or Committee Member;
  - (b) does not involve the Principal Member or Deputy Principal Member;
  - (c) does not allege serious misconduct or gross misconduct; and
  - (d) is otherwise suitable for determination by Council under the Act.
- 5.2. Upon receiving a complaint, Council may:
- (a) Determine whether it has jurisdiction;
  - (b) assess the seriousness of the allegations;
  - (c) seek further information;
  - (d) attempt alternative dispute resolution;
  - (e) undertake further investigation; or
  - (f) refer the complaint to the Secretariat who will appoint an Independent Assessor or other appropriate body.
- 5.3. If Council determines that a complaint is frivolous, vexatious, trivial or otherwise lacking substance, Council may refer the matter to the Secretariat who will then appoint an Independent Assessor in accordance with the Act.
- 5.4. Following consideration of the complaint, Council may:
- (a) Dismiss the complaint; or
  - (b) determine that misconduct has occurred and impose one or more actions available under section 132G of the Act.

### Review by Secretariat

- 5.5. A complaint must be referred to the Secretariat where:
- (a) The complaint involves multiple members;
  - (b) the complaint involves the Principal Member or Deputy Principal Member;

- (c) serious misconduct or gross misconduct is alleged; or
  - (d) the Act otherwise requires referral to the Secretariat.
- 5.6. The Secretariat will appoint an Independent Assessor to investigate the complaint.
- 5.7. The Independent Assessor may:
  - (a) Obtain information and documents;
  - (b) interview relevant persons;
  - (c) conduct inquiries as considered appropriate; and
  - (d) make findings on the balance of probabilities.
- 5.8. Following investigation, the Independent Assessor may:
  - (a) Dismiss the complaint;
  - (b) impose or recommend actions available under section 132J of the Act;
  - (c) refer the matter to a Panel;
  - (d) refer the matter to ICAC or Police; or
  - (e) take any other action authorised by the Act.

#### Review by Code of Conduct Panel

- 5.9. A complaint may be referred to a Panel by the Secretariat or Independent Assessor in accordance with the Act.
- 5.10. The Panel may conduct further investigations and must conduct a hearing before making a determination.
- 5.11. The Panel is not bound by the rules of evidence and must determine complaints on the balance of probabilities.
- 5.12. Following consideration of the matter, the Panel may:
  - (a) dismiss the complaint;
  - (b) determine that misconduct has occurred; and
  - (c) impose any action available under section 132N of the Act.

## 6. Procedural fairness

- 6.1. Council, the Secretariat, an Independent Assessor and the Panel must ensure that complaints are managed in accordance with the principles of procedural fairness and natural justice.
- 6.2. Procedural fairness includes:
  - (a) Informing the respondent of the allegations made against them;
  - (b) providing the respondent with access to relevant information relied upon in making a determination, subject to any lawful confidentiality requirements;
  - (c) providing the respondent with a reasonable opportunity to respond to the allegations and any adverse information;
  - (d) ensuring that any person involved in assessing, investigating or determining a complaint is free from actual, potential or perceived conflicts of interest; and
  - (e) making decisions impartially and based on the available evidence.

## 7. Standard of proof

- 7.1. All complaints must be assessed and determined on the balance of probabilities.
- 7.2. In determining whether a breach of the Code of Conduct has occurred, the decision-maker must be satisfied that it is more likely than not that the alleged conduct occurred.
- 7.3. The Council, Secretariat, Independent Assessor and the Panel are not bound by the rules of evidence and may inform themselves in any manner considered appropriate, subject to the requirements of the Act and procedural fairness.

## 8. Right of reply

- 8.1. Before any determination is made that may adversely affect a respondent, the respondent must be provided with a reasonable opportunity to respond to the allegations.
- 8.2. The respondent may provide a written response using the prescribed Right of Reply Form and may submit any supporting documents or evidence they wish to be considered.
- 8.3. A response must generally be provided within twenty-one calendar days of receiving notice of the complaint unless a longer period is approved by the relevant decision-maker.
- 8.4. Failure to provide a response within the specified timeframe does not prevent the complaint from being assessed or determined.
- 8.5. Any response received from the respondent must be considered before a determination is made.

## 9. Written reasons and timeliness

- 9.1. Complaints must be dealt with as expeditiously as reasonably practicable having regard to the nature and complexity of the matter.
- 9.2. All determinations, decisions and outcomes made under this policy must be communicated in writing and include:
  - (a) The decision made;
  - (b) the reasons for the decision;
  - (c) any findings of fact relied upon;
  - (d) any actions, sanctions or recommendations imposed; and
  - (e) any available review rights.

## 10. Review, Non-Compliance and Ministerial Action

### Request a review

- 10.1. A complainant or respondent may request a review by a Panel on procedural fairness grounds within fourteen days after receiving notice of the decision.
- 10.2. The Panel may:
  - (a) Affirm the decision;
  - (b) dismiss the review request;
  - (c) require the matter to be reconsidered in accordance with the Panel's directions; or
  - (d) substitute its own decision or sanction.
- 10.3. The Panel may temporarily suspend the operation of the decision while the review is being considered.

**Non-compliance with determinations**

- 10.4. Where a member fails to comply with a determination made under the Act, the Independent Assessor or Secretariat may refer the matter to a Panel.
- 10.5. Following consideration of the referral, the Panel may:
  - (a) Direct compliance;
  - (b) vary or impose additional sanctions;
  - (c) impose a monetary penalty; or
  - (d) refer significant or repeated non-compliance to the Minister of Local Government.

**Ministerial Action**

- 10.6. Where a Panel recommends Ministerial action due to gross misconduct or significant non-compliance, the Minister may exercise powers available under the Act, including:
  - (a) Suspension of a member;
  - (b) dismissal of a member; and
  - (c) disqualification from holding office for a period permitted by the Act.
- 10.7. The Minister must publish notice of any suspension, dismissal or disqualification.

**11. Notice of Decision**

- 11.1. As soon as practicable after a complaint has been determined, the relevant decision-maker must provide written notice of the decision to the complainant and the respondent.
- 11.2. A decision notice must include:
  - (a) The name of the decision-maker;
  - (b) the date of the decision;
  - (c) a summary of the complaint allegations;
  - (d) the findings made in relation to each allegation;
  - (e) whether a breach of the Code of Conduct was established;
  - (f) the reasons for the decision, including the material facts and information relied upon;
  - (g) any action, sanction, recommendation or direction imposed under the Act or this policy;
  - (h) any timeframe for compliance with a direction or sanction;
  - (i) details of any available review rights, including the timeframe for seeking a review; and
  - (j) any other information required by the Act.
- 11.3. The complainant and respondent are entitled to be informed of the outcome of the complaint, subject to any confidentiality, privacy or legislative restrictions.
- 11.4. Where disclosure of information is restricted by law, the decision notice may be limited to information necessary to communicate the outcome of the complaint.

**12. Withdrawing a complaint**

- 12.1. A Complainant may withdraw their complaint at any time before a determination or decision has been made in relation to the complaint.

- 12.2. A Complainant may withdraw a complaint by advising the CEO or the Secretariat in writing that they wish to do so.
- 12.3. After receiving a written withdrawal of the complaint, the CEO or Secretariat will take the necessary steps to terminate the process commenced under this policy.

### 13. Fees

- 13.1. Where a complaint under the Code of Conduct is referred for investigation, mediation, review, hearing or determination, Council may pay any applicable fees and associated costs in the first instance to facilitate the timely progression of the matter.
- 13.2. Council may recover all or part of those costs from the Member who is the subject of the complaint.
- 13.3. Council may recover costs through any lawful means available, including invoicing the Member, deducting amounts from allowances or entitlements where permitted by law, or commencing debt recovery proceedings.

## ASSOCIATED DOCUMENTS

- Ministerial Guideline – Code of Conduct
- Department of Housing, Local Government and Community Development Breach of Code of Conduct Forms

## REFERENCES AND RELATED LEGISLATION

- *Local Government Act 2019* (NT).
- *Local Government (General Regulations) 2019* (NT).
- *Information Act 2002* (NT).

## POLICY DETAILS

|                |                         |                     |                                      |
|----------------|-------------------------|---------------------|--------------------------------------|
| OWNER          | Chief Executive Officer | RESPONSIBLE OFFICER | General Manager Finance & Governance |
| APPROVAL DATE  | 7 July 2026             | NEXT REVIEW DUE     | As required by legislation           |
| RECORDS NUMBER | 466084                  | COUNCIL DECISION    | 11/0471                              |

Part 3            Amendments relating to code of conduct and governance matters  
Division 2       Local Government (General) Regulations 2021

**35            Schedule 3 amended (Information to be publicly available)**

Schedule 3

*omit*

The council's code of conduct (section 119(2)).

5            *insert*

The code of conduct prescribed under section 120.

**Division 2            Local Government (General) Regulations 2021**

**36            Regulations amended**

10            This Division amends the *Local Government (General) Regulations 2021*

**37            Part 3, Division 7 replaced**

Part 3, Division 7

*repeal, insert*

**Division 7            Code of conduct**

15            **71            Prescribed code of conduct**

For section 120 of the Act, the code of conduct in Schedule 1A is prescribed.

**38            Schedule 1A inserted**

After Schedule 1

20            *insert*

**Schedule 1A    Code of Conduct**

regulation 71

**1            Definitions**

In this code:

25            ***local government employee*** means a person who is:

(a)    employed by a local government council; or

(b) engaged by a local government council under a contract for services; or

(c) a staff member of a local government subsidiary.

***publish*** includes publish on a social media platform.

## 5 2 Application

This code applies to the conduct of members:

(a) when exercising their powers and or performing their functions under the Act; and

10 (b) in relation to the local government council of which they are a member.

## 3 Personal integrity

A member must:

(a) act with reasonable care and diligence; and

(b) act with honesty and integrity; and

15 (c) act lawfully; and

(d) identify and appropriately manage any conflict of interest; and

(e) avoid damage to the reputation of the local government council of which they are a member; and

20 (f) act in accordance with the trust placed in members by the public; and

(g) participate in decision-making in an honest, fair, impartial and timely manner; and

25 (h) actively seek out and engage in training and development opportunities to improve the performance of their functions; and

(i) attend and participate, within the required time, in briefings, workshops and training sessions:

(i) required under section 45 of the Act; or

30 (ii) provided or arranged by the local government council in relation to the performance of their functions.

#### **4 Relationship with others**

A member:

- (a) must treat others with respect, courtesy and fairness; and
- (b) must respect and value diversity in the community; and
- 5 (c) must maintain and contribute to a harmonious, safe and productive work environment; and
- (d) must not bully or harass another person in any way; and
- (e) must deal with the media in an appropriate manner and in  
 10 accordance with any relevant policy of the local government; and
- (f) must not use offensive or derogatory language when referring to another person; and
- (g) must not disparage the character of another member or a local  
 15 government employee in connection with the performance of their official duties; and
- (h) must not without reasonable evidence impute dishonest or unethical motives to another member or a local government employee in connection with the performance of their official duties.

#### **20 5 Accountability**

A member must:

- (a) base decisions on relevant and factually correct information; and
- 25 (b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and
- (c) read all agenda papers given to the member in relation to council or committee meetings; and
- 30 (d) be open and accountable to, and represent, the community in the local government area for the local government council of the member.

## **6 Social media**

A member:

- (a) must ensure that their use of social media and other forms of communication complies with this code; and
- 5 (b) must not publish material that they know, or could reasonably be expected to know, is factually incorrect.

## **7 Other obligations**

- (1) A member must not be impaired by alcohol or drugs.
- 10 (2) A member must comply with all policies, procedures and resolutions of the local government.

## **8 Perceived misconduct**

A member who believes on reasonable grounds that another member has engaged in misconduct must make a complaint in accordance with Part 7.4 of the Act.

## **9 Council or committee meetings**

When attending a council or committee meeting, a member:

- (a) must not act in an abusive or threatening manner towards another person; and
- 20 (b) must not make a statement that the member knows, or could reasonably be expected to know, is false or misleading; and
- (c) must not repeatedly disrupt the meeting; and
- (d) must comply with any by-laws and standing orders relating to the procedures and conduct of the meeting; and
- 25 (e) must comply with any direction given by the person presiding at the meeting; and
- (f) must immediately cease to engage in any conduct that is ruled out of order by the person presiding at the meeting.

## **10 Misuse of local government council resources**

- 30 (1) A member must not, directly or indirectly, use the resources of a local government council for an electoral purpose or other purpose unless authorised under the Act, or by the council or the CEO, to use the resources for that purpose.

(2) In this clause:

**electoral purpose** means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the *Electoral Act 2004* or the *Commonwealth Electoral Act 1918* (Cth);

**resources of a local government council** includes:

- (a) property of a local government council; and
- (b) services provided, or paid for, by a local government council.

#### 11 Securing personal advantage or disadvantaging others

A member must not make improper use of their office to:

- (a) gain, directly or indirectly, an advantage for the member or any other person; or
- (b) cause detriment to the local government council or any other person.

#### 12 Prohibition against involvement in administration

- (1) A member must not undertake a task that contributes to the administration of the local government council unless authorised by the council or the CEO to undertake that task.
- (2) Subclause (1) does not apply to anything that a member does as part of the deliberations at a council or committee meeting.

#### 13 Relationship with local government employees

(1) A member must not:

- (a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or
- (b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or
- (c) act in an abusive or threatening manner towards a local government employee.

(2) Subclause (1)(a) does not apply in relation to:

- (a) anything that a member does as part of the deliberations at a council or committee meeting; or

Part 4 Amendments relating to financial matters

(b) a direction given by a council member to the CEO of the council.

(3) If a member, in their capacity as a member, is attending a council or committee meeting or other organised event (for example, a briefing or workshop), the member must not orally, in writing or by any other means:

(a) make a statement that a local government employee is incompetent or dishonest; or

(b) use an offensive or objectionable expression when referring to a local government employee.

**14 Compliance with sanction**

A member must comply with any sanction imposed under Part 7.4 of the Act.

**Part 4 Amendments relating to financial matters**

**39 Act amended**

This Part amends the *Local Government Act 2019*.

**40 Section 7 amended (Definitions)**

Section 7

*insert*

***social or affordable housing*** includes housing:

(a) leased under a prescribed housing scheme under the *Housing Act 1982*; or

(b) leased at below-market rates to low or medium income earners, essential workers or people with complex needs.

**41 Section 109A inserted**

After section 109, in Chapter 7, Part 7.1

*insert*

**109A Superannuation**

(1) A council may, by unanimous resolution, decide to make superannuation contribution payments to its members.

*Local Government Legislation Amendment (Code of Conduct and Other Matters) Act 2026* 42



## 10 INFORMATION AND CORRESPONDENCE

### 10.1 Information

### 10.2 Correspondence

## 11 GENERAL BUSINESS

## 12 NEXT COMMITTEE MEETING

THAT the next Vibrant Economy Advisory Committee Meeting of Council be held on Tuesday, 27 October 2026 at 5:30pm in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston.

## 13 CLOSURE OF MEETING



# MINUTES

## VIBRANT ECONOMY ADVISORY COMMITTEE MEETING

TUESDAY 28 APRIL 2026

The Vibrant Economy Advisory Committee Meeting of City of Palmerston held in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston, NT 0830.

Council business papers can be viewed on City of Palmerston's website [palmerston.nt.gov.au](https://palmerston.nt.gov.au)

Minutes of Vibrant Economy Advisory Committee Meeting  
held in Council Chambers  
Civic Plaza, 1 Chung Wah Terrace, Palmerston  
on Tuesday 28 April 2026 at 5:30pm.

PRESENT

COMMITTEE MEMBERS

Councillor Lucy Morrison (Chair)  
Mayor Athina Pascoe-Bell, Ex-Officio  
Rick Burgess Department of the Chief Minister  
and Cabinet Representative  
Chowdhury Md Sadaruddin, Community Member  
Christopher Lay, Property Council Representative  
Colin Southam, Business or Property Association  
Karlíe Archer, Local Business Owner Representative  
Michelle Murphy, Local Business Owner Representative

STAFF

Chief Executive Officer, Andrew Walsh  
Acting General Manager People and Place, Becky Saywell  
General Manager Community, Konrad Seidl  
City Activation Manager, Matthew McNamara  
Acting City Activation Manager, Sophie Walkington  
Economic Development Lead, Caroline Villaflor  
Marketing and Communications Manager, Taylor Revitt  
Minute Secretary, Emily Dehne

GALLERY

Nil members of the public  
Nil members of Staff

Initials \_\_\_\_\_

## 1 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.*

## 2 OPENING OF MEETING

The Chair declared the meeting open at 5:30pm.

## 3 APOLOGIES

Moved: Mayor Pascoe-Bell  
Seconded: Colin Southam

THAT the apology received from Councillor Mark Fraser for 28 April 2026 be received and noted.

CARRIED (8/0) - VEAC11/01 - 28/04/2026

## 4 AUDIO/AUDIOVISUAL CONFERENCING

### 4.1 Request for audio/audiovisual conferencing

Nil

### 4.2 Audio/Audio visual conferencing previously granted

Nil

## 5 DECLARATION OF INTEREST

### 5.1 Committee members

Nil

### 5.2 Staff

Nil

Initials \_\_\_\_\_

## 6 CONFIRMATION OF MINUTES

### 6.1 Confirmation of minutes

Moved: Mayor Pascoe-Bell  
Seconded: Councillor Morrison

THAT the Minutes of the Vibrant Economy Advisory Committee Meeting held on 29 April 2025 pages 47 to 51 be confirmed.

CARRIED (8/0) - VEAC11/02 – 28/04/2026

### 6.2 Business arising from previous meeting

Nil

## 7 DEPUTATIONS AND PRESENTATIONS

Nil

## 8 CONFIDENTIAL ITEMS

### 8.1 Moving confidential items into open

Nil

### 8.2 Moving open items into confidential

Nil

### 8.3 Confidential items

Nil

## 9 OFFICER REPORTS

### 9.1 Action reports

Nil

Initials \_\_\_\_\_

## 9.2 Receive and note reports

### 9.2.1 Invest Palmerston Update

Moved: Mayor Pascoe-Bell  
Seconded: Christopher Lay

THAT Report entitled Invest Palmerston Update be received and noted.

**CARRIED (8/0) - VEAC11/03 - 28/04/2026**

### 9.2.2 Consumer Spending - Tropical Cyclone Fina 2025

Moved: Colin Southam  
Seconded: Councillor Morrison

THAT Report entitled Consumer Spending - Tropical Cyclone Fina 2025 and **Attachment 9.2.2.1** be received and noted.

**CARRIED (8/0) - VEAC11/04 - 28/04/2026**

### 9.2.3 City of Palmerston's The Business Social Event

Moved: Mayor Pascoe-Bell  
Seconded: Michelle Murphy

THAT Report entitled City of Palmerston's The Business Social Event be received and noted.

**CARRIED (8/0) - VEAC11/05 - 28/04/2026**

## 10 INFORMATION AND CORRESPONDENCE

### 10.1 Information

Nil

### 10.2 Correspondence

Nil

Initials \_\_\_\_\_

## 11 GENERAL BUSINESS

### 11.1 Community Plan Health Check Community Consultation

Moved: Mayor Pascoe-Bell

Seconded: Michelle Murphy

THAT the verbal discussion regarding the City of Palmerston Community Plan Health Check Community Consultation be received and noted.

**CARRIED (8/0) - VEAC11/06 - 28/04/2026**

## 12 NEXT COMMITTEE MEETING

Moved: Colin Southam

Seconded: Michelle Murphy

THAT the next Vibrant Economy Advisory Committee Meeting of Council be held on Tuesday, 28 July 2026 at 5:30pm in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston.

**CARRIED (8/0) - VEAC11/07 - 28/04/2026**

## 13 CLOSURE OF MEETING

Moved: Mayor Pascoe-Bell

Seconded: Michelle Murphy

THAT the meeting of the Vibrant Economy Advisory Committee held in Council Chambers, Civic Plaza, Palmerston on 28 April 2026 closed at 7:07pm.

**CARRIED (8/0) - VEAC11/08 - 28/04/2026**

The Chair declared the meeting closed at 7:07pm.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

Initials \_\_\_\_\_