

AGENDA



1st ORDINARY COUNCIL MEETING

TUESDAY 6 OCTOBER 2026

The Ordinary 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 or at the Council Office located: Civic Plaza, 1 Chung Wah Terrace, Palmerston NT 0830.

NADINE NILON
CHIEF EXECUTIVE OFFICER



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1 ACKNOWLEDGEMENT OF COUNTRY

2 OPENING OF MEETING

3 APOLOGIES

4 DECLARATION OF INTEREST

4.1 Elected members

4.2 Staff

5 CONFIRMATION OF MINUTES

5.1 Confirmation of minutes

THAT the Minutes of the Council Meeting held on 15 September 2026 pages 12318 to 12331 be confirmed.

5.2 Business arising from previous meeting

6 MAYORAL REPORT

7 DEPUTATIONS AND PRESENTATIONS

8 PUBLIC QUESTION TIME (WRITTEN SUBMISSIONS)

9 CONFIDENTIAL ITEMS

9.1 Moving confidential items into open

9.2 Moving open items into confidential

9.3 Confidential items

THAT pursuant to Section 99(2) and 293(1) of the *Local Government Act 2019* and section 51(1) of the *Local Government (General) Regulations 2021* the meeting be closed to the public to consider the following confidential items:

Item	Confidential Category	Confidential Clause
26.1.1	Contract and Tender Matters	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(e) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to information provided to the council on condition that it be kept confidential and would, if publicly disclosed, be likely to be contrary to the public interest.
26.1.2	Council Committee Recommendations	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(b) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information about the personal circumstances of a resident or ratepayer.
26.1.3	Council Property Agreements and Contracts	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(b) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information about the personal circumstances of a resident or ratepayer.
26.1.4	Council Property Agreements and Contracts	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(b) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information about the personal circumstances of a resident or ratepayer.

26.1.5	Council Initiative Project	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(c)(i) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.
26.1.6	Matters Relating to Council Staff and or Elected Members	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the <i>Local Government Act 2019</i> and section 51(1)(a) of the <i>Local Government (General) Regulations 2021</i> , which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual

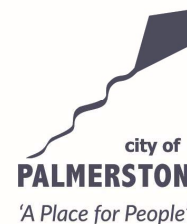
10 PETITIONS

11 NOTICES OF MOTION

11.1 Smart Glasses Report

1. THAT the Notice of Motion received from Councillor Henderson, entitled 11.1 Smart Glasses Report be received and noted.
2. THAT a report is provided to Council in November 2026 on the potential restriction of smart glasses being used at Council's public facilities and playgrounds, and that this includes the consideration of exemptions for vision impaired users.

NOTICE OF MOTION – FORM A



FOR USE BY ELECTED MEMBERS

Note: Notices of Motion must be received by the Chief Executive Officer 5 clear days prior to the meeting at which the motion is to be moved.

COUNCIL MEETING DATE	Tuesday, 22 September 2026
ELECTED MEMBER	Councillor Sarah Henderson
SUBJECT	Smart Glasses Report

CONFIDENTIAL

Confidential: ☐ Yes ☒ No

If you selected yes to this being Confidential, please select the relevant Clause: Choose a Clause.

COMMUNITY PLAN

This Notice of Motion relates to the following aspects of the Community Plan:

☒	Family and community	☐	Vibrant Economy
☐	Cultural Diversity	☐	Future Focused
☐	Environmental Sustainability	☐	Governance

BACKGROUND

With the very popular sales of the new cheap smart glasses, I am concerned about these being used in inappropriate ways in Palmerston. Especially at SWELL in change rooms & children's splash pad, activities in the Recreation Centre such as dancing classes, or children playing in our parks to name a few.

OBJECTIVE

I would like some research & investigation brought back to Council on the legalities of banning smart glasses at SWELL, our public facilities & playgrounds. I understand that people with vision impairments would be exempt from this as it is a game changer for them. To keep our residents safe.



NOTICE OF MOTION

That a report is provided to Council in November 2026 on the potential restriction of smart glasses being used at Council's public facilities and playgrounds, and that this includes the consideration of exemptions for vision impaired users.

SIGNATURE

S Henderson
Signature

SARAH HENDERSON
Print Name

22/09/2026
Date

Forms are to be submitted to ceo@palmerston.nt.gov.au. Administrative support is available by contacting the Executive Support Officer (08 8935 9969).

NOTICE OF MOTION – FORM B



FOR USE BY OFFICERS - ADMINISTRATION REVIEW

This section provides impartial advice from officers to support informed decision-making. It outlines relevant facts and data, contextual background (including previous decisions, policies, and any legislative or by-Law considerations), and any historical information related to the Notice of Motion. It also outlines the practical implications and next steps should the motion be carried, such as the preparation and timing of a subsequent Council report.

CONSIDERATION	ADMINISTRATIVE COMMENT	COST ESTIMATE
Strategy Alignment	Community Plan Digital Strategy Privacy Policy IDA Framework	N/A
Public consultation requirements	Nil relating to this Motion. Community, staff and stakeholder consultation and education would be required if smart glasses were to be banned.	N/A
External consultant advice	Not required for this Motion.	N/A
Legal advice / litigation	Legal advice may be required to ensure all legal considerations have been made.	\$5,000
Impacts to existing projects	Nil identified	N/A
Alternate option/s if relevant	Nil identified	N/A
Impact to FTE	Nil	N/A

CONSIDERATION	ADMINISTRATIVE COMMENT	COST ESTIMATE
Risk considerations and alignment to Risk Appetite	Council has zero tolerance for compromising wellbeing and liveability to the community, legislative non-compliance and unacceptable conduct, and a high appetite for transparent, moral and ethical decision-making. The management of smart glasses supports these appetite settings by reducing privacy, confidentiality, information security, workplace safety and reputational risks. Council has a medium appetite for embracing proven innovation that supports the betterment of the community and a high tolerance for fostering, acknowledging and recognising inclusion, diversity and access within the community. A report looking into the potential restriction of smart glasses with appropriate exemptions based on accessibility is considered consistent with CoP's risk framework.	N/A
Budget considerations	Any costs relating to this notice of motion will be accommodated within existing operational budgets. Further budget considerations will be included in a future report.	N/A
Capital investment	Nil	N/A
Officer time preparing the report requested in this motion	8 hours (approx.)	

RESOURCING IMPLICATIONS	
Officer time receiving and preparing this Administration Comment	0.3 hours
Total Officer time	8.3 hours
Total Estimate Budget	\$5,000



12 OFFICER REPORTS

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.1
Report Title:	Australia Day Awards - Nomination Judging Panel
Meeting Date:	Tuesday 6 October 2026
Author:	Events Officer, Helen Tucker
Approver:	General Manager People and Place, Emma Blight

Community plan

Family and Community: Palmerston is a safe and family friendly community where everyone belongs.

Purpose

The purpose of this report is for Council to appoint two (2) Elected Members to serve on the Australia Day Awards 2027 judging panel: one primary and one alternate.

Key messages

- The Australia Day Awards recognise and celebrate the outstanding achievements of the Palmerston community.
- Council is requested to appoint two Elected Members to serve on the Australia Day Awards Judging Panel: one primary Elected Member and one alternate member.
- Per the Recognition of Service to the Community Policy, the judging panel comprises the Mayor, one Elected Member and the previous year's Citizen of the Year recipient.

Recommendation

1. THAT Report entitled Australia Day Awards - Nomination Judging Panel be received and noted.
2. THAT Council makes the following appointments for the Palmerston Australia Day Awards Judging Panel:
 - a. Councillor _____ as a judge in the Australia Day Awards judging panel.

- b. Councillor _____ as an alternate judge in the Australia Day Awards judging panel.

Background

The Palmerston Australia Day Awards celebrate the valuable contributions of individuals and community groups who help bring Council's vision of "*A Place for People*" to life. The Awards provide an opportunity to acknowledge those who demonstrate outstanding commitment, achievement and excellence and to celebrate the positive impact they make within the Palmerston community.

Nominations are open in three categories:

- Citizen of the Year (30 years of age and older);
- Young Citizen of the Year (aged 16 - 29); and
- Community Event of the Year.

The Australia Day Awards are administered by local government areas across Australia, providing an opportunity to recognise individuals who make a meaningful contribution to their communities. In the Northern Territory, the Australia Day Council of the Northern Territory supports the awards process by providing certificates for presentation to recipients.

Discussion

In line with Council's Recognition of Service to the Community Policy, Council is requested to appoint two Elected Members to the Australia Day Awards Judging Panel: one primary member and one alternate member who may act in their place should they be unavailable due to unforeseen circumstances or a conflict of interest.

The Policy requires the Judging Panel to comprise the Mayor, one Elected Member (Councillor or Deputy Mayor) and the previous year's Citizen of the Year recipient. Following appointment, all judges will be provided with clear instructions regarding the assessment process and a scoring matrix.

Immediately following the close of nominations on Friday 30 October 2026, all nominations will be distributed to the Judging Panel via email. Panel members will be asked to review and score all nominations across the three award categories prior to the panel meeting.

The judging panel will meet at 5:00pm on Monday 9 November 2026 at the Palmerston Recreation Centre to consider the nominations and determine the recommended recipients.

All nominations and award recipients must remain strictly confidential until the official Palmerston Australia Day ceremony on 26 January 2027.

A confidential report will be presented to Council at the 2nd Ordinary Council Meeting of November seeking endorsement of the recommendations made by the Judging Panel.

Consultation and marketing

There was no consultation or marketing required during the preparation of this Report.

Policy implications

This report relates to Council's [Recognition of Service to the Community Policy](#).

Budget and resource implications

City of Palmerston has applied for Australia Day Council and Australia Day Council of Northern Territory grant funding for up to \$18,000 to facilitate the Australia Day Ceremony event which includes the Awards. Any additional costs will be covered by the existing approved operational budget.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

- 4. Inclusion, Diversity and Access**
Failure to balance meeting needs of Palmerston's cultural mosaic.
- 6. Governance**
Failure to effectively govern.

The Australia Day Awards nomination process and ceremony are designed to be accessible and inclusive, ensuring community members have equitable opportunities to participate. Nominations can be submitted via paper form or through Council's website, with staff available to assist and respond to any queries throughout the process. The ceremony also incorporates a range of accessibility and inclusion measures, including a stage ramp, accessible event layout, Auslan interpreter and appropriate dietary considerations for catering.

Grant applications and procurement processes for the Palmerston Australia Day Ceremony are undertaken with in accordance with Council's relevant policies and procedures.

Strategies, framework and plans implications

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

- Inclusive, Diverse and Accessible Policy Framework

The Palmerston Australia Day Awards relates to the IDA Policy framework through Principle 3: Visible; Role models representing all types of Palmerston citizens are supported and promoted. By celebrating the successes of our community members and their outstanding achievements we are ensuring our community is visible.

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

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.2
Report Title:	Palmerston Local Economic Plan Refresh
Meeting Date:	Tuesday 6 October 2026
Author:	Acting City Activation Manager, Sophie Walkington
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 Council endorsement of the amendments to the Palmerston Local Economic Plan actions 2021-2031 and Implementation Plan.

Key messages

- Launched in 2021 to actively pursue an economic development strategy, the Palmerston Local Economic Plan (PLEP) contains short-term, medium-term and long-term actions to be delivered over ten years.
- Operationalisation of the Plan is guided by Section 17 of the PLEP, the Implementation Plan.
- Consultation of proposed changes to the Implementation Plan was undertaken with key stakeholders, the Executive Leadership Team and the Vibrant Economy Advisory Committee.
- The Implementation Plan actions have been updated to ensure they remain fit for purpose and responsive to challenges and opportunities in the current local environment.
- At the 2nd Ordinary Council Meeting of 18 August 2026 Council requested a further review, specifically relating to actions identifying Northern Territory Government involvement in delivery of the Implementation Plan.
- This report seeks endorsement of amendments to the Palmerston Local Economic Plan Implementation Plan.

Recommendation

1. THAT Report entitled Palmerston Local Economic Plan Refresh be received and noted.
2. THAT Council endorses the amended Implementation Plan found in **Attachment 12.1.2.3** and for Section 17 of the Palmerston Local Economic Plan to be updated reflective of these amendments.

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 within the Implementation Plan of the PLEP. Since launched, significant progress has been made and each year Council is provided with an update on the progress of the implementation, with the most recent update being 2 June 2026.

Officers have undertaken a review of the PLEP implementation action items, identifying a range of proposed amendments to ensure the plan remains fit for purpose and responsive to the challenges and opportunities within the current local economic environment. Consultation of the proposed changes was undertaken with key stakeholders, Executive Leadership Team and the Vibrant Economy Advisory Committee. The feedback was collated and presented to Council at the 2nd Ordinary Council Meeting of 18 August 2026 Council made the following decision:

12.1.8 Palmerston Local Economic Plan Refresh

1. *THAT Report entitled Palmerston Local Economic Plan Refresh be received and noted.*
2. *THAT a further review of the implementation plan is brought back to Council considering the re inclusion of NT Government responsibilities and collaborations.*

CARRIED (7/0) - 11/0560 - 18/08/2026

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 implementation of 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 actions in the implementation of the PLEP were 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.

Following stakeholder engagement, the changes were present to the Vibrant Economy Advisory Committee on 28 July 2026. Further amendments to reduce the reliance of third parties, notably the Northern Territory Government, was raised at the meeting, and subsequent suggested changes were presented to Council at the 2nd Ordinary Council Meeting of 18 August 2026.

Following this meeting a further review has occurred to ensure that the involvement of Northern Territory Government continues to be a key factor in the delivery.

A summary of updated proposed changes to the PLEP Implementation Plan has been included as **Attachment 12.1.2.1**.

Attachment 12.1.2.2 demonstrates the current status of the PLEP implementation action items with proposed updates and amendments and how they're delivered.

The report seeks endorsement of the amendments to the Palmerston Local Economic Plan implementation plan provided as **Attachment 12.1.2.3**. If endorsed, the Implementation Plan section of the Palmerston Local Economic Plan will be updated to reflect this.

Consultation and marketing

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

- Executive Leadership Team
- Economic Development Lead

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

- City of Palmerston Vibrant Economy Advisory Committee
- 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. Palmerston Local Economic Plan - Recommended Feedback List [**12.1.2.1** - 4 pages]
2. Palmerston Local Economic Plan Implementation Plan - Track Changes [**12.1.2.2** - 16 pages]
3. Palmerston Local Economic Plan Implementation Plan - Final [**12.1.2.3** - 9 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. 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. Change how this will be delivered to: 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. Change how this will be delivered to include: Develop and prioritise a portfolio of projects, working collaboratively with private stakeholders and all levels of government to drive successful planning and delivery.	
Action No. 13: Facilitate the delivery of hardship support and assistance in Palmerston.	Action re-word: Assist with hardship support and assistance in Palmerston. Remove how this will be delivered from: Work with Council to hold or reduce rates for a period. Change how this will be delivered to: Collaborate with NT Government and social service organisations to deliver support locally.	This action was originally designed in response to COVID-19 and the financial measures previously referenced are no longer viable or appropriate. Council's role is therefore best positioned as a supportive and facilitative partner, rather than a direct financial provider.
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.	This action was originally developed in response to COVID-19 and the financial measures previously referenced are no longer viable or appropriate. Council continues to support businesses by facilitating access to NT and Australian Government programs, including through the 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.	It is recommended that references to COVID-19 are removed. It is also recommended to remove reference of the provider to prevent limiting outcomes of this action item. It is noted that Council has an ongoing commitment to continue focusing on skills development for local businesses.

Action 25: NT Government to invest in services that enhance public safety in Palmerston.	Action re-word: Continue to advocate for investment in services that enhance public safety in Palmerston.	It is suggested that the action be reworded to remove reliance on a third party and better align with Council's role as an advocate rather than a direct service provider or funder.
Action No. 27: Engage with industry leaders to understand key needs and opportunities for attracting and retaining industry and businesses in Palmerston. Action No. 28: Engage with industry and government leaders to understand future market and strategic opportunities for the City of Palmerston.	It is recommended to merge action items 27 and 28. Re-word Action items to: 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.	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.

PALMERSTON LOCAL ECONOMIC PLAN (PLEP)

IMPLEMENTATION PLAN



PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
1	Establish <u>Maintain</u> an advisory committee comprised of Council, NT Government, Local business and Community members to inform a local COVID-19 response <u>provide local business insight into economic development</u> .	Completed.	Short term – 1-2 years.	Mitigate impact of economic downturn: COVID-19. <u>Grow the local economy</u>	To ensure the response is representative of the local needs and attracts local business support <u>to grow the local economy</u> .	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. 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	PRIORIT Y	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.	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. 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.
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 Northern Territory Government agencies to distribute expression of interestEOI materials and complete due diligence on responses.	Establishment of data to inform future actions.	High.	Industry attraction.	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. 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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
5	Support and promote Incentivise commercial rental offerings in the City of Palmerston.	In progress.	Short term – 1-2 years.	Business and industry attraction and retention. Foster business development and innovation.	Attract and support retail in Palmerston CBD.	Promote affordable rental opportunities through Invest Palmerston. Subsidise commercial rental through designated grant or fund.	Decrease in commercial vacancy in the City. 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
7	Bring forward Lobby for capital investment programs planned for the City of Palmerston.	In progress.	Long-term – 6-10 years. Short-term – 1-2 years.	Business and industry attraction and retention.	Stimulate construction and associated economic activity in the City of Palmerston.	Develop and prioritise a portfolio of projects, working collaboratively with private stakeholders and all levels of government to drive successful planning and delivery. Work with Northern Territory Government 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.	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. 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. 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.
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. Foster business development and innovation.	Attract business and industry to Palmerston.	Work collaboratively with industry to undertake market research, design and disseminate targeted marketing.	Increased number of businesses engaging with Palmerston. Data insights into target industry sectors.	Moderate – high.	Industry attraction.	An expression of interest process will be undertaken in the 2026-27 financial year to develop a -marketing campaign. 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.

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. 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. Foster business development and innovation.	Attract business and industry to Palmerston. Retain businesses in Palmerston. 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. Reduced regulatory burden. 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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
11	Develop business networking and advocacy services in Palmerston.	In progress/ongoing.	Short term – 1-2 years.	Business and industry attraction and retention. 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. 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 DTB, AR to target <u>Small Business Champion territory business advisor</u> services in Palmerston.	Increased update of business support services in Palmerston. 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	Facilitate Assist with the delivery of hardship support and assistance in Palmerston.	Not yet started. Ongoing	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.	Work with Collaborate with NTG and social service organisations to deliver support locally. Work with Council to hold or reduce rates for a period.	Reduced risk of welfare dependence of businesses and residents in Palmerston.	Moderate.	Education, training and community support.	<u>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.</u> <u>Council will continue to provide hardship support with rates.</u> <u>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.</u>

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
14	Review opportunities to hold rental payments and potentially provide rental rebates for business occupants of Council buildings.	Ongoing.	Short term – 1-2 years.	Business and industry attraction and retention.	Support businesses of Palmerston during a challenging economic period.	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.	Increased likelihood of business sustainment during crisis.	Moderate.	Business support.	Suggested this action item be removed. 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. Current businesscommercial 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: - 1 Chung Wah Terrace - 56 Georgina Crescent - T2 60 Georgina Crescent - T3 60 Georgina Crescent - 48 Odegard Drive - 18 Bonson Terrace (Youth Drop-In Centre) - 36 Elrundie Avenue - 10 The Boulevard, Library Café.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
15	Facilitate support grants for businesses to support online services or transition of business to new service offerings.	Not yet started.	Short term – 1-2 years.	Business and industry attraction and retention and foster business development and innovation.	Support businesses of Palmerston during a challenging economic period.	Work with Council and NTG to support establish and deliver funding to businesses in response to COVID-19 economic challenges .	Increased likelihood of business sustainment during crisis.	Moderate.	Business support.	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. 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. City of Palmerston also offer environmental initiatives through a \$20,000 funding grant for a registered community, not-for-profit or incorporated organisation.
16	In partnership with NTG, complete an audit of businesses in Palmerston, identifying businesses in crisis, collect relevant data and facilitate assistance as needed.	Not yet started.	Short term – 1-2 years.	Business and industry attraction and retention.	Establish need to target business development initiatives and identify a base line to measure outcomes against.	Work with DTBI and industry to implement a survey assessing the current capacity, needs and priorities of the businesses registered in Palmerston.	Comprehensive data set to inform planning and development of targeted support initiatives.	Low – Moderate.	Business support.	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. It is noted that Council are committed to supporting businesses through periods of economic challenges, as outlined in Action Item No. 13. 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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
17	Sponsor the delivery of a short digital skills program through partnerships with organisations to support skilling of business owners. 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	Completed/ongoing.	Short term – 1-2 years.	Foster business development and innovation. Mitigate impact of COVID-19. Foster business development and innovation.	To support businesses and community members to transition to knowledge-based economic opportunities.	Work with CDU organisations and NTG to develop and implement a digital skilling program targeting Palmerston businesses, and residents.	Upskilling of the Palmerston labour force.	Low.	Education, training and community support.	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. It is also recommended to remove reference of the provider to prevent limiting outcomes of this action item. It is noted that Council has an ongoing commitment to continue focusing on skills development for local businesses. 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.
18	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 Northern Territory Government to increase land availability for Palmerston and understand where unincorporated land can be allocated to the City of Palmerston.	Fewer barriers to businesses expanding More land space for new businesses to move to Palmerston and existing businesses to expand.	High.	Master planning.	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. The decision for management of Northcrest is currently pending. An update will be provided to Council once the decision has been announced.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
19	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 Northern Territory Government 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.
20	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	Increase in businesses locating in Palmerston. Increased collaboration and innovation outcomes.	High.	Master planning.	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. There may be future opportunities under the Zuccoli Community Hub and Marlow Lagoon masterplan development.
21	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 Northern Territory Government to leverage and support the NT population strategy and activities relating to migrant attraction.	Increased population and associate growth outcomes.	Moderate.	Population attraction.	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. <i>Source: ABS Census of Population and Housing 2021 data.</i>
22	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	PRIORIT Y	CATEGORY	NOTES
23	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.	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: - Joan Fejo playground and exercise equipment renewals - \$313,000 - President Park new equipment (all abilities swing) install - \$112,000 - President Park exercise equipment upgrade - \$80,000 - Hobart Park exceloo, seating and shade structure, and tree installation - \$360,000 - Playground maintenance - \$39,000. Council also continues to support local sporting clubs through grant and partnership programs that strengthen community participation and facility standards. 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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
24	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.	Under the Dark Spots program, Council provides new and upgraded public lighting to improve safety and amenity for residents. In 2025-26: - lighting has been updated in Kilgour Lane - lighting upgrade in Fiveash Lane car park will commence in May - materials have been ordered for Sanctuary Lakes and Rosebery Park upgrades projects which will be completed mid-year - materials have been ordered for the first stage of Palmerston Circuit lighting upgrade which is the first part of a multi-year project.
25	NT Government to advocate for investment 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
26	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 NTGall levels of government and private sector stakeholders for investment in priority projects.	Increased likelihood of population growth and retention.	Low.	Place making.	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. 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. City of Palmerston facilities and services, such as the ninja park, pump track, and SWELL support population attraction and retention. 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. Other youth activities that are currently facilitated or supported by City of Palmerston are: - Geeksquad - Code Club - Gadgets and Games - Lego Club - youth drop-in sports - Level Up Gaming - Corrugated Iron Youth Theatre.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
27	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/ ongoing.	Long term - 6-10 years.	Business and industry attraction and retention. Strategic pursuit Business and industry attraction and retention.	To enable targeting and tailoring of business development and retention activities. 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. Undertake market research and develop strategic approaches that support industry outcomes in Palmerston.	Database detail industry needs, and informed approach to targeting businesses. 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.. 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. 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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
28	Engage with industry and government leaders to understand future market and strategic opportunities for the City of Palmerston.	In progress/ongoing.	Long term - 6-10 years.	Strategic pursuit Business and industry attraction and retention.	To inform future planning and strategy development.	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 industry and economic development.	Moderate - high	Industry attraction.	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. 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.
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. 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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY	NOTES
1	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. 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.

PALMERSTON LOCAL ECONOMIC PLAN (PLEP)

IMPLEMENTATION PLAN



PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
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.	Grow the local economy	To ensure the response is representative of the local needs and attracts local business support to grow the local economy.	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.
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.
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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
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 Northern Territory Government agencies to distribute expression of interest materials and complete due diligence on responses.	Establishment of data to inform future actions.	High.	Industry attraction.
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. 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. Enhanced retail opportunities for residents and businesses.	High.	Business support.
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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
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.	Develop and prioritise a portfolio of projects, working collaboratively with private stakeholders and all levels of government to drive successful planning and delivery. Work with Northern Territory Government 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.
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. Foster business development and innovation.	Attract business and industry to Palmerston.	Work collaboratively with industry to undertake market research, design and disseminate targeted marketing.	Increased number of businesses engaging with Palmerston. Data insights into target industry sectors.	Moderate – high.	Industry attraction.
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.
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. Foster business development and innovation.	Attract business and industry to Palmerston. Retain businesses in Palmerston. 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. Reduced regulatory burden. Increased number of businesses engaging with Palmerston.	Moderate.	Business support.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
11	Develop business networking and advocacy services in Palmerston.	In progress/ongoing.	Short term – 1-2 years.	Business and industry attraction and retention. 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. Enhanced engagement with industry services by Palmerston businesses.	Moderate.	Business support.
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 DTBAR to target territory business advisor services in Palmerston.	Increased uptake of business support services in Palmerston. Increased capacity of business owners in Palmerston.	Moderate.	Business support.
13	Assist with hardship support and assistance in Palmerston.	Ongoing	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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
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.
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 Northern Territory Government to increase land availability for Palmerston and understand where unincorporated land can be allocated to the City of Palmerston.	Fewer barriers to businesses expanding More land space for new businesses to move to Palmerston and existing businesses to expand.	High.	Master planning.
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 Northern Territory Government to develop a campaign to attract and support Defence families in Palmerston.	Increased population and associate growth outcomes.	High.	Population attraction.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
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	Increase in businesses locating in Palmerston. Increased collaboration and innovation outcomes.	High.	Master planning.
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 Northern Territory Government to leverage and support the NT population strategy and activities relating to migrant attraction.	Increased population and associate growth outcomes.	Moderate.	Population attraction.
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.
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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
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.
22	NT Government to advocate for investment 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.
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 all levels of government and private sector stakeholders for investment in priority projects.	Increased likelihood of population growth and retention.	Low.	Place making.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
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. Strategic pursuit Business and industry attraction and retention.	To enable targeting and tailoring of business development and retention activities. To inform future planning and strategy development.	Collaborate with 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. Undertake market research and develop strategic approaches that support industry outcomes in Palmerston.	Database detail industry needs, and informed approach to targeting businesses. Informed and strategic approach to targeting industry and economic development.	High.	Industry attraction.
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. Development of a culture of innovation among businesses in Palmerston.	Moderate.	Industry attraction.
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.

PLEP NO.	ACTION	STATUS	INITIAL TIMEFRAME	WHAT	WHY	HOW	BENEFITS	PRIORITY	CATEGORY
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.

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.3
Report Title:	Immediate Priority Grant Acquittal 2021-22 Update
Meeting Date:	Tuesday 6 October 2026
Author:	Procurement and Grants Coordinator, Koren Martin
Approver:	General Manager Finance and Governance, Chris Fearon

Community plan

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

Purpose

This Report seeks Council approval for the acquittal of the Immediate Priority Grant (IPG) for 2021-22.

Key messages

- City of Palmerston successfully applied for an Immediate Priority Grant with the Northern Territory Government's Department of the Chief Minister and Cabinet in January 2022 to upgrade two Regulatory Services vehicles with custom animal holding pens.
- Grant funding of \$110,300 was received.
- Grant funding of \$90,720 was acquitted in April 2025.
- Remaining funds of \$19,580 was approved to increase load bearing capacity of the two service vehicles and to purchase animal handling tools.
- Grant acquittal was submitted 28 April 2026 for the full grant amount of \$110,300.
- Advice from the Department was received that only \$19,580 is required to be acquitted.
- The acquittal has been amended to \$19,580.
- A condition of the grant is for the grant acquittal to be laid before Council.
- This report provides the amended acquittal for Council's approval.

Recommendation

1. THAT Report entitled Immediate Priority Grant Acquittal 2021-22 Update be received and noted.
2. THAT Council approves the amended acquittal of the Immediate Priority Grant at **Attachment 12.1.3.1** contained in this Report entitled Immediate Priority Grant Acquittal 2021-22 Update.

Background

In January 2022, Council was successful in its Immediate Priority Grant 2021-22 application for the upgrade of two (2) service vehicles with custom animal holding pens. The animal holding pens are to include air vents, shelter from the weather and cage lifting support. Funds of \$110,300 were received, with the grant conditions requiring Council to absorb any costs above the \$110,300.

A condition of the grant is for the grant acquittal to be laid before Council.

At the 2nd Ordinary Council Meeting of 21 April 2026 Council made the following decisions:

12.1.3 Immediate Priority Grant Acquittal 2021-22

1. *THAT Report entitled Immediate Priority Grant Acquittal 2021-22 be received and noted.*
2. *THAT Council approves the acquittal of the Immediate Priority Grant at Attachment 12.1.3.1 contained in this Report entitled Immediate Priority Grant Acquittal 2021-22.*

CARRIED (8/0) - 11/0339 - 21/04/2026

This report presents the final acquittal for consideration by Council following advice being received from the Department.

Discussion

Grant funding of \$110,300 was received, with the grant conditions requiring Council to absorb any costs above the \$110,300. At completion of the project the expenditure was \$110,366.43.

An acquittal for \$90,720 was submitted on 08 April 2025. An application was then submitted to repurpose the remaining \$19,580 to increase the load bearing capacity of the Regulatory Services vehicles and acquire related animal handling tools. This request was approved by the Department on 22 August 2025. The \$19,580 was expended in full.



On the 21 April 2026, an acquittal for the grant funding of \$110,300 was laid before Council and then submitted to the Department on 28 April 2026. The Department advised that as \$90,720 had already been acquitted, only the amount of \$19,580 is to be acquitted. The acquittal has been amended to reflect the amount of \$19,580.

This report recommends Council's approval for the amended acquittal of funds as outlined in **Attachment 12.1.3.1**.

Consultation and marketing

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

- Manager Regulatory Services.
- Executive Manager Organisational Performance.

Policy implications

There are no policy implications for this Report.

Budget and resource implications

The cost of the project was \$110,366.43 with \$110,300 funded from grants and \$66.43 funded by Council.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

2. Financial Sustainability

Failure of Council to be financially sustainable to deliver key services and infrastructure for the community.

6. Governance

Failure to effectively govern.

Strategies, framework and plans implications

There are no strategy, framework or plan implications for this Report.

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. Amended Acquittal [**12.1.3.1** - 1 page]

City of Palmerston

Acquittal of Local Government Immediate Priority Grant 2021-22

File Number: LGR2014/00187

Purpose of Grant: towards the upgrade of two service vehicles with custom animal holding pens. The upgrade includes: air vents, shelter from the weather and cage lifting support.

Application Number: IPG2100025

Purchases were in accordance with the Northern Territory Buy Local Plan: ☒ Yes ☐ No

The NT Government's COVID19 Conditions of Contract were met:

☒ Yes ☐ No

(If no to either question above please provide a written explanation with this acquittal)

INCOME AND EXPENDITURE ACQUITTAL FOR THE PERIOD ENDING 02 April 2026

Local Government Immediate Priority Grant	<u>\$19,580</u>
Other income	<u>\$0.00</u>
Total income	<u>\$19,580</u>
Expenditure (Specify accounts and attach copies of ledger entries) An 'administration fee' is not to be apportioned to the grant for acquittal purposes.	<u>\$19,646.43</u>
Total Expenditure	<u>\$19,646.43</u>
Surplus/(Deficit)	<u>(\$66.43)</u>

IS THE PROJECT COMPLETED AS APPROVED BY THE MINISTER: ☒ Yes ☐ No

We certify, in accordance with all the conditions under which this grant was accepted, that the expenditure shown in this acquittal has been actually incurred and reports required to be submitted are in accordance with the stated purpose of this grant.

Acquittal prepared by: Koren Martin 25/08/2026

Laid before the Council at a meeting held on ___/___/2026 Copy of minutes attached.

CEO or CFO: _____

DEPARTMENTAL USE ONLY

Grant amount correct: ☐ Yes ☐ No

Expenditure conforms to purpose: ☐ Yes ☐ No

Procurement – Bought from Territory Enterprise: ☐ Yes ☐ No

NTG COVID19 Conditions met ☐ Yes ☐ No

Minutes checked: ☐ Yes ☐ No

Balance of funds to be acquitted: _____

Date next acquittal due: ___/___/___

ACQUITTAL ACCEPTED:

☐ Yes ☐ No

Acquittal checked by: _____

Comments:

Donna Hadfield, Manager Grants Program _____

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.4
Report Title:	Community Funding Program - Arafura Music Collection
Meeting Date:	Tuesday 6 October 2026
Author:	Community Services Lead, Stephen Power
Approver:	General Manager Community, Konrad Seidl

Community plan

Family and Community: Palmerston is a safe and family friendly community where everyone belongs.

Purpose

This report seeks a Council decision regarding a community grant application submitted by Arafura Music Collective Incorporated through the Community Funding Program.

Key messages

- Council supports initiatives that benefit the Palmerston community through the Community Funding Program.
- The funding application has been assessed as meeting the current policy and guidelines.
- Arafura Music Collective Incorporated has applied for a community grant at a cost of \$9,150 to deliver three (3) community music performances at Gray Community Hall during the 2026/27 financial year.
- The proposed program will promote social connection, cultural diversity and intergenerational participation, with approximately 210 attendees expected across the three (3) performances.
- The proposed program is supported by an additional \$22,600 in other grant funding and ticket income, as well as in-kind contributions through volunteer hours.
- \$185,644 remains in the Community Funding Program budget for the 2026/27 financial year.

Recommendation

1. THAT Report entitled Community Funding Program - Arafura Music Collection be received and noted.
2. THAT Council endorse Option One (1) of Report entitled Community Funding Program - Arafura Music Collection to approve the full sponsorship funding at a cost of \$9,150 to Arafura Music Collective Incorporated through the Community Funding Program.

Background

Arafura Music Collective Incorporated is a not-for-profit organisation established in 1995 that delivers chamber and small ensemble music performances across the Northern Territory. The organisation aims to provide accessible live music experiences that promote community connection, cultural diversity and engagement with the arts. It became incorporated in 2023 and was recognised as a Key Arts Organisation by the Northern Territory Government in 2024.

Since November 2023, Arafura Music Collective has established a regular program of performances in Palmerston, delivering eight performances at Gray Community Hall. These performances have included local and visiting musicians, collaborations with young performers and culturally diverse programs.

In the 2025/26 financial year, Arafura Music Collective received \$6,000 through the City of Palmerston Community Funding Program to deliver two (2) performances at Gray Community Hall. The organisation successfully delivered the funded activities and submitted its acquittal report in accordance with the funding agreement.

Discussion

Arafura Music Collective has applied for a Community Grant at a cost of \$9,150 through the Community Funding Program to deliver three (3) performances at Gray Community Hall during the 2026/27 financial year. The program is expected to attract approximately 210 attendees across the three (3) performances.

The proposed program, Enrich and Connect Palmerston Community through Music, builds on the organisation's existing activities in Palmerston and aims to promote social connection, cultural diversity and intergenerational participation through accessible live music. The performances will feature a range of local and visiting musicians and artists, including collaborations with young dancers and emerging performers.

The program will include three (3) performances at Gray Community Hall:

- The Lovers: Community Made by Music – 7 November 2026.
- Bach! Bounce! – 13 March 2027.
- Beethoven on Country Afternoon Tea with the Australian String Quartet – 30 May 2027.



Arafura Music Collective is active within the Palmerston community, recently delivering a school performance at Moulden Park Primary School and maintaining a Memorandum of Understanding with the Palmerston and Litchfield Seniors Association.

The requested \$9,150 will contribute towards \$8,100 in musician performance fees and \$1,050 for Welcome to Country, covering all three (3) performances. The project is also supported by an additional \$22,600 in other grant funding and ticket income, as well as in-kind contributions through volunteer hours.

While the performances are ticketed events, Arafura Music Collective has sought to reduce financial barriers to attending by providing free admission for young people aged 18 and under and discounted tickets for members of the Palmerston and Litchfield Seniors Association. Council's contribution will assist with the cost of delivering the performances and help keep ticket prices affordable, providing Palmerston residents with greater access to live music locally.

Arafura Music Collective has demonstrated its capacity to successfully deliver Council-funded activities, with its most recent funded program attracting more than 120 attendees across two (2) performances. The proposed program builds on Arafura Music Collective's previous activities in Palmerston.

All required supporting documentation has been submitted and reviewed as part of the assessment process. The organisation has provided evidence of incorporation, Board endorsement of the application, financial statements, public liability insurance and a project budget. Arafura Music Collective will acknowledge Council's support through social media, its website, newsletters, promotional material and radio interviews.

Further information is provided at **Attachment 12.1.4.1**.

Options

Three (3) options have been considered for Council's consideration.

Option 1 - Full Funding - \$9,150 (Recommended)

Council approves community grant funding of \$9,150 to Arafura Music Collective through the Community Funding Program.

Full funding, alongside other grant funding and ticket income, would enable Arafura Music Collective to meet the expected costs of delivering three community music events at Gray Community Hall. This would provide the community with opportunities to enjoy live music while supporting the use of a Council venue for arts and cultural activities.

This option would support delivery of the program as proposed however reduce the funding available for other Community Funding Program applications.

Option 2 - Partial Funding - \$4,500

Council approves the community grant funding amount of \$4,500 to the Arafura Music Collective through the Community Funding Program.



This option would support the proposed events while retaining funding for other community initiatives. The \$4,650 shortfall would require Arafura Music Collective to review the program with its Board and approve next steps, including consideration to increase ticket prices, apply for additional funding or reduce elements of the performances. The organisation advised that the Australian String Quartet performance would need to be relocated, reducing opportunities to bring high-quality feature events to Palmerston.

Option 3 - No Funding

Council does not approve funding to Arafura Music Collective through the Community Funding Program.

This option would preserve funding for other eligible community initiatives however leave a funding gap of \$9,150 for the proposed music program. Arafura Music Collective would need to review the entire program with its Board to determine whether it could proceed and explore alternative funding options. There is a risk that none of the three performances would proceed, as the funding gap may be too great for the organisation to cover. This would result in the loss of three high-quality music events and their associated community benefits to Palmerston.

Consultation and marketing

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

- Community Services Manager.
- Community Facilities Officer.

The applicant was consulted during the preparation of this Report.

Policy implications

This Report aligns with the following City of Palmerston policies and guidelines:

- Community Funding Program Policy.
- Community Funding Program Guidelines.

Budget and resource implications

The Community Funding Program has the remaining funds for the 26/27 financial year:

- \$71,644 for Grants, Representation Support, Graffiti and School Awards.
- \$94,000 for Sponsorship.
- \$20,000 for Environmental Initiatives.

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.

4. Inclusion, Diversity and Access

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

6. Governance

Failure to effectively govern.

Strategies, framework and plans implications

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

- Creative Industries Plan 2023-2027
- Inclusive, Diverse and Accessible Policy 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. Community Funding Program Grants environmental initiatives Sponsorship Submission 34 (combined) [12.1.4.1 - 13 pages]

Community Funding Program - Grants, environmental initiatives & Sponsorship : Submission #34

Funding type sought: Community grant

Organisation's name Arafura Music Collective Inc

Organisation type Incorporated Not for Profit

ABN: (if applicable): 85 908 243 994.

Details Claire Kilgariff
Creative Director

Provide details of your organisation Arafura Music Collective is a Northern Territory chamber music organisation founded in 1995 by a group of musician friends who shared a passion for ensemble playing and creating meaningful musical experiences for Top End audiences. Our name reflects our connection to the Arafura Sea, Saltwater Peoples, and the cultural landscapes of Asia, Oceania and Northern Australia.

Our work spans genres, generations and traditions. We commission new works and curate performances that honour Country and explore themes of place, identity, and the cultural diversity of the Northern Territory.

Today, the Collective comprises 32 musicians, supported by curators, guest artists, cultural collaborators and community partners. Our members work across strings, winds, brass, percussion, guitar, voice and interdisciplinary practice. We commission new works, collaborate with First Nations artists, and curate programs that honour Country and explore themes of place, identity and cultural diversity. Our purpose is to enrich lives by inspiring, delighting and connecting audiences through high quality, accessible live art music experiences. Our performance aim to connect people, cultures, and communities to promote lifelong engagement with music, and build social and community capital. We have longstanding relationships with Larrakia Nation and other First Nations communities, and our programming always includes a musical Welcome to Country guided by cultural knowledge holders and Elders. This aligns strongly with Palmerston's Community Plan commitment to Cultural Diversity and respect for Larrakia people.

In 2022, we became incorporated under the NT Associations Act 2005, marking a significant milestone in our journey. In 2024, we were recognised as a Key Arts Organisation by the NT Government, further embedding our role as a leading cultural organisation and affirming the strong alignment between our Vision, Purpose, and Strategic Plan and the Territory's cultural priorities. Since 2023, Arafura Music Collective has expanded its strategic focus to include a series of regular performances in Palmerston. Our Key Arts organisation funding from the NT Government enables us to contribute to Palmerston performance costs.

From November 2023 to the present, we have delivered eight performances at Gray Community Hall, typically presented in March, May/June and November each year. These are family friendly concerts that begin with a community afternoon tea, creating opportunities for audiences to connect with each other and with the musicians.

We have active outreach into the Seniors community through an MOU with the Palmerston and Litchfield Seniors Association, enabling greater participation through low cost ticketing. In 2026 we also introduced a children's quiet drawing corner in function room at the Gray hall enabling parents to sit with their children whilst they undertake quiet activities and still enjoy the music. City of Palmerston Community Benefit contribution enables ticket prices are kept as low as possible ranging from \$25 Adult to \$20 concession, \$15 PLSA members and free for Youth to 18.

Performances in Palmerston have included internationally regarded ensembles such as the Darlington String Quartet; a celebration of Australian LGBTQIA+ composers supported by personal stories from community members; the first harp performance in Palmerston by Marshall McGuire; collaborations with young contemporary dancers; and the world premiere of The Unbroken Thread, celebrating Greek cultural contributions to the NT.

In 2026, we also commenced school based performances, which we hope to expand further in 2027 (funded by Regional Arts Australia and NT Government).

Our work in Palmerston is designed to strengthen community cohesion, broaden access to live music, and create welcoming cultural experiences for families, young people and diverse communities. Through ongoing partnerships with schools, cultural organisations and community groups such as the PLSA, we aim to deepen local engagement and contribute to Palmerston's growing cultural vibrancy.

Provide details of the proposed activity Enrich and Connect Palmerston Community through Music 26/27

Arafura Music Collective aims to extend our cultural contribution to the City of Palmerston by building on our 2023-2026 programs and present three performances in 2026/27 at Gray Community Hall.

This series, Enrich and Connect Palmerston Community through Music, will take place on 7 November 2026, 13 March 2027, and 30 May 2027.

Our goal is to provide the Palmerston community with access to the rich cultural heritage of art music, while fostering social connection, celebrating cultural diversity, and creating inclusive spaces for shared experiences.

1. 2026 Saturday 7 November, 3.30 – 5.00pm, The Lovers: Community Made by Music.

The Lovers is a chamber music program exploring love in all its forms—romantic, spiritual, familial and communal. Moving from spiritual to personal connection and outwards to shared humanity and love of environment, it invites audiences to reflect on how music expresses the love which shapes belonging, creativity and relationships.

We will perform a new Australian work by NT composer Annette Anderson and a series of duets performed by Arafura Music Collective musicians, each one highlighting a different facet of love and showing how music brings people and communities together.

Grounded in Arafura Music Collective's ethos of connection and collaboration, The Lovers offers the Palmerston audiences an engaging, emotionally resonant experience that speaks across cultures and generations.

2. 2027 Saturday 13 March, 3.30 – 5.00pm, Bach! Bounce!

Bach! Bounce! celebrates the universal human instinct to move, and the music that animates it. From Bach to a new composition by NT guitarist Francis Diatschenko this innovative lively cross genre program brings Arafura Music Collective together with M3 Dance Association's young urban

contemporary dancers. The performance intentionally blends styles to introduce classical audiences to street dance and street dance artists and audiences to chamber music, opening new perspectives for an intergenerational audience.

This performance will be highly engaging for Palmerston youth, offering high energy choreography, relatable styles and an inviting atmosphere that reflects their community. Together they create an experience that is vivid, inviting and full of life for audiences of all ages.

3. 2027 Sunday 30 May 3.30-5.00pm, Beethoven on Country Afternoon Tea with the Australian String Quartet – Darwin Beethoven Festival

In May 2027, Arafura Music Collective and Darwin Symphony Orchestra will stage a five day festival celebrating Beethoven on the 200th anniversary of his death. As part of this program, Arafura Music Collective brings Beethoven's chamber music to Palmerston, giving local audiences a chance to be part of this major cultural moment.

This relaxed, intimate concert features Australia's renowned Australian String Quartet performing alongside AMC musicians, offering a close up experience with some of the nation's most respected chamber artists. This event will provide Palmerston audiences relaxed and close access to a performance not available to others anywhere in Australia. The event also showcases exceptional emerging performers from the Australian National Academy of Music, giving Top End audiences a rare opportunity to hear Australia's next generation of leading musicians.

The afternoon concludes with a friendly meet the musicians tea, strengthening community connection and making world class music accessible and proudly part of Palmerston's cultural life.

Community Need and Alignment with City of Palmerston Strategies

Palmerston is one of the fastest growing and most culturally diverse communities in the Northern Territory, with many young families and people from diverse cultural backgrounds. Yet access to high-quality live music and culturally diverse arts programming remains limited compared to Darwin.

The Enrich and Connect Palmerston Community through Music project bridges this gap by aligning the Arafura Music Collective's strategic Vision of "Communities connected through music: creating, recreating, and celebrating identity and cultural heritage", with the City of Palmerston's vision of being "A Place for People" and the outcome intended in the Community Plan.

Both visions emphasize connection, belonging, and the celebration of cultural identity as central to community life.

This alignment directly supports the following Community Plan outcomes:

- Outcome 1: Family and Community – By providing inclusive, intergenerational performances and workshops, the project fosters belonging, strengthens family connections, and enhances community wellbeing.
- Outcome 2: A Vibrant Economy – By attracting residents and visitors to Palmerston events, the project contributes to the city's cultural brand, supports local venues, and enhances Palmerston's reputation as a thriving, authentic destination.
- Outcome 3: Cultural Diversity – By curating programs that reflect Palmerston's multicultural identity and embedding Larrakia perspectives, the project celebrates diversity, promotes unity, and deepens respect for heritage.
- Outcome 4: Future Focused – By using innovative approaches to performance (relaxed seating, participatory elements, youth engagement), the project models forward-thinking cultural practice and demonstrates how arts and culture can sustain Palmerston's livability into the future.

Through this alignment, the project both fills a cultural gap and also strengthens Palmerston's identity as "A Place for People"—a welcoming, vibrant, and future-focused cultural community.

Provide details of previous activities held by the organisation Eight Performance Activities from November 2023 to June 2026

Nov 11, 2023

Guest Artists Darlington String Quartet

11-12: A morning free workshop with the Darlington String Quartet featuring young musicians from Darwin and Palmerston- 25 youth participants, 50 audience

3:30-5:00 Afternoon Delights A relaxed and fun afternoon of string quartet music played by internationally renowned Western Australian Darlington String Quartet. From Kiss to the classics, live music including NT's own Jon Tooby. Audience 55

March 9, 2024

Balance and Harmony invited audiences to pause, restore equilibrium, and experience musical wellbeing within a welcoming community setting. Beginning with a shared cuppa, the event brought music to the heart of the community through a diverse and uplifting program. The concert featured Bach's Brandenburg Concerto No. 3, new works by First Nations Kamilaroi composer Adam Manning and NT composer Netanela Mizrahi, and music for flute and guitar inspired by Flamenco traditions and meditative Japanese Zen practice.

The performance offered an accessible, inclusive experience, including a special Bring Your Own Yoga Mat option for those who enjoy listening while lying down. Audience 57

June 15, 2024

Kaleidoscope the music of LGBTQIA + composers was led by Ben Opie, queer Artistic Director from Melbourne. The performance was part of the Sugarbag Festival celebrating queer arts in the Top Ends. The program showcased works by acclaimed Australian LGBTQI+ composers Robert McIntyre, Cheryl Durongpisitkul and Felicity Wilcox, alongside songs by Darwin singer songwriter Alice Cotton, celebrating diverse queer creative voices.

The performance highlighted LGBTQI+ perspectives through music and storytelling, including new compositions by Opie that brought local queer people's experiences to the stage. Kaleidoscope offered audiences an inclusive, artistically rich event that uplifted queer narratives, strengthened community understandings of queer lives, and demonstrated the power of Territory based artists to create meaningful, identity affirming work. Audience 58

November 9, 2024

Our final performance of 2024 explored music shaped by ideas of the North. The program moved from Grieg's Holberg Suite and his deep love of Nordic heritage, to Peter Sculthorpe's Port Essington, which reflects the harsh realities of colonial settlement in Northern Australia and its impact on Indigenous communities and the environment. The concert concluded with the serene, awe filled Northern night skies evoked in ?riks Ešenvalds' Stars. Audience members 55

March 8, 2025

Duets of Loss and Hope was an intimate music and dance performance exploring universal themes of loss, resilience and hope through music for two players. The program offered fresh perspectives on how music has reflected these timeless themes. Darwin raised dancers Luther and Zachary Wilson brought a powerful physical dimension, deepening the emotional impact of the music. The project showcased local talent and delivered a moving, interdisciplinary experience for Palmerston audiences. 53 audience members

June 21, 2025

La Fête de la Musique, France's annual global celebration of music held each year on 21 June, was brought to Palmerston through a partnership between Arafura Music Collective, internationally renowned harpist Marshall McGuire, and Alliance Française de Darwin. The event celebrated the cultural richness of the Northern Territory while honouring the international spirit of this festival. McGuire joined AMC musicians in a rich, evocative program spanning centuries of French musical heritage. The performance offered Palmerston audiences an immersive, high quality artistic experience that connected local community with global cultural traditions. Audience 59

November 8, 2025

Hearing Double: The Art of Musical Dialogue was a chamber music program that celebrated the art of musical conversation, across styles and eras.

A highlight of the program was Peter Sculthorpe's Darwin Calypso, a joyful tribute to tropical abundance and friendship in the Top End. The concert featured internationally regarded Australian scholar and special guest Adrian Walter, Romantic guitar specialist and former Darwin resident, performing alongside Darwin guitarists Bill Grose and Brian Cullen.

The performance celebrated dialogue, showing how chamber music weaves ideas and voices together, and how shared musical conversation connects performers, audiences and community.

Audience 54

March 7, 2026

Simple Gifts: The music of Renewal and Joy celebrated Larrakia season of Mayilema, inviting audiences to experience renewal and joy as the Dry Season approached. The program centred on Aaron Copland's Appalachian Spring and included works by Ólafur Arnalds, Ross Edwards, Elena Kats Chernin, and poetry by NT Literary Award winning Australian/Italian writer Karyn Sassella. The concert reflected the beauty of changing Top End seasons, birdsong, and the small pleasures that strengthen community connection. It offered audiences an uplifting, communal afternoon of chamber music that renewed the spirit and celebrated the splendour of nature in the NT. Audience 62.

June 13, 2026

The Unbroken Thread: a Musical Labyrinth of Myth, Identity and Culture explored music inspired by Greek myth, identity and cultural memory.

Featuring works by Debussy, Ros Bandt, Klearhos Murphy, and acclaimed Australian composer Peggy Polias, the program culminated in the world premiere of Polias' new work Eleni: The Kalymnian Water Bearer, a piece honouring a Darwin woman of Greek heritage and marking a major artistic milestone and a significant contribution to contemporary Australian music. Presented during the Glenti season, the performance honoured the enduring influence of Greek culture on storytelling and creative expression, offering audiences a rich and culturally resonant artistic experience.

Audience 70.

Since November 2023, Arafura Music Collective has established a strong presence in Palmerston through a series of thoughtfully curated performances. Each event has combined artistic excellence with community connection, aligning with Palmerston's vision of being "A Place for People." The programming has celebrated youth engagement, cultural diversity, inclusion, and place-based identity, while also contributing to the city's cultural vibrancy and social cohesion.

What are the intended objectives of this activity, and how will you evaluate its success?

Objectives

The Enrich and Connect Palmerston Community through Music project aims to:

1. Expand Access – Deliver regular, high quality, family friendly live music in Palmerston.
2. Build Social Connection – Bring people together across ages and cultures to strengthen community bonds.
3. Celebrate Diversity – Present programs that reflect Palmerston's multicultural identity and include Larrakia perspectives.
4. Support Wellbeing and Inclusion – Create welcoming, participatory events that encourage youth engagement and intergenerational connection.
5. Advance Artistic Excellence – Commission and perform new works, collaborate with diverse artists, and explore themes of place, identity and heritage.

Evaluation of Success

Community Impact

- Attendance & Reach: Track audience numbers, especially families and young people.

-
- Diversity of Participation: Monitor multicultural and intergenerational engagement.
 - Community Feedback: Collect surveys and informal responses on inclusion, connection and enjoyment.
 - Partnership Strength: Measure collaboration with local organisations, schools, cultural groups and Larrakia partners.

Artistic Outcomes

- Quality of Performance: Assess through peer feedback, audience response and any critical review.
- Innovation & New Work: Count new commissions, premieres and works exploring place, identity and heritage.
- Artistic Collaboration: Document guest artists, cross cultural partnerships and interdisciplinary elements.
- Sector Sustainability: Evaluate how the project supports NT musicians/composers and contributes to long term vitality of live art music especially in Palmerston.

Date Saturday November 7 2026, Saturday 6 March 2027, Sunday June 30, 2027.

Venue Gray Community Hall

Time Afternoon tea at 3:30, Music from 4-5;10pm

Expected number of attendees 65 -80 per performance approx.210 people

Target audience Whole community, young people especially urban street dance community and their parents, Seniors especially members of the Palmerston and Litchfield Seniors Association, Darwin audience members who love the connection and intimacy of our Gray Community Ha

Total activity cost 65,166

Amount requested through the Community funding program 9,150

Is the amount requested excluding GST? Yes

Value of other funding sources 56,106

Evidence of registration as a community group, not-for-profit, or incorporated body

Evidence of appropriate Certificate of currency for applicable insurances

Minutes of the Committee meeting that document the decision to apply for CFP funding

A detailed budget, including all income and expenditure including in-kind contributions

Activity Name: Arafura Music Collective - Community Connect through Music 2026/27

1. PROJECT FUNDING (CASH INCOME)		Comment:
Funding Source	Amount	
City of Palmerston - Community grant	\$ 9,150.00	The community grant request of \$9,150 will fund 27 musician performance fees at \$300 each (\$8,100) and a Welcome to Country at each of the three performances (\$350 per performance, totalling \$1,050).
Box Office	\$ 3,600.00	
NT Keys Arts Organisation funding	\$ 6,000.00	
Beethoven Festival	\$ 8,000.00	
NT Gov CBF Local Providers	\$ 3,950.00	
Total cash income	\$ 30,700.00	

2. PROJECT EXPENSES			
Expenses	Cash	In-kind	Total
Musician performance fees	\$ 8,100.00		\$ 8,100.00
Musician rehearsal time		\$ 21,204.75	\$ 21,204.75
Australia String Quartet	\$ 6,000.00		\$ 6,000.00
Creative Director / Event Coordinator	\$ 6,000.00		\$ 6,000.00
Welcome to Country	\$ 1,050.00	\$ 1,050.00	\$ 2,100.00
Production	\$ 2,000.00		\$ 2,000.00
Documentation	\$ 2,100.00		\$ 2,100.00
Design and marketing	\$ 4,400.00		\$ 4,400.00
Afternoon tea	\$ 1,050.00		\$ 1,050.00
Administration / Volunteers		\$ 12,211.20	\$ 12,211.20
Total project expenditure	\$ 30,700.00	\$ 34,465.95	\$ 65,165.95



Date: 31/08/26
City of Palmerston Community Funding Program
Civic Plaza 1 Chung Wah Terrace Palmerston NT 0830

Endorsement of Community Funding Program Grant Application 26/27– Arafura Music Collective

Dear Sir/Madam,

The Board of the Arafura Music Collective Board endorsed the submission of our application to the City of Palmerston's Community Funding Program at the meeting August 8 2026. I also confirm that this application is a key element of both our 2026/27 Business Plans and our Grants Plan, reflecting our strategic commitment to expanding cultural engagement and community connection in Palmerston.

On behalf of the Board, I thank the City of Palmerston for considering our application and for its ongoing support of initiatives that strengthen cultural life and community wellbeing.

Yours sincerely,

A handwritten signature in black ink, appearing to read "SG", followed by a horizontal line.

Dr Greg Anderson
Chairperson Arafura Music Collective Board



Department of
INDUSTRY, TOURISM AND TRADE

Business & Workforce
Ground Floor, Development House
76 The Esplanade
DARWIN, NT 0800

Postal address
GPO Box 3200
DARWIN NT 0801

E Associations.Compliance@nt.gov.au

T 08 8999 1800

Gregory Anderson
Public Officer
Arafura Music Collective Incorporated
4/5 McColl Street
FANNIE BAY NT 0820
Australia

Dear Public Officer

RE: Arafura Music Collective Incorporated

I refer to the application by the above referenced entity to be incorporated under the *Associations Act 2003*, and now enclose for your information the Certificate of Incorporation (incorporation number IA3750), and an Extract evidencing the Association's particulars.

Please note that the correct name of the Association is outlined above. This name must not be shortened, lengthened or used in any other form except that the word "*Incorporated*" may be shortened to "*Inc.*" Should a different version of the name be deemed more desirable, the Association's members will have to vote again to change the name, and lodge the prescribed documentation with this office.

The Association must hold its first Annual General Meeting (AGM) within 18 months of incorporation. Regular reporting requirements to this office also apply, and include, but not limited to; an audited balance sheet each financial year, audited by a person independent of the Association, any changes to the Constitution (and/or Rules), and changes relating to the Public Officer, inclusive of their address.

Fees are payable upon lodgement of all the above referenced documentation, and Late Penalty Fees do apply.

Legislation and information sheets on various aspects relating to obligations and responsibilities incumbent on an Association are available at; <https://nt.gov.au/law/rights/incorporated-associations>.

Yours sincerely

A handwritten signature in black ink, appearing to read "L. Cassey", written over a horizontal line.

Delegate of the Commissioner 09 March 2023



Department of
INDUSTRY, TOURISM AND TRADE

Northern Territory

Associations Act 2003

Extract

Association Name: Arafura Music Collective Incorporated
 Incorporation Number: IA3750
 Date of Incorporation: 09 March 2023
 Status: Registered
 Date of Cessation/Transfer:
 Principal Activity: Literature, Art, Science, Research

Registered Office Address (current)

Address: 4 5 McColl Street
 FANNIE BAY NT 0820

Public Officer (current)

Name: Gregory Anderson
 Address: 3 Samson Court
 MALAK NT 0812
 Australia
 Start Date: 9/03/2023

Dated this **09 March 2023**



DISCLAIMER FOR ASSOCIATIONS EXTRACT

The Department administering the *Associations Act 2003* and every person acting on its behalf disclaims any liability for loss or damage arising from any error, omission or defect in the computer produced extract or the information contained herein, whether resulting from negligence, default or otherwise however so caused or resulting.



Department of
INDUSTRY, TOURISM AND TRADE

Northern Territory

Associations Act 2003
Section 9

Incorporation Number: **IA3750**

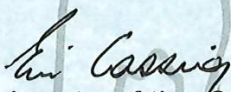
Certificate of Incorporation

This is to certify that

Arafura Music Collective Incorporated

is, on and from the 09 March 2023
incorporated under the *Associations Act 2003*.

Dated this **09 March 2023**


Delegate of the Commissioner



CERTIFICATE



Network Insurance House
 1300 655 037
 enquiries@nih.com.au
 nih.com.au
 Suite 6.02, Level 6, 135 King Street
 SYDNEY NSW 2000
 PO Box 3190 Tuggerah NSW 2259

Voluntary Workers Insurance Certificate of Currency

This is to certify that the undernoted **Voluntary Workers Insurance policy** is current for the period specified and is issued in accordance with the terms conditions definitions limitations and exceptions noted therein:

Name of Insured: DUCK FOR COVER ENTERTAINERS GROUP INC
Insured Persons: Duck Group Members who elect to purchase the Voluntary Workers Insurance Policy for their performing group.
Insured Members Name: Arafura Music Collective (M10454888)
Insurer: AFA Pty Ltd
 ABN 83 067 084 333, AFS License No. 247122
 Acting as agents for Zurich Australian Insurance Limited, ABN 13 000 296 640
 AFS Licence Number 232507
Policy Number: 5600381
Period of Insurance: 12 October 2026 until 4pm 12 October 2027
Scope of Cover: Cover under this policy applies whilst an insured person is engaged in authorised voluntary work on behalf of the insured including direct travel to and from such voluntary work.
Territorial Limits: Within Australia
Policy Wording : AFA Voluntary Workers Insurance PDS and Policy Wording
 Policy Wording Version No. 14: 1-OCT-2022-PDS-VW-10097
Policy Wording : Coverage Summary:
Declared Maximum Number of Volunteers engaged for a performance Up to 5 Volunteers

Cover	Benefit amount per Insured Person
Part A - Accidental Death and Capital Benefits	
- Sum Insured	\$50,000 (Events 1-19)
- Event 1 - Insured persons under 18 years of age	\$25,000
Part B - Weekly Injury Benefits	
- Percentage of Salary	85%
- Maximum per week - earnings	\$500
- Maximum Benefit Period	52 weeks
- Excess Period	14 Days
Part C - Injury resulting in surgery	
- Sum Insured	\$5,000
Part D - Injury resulting in Fractured Bones	
- Sum Insured	\$1,000
Part E - Injury resulting in loss of teeth or dental procedures	\$1,000 (\$250 per tooth)
Insured Extensions	
- Childcare Benefit	\$5,000
- Tuition or Advice	\$500 per month Up to 6 months
Student Home Tutorial	\$500 per week Up to 26 weeks
Post-Traumatic Stress Disorder Weekly Benefit	\$500 per week for a maximum of 12 weeks \$50,000 aggregate

James Finucane

James Finucane
Risk Solutions Manager

Date of Issue:
Issued on 18 September 2026 for and behalf of Network Insurance House

Contacts

For all Duck for Cover membership enquiries please contact Anne Colman on 03 4714 0414
 For all enquiries regarding this certificate please contact James Finucane - Network Insurance House - 1300 655 037.

Network Insurance House Pty Ltd (ABN 19 162 437 256 | CAR No. 001317943) is a Corporate Authorised Representative of
 Network Insurance House Broking Pty Ltd (ABN 95 159 898 398 | AFSL 435538)

Allianz Australia Insurance Limited
ACN 000 122 850 ABN 15 000 122 850
Level 13, 2 Market St, Sydney NSW 2000
Telephone 02 9390 6229



General & Products Liability Insurance

Certificate of Currency

This Certificate of Currency has been issued on behalf of Allianz Australia Insurance Limited. This Certificate of Currency is issued as a matter of information only and confers no rights upon its holder.

This Certificate of Currency does not form part of the terms and conditions of the Policy and does not amend, extend, replace or alter the terms, conditions, definitions, limitations and exceptions noted therein.

Certain words used in this document and the Policy have special meanings. The Definitions section of the Policy document contains such terms. Please read the Policy wording, the Schedule and any other documents that form part of the Policy for the terms and conditions of cover.

NOTE: As this is a master policy, any limit or sub-limit shown as applying in the aggregate are shared across all Insureds and Members and effective cover may not be available to a particular Insured or Member if an aggregate sub-limit or Limit of Liability has been reached by claims on or by other Insureds during any one Period of Insurance.

This Certificate of Currency is provided as a summary only of the cover provided **and shall serve as confirmation that this Policy is current and cannot be cancelled by any individual member.**

NAMED INSURED: Approved and Paid members of Duck for Cover Entertainers Group Inc
MEMBER: Arafura Music Collective (M10454888)
POLICY NUMBER: 71-0182031-LCP
PERIOD OF INSURANCE: 12 October 2026 until 4pm 12 October 2027
LIMITS OF INDEMNITY: Public Liability \$30,000,000 per Occurrence
Product Liability \$30,000,000 per Occurrence and in the aggregate during any one Period of Insurance
POLICY WORDING: Allianz Public & Products Liability Insurance POL106BA 10/23
GEOGRAPHICAL LIMITS: Anywhere in the world including North America but only as specified in the definition of Policy Territory within the Policy Schedule. Members of Duck for Cover who are not Australian citizens or permanent residents, are only covered while they are performing/teaching their approved performing activities within the Commonwealth of Australia.
INSURED ACTIVITIES: Performing, busking, rehearsing, recording, exhibiting, adjudicating and teaching (subject to Workshop Extension Endorsements 4 & 5) for the following Insured activities:
COMMUNITY PERFORMING GROUP

SPECIFIC ENDORSEMENTS:

- Interested Parties

Subject at all times to the terms, conditions, exclusions, limits and any endorsements attaching to the Policy, this Policy extends to include every principal, person, corporation, organisation, trustee or estate to whom or to which the named Insured is obligated by reason of any law, agreement or permit (whether written or implied), including The State, Local Government and Councils, however only arising out of the insured activities as described in the Certificate of Currency of an approved and paid Duck for Cover member and only to the extent specified in Definitions 2.28.7 and 2.28.8 "You, Your" of the Policy.

- Workshop / Teaching Extension - (Standard)

All insured members are automatically covered for workshops and teaching of their insured performing activities however this extension does not apply to a member teaching or providing workshops which include any of the following activities:

- Aerial performers, Sword swallowing, Angle grinding acts, Fire acts, Own body piercing, Roller Skating / Skateboarding, Parkour, Beds of nails, Cooking Demonstrations, Fitness related activities

- Venue Hire

This Policy extends to cover the Approved and paid Duck for Cover member when hiring a venue as the event organiser in the Commonwealth of Australia for the following purposes only:

- to stage own show (limited to 500 attendees);
- to stage an end of workshop performance by an individual member (limited to 500 attendees);
- to stage rehearsals;
- to stage sound recordings;
- to stage workshops / teaching.

Carlo Cammarata

Carlo Cammarata
NSW/ACT Liability Underwriting Manager

Date of Issue:
Issued on 18 September 2026 for and on behalf of Allianz Australia Insurance Limited

Contacts

For all Duck for Cover membership enquiries please contact Anne Colman on 03 4714 0414

For all enquiries regarding this certificate please contact James Finucane - Network Insurance House - 1300 655 037.

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.5
Report Title:	Edible Pocket Gardens Policy
Meeting Date:	Tuesday 6 October 2026
Author:	Community Services Manager, Laura Hardman
Approver:	General Manager Community, Konrad Seidl

Community plan

Environmental Sustainability: Palmerston is an environmentally friendly, liveable city that promotes renewable practices and sustainability.

Purpose

This Report seeks Council approval to rescind the Edible Pocket Gardens Policy.

Key messages

- The Edible Pocket Gardens initiative began in 2018 and a Policy was created.
- The gardens are intended to be prepared and maintained by participating community members, with produce available for use by the broader community.
- Two (2) small edible gardens were established in 2018/2019 which are maintained operationally by Council staff and contractors.
- An edible garden requires an ongoing commitment to watering, weeding, pruning, pest management and general maintenance, which may become difficult for volunteers to sustain over time.
- The Policy is no longer considered to be required, and requests can be managed operationally and presented to Council on an as-needed basis.
- It is recommended to rescind the Edible Pocket Gardens Policy.

Recommendation

1. THAT Report entitled Edible Pocket Gardens Policy be received and noted.
2. THAT Council rescind the Edible Pocket Gardens Policy.

Background

The intention of the Policy when developed in 2018 was to create a sense of community through sharing of produce, encouraging healthier, active lifestyles and creating an initiative that is led by the community and has minimal involvement from the Council. This policy encourages and enables the community to get involved in environmental sustainability and increasing green spaces throughout Palmerston.

After a 21-day consultation in 2018 Council adopted the current Edible Pocket Gardens Policy at 2nd Ordinary Council Meeting held on 18 September 2018.

13.2.6 Edible Pocket Gardens – Consultation Review

1. *THAT Report Number 9/0082 entitled Edible Pocket Gardens – Consultation Review be received and noted.*
2. *THAT Council approve City of Palmerston Policy COMM04 Edible Pocket Gardens being Attachment A to Report Number 9/0082 entitled Edible Pocket Gardens – Consultation Review.*

CARRIED 9/0277 – 18/09/2018

The Edible Pocket Gardens Policy is provided at **Attachment 12.1.5.1**.

This Policy is due for review in line with the Council Policy review schedule.

Discussion

The Edible Pocket Gardens was introduced in 2018 by City of Palmerston to encourage residents to plant and maintain small gardens of edible plants in approved Council parks. This initiative was intended to encourage investment in public spaces by the community and would also promote greening and sustainability initiatives by Council.

Under the Policy, residents may nominate a location within a Council park or reserve for an edible pocket garden, subject to Council approval. The gardens are intended to be prepared and maintained by participating community members, with produce available for use by the broader community. The Policy also requires that gardens do not interfere with the normal operation or function of the park and provides Council with the ability to require remedial works or remove a garden where it presents a safety risk or is not maintained to an appropriate standard.

Since the introduction of the initiative, uptake has been limited. Only two small edible plantings have been established, located at Strawbridge and Lindsay Park in Moulden. These plantings include lemongrass, banana and cassava.

To support the initiative and encourage community participation, Council undertook additional works at the site, including the installation of a water tap and planting of tropical fruit trees. Despite this investment, the areas were not maintained as intended and subsequently became a maintenance responsibility for operational staff.



No further requests or expressions of interest from the community had been received in the last eight years, indicating limited ongoing demand for the initiative.

Recommendation

It is recommended that Council rescind the current policy due to the low uptake of the initiative and ability to manage request operationally or on an as-needed basis. This will retain the ability to consider future community gardening and greening proposals on a case-by-case basis through existing programs, such as Harvest Corner Community Garden, and available funding opportunities for environmental initiatives.

This approach provides Council with greater flexibility to respond to emerging community interest without creating an ongoing policy where there is currently no demonstrated demand.

Consultation and marketing

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

- Executive Manager Environment.
- Community Services Manager.

Policy implications

This report recommends the Policy is rescinded. The Policy was reviewed in line with the policy review schedule.

Budget and resource implications

There are no budget or resource implications relating to this Report.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

- 4. Inclusion, Diversity and Access**
Failure to balance meeting needs of Palmerston's cultural mosaic.

Strategies, framework and plans implications

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

- [Sustainability Strategy 2022-2026](#)

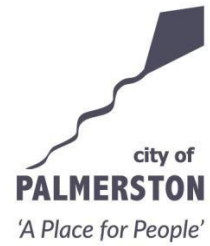
Council officer conflict of interest declaration

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

Attachments

1. 20221019 - Edible Pocket Gardens Policy (1) [12.1.5.1 - 2 pages]

EDIBLE POCKET GARDENS



COUNCIL POLICY

PURPOSE

To promote greening and sustainability initiatives throughout Palmerston by allowing residents to grow edible plants in sections of their local parks.

PRINCIPLES

Edible Pocket Gardens are a great way of creating a sense of community and a sense of space within a community. Edible Pocket Gardens are a free-range style of garden where residents can nominate to use a small section of their local park or reserve to plant edible plants. These plants are to be tended to by the resident or interested parties and Council must approve any works before they commence. The produce from the garden is accessible by the whole community and is not owned by the resident/group who tends to it. City of Palmerston reserves the right to make changes to the space at any time.

DEFINITIONS

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

TERM	DEFINITION
Edible pocket garden	A green space on Council owned land, managed by member/s of the local community, that is used to grow edible species of plants for consumption by the general public.
The City	Refers to City of Palmerston.

POLICY STATEMENT

1. Conditions

City of Palmerston will support the growing of appropriate edible plants on Council land and reserves if the following conditions are met:

- 1.1. The location is identified by residents and approved by City of Palmerston.
- 1.2. Approval is gained before any edible pocket garden work is commenced.

- 1.3. The edible plants must not interfere with or change normal operation or function of the park space.
- 1.4. The site is prepared and maintained by the community members involved, to the satisfaction of City of Palmerston.
- 1.5. If the edible plants within the park are considered to pose a safety risk or aren't being maintained to a suitable standard, the City can request that work is undertaken by the responsible party to bring it up to the standard required. If this fails to occur, the City can remove the garden.
- 1.6. Residents are required to meet the Edible Pocket Gardens Guidelines, which may be modified from time to time.

ASSOCIATED DOCUMENTS

- City of Palmerston Edible Pocket Garden Guidelines

POLICY DETAILS

OWNER	Chief Executive Officer	RESPONSIBLE OFFICER	General Manager Community
APPROVAL DATE	19 October 2022	NEXT REVIEW DUE	20 October 2026
RECORDS NUMBER	516651	COUNCIL DECISION	10/558

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.6
Report Title:	Community Safety and Wellness Advisory Committee Meeting Minutes - 22 September 2026
Meeting Date:	Tuesday 6 October 2026
Author:	Executive Assistant to CEO, Kate Roberts
Approver:	General Manager Community, Konrad Seidl

Community plan

Family and Community: Palmerston is a safe and family friendly community where everyone belongs.

Purpose

This Report seeks Council endorsement of the Unconfirmed minutes from the Community Safety and Wellness Advisory Committee meeting held on Tuesday 22 September 2026.

Key messages

- Community Wellbeing is a priority for City of Palmerston and the Community Safety and Wellness Advisory Committee is an avenue for Council to maintain awareness on current issues and actions to support the community.
- The reports on networks and updates highlighted strong wellbeing outcomes for City of Palmerston.
- The Committee received updates from key stakeholders and considered matters relating to community safety, youth engagement, community development initiatives and current projects that contribute to the wellbeing of the Palmerston community.
- The Advisory Committee agenda and unconfirmed minutes are available for viewing on Council's Website.

Recommendation

1. THAT Report entitled Community Safety and Wellness Advisory Committee Meeting Minutes - 22 September 2026 be received and noted.

2. THAT the unconfirmed Community Safety and Wellness Advisory Committee minutes as provided at **Attachment 12.1.6.1** to report entitled Community Safety and Wellness Advisory Committee Meeting Minutes - 22 September 2026 be received and noted.

Background

The Community Safety and Wellness Advisory Committee (CSWAC) was established by Council to provide strategic advice regarding community safety, social wellbeing, inclusion and related community development matters.

The Committee provides a collaborative forum for representatives from government agencies, community organisations, elected members and community representatives to discuss current and emerging issues affecting the Palmerston community and to provide advice to Council on matters within its Terms of Reference.

The Committee's work contributes to Council's Community Plan objective of creating a safe, healthy, inclusive and connected community.

Discussion

The Community Safety and Wellness Advisory Committee met on Tuesday, 22 September 2026 to consider matters relating to community safety, inclusion and wellbeing within the Palmerston community.

The unconfirmed minutes are provided at **Attachment 12.1.6.1** for endorsement.

Harvest Corner Community Garden

At its meeting, the Committee considered a report regarding the Harvest Corner Community Garden, including opportunities to support community participation, social connection and wellbeing outcomes through the initiative.

The Committee supported the proposed recommended next steps for Council related to an EOI process and consideration for Council to manage the site if no suitable interest is forthcoming from the community. Discussion also considered the opportunity to consult with the community on what other options could be viable for the site in the absence of a community garden.

This feedback will be incorporated into a future report to Council in relation to the Harvest Corner Community Garden.

Youth Engagement

The Committee also considered a report relating to Youth Engagement, which outlined current initiatives and opportunities for future engagement activities within the Palmerston community.

The Committee expressed support for a youth group option to support information to flow to Council, interest in youth participation in Networks and even a youth member on the



Committee. There was a suggestion for Council to consider tapping into existing youth leaders in sporting clubs and schools.

The feedback from the Committee will be implemented operationally where relevant and incorporated into a future report to Council.

Network and Community Update

The Committee received additional officer updates and reports relating to Council Networks and Community initiatives and activities that support community safety and wellbeing objectives.

It was noted that the Community Networks could consider increased discussion and collaboration around current issues and discussion points. This information will be conveyed to the networks.

Consultation and marketing

There was no consultation or marketing required during the preparation of this Report.

Policy implications

There are no policy implications for this Report.

Any future initiatives arising from Committee recommendations requiring funding will be the subject of a separate report to Council.

Budget and resource implications

There are no budget or resource implications relating to this Report.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

1. **Community Safety**
Failure of Council to effectively plan and deliver its role in community safety.
4. **Inclusion, Diversity and Access**
Failure to balance meeting needs of Palmerston's cultural mosaic.

Strategies, framework and plans implications

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

- [Inclusive, Diverse and Accessible Policy Framework](#)

This report relates to the Inclusive, Diverse and Accessible Policy Framework due to Council's engagement to the community in bringing people together with diverse perspectives that increase the inclusiveness, diversity and accessibility of culture, services, and operations.



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. 20260922 - UNCONFIRMED Community Safety and Wellness Advisory Committee Meeting Minutes - 22 Septemb [12.1.6.1 - 7 pages]

MINUTES



COMMUNITY SAFETY AND WELLNESS ADVISORY COMMITTEE MEETING

TUESDAY 22 SEPTEMBER 2026

The Community Safety and Wellness Advisory Committee Meeting of City of Palmerston was 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

Minutes of Community Safety and Wellness Advisory Committee
Meeting held in Council Chambers
Civic Plaza, 1 Chung Wah Terrace, Palmerston
on 22 September 2026 at 5:30pm.

PRESENT

COMMITTEE MEMBERS

Councillor Lucy Morrison (Chair)
Deputy Mayor Wayne Bayliss
Mayor Athina Pascoe-Bell
Morris Saunyama, Department of Children and
Families Representative (*Proxy*)
Superintendent Katie Hatzismalis, Northern
Territory Police Representative
Sheryl Sephton, Community Organisations
Representative
Fran Ramsey, Community Member

STAFF

Chief Executive Officer, Nadine Nilon
Acting General Manager Infrastructure, Michael
Williams
General Manager Community, Konrad Seidl
Minute Secretary, Kate Roberts

GALLERY

Nil members of 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 5:28pm.

3 APOLOGIES

Moved: Deputy Mayor Bayliss
Seconded: Katie Hatzismalis

1. THAT the apology received from Councillor Kanyai for 22 September 2026 be received and noted.
2. THAT the apology received from Lindsey Newman for 22 September 2026 be received and noted.
3. THAT the apology received from Sakeasi Tawaketini for 22 September 2026 be received and noted.
4. THAT the apology received from Peter Fletcher for 22 September 2026 be receive and noted.

CARRIED (7/0) - CSWAC11/17 – 22/09/2026

4 AUDIO/AUDIOVISUAL CONFERENCING

4.1 Request for audio/audiovisual conferencing

Nil

4.2 Audio/Audiovisual conferencing previously granted

Nil

5 DECLARATION OF INTEREST

5.1 Committee members

Nil

Initials: _____

5.2 Staff

Nil

6 CONFIRMATION OF MINUTES

6.1 Confirmation of minutes

Moved: Katie Hatzismalis
Seconded: Deputy Mayor Bayliss

THAT the Minutes of the Community Safety and Wellness Advisory Committee Meeting held on 23 June 2026 pages 7 to 12 be confirmed.

CARRIED (7/0) - CSWAC11/018 – 22/09/2026

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

Initials: _____

9 OFFICER REPORTS

9.1 Action reports

9.1.1 Harvest Corner Community Garden

Moved: Deputy Mayor Bayliss
Seconded: Mayor Pascoe-Bell

1. THAT the report entitled Harvest Corner Community Garden be received and noted.
2. THAT the Community Safety and Wellness Advisory Committee provide feedback on the proposed steps on the future management for Harvest Corner Community Garden from the 29 January 2027.

CARRIED (7/0) - CSWAC11/019 - 22/09/2026

9.1.2 Youth Engagement

Moved: Deputy Mayor Bayliss
Seconded: Fran Ramsey

1. THAT Report entitled Youth Engagement be received and noted.
2. THAT the Community Safety and Wellness Advisory Committee provide feedback on the following areas relating to City of Palmerston's youth engagement:
 - a. The suitability of Council's current Youth Engagement approach as outlined in this report entitled Youth Engagement.
 - b. Feedback on engagement options available being face to face, informal youth group or formal committee.
 - c. Other ideas or identified gaps pertaining to youth engagement in Palmerston.

CARRIED (7/0) - CSWAC11/020 - 22/09/2026

9.2 Receive and note reports

9.2.1 Community Update

Moved: Deputy Mayor Bayliss
Seconded: Sheryl Sephton

THAT Report entitled Community Update be received and noted.

CARRIED (7/0) - CSWAC11/021 - 22/09/2026

Initials: _____

9.2.2 Network Update

Moved: Deputy Mayor Bayliss
 Seconded: Mayor Pascoe-Bell

THAT Report entitled Network Update be received and noted.

CARRIED (7/0) - CSWAC11/022 - 22/09/2026

10 INFORMATION AND CORRESPONDENCE**10.1 Information**

Nil

10.2 Correspondence

Nil

11 GENERAL BUSINESS**11.1 Round Table Update Discussion**

Moved: Deputy Mayor Bayliss
 Seconded: Sheryl Sephton

1. THAT the verbal update provided by General Manager Community in relation to the Aboriginal Investment Groups Remote Laundries project be received and noted.
2. THAT the verbal update provided by Superintendent Hatzismalis regarding Operation Ventura and general policing update be received and noted.
3. THAT the question asked by Sheryl Sephton regarding the fence at Gray Community Hall and the response provided by Mayor Pascoe-Bell, the Chief Executive Officer and General Manager Community be received and noted.
4. THAT the question asked by Morris Saunyama regarding feedback for engagement with the Department of Children and Families and the response provided by Councillor Morrison, Mayor Pascoe-Bell and General Manager Community be received and noted.

CARRIED (7/0) - CSWAC11/023 - 22/09/2026

Initials: _____

12 NEXT COMMITTEE MEETING

Moved: Deputy Mayor Bayliss
Seconded: Katie Hatzismalis

THAT the next Community Safety and Wellness Advisory Committee Meeting be held on Tuesday, 1 December 2026 at 5:30pm in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston.

CARRIED (7/0) - CSWAC11/024 - 22/09/2026

13 CLOSURE OF MEETING

Moved: Mayor Pascoe-Bell
Seconded: Fran Ramsey

THAT the meeting of the Community Safety and Wellness Advisory Committee held in Council Chambers, Civic Plaza, Palmerston on 22 September 2026 closed at 6:18pm.

CARRIED (7/0) - CSWAC11/025 - 22/09/2026

The Chair declared the meeting closed at 6:18pm.

Chair

Print Name

Date

Initials:

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.7
Report Title:	Disability Inclusion and Access Plan 2026 - 2028 - Community Consultation Outcome
Meeting Date:	Tuesday 6 October 2026
Author:	Community Services Manager, Laura Hardman
Approver:	General Manager Community, Konrad Seidl

Community plan

Family and Community: Palmerston is a safe and family friendly community where everyone belongs.

Purpose

This Report seeks Council's adoption of City of Palmerston's Disability Inclusion and Access Plan 2026–2028 following a 21-day community consultation period.

Key messages

- Council endorsed the Draft Disability Inclusion and Access Plan 2026–2028 for a 21-day community consultation period.
- Community consultation was undertaken from 5 August 2026 to 27 August 2026.
- Feedback was received from one community member.
- Amendments have occurred to finalise the plan following consultation, including clarification of data and references, strengthened employment and workplace adjustment actions, clearer measures for business engagement and accessibility reviews, and updated language relating to lived experience and people with disability.
- The final Disability Inclusion and Access Plan 2026–2028, along with the final Easy Read Version is presented to Council for adoption.

Recommendation

1. THAT Report entitled Disability Inclusion and Access Plan 2026 - 2028 - Community Consultation Outcome be received and noted.

2. THAT Council note the community consultation feedback provided at **Attachment 12.1.7.1.**
3. THAT Council endorse the amended City of Palmerston Disability Inclusion and Access Plan at **Attachment 12.1.7.2** and Easy Read Version 2026–2028 at **Attachment 12.1.7.3.**

Background

City of Palmerston is committed to creating a community where every individual has equal opportunity to access Council services, including activities, events and facilities.

At the 2nd Ordinary Council Meeting of 21 July 2026, Council made the following decisions:

12.1.7 Draft Disability Inclusion and Access Plan 2026 - 2028 adoption for community consultation

1. *THAT Report* entitled Draft Disability Inclusion and Access Plan 2026 - 2028 adoption for community consultation be received and noted.
2. *THAT Council* endorse the Draft Disability Inclusion and Access Plan 2026-2028 at Attachment 12.1.7.1 to commence community consultation for a 21-day period

CARRIED 11/0502 -21/07/2026

The draft Disability Inclusion and Access Plan (DIAP) 2026-2028 builds on the achievements of Council's first Disability Inclusion and Access Plan (DIAP) 2022–2025.

The DIAP Working Group informed the development of the draft DIAP 2026–2028 through a workshop that explored priorities, language, accessibility and practical actions for the new plan.

The draft DIAP 2026-2028 reflects current priorities, contemporary practice, and Council's organisational context. This includes refined language and structure to improve clarity and accessibility, and updated content to align with current legislation and Council initiatives. Ongoing actions have been reframed to reflect the continuation of existing work rather than being presented as new initiatives.

Key themes raised through the workshop included recognition that disability experiences are diverse and not always visible, and that inclusive language and communication play a critical role in enabling participation.

Participants also highlighted the need for accessible and inclusive design across public spaces and community infrastructure, including in newer suburbs, and the importance of clear and predictable information to support confident participation.

The draft DIAP 2026–2028 aligns with the Northern Territory Government Disability Inclusion and Access Framework and supports a whole-of-Council approach to delivering

practical actions through partnerships, service delivery and continuous improvement. The Plan reflects a whole of Council approach and identifies practical actions to be delivered through partnerships, service delivery, and continuous improvement.

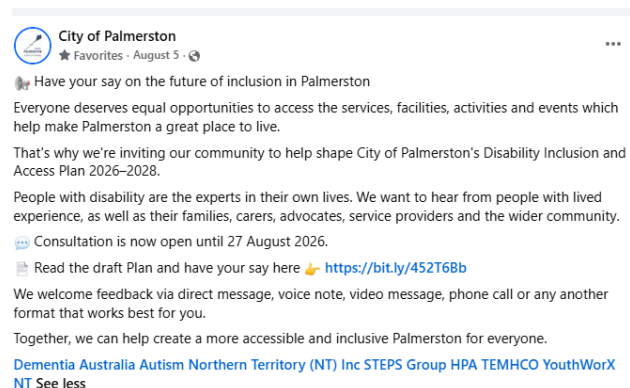
To ensure the DIAP 2026–2028 accurately reflected community priorities, the draft DIAP 2026–2028 was presented to the community for 21-day consultation period.

Discussion

Community consultation was undertaken from 5 – 27 August 2026, with feedback informing the final DIAP 2026–2028.

Community consultation activities included:

- Promotion of the DIAP on Council’s website with a link to the DIAP and a feedback form.
- Promotion of the DIAP draft on Council’s Facebook pages with a link to the Council website and feedback form.
- Promotion on Digital Screens at Recreation Centre and Library.
- City of Palmerston staff member engaging with community at different community groups.
- Focused email sent to working group members, DiversAbility Collective and local stakeholders including:
 - STEPS;
 - Life Without Barriers (LWB);
 - Helping People Achieve (HPA);
 - Total Recreation;
 - Top End Mental Health Consumers Organisation (TEMHCO);
 - Headspace;
 - YouthWorX;
 - Danila Dilba; and
 - City of Palmerston Network Committees contact database.



Facebook Post Launch – 5 August

DISABILITY INCLUSION AND ACCESS PLAN 2026-2028

City of Palmerston is committed to creating a community where every individual has equal rights and opportunities to access our services, activities, and facilities.

Our [draft Disability Inclusion and Access Plan \(DIAP\) 2026-2028](#) outlines how we will continue to improve inclusion, accessibility and participation across our city over the next three years. The Plan aligns with the [Northern Territory Disability Strategy 2022-2032](#) and recognises the important role local government plays in supporting people with disability to reach their full potential. Diversity and accessibility are also embedded throughout many of Council's strategic plans and guide how we plan future projects, services and initiatives.

People with disability are the experts in their own lives. That's why we're seeking feedback from people with lived experience, as well as their families, carers, advocates, service providers and the wider community.

Every person's experience is different. A barrier for one person may not affect another, and the support which works well for one person may not meet someone else's needs. By hearing a broad range of experiences and perspectives, we can better understand the barriers people face, avoid assumptions and shape actions which are practical, inclusive and responsive.

Whether you'd like to tell us what's working well, what could be improved, or what would make it easier to participate in community life, we'd love to hear from you.

PROJECT STAGES

- OPEN**
This consultation is open for contributions.
- UNDER REVIEW**
- CLOSED**
This consultation is closed for contributions.

Join the conversation

Consultation is open from **5 August to 27 August 2026**.

We welcome feedback in a range of ways. In addition to completing the online submission form, you can contact us via the details below if you would prefer to provide your feedback by phone, voice recording, video or another accessible format. You can also contact us via direct message to City of Palmerston [Facebook](#) or [Instagram](#).

Council Office: Civic Plaza 1 Chung Wah Terrace, Palmerston, NT 0830

[View map](#)

Opening Hours: Monday to Friday: 7:30am - 5:30pm. Closed Public Holidays

Phone Number: 08 8935 9922

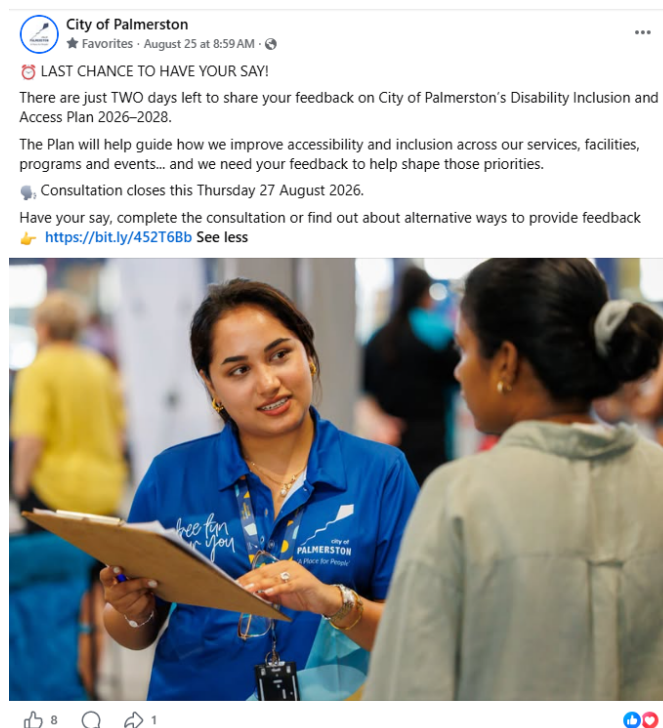
Email Address: palmerston@palmerston.nt.gov.au

The draft Disability Inclusion and Access Plan 2026-2028 is available to read [here](#).

An easy-to-read version of the draft Plan is available [here](#).

Your feedback will help us finalise the Disability Inclusion and Access Plan 2026 - 2028 before it is presented to Council for adoption.

Council Website promotion



Additional Facebook Post – 25 August

A total of two feedback form submissions were received with 15 likes/9 shares on the initial Facebook post and 8 likes/1 share on the second post.



One formal feedback submission was received during the consultation period. Feedback covered clarification of demographic data and references, accessibility of Council information, employment and workplace adjustments, business engagement, accessibility reviews, lived experience terminology and contemporary disability language.

Feedback has been reviewed and has been presented at **Attachment 12.1.7.1**.

Much of the feedback has been amended into the DIAP. The Adjustment Policy/Passport and Easy Read Council are actions that will be investigated further to improve communications, accessibility and staff wellbeing.

City of Palmerston's Disability Inclusion and Access Plan 2026–2028 is presented for adoption at **Attachment 12.1.7.2**. and Easy Read Version 2026–2028 at **Attachment 12.1.7.3**.

Consultation and marketing

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

- Community Services Manager.
- Marketing and Communications Manager.
- City Activation Manager
- Infrastructure Manager

Community consultation identified:

- DiversAbility Collective
- STEPS;
- Life Without Barriers (LWB);
- Helping People Achieve (HPA);
- Total Recreation;
- Top End Mental Health Consumers Organisation (TEMHCO);
- Headspace;
- YouthWorX;
- Danila Dilba; and
- City of Palmerston Network Committees contact database.

Policy implications

There are no policy implications related to this report.

Budget and resource implications

Implementation of DIAP actions will be undertaken through existing operational and capital works budgets where applicable. Actions requiring additional funding will be subject to Council's budget and approval processes.



Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

1. **Community Safety**
Failure of Council to effectively plan and deliver its role in community safety.
4. **Inclusion, Diversity and Access**
Failure to balance meeting needs of Palmerston's cultural mosaic.

Strategies, framework and plans implications

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

- Inclusive, Diverse and Accessible Policy 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. Consultation Feedback Response. [12.1.7.1 - 8 pages]
2. Final Version - Disability Inclusion and Access Plan 2026 - 2028 [12.1.7.2 - 25 pages]
3. Easy Read Disability Inclusion and Access Plan 2026 - 2028 [12.1.7.3 - 17 pages]

	FEEDBACK	RESPONSE	CONSIDERATION/ACTION
1	Clarify percentages in Community Profile tables <i>Table on page 5 little hard to understand. The % column in the first table is % of Palmerston residents, but the % in the second table is % of NDIS participants. It seems too easy to incorrectly interpret the second table as 41% of Palmerston residents have autism (for example). Minor changes to the column headings or additional text could clarify.</i>	Agreed that headings could be misinterpreted and amended as follows: Page 5: Community Profile tables Additional wording added to the column headings to clarify what the percentages represent: Table 1 • Indicator • Number • Percentage of Palmerston Population • NDIS Participants by Primary Disability • Primary Disability • Palmerston NDIS Participants • % of Palmerston NDIS Participants • Northern Territory NDIS Participants • % of Northern Territory NDIS Participants • NDIS Participants by Demographic • Demographic • Palmerston NDIS Participants • % of Palmerston NDIS Participants • Northern Territory NDIS Participants • % of Northern Territory NDIS Participants	Amended in the final DIAP
2	References missing from Data Insights and affordability statement requires supporting evidence Page 7 has some reference numbers for quoted statistics, but I can see the references anywhere in the document. The statement on 'affordability of diagnosis' seems like it needs a reference, as it's a strong	References Reviewed and added the supporting reference information for the Data Insights section on pages 7 and 8, including the information relating to affordability of diagnosis	Amended in the final DIAP

	statement for the plan to make without support.		
3	IDA Policy Framework could not be located on Council website	IDA Policy Framework The Inclusive, Diverse and Accessible (IDA) Policy Framework is an internal Council document, which is why they were unable to locate it on Council's website. Staff forwarded a copy amended the wording in the DIAP to clarify this: Other laws and standards relating to inclusion and accessibility for people with disability are documented in City of Palmerston's internal Inclusive, Diverse and Accessible (IDA) Policy Framework.	The IDA Framework is in Council Publications on the CoP website.
4	Consider Easy Read documentation for Council meetings under Action 1.4 <i>Should action 1.4 be adjusted to include a transition to easy read documentation for Council meetings? This would need to include training for report writers and a process change for preparing agendas and minutes.</i>	Department of Local Government WA states the following: Council agendas and minutes are typically long, text-heavy documents packed with complex legal terms, financial data, and town planning jargon. Directly converting a massive 200-page agenda word-for-word into Easy Read is usually cost-prohibitive and impractical. Instead, councils typically use one of two strategic approaches: • The Summary Approach: Instead of translating the entire pack, councils pay an agency to create a 4-to-8-page Easy Read Meeting Summary or • Easy read meeting agenda. This captures only the major decision; items open for public consultation and voting outcomes. Staff have investigated cost for easy read meeting agendas, and an estimated cost would be between \$800 - \$2000	To be investigated and actioned if viable.

		Alternatively, the purchase of In-House Tools could be considered. Council could purchase a software subscription (such as Easy Read toolbox or Photosymbols EasyMaker) to train internal communications staff. Estimated cost: \$300-\$600 annually per staff user (excluding internal labour time). Whilst no Councils in Australia produce standard monthly meeting minutes, the NDIS Independent Advisory Council routinely publish full Easy Read Meeting Response and Bulletins for their reference groups. Link to a copy of this can be found here.	
5	Consider strengthening measurable outcomes under Action 4.2, including: - recruitment, - retention and - career progression of people with disability	<i>Original: 4. Adapt and improve Council employment processes, tasks and systems to attract, retain more people with disabilities.</i> Amend to read: 4. Adapt and improve Council employment processes, tasks and systems to attract, retain, and progress employees with disability.	Amended in the final DIAP

6	Consider including workplace adjustments under Action 4.2	<i>Original: 4.2 Ensure recruitment processes are inclusive and accessible to all</i> Amend to read: • 4.2 Ensure recruitment, onboarding, and internal progression pathways are inclusive, accessible, and merit based. • Implement a formal Workplace Adjustments Policy and Passport system to proactively support employees. • Measure outcomes by tracking annual application, hiring, retention (turnover), and promotion rates of staff identifying with disability against Australian Public Service/Territory baselines. Workplace Adjustments Policy • A policy for employees who require modifications to do their job safely and effectively is entitled to them (e.g., assistive software, ergonomic desks, flexible hours, or quiet workspaces). Adjustments Passport • An Adjustments Passport is a document that records an individual's agreed workplace adjustments, so they do not need to repeatedly explain or renegotiate their needs when circumstances, managers or roles change.	Amended in the final DIAP To be investigated and actioned if viable.
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7	Clarify how business engagement under Action 5.1 will be measured	<i>Original: 5. More local businesses and organisations benefit from customers and patrons with disability.</i> <i>5.1 Work with local businesses to be disability confident, accessible and inclusive.</i> Amend to read 5.1 Partner with local businesses to build disability, confidence, inclusion, and physical/digital access. • Measure engagement through the number of businesses completing certified disability-confidence workshops annually • Demonstrate evidence by tracking the baseline and annual completion rates of business accessibility self-assessments or PRBA-partnered inclusive business audits.	Amended in the final DIAP
8	Clarify the frequency of accessibility reviews under Action 6.1 and how identified actions will be followed up	<i>Original: 6: Council facilities and buildings are inclusive and accessible for people of all abilities.</i> 6.1 – Regular accessibility reviews and upgrades to facilities and equipment	Amended in the final DIAP

		Accessibility Reviews - Clarify how frequent accessibility reviews will occur Establish a clear timeline (annual audits) and lock in a mandatory loop for tracking, funding, and fixing identified issues. Include information about what happens following a review, particularly how identified issues or recommendations will be followed up or actioned. Amend to read 6. Council facilities and buildings are inclusive and accessible for people with disability 6.1 Establish an annual schedule for routine infrastructure, facility, and open-space accessibility reviews. - Develop a centralised process or register to record accessibility issues and recommendations identified through reviews, including responsibility, priority, progress and outcomes. - Action pathway: Where remediation works are required, incorporate identified priorities into relevant works planning and budget processes, subject to Council's normal budget and approval processes.	
9	Consider clearer distinction between people with direct lived experience of disability and families, carers, supporters and people working within the disability sector	Lived Experience - Make a clearer distinction between people with direct lived experience of disability and people who are family members, carers, supporters or workers. Amend to Read - Ensure the wording throughout the document reflects this by changing the distinction between	Amended in the final DIAP

		people with lived experience of disability, by adding their families and carers to the sentence.	
10	Review the use of the term “all abilities”. Consider replacing it with more contemporary and inclusive terminology relating to people with disability, accessibility and inclusion.	Terminology – “All Abilities” – Checked online and People with Disability Australia (PWDA) language guide says: In Australia the accepted and respectful standard terminology is people with disability (person-first language) or disabled people (identify-first language). PWDA Language guide Version 2: Guide to language about disability. Person-first language (people with disability) and identity-first language (disabled people) are both used in Australia. People with disability often have strong preferences for one term or the other, so it is best to follow the lead of the person or group you are talking about. It’s okay to ask. If that isn’t possible, use person-first language or refer to a person by their name. PWDA, government, and non-government institutions predominantly use person-first language when referring to people with disability. This is to avoid unnecessary focus on a person’s impairment. The dehumanisation of people with disability has a long history, so we choose to preface our language with a reminder of personhood. Many people with disability, however, prefer identity-first language, which positions disability as an identity category. For example, ‘I am a disabled person’, like ‘I am an Australian.	Amended in the final DIAP

		<i>Original: Ensure City of Palmerston committees are promoted to people of all abilities and diverse backgrounds."</i> Amend to Read Ensure City of Palmerston committees are promoted to people with disability and diverse backgrounds.	
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city of
PALMERSTON
'A Place for People'

DISABILITY INCLUSION AND ACCESS PLAN: 2026-2028

REVIEWED NOVEMBER 2025

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ACKNOWLEDGEMENT OF COUNTRY

City of Palmerston acknowledges the Larrakia People as the traditional custodians of the Palmerston Region. We pay our respects to Elders past, present and future leaders and extend that respect to all Aboriginal and Torres Strait Islander People.



International Women's Day, 2026

ACKNOWLEDGEMENT OF WORKING GROUP MEMBERS

Through their dedication, commitment, and sharing of combined insight, direct lived experiences, and support perspectives, City of Palmerston would like to acknowledge the following Working Group members. Bianca Di Manno, Chris Blackham-Davison, Glen Collins, Heidi Goerlich-Voutt, Jacqueline Johnson, Janine Frost, Karen McEwan, Lyle Markham, Nathan Sheppard, Siobhan Treacy, Yvonne Coleman and Zainab Mohamud, for their valued contribution in helping to shape the new Disability Inclusion and Access Plan 2026–2028.



INTRODUCTION

City of Palmerston's Community Plan outlines a vision of a diverse, vibrant and welcoming community where everyone belongs. An important part of achieving this vision is ensuring that people with disability can participate fully in community life – as employees, students, business owners, parents, volunteers, customers and community members.

Creating an inclusive and accessible community benefits everyone. When barriers to access are removed, people with disability can more easily participate in everyday activities, while the broader community also benefits. Accessible environments support older people, parents with young children, people with temporary injuries and visitors to our city.

In the Northern Territory, where communities are culturally diverse and experiences of disability can intersect with cultural, social and geographic factors, local governments must work collaboratively with the community to remove barriers and promote inclusive participation.

City of Palmerston is committed to creating a city where every individual has equal access to Council services, facilities, public spaces and community opportunities. This Disability Inclusion and Access Plan (DIAP) outlines the actions Council will take over the next three years to strengthen inclusion and accessibility across the Palmerston community.

How this plan was created

City of Palmerston's first Disability Inclusion and Access Plan (DIAP) 2022–2025 was developed in 2021–2022 in collaboration with people with disability and those with lived experience of barriers to inclusion and access.

In 2025, the plan was reviewed to identify opportunities to strengthen inclusion and accessibility across Council services, facilities and community programs.

As part of the review, a DIAP Working Group workshop was held with 12 participants representing people with lived experience of disability, carers and disability sector organisations. Their insights helped inform the priorities and actions included in this updated plan.

What we learned

During the development of the current DIAP, numerous individuals contributed detailed and specific ideas and feedback. These insights were instrumental in shaping the priorities, goals and actions outlined in the plan. Key lessons learned include:

- City of Palmerston's four Inclusive, Diverse and Accessible principles: Visible, Collaborative, Embedded and Always Improving are valued and endorsed by our community.
- The skills, knowledge, experiences and opinions of people with disability must be prioritised when it comes to planning for and taking action to increase inclusion and access.
- Specific, practical actions such as using technology to support access, signs with visual aids, accessible public changing rooms and toilets and the availability of accessible information – are high priorities for people with disability.

Our priorities

The goals and actions in this plan are organised into **six priority areas**:

Civic Engagement: Maximise opportunities and provide equal inclusion and access for people with disability to contribute to planning, decision making and review activities in our community.

Community, Leisure and Social Participation: Continue to ensure that people with disability can participate in community programs, events and activities.

Economic Participation: Maximise local employment opportunities for people with disability and support local business providers with inclusion and access.

Built and Natural Environment: Continue to improve inclusion and accessibility in Council's indoor and outdoor spaces.

Communication: Increase the availability of accessible formats for communication – online, in documents and in person.

Council Culture, Services and Operations: To be a disability confident organisation.



Children's Weeks, 2025

COMMUNITY PROFILE

The following tables provide a summary of disability statistics for the City of Palmerston and the Northern Territory. Local data is presented alongside broader Territory figures to provide context for the experiences of people living with disability in the region.

INDICATOR	NUMBER	PERCENTAGE OF PALMERSTON POPULATION
People needing help with day-to-day activities due to disability (2021)	1,487	4%
People providing unpaid assistance to a person with disability, health condition or due to old age (2021)	2,564	6.9%
Active NDIS participants (2025)	1,345	3.6%

NDIS Participants by Primary Disability (2025)

PRIMARY DISABILITY	PALMERSTON NDIS PARTICIPANTS	% PALMERSTON NDIS PARTICIPANTS	NORTHERN TERRITORY NDIS PARTICIPANTS	% OF NORTHERN TERRITORY NDIS PARTICIPANTS
Autism	548	41%	1,762	27%
Developmental delay / global developmental delay	262	20%	1,053	16%
Intellectual disability and Down syndrome	208	16%	1,278	20%
Psychosocial disability	83	6%	635	10%
Total Active NDIS Participants (all primary disability categories)	1,345	-	6,536	-

NDIS Participants by Demographic (2025)

DEMOGRAPHIC	PALMERSTON NDIS PARTICIPANTS	OF PALMERSTON NDIS PARTICIPANTS	NORTHERN TERRITORY NDIS PARTICIPANTS	% NORTHERN TERRITORY NDIS PARTICIPANTS
Indigenous	465	35%	3,382	52%
Non-Indigenous	721	54%	2,683	41%
Culturally and Linguistically Diverse	70	5%	350	5%

Northern Territory Disability Context

INDICATOR	DATA
People living with disability	20,500 (11.6% of the population)
Age profile	68% aged over 45; 30% aged over 65
Aboriginal Territorians experiencing disability	34.7% (6.2% with severe disability)
Workforce participation – people with disability	67.1%
Workforce participation – people without disability	88.3%

Source: Australian Bureau of Statistics (2021), NDIS participant data (2025).



Low Sensory Christmas Wonderland, 2025

Data Insights

Undiagnosed Disability

Some people may experience barriers to disability diagnosis or choose not to disclose disability. Barriers can include stigma, cost, cultural and language factors and access to appropriate assessment and services.¹

National disability prevalence increased from 17.7% in 2018 to 21.4% in 2022. The ABS notes that several factors may have contributed to this increase, including growing awareness of disability, increases in some long-term health conditions, changes in survey methodology and an ageing population.²

Affordability of Diagnosis

High costs, limited rebates and service shortages can delay or prevent access to assessment and diagnosis, particularly for people in rural and remote areas and those experiencing

1. Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (2020), [*The experience of First Nations people with disability in Australia*](#).
2. Australian Bureau of Statistics (2024), [*Disability, Ageing and Carers, Australia: Summary of Findings, 2022*](#).
3. Australian Government Department of Social Services (2024), [*Developing the National Autism Strategy – Consultation Report*](#).
4. Senate Community Affairs References Committee (2023), [*Assessment and support services for people with ADHD. Parliament of Australia*](#).

financial disadvantage. These barriers have been identified in relation to conditions including autism and ADHD.^{3 4}

Homelessness and Disability

People with disability face higher rates of homelessness, particularly where there are additional risk factors such as mental illness or complex support needs.⁵ In the NT, homelessness rates are 12 times the national average, with First Nations people making up 88% of the homeless population.⁶

First Nations people with disability can experience intersecting barriers, including limited access to culturally appropriate services and supports.⁷

Disability and the NDIS

Around 14% of Australians with disability are NDIS participants; most Australians with disability are not NDIS participants⁸ Many people with disability experience unmet support needs.⁹



Palmerston Youth Festival, 2024

5. Australian Institute of Health and Welfare (2024), [People with disability in Australia 2024 – Homelessness services](#).
6. Australian Government (2024), [First Nations families move into affordable homes](#)
7. Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (2023, Final Report – Volume 9: First Nations people with disability).
8. Australian Institute of Health and Welfare (2026), [People with disability in Australia 2026 – Key disability populations at a glance](#).
9. Australian Institute of Health and Welfare (2025), [People with disability – specialised support services](#).

ABOUT THIS PLAN

Key concepts and definitions

People with Disability: Includes those who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others (UN Convention on the Rights of Persons with Disabilities (CRPD)).

Direct Lived Experience (of Disability): Refers strictly to individuals living with permanent, temporary, or episodic disabilities. They are the primary experts on their own lives, accessibility barriers, and inclusion needs.

Lived Experience of Support/Care: Refers to parents, family members, friends, carers, and sector professionals who provide care, advocacy, or support to a person with disability. Their valuable insights are grounded in the experience of supporting someone, rather than living with a disability themselves.

Access: When people have permission, choice and the ability to enter, get to, interact with, or use a thing, place, or person.

Accessibility: Whether a product, service, process, or design can be used and/or understood by everyone who interacts with it.

Inclusion: Enabling all groups of people within a society to have a sense of belonging and the opportunity to participate in community life. It is based on fundamental values of equity, equality, social justice and human rights. Inclusion occurs when all people feel valued and respected, are connected to their fellow citizens, have access to opportunities and resources and can contribute their perspectives and talents to improve their community.

Discrimination: Occurs when individuals or groups are treated unfairly or disadvantaged because of characteristics such as race, sex, gender identity, sexual orientation, disability, socioeconomic status, religion, age, social origin or other aspects of identity.

Universal Design Principles: The design of products and environments to be usable by all people, to the greatest extent possible, without adaptation or specialised design. These principles may be applied to evaluate existing designs, guide the design process and educate both designers and consumers about the characteristics of more usable products and environments.



Legislative context

City of Palmerston's Disability Inclusion and Access Plan (DIAP) operates within a broader framework of international, national and Northern Territory legislation and policy that promotes the rights, inclusion and participation of people with disability.

- Australia has ratified the United Nations Convention of the Rights of Persons with Disabilities.
- Australia's Disability Strategy 2021 – 2031 sets a national agenda for changes.
- The Northern Territory Disability Strategy 2022 – 2032 sets a path of reform within the Northern Territory context.

City of Palmerston has obligations under the Australian *Disability Discrimination Act 1992*, which makes it illegal to discriminate against a person because of a disability when providing goods, services, facilities, or access to public premises.

Relevant Northern Territory legalisation includes the *Disability Services Act 1993*, the *Anti-Discrimination Act 1992*, the *Guardianship of Adults Act 2016*, the *Carers Recognition Act 2006* and *Work Health and Safety (National Uniform Legislation) Act 2011*, including strengthening of compliance requirements for managing psychosocial hazards at work.

Other laws and standards relating to inclusion and accessibility for people with disability are documented in City of Palmerston's internal Inclusive, Diverse and Accessible (IDA) Policy Framework.

Alignment with Council plans and strategies

The DIAP aligns with and supports the delivery of several key City of Palmerston strategies, frameworks and plans, including:

- Community Plan
- Inclusive, Diverse and Accessible-(IDA) Policy Framework
- Municipal Plan
- Palmerston Local Economic Plan
- Play Space Strategy
- Sustainability Strategy
- Communication Strategy
- Central Palmerston Area Plan

Accountability

The DIAP will guide decisions and actions taken by Council. Progress towards implementing the actions and achieving the goals will be monitored through Council reporting processes and provided to Elected Members in accordance with Council policies and procedures.

Updates on the implementation of the plan will also be shared with the community, including through Council communications and activities associated with the International Day of People with Disability.

In accordance with The Northern Territory (NT) Disability Strategy 2022-2032 and Action Plan, we will submit this plan to the Office of Disability so that it can be included in the reporting against Territory-wide disability inclusion and access reporting.

Every year, as part of the City of Palmerston's celebrations of the International Day of People with Disability, Council will report back to the community on our implementation of actions and progress towards the goals set out in this plan.



International Day of Disability, 2023

KEY PRINCIPLES

Council has adopted four principles under the Inclusive, Diverse and Accessible (IDA) Policy Framework: Visible, Collaborative, Embedded and Always Improving. Feedback from people with disability, their families and carers, helped identify what is most important under each of these principles:

Visible

What's important

- Signs and information about accessibility options are clear, usable and obvious
- People with disability are employed across Council at all levels
- Council awards and events provide inclusive opportunities for people with disability to be recognised and participate in ways that suit them.
- People with disability are represented in Council imagery, language and communications.

Feedback from people with disability, carers, and the broader community during consultation and review of the plan included:

What people said:

"It's more inclusive to do community awards than change the system. So, it supports us in ways that we'd like to be supported alongside community. It moves to a human and social model for disability, away from the medical"

" I think you should be able to opt in when nominating for awards"

" Integrate into normal awards"

Collaborative

What's important

- People with disability are directly involved in guiding Council on inclusion and accessibility
- Council is a strong advocate for disability inclusion and access
- Council supports local business providers and organisations to improve inclusion and accessibility.

What people said:

"Ask for feedback from businesses, from providers of support, coordination, action."

"Council role is to seek feedback, run forums with business, NFP and often Council staff "

Embedded

What's important

- Regular reviews of services, buildings, and public spaces to improve accessibility
- Training for Council staff delivered by people with direct lived experience of disability, as well as family carers.
- Council policies and processes have specific guidelines for inclusion and accessibility
- Sensory and psychosocial disabilities are considered as well as physical disability.

What people said:

"For people working with Council, as in disability, this isn't always translated into goals. We need to change the approach to address the system. Make it embedded".

"Make sure there are regular reviews of the DIAP. We need to bed it in and talk to it and see how it unfolds".

Always Improving

What's important

- Council regularly reports back to the community about how it has implemented the Disability Inclusion and Access Plan
- These reports include evidence of progress against the Plan
- Council has diverse and pragmatic ways that make it easy for people with disability to give feedback both individually and collectively.

What people said:

"Don't be tokenistic. Follow up. Don't just write a plan. Be genuine and seek feedback along the way with regular, transparent evidence. Put that into, Always Improving"



Palmerston Youth Festival, 2025

PRIORITY AREAS, GOALS AND ACTIONS

Civic Engagement

Civic engagement refers to community members participating in decisions that affect their lives and community. We prioritise providing people with disability equal access and opportunities to contribute to planning, decision-making and community review processes.

GOALS	ACTIONS
1. More people with disability are involved in Council's consultation, planning and advisory activities.	1.1 Ensure City of Palmerston committees are promoted to people with disability and diverse backgrounds. 1.2 Include guidance about recruitment and engagement with people with disability in Committee documents, for example Terms of Reference. 1.3 Diversify the range of marketing formats used to reach people in consultation, planning and advisory activities. 1.4 Ensure all Council meetings, consultations and engagement activities proactively provide opportunities for participants to identify and request access requirements (for example Auslan interpreters, captioning, large print materials, accessible venues and support persons).
2. People with disability have more opportunities to use and develop their leadership and advocacy skills.	2.1 Promote and support leadership and civic engagement programs and activities with stakeholders and people with disability.
Key Documents: • IDA Policy Framework • Municipal Plan • Community Plan	Existing Initiatives: • Join the conversation surveys on Council Website • Informal public forums before Council meetings • Council to the community meetings

GOALS	ACTIONS
What people said <i>"The language in this document. Pay attention to it. Run Easy Read revision through it. It's got to be relevant to staff and to the community".</i> <i>" Increase the use of flyers and posters to reach people, not all of us are involved with providers".</i> <i>"Make sure you engage with the schools".</i>	

Community, Leisure and Social Participation

Council has an extensive list of celebrations, programs and events each year – sport, art, social, hobbies, recreation and more. Our priority is to build on the work already done to make sure that people with disability have equal inclusion and access to this part of community life.

GOALS	ACTIONS
3. More people with disability are participating in Council's community social, recreation and leisure activities and events.	3.1 Ensure that plans for events and activities are designed to be inclusive of people with disability and that they include proactively identifying and addressing access requirements such as communication support, physical access, sensory environment, toilets and changing rooms, drop off zones, parking, transport and timing. 3.2 Provide different mechanisms for feedback from people with disability after events and activities and ensure that this feedback informs continuous improvement. 3.3 Consult with young people with disability to identify how Council can improve activities for youth and young adults. 3.4 Promote City of Palmerston's 'Accessible and Inclusive Events Guidelines'. 3.5 Promote events with clear information in accessible formats. 3.6 Continue to strengthen sector and digital networks for promotional material for events and activities.
Key Documents: • Annual Calendar of Events • Community Plan • IDA Policy Framework • Play Space Strategy	Existing Initiatives: • Christmas Wonderland - Low Sensory Event • Palmerston Library dyslexic font, audio and large print resources • Captions at Flicnics outdoor movies • MLAK bathroom at SWELL Palmerston

What people said

"Find out what's needed for participation, such as planning for participation, consultation, interpreting for Auslan, live captioning. I shouldn't have to use my phone".



Low Sensory Christmas Wonderland, 2025

Economic Participation

Employment and opportunities to contribute to the local economy as patrons and consumers, are fundamental to equity and inclusion. Our priority is to maximise local employment opportunities for people with disability and to support local businesses and organisations to provide inclusive and accessible customer service.

GOALS	ACTIONS
4. Adapt and improve Council employment processes, tasks and systems to attract, retain, and progress employees with disability.	4.1 Conduct a review of Council's employment and volunteer policies against the national standards. 4.2 Ensure recruitment, onboarding, and internal progression pathways are inclusive, accessible, and merit based. 4.3 Purchase goods and services (within local government procurement policy requirements) from local organisations that employ people with disabilities.
5. More local businesses and organisations benefit from customers and patrons with disability.	5.1 Partner with local businesses to build disability confidence, inclusion, and physical/digital access. 5.2 Opportunities to increase access and inclusion in the commitments and actions in the Palmerston Local Economic Plan. 5.3 Promote the NT Government's disability information hub.
Key Documents: • Community Plan • IDA Policy Framework • Palmerston Local Economic Plan • NT Disability Action Plan • Code of Conduct	Existing Initiatives: • Participation in the Palmerston Regional Business Association (PRBA).

GOALS	ACTIONS
What people said <i>"Engage people with disability, to be open, change systems through employment"</i> <i>"Remove barriers to processes, adapt tasks and attract people to jobs".</i> <i>"Encourage businesses to use assistive technology, access to the tech in the workplace, training re software, magnifiers, computers, chat, GPT. Change the narrative. The goal is that you can do much more than what's presented. It's a huge chance to show ourselves"</i>	

Built and Natural Environment

The natural and built environment includes Council-owned buildings and facilities, playgrounds, parks, streets and other public spaces. Our focus is to make these places more inclusive and accessible, using input from people with direct lived experience of disability, as well as their families, carers, and supporters.

GOALS	ACTIONS
6. Council facilities and buildings are inclusive and accessible for people with disability.	6.1 Establish an annual schedule for routine infrastructure, facility, and open-space accessibility reviews. 6.2 All infrastructure developments consider the accessibility needs of people with disability. 6.3 Consider the feedback from people with disability in inclusion and access reviews and plans. 6.4 Provide accessible signage, including visual aids and graphics, Braille and tactile markers. 6.5 Ensure Council facilities, public spaces and events support access for people with assistance animals, including appropriate signage, staff awareness and policy guidance.
7. Transport and parking in Palmerston are more accessible.	7.1 Review and identify opportunities to improve transport and parking access in all Council Plans
Key Documents: • Community Plan • IDA Policy Framework • Palmerston Play Space Strategy • Central Palmerston Area Plan • NT Disability Action Plan	Existing Initiatives: • Audit of all play spaces in Palmerston • SWELL Palmerston free entry • Where we Live Matters
What people said <i>"Bigger parking spaces for people with disabilities are needed, not just a standard parking site".</i> <i>"More information is the key. The more I know, the more I'm likely to go, which reduces anxiety and leads to increased participation".</i>	

Communication

This includes the Council website, social media, letters, emails, notices, invitations, phone calls, face-to-face meetings and feedback or complaints. Our priority is to make all communications easy to access and understand for everyone.

GOALS	ACTIONS
8. Council information is provided in accessible formats.	8.1 Monitor the Council website, social media and council documents to ensure compliance with national standards and guidelines. 8.2 Provide information in accessible formats such as large print, Plain English, Easy Read, dyslexic font, audio recordings, captions, Auslan and Braille. 8.3 Consider ways to use technologies to assist people with disability to navigate accessible routes and places throughout the city.
9. Palmerston residents have accessible choices when communicating with Council.	9.1 Review multiple accessible and inclusive communication options, including online, posters and newsletters, captions for audiovisual communication, telephone and in person.
Key Documents: • Community Plan • IDA Policy Framework • Social Media Strategy	Existing Initiatives: • Captions on social media videos • Auslan interpreters at events or significance

What people said

"How is Council kept accountable? How is it measured?"

Council Culture, Services and Operations

Council's culture is shaped by its people and the systems that guide them. Its services and operations include permits, recycling and waste management, community grants, rates collection and environmental programs. Our focus is to be a disability-confident organisation that delivers high-quality, inclusive and accessible services for people with disability.

GOALS	ACTIONS
10. Council's commitment to inclusion and access for people with disability is embedded in our culture	10.1 Ensure all Council departments are familiar with this plan and their role in its implementation.
	10.2 Provide staff with disability awareness, mental health first aid and other relevant training, including training co-designed or delivered by people with direct lived experience of disability or representatives from carer and consumer advocacy networks.
	10.3 Ask people with disability, as well as their families and carers, and supporters about their experiences with Council.
11. Inclusion and Accessibility principles are applied across all Council services, programs and activities.	11.1 Ensure that online services meet the Australian Government's Digital Service Standard Criteria.
	11.2 Include inclusion and accessibility in internal services and work planning processes.
	11.3 Identify opportunities to increase inclusion and accessibility in reviews of Council policies, procedures and processes.
Key Documents: • Annual Calendar of Events • Community Plan • IDA Policy Framework	Existing Initiatives: • Participation in the Palmerston Regional Business Association (PRBA)

GOALS

ACTIONS

What people said

"The biggest (support) is that the people who are there (at Council) are educated and understanding."

"I will always remember the occasion when I was overwhelmed by problems. (Council) staff showed me support, non-judgement and patience and no hint of being condescending. My issue was dealt with in a professional and caring way."



Disability Inclusion and Access Plan: 2026 to 2028

EASY READ VERSION

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About this document

This is an Easy Read document.

Easy Read uses:

- simple words
- short sentences
- pictures to explain ideas.

You can ask someone to help you read this document.

Acknowledgement of Country

City of Palmerston acknowledges the Larrakia People.

They are the Traditional Owners of the land.

We respect Elders past and present.

We also respect all Aboriginal and Torres Strait Islander people.

Who helped make this plan

We worked with:

- people with disability
- carers and families
- community groups
- local organisations.

We thank everyone who shared their ideas.

Introduction

City of Palmerston wants everyone to feel welcome.
This includes people with disability.

What we want to do

City of Palmerston wants to make things better for people with disability.

We will:

- listen to people with disability
- help people share their ideas
- support people to join programs, events, and activities
- support local businesses to be more accessible
- support job opportunities for people with disability
- improve buildings, parks, and public spaces
- provide different ways to communicate
- make inclusion part of everything we do.

Key Terms

People with disability



- People who may find some things harder to do.

Access



- Being able to use places, services and information.

Inclusion



- Making sure everyone feels welcome and can take part.

Discrimination



- Treating someone unfairly because of who they are.

Universal design



- Designing places and services so everyone can use them.

Laws and regulations

There are laws that protect people with disability.

These laws say:

- people must be treated fairly
- people must not be excluded
- places and services should be accessible.

City of Palmerston follows these laws.

There is a law called the **Disability Discrimination Act**.

This law says people cannot be treated unfairly because of disability.

You can find more information in the full DIAP document.

Our principles

Easy to see and understand

We want people to see and understand accessibility.

We will:

- provide clear signs and information
- include people with disability in our events
- show people with disability in our photos and information
- support people with disability to work at Council.

Working together

We work with people to make things better.

We will:

- listen to people with disability
- include people with disability in decisions
- support local organisations and businesses
- work together to improve access and inclusion.

Part of everything we do

Inclusion is part of all our work.

We will:

- review buildings and services regularly
- include accessibility in our plans and policies
- provide training for staff
- think about all types of disability.

Always improving

We want to keep getting better.

We will:

- check how we are going
- report back to the community
- listen to feedback
- make changes when needed.

Goals and actions

Being involved in the community

People with disability should be able to take part in the community.

We will:



- make it easier to join meetings and groups
- help people share their ideas
- include people with disability in decisions
- share information in ways people can understand
- encourage people to take part in leadership roles.

Events and activities

People with disability should be able to join events and activities.

We will:



- provide clear information
- include accessible toilets and drop-off areas
- provide quiet spaces where possible
- ask for feedback to improve events.

Jobs and opportunities

People with disability should have fair access to jobs and work opportunities.

We will:



- make recruitment fair and accessible
- review our employment and volunteer policies
- support organisations that employ people with disability
- work with local businesses to improve access and inclusion.

Buildings

People with disability should be able to use buildings and public spaces.

We will:

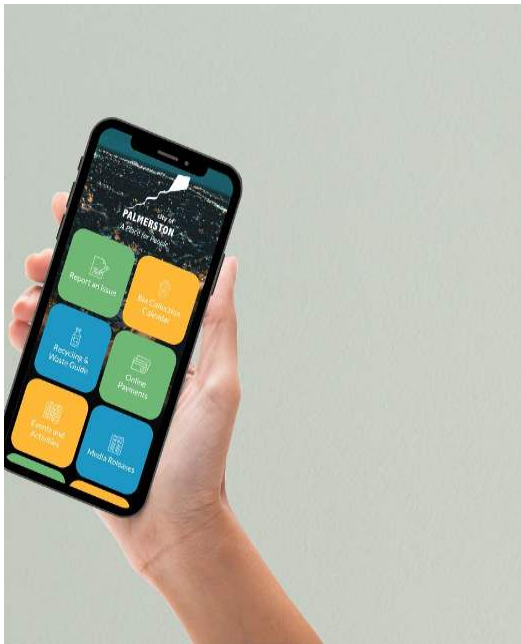


- check buildings and spaces regularly
- improve places when needed
- make sure new projects are accessible
- listen to feedback to improve access
- provide clear and easy to read signs
- improve transport and parking access.

Communication

People with disability should be able to get information in ways that work for them.

We will:



- check our website to make sure it is easy to use
- provide information in different formats
- use technology to help people find accessible places
- share information in different ways.

Council staff and services

Council staff should understand disability and inclusion.

We will:



- provide training for all staff about disability and inclusion
- learn from people with disability and their experience
- make sure our online services are easy to use
- include access and inclusion in our everyday work
- look for ways to improve our documents and services.

What people told us

People told us:

- information is not always easy to understand
- more communication is needed
- schools should be included
- people need better access to services and jobs
- workplaces should use more accessible technology.

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.8
Report Title:	Marlow Lagoon Master Plan Consultation Outcomes
Meeting Date:	Tuesday 6 October 2026
Author:	Executive Manager Communications and City Activation, Becky Saywell
Approver:	General Manager People and Place, Emma Blight

Community plan

Family and Community: Palmerston is a safe and family friendly community where everyone belongs.

Purpose

This Report seeks Council approval to continue the development of the Marlow Lagoon Masterplan, utilising the Community Consultation feedback.

Key messages

- Development of a Masterplan for the Marlow Lagoon Recreation Area has commenced.
- An external consultant was engaged to conduct a community consultation program to inform a future Masterplan.
- Consultation ran for four (4) weeks and received over 100 individual feedback from community.
- Key suggested themes including elevating current assets, keeping the natural elements and facilitating a space for families of all stages.
- The information from the consultation will inform preparation of the scope for procurement of a Masterplan document.
- The Marlow Lagoon Masterplan will form an advocacy document helping Council to be future focused and have shovel ready projects as grant funding becomes available, alongside informing existing renewal and upgrade programs.

Recommendation

1. THAT Report entitled Marlow Lagoon Master Plan Consultation Outcomes be received and noted.
2. THAT a draft Marlow Lagoon Masterplan incorporating the themes from the consultation to inform the scope be developed and presented to Council by April 2027.

Background

Marlow Lagoon Recreation Area is Palmerston's largest recreational space spanning 25 hectares and including two (2) lakes, small grassy hills, open green space, landscaped gardens, a small bushland area, a highly valued dog park and connecting access pathways.

As part of the 2025 budget process, Council identified an opportunity to explore the future potential of the Marlow Lagoon Recreation Area through the development of a Masterplan. The Masterplan would establish a shovel ready project and provide a strong advocacy tool to support future funding applications to the Commonwealth and Northern Territory governments, alongside informing future renewal and upgrade programs.

City of Palmerston engaged an external consultant to commence community engagement to inform the scope for a Masterplan for Marlow Lagoon Recreation area in July 2026. The consultation sought to understand community values, priorities, concerns and ideas for the future of the space, ensuring the masterplan would reflect the needs and aspirations of current and future users.

Discussion

Throughout the consultation period the consultant engaged worked collaboratively with Council staff and provided a detailed final report documenting participation, feedback, key themes, priorities, issues and recommendations to inform development of the Masterplan. This consultation report is provided as **Attachment 12.1.8.1**.

The Consultation snapshot

There were seven (7) overarching themes that the community identified were important for the current and future use of Marlow Lagoon.

1. Improve the basics first

In order from highest to lowest priorities;

1. Upgraded public toilets
2. More shade
3. More seating
4. Lighting and safety features
5. Nature/adventure play
6. Café or restaurant

- 
7. More walking/running paths
 8. Water play
 9. Multi-age play equipment

This suggests that foundational amenities are as important as a new 'landmark' attractions, building on existing infrastructure.

2. Safe, welcoming and family-friendly

Aspirations in this theme included people wanting to feel safe and secure, and for the space to feel welcoming and inclusive for everyone, and for families of all ages and abilities. The community wants the space to be active, whilst still be peaceful and connected to nature.

3. More recreation for different ages

- Adventure and sensory playgrounds
- Waterplay or swimming facilities
- Skate parks and pump tracks
- Outdoor gyms and exercise stations
- Cycling, mountain-bike and walking trails
- Sporting facilities
- Multi-use spaces

The common thread is intergenerational recreation and facilities where children, teenagers and adults can participate together.

4. Preserve the natural and open character

Respondents valued the lagoon, greenery, wildlife, open space and peaceful setting. Improvements should enhance these qualities through native planting, botanical gardens, shaded paths and better lake access.

There is a strong argument for avoiding overdevelopment, excessive parking, permanent retail and commercialisation.

5. Better connections and accessibility

Recurring requests included:

- Complete walking and cycling loops
- Paths separated from the off-leash dog area
- Wheelchair and all abilities access
- Better entrances, parking and public transport
- Improved drainage, bridges and wet-season usability

6. Activating spaces with pop up vendors

Cafés, coffee vans, food trucks, event spaces and outdoor performances received substantial support. Respondents generally preferred low-impact activation, such as pop-up dining, that remains affordable and does not dominate the park. This flexible approach can also accommodate fluctuations in visitation and weather conditions.

7. *Protect and improve the dog park*

The dog park is highly valued by the community. Feedback favours upgrading shade, seating, access, signage and equipment while avoiding changes that reduce or disrupt the existing off-leash area.

Summary

Whilst there were limited significant or specific flagship concepts from the community consultation, a number of reoccurring activities and elements included:

- Water play, swimming or lagoon-based recreation
- Adventure or multi-age playgrounds
- Café, food-vendor or community-event facilities
- Skate parks, pump tracks and outdoor fitness
- Improved paths, trails and cycling connections
- Botanical gardens and enhanced natural areas
- Targeted safety and amenity upgrades

Overall, community feedback supported creating a safer, greener and more inclusive regional recreation destination. Priorities include upgrading existing facilities such as shade, toilets, seating, lighting and pathways, all the while introducing modest elements that complement the natural environment that attracts regular use by residents and visitors.

Consultation feedback was primarily received from existing users of the area and focused on improving current facilities and services. There was comparatively less discussion of major developments designed to accommodate community growth and attracting additional visitors from the community. This may reflect broad support for incremental improvements; however, it may also indicate that participants would benefit from considering a range of clearly defined development options and further consultation. There is also a significant gap in the targeted audience which didn't include potential visitors. The consultation was limited in seeking ideas and responses from people that currently don't use the area, thereby missing out on additional and differing feedback.

It is recommended that Council proceed to preparing a draft Masterplan based on the Community Consultation feedback. This will involve procuring a suitable consultant by the end of 2026 to enable a draft Masterplan to be prepared in early 2027.

After a draft Masterplan is developed, a report including the Masterplan will be provided to Council by April 2027 which will include recommending further community consultation.

Consultation and marketing

The initial community engagement was run by an external provider who conducted a community consultation with the following stakeholders; staff, Elected Members, residents, recreational and sporting groups, businesses, community organisations and other stakeholders, using a mix of workshops, onsite activities, surveys, interviews and digital tools in line with Council's Community Engagement Policy and the Engagement Institute's 'consult' level.



Throughout the four (4) week consultation period from 15 July to 12 August, 104 stakeholders and community members provided ideas and suggestions for the future of the Marlow Lagoon Recreation Area and engaged with the consultation process.

Stakeholders provided their ideas and suggestions through a number of channels, including:

- Online survey (68 participants – 42% residents)
- 3 one-on-one stakeholder briefings (out of 10 that were offered)
- 3 community pop-up events (34 participants interacted)
- Elected member workshop
- Internal staff workshop
- Consultation hotline channels
- 1 written submission.

Tools and tactics used to encourage community conversations included:

- Printed collateral including a poster and corflutes
- Factsheet delivered to 1350 residents through Marlow Lagoon, Driver and Durack
- Social media
- Survey
- Phone and email
- Webpage
- Internal staff workshop
- Community pop-ups
- Key stakeholder briefings
- FAQ
- Elected member workshop

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

- Executive Manager Organisational Performance
- Executive Manager People and Customer

Policy implications

There are no policy implications for this Report.

Budget and resource implications

The consultation is included within the allocated capital budget, with further budget allocated for the development of the Masterplan.

The total Masterplan development has a budget of \$150,000 and commenced in 2025-26. To date, \$40,646 was spent in 2025-26, and a further \$26,325 committed this financial year for the completed community consultation.

There is a remaining available budget of \$83,019 for the development of the Masterplan.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

1. **Community Safety**
Failure of Council to effectively plan and deliver its role in community safety.
2. **Financial Sustainability**
Failure of Council to be financially sustainable to deliver key services and infrastructure for the community.
5. **Infrastructure**
Failure to plan, deliver and maintain fit for purpose infrastructure.
6. **Governance**
Failure to effectively govern.

Strategies, framework and plans implications

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

- Community Plan
- Disability Inclusion Access Plan
- Palmerston Play Space Design Guidelines and Checklist
- Sustainability Strategy

The future design of Marlow Lagoon will consider a variety of City of Palmerston Plans and strategies to ensure the overall design and delivery meet the expectations of the community now and into the future.

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. 260831 Marlow Lagoon Recreation Area Masterplan Consultation Report [12.1.8.1 - 26 pages]



CITY OF PALMERSTON

Marlow Lagoon Recreation Area Masterplan Consultation Report

Prepared by True North Strategic Communication
August 2026

Version No.	Issue Date	Prepared by:	Approved by:	Approval Date
V1	31/8/26	S. Coburn		
V2				
V3				

Recipients are responsible for eliminating all superseded documents in their possession

Consultation statement

True North Strategic Communication is guided by the principles of good community engagement, based on people's level of interest and concern as outlined by the International Association for Public Participation (IAP2).

Our role is to provide stakeholders and the general public with objective information, so they can provide informed feedback on consultation projects. We give people the opportunity to provide input that is balanced and reflective of the range of community views to independently provide the best possible guidance to decision makers.

Our practice reflects professional standards and ethical standards for human research including anonymity, confidentiality, record storage and keeping people informed.



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EXECUTIVE SUMMARY

Consultation

City of Palmerston engaged True North Strategic Communication to design and implement a consultation program to support the development of a masterplan for the Marlow Lagoon Recreation Area.

Consultation was open for 4 weeks from 15 July to 12 August 2026.

The objectives of consultation were to:

- understand the value the Marlow Lagoon Recreation Area has to the Palmerston community
- understand how people of different age groups, abilities and backgrounds currently use the area
- identify the community's vision for the future of the Marlow Lagoon Recreation Area
- understand the community's appetite for the area to change at an elementary or fundamental level
- generate ideas from a broad range of community and stakeholders to ensure the Marlow Lagoon Recreation Area is fit-for-purpose and supports Palmerston's growing population into the future
- educate the community on the process of developing a masterplan to manage community expectation around the future development of the area, including feasibility and timeframes
- demonstrate City of Palmerston's commitment to transparent and genuine community engagement.

The following tools and tactics were used during consultation:



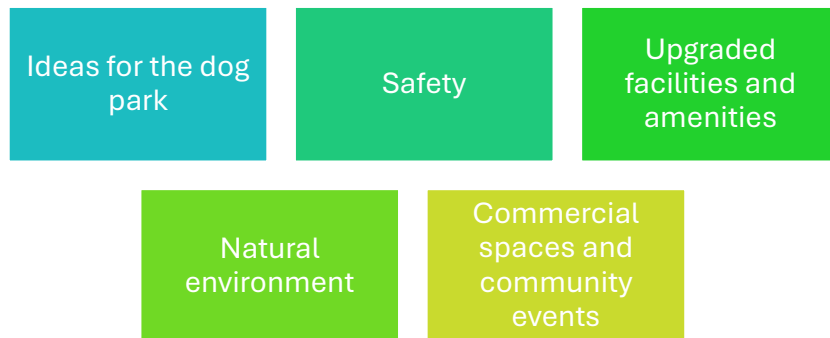


Feedback

During consultation, 104 stakeholders and community members provided feedback through the following channels:

- online survey
- 3 stakeholder briefings
- 3 community pop-up events
- an elected member workshop
- consultation hotline channels
- 1 written submission.

The key themes raised during consultation were:



- **Ideas for the dog park** – dog park users were the most engaged group and expressed a strong connection to the area. They strongly supported retaining the dog park and identified opportunities to improve shade, seat and social spaces.
- **Safety** – safety was a key concern during consultation, with many identifying existing safety issues including speeding vehicles, antisocial behaviour, vandalism, illegal camping and hazardous rubbish as barriers to using the area.
- **Upgraded facilities and amenities** – there was strong support for retaining the area as a multipurpose outdoor space, with a focus on upgrading existing facilities and infrastructure rather than expanding sporting or recreational footprints. Key priorities included a new toilet block and improved walking paths.
- **Natural environment** – while there was support for improvements, stakeholders and community members strongly valued the natural character of the area and wanted it to remain a green, open space.
- **Commercial spaces and community events** – there was interest in introducing a café or restaurant as a way to increase visitation to the area. Some raised



concerns about the over-commercialisation of the space and instead suggested fit-for-purpose event and performance spaces.

BACKGROUND

City of Palmerston is developing a masterplan to guide the future planning, management and use of the Marlow Lagoon Recreation Area.

Spanning 25 hectares, Marlow Lagoon Recreation Area is the largest recreational area managed by the City of Palmerston. The area features 2 lakes, small grassy hills, open green space, landscaped gardens, a small area of bushland and a network of connecting access paths. It is bordered by the suburbs of Marlow Lagoon, Durack and Driver.

The area has a diverse range of established community amenities such as an off-leash dog park with fenced areas and agility equipment, playgrounds, picnic and barbecue facilities, public art, shade structures, public toilets, an outdoor basketball half-court, a reserve AFL oval and car parking. To the north of the recreation area, the Satellite City BMX Club has established Spanlife Stadium to support BMX competitions and training, and the Top End Radio Controlled Car Association operates a specialised radio-controlled car track facility. Palmerston Christian Collage also backs onto the reserve ALF oval and has access to the area for adhoc school events and learning opportunities.

Marlow Lagoon Recreation Area is widely used by residents of Palmerston and the broader Darwin and rural area, including interstate travellers, for a variety of recreational and community activities including dog walking, exercise, bird watching, family activities and social gatherings. More recently, food trucks and vendors have been activating the area through City of Palmerston's Pop-Up Dining initiative.

City of Palmerston engaged True North Strategic Communication to design and implement a consultation program to support the development of a masterplan for the site. Consultation sought to understand community values, priorities, concerns and ideas for the future of the Marlow Lagoon Recreation Area, ensuring the masterplan reflects the needs and aspirations of current and future users.



METHODOLOGY

LEVEL OF ENGAGEMENT

True North adheres to the International Association of Public Participation (IAP2) spectrum of Participation (see below) for best practice community engagement. This consultation was conducted at the levels of inform and consult.

Level of Engagement	Promise to the public
Inform	<i>We will keep you informed.</i>
Consult	<i>We will keep you informed, listen to your concerns and provide feedback on how the public's input influenced the decision.</i>
Involve	We will work with you to ensure your concerns are reflected in the alternatives developed, and provide feedback on how the public's input influenced the decision.
Collaborate	We will look to you for advice, ideas and solutions and incorporate those into the decisions as much as possible.
Empower	We will implement what you decide.
©International Association of Public Participation www.iap2.org	

CONSULTATION OBJECTIVES

The objectives of consultation were to:

- understand the value the Marlow Lagoon Recreation Area has to the Palmerston community
- understand how people of different age groups, abilities and backgrounds currently use the area
- identify the community's vision for the future of the Marlow Lagoon Recreation Area
- understand the community's appetite for the area to change at an elementary or fundamental level
- generate ideas from a broad range of community and stakeholders to ensure the Marlow Lagoon Recreation Area is fit-for-purpose and supports Palmerston's growing population into the future
- educate the community on the process of developing a masterplan to manage community expectation around the future development of the area, including feasibility and timeframes



- demonstrate City of Palmerston's commitment to transparent and genuine community engagement.

APPROACH

City of Palmerston engaged True North Strategic Communication (True North) to design and lead the consultation program which ran for 4 weeks from Wednesday 15 July to Wednesday 12 August 2026.

Consultation focused on gathering ideas and suggestions for the future of the Marlow Lagoon Recreation Area by engaging with key stakeholder groups, including key users in the immediate area, as well as nearby residents and the wider community.

The approach involved a range of tactics to encourage participation and idea generation from a broad range of stakeholders and community members.

TOOLS AND TACTICS

The following tools and tactics were used during consultation:



More detail on the tools and tactics used throughout consultation is outlined below. Copies of the communication materials can be found in Appendix A.

Factsheet

A factsheet provided stakeholders with a broad overview of the consultation, the feedback City of Palmerston was seeking from the community, the status of the area and how Council would use the masterplan in the future. The factsheet also provided information about how the community could participate in consultation including:

- completing an online survey through a QR code
- providing ideas via a dedicated hotline email and phone number
- attending any of the 3 community pop-up events (individual stall information was provided).



Poster

A poster provided stakeholders with a brief overview of the project and information on how the community could participate in consultation, including:

- completing an online survey through a QR code
- providing ideas via a dedicated hotline email and phone number
- attending any of the 3 community pop-up events (individual stall information was provided)
- finding out more information at the City of Palmerston website.

The poster was displayed digitally within City of Palmerston buildings, including the main Council building and libraries and was printed as an A1 core flute.

Signage

Signs were erected at the Marlow Lagoon Recreation Area to invite stakeholders to scan a QR code and join the conversation about the future of Marlow Lagoon. Four A1 core flute signs were printed and displayed within the area including at main entrances and amenities.

Frequently Asked Questions

Frequently Asked Questions (FAQ) were developed to provide stakeholders and community members with more in-depth information about the consultation process, future masterplan, funding and future development of the Marlow Lagoon Recreation Area. The FAQs were available on the project webpage.

Survey

An online survey was developed to provide stakeholders and the community with an opportunity to share their ideas and suggestions for the future of the site. The survey contained 12 questions, 9 multiple choice questions and 3 free text questions and was publicly accessible throughout consultation between 15 July – 12 August 2026.

The survey was accessible through the City of Palmerston website, a QR code or direct weblink.

On day one of consultation an error within the survey was detected, preventing people from submitting the survey and selecting the appropriate number of check boxes for 4 multiple choice questions. The issue was resolved by City of Palmerston before close of business on Wednesday 15 July 2026.

Webpage

A dedicated project webpage was established on the City of Darwin website and gave an overview of the project and consultation, information about the community pop ups



and link to the survey. A downloadable copy of the factsheet was also available on the webpage.

Phone and email

True North's feedback contact email and office landline contact number were used during consultation as the dedicated contact point for the community and stakeholders. All engagement not completed face-to-face was completed through these channels and the contact details were provided as an option for the community to provide feedback through.

Emails were used to invite stakeholders to participate in the consultation and included a copy of the fact sheet. The frequency of the email correspondence is listed in the table below.

Email	Stakeholder
Consultation launch email	General stakeholders
Consultation launch and briefing invitation email	Key stakeholders
Final week consultation reminder email	All stakeholders
Briefing coordination emails	Key stakeholders as required
General engagement emails throughout consultation	All stakeholders as required

A copy of the consultation launch email, consultation launch, briefing invitation email and final week consultation reminder email can be found in Appendix B.

Elected Member workshop

A workshop with City of Palmerston elected members was facilitated by True North on Wednesday 3 July 2026 between 5:30pm – 6:30pm at City of Palmerston prior to consultation commencing. The workshop aimed to:

- engage with elected members and provide an overview of the consultation approach
- receive input from elected members about the stakeholders identified in the strategy
- seek elected members' ideas and input for the masterplan.

A PowerPoint presentation was used to support the workshop which included 2 brainstorming activities and an opportunity for broad idea generation.

A copy of the workshop agenda is provided in Appendix C.



City of Palmerston internal staff workshop

City of Palmerston held an internal workshop to collect ideas for the Marlow Lagoon Recreation Area masterplan from staff. This workshop was facilitated outside of the consultation strategy, and the results are not included in this report. A summary of the feedback gathered during the workshop is provided in Appendix D.

Community Pop-ups

Three community pop-ups were held in community locations around Palmerston to provide stakeholders and the community with an in-person opportunity to provide ideas and suggestions for the Marlow Lagoon Recreation Area masterplan, and to ask questions about the masterplan and consultation process.

True North operated all community pop-ups and collected ideas and suggestions from the community and stakeholders across a 2 hour period.

All community pop-ups operated with the below set up:

- a table with tablecloth
- an A1 core flute consultation poster and stand
- printed A4 consultation factsheets
- 2 True North representatives to discuss and record ideas and suggestions from stakeholders and the community.

The community pop-ups scheduled during the consultation period are listed below.

Marlow Lagoon Recreation
Area dog park
Wed 22 July 2026
5pm-7pm

Palmerston Markets
Fri 31 July 2026
6pm-8pm

City of Palmerston's Live at
the Lake Series - Durack
Sat 8 Aug 2026
5pm-7pm

Key stakeholder briefings

During consultation 10 key stakeholders were offered a one-on-one briefing to provide direct feedback for the masterplan. The stakeholders offered briefings were:

- City of Palmerston's Palmerston Community Safety and Wellness Advisory Committee
- Satellite City BMX Club
- Top End Remote Control Car Club
- Palmerston Christian College
- Larrakia Nation Aboriginal Corporation



- RSPCA Darwin
- Palmerston and Rural Area Seniors
- Parks and Wildlife
- Palmerston Regional Business Association.

All key stakeholders were provided with an initial briefing offer email that included a copy of the factsheet and information about consultation opportunities including links to the online survey and webpage. Key stakeholders who did not accept or decline the briefing opportunity were followed up with up to 3 reminder emails and phone calls to confirm they had received the briefing invitation and identify their appetite for a briefing.

City of Palmerston's Palmerston Community Safety and Wellness Advisory Committee declined the offer of a briefing because there was no committee meeting within the consultation period and they were unable to schedule an out of session committee meeting.

The Top End Remote Control Car Club advised they were interested in receiving a briefing however were unable to confirm a meeting time within the consultation period. True North were scheduled to meet with Satellite City BMX Club committee for a briefing on behalf of the club on Thursday 6 August 2026 however, the meeting was cancelled due to committee availability. The committee were unable to reschedule the meeting within the consultation period and were invited to provide a written submission instead. Although Satellite City BMX Club's submission was provided after consultation had closed, it is still included within this report.

Larrakia Nation and Parks and Wildlife acknowledged the receipt of the briefing invitation email, noted it had been passed to the appropriate person within the organisation for consideration but did not accept the briefing offer. An additional briefing offer was made to the crocodile management branch of Parks and Wildlife however the offer was not accepted.

Palmerston Regional Business Association did not respond to the briefing offer and were uncontactable via phone. City of Palmerston provided additional contact information for this stakeholder however True North did not receive any response from this stakeholder.

Key stakeholder briefings were completed with the RSPCA Darwin, Palmerston Christian College and the Palmerston and Rural Area Seniors Association. Details of the feedback, ideas and suggestions received from key stakeholders is summarised below.



FEEDBACK

Throughout the 4-week consultation period, 104 stakeholders and community members provided ideas and suggestions for the future of the Marlow Lagoon Recreation Area and engaged with the consultation process.

Stakeholders provided their ideas and suggestions through a number of channels, including:

- online survey
- 3 stakeholder briefings
- 3 community pop-up events
- an elected member workshop
- consultation hotline channels
- 1 written submission.

A summary of the findings is outlined below.

ELECTED MEMBER WORKSHOP

A workshop was held with City of Palmerston elected member workshop before consultation launched to provide an overview of the consultation and gather early feedback. The workshop was attended by 8 elected members and observed by 6 City of Palmerston staff.

During the first section of the workshop Elected Members were encouraged to participate in a brainstorming activity to identify key values that should be incorporated into the masterplan. The key values commonly identified by elected members were:



Other values included:

- fun
- social
- active
- flexibility for different user groups
- comfort



- inclusion
- variety
- peaceful
- choices/options.

Elected Members were then asked to identify amenities, features and design elements that aligned with the identified values and could be incorporated into the masterplan. Ideas included:

Safety	Accessibility	Family
• Lighting • Area activation • Design that reduces antisocial behaviour • Design that reduces vandalism • Balance safety with accessibility	• Design that supports co-use of the space by multiple user groups • Balance accessibility with safety	• Multigenerational play zones • Connectivity between play areas • A café or restaurant • More parking • More direct access to different areas

Other amenity and inclusions put forward by Elected Members included:

- a rock-climbing wall
- a giant bouncy pillow
- activating the lagoon for recreational activities
- hides for bird watching
- fishing platforms
- an events hall
- facilities to host festivals and outdoor events
- a natural amphitheatre or performance space
- multipurpose sports facility
- increased connectivity between the recreation area and surrounding suburbs
- additional entry points to the area for key user groups.

PHONE AND EMAIL

In total, 5 stakeholders provided ideas and suggestions through phone and email channels, including 1 via phone and 5 via email.

The below table shows the total interactions recorded via the hotline.



Phone	Email	Other
• 1 incoming • 7 outgoing	• 17 incoming • 41 outgoing	• 2 Facebook messages • 4 text messages

Within this total 1 incoming hotline call and 4 incoming hotline emails were received with ideas and suggestions. All other interactions recorded on the hotline were administrative and their content is not reported below.

The ideas and suggestions provided through phone and email focused on the following themes.

Dog park	New natural elements	Shade	Landscaping
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Suggestions relating specifically to the dog park included:

- turning the area into a dog water park
- adding better lake entry points into the large dog park area
- adding fountains and water play areas suitable for dogs
- increasing shaded areas for humans and dogs
- increasing seating for humans.

Other feedback relating to the dog park was that it should be kept as a large open space, but should not be the main focus of the area.

Ideas and suggestions were also received for the broader recreation area, including:

- adding a picnic spot with picnic tables in the middle of the lake
- a 200 metre 6 lane concrete or road surface fenced athletics track
- increasing shade along paths
- butterfly house attraction
- exercise equipment or an exercise course for people
- facilities for food trucks or a permanent café
- increasing shaded tables and picnic areas
- facilities for live music
- nesting boxes to attract more birds to the area.
- adding educational signage to teach people about the flora and fauna in the area
- environmental sustainability considerations across all aspects of the masterplan



- fencing elements within the area to prevent vandalism
- incorporating educational elements to teach children about the environment.

Some stakeholders were interested in preserving the natural feel of the area and provided the following ideas for new natural elements including:

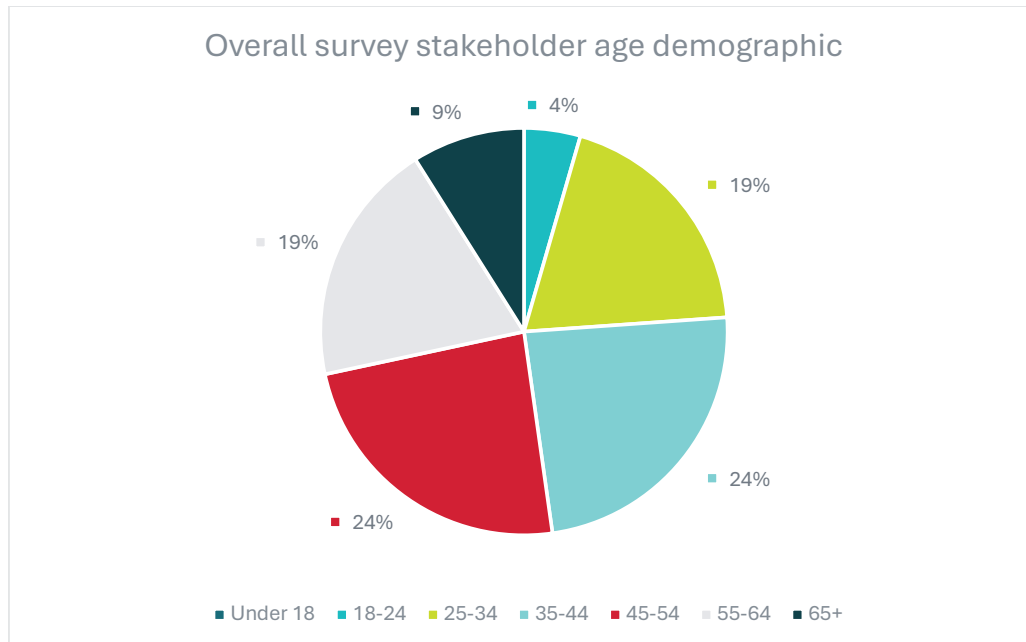
- increasing the number of shade trees in the area
- turning the area into a botanical garden style space that exhibited a broad range of local native flora including:
 - Corypha Palm
 - Paperbark trees
 - Nauclea orientalis
 - Milkwood trees
 - local lily and aquatic plants.
- increasing the landscaped areas to create wetland areas, creeks and rock beds
- adding more hills and swales into the area
- increasing the number of plants and flowers that attract native bugs and birds to the area.

A stakeholder from Charles Darwin University (CDU) enquired about having students at the university involved in the development of the masterplan. While the consultation times didn't align with teaching periods, CDU expressed an interest in being involved in the future development of the Marlow Lagoon Recreation Area from a teaching and educational perspective within later stages of the project.

SURVEY

During the 4-week consultation period, 68 people participated in the online survey.

The majority of survey responses came from stakeholders aged 35-54 years old. No stakeholders under the age of 18 completed the survey.



42% of survey participants described themselves as being a resident of Palmerston and over 26% were dog owners. Nearly 15% of survey stakeholders were residents of Darwin or Litchfield or were a visitor to the Northern Territory, demonstrating the broad users of the area.

There was a mixed level of regular visitation to the Marlow Lagoon Recreation Area by survey stakeholders with most visiting the area at least monthly if not more. Only 4% of survey stakeholders responded they had never visited the Marlow Lagoon Recreation Area.

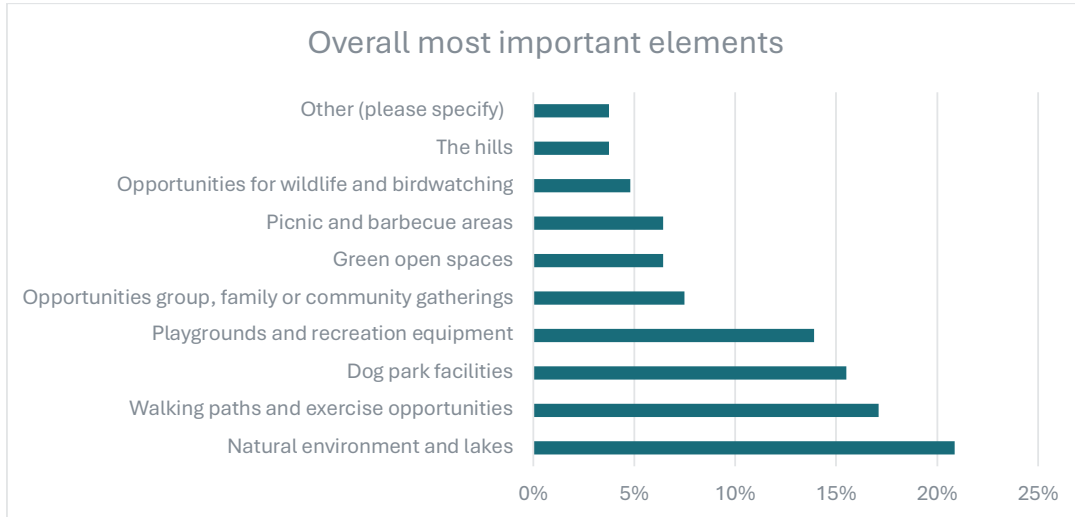
The most used facilities at the Marlow Lagoon Recreation Area by survey participants were:



Participants said the most important elements of the Marlow Lagoon Recreation Area were:

- natural environment and lagoon
- walking paths and exercise opportunities
- dog park.

A breakdown of the most important elements participants identified is below:



Other elements mentioned by some participants included the Top End Radio Controlled Car Association facility, additional sport areas, toilets and shaded barbeque and picnic areas.

When asked about satisfaction, 45% of participants said they were either satisfied or very satisfied with the area as it currently is, 19% of participants were happy for the area to stay the same and having existing facilities and features improved, while 35% said they were open to new facilities and features being introduced into the area.

When asked what facilities, amenities and elements come to mind when they thought about Marlow Lagoon Recreation Area in the next 10 years, a popular response was upgraded public toilet facilities. Other responses included:

- more shaded areas
- more seating areas
- a larger network of walking and running paths
- more lighting and safety features
- nature and adventure play features
- a café or restaurant.

Participants were asked how they would like the future Marlow Lagoon Recreation Area to feel and their responses can be summarised through the following key themes:





Some additional comments provided by survey participants about how they would like the Marlow Lagoon Recreation Area to feel included:

“It would be an amazing site for the Palmerston botanical garden. Incorporating the current facilities and expanding to include areas of publicly accessible gardens with plantings of native and horticultural interest. It would become a real drawcard.”

“Would love the area to be more disabled friendly. Especially the off-lead dog park. The small dog area has little seating and is not safe for the elderly or infirm. The small dog area is the area most older uses gravitate towards.”

“A vibrant, inclusive, and multi-generational hub that seamlessly balances passive nature trails with active sporting facilities to keep Palmerston families connected, active, and outdoors.”

“Multi use greenspaces for the whole community. Creating ecological habitat. cafe. Extensive walking trails. Lovely safe picnic areas.”

“Accessible to a wide variety of people, with adequate facilities to meet the changing needs of the community”

“Family friendly, open spaces with natural play areas, no sport and use of the local terrain.”

“I’d like it to feel like a space that is friendly for all ages and people.”

“Safe, secure and clean. With the opportunity for food trucks/coffee Cafe with a deck like the Botanical Gardens café.”

“Safe and appealing for families and people of all ages.”

“The area should be a place for respite, to relax, to play, to take in nature.”

“It needs to feel safe and welcoming.”

“Safe and family orientated with lots of fun.”

Survey participants were asked to provide big ideas for the masterplan, the most popular of which was to include a café or restaurant within the area. Many stakeholders suggested having the café with a view of the lagoon or sitting over the lagoon to create a scenic environment for dining and socialising.

Other popular big ideas provided in the survey included:



Play areas	Exercise/sporting	Safety
• Water play areas • Multigeneration play grounds • Nature play structures • Multiability playgrounds • Adventure play areas • Nature sensory play areas	• Outdoor gym equipment • Longer walking and cycling path loops • Skatepark • Dirtybike trails • Multiability pump track • Integrate sporting facilities for cricket and athletics • Wakeboarding on the lake	• CCTV • Fencing • Design elements that deter antisocial behaviour and vandalism

Natural elements such as turning the area into a botanical garden-style venue, planting more trees for shade, flowers and adding more landscaped areas and attractions such as a butterfly or bird aviary were also put forward in the survey.

A number of participants also added commentary around the safety of the area when responding to the question, including comments about antisocial behaviour, dirty facilities, the presence of drug and alcohol paraphernalia and lack of toilet facilities.

When asked what City of Palmerston should avoid when planning for the future of the area, a key response was that the area should be kept as natural as possible. Participants were supportive of wide, open, grassed spaces being maintained and did not feel the area should be commercialised with some saying the area should opt for food trucks rather than a permanent café space. Some said to avoid making the space more accessible or desirable for camping or gatherings of people who participated in antisocial behaviour.

Over 50% of survey stakeholders said they would like to remain updated about the Marlow Lagoon Recreation Area masterplan and provided an email contact.

KEY STAKEHOLDER BRIEFINGS

A briefing was offered to 10 identified key stakeholders during consultation with 3 taking up the offer including the RSPCA Darwin, Palmerston Christian College and the Palmerston and Rural Area Seniors Association. A summary of the feedback gathered during the briefings is outlined below. Meeting notes can be found in Appendix E.



Stakeholder	Feedback summary
RSPCA Darwin, 28 July 2026	• Were mostly interested in the dog park section of Marlow Lagoon Recreation Area rather than the area as a whole • Suggested the area should be developed with usability in mind and should grow with the community, as long as it can continue to be maintained by Council at its level of usage • The area should be maintained as a key community asset and should be developed into something that will resist urban creep • Key ideas for the dog park include: ○ providing access to fresh water for people and animals ○ adding shade and wet weather shelter to the area ○ continue to maintain the asset ○ better definition of dog play zones ○ inclusion of more textures and styles of agility equipment.
Palmerston and Rural Area Seniors Association, 4 August 2026	• Some had safety concerns in the area with vagrants and antisocial behaviour • Key ideas for the recreation space include: ○ coffee shop with a deck over the lagoon and regularly scheduled food trucks ○ better security and elements that deter antisocial behaviour ○ intergenerational play equipment and different playgrounds ○ turning the lagoon area into a recreation space ○ separate bike and walking tracks ○ repairing or recreating public art ○ improving toilet facilities ○ ability to host festival or senior events ○ BBQ precinct with public toilets and picnic areas that are accessible for vehicles ○ additional freshwater access ○ balanced rural and natural feel ○ access track outside the area for maintenance and fire management vehicles.
Palmerston Christian College, 4 August 2026	• Current use of the recreation area by the school is minimal, the school does not have an exclusive



	arrangement to use the oval and is not seeking to change this in future • Some safety concerns with people in the recreation area being in close proximity to the school • Monitoring or security measures should be implemented to improve safety • There are risks to the school from bushfires because of unmanaged bushland, there is no firebreak around the car park • Traffic around the recreation area is at a dangerous speed for the school • Maintain the natural recreation area and avoid turning the space into a 'mini Marrara' • Playgrounds or recreational equipment targeted at teenagers would increase usability for students • PCC has developed a masterplan for the school which includes potentially building additional buildings over their school oval. If that was the case they would want to take over the Marlow Lagoon Recreation Area oval exclusively. PCC noted they are having conversations with City of Palmerston about the masterplan and expansion opportunities.
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COMMUNITY POP-UPS

During consultation, 3 community pop-up events were held throughout the consultation period. In total, 34 stakeholders and community members interacted with the pop-up events and provided ideas and suggestions. A total of 12 factsheets were provided to stakeholders and the community, along with a small amount of City of Palmerston dog related merchandise.

A summary of the feedback gathered during the community pop-ups is outlined below. Notes from the community pop-ups can be found in Appendix F.

Stakeholder	Feedback summary
Marlow Lagoon Recreation Area, Dog Park Entrance, 22 July 2026	• A dog park should be a part of a future Marlow Lagoon • Implement more paths for dog walking throughout dog park and recreation area

	• Install speed limit signs and speed humps in car park • Suggestions for the dog park include: ○ increasing the size of the dog park ○ adding more shade, shelter and seating ○ upgrading fencing and gates ○ adding water play area in small dog park ○ greater wheelchair access in dog play zones ○ adding small dog agility equipment ○ elements supporting socialisation between dog owners ○ adding more bins or increase bin collections.
Palmerston Markets, 31 July 2026	• The area should continue to provide a variety of recreational opportunities • Add and space out seating throughout dog park and recreation area • Create a natural playground for children that focuses on risk and imaginative play • Implement additional walking tracks for better connectivity and increased walking loops • Suggestions for the dog park area include: ○ Expanding the off-leash dog park area ○ Providing better dog park access to the lagoon.
Live at the Lakes, Durack Lake 10, 8 August 2026	• No ideas or suggestions for the recreation area were provided • Question about whether City of Palmerston intends to fill the lakes in Marlow Lagoon in the same way they filled out the lakes in Durack.

WRITTEN SUBMISSION

Satellite City BMX Club provided a written submission as they were unable to attend a briefing during the consultation period. The feedback provided in the submission is summarised below:

- the area could be a recreation destination for sport, recreation and family activities
- the area should build on and expand existing facilities for cycling, recreation and family activities
- the area should maintain sufficient space, access, parking and overflow parking
- activities and cleanliness in the area should be better managed and diversified



- key ideas for the recreation space include:
 - swimming area
 - landscaped and shaded recreation spaces
 - food and hospitality options
 - playgrounds and family facilities
 - community event spaces
 - pump track for bikes, scooters and riders of different ages and abilities
 - cycling and wheeled recreation component.

OVERALL FINDINGS

Across engagement channels the key themes of feedback, ideas and suggestions received from stakeholders and the community were:



Ideas for the dog park

Community members who used the dog park provided the majority of both survey and in-person responses. This key user group demonstrated a high level of value and ownership of the dog park area and saw the facility as an important part of their social life and community. People living outside the Palmerston municipality and outside of the Northern Territory also frequently use the area.

Many dog park users spoke about the area providing them with an opportunity to socialise, build friendships and a sense of community while also enabling them to exercise and socialise their dogs. Dog park users all wanted the facility to remain as part of any future masterplan development and while many were interested in having the off-leash section of the dog park extended, they agreed the area as a whole should remain a multipurpose space.



There were ideas to increase shading and seating, as well as general usability of existing facilities and amenities by extending visitation lengths and creating more opportunities for socialising and community building within the space.

A reoccurring suggestion from dog park users was about the agility equipment within the dog play zones being inappropriate. Stakeholders currently break the dog park down into a small dog, big dog and off leash play zone and believe the equipment within each zone should suit the size of the animals utilising the space. The RSPCA Darwin were asked about the suitability of agility equipment within the play zones and noted the agility equipment was appropriate, but some stakeholder's classification of the play zones was incorrect. The RSPCA Darwin classified the dog park play zones by training, socialisation and recall ability of dogs rather than their size. Smaller fenced areas are designed for dogs who need to be closely monitored by their owners, while larger areas are for dogs who can play more freely.

Safety

Safety was a key concern during consultation, with many saying it was a significant blocker for them to visit or use the area. Specific safety issues were raised around vehicles speeding within the dog park and BMX shared carpark area, along with safety concerns for the broader area including vandalism, vagrants, antisocial behaviour and associated hazardous rubbish.

Stakeholders were open to design elements that increase safety including traffic management, speed signage and CCTV monitoring of the area. Fencing was suggested for the area; however, it was not the preferred safety design element due to its impact on overall accessibility and the open feel of the area.

Upgraded facilities and amenities

There was a general feel that the Marlow Lagoon Recreation Area should remain an outdoor recreation space with a balanced variety of community amenities and facilities. Upgrading existing facilities, amenities and infrastructure was supported with the addition of new elements that would increase visitation and enhance visitor experience. Many commented on the need for a new toilet block and general maintenance upgrades to existing amenities. Activating the lake and adding a network of multipurpose and multi-distance walking paths was also suggested by stakeholders.

Existing sporting users and recreational users generally did not express interest in expanding their footprint at the site, but rather, enhancing and upgrading existing amenities.

Natural environment

The community had a strong interest in maintaining the natural, open feel of the Marlow Lagoon Recreation Area. Even when ideas for additional facilities, amenities and



inclusions were suggested, there was generally a preference for the environment to be maintained and for the area not to be overdeveloped or commercialised. Many stakeholders and community members viewed the natural environment within the area as a drawcard and were interested in seeing this enhanced on both large and small scales.

Commercial spaces and community events

A popular suggestion for the area was a café or restaurant. Many stakeholders and community members felt this amenity would increase visitation and create something new for Palmerston residents. A high value was placed on having the opportunity to visit and spend time at a café that was attached to a park with play facilities or surrounded by the natural environment.

Some community members and stakeholders felt a permanent café or restaurant would overly commercialise the area and had the potential to increase antisocial behaviour but still saw the value of creating a meeting place designed around hospitality options.

Other key ideas included using the space for festivals or community events by creating dedicated food truck areas and a performance area. There were also suggestions to create multiple play zones and diverse play equipment to encourage a diverse range of multigenerational play opportunities and support community events.

ANALYSIS

Throughout consultation, ideas and suggestions for the Marlow Lagoon Recreation Area masterplan were mostly from stakeholders and community members who currently use the area. These stakeholders and community members mostly provided ideas relating to their specific use of the Marlow Lagoon Recreation area, or suggestions for maintenance and minor improvements of existing infrastructure, amenities and features. Rather than providing aspirational or big picture ideas for the future of the area, a large proportion of suggestions focused on realistic upgrades or additions that stakeholders and community members believed City of Palmerston could practically implement. This trend was seen through both in person feedback and within survey responses. This may suggest people generally appreciate the area for what it currently is and did not think any major changes or additions were required to increase their level of satisfaction or interest in the space.

People generally agreed the area should have multiple community uses rather than provide facilities and amenities for one specific group of users. Ideas for what should be incorporated into the area varied but centred around creating new or enhancing existing opportunities and attractions for the community members of all ages and abilities to gather and enjoy the area.



Generally, stakeholders weren't interested in redeveloping the Marlow Lagoon Recreation Area to have a strong sporting facility focus, but groups such as the Palmerston Athletics Club expressed interest in developing permanent facilities within the area.

Neighbouring amenities such as Palmerston Christian Collage and the Northern Territory Radio Control Car Association did not express a feeling of ownership over the whole Marlow Lagoon Recreation Area and did not express interest in expanding the footprint of their existing facilities into the area covered by the masterplan. Satellite City BMX Club, however, felt a great sense of ownership over their section of the recreation area and were interested in expanding further, but wanted to do this within existing empty space rather than taking over existing facilities.

There was a general positive sentiment, especially amongst key stakeholders, towards City of Palmerston conducting a consultation for the future of the area and a number of stakeholders said they felt this was the right approach to develop a community asset for the future.

RECOMMENDATIONS

The below recommendations are suggested as next steps for City of Palmerston following the Marlow Lagoon Recreation Area masterplan consultation:

- Close the feedback loop with key stakeholders and community members who participated in the consultation and asked to receive updates on further progress. Update stakeholders on the outcome of consultation.
- Make the consultation report publicly accessible to demonstrate transparent engagement and public consultation.
- Keep key stakeholders and community members up to date with any further masterplan progress and updates.
- Consider feedback gathered during consultation in developing the masterplan.

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.1.9
Report Title:	Appointment of Deputy Mayor - 6 November 2026 to 1 June 2027
Meeting Date:	Tuesday 6 October 2026
Author:	Executive Support Officer, Pania Withnall
Approver:	Chief Executive Officer, Nadine Nilon

Community plan

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

Purpose

This Report seeks Council approval to appoint a Deputy Mayor for the period 6 November 2026 to 1 June 2027.

Key messages

- The current appointment of Deputy Mayor is due to expire on 5 November 2026.
- Section 61(3) of the *Local Government Act 2019* (NT) outlines that an appointment of a Deputy Principal Member (Deputy Mayor) can be made.
- Council's Appointment of Deputy Mayor Policy sets out the duration of appointments.
- This report seeks Council approval to appoint a Deputy Mayor for the period 6 November 2026 to 1 June 2027 (inclusive).

Recommendation

1. THAT Report entitled Appointment of Deputy Mayor - 6 November 2026 to 1 June 2027 be received and noted.
2. THAT Council appoint Councillor _____ as Deputy Mayor in accordance with the Appointment of Deputy Mayor Policy, for a period of 207 days from 6 November 2026 to 1 June 2027 inclusive.

Background

Section 61(3) of the *Local Government Act 2019* (NT) (the Act) provides for Council to appoint one of its members to be the Deputy Principal Member (Deputy Mayor) of the Council. The appointed term can be until the conclusion of the next general election, or a lesser term fixed by the Council.

City of Palmerston has endorsed the Appointment of Deputy Mayor Policy which states that for Palmerston the period of appointment will be for 207 days to enable all Councillors to take a turn as Deputy Mayor within the four-year Council term.

At the 2nd Ordinary Council Meeting of 17 March 2026 Council made the following decision:

12.1.7 Appointment of Deputy Mayor - 12 April 2026 to 5 November 2026

1. *THAT Report entitled Appointment of Deputy Mayor - 12 April 2026 to 5 November 2026 be received and noted.*
2. *THAT Council appoint Councillor Bayliss as Deputy Mayor in accordance with the Appointment of Deputy Mayor Policy, for a period of 207 days from 12 April 2026 to 5 November 2026 inclusive.*

CARRIED (8/0) - 11/0296 - 17/03/2026

This report seeks appointment of the Deputy Mayor for the next period.

Discussion

Council acknowledges that the Mayor will, at times, not be available to perform their duties. Having a Deputy Mayor is important for ensuring continuity, leadership support and effective governance within Council.

In accordance with section 59(2) of the Act, the Deputy Mayor is required to carry out any of the Mayor's functions when the Mayor:

- Delegates the functions to the Deputy; or
- Is absent from official duties because of illness or for some other reason.

As the previous appointment term is coming to conclusion, Council now needs to appoint a Councillor as Deputy Mayor for the period 6 November 2026 to 1 June 2027 (inclusive).

In accordance with section 62(2) of the Act, Council policy Appointment of Deputy Mayor sets out that a Deputy Mayor shall be appointed for a period of 207 days, with the exclusion of the final appointment of the term, where the appointment extends to the declaration of the poll of the Local Government General Elections.

Any Councillor can nominate for the position, even those who have previously served a term. Nominations for the Deputy Mayor will be sought by a show of hands, unless otherwise determined by Council. It is not a conflict of interest for a member to vote for themselves.

The following appointments have been made since the commencement of the Eleventh Council:

APPOINTMENT DATES (INCLUSIVE)	ELECTED MEMBER
16 September 2025 to 11 April 2026	Councillor Damian Hale
12 April 2026 to 5 November 2026	Councillor Wayne Bayliss
6 November 2026 to 1 June 2027	Future appointment
2 June 2027 to 26 December 2027	Future appointment
27 December 2027 to 21 July 2028	Future appointment
22 July 2028 to 14 February 2029	Future appointment
15 February 2029 to 9 September 2029 (pending election declaration date)	Future appointment

Consultation and marketing

The following City of Palmerston staff were consulted during the preparation of this report:

- Executive Manager Organisational Performance.

The appointment of Deputy Mayor will be communicated to the community following this appointment.

Policy implications

The appointment of Deputy Mayor is in accordance with Council's Appointment of Deputy Mayor Policy.

Budget and resource implications

The Deputy Mayor is paid an allowance (pro-rata for the appointment term) as determined by the Remuneration Tribunal in the Determination of Allowances for Members of the Local Councils, and in accordance with Council's policies.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

6. Governance

Failure to effectively govern.

The Local Government Act 2019 states:

- 59 *Role and functions of principal member and deputy or acting principal member*
- (2) *In addition to the role of a member mentioned in section 44, the role of the deputy principal member of a council is to carry out any of the principal member's functions when the principal member:*
- (a) *delegates the functions to the deputy; or*

(b) *is absent from official duties because of illness or for some other reason.*

- (3) *If the principal member is absent from official duties and there is no deputy principal member or the deputy is not available to act in the principal member's position, the council may, by resolution, appoint another member of the council to act in the principal member's position for a specified period or until the principal member resumes official duties.*

And:

61 *Election or appointment of principal member and deputy principal member*

- (3) *The council may appoint another one of its members to be the deputy principal member of the council.*

The appointment will come into effect from 6 November 2026.

Council is not required to appoint a Deputy Principal Member; however, if it does not, then another member is required to be appointed to act in the principal member's position if they are absent.

Strategies, framework and plans implications

This Report relates to the following City of Palmerston Strategies, Framework and Plans: [Inclusive, Diverse and Accessible Policy Framework](#)

This report relates to the principles of the City of Palmerston Inclusive, Diverse and Accessible Policy Framework which states under Principle 3: Visible, that visible means that role models representing all types of Palmerston citizens are supported and promoted.

This report provides an appointed elected member of City of Palmerston an opportunity to represent the Mayor when the Mayor is unavailable or unwell. In the Mayor's absence the Deputy Mayor will perform extra duties such as chair Council meetings, preside over citizenship ceremonies and attend media interviews on the Mayors behalf.

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

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.2.1
Report Title:	Infrastructure Quarterly Report - July to September 2026
Meeting Date:	Tuesday 6 October 2026
Author:	Executive Assistant to General Manager Infrastructure, Monica Silva
Approver:	Acting General Manager Infrastructure, Michael Williams

Community plan

Family and Community: Palmerston is a safe and family friendly community where everyone belongs.

Purpose

This Report summarises the key activities undertaken by Council's Infrastructure Directorate in the July to September 2026 quarter and forecasts key activities to be undertaken next quarter.

Key messages

- The quarterly report format has been updated to reflect the 2026-27 Municipal Plan Measures of Success.
- SWELL Solar & Battery site installation works have commenced, with completion expected in December 2026.
- Zuccoli Village is nearing completion, with works being carried out over this quarter on the final development stages, including 84 residential lots and a large open space and drainage area, which expected to be completed before Christmas.
- Community consultation commenced to inform the Widdup Park redevelopment, including engagement with Driver Secondary School students and the broader community.
- Archer Waste Management Facility achieved waste diversion rates of 90.46% in July and 67.53% in August, while items recovered for resale increased from 1,246 in 2025/26 to 3,904 in 2026/27, reflecting improved recovery outcomes following infrastructure and process improvements.

Recommendation

THAT Report entitled Infrastructure Quarterly Report - July to September 2026 be received and noted.

Background

Council's Infrastructure Directorate provides a quarterly report to Council on key activities undertaken during the quarter and works planned for the next quarter. Reporting is provided against the relevant 'Measures of Success' in the 2026-27 Municipal Plan.

Discussion

1. Family and Community

Increased participation in community events, activities and programs

Great Spring Clean Up

The Great Spring Clean Up brought together 35 participants, including local families, with approximately 400 kg of material collected through the community clean-up. Council's kerbside waste collection contractor, also participated in the event, providing residents and families with an opportunity to engage directly with the collection team and learn more about Palmerston's kerbside waste collection service.

The event combined hands-on community participation with waste education, while achieving a direct environmental outcome through the removal of waste from the local area.



Figure 1: Great Spring Clean Up Community Participation and Waste Collection

Improved perception of crime

Council has endorsed the nighttime closure of the laneway between Emery Avenue and Astrolabe Court, Woodroffe to address community concerns regarding antisocial behaviour. The gates are scheduled to be installed within the next week.

Council is continuing to undertake scheduled streetlight inspections and rectification works, with 99.2% of streetlights operating as of 23 September 2026.

Work to install new lighting in Rosebery Park is underway as part of Council's Dark Spots program. Next quarter, lighting will be upgraded at Sanctuary Lakes.

Community satisfaction with the services that are provided by Council and an increase in usage of these services

Work to complete the lighting at the Zuccoli Pump Track was completed this quarter, providing a wider span of ours for the community to use this popular facility.

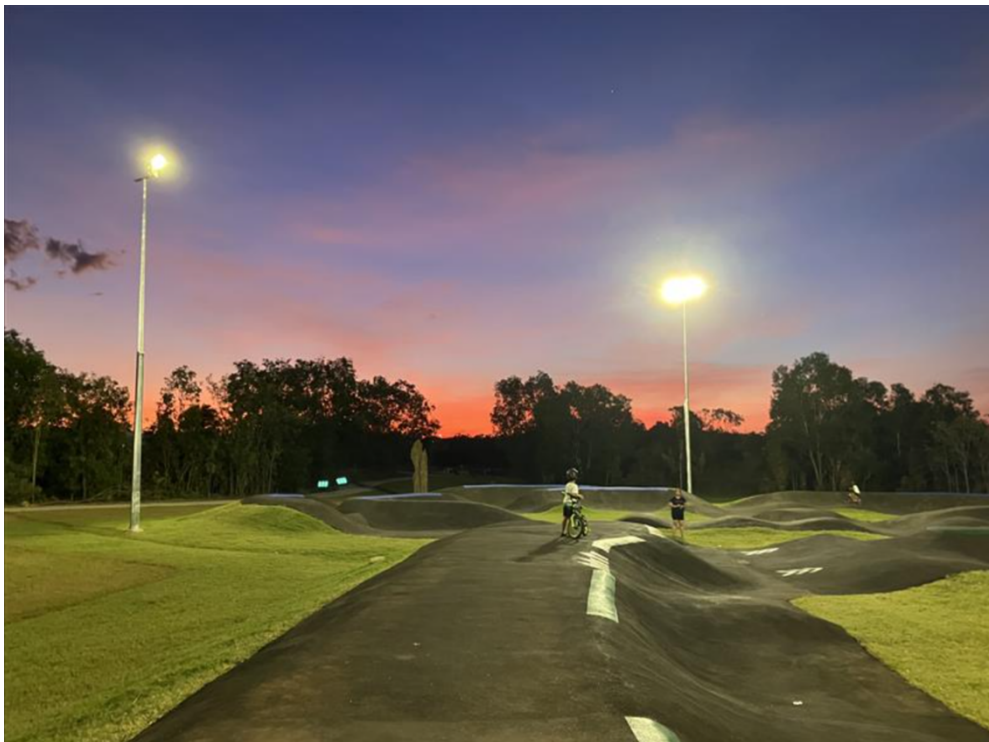


Figure 2: Pump Track Lighting

2. Vibrant Economy

Population of Palmerston is growing (families stay)

Development Application Responses

Council provided responses to seven (7) development applications this quarter relating to residential development. Three (3) of these applications related to Zuccoli Aspire subdivisions, comprising Precinct D3, Precinct D4 and Stage 4D3, with a combined total of 90 residential and two (2) public open space lots.

Subdivisions

Durack Heights Stages 12-19 has been granted a development permit, which includes 382 residential and five (5) public open space lots. Council officers are working through the masterplans before progressing to detail design. Bulk earthworks for Stage 12-14 are expected to commence in the beginning of the next dry season.

Farrar West is the latest master-planned subdivision being developed by Larrakia Development Corporation. The developer has conducted community engagement in late August 2026 and has been meeting with Council officers regularly. The proposed subdivision will create more than 240 residential lots, a number of multi-dwelling and commercial lots, and a park.

Zuccoli Aspire Stage 5A and 5B, have progressed to the detail design phase. Both stages will deliver a combined total of 87 residential lots, one (1) multi-dwelling lot, and extensions to Tuckeroo Boulevard and Bluegrass Street. Approvals are progressing to enable construction in 2027. Precinct D1 is approaching completion in the next quarter while Precinct D2 commenced in August 2026. The construction works of Guido Zuccoli Park, is on track and anticipated to be completed in August 2027.

Construction works in Zuccoli Village are ahead of schedule with Phase 3.10 and 3.11 nearing practical completion, these stages include 84 low-medium density residential lots, and a stormwater open space area.

Increase in businesses located in Palmerston

Council provided responses to two (2) development applications this quarter relating to commercial development, including the proposed renovation of the former HUB building on Maluka Drive in the Palmerston CBD.

The Library Café fit out was completed this quarter and the tenant, Kopi Stop, is now operating.

3. Cultural Diversity

Inclusion and accessibility are incorporated into our programming and planning

Work was completed to improve accessibility and pedestrian safety at two (2) intersections on The Boulevard. Tactile ground surface indicators and signage were upgraded to ensure the accessibility standards were met. This work was identified as a priority to support Council's Disability and Inclusion Action Plan.

4. A Future Focus

Council consults with and includes the needs of all people in its programs and planning using a mechanism it has agreed with those communities

Widdup Park Redevelopment Public Consultation

Work commenced this quarter on concept plans for the redevelopment of Widdup Park in Driver. Community consultation included engagement with Driver Secondary School, where students participated in a site walkover and shared redevelopment ideas to help

inform the design. Broader community feedback is also being sought through an online survey. The draft concept plans will be presented to Council at the second Ordinary Council Meeting in October.



Figure 3: Widdup Park Consultation

Optimisation of asset renewal

Roads

Work has commenced on this year's reseal program, with four (4) sections of Lambrick Avenue between Shearwater Drive and Hutchison Terrace asphalted in August. The Lambrick Avenue works were prioritised due to the importance of the road within the Palmerston road network and maintenance issues last wet season.

A pre-wet season road inspection is underway that to inspect all Council roads and schedule necessary repairs prior to the wet season.

Open Spaces

An audit of all play equipment was completed this quarter, identifying compliance and condition issues. This data is being used to further develop the place space renewal program.

Facilities

Installation of a solar and battery system at SWELL has commenced this quarter and is due for completion by December. The project is part funded by a \$264,000 grant from the Australian Government's Community Energy Upgrades Fund Round 2.

Site works have commenced on an additional 16 dog kennels to the dog pound facility at the Operations Centre. Works are almost completed and the additional pens will be handed over to the Regulatory Services team in October.



Figure 4: Dog Pound Extension

Stormwater

Scheduled work including inspection and clearing of gross pollutant traps and renewal of major open drains has commenced and will continue in preparation for the wet season.

Increase in site visits to Emergency Dashboard

Engagement with Council's Emergency Dashboard increased significantly in 2025/26 compared with 2024/25, largely driven by Tropical Cyclone Fina. While engagement is expected to fluctuate depending on emergency events, the data demonstrates the dashboard's value as an important source of community information during periods of heightened risk and emergency response.

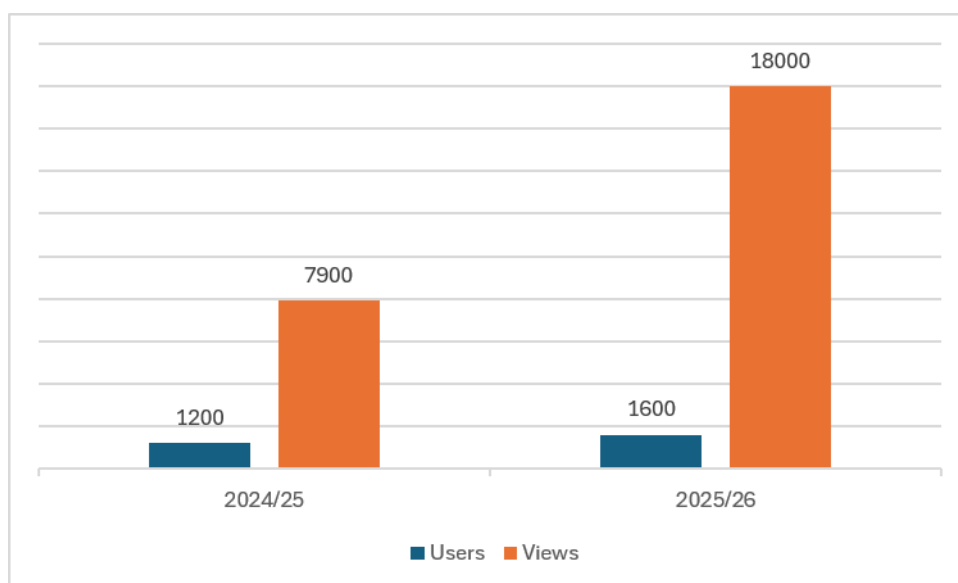


Figure 5: Emergency Dashboard unique users and views

5. Environmental Sustainability

Increased level of recycling/proportion of rubbish recycled

Archer Waste Management Facility

Landfill diversion rates are shown in **Figure 6** below. Material diverted includes all materials separated for recycling including:

- Green waste.
- Cardboard.
- Metal.
- Batteries.
- E-waste.
- Containers.
- Oils.

Items salvaged for reuse are excluded as the weight is unknown.

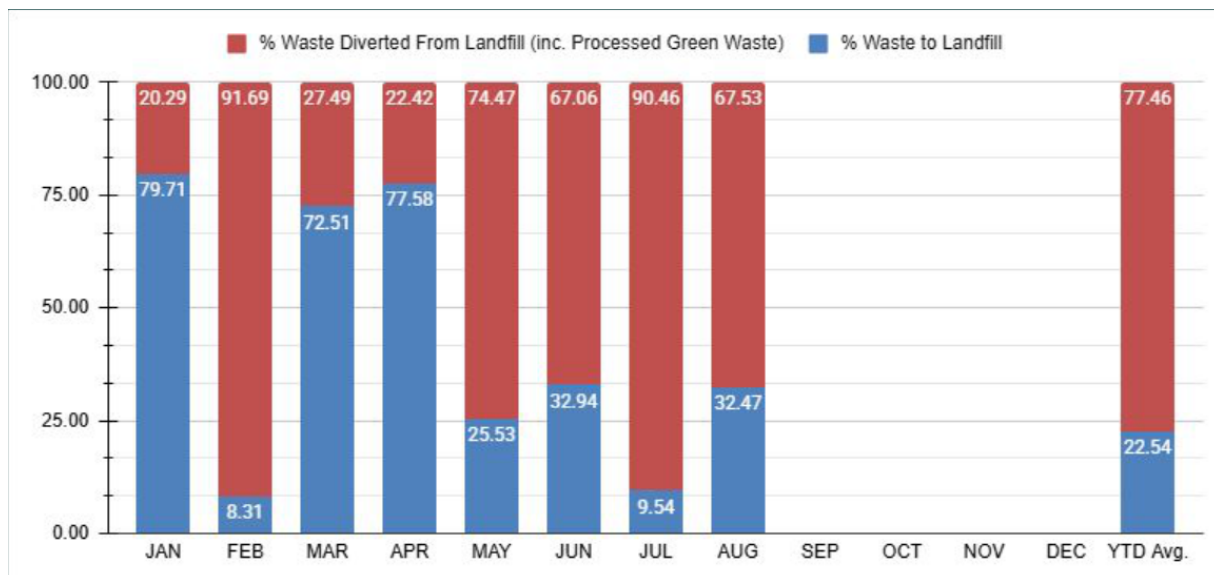


Figure 6: Waste diversion % 2026

Large variations in month-to-month percentage are resultant from the use of 'outward' waste volumes. For example, green waste is mulched on an as needs basis. Timing of the removal of other recoverable materials such as e-waste and oil are dependent on external contractors.

Items recovered for resale increased significantly during July and August 2026 compared with the corresponding period in 2025. As shown in **Figure 7**, the strong increase demonstrates improved recovery outcomes, largely resultant from infrastructure and process improvements at the facility.

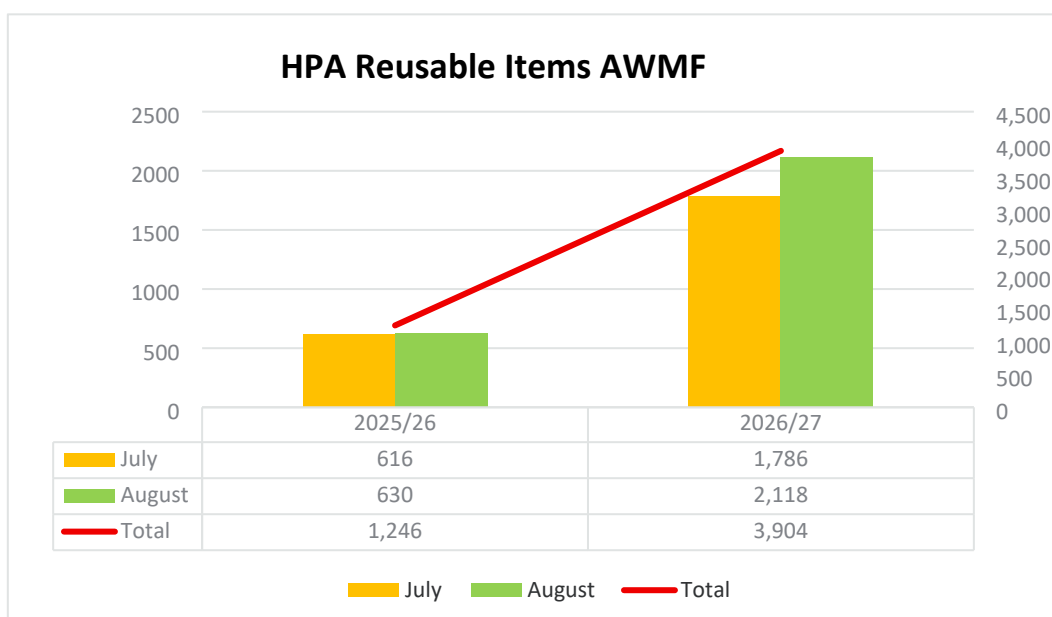


Figure 7: HPA Reusable Items Diverted from Landfill –Q1 2025/26 vs Q1 2026/27

Council's community initiatives

Council continued to create opportunities for the Palmerston community to be involved in local sustainability activities, with a focus on participation in the circular economy practical and visible. Opportunities this quarter included:

- Incentivising reduction of plastic waste by offering free coffee to residents who brought their own reusable cup to July Brekkie in the Park and Reboot Your Loot events.
- Reduction in waste to landfill through the Reboot your Loot Repair Workshop, which repaired clothing and jewellery for residents
- Reduction in waste to landfill through a compost bin raffle at the August Brekkie the park. This initiative was well supported and demonstrated community interest in composting and practical waste reduction measures.

Decrease in littering

Council responded to 10 cases of illegal dumping and 19 cases of sharp or biohazard waste in the quarter. 56 cases of littering were reported in open spaces.

Increase in canopy coverage (percentage of areas shaded by trees)

Street tree maintenance work was carried out this quarter across Driver, Durack, Gray, Gunn, Rosebery, Woodroffe and the CBD. The program focuses tree health and ensuring the tree remains suitable for the urban environment.

Improved biodiversity outcomes

Council will action 22 resident requests for street tree planting in October. Planting and maintaining trees in urban areas increases canopy cover and delivers important environmental benefits, including enhanced biodiversity and habitat connectivity, reduced urban heat, and improved stormwater management through rainfall interception and water uptake, contributing to a more resilient urban environment.

Improved community satisfaction in relation to the Palmerston lakes

Council has been working in collaboration with the Northern Territory Government Weeds Branch to actively manage the invasive aquatic weeds *Limnophila sessiflora* (Ambulia) and *Salvinia molesta* (Salvinia), which have been identified at Durack Lakes 3, 4, 1A and 1B. As part of this, targeted aquatic herbicide treatment is being carried out in staged applications, which allows for effective weed control whilst minimising impacts on the surrounding aquatic environment.

Staff have been monitoring the lakes following each treatment and will undertake mechanical removal of treated weed material where required. Strategic management of invasive weeds helps to reduce weed extent over time, improve habitat, and overall water quality throughout the lakes.

The following lakes were harvested this quarter following monthly inspections:

- Lake 10.
- Sanctuary Lakes.
- Lakes 1A and 1B.
- Lake 5.
- Aspire Lake.
- Lake 7C.
- Lake 6.
- Lake 9.

This quarter a new pump was installed in Lake 8. The following projects are in process and are expected to be completed next quarter:

- Crowson Bore, full electrical upgrade and motor replacement.
- Automation of lake filling infrastructure at the Durack Lakes.

Number of vehicles using the new EV charging station

85 charging sessions were completed at the EV charging station at the Palmerston Recreation Centre car park, delivering 1034kWh in the period.

Increase the use of Electric Vehicles within the Palmerston municipality

There have been no specific activities relating to this, support of usage is provided through the EV charging station

6. Governance

The community is satisfied that Council shows corporate and social responsibility, ensures the sustainability of assets and services, and plans effectively, reporting performance to the community

During this quarter, a total of 1,710 cases were reported including:

- 1,532 by residents.
- 79 by CoP staff.
- 99 by contractors.

As of 18 September 2026, 1,203 cases were resolved, with 507 remaining outstanding.

Zuccoli recorded the highest number of resident reports with a total of 300 cases in this quarter, followed by Durack with 198 and Gray with 154.

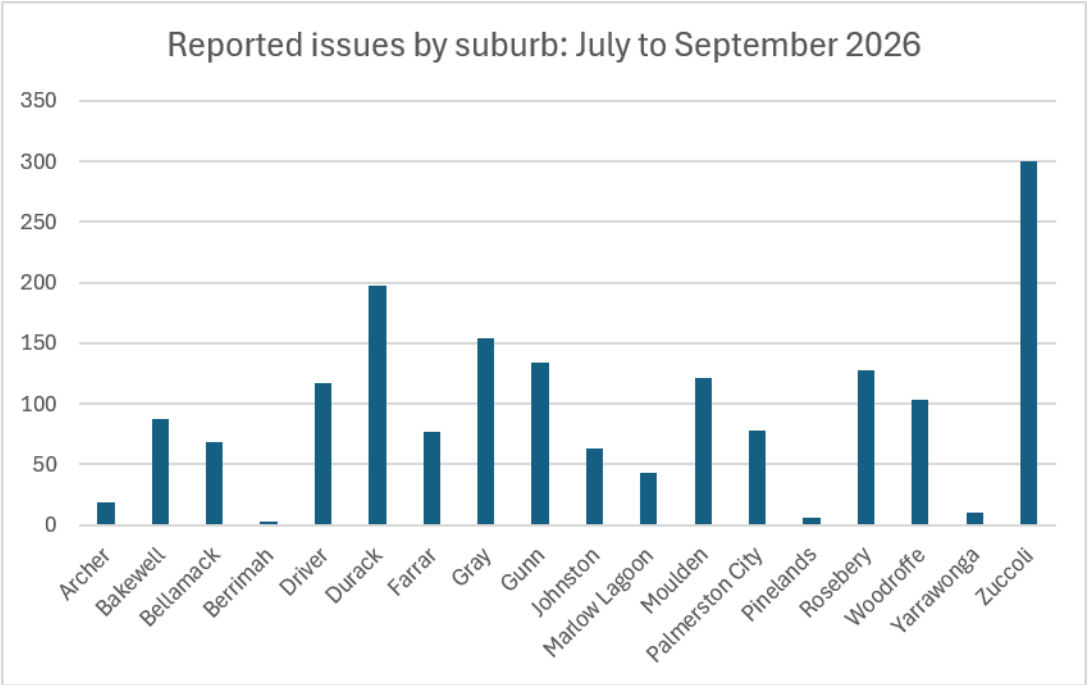


Figure 8: Data as of 18 September 2026

During this quarter most resident reports submitted to Council have related to issues and enquires concerning Waste and Public Places as shown in the graph below.

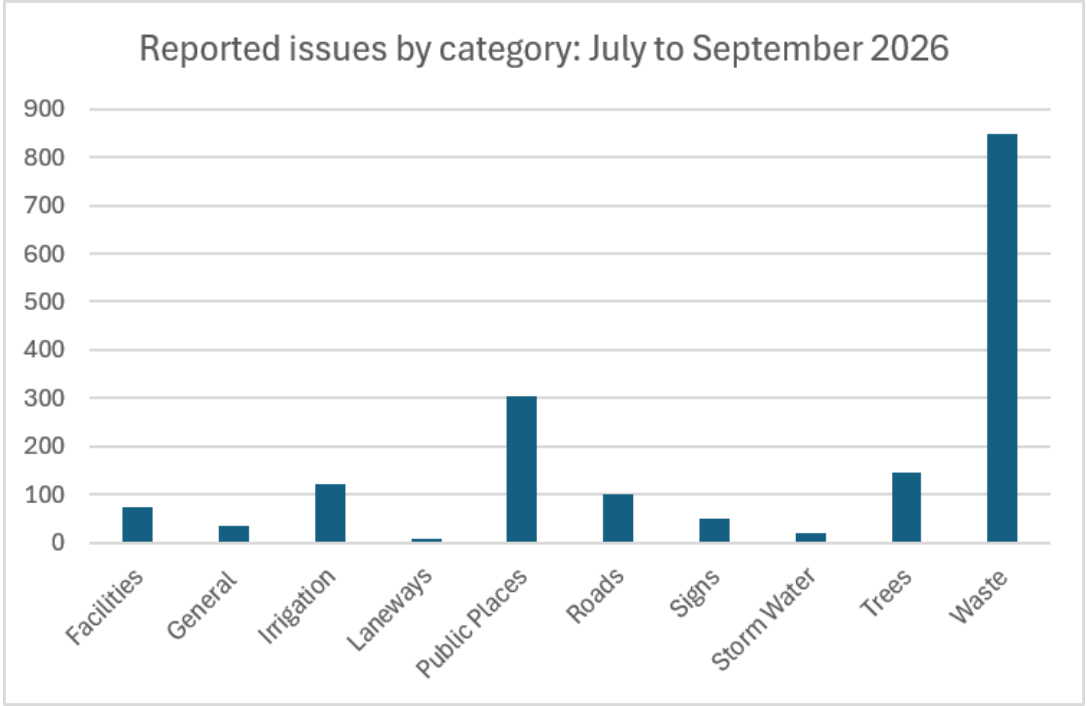


Figure 9: Data as of 18 September 2026

Consultation and marketing

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

- Executive Manager Environment.
- Manager of Sustainability.
- Manager Civil Operations.
- Planning & Development Manager.
- Senior Project Manager.
- Development Engineer.
- Environment Officer.
- Tree Management Support Officer.
- Planning & Permits Officer.
- Administration Assistant.

Policy implications

There are no policy implications for this Report.

Budget and resource implications

There are no budget or resource implications relating to this Report.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks: *do not delete*

5. Infrastructure

Failure to plan, deliver and maintain fit for purpose infrastructure.

Strategies, framework and plans implications

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

- [Community Infrastructure Plan 2016-2026](#)

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

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.2.2
Report Title:	Christmas in Palmerston 2026
Meeting Date:	Tuesday 6 October 2026
Author:	Events Officer, Helen Tucker
Approver:	General Manager People and Place, Emma Blight

Community plan

Family and Community: Palmerston is a safe and family friendly community where everyone belongs.

Purpose

This Report provides an update to Council on the 2026 Christmas in Palmerston programming.

Key messages

- Christmas is celebrated in Palmerston through a range of festive activations, creating community connections and spreading joy in the festive season.
- E3 Pro Pty Ltd was the successful tenderer for the delivery of the Christmas event from 2026 to 2028 inclusive.
- The major Christmas event will feature a refreshed delivery in 2026, relocating to Palmerston Recreation Centre and running from Tuesday 15 to Wednesday 23 December.
- The Christmas Low Sensory event will be hosted on Thursday 17 December.
- The main location for the Christmas events in 2026 will be the Palmerston Recreation Centre, which will be transformed through theming, decorations, lighting and digital technology.
- The Palmerston Library will continue to run Christmas inspired programs in the lead up to Christmas including crafts and Storytime.
- City of Palmerston will continue to sponsor the Mix104.9 Christmas Lights Program.

- Communications will be shared across relevant platforms and include messaging about closures, weather, safety and security and promote general community spirit offering inclusivity.

Recommendation

THAT Report entitled Christmas in Palmerston 2026 be received and noted.

Background

Christmas in Palmerston is celebrated annually through a range of activations that transform the city into a festive hub of celebration, joy and community connection. A key highlight of the annual program is Christmas Wonderland, a free nine-night Christmas celebration traditionally held in Goyder Square.

Christmas Wonderland 2025 was hosted in Goyder Square, marking the sixth year of the event and attracting more than 14,000 attendees throughout the nine-night celebration. The event continues to provide a much-anticipated opportunity for the community to come together and celebrate the festive season.

Total Event Services delivered Christmas Wonderland under the previous contract arrangement for six consecutive years. Following the conclusion of the contract after the 2025 event, the delivery of Christmas Wonderland was put to tender. E3 Pro Pty Ltd was successful tenderer and has commenced planning for the 2026 event. Library and related programming that aligns with the event has also commenced and is outlined within this report.

Discussion

Christmas Wonderland

As a new contractor for the Christmas event, E3 Pro proposed to refresh the event by relocating Christmas Wonderland indoors from 2026 to 2028. E3 Pro will incorporate a range of refurbished props from previous Christmas Wonderland events, alongside the design and development of new elements, supporting a refreshed event experience while making effective use of existing event assets.

This year, the refreshed Christmas Wonderland will run from Tuesday 15 December to Wednesday 23 December, to provide families and the wider community with an opportunity to come together, celebrate and connect through a diverse program of engaging activities, entertainment and immersive experiences.

The Palmerston Recreation Centre will be transformed through extensive theming, decorations, lighting and digital technology, creating a Christmas journey unlike previous years. Upon arrival, attendees will receive their own Wonderland Passport, encouraging them to explore each destination throughout the experience and collect stamps along the way.

The journey will begin with Santa's Grotto: Polar Express Experience. While retaining the much-loved Santa's Grotto and the opportunity to meet Santa and capture a special photo, the space will be reimagined through Polar Express-inspired theming, scenic elements, lighting and digital technology to create the illusion of travelling aboard the iconic Christmas train. Don't forget to post your letter to Santa in the Polar Express Post, with Santa responding to letters as part of this year's event.

From there, attendees will continue their adventure through the Snow Tunnel and into the magical Christmas realms of Gingerbread Bake House, Candy Land, Polar Wonderland and the Nutcracker. Each destination will offer its own unique theming, interactive activities and photo opportunities, with attendees encouraged to explore each space, participate in activities and collect their passport stamps along the way.

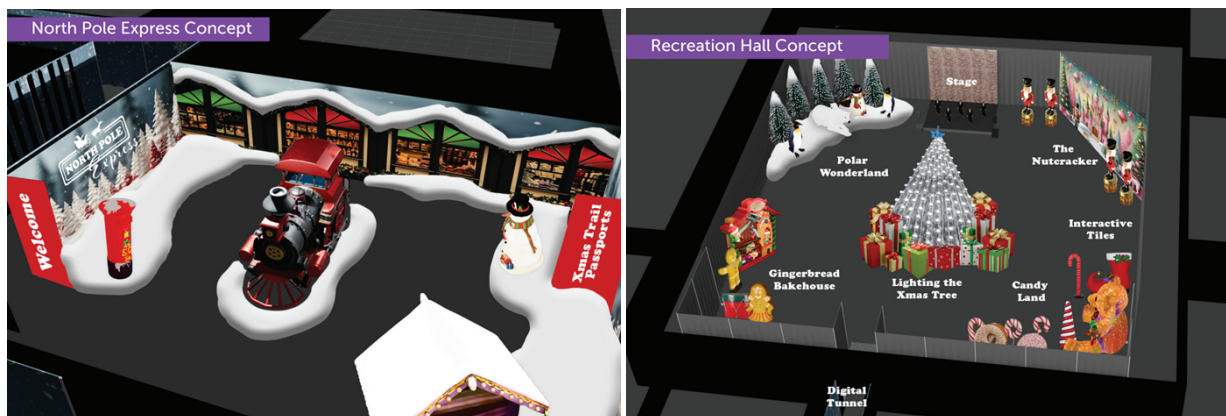


Figure 1 and 2: Proposed concepts (subject to change)

The celebrations will officially open on Tuesday 15 December with a Christmas Tree Lighting Ceremony and lightshows to continue nightly through to Wednesday 23 December. Each evening will feature food vendors and a diverse line-up of live entertainment, including community choirs, bands, dancers and solo performers, ensuring a varied and engaging experience for the community throughout the nine-night program.

A dedicated Low Sensory Evening will take place on Thursday 17 December, offering an accessible and welcoming experience for attendees who may benefit from a calmer environment. The evening will feature capped attendance, no flashing lights, reduced music levels and a signing Santa.

Christmas Wonderland's transition to an indoor venue will provide a range of operational, financial and community benefits. The move will reduce exposure to wet season risks, including cyclones and adverse weather, while also supporting improved community safety by reducing the potential for antisocial behaviour. The indoor environment will provide greater comfort for attendees, with air conditioning offering a significant benefit during the Top End wet season. It will also provide a more controlled and reliable environment for the delivery of the event.

Library Program

Christmas Storytime with Santa

Christmas Storytime with Santa will be held on the official opening night of the Christmas celebrations on Tuesday 15 December 2026.

The session will feature a variety of Christmas-themed stories and songs, with library staff participating in character as Mrs Claus and Santa's elves. Santa will also make a special appearance, providing an engaging and festive experience for children and families.

The library will source a variety of age-appropriate picture books to support the session, ensuring the selected stories are suitable, engaging and reflective of the Christmas theme.

Christmas Craft Week/December School Holiday Program

Throughout the week of Monday 14 – Friday 18 December 2026, festive craft activities designed for school-aged children will be offered during the December school holidays and in the lead-up to Christmas. Each session will feature different Christmas-themed movies and craft days, providing children with opportunities to be creative while making decorations for their Christmas tree and handmade gifts for family and friends.

Christmas Storytime/Nursery time

On Wednesday 9 and Thursday 10 December 2026, the library will deliver special Christmas-themed Storytime and Nurserytime sessions for early years children and their families as the final sessions for the year. Sessions will include festive stories, Christmas songs, rhymes and interactive activities in a fun and welcoming environment. Children and families will also enjoy a special visit from Santa, with opportunities to meet Santa and take photos together. These sessions will provide a festive end to the library's regular Storytime and Nurserytime program for 2026.

Christmas Lights

Like previous years, City of Palmerston will sponsor the Mix104.9 Christmas Lights Program. The sponsorship awards a prize to the most-voted Christmas lights display in Palmerston, with the program encouraging residents to participate in the festive season and contribute to the Christmas atmosphere across the community.

The sponsorship also provides a high-frequency promotional schedule across Mix104.9, including radio advertising and live announcer segments, which will be utilised to promote the Christmas Lights Program, Christmas Wonderland, and support the broader City of Palmerston Christmas campaign.

Further details regarding the 2026 Christmas Lights Program, including participation opportunities and promotional activity, will be confirmed in consultation with relevant stakeholders and incorporated into the broader Christmas communications campaign.

Consultation and marketing

The 2026 Christmas Wonderland communications and marketing campaign will support awareness, attendance and community engagement, with a focus on communicating the refreshed event experience and the relocation to Palmerston Recreation Centre.

Marketing activity will commence by October and will utilise a mix of digital, social media, website, email, media, radio and on-site promotional channels. Campaign messaging will highlight the new indoor venue, immersive Christmas experiences, themed Christmas realms, Santa's Grotto Polar Express Experience, Wonderland Passport, entertainment and food offerings, as well as the benefits of an air-conditioned and weather-resilient event.

Given the change in event format and relocation from Goyder Square, communications will proactively explain the refreshed experience and acknowledge that the Express Train will not return in 2026, while positioning the new Polar Express Experience and broader Christmas journey as key elements of the refreshed event.

City of Palmerston will work with E3 Productions and relevant internal stakeholders to develop and deliver the campaign, including event visual identity, promotional assets, media and radio activity, social media content, website information, signage and post-event evaluation.

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

- Acting City Activation Manager
- Library Services Manager
- Library Programs & Outreach Coordinator
- Marketing & Communications Manager
- Marketing and Communication Lead

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

- E3 Productions

Policy implications

There are no policy implications for this Report.

Budget and resource implications

Procurement of the Christmas Wonderland Tender was awarded to local company E3 Pro Pty Ltd at \$215,000 annually on a three-year fixed term contract, from 2026 – 2028 inclusive. Costs for the running of Christmas Wonderland will be covered by Council's existing approved Events budget.

Risk, legal and legislative implications

This Report addresses the following City of Palmerston Strategic Risks:

1. Community Safety

Failure of Council to effectively plan and deliver its role in community safety.

4. Inclusion, Diversity and Access

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

5. Infrastructure

Failure to plan, deliver and maintain fit for purpose infrastructure.

Refreshing the event delivery every three years ensures the program remains exciting and fresh, while incorporating new elements and maintaining a consistently high standard of delivery. This approach also supports Council in upholding its reputation for delivering quality events and experiences for the community.

Engaging a reliable and experienced contractor to deliver Christmas Wonderland was a key priority. To ensure the event is delivered safely and to the required standards, contractors are required to provide risk assessments, emergency management plans, current certificates of insurance and evidence of compliance with relevant construction standards. These requirements help ensure the safety of the community, staff and contractors throughout the event.

There may be some risks around previous key attractions such as the train not returning. Given the rising costs of hosting the event outdoors (requiring cover), tropical weather conditions and potential cyclone risks; it has been determined that the refreshed delivery of the event will reduce event risk whilst still delivering the magic of Christmas to our community.

Strategies, framework and plans implications

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

- Disability Inclusion Access Plan 2022-2025
- Inclusive, Diverse and Accessible Policy Framework

Christmas Wonderland has been designed to align with the Disability Inclusion Access Plan and ensure the event area is accessible at all points. The week of festivities will include a dedicated low-sensory evening, incorporating additional considerations to support people with sensory sensitivities. This will include reduced noise levels, reduced attendee numbers per hour and the removal of flashing lights. To further enhance accessibility and inclusion, the event will feature a signing Santa, appropriately selected performances, a sensory breakout space and an Auslan interpreter.

Christmas Wonderland also closely aligns with the Inclusive, Diverse and Accessible Policy Framework, promoting community, leisure and social participation while contributing to economic participation through opportunities for local community groups, contractors and food vendors to be involved in the program.



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

COUNCIL REPORT

1st Ordinary Council Meeting

Agenda Item:	12.2.3
Report Title:	2027-28 Budget Development Timeline
Meeting Date:	Tuesday 6 October 2026
Author:	Executive Manager Financial Performance, Jeffrey Guilas
Approver:	General Manager Finance and Governance, Chris Fearon

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 advise Council of the timelines for the preparation of the 2027-28 Municipal Plan & Budget and 2028-37 Long-Term Financial Plan (LTFP).

Key messages

- This report presents the proposed timeline for the development of the 2027-28 Municipal Plan & Budget and 2028-37 LTFP.
- Elected Member workshops will be undertaken to present various elements of the Municipal Plan & Budget throughout the budget development process.
- The topics to be discussed include the rating models, rates concessions, waste management, asset management, economic conditions and assumptions, strategic projects and capital programs, and service levels.
- The draft Municipal Plan and LTFP will go out for 28 days of public consultation from 9 April to 6 May 2027.
- Council is required to adopt the Municipal Plan by 30 June 2027 to meet the requirements of the Local Government Act 2019.
- The budget development timetable has been prepared to enable the Municipal Plan and the LTFP to be adopted at the 2nd Ordinary Meeting in June 2027.

Recommendation

THAT Report entitled 2027-28 Budget Development Timeline be received and noted.

Background

Each year a report is presented to Council with a proposed timeline with key planning dates for the following year's budget preparations. These timelines provide an outline to stakeholders on how Council intends to meet the requirements stated in the *Local Government Act 2019* in finalising both the Municipal Plan and LTFP.

The Municipal Plan reflects Council's overarching Community Plan, aligning with its six defined outcomes. These outcomes serve as the framework for performance and service plans, guiding Council's endeavours for the upcoming 2027-28 fiscal year. Progress towards these objectives will be tracked and reported in the subsequent Annual Report for 2027-28.

This report provides Council with the proposed timeline for budget development activities to produce the 2027-28 Municipal Plan and Budget and the 2028-37 LTFP.

Discussion

A series of budget development workshops are held with Elected Members to ensure that Council finalise both the Municipal Plan and LTFP in line with the requirements of the *Local Government Act (LGA 2019)*.

The proposed timeline is outlined in Table 1.

DATES	EVENT
06 October 2026	Council Meeting – adoption of the budget development timeline
24 October 2026	Elected Member tour of Council assets
26 November 2026	Budget Workshop 1 - Overview • Ratings Strategy • Long Term Financial Plan • Reserve Status • Waste Management Budget
04 February 2027	Budget Workshop 2 – First Draft • Consolidated Budget • Capital Program • New Initiatives • Rating Models • Asset Management Considerations

DATES	EVENT
18 February 2027	Budget Workshop 3 – Second Draft • Consolidated Budget • Capital Program • New Initiatives • Rating Models • Waste Management Budget • Long Term Financial Plan
23 March 2027	Budget Workshop 4 – Final Draft • Municipal Plan • Long Tern Financial Plan
06 April 2027	Council Meeting - endorse draft Municipal Plan and LTFP for public consultation
09 April to 06 May 2027	Public consultation
18 May 2027	Council Meeting – presentation of public consultation feedback
15 June 2027	Council Meeting – adoption of Municipal Plan and LTFP

Table 1: Budget Development Timeline

The above timeframe is indicative only and subject to change depending on operational activities and availability.

The budget process will include the review and consideration of the following;

- Current economic conditions impacting both Palmerston and the Northern Territory at large.
- Waste charges.
- Strategic projects.
- Capital programs.
- Service levels.
- Asset Management Strategy.
- Rating models and rates concessions.
- Key financial assumptions underpinning the LTFP.

The public consultation is planned to commence on 9 April 2027 and conclude on 6 May 2027. Feedback from the public consultation will be presented to Council at the 2nd Ordinary meeting in May 2027 before finalising the 2027-28 Budget and 2028-37 LTFP for adoption at the 2nd Ordinary Meeting in June 2027.

Consultation and marketing

It is recommended that four workshops are held with the Elected Members. These workshops are mainly to consult on matters relating to both the draft 2027-28 Municipal



Plan & Budget, and 2028-37 LTFP. Further workshops may be required depending on the budget development progress and consultation.

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

- Executive Leadership Team.
- Senior Leadership Team.

Policy implications

The budget process is developed to comply with Council's relevant policies, which include:

- Asset Management .
- Borrowing.
- Debt Collection.
- Financial Reserve.
- Investment.
- Rating Concession.
- Rating.

Budget and resource implications

There are no budget or resource implications relating to this Report.

Risk, legal and legislative implications

Part 3.3, 10.4 and 10.5 of the *Local Government Act 2019* (NT) (the Act) sets out the requirements of Municipal Plan, LTFP and the Annual Budget.

- Section 35(1) - A council must, by resolution, adopt its municipal, regional or shire plan between 1 March and 30 June in each year.
- Section 200(4) - council must provide the Agency with a copy of its long-term financial plan by 30 June in the year preceding the first financial year to which the plan relates.
- Section 203 of the *Local Government Act 2019* (NT), council must adopt its budget for a particular financial year on or before 30 June in the previous financial year.

This Report addresses the following City of Palmerston Strategic Risks:

2. Financial Sustainability

Failure of Council to be financially sustainable to deliver key services and infrastructure for the community.

6. Governance

Failure to effectively govern.

Strategies, framework and plans implications

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

- Long Term Financial Plan
- Municipal Plan



Financial sustainability entails ensuring CoP can adequately finance its services and asset replacement at a rate aligned with their deterioration.

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



13 INFORMATION AND CORRESPONDENCE

13.1 Information

13.2 Correspondence

13.2.1 LGANT Board Meeting Communique - 2 September 2026

THAT correspondence dated 18 September 2026 entitled LGANT Board Meeting Communique - 2 September 2026 be received and noted.

From: LGANT CEO
Sent: Fri, 18 Sep 2026 05:40:00 +0000
To: **Council CEOs; **Mayors and Presidents
Cc: LGANT CEO; **Council CEO EAs; **Mayors and Presidents EAs; **LGANT Board; **LGANTStaff
Subject: Doc 707937 Correspondence - 2 September 2026 LGANT Board meeting
 communique
Attachments: LGANT Board meeting Communique - 2 September 2026.pdf, 30 July 2026 ALGA Board Communique.pdf

[EXTERNAL EMAIL] Caution: Do not click links or open attachments unless you recognise the sender.
 Report suspicious emails to helpdesk@palmerston.nt.gov.au

Good afternoon members,

On behalf of our CEO, please find enclosed the LGANT Board meeting communique from 2 September 2026. We kindly request that you table this document at your next Ordinary Council Meeting (OCM). This will ensure ongoing and effective communication with our members regarding LGANT's recent activities.

Kind regards,



Ellen Worsfold | Executive Officer
 Local Government Association of the Northern Territory
 t: (08) 8944 9688 | m: 0406 223 454
 e: ellen.worsfold@lgant.asn.au | w: www.lgant.asn.au
 21 Parap Road, Parap NT 0820 | PO Box 2075, Parap NT 0804

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We are local. We connect.



In the spirit of reconciliation, the Local Government Association of the Northern Territory acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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2 SEPTEMBER 2026 LGANT BOARD MEETING COMMUNIQUE

The LGANT Board met for on Wednesday 2 September at the LGANT office and online.

The Board received presentations from LGANT's Director Corporate Services on Local Buy and City of Darwin's Reece Ravlich, LGANT's representative on the Animal Welfare Advisory Committee (AWAC), who provided an update on AWAC and current animal welfare issues.

The Board endorsed the end-of financial year financial summary that has been provided in anticipation of audited financials at the next Board meeting. The Board approved the LGANT roadworks program for 2026-2027, and continued their annual review of LGANT policies, approving the second tranche. The Board also provided in principle approval of a new investment policy and endorsed the engagement of an independent facilitator to complete a Board evaluation in early 2027, and the proposed timeline for the CEO's annual review.

In preparation for LGANT's upcoming Annual General Meeting, the Board endorsed briefing papers regarding the proposed amendments to the LGANT Constitution and a new set of Rules of Debate. The Board also approved renewal of the service agreement with WALGA for the member employee relations service.

The LGANT President provided an update on his activities since the last Board meeting including the 30 July 2026 ALGA Board meeting (refer communique at Attachment 1) and meetings with the Chief Minister, the Treasurer, both the Central and Tiwi Land Councils, and the NT Executive Council on Aboriginal Affairs (NTECAA). The President also made visits to Wagait Shire Council and Litchfield Council, as part of LGANT's annual council visit program.

The Board noted the CEOs report including a summary of her meetings, updates on the LGANT member survey and key advocacy activities (including bird flu, emergency waste management, cyber security and road safety) and events (including the Circular Economy Symposium, and preparations for the Procurement Symposium and LGANT November conference).

The Board also noted LGANT's cyber security review update, the forward Board calendar, recent submissions lodged, and incoming and outgoing correspondence.

The Board will next meet on 21 October 2026.

Attachments:

1. 30 July 2026 ALGA Board Meeting Communique

If you have any questions or wish to discuss these matters further, please reach out to Mary Watson, LGANT CEO, at mary.watson@lgant.asn.au or on 0417 864 183.

Alternatively, you can contact members of the LGANT Board:

President: Cr Peter Pangquee	City of Darwin	peter.pangquee@darwin.nt.gov.au	0419 858 636
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Vice President Municipal: Cr Allison Bitar	Alice Springs Town Council	abitar@alicesprings.nt.gov.au	0491 055 224
Vice President Regional and Shires: Mayor Brian Pedwell	Victoria Daly Regional Council	brian.pedwell@vicdaly.nt.gov.au	0429 341 336
Municipal Director - City of Darwin nominated representative: Cr Sam Weston	City of Darwin	sam.weston@darwin.nt.gov.au	0499 389 462
Municipal Director: Mayor Joanna Holden	Katherine Town Council	joanna.holden@krc.nt.gov.au	0428 717 044
Municipal Director: Cr Mark Fraser	City of Palmerston	councillor.fraser@palmerston.nt.gov.au	0411 224 670
Regional and Shires Director: Cr Peter Clee	Wagait Shire Council	peter.clee@wagait.nt.gov.au	0418 894 404
Regional and Shires Director Mayor Lynette De Santis	Tiwi Islands Regional Council	lynettejane.desantis@tiwiislands.nt.gov.au	0419 033 821
Regional and Shire Director: Mayor James Woods	West Arnhem Regional Council	james.woods@westarnhem.nt.gov.au	0497 919 225



30 July 2026 ALGA Board Meeting Communique

The ALGA Board met on Thursday 30 July 2026.

The Board considered a focused agenda covering governance, risk, financial oversight and key policy decisions following the 2026 National General Assembly.

A key focus of the meeting was the consideration of the 244 motions debated at the 2026 National General Assembly. The Board discussed recommendations arising from the debate process and considered how these resolutions will inform engagement with the Australian Government over the coming year.

The Board agreed to undertake a governance review and identify improvements to the National General Assembly motions process.

The Board discussed ALGA's Disaster Recovery Funding Framework (DRFF) submission, which is due to the National Emergency Management Agency (NEMA) by 19 August. The Board supported the ALGA submission and its recommendations being that no council should be worse off by any proposed changes to disaster recovery funding.

**Building Better
Communities.**



14 REPORT OF DELEGATES

15 QUESTIONS BY MEMBERS

16 GENERAL BUSINESS

17 NEXT ORDINARY COUNCIL MEETING

THAT the next Ordinary Meeting of Council be held on Tuesday, 20 October 2026 at 5:30pm in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston.

18 CLOSURE OF MEETING TO PUBLIC

THAT pursuant to *section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021* the meeting be closed to the public to consider the Confidential items of the Agenda.

19 ADJOURNMENT OF MEETING AND MEDIA LIAISON

MINUTES

2nd ORDINARY COUNCIL MEETING

TUESDAY 15 SEPTEMBER 2026

The Ordinary Meeting of City of Palmerston held in the City of Palmerston Library, Goyder Square, The Boulevard, Palmerston NT 0830.

Council business papers can be viewed on City of Palmerston's website palmerston.nt.gov.au



Minutes of Council Meeting
held in City of Palmerston Library,
Goyder Square, 12 The Boulevard, Palmerston
on Tuesday 15 September 2026 at 5:30pm.

PRESENT

ELECTED MEMBERS	Mayor Athina Pascoe-Bell (Chair)
	Deputy Mayor Wayne Bayliss
	Councillor Damian Hale
	Councillor Lucy Morrison
	Councillor Mark Fraser
	Councillor Rob Waters
	Councillor Sarah Henderson
STAFF	Chief Executive Officer, Nadine Nilon
	Acting General Manager Infrastructure, Michael Williams
	General Manager Finance and Governance, Chris Fearon
	General Manager Community, Konrad Seidl
	General Manager People and Place, Emma Blight
GALLERY	Minute Secretary, Pania Withnall
	5 members of the public
	6 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 5:33pm.

3 APOLOGIES

Moved: Councillor Morrison
Seconded: Councillor Fraser

THAT the apology received from Councillor Kanyai for 15 September 2026 be received and noted.

CARRIED (7/0) - 11/0605 - 15/09/2026

4 DECLARATION OF INTEREST

4.1 Elected members

Nil

4.2 Staff

Nil

5 CONFIRMATION OF MINUTES

5.1 Confirmation of minutes

Moved: Councillor Waters
Seconded: Councillor Henderson

THAT the Minutes of the Council Meeting held on 1 September 2026 pages 12303 to 12312 be confirmed.

CARRIED (7/0) - 11/0606 - 15/09/2026

Initials: _____

5.2 Business arising from previous meeting

Nil

6 MAYORAL REPORT

Moved: Mayor Pascoe-Bell
Seconded: Deputy Mayor Bayliss

THAT Report entitled Mayoral Update Report - August 2026 be received and noted.

CARRIED (7/0) - 11/0607 - 15/09/2026

7 DEPUTATIONS AND PRESENTATIONS

Nil

8 PUBLIC QUESTION TIME (WRITTEN SUBMISSIONS)

Nil

9 CONFIDENTIAL ITEMS

9.1 Moving confidential items into open

9.1.1 Leave of Absence Request

Moved: Deputy Mayor Bayliss
Seconded: Councillor Fraser

2. THAT the leave of absence request received from Councillor Fraser for 7 September 2026 to 8 September 2026 inclusive, for the reason of work, be approved.
3. THAT each decision be moved to the Open Minutes at expiry of the leave of absence.

CARRIED (7/0) - 11/0600 - 1/09/2026

Initials: _____

9.1.2 Waste Contract Update**Moved:** Deputy Mayor Bayliss**Seconded:** Councillor Henderson

1. THAT Report entitled Waste Contract Update be received and noted.
2. THAT Council approves up to \$250,000 to be transferred from the Waste Management Reserve to enable tender award of the 2026 Pre Cyclone Clean Up, if required.
3. THAT this decision is moved to open following the award of the contract for the 2026 Pre Cyclone Clean Up.

CARRIED (7/0) - 11/0602 - 1/09/2026**9.1.3 Leave of Absence Request****Moved:** Councillor Fraser**Seconded:** Deputy Mayor Bayliss

2. THAT the leave of absence request received from Councillor Hale for 7 to 9 September 2026 inclusive, for the reason of work-related travel, be approved.
5. THAT each decision be moved to the Open Minutes at expiry of the leave of absence.

CARRIED (7/0) - 11/0621 - 15/09/2026**9.1.4 SWELL Operations****Moved:** Mayor Pascoe-Bell**Seconded:** Councillor Morrison

1. THAT Report entitled SWELL Operations be received and noted.

CARRIED (7/0) - 11/0624 - 15/09/2026Initials:

Moved: Councillor Henderson
 Seconded: Councillor Hale

2. THAT Council endorse the revised minimum service levels for SWELL operations as outlined in the table below, commencing on 1 January 2027.

MINIMUM SERVICE LEVELS (FITNESS CENTRE, POOLS, SPLASH PAD, AND CAFÉ)	
Monday – Friday	5:30 am – 7:30 pm
Saturday & Sunday	7:30 am – 7:30 pm
NT Public Holidays	8:00 am – 4:00 pm
The facility will be closed on Christmas Day, New Year's Day, and Good Friday.	
MINIMUM SERVICE LEVELS (ADVENTURE PLAY OPERATION)	
Hours of operation, including a 3-month annual closure period for maintenance, following the January school holidays	
One weekday	4 hours
Saturday	4 hours
Sunday	4 hours
Adventure Play will be closed on all NT Public Holidays.	

3. THAT Council notes the commencement of a new tender process commencing in November 2026.
4. THAT these decisions be moved to the Open Minutes of this meeting.

CARRIED (7/0) - 11/0625 – 15/09/2026

Initials: _____

9.1.5 Chief Executive Officer Recruitment

Moved: Deputy Mayor Bayliss

Seconded: Councillor Waters

1. THAT Report entitled Chief Executive Officer Recruitment be received and noted.
2. THAT Council approves the engagement and appointment of professional recruitment agency, Robert Walters to recruit to the role of Chief Executive Officer.
3. THAT Council approves the Chief Executive Officer Position Description as per **Attachment 26.1.3.4.**
4. THAT Council approves the salary range applicable to the Chief Executive Officer recruitment is \$300,000 - \$340,000 as detailed within **Attachment 26.1.3.5.**
5. THAT Council appoints a Selection Panel, inclusive of the Mayor as Chair, and up to three Councillors being Councillor Morrison, Councillor Waters and Councillor Henderson.
6. *Decision 6 is considered confidential pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021.*
7. THAT decisions 1 to 5 be moved to the open minutes of this Ordinary Meeting on acceptance of quote.

CARRIED (7/0) - 11/0626 - 15/09/2026

9.2 Moving open items into confidential

Nil

Initials: _____

9.3 Confidential items

Moved: Councillor Waters
Seconded: Deputy Mayor Bayliss

THAT pursuant to Section 99(2) and 293(1) of the *Local Government Act 2019* and section 51(1) of the *Local Government (General) Regulations 2021* the meeting be closed to the public to consider the following confidential items:

Item	Confidential Category	Confidential Clause
26.1.1	Council Committee Recommendations	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(c)(iv) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to prejudice the interests of the council or some other person.
26.1.2	Contract and Tender Matters	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(e) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to information provided to the council on condition that it be kept confidential and would, if publicly disclosed, be likely to be contrary to the public interest.
26.1.3	Matters Relating to Council Staff and or Elected Members	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual.

Initials: _____

26.2.1	Contract and Tender Matters	This item is considered 'Confidential' pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(c)(i) of the Local Government (General) Regulations 2021, which states a council may close to the public only so much of its meeting as comprises the receipt or discussion of, or a motion or both relating to, information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.
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CARRIED (7/0) - 11/0608 – 15/09/2026

10 PETITIONS

Nil

11 NOTICES OF MOTION

Nil

12 OFFICER REPORTS

12.1 Action reports

12.1.1 Risk Management and Audit Committee Open Minutes 25 August 2026

Moved: Deputy Mayor Bayliss
Seconded: Councillor Fraser

1. THAT Report entitled Risk Management and Audit Committee Open Minutes 25 August 2026 be received and noted.
2. THAT the Unconfirmed Risk Management and Audit Committee meeting minutes provided at **Attachment 12.1.1.1** to report entitled Risk Management and Audit Committee Open Minutes 25 August 2026 be received and noted.

Initials: _____

3. THAT Council adopts the following recommendation from the Risk Management and Audit Committee meeting held Tuesday 25 August 2026:
 - a. THAT the following actions are marked as complete on the Action Report:
 - i. Annual Audit Committee Self-Assessment (RMA11/007).
 - ii. Additional Risk Management and Audit Committee meetings (RMA11/041).
4. THAT Council notes the following recommendation from the Risk Management and Audit Committee meeting held Tuesday 25 August 2026, which is the subject of a separate report to Council:
 - a. THAT the amended Risk Management and Audit Committee Terms of Reference at Attachment 9.1.2.2 to Report entitled Policy Review - Risk Management and Audit Committee Terms of Reference are endorsed.

CARRIED (7/0) - 11/0609 – 15/09/2026

12.1.2 Council Policy Review - Risk Management and Audit Committee Terms of Reference

Moved: Deputy Mayor Bayliss
Seconded: Councillor Morrison

1. THAT Report entitled Council Policy Review - Risk Management and Audit Committee Terms of Reference be received and noted.
2. THAT Council rescind the Risk Management and Audit Committee Terms of Reference Policy at **Attachment 12.1.2.1** to Report entitled Council Policy Review - Risk Management and Audit Committee Terms of Reference.
3. THAT Council adopt the amended Risk Management and Audit Committee Terms of Reference at **Attachment 12.1.2.2** to Report entitled Council Policy Review - Risk Management and Audit Committee Terms of Reference.

CARRIED (7/0) - 11/0610 – 15/09/2026

Initials: _____

12.1.3 New Council Strategy - Communication and Engagement Strategy

Moved: Deputy Mayor Bayliss
Seconded: Councillor Henderson

1. THAT Report entitled New Council Strategy - Communication and Engagement Strategy be received and noted.
2. THAT Council endorses the Communication and Engagement Strategy provided as **Attachment 12.1.3.1** noting that final design elements will be finalised prior to publication.
3. THAT the Communication and Engagement Strategy 2026 supersedes the existing Communication Strategy 2022 and Social Media Strategy 2022-2023.

CARRIED (7/0) - 11/0611 - 15/09/2026

12.1.4 Local Government Representation Review 2026

Moved: Councillor Henderson
Seconded: Councillor Waters

1. THAT Report entitled Local Government Representation Review 2026 be received and noted.
2. THAT Council endorse the submission to the Representation Review Committee, at **Attachment 12.1.4.1**, as amended:
 - a. under the heading 'East Arm', to highlight that the incorporation of East Arm would support the diversification of Council's rates base, away from residential, which was previously identified as the main consideration for Northcrest Stage 1 not being incorporated into City of Palmerston.
 - b. under the heading 'Greater Holtze Area', for the incorporation of the Greater Holtze areas, including Kowandi, into the City of Palmerston boundary to be considered, highlighting the benefit of the communities of interest and incorporating the Palmerston Regional Hospital and Palmerston Regional Fire Station into City of Palmerston.

CARRIED (7/0) - 11/0612 - 15/09/2026

Initials: _____

12.2 Receive and note reports

12.2.1 Major Capital Projects Update

Moved: Councillor Fraser
Seconded: Deputy Mayor Bayliss

THAT Report entitled Major Capital Projects Update be received and noted.

CARRIED (7/0) - 11/0613 - 15/09/2026

12.2.2 Financial Report for the Month of August 2026

Moved: Councillor Fraser
Seconded: Councillor Hale

THAT Report entitled Financial Report for the Month of August 2026 be received and noted.

CARRIED (7/0) - 11/0614 - 15/09/2026

13 INFORMATION AND CORRESPONDENCE

13.1 Information

Nil

13.2 Correspondence

13.2.1 LGANT Circular Economy Award 2026 - Nominations

Moved: Deputy Mayor Bayliss
Seconded: Councillor Henderson

1. THAT correspondence dated 25 August 2026 entitled LGANT Circular Economy Award 2026 - Nominations be received and noted.
2. THAT Council endorse nominations to the LGANT Circular Economy Award 2026 for the following projects:
 - a. Archer Waste Management Facility recycling area.
 - b. Reboot Your Loot repair workshop.

CARRIED (7/0) - 11/0615 - 15/09/2026

Initials: _____

14 REPORT OF DELEGATES

Moved: Mayor Pascoe-Bell
Seconded: Councillor Fraser

THAT the verbal report provided by Mayor Pascoe-Bell regarding the Australian Public Sector Anti-Corruption Conference 2026 be received and noted.

CARRIED (7/0) - 11/0616 - 15/09/2026

15 QUESTIONS BY MEMBERS

Moved: Councillor Fraser
Seconded: Mayor Pascoe-Bell

1. THAT the question asked by Councillor Morrison regarding the lake weed harvesting schedule, be taken on notice by the Acting General Manager Infrastructure.
2. THAT the question asked by Councillor Morrison regarding the feral pigs in Durack, and the response provided by the Acting General Manager Infrastructure be received and noted.
3. THAT the question asked by Deputy Mayor Bayliss regarding antisocial behaviour in the laneways off Chung Wah Terrace, and the response provided by the Chief Executive Officer be received and noted.
4. THAT the question asked by Deputy Mayor Bayliss regarding the Men's Shed grant funding, be taken on notice by the Chief Executive Officer.
5. THAT the question asked by Councillor Hale regarding the lights on Lakeview Boulevard, and the response provided by the Chief Executive Officer be received and noted.
6. THAT the question asked by Councillor Hale regarding Goyder Square grass maintenance, and the response provided by the Chief Executive Officer be received and noted.
7. THAT the question asked by Councillor Fraser regarding the Pre-Cyclone Clean Up digital map, and the response provided by the Chief Executive Officer be received and noted.

CARRIED (7/0) - 11/0617 - 15/09/2026

Initials: _____

16 GENERAL BUSINESS

16.1 Review of Alcohol and Drug Practices and Policies

Moved: Mayor Pascoe-Bell
Seconded: Deputy Mayor Bayliss

THAT a report is presented to Council by November 2026 that outlines the existing alcohol and drugs policies in place for staff and Elected Members and makes recommendation on contemporary practices for incorporation into council policy.

CARRIED (7/0) - 11/0618 - 15/09/2026

17 NEXT ORDINARY COUNCIL MEETING

Moved: Deputy Mayor Bayliss
Seconded: Councillor Henderson

THAT the next Ordinary Meeting of Council be held on Tuesday, 6 October 2026 at 5:30pm in the Council Chambers, Civic Plaza, 1 Chung Wah Terrace, Palmerston.

CARRIED (7/0) - 11/0619 - 15/09/2026

18 CLOSURE OF MEETING TO PUBLIC

Moved: Councillor Hale
Seconded: Councillor Fraser

THAT pursuant to section 99(2) and 293(1) of the Local Government Act 2019 and section 51(1)(a) of the Local Government (General) Regulations 2021 the meeting be closed to the public to consider the Confidential items of the Agenda.

CARRIED (7/0) - 11/0620 - 15/09/2026

Initials: _____



19 ADJOURNMENT OF MEETING AND MEDIA
LIAISON

Nil

The open section of the meeting closed at 6:19pm for the discussion of confidential matters.

The Chair declared the meeting closed at 7:25pm.

Chair

Print Name

Date

Initials: