

CITY OF DARWIN

# INNOVATE RECONCILIATION ACTION PLAN

AUGUST 2023 – JULY 2025





Cover: Larrakia Smoking Ceremony conducted by Nadine Lee in Civic Park 2023  
Photo by Moogie Down Productions

Above: Daniel Motlop, Lee Turner, Nicole Brown, Shannon Motlop at Reconciliation Week Bush Foods lunch Civic Centre 2023  
Photo by Ellie Do

**"AS THE RECONCILIATION ACTION LEAD WITH CITY OF DARWIN, MY ROLE IS CRITICAL AS I SUPPORT STAFF ACROSS THE ORGANISATION TO LEAD THE OUTCOMES IN OUR RECONCILIATION ACTION PLAN.**

**OUR RECONCILIATION JOURNEY IS ABOUT STRENGTHENING THE RELATIONSHIP BETWEEN FIRST NATIONS AND NON-FIRST NATIONS PEOPLE. I BELIEVE THAT CITY OF DARWIN, WITH CONTINUED SUPPORT FROM STAFF AT ALL LEVELS, CAN MAKE A DIFFERENCE."**

Lee Turner, Reconciliation Action Lead

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# ACKNOWLEDGEMENT OF LARRAKIA COUNTRY

City of Darwin acknowledges the Larrakia people as the Traditional Owners of all the land and waters of the Greater Darwin region.

To the Larrakia, Darwin is known as Garramilla. The original language of the Larrakia is Gulumirgin (pronounced Goo-loo-midgin). Often referred to as “Saltwater People”, the Larrakia lived, loved, birthed, hunted and survived a life on pristine coastal and inland areas. Established ‘song lines’ connecting Larrakia people to Country penetrate throughout their land and sea, allowing stories and histories to be told and retold for future generations. Scientific evidence dates Aboriginal presence in northern Australia to 60,000 years.



Below: Operations Centre Staff with Cross Cultural Consultants Jason Elsegood at Reconciliation Week Breakfast 2023  
Photo by Ellie Do



# LARRAKIA PROTOCOLS

The Larrakia people have had their own protocols for thousands of years. Our protocols differ greatly from Aboriginal Lore, and are a set of guidelines for all visitors to follow whilst on Larrakia Country.

Traditionally, a visitor on Larrakia Country would come to the Larrakia people upon arrival to receive a Welcome to Country by the Traditional Owners. They would be told that it is an expectation that they follow the guidelines whilst they are on Country. To do so would be a sign of respect and strong bonds could be fostered.

To not follow them would be a clear sign of disrespect and often lead to confrontation or worse.

These protocols apply to both Aboriginal and non-Aboriginal visitors and residents on Larrakia Country. They have not changed and they are as follows:

- 1 THE LARRAKIA ARE THE ABORIGINAL OWNERS of all land and waters of the greater Darwin and rural area, including all identified Aboriginal living areas.
- 2 ABORIGINAL LAW REQUIRES respect for the cultural authority of the Aboriginal owners.
- 3 WE SPEAK FOR OUR COUNTRY and we have an obligation, along with our neighbours, to care for our country.
- 4 VISITORS SHOULD RESPECT that we retain traditional knowledge, such as stories about significant sites.
- 5 ALL VISITORS ARE RESPONSIBLE FOR THEIR BEHAVIOUR and should respect the guidance of Larrakia.
- 6 LEARNING ABOUT COUNTRY IS EVERYONE'S OBLIGATION, including: visitors, residents, NGOs and government.
- 7 INAPPROPRIATE BEHAVIOUR REFLECTS BADLY ON LARRAKIA PEOPLE and we do not accept it.

Shared with permission of Larrakia Nation Aboriginal Corporation

# RECONCILIATION AUSTRALIA MESSAGE

## INNOVATE RAP

Reconciliation Australia commends City of Darwin on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. City of Darwin continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that City of Darwin will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to City of Darwin using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for City of Darwin to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, City of Darwin will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of City of Darwin's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations City of Darwin on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# LORD MAYOR & CHIEF EXECUTIVE OFFICER FOREWORD

We are proud to present City of Darwin's second Innovate Reconciliation Action Plan (RAP).

We achieved a number of positive outcomes from our first RAP, including forming new advisory groups, a full-time First Nations-identified Reconciliation Action Lead position, and increasing our First Nations staff from 6 per cent to 7.8 per cent.

This second plan shows the progression in our reconciliation journey and builds on the five dimensions of reconciliation: Race Relations, Equality and Equity, Institutional Integrity, Unity, and Historical Acceptance.

Across the next two years, our focus will be on specific actions across these five foundational areas.

City of Darwin's second RAP also includes a stronger focus on Larrakia to help achieve our goal of better understanding and working with Larrakia representative bodies.

Our approach to developing this second Innovate RAP has evolved since our initial RAP, and we worked with three new groups to guide us. These groups include an external Reconciliation Advisory Committee, which is a formally established Advisory Committee of Council; a 20-member strong First Nations Staff Support Network; and a Reconciliation Implementation Group comprised of staff from all program areas across City of Darwin.

With First Nations People representing 10.4 per cent of Darwin's population, developing this second RAP is an important step in advancing reconciliation both in our organisation and our community.

We look forward to reporting on our progress in our next RAP.

The Hon. Lord Mayor  
Kon Vatskalis

Chief Executive Officer  
Simone Saunders



**"AS CHIEF EXECUTIVE OFFICER OF CITY OF DARWIN I AM COMMITTED TO STRENGTHENING THE RELATIONSHIP BETWEEN FIRST NATIONS PEOPLE AND OTHERS. OUR RAP PROVIDES AN OPPORTUNITY FOR US TO CELEBRATE AND DEMONSTRATE RESPECT FOR THE FIRST PEOPLE OF THESE LANDS, THE LARRAKIA PEOPLE. I AM CONFIDENT THAT CITY OF DARWIN, WITH CONTINUED ACTIVE SUPPORT BY STAFF, ELECTED MEMBERS AND OUR COMMUNITY, CAN MAKE A DIFFERENCE."**

Simone Saunders, City of Darwin Chief Executive Officer

Above: Lord Mayor and CEO, City of Darwin  
Photo by Moogie Down Productions

# 2020-2022 RECONCILIATION ACTION PLAN HIGHLIGHTS

City of Darwin fulfils a number of important roles addressing the needs, interests, and aspirations of our community. We deliver as a provider, funder, regulator, partner, facilitator, and as an advocate.

City of Darwin is comprised of four Wards - Chan, Richardson, Lyons and Waters. Our Civic Centre is in Harry Chan Avenue and our Operations Centre is in Bishop Street. City of Darwin have four public libraries that we staff and a wide variety of recreation and community facilities ranging from public swimming pools to community centres and ovals. Our Council has multiple volunteer Advisory Committees who provide expertise and advice to our Elected Members.



**"MY KIDS ASK ME WHY RECONCILIATION IS SO IMPORTANT. I PROUDLY SAY TO THEM THAT I HAVE FOUGHT MANY FIGHTS TO BRING ATTENTION TO THE DIVIDE THAT EXISTS BETWEEN WHITE AND BLACK AUSTRALIA. I WORK FOR AN ORGANISATION THAT REPRESENTS MY PEOPLE AND ADVOCATES FOR ALL FIRST NATIONS PEOPLE. I ALSO GET TO SIT ON THE CITY OF DARWIN RECONCILIATION ADVISORY COMMITTEE WHICH ALLOWS ME TO AFFECT CHANGE."**

David Kurnoth, Outreach Liaison Officer  
— Larrakia Nation Aboriginal Corporation

Left: Staff at Reconciliation Week  
Bush Food Lunch 2023  
Photo by Ellie Do



## STAFF OF CITY OF DARWIN

**371**

STAFF AT CITY OF DARWIN

**29**

FIRST NATIONS STAFF

**7.8%**

PERCENTAGE OF FIRST NATIONS STAFF

## ESTABLISHED



- FIRST NATIONS STAFF SUPPORT NETWORK
- RECONCILIATION IMPLEMENTATION GROUP
- RECONCILIATION ADVISORY COMMITTEE

## TRAINING & DEVELOPMENT

**150+**

CITY OF DARWIN STAFF AND NEW ELECTED MEMBERS OF COUNCIL IN LARRAKIA CULTURAL TRAINING SESSION RUN BY LARRAKIA NATION ABORIGINAL CORPORATION



ENGAGED FIRST NATIONS CULTURAL CONSULTANCY COMPANY TO SUPPORT DEVELOPMENT OF RAP ACTIONS



Below: Gurumbai (Rapid Creek)  
Photo by Moogie Down Productions



## RESULTS OF CITY OF DARWIN'S AUGUST 2020 – JULY 2022 FIRST INNOVATE RAP

- Established a full-time First Nations-identified position – Reconciliation Action Lead
- Increased the number of First Nations staff from 6 per cent to 7.8 per cent. Currently Darwin's population of First Nations People is 10.4 per cent or 14, 539 people (ABS 2021 Census)
- Established an external Reconciliation Advisory Committee. The Reconciliation Advisory Committee comprises members representing Larrakia Nation Aboriginal Corporation, Northern Territory Indigenous Business Network, Australian Broadcasting Corporation, Northern Territory Public Health Network and two First Nations community members. An Elected Member of City of Darwin and our Chief Executive Officer also sit on this Committee. The Reconciliation Advisory Committee is a formally established Advisory Committee of Council and as such its role is to advocate, inform, and guide Council on reconciliation actions and to strengthen the relationship between First Nations and Non-First Nations People for the benefit of all Australians living within, working, studying, or visiting Darwin. The Committee's agendas and minutes are published on City of Darwin's website. Membership is predominantly First Nations.
- Established our First Nations Staff Support Network which currently comprises of 20 members and meets quarterly. This group provides advice to the Senior Leadership team on issues of importance to First Nations Staff.
- Established our Reconciliation Implementation Group which comprises of staff from all program areas across City of Darwin. This group meets quarterly and drives the internal reconciliation actions across the organisation.
- Introduced a new Staff Award as part of our recognition program – Reconciliation Action
- Introduced a First Nations Procurement Criteria to our tender process
- Engaged First Nations Cultural Consultancy Company to support development of RAP actions and assist with recruitment of Reconciliation Action Lead
- Strengthened our relationships with Larrakia Nation Aboriginal Corporation through a series of activities including:
  - The development of a Memorandum of Understanding between City of Darwin and Larrakia Nation Aboriginal Corporation for the Public Art Commission Mirragma Gunugurr-wa
  - Larrakia naming of meeting rooms at Civic and Operations Centres
  - Engaged more than 150 City of Darwin Staff and Elected Members of Council in Larrakia Cultural Training session run by Larrakia Nation Aboriginal Corporation. Funded a free session to our Senior's Month programming.

Below: Jason Lee 2023  
Photo by Michael Bates



### ARTIST PROFILE

Jason Lee is a self-taught artist who was born and raised in Darwin. Growing up next to saltwater and learning his Gulumirgin (Larrakia) culture from his mother, uncles, aunts, brothers, and sisters sparked an interest in art.

Jason's interest in art was cultivated during his teenage years and further developed when he started learning the Larrakia language. Jason's artistic influences come from his Larrakia ancestry and Larrakia language and cultural practices. Jason's art is a mix of contemporary and traditional styles.

Jason has always been fascinated by images and how the world is represented through art. He worked on the designs for City of Darwin meeting rooms which have Larrakia names.

Jason has recently created new work for City of Darwin called Gunamidirra, meaning saltwater, which can be seen in The Smith Street Mall, bringing a pop of colour to the planter boxes and benches throughout.

Jason was commissioned to create the Bidjpidji (Dragonfly) for the City of Darwin.



Above: James Whyte and Tony Vincent at Reconciliation Week Breakfast 2023  
Photo by Ellie Do

**"AS A STAFF MEMBER OF 38 YEARS, I BELIEVE THAT THE FIRST NATION'S STAFF SUPPORT NETWORK IS VERY IMPORTANT AS IT PROVIDES HELP, GUIDANCE, AND SOMEONE FOR FIRST NATIONS STAFF TO TALK TO WHO THEY ARE COMFORTABLE WITH. THE FIRST NATIONS STAFF SUPPORT NETWORK ALSO PROVIDES AN AVENUE FOR FEEDBACK TO OTHER STAFF WITHIN CITY OF DARWIN IN ORDER TO MAKE IT A GOOD PLACE TO WORK FOR ALL."**

Tony Vincent, Leading Hand

# DEVELOPING OUR 2023-2025 RECONCILIATION ACTION PLAN

Everyone in our organisation is responsible for reconciliation. Real change requires shared responsibility and daily commitment.

Our RAP is championed by our Chief Executive Officer and our General Manager Community and supported by our Lord Mayor and Elected Members, the Senior Leadership team, our Reconciliation Advisory Committee, our First Nations Staff Support Network, and our RAP Implementation Group. Reconciliation is a City of Darwin wide commitment led by the Community and Cultural Services team.

## OUR RAP HAS BEEN DEVELOPED WITH REFERENCE TO THE FIVE DIMENSIONS OF RECONCILIATION:

1. RACE RELATIONS
2. EQUALITY AND EQUITY
3. UNITY
4. HISTORICAL ACCEPTANCE
5. INSTITUTIONAL INTEGRITY



## OUR CONSULTATION PROCESS

City of Darwin's RAP 2023-2025 involved a targeted consultation process which focused on key external stakeholders and internal City of Darwin stakeholders. This consultation generated discussion, feedback, frank conversations, and resource allocation.

A significant shift between our first RAP and this one is the strong focus on Larrakia. We seek to better understand and work with Larrakia representative bodies to achieve the actions contained in these pages. Additional resources have been committed by Council to increase the training and development of staff and to enable us to engage in programs that support reconciliation outcomes across the municipality.

City of Darwin has used our outgoing RAP and the consultation and development of this plan as an opportunity to exercise our influence.

As a capital city Council our Elected Members and staff work closely with the Local Government Association of the NT (LGANT), Top End Regional Organisation of Councils (TOPROC), our key First Nation organisations and regularly respond to policy development by the Territory and Federal Governments. City of Darwin also delivers a wide variety of sponsorships, Community Grants, tender opportunities, and other supports.

Through these mediums and more we have highlighted our reconciliation journey, regularly encouraging others to develop Reconciliation Action Plans, or referencing our commitments and framing our responses through this lens.



**Our use of this influence ranges from simple adaptation of forms such as:**

- additions to Event Permit Applications prompting applicants to consider adding a Welcome to Country (and directing them to Larrakia Nation Aboriginal Corporation to book these)
- additions to our New Creditor Registration Form seeking confirmation of First Nations business via their membership of NT Indigenous Business Network or Supply Nation
- prioritising projects that contribute to active reconciliation in our Community Grants program

**Through to our formal responses to Government initiatives such as:**

- Community Justice Centre Review by NT Government
- Review of the Liquor Act by NT Government
- Inquiry into Community Safety, Support Services and Job Opportunities in the NT by Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs Federal Parliament

City of Darwin also has both staff and Elected Member representation on Local Government Association of the NT's Closing the Gap Working Group.

Above: Lucas Lee, Larrakia Smoking Ceremony 2023  
Photo by Moogie Down Productions

# RECONCILIATION ACTION PLAN



## RELATIONSHIPS

City of Darwin operates on Larrakia Country. Our Reconciliation Action Plan acknowledges our shared history, including past injustices, and celebrates the unique contribution of the First People of this land – the Larrakia.

We want to build stronger relationships with Larrakia and other First Nations People and organisations to move towards a more reconciled community. We understand that these relationships must be built on respect; they will take listening, time, effort, attention and resources. We will work to build trust and inclusivity to shape a better future for all.

Our Reconciliation Action Plan is guided by Elected Members, staff, our First Nations Staff Support Network, our Reconciliation Advisory Committee, and our internal Reconciliation Implementation Group.

Action	Deliverable	Timeline	Responsibility
1 Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations	Meet with Larrakia representative organisations to develop guiding principles for future engagement with Larrakia Nation Aboriginal Corporation, Larrakia Development Corporation and Gwalwa Daraniki Association Incorporated	December 2023	General Manager Community
	Explore development of a formal MOU with Larrakia Nation Aboriginal Corporation, Larrakia Development Corporation and Gwalwa Daraniki Association Incorporated as the Traditional Owner representative bodies to ensure ongoing communication and collaboration	June 2024	Executive Manager Community and Cultural Services
	Implement an Expression of Interest process for First Nations representation on our Advisory Committees, Community Grants and Sponsorship panels	June 2024	General Manager Innovation
	Develop and implement an engagement plan to work with First Nations stakeholders and organisations	December 2023	Executive Manager Community and Cultural Services
	Seek First Nations representation on international and national trade delegations	December 2023, December 2024	Executive Manager Community and Cultural Services
2 Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2024, May 2025	Reconciliation Action Lead
	Develop a First Nations Community Development Program incorporating sponsorship of key calendar events, community celebrations and community education programs	December 2023	Executive Manager Community and Cultural Services
	Encourage and support RAP Working Group Members, Elected Members and staff across all City of Darwin departments to participate in an external NRW event	May 2024, May 2025	Chief Executive Officer
	Organise at least one NRW activity each year	May 2024, May 2025	Reconciliation Action Lead
	Support at least one Larrakia-led NRW event each year	May 2024, May 2025	Reconciliation Action Lead
	Register all City of Darwin NRW events on Reconciliation Australia's website	May 2024, May 2025	Reconciliation Action Lead

Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation through our sphere of influence	Develop and implement a staff engagement plan to raise awareness of reconciliation across our workforce	December 2024	Executive Manager Human Resources and Safety
	Deliver a Reconciliation Roadshow launching the new RAP to all staff	December 2023	Executive Manager Community and Cultural Services
	Develop and maintain a dedicated section on the staff intranet for RAP information, actions and achievements and a dedicated space on bulletin boards at Operations Centre	December 2023, June 2024, December 2024, June 2025	Reconciliation Action Lead
	Develop a dedicated page on the City of Darwin website for RAP information, actions and achievements	June 2024	Executive Manager Marketing Communications and Engagement
	Consult with Larrakia and other First Nations groups to communicate our commitment to reconciliation publicly	December 2023	Executive Manager Community and Cultural Services
	Continue to explore opportunities, promote, and influence our external stakeholders to assist to drive our reconciliation outcomes	June 2024, June 2025	Chief Executive Officer
	Collaborate with other organisations with RAPs and other like-minded organisations to develop innovative approaches to advance reconciliation	June 2024, June 2025	Executive Manager Community and Cultural Services
	Support the development of an NT RAP Network	June 2024, June 2025	Executive Manager Community and Cultural Services
4 Promote positive race relations through anti-discrimination strategies	Review, strengthen and communicate City of Darwin's anti-discrimination policy	June 2024	General Manager Corporate
	Engage with First Nations staff and First Nations advisors to consult on our anti-discrimination policy review	March 2024	Executive Manager Human Resources and Safety
	Promote opportunities for First Nations People to run for Council to increase representation	June 2024, June 2025	Chief Executive Officer
	Develop, implement and communicate a Cultural Safety Policy for City of Darwin based on internal review and First Nations engagement, via the RAP Implementation Group and First Nations Support Network	February 2024	General Manager Community
	Provide ongoing education opportunities for senior leaders, managers and supervisors on the effects of racism	June 2024, June 2025	Capability and Learning Manager



**"THE NORTHERN TERRITORY INDIGENOUS BUSINESS NETWORK IS THE PEAK BODY REPRESENTING ALL ABORIGINAL BUSINESSES HERE IN THE NORTHERN TERRITORY. WE ARE PART OF CITY OF DARWIN'S RECONCILIATION JOURNEY BECAUSE WE BELIEVE THE CITY OF DARWIN HAS A RESPONSIBILITY TO PARTNER AND SUPPORT THE DEVELOPMENT AND GROWTH OF THE ABORIGINAL BUSINESS SECTOR THROUGH PROVISION OF PROCUREMENT AND SUPPLY CHAIN OPPORTUNITIES FOR ABORIGINAL BUSINESSES AND THE DEVELOPMENT OF EMPLOYMENT TARGETS FOR ABORIGINAL PEOPLE"**

Deb Anstess-Vallejo, General Manager — Northern Territory Indigenous Business Network, Reconciliation Advisory Committee Organisational Member



# RESPECT

City of Darwin respects the cultural knowledge of the Larrakia and other First Nations People. We value their contribution to Darwin’s identity and vibrancy, and we will actively seek ways in which to demonstrate our continued respect. We do this to better understand the culture and beliefs of First Nations People, show respect and ensure cultural safety.

Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of First Nations cultures, histories, knowledge, and rights through cultural learning	Conduct a review of cultural learning needs within our organisation	December 2023	Executive Manager Community and Cultural Services
	Provide opportunities for RAP Working Group members, senior leaders and managers to participate in formal and structured cultural learning	June 2024, June 2025	General Manager Community
	Engage with Larrakia and relevant First Nations organisations to inform our Cultural Safety Policy	February 2024	Executive Manager Community and Cultural Services
	Develop, implement, and communicate a Cultural Learning Plan and Induction for our staff that includes: <ul style="list-style-type: none"> <li>Larrakia and First Nations history</li> <li>ongoing and recurrent training</li> <li>registers and records of training and competency</li> <li>First Nation presenters for First Nations cultural training</li> <li>consultation with First Nations People for content</li> </ul>	December 2024	General Manager Community
	Use First Nations Interpreter Services to assist our staff where needed	June 2024, June 2025	Reconciliation Action Lead
6 Promote Darwin as a destination known for Larrakia culture and landmarks	Include Larrakia and First Nations history of Darwin in staff induction	June 2024, June 2025	Executive Manager Human Resources and Safety
	Work with Stolen Generations organisation and Larrakia organisations to develop a Stolen Generations Memorial with City of Darwin	December 2024	General Manager Community
	Work with Larrakia representative organisations to enhance signage to acknowledge Larrakia history or places of significance	December 2023, December 2024	General Manager Innovation
	Implement interpretive signage throughout the municipality with information on Larrakia seasons, plants, trees, traditional bush foods and other information	June 2024, June 2025	General Manager Innovation
	Support the distribution and promotion of the Larrakia Protocols	December 2023, December 2024	Chief Executive Officer





Action	Deliverable	Timeline	Responsibility
7 Demonstrate respect to First Nations Peoples by observing cultural protocols	Ensure Acknowledgement of Larrakia Country and First Nations Culture throughout City of Darwin facilities	June 2024, June 2025	Executive Manager Marketing, Communications and Engagement
	Develop and implement a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country	December 2023	Manager Office of Council and Chief Executive Officer
	Continue to invite Larrakia Elders to provide a Welcome to Country or other appropriate cultural protocol at significant events each year	June 2024, June 2025	Chief Executive Officer
	Continue with an Acknowledgement of Country at the commencement of events and important meetings, such as Council meetings	June 2024, June 2025	Chief Executive Officer
	Continue Acknowledgement of Country in email signatures	December 2023	Executive Manager Marketing, Communications and Engagement
8 Build respect for First Nations cultures and histories by celebrating NAIDOC Week	Reconciliation Implementation Group to participate in an external NAIDOC Week event and to actively encourage participation from other staff	July 2024, July 2025	Executive Manager Community and Cultural Services
	Continue to monitor Human Resource policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week	June 2024, June 2025	Executive Manager Human Resources and Safety
	Promote, encourage and support Elected Members and staff across all departments to participate in NAIDOC Week events	July 2024, July 2025	Chief Executive Officer
	Share information with the community about NAIDOC Week and related events	July 2024, July 2025	Executive Manager Marketing, Communications and Engagement
	Continue to provide funding, sponsorship and in-kind support to First Nations businesses for NAIDOC Week to promote understanding and celebrate the achievements of First Nations People	July 2024, July 2025	Executive Manager Community and Cultural Services

Page 16: Staff at Reconciliation Week  
 Bush Foods Lunch 2023  
 Photo by Ellie Do.

**"THE NORTHERN TERRITORY PRIMARY HEALTH NETWORK (NTPHN) IS PROUD TO BE AN INTEGRAL PART OF CITY OF DARWIN'S RECONCILIATION JOURNEY. RECOGNISING THE IMPORTANCE OF BUILDING MEANINGFUL RELATIONSHIPS WITH OTHER ORGANISATIONS THAT WORK TO PROVIDE BETTER OPPORTUNITIES AND OUTCOMES TO FIRST NATION PEOPLE IN OUR COMMUNITY."**



## OPPORTUNITIES

City of Darwin understands it is critical to provide a culturally inclusive workplace. Our focus will be on providing pathways and opportunities to Larrakia and First Nations staff to contribute to Closing the Gap and to achieving better outcomes for all. We need to partner with Larrakia and First Nations organisations and people to promote an equitable future and to deliver services that create opportunities to enhance economic, cultural and environmental sustainability for our community. Our development and implementation of recruitment, retention and professional development plans will help achieve this.

Action	Deliverable	Timeline	Responsibility
9 Improve employment outcomes by increasing First Nations recruitment, retention and professional development	Build understanding of current First Nations staffing to inform future employment and professional development opportunities	December 2024	General Manager Corporate
	Develop, implement and communicate a First Nations Professional Development Plan	June 2025	Executive Manager Community and Cultural Services
	Seek consultation and engagement from First Nations Staff Support Network on the development of our Professional Development Plan	January 2025	Reconciliation Action Lead
	Consider opportunities for First Nations staff to undertake work experience, training and on-the-job opportunities	June 2024	Executive Manager Human Resources and Safety
	Develop, implement and communicate a First Nations Recruitment Plan that considers the use of First Nations recruitment agencies and advertising of job vacancies to effectively reach First Nations People	June 2024	Executive Manager Human Resources and Safety
	Review Human Resource recruitment procedures and policies to enhance opportunities for First Nations participation in our workplace	December 2023	Executive Manager Human Resources and Safety
	Monitor and report on First Nations recruitment and retention	June 2024, June 2025	Executive Manager Human Resources and Safety
	Identify positions for recruitment and traineeships for First Nations candidates through targeted employment avenues	June 2024, June 2025	General Manager Corporate
	Continue to support the First Nations Staff Support Network through Senior Management and RAP Champion	June 2024, June 2025	Chief Executive Officer
10 Increase First Nations supplier diversity to support improved economic and social outcomes	Maintain ally membership of NT Indigenous Business Network	June 2024, June 2025	General Manager Innovation
	Improve data collection on spending in Larrakia and First Nations businesses	December 2024	Executive Manager Finance
	Investigate setting targets to improve our expenditure involving First Nations businesses	December 2024	General Manager Corporate
	Develop and communicate opportunities for procurement of goods and services from First Nations businesses to staff	December 2024	Executive Manager Corporate and Customer Services
	Investigate Supply Nation membership	December 2023	Executive Manager Corporate and Customer Services
	Develop opportunities for Larrakia and First Nations artists and design businesses	December 2023	Executive Manager Marketing, Communications and Engagement
	Review and enhance the First Nations Procurement Plan	December 2024	Executive Manager Corporate and Customer Services

Action	Deliverable	Timeline	Responsibility
	Review and update procurement practices to enhance opportunities to procure goods and services from First Nations businesses	December 2024	Executive Manager Corporate and Customer Services
	Develop commercial relationships with First Nations businesses	December 2024	General Manager Innovation
	Work with First Nations organisation to host a biennial or more regular event on procurement for First Nations businesses	June 2024, June 2025	Executive Manager Corporate and Customer Services



## GOVERNANCE

Action	Deliverable	Timeline	Responsibility
<b>11</b> Establish and maintain an effective RAP Implementation group to drive governance of the RAP	Maintain and continue to grow First Nations representation on the Reconciliation Implementation Group	June 2024, June 2025	Executive Manager Community and Cultural Services
	Establish and apply a Terms of Reference for the Reconciliation Implementation Group	December 2023	Reconciliation Action Lead
	Quarterly meetings to drive and monitor RAP implementation	February, July, October, December annually	General Manager Community
<b>12</b> Provide appropriate support for effective implementation of RAP commitments	Identify resource needs for RAP implementation	March 2024, March 2025	General Manager Community
	Engage our senior leaders, staff and Elected Members in the delivery of RAP commitments	June 2024, June 2025	Chief Executive Officer
	Identify and maintain appropriate systems to track, measure and report on RAP commitments	December 2023, December 2024	General Manager Corporate
	Appoint and maintain an internal RAP Champion from senior management	December 2023, December 2024	Chief Executive Officer
<b>13</b> Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June annually	Reconciliation Action Lead
	Contact Reconciliation Australia to request access to the online RAP Impact Measurement Questionnaire	August annually	Reconciliation Action Lead
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	September annually	Reconciliation Action Lead
	Report RAP progress internally every six months	December 2023, June 2024, December 2024, June 2025	General Manager Community
	Publicly report our RAP achievements, challenges and learning	June 2024, June 2025	Executive Manager Marketing, Communications and Engagement
	Participate in Reconciliation Australia's Workplace RAP Barometer	March 2024	Reconciliation Action Lead
<b>14</b> Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	January 2025	Reconciliation Action Lead

# MEMBERSHIP

## RECONCILIATION CHAMPION

**Angela O'Donnell**  
Executive Manager Community and Cultural Services

## RECONCILIATION ADVISORY COMMITTEE MEMBERS

**Charlie King**  
Organisational Member – ABC Broadcaster/No  
More Violence Campaigner – ABC Radio

**David Kurnoth**  
Organisational Representative – Outreach  
Liaison Officer – Larrakia Nation Aboriginal  
Corporation

**Deb Anstess Vallejo**  
Organisational Representative – General  
Manager – NT Indigenous Business Network

**Jace Berry**  
Organisational Member – Regional Health  
Partnerships Lead – NT Public Health Network

**Leah Gardiner**  
Community Representative – Aboriginal  
Training Coordinator, Aquaculture and Regional  
Development

**Melinda Philips**  
Organisational Member – People and Culture  
Officer – NT Public Health Network

**Nicole Brown**  
Community Representative – Indigenous  
Engagement Consultant

**Peter Pangquee**  
Elected Member City of Darwin Chan Ward

**Simone Saunders**  
Chief Executive Officer – City of Darwin

## FIRST NATIONS STAFF SUPPORT NETWORK

**Tony Vincent**  
Chair – Leading Hand Roads and Drainage –  
Operations Centre

**Andrew Russell**  
Turf and Grounds Person – Operations Centre

**Bruce Waia**  
Assistant Ground person – Operations Centre

**Christian Gardiner**  
Civil Apprentice Concrete – Operations Centre

**Cody Garling**  
Turf and Grounds Person – Operations Centre

**Darryl Winter**  
Ground Person – Operations Centre

**Gilbert Dorante**  
Senior Civil Labourer Concrete –  
Operations Centre

**Greg Peters**  
Civil Labourer Roads and Drainage –  
Operations Centre

**Gregory Dean**  
Senior Civil Labourer - Roads and Drainage -  
Operations Centre

**Harold Leedie**  
Municipality Cleaner – Operations Centre

**Joanne Wood**  
Indigenous Services Officer – City of Darwin  
Libraries

**Lauren Brumby**  
Outreach Officer – Darwin Safer City Program

**Harold Leedie**  
Municipality Cleaner – Operations Centre

**Lee Turner**  
Reconciliation Action Lead

**Maia Doyle**  
Work, Health, and Safety Trainee

**Mark White**  
Asst Ground person – Operations Centre

**Paul Motlop**  
Civil Labourer Roads and Drainage –  
Operations Centre

**Robin Hopkins**  
Senior Civil Labourer Roads and Drainage -  
Operations Centre

**Roger Baxter**  
Ground Person – Operations Centre

**Sarah Erlandson**  
Library Trainee

**Shannon Brahim**  
Outreach Officer – Darwin Safer City Program



## RECONCILIATION IMPLEMENTATION GROUP

**Angela O'Donnell**

Chair Executive Manager Community and Cultural Services

**Alexandra Vereker**

Executive Manager Human Resources and Safety

**Alice Percy**

General Manager Innovation

**Anneke Barnes**

Coordinator Library Programs and Lifelong Learning

**Anthony Jones**

Customer Services Supervisor

**Chris Kelly**

Executive Manager Corporate and Customer Services

**Elly Bugg**

Coordinator Darwin Safer City Program

**Heather Docker**

Community Development Officer

**Joanne Woods**

Indigenous Services Officer Libraries

**Lee Turner**

Reconciliation Action Lead

**Louise Tagell**

Executive Manager Marketing, Communications and Engagement

**Nirav Jethva**

Accountant Payables

**Roman Maher**

Senior Coordinator Design

**Tony Vincent**

Leading Hand

**"MEMBERS OF THE FIRST NATIONS STAFF SUPPORT NETWORK KNOW FIRST-HAND THE CHALLENGES THAT OUR PEOPLE FACE AT HOME, IN THE WORKPLACE AND IN THE WIDER COMMUNITY. WE WANT OUR COLLEAGUES AND SENIOR LEADERS TO LISTEN TO US AND TAKE GENUINE STEPS TO PROGRESS RECONCILIATION. I FEEL PRIVILEGED TO BE PART OF CITY OF DARWIN'S RECONCILIATION JOURNEY AND HOPE TO MAKE A POSITIVE CONTRIBUTION."**

Joanne Wood Indigenous Library Services Officer, City of Darwin



Right: Damien Mick presenting on Reconciliation Network for the NT 2023  
Photo by Ellie Do





Left: Nadine Lee, Larrakia Smoking Ceremony Civic Park 2023  
Photo by Moogie Down Productions

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