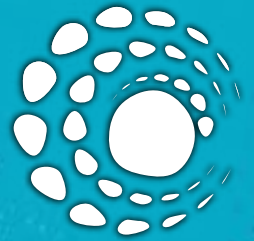
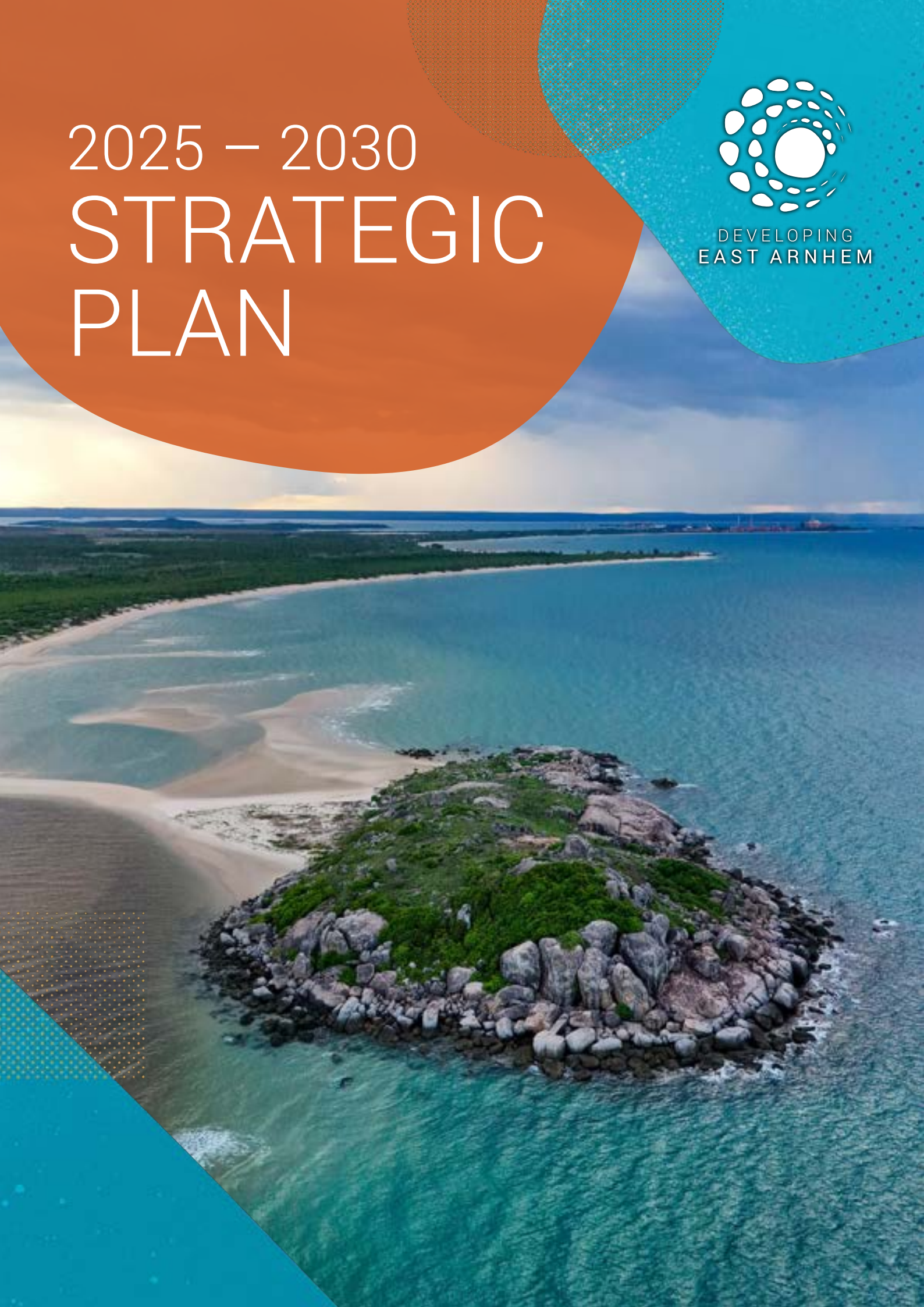


# 2025 – 2030 STRATEGIC PLAN



DEVELOPING  
EAST ARNHEM





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## Developing East Arnhem Limited (DEAL) is an independent not-for-profit company.

- We work closely with Traditional Owners and investors to support them to:
  - Explore industry opportunities.
  - Progress specific investment opportunities.
  - Facilitate specific projects.
- We promote and market the economic opportunities of East Arnhem and act as a front door for investment in the region.
- We lead the development of the tourism industry across East Arnhem, led by and for the benefit of Yolŋu people across the region.
- We support existing and aspiring businesses on the Gove Peninsula and across key strategic parts of the region to grow and develop.
- We collaborate across the region, as trusted partners to investors, businesses, governments and Traditional Owners.
- We support the advocacy for development and growth of the region.
- We support new and diversified opportunities.

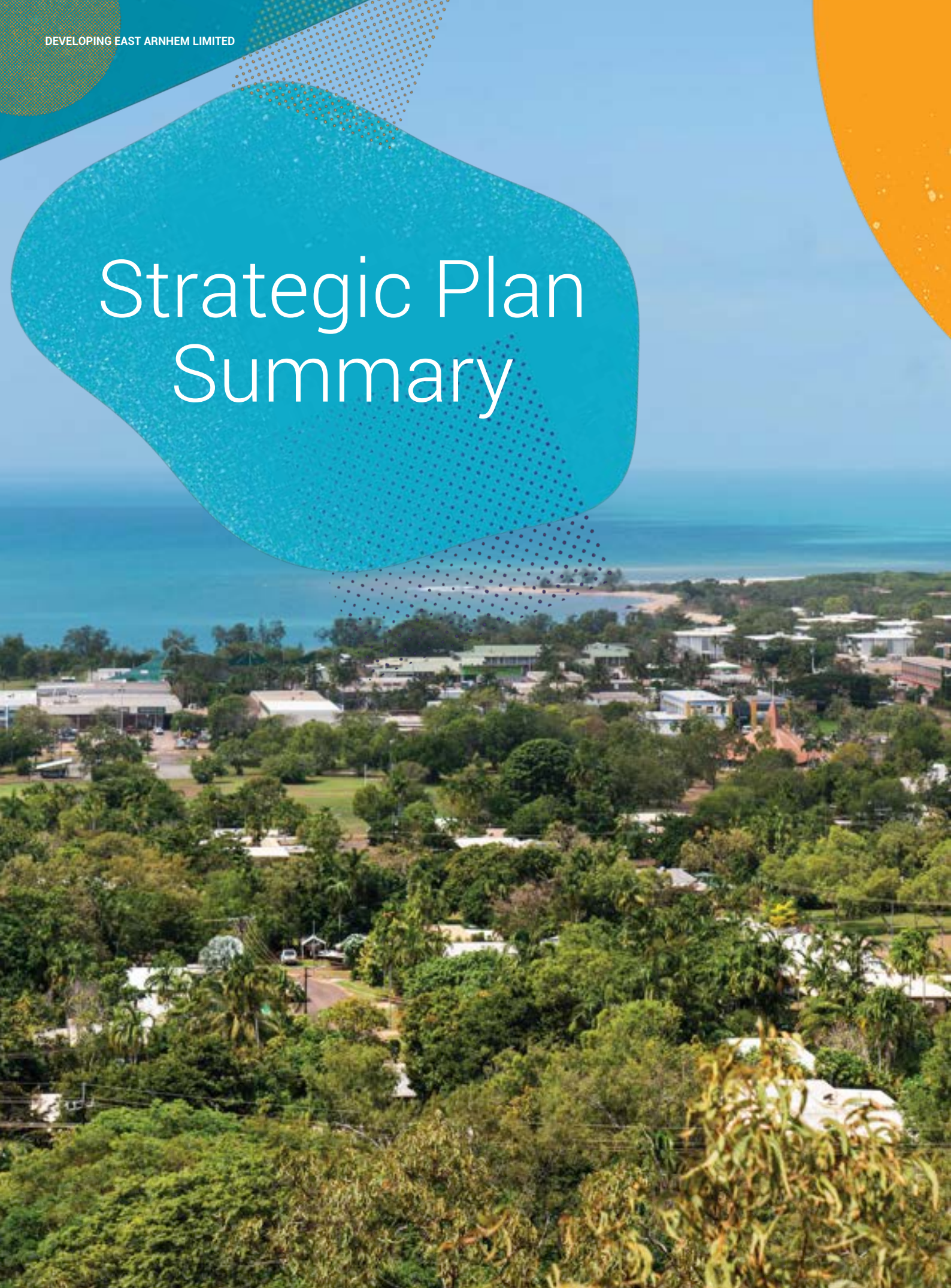
**Our mission is to drive economic development in East Arnhem to promote the resilience of the region and opportunity for its people.**

This document references both Yolŋu and Njāpaki (non-Aboriginal people); similar to the term Balanda (European people).

Images courtesy of Anindilyakwa Land Council Media, Big Carpentry Pty Ltd, Developing East Arnhem Limited, Equatorial Launch Australia, Rio Tinto Gove, and Tourism NT.



# Strategic Plan Summary



## Our Vision For East Arnhem

DEAL shares an optimistic long-term vision for East Arnhem:

- A growing East Arnhem economy
- Nhulunbuy as a strong, sustainable regional centre
- Yolŋu are leaders and partners in new industry



### Our Principles

In all our work under this Strategic Plan, DEAL will be guided by the following principles:



#### Mission-led

All our work is aligned with our mission; to drive economic development in East Arnhem.



#### Independent

We are an impartial broker in the region, guided by evidence.



#### Creative

We bring new ideas to the agenda. We take risks and adapt to change.



#### Trusted

We explain our processes and decisions, build strong relationships and maintain confidentiality.



#### Collaborative

We partner with others and support them to achieve their goals.



# About DEAL

DEAL was established in November 2014, in response to Rio Tinto's decision to curtail production at the Gove alumina refinery.

DEAL received seed funding of A\$2 million from each of its members, the Northern Territory Government and Rio Tinto. Rio Tinto also transferred 250 properties in Nhulunbuy, for DEAL to provide housing to eligible businesses and organisations and generate income to fund DEAL's activities in pursuit of its mission.



We developed our first Strategic Plan in 2014, followed by a second Strategic Plan in 2020. Since then, we have progressed our strategic priorities by:

## Leading the sustainable development of East Arnhem's tourism industry by:

- Developing the East Arnhem Destination Management Plan in consultation with tourism industry operators, regional stakeholders and landowner representatives, with support from Tourism NT.
- Implementing key actions of the Destination Management Plan to ensure private industry, government, communities and regional stakeholders are working together to achieve desired outcomes for tourism development.
- Prioritising product development to support the establishment of new tourism product in the region and ensure a diverse range of experiences are available to visitors, e.g. Liya Wanhurr Camping and Tours, a new Yolŋu tourism business offering cultural tours and campground accommodation
- Promoting the region to visitors and showcasing the best of East Arnhem Land through the creation of engaging content for owned marketing channels, including the region's tourism website, [eastarnhemland.com.au](http://eastarnhemland.com.au) and social media accounts.
- Supporting Tourism East Arnhem as the local tourism organisation and peak body for the region to advocate for tourism operators,

develop destination marketing materials and a strong workforce.

- Securing funding to deliver a new event for the Gove Peninsula showcasing Yolŋu music and culture – East Arnhem Live; delivery of the inaugural festival in 2022 in partnership with ARDS and contracting local organisation Aris & Grimes to deliver the 2023 and 2024 festivals.

## Supported new economic infrastructure, including:

- \$2.1 million investment in the Gunyarrara (Gove Port) Tourism Precinct (in partnership with the Australian Government, the Northern Territory Government, and Gumatj Corporation).
- \$620,000 investment in the \$3.45 million Yirrkala fibre project, making Yirrkala the first remote community in the Northern Territory to have Fibre to the Premise for all commercial and residential properties.
- \$360,000 investment to the \$8 million Arnhem optic fibre (backhaul) upgrade, to significantly increase bandwidth availability in all the mainland communities between (and including) Jabiru and Nhulunbuy, including the improved broadband needed for the Arnhem Space Centre.

## Supporting the diversification of industry in East Arnhem including:

- Launched the East Arnhem Invest package and the East Arnhem Landowner Prospectus – Fact Base, outlining key information about the region, communities, infrastructure and economic opportunities.
- Supporting the establishment of the Arnhem Space Centre, including supporting NASA to launch three suborbital sounding rockets – the first commercial space launch in Australia's history.
- Supported the completion of research studies to understand commercial opportunities including:
  - Fee-for-service opportunities for East Arnhem ranger groups
  - Medical retrieval options analysis
  - Agriculture, resulting in a pilot to supply local produce
  - Selective harvest forestry.
- Supporting the advocacy for investment in the region by inputting into Territory and sector strategies and plans.
- Supporting aquaculture proponents to develop investment opportunities.

## Supporting the establishment and growth of enterprises including:

- Investing \$1.84 million in regional businesses which has unlocked co-investment of \$1.95 million.
- Supporting local businesses through the Covid-19 pandemic, including delivering grants programs, business support, rent relief and providing regular business updates.
- Partnered with various external partners (such as Enterprise Learning Projects) to support micro-enterprise development, particularly in the region's Yolŋu communities and homelands.
- Provide five local Yolŋu businesses with back-end business support, developing Tourism and Business Enterprises in East Arnhem homelands.

Provided affordable housing for 81 individual employers/businesses in Nhulunbuy, supporting local business growth and diversification and investing A\$13.8 million upgrading DEAL's housing stock to further improve liveability.



**DEAL acknowledges the Yolŋu people of the Gove Peninsula and across East Arnhem as leaders and partners in economic life**

DEAL recognises the Traditional Owner vision for the future of Nhulunbuy and the Gove Peninsula, to rejuvenate the region, to be a hub for businesses and services for all of Arnhem Land, and to build a strong future for Yolŋu and Njāpaki to live and work together in harmony.



# About East Arnhem

The East Arnhem region, in Australia's Top End, is home to the world's longest continuing culture. Set against a spectacular natural environment, the region has a history of trade and entrepreneurship, and is connected with national and international markets.

**The East Arnhem region is home to the Yolŋu, the Aboriginal traditional owners of East Arnhem, who practise the longest continuing traditional culture in the world.**

Yolŋu, who represent almost 80% of the regional population, have lived in the region for at least 60,000 years. They have passed on knowledge about their land, language and culture from generation to generation. Yolŋu had limited contact with Europeans until the 1930s, when missionaries began to live in the region.

Yolŋu have been leaders in Australia's Aboriginal land rights movement. In the 1960s, Yolŋu leaders in Yirrkala issued a petition, written on bark, to the Australian Parliament which led to the 'bark petition', as it has become known: the passing of the Aboriginal Land Rights (Northern Territory) Act 1976, under which all land in East Arnhem has been recognised as Aboriginal land.

More recently, Traditional Owners from the Gumatj and Rirratjingu clans have worked together to develop a shared vision for the future of the Gove Peninsula and Nhulunbuy in which Yolŋu set the direction for the future supported by others to make it a reality.

**The region is connected into national and international markets and has a proud history of trade.**

Located 650 kilometres due east of Darwin, the Northern Territory's capital, East Arnhem is connected to markets across the Territory and in Southeast Asia. Gove Airport, 15 kilometres from Nhulunbuy, receives daily services from Cairns and Darwin. The Gove Peninsula also provides a major deep-water port between Darwin and Cairns, which has regular cargo and sea freight services.

Prior to Australia's federation, Yolŋu traded with Macassan people from Sulawesi, Indonesia for thousands of years. Today, the main industries in the region are bauxite mining, government and social services, education and training, retail, construction, as well as agriculture, tourism, forestry and fisheries. Industries with expected growth include agribusiness, aerospace, conservation and ecosystem management, construction and civil works and human services.

**East Arnhem has a spectacular landscape, with rugged coastlines, remote islands and some of the world's most biodiverse habitats.**

Residents and visitors to the region are drawn to its beaches and trails. Led by scientific research, regional businesses are pursuing sustainable uses of East Arnhem's land and sea assets in consultation with traditional owners.





**The town of Nhulunbuy, on the Gove Peninsula, is the largest centre in the region. A vibrant community with a high standard of services, Nhulunbuy operates as a service and business hub for the region.**

Originally established in the 1970s to service a bauxite mine on the Peninsula, Nhulunbuy has since grown to become the fourth largest town in the Northern Territory. Nhulunbuy has a district hospital, schools, shops and restaurants. Residents enjoy a relaxed lifestyle with access to a large range of recreational activities and facilities.

**The region has six other main communities, and a network of homelands.**

The six other main communities in the region are Milingimbi in the Crocodile Islands, Galiwin'ku on Elcho Island, Ramingining on the edge of the Arafura Swamp, Gapuwiyak on the shores of Lake Evella, and Yirrkala and Gunyarjara on the Gove Peninsula. These communities have schools, shops, clinics, airports and other facilities and services. They provide services to surrounding homelands. Across the region, there are more than 50 Yolŋu homelands.

These are small communities established through the homelands movement of the 1970s, when kinship groups left mission communities to return to their traditional lands. Homelands represent the vision of Yolŋu leaders to determine their own future.



**Since Rio Tinto's announcement in 2014, the story of East Arnhem has been about resilience and opportunity**

- On the Gove Peninsula, Nhulunbuy is making a successful transition from a mining town into a regional town, as a result of entrepreneurial businesses and regionalisation of services.
- Significant new regional infrastructure projects are in progress or in the pipeline – including Federal Government investment in remote housing, a new tourism precinct at the Gove Port and upgrades to the Central Arnhem Road.
- Across the region, innovative Yolŋu-led economic and community development initiatives are promoting employment, capability and empowerment.
- Governments have committed to East Arnhem, and new industries are emerging, with support from public and private investment.
- In 2021, the Traditional Owners of the Gove Peninsula, with the support of the Gove Peninsula Futures Reference Group developed their vision for the future of Nhulunbuy and the Gove Peninsula.
- Business, government and Traditional Owners have worked together to develop a 10-year plan for regional economic growth in East Arnhem, setting targets for economic growth, identifying key actions needed to build the infrastructure and enabling conditions for economic activity, and identifying the priority industries with exciting growth prospects.

**East Arnhem will face new challenges between now and 2035, which DEAL's activities under this Strategic Plan anticipate.**

- On the Gove Peninsula, the Rio Tinto bauxite mine is approaching its end-of-life and will close in this period. The region will continue its transition from a mining economy and stakeholders, including residents and businesses, will need to navigate changes along the way.
- Future long-term arrangements for land tenure, infrastructure, provision of essential services and town governance in Nhulunbuy will need to be resolved to provide certainty to local businesses and residents. Demand for housing in Nhulunbuy will remain a pressure point over the coming years, before a likely reduction in demand as the population settles post-mining. Businesses will need to innovate and diversify.
- In the broader East Arnhem region, there are challenges in housing, infrastructure and municipal services in Aboriginal communities, which governments are working to address.

**Building on this success over the next five years, we will be laying the foundations for a longer-term regional vision.**





# Planning for the Future

## Mining Transition

Rio Tinto is preparing to close the Gove bauxite mine in approximately 2030. When Rio Tinto leases end, land will be returned to Traditional Owners. There will be challenges and opportunities over the coming years as the region transitions from mining to a diversified economy.

In 2019, the Rirratjingu Aboriginal Corporation (RAC), Gumatj Corporation, the Northern Land Council (NLC), Department of Chief Minister & Cabinet, the National Indigenous Australians Agency (NIAA) and Rio Tinto established the Gove Peninsula Futures Reference Group (GPFRG).

In October 2021, the Traditional Owners of the Gove Peninsula, with the support of the GPFRG, developed their vision for the future of Nhulunbuy and the Gove Peninsula and published “A New Journey Together: The Traditional Owners’ Vision for the Future of Nhulunbuy and the Gove Peninsula” (the Traditional Owners’ Vision). To drive the implementation of the Traditional Owners’ Vision and the economic and community transition, the GPFRG has established six work streams,

including Land Tenure and Master Planning, Essential Services and Infrastructure, Community and Government Services, Economic Development and Transition, Town Governance and Yolŋu and Nāpaki together.

The GPFRG is progressing planning and implementation of future long-term arrangements for land tenure, infrastructure, provision of essential services and town governance in Nhulunbuy to provide certainty to local businesses and residents. Demand for housing in Nhulunbuy will remain a pressure point over the coming years, before a likely reduction in demand as the population settles post-mining.

DEAL is the chair and secretariat of the Economic Development and Transition workstream.

- Economic Development & Transition  
Maximising the benefits to the region from mine closure work, supporting existing businesses to grow and diversify and facilitating investment in new industries.

DEAL will also have a strong focus in supporting the retention of businesses in the region post-mining transition, including supporting business innovation, diversification and growth.

## Economic Development

The East Arnhem Regional Economic Development Committee (REDC) is a long-standing body that has provided advice to Governments on regional economic development and infrastructure priority matters for over 20 years and includes senior representation from important stakeholders including Traditional Owner corporations, the Northern Land Council (NLC), NT Government and Commonwealth Government agencies, local businesses, local councils and land management organisations. DEAL is an active standing member of this Committee and the East Arnhem Regional Economic Growth Plan 2022-2032 (the REGP) was developed by the REDC and launched in July 2022.

The Plan sets ambitious targets of creating up to 2000 new jobs for the East Arnhem labour force and to grow the regional economy by 40 per cent, or \$400 million, by 2032. Priority sectors targeted for growth and new investment include: aerospace, human services (including disability and aged care), tourism, construction and civil works, renewables and green manufacturing, fisheries and aquaculture, forestry and agriculture, defence and border protection and small business services growth.

DEAL supports the implementation of the REGP leading the implementation of specific actions, particularly in the tourism, agriculture and small business services growth sectors. DEAL shares a similar vision with the REGP and works closely with the REDC’s stakeholders to grow the East Arnhem economy.

## Tourism Development

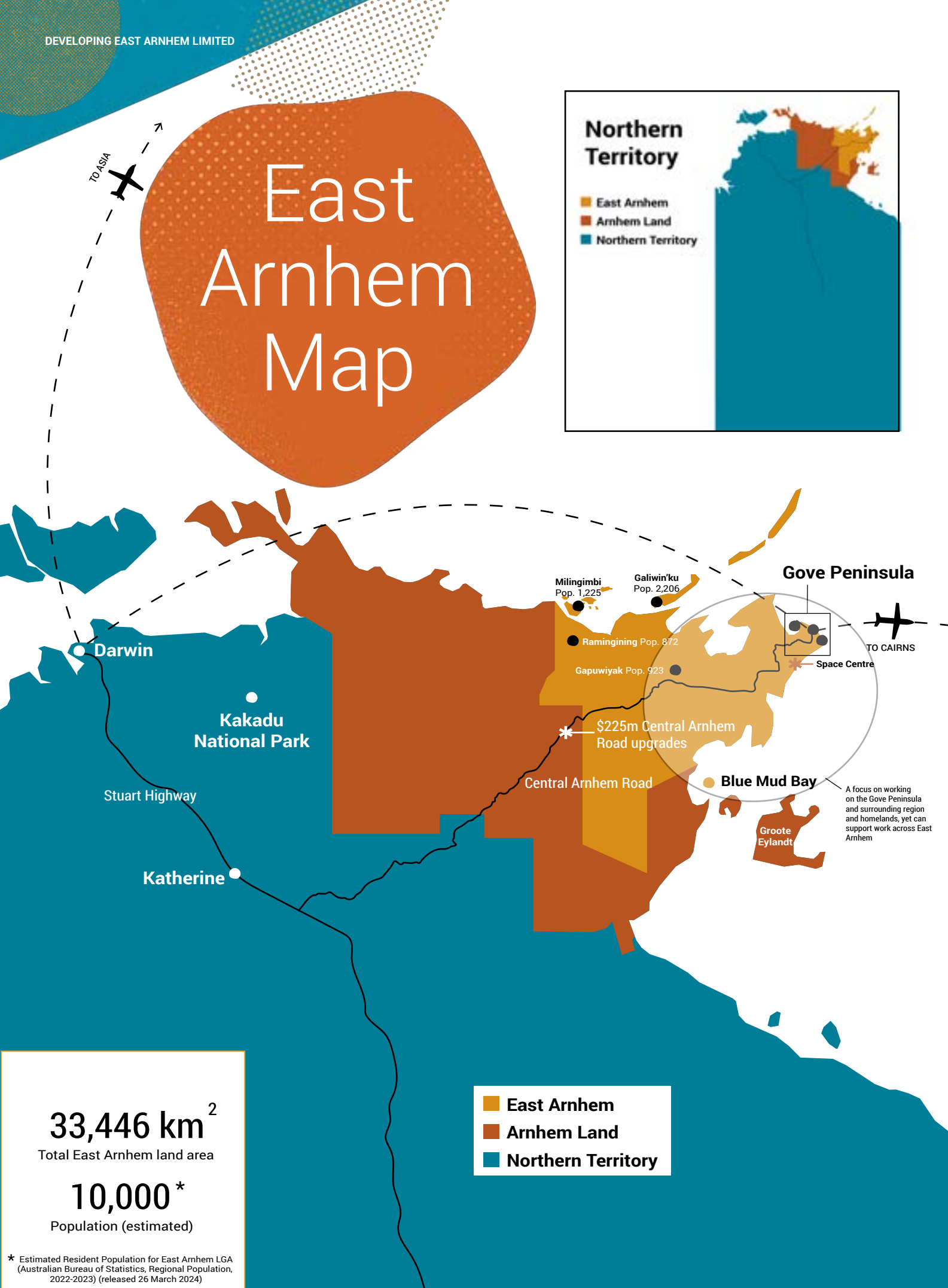
The East Arnhem Land Destination Management Plan (DMP) was launched on Saturday 27 November 2021 by Minister for Tourism and Hospitality, and was developed by DEAL, in partnership with Tourism NT, and with input from over 100 stakeholders including Traditional Owners, tourism operators, land councils, regional organisations, peak bodies and governments.

The DMP provides a clear roadmap for the region to achieve collaborative and sustainable growth of the tourism industry over the next 10 years. Actions have been identified to address product gaps, target industry development and facilitate investment in the region to encourage development of the industry.

The development of DMPs for the Northern Territory tourism regions was a key action from the Northern Territory’s Tourism Industry Strategy 2030.









# Regional Development Projects across East Arnhem

Key initiatives, government policies and transition projects occurring over the next five years relevant to economic development in East Arnhem.

## Recent/current regional strategies and projects

- Gunyangara Township Masterplan
- Regional Economic Growth Plan 2022 – 2032
- Traditional Owner Vision for Gove Peninsula
- Tourism Destination Management Plan
- Local Plans generally

## Gove Peninsula Future Reference Group

- Yolŋu & Njāpaki together
- Land Tenure
- Essential Services
- Community and Government Services
- Economic Development and Transition
- Town Governance

## NT-wide relevant strategies\*

- NT Agribusiness Strategy 2030
- Infrastructure Pipeline
- Maritime Development Plan
- NT Aboriginal Tourism Strategy

\* Subject to Northern Territory Government changes

## Future strategies and projects

- Local economic growth plans
- Nhulunbuy Township Masterplan
- Gove Port Masterplan
- Infrastructure projects
  - Central Arnhem Road upgrade
  - Remote housing investment (Federal Government and NT Government)
- Remote Jobs and Economic Development Program



# Our Vision for East Arnhem in 2035

We share an optimistic vision for the future of East Arnhem. Building on what we have achieved to-date, the region is well-placed to meet new challenges over the next fifteen years.



## A thriving East Arnhem economy

- There are successful businesses operating across a range of industries, beyond mining.
- Residents can access a diverse range of employment opportunities.
- The region is connected into local and international markets.
- The region's rich and diverse resources are well understood and effectively presented to relevant investors and markets.
- Investors and lenders see the region as a good place to do business, and governments are committed to the economic growth of the region.



## Nhulunbuy as a strong regional centre

- Nhulunbuy is a mid-sized NT town. It has a population level to maintain a high level of services and attracts and retains a skilled workforce.
- There is a normalised real estate market in Nhulunbuy, with secure land tenure arrangements.
- Residents across the region can access affordable goods and services, and core services remain based in the region.
- Nhulunbuy is connected with the region, and there is a shared regional identity.

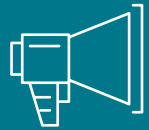


## Yolngu are leaders and partners in new industry

- Successful Yolngu-run businesses are leading the development and growth of new industries, partnering with industry and the broader private sector.
- Yolngu organisations are providing services in their communities.
- All Yolngu can access employment and training opportunities that are relevant to their aspirations and needs.
- Yolngu are empowered in economic planning and decision-making, and development protects and enhances culture and country.



# DEAL Activities



Identifying, promotion and marketing of the economic opportunities of the Gove Peninsula and the region



Leading the development of the East Arnhem tourism industry



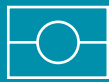
Supporting the resilience and growth of businesses on the Gove Peninsula



Supporting the development and growth of Yolŋu businesses



A provider of Industry Housing in Nhulunbuy



Supporting Traditional Owners and investors to progress specific investment opportunities



A “front door” for investing in the Gove Peninsula and the region



Communicating a positive future for the Gove Peninsula and the region to local, national and international audiences



Reviewing and supporting the growth of the economic settings for the Gove Peninsula and the region



Supporting Traditional Owners to identify priority industries for development

## We work in partnership and collaborate with others to achieve our shared vision for a prosperous East Arnhem

Delivering on our vision and addressing the region's challenges won't be down to DEAL alone. DEAL largely plays a supporting and facilitating role, and it will require close collaboration between all regional stakeholders – including Traditional Owners, Governments, Land Council, businesses, investors and residents.

Over the next five years we will continue to apply our knowledge, resources and networks to support others to succeed. When we identify gaps, we will engage with stakeholders who are in the best position to respond.

In areas where DEAL is uniquely positioned to take the lead, we will do so – but often in partnership. Most of our activities for 2025-2030 will be delivered alongside regional, interstate and international partners.

In working with partners, we hold ourselves accountable to DEAL's principles. We build trusted relationships through shared goals and transparent processes.





# Our Activities

In leading the economic transition, DEAL will focus on ten integrated activities in 2025 - 2030

These activities are designed to provide targeted support to the region during the exit of Rio Tinto from the Gove Peninsula within the next five years, focusing on promoting the region, attracting new investment and industry development, supporting the resilience and growth of local businesses, and supporting strong enabling conditions for economic development. In delivering our activities and working with partners, we will be guided by DEAL's principles: We will work in a way that is mission-led, independent, creative, trusted and collaborative.



## Identifying, promotion and marketing of the economic opportunities of the Gove Peninsula and the region

East Arnhem has a wealth of investment opportunities and a superb lifestyle, and DEAL will be a loud and leading promotor of the region to businesses and investors

### Our focus for 2025 – 2030

- Build a strong brand identity and marketing strategy for East Arnhem that targets future residents, businesses and services, raising awareness about the fantastic economic opportunities and way of life in the region.
- Deliver an inaugural Economic Development Forum to bring together residents, businesses, governments (NT and Federal), Traditional Owners and prospective investors to support the development of priority industries and investment opportunities.
- Participate in trade shows, conferences and forums across Australia and internationally to showcase East Arnhem as a great place to visit, live, work and invest.



## A “front door” for investing in the Gove Peninsula and the region

Prospective investors can come to DEAL for independent and confidential information and advice about East Arnhem and the pathway to investing in the region

### Our focus for 2025 – 2030

- Create guides and information packs for prospective investors that provide clear information about the pathway for investment in East Arnhem, funding options, and navigating land tenure and other key processes.
- Be available to support prospective investors one-on-one to help them understand the context in East Arnhem and to connect with Traditional Owners and other key stakeholders.
- Supporting prospective investors through the investment process.
- Assisting prospective investors with relevant approvals.



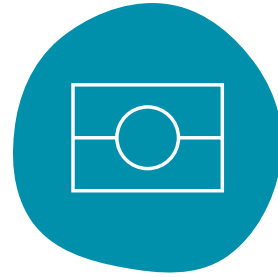


### Supporting Traditional Owners to identify priority industries for development

DEAL will support Traditional Owners to identify, explore and undertake early-stage assessment of prospective opportunities in emerging and innovative industries

#### Our focus for 2025 – 2030

- Identify and investigate investment opportunities across the identified growth industries identified in the Regional Economic Growth Plan, as well as other industries and investment opportunities that may emerge over time. This includes undertaking early-stage exploratory work to enable Traditional Owners to determine whether the opportunity is worth developing further.
- Ongoing development of priority industries and investment opportunities in collaboration with Traditional Owners, including supporting the development of the agricultural industry and progressing the economic development priorities of Aboriginal landowners.



### Supporting Traditional Owners to progress specific investment opportunities

DEAL will support Traditional Owners to progress and develop specific investment opportunities

#### Our focus for 2025 – 2030

- Provide targeted support and/or resources (e.g. by way of secondment opportunities) to Traditional Owners to progress the development of specific investment opportunities through the various stages of a project life cycle.
- This includes:
  - Overseeing the planning, execution, and delivery
  - Assessing business cases and project risks
  - Assisting investors to obtain the necessary approvals and consents
  - Assessing project execution and delivery plans
  - Monitoring project risks and mitigation measures
  - Monitoring project timelines and critical paths
  - Fostering close relationships with investment proponents and their delivery teams.



### Leading the development of the East Arnhem tourism industry

DEAL will be a champion of tourism in East Arnhem, driving the development of a sustainable tourism industry led by Yolŋu and in partnership with business and government

#### Our focus for 2025 – 2030

- Lead strategic tourism development activities in partnership with key stakeholders to support the existing industry, as well as promote its growth.
- Support a professional and connected tourism sector, including the development of product packages, implementation of user-friendly booking systems and improved visitor information.
- Support the development of new tourism businesses and experiences that drive visitor demand and development of the visitor economy, including supporting the establishment and growth of Yolŋu tourism businesses.
- Implement development actions and initiatives outlined in the East Arnhem Land Destination Management Plan 2021.
- Provide specialist advice to existing tourism operators to enhance their products and experiences.
- Lead destination marketing and communications for the East Arnhem region.
- Collate available data and insights to adapt strategies to increase visitation to East Arnhem Land.



### Supporting the resilience and growth of businesses on the Gove Peninsula

DEAL supports a thriving and vibrant business community in the Gove Peninsula, to ensure that Nhulunbuy continues as a regional hub into the future

#### Our focus for 2025 – 2030

- Support businesses in the Gove Peninsula to access the resources and support they need to diversify, grow and adapt to the changing economic conditions over the coming years.
- Collaborating with relevant partners and industry associations to ensure a thriving business community.







### Supporting the development and growth of Yolŋu businesses

We will work with partners to ensure that Yolŋu have the support that is needed to identify, establish and build successful and sustainable businesses

#### Our focus for 2025 – 2030

- Collaborate with government, organisations and other stakeholders to deliver an integrated and culturally aligned business development ecosystem for current and prospective Yolŋu business owners.
- Build an ecosystem in the region that supports and fosters indigenous entrepreneurialism.



### A provider of Industry Housing in Nhulunbuy

We will manage and maintain quality housing for industry and businesses in the Gove Peninsula, as a critical enabler of economic development in the region

#### Our focus for 2025 – 2030

- Continue to take action to ensure that the allocation of our housing prioritises local businesses and industry development.
- Continue to invest in DEAL's housing including improving the liveability, safety, security and energy efficiency, to ensure a legacy of high-quality housing in Nhulunbuy in the future.



### Communicating a positive future for the Gove Peninsula and the region to local, national and international audiences

We are optimistic about the future of the Gove Peninsula and the East Arnhem region and will be a source of information for the community

#### Our focus for 2025 – 2030

- Provide regular updates to the local, national and international audience about progress in economic development in the region that is accessible, timely and relevant, to ensure a strong understanding of the support DEAL can provide.
- Communicate and celebrate positive developments and stories of success.



### Reviewing and supporting the growth of the economic settings for the Gove Peninsula and the region

DEAL will work with key decision-makers to ensure that the critical infrastructure, services and processes are conducive to economic development

#### Our focus for 2025 – 2030

- Support efforts to improve enablers of economic development including land tenure, workforce development, supply chains and services.
- Progress the development of critical infrastructure through strategic support and advocacy.



# Supporting Industry Development

DEAL's approach to economic development is guided by the aspirations of Yolŋu and involves working with partners to support emerging and priority businesses and industries to establish and prosper.

A key reference point for DEAL over the next five years is the priority industries identified in the East Arnhem Regional Economic Growth Plan 2022 – 2032 (the "REGP") and working with others to deliver on the identified actions.

Some of the key sectors identified in the REGP include:



## Tourism

The tourism sector in East Arnhem is currently relatively small, with significant opportunities for growth in core markets including self-drive tourism, organised tours, education and cultural tourism, fishing and cruise tourism. There is also potential growth to be realised in other markets, such as international and high-yield travellers.



## Agribusiness

The East Arnhem region has significant opportunity in the economic development of land and sea resources, including commercial fishing and fish processing, aquaculture, food production and sustainable forestry.



## Aerospace

East Arnhem is an emerging player in the aerospace industry with the Gove Peninsula being one of the world's most strategically positioned locations for launch, satellite and research operations.



## Construction and civil works

There are significant infrastructure projects and investments underway and in the pipeline, including major investments in remote housing and road infrastructure. These projects will create local employment opportunities and develop regional capability.



# Delivering on this plan

Over the next five years, we will continue to engage with our stakeholders to ensure that we are responsive to the changing needs of the region, and that our work and effort is focused where it is most effective.

Over time, we will be flexible in identifying which opportunities to support. Based on our experiences, extensive consultation and engagement, and learnings to date, we see strong potential in opportunities that:

- Leverage the region's culture, land and sea assets – in partnership with Yolŋu – including production of commodities for export, cultural tourism, and environmental conservation.
- Draw on local expertise and capabilities across the region's existing industries.
- Promote the development of community-based enterprises and services, to ensure money remains in the East Arnhem economy, rather than being spent with external providers.
- Apply science and innovation, to support the attraction and retention of highly skilled people in the region and to support long-term partnerships with research institutions, investors and government.
- Leverage Government investment in the region, including through large infrastructure projects.

## Monitoring our performance

- We will monitor and report on the status of the activities in this plan, including what we have delivered and what we have learnt.
- We will be focused on delivering what we say we will and delivering value to the community and will seek regular feedback to understand the perspectives of residents, businesses and our stakeholders on how we are tracking.
- We will be agile and adaptable and adjust what we do and how we do it as we learn by doing.

## Monitoring the economic indicators of the East Arnhem region

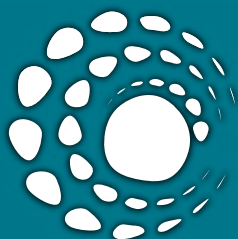
- We will monitor key economic indicators and data points to track progress in economic development over time. We will look to identify indicators that are good signals of longer-term outcomes, and will communicate what we learn with residents, businesses and stakeholders.
- We will also focus on understanding progress in real-time, drawing on our networks and stakeholders to monitor changing economic conditions and dynamics on-the-ground rather than relying on traditional data sources.

## Leadership and management

To deliver on this Strategic Plan, we will maintain and improve the systems and processes that we have developed since DEAL's establishment, including in financial and risk management, governance, people and culture. In particular, we will focus on:

- Preserving our financial sustainability, including by forecasting our longer-term position; effectively managing our property portfolio, and identifying alternative sources of investment and new partnership opportunities, particularly by leveraging our not-for-profit status.
- Identifying appropriate levels of risk across our activities, to ensure we are fulfilling our unique role and taking advantage of suitable opportunities.
- Maintaining independent and professional governance through our Board of Directors and ensuring our structures respond to the need for ongoing Traditional Owner involvement.
- Ensuring our Board of Directors and staff are culturally competent; value and respect cultural differences; and work to create a shared two-way environment.
- Continuing to attract, retain and develop a highly skilled team, to drive forward our goals.
- Sharing our systems and processes knowledge to build the capacity of our partners.





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