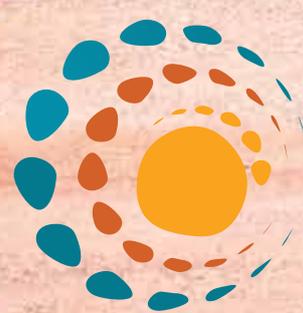




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DEVELOPING

EAST ARNHEM

ANNUAL REPORT 2015/16



ABOUT DEAL

Welcome to the Developing East Arnhem Limited (DEAL) 2015/16 Annual Report.

DEAL was established as an independent company in November 2014 to support economic development in the region. The organisation was established with seed funding provided by the Northern Territory Government (\$2M) and Rio Tinto (\$2M). A further commitment by Rio Tinto of up to 250 houses provides eligible businesses with an opportunity to accommodate staff in the region, helping the region to diversify and grow. Rent from these assets is fed back into local economic development through housing maintenance works and further DEAL projects including our Economic Development Fund.

DEAL is managed by a Board of professional Directors, has a full time Chief Executive Officer, a Project Manager, and a part time Business Office Manager.

DEAL also focuses on micro-enterprise development in the region, like forming a partnership with Many Rivers, which sees one of their field officers sharing the DEAL office located in Nhulunbuy.

This Annual Report outlines the achievements of DEAL in its first full year of operation. Included in this report is an outline of the organisation’s highlights and milestones, and a summarised Financial Report that can be viewed on page 14.

VISION

East Arnhem Land is a self-sustaining, resilient and prosperous region renowned for its dynamic economic opportunities, culturally diverse and creative community, and spectacular natural settings.

MISSION

Developing East Arnhem Limited works to improve economic development in East Arnhem Land by supporting strong, sustainable, diverse business and industry.

PRINCIPLES

Developing East Arnhem Limited’s values include:

- Respect
- Collaboration
- Diversity
- Integrity
- Innovation
- Quality results

GOALS

Developing East Arnhem Limited’s goals are to:

- Promote East Arnhem Land as a business and visitor destination
- Support growth through advocacy and planning, particularly for Indigenous enterprise
- Connect business to industry and financial support
- Maintain a high standard of governance.

DEAL plans to deliver these goals efficiently through the development of strong, targeted initiatives and partnerships.





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DEAL Economic Development Fund recipient Tadpole Swimming School. Photo credit: Jason Barraclough-JKB Photography

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Cover: Gideon’s Bush Espresso received funding from DEAL’s Economic Development Fund in 2015/16. Photo credit: Anne McNamee.

YEAR IN REVIEW

DEAL delivers a range of projects that support its strategic goals and delivers clear, measurable and meaningful outcomes for the East Arnhem region.

HIGHLIGHTS FROM 2015/16

273,315

website visits from
39,983 visitors



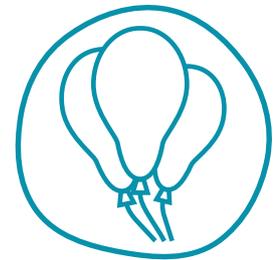
600+

face-to-face meetings with
local and other businesses



14

events held to
promote the region



149+

jobs supported through
properties let by DEAL to
businesses in the region



22

East Arnhem business cases
promoted through print, presentations
at events, and other media



26

Indigenous businesses
supported through a
partnership with Many Rivers



\$20M

of new development
projects were pursued



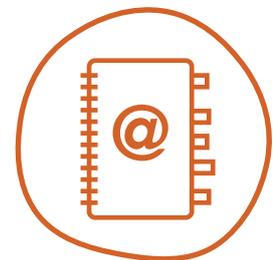
250+

people signed up to receive
DEAL's new quarterly newsletter



1,100+

contacts listed in
the DEAL CRM



250+

Investment Guide documents distributed and 60 investors followed up directly



79

participants supported during the Yirrkala Yarrapay Music Dance Festival



12

economic modelling reports completed using the new EconomyID tool



450,000+

people reached with positive messages about living and working in East Arnhem Land



ECONOMIC DEVELOPMENT FUND 2015/16

\$1M

worth of approved projects supported

19

direct jobs created

40

direct jobs identified for pipeline projects

250+

application forms distributed

50

enquiries (including 1025 website hits)



CHAIRMAN'S REPORT

JOHN COSSONS

Welcome to the Developing East Arnhem Limited 2015/16 Annual Report.

This year represented our first full year of operation since being fully incorporated as an independent not-for-profit company that supports economic development in the East Arnhem Land region.

During the year, DEAL delivered a range of strong, targeted results under our first Strategic Plan that was delivered in 2015.

Among these is supporting the creation of new jobs at both new and existing local businesses. New job creation is a focus in our Strategic Plan and is an important outcome of our economic development work in partnership with industry.

We were pleased to welcome a new member to our Board in April. Dr Helen Garnett has considerable experience as a CEO, Executive and Director in a number of fields and is a Northern Territory local. Attracting highly professional Board members such as the calibre of Dr Garnett shows the strength of our independent Board, which works closely with Nhulunbuy staff to drive economic development in the region.

During the year we signed a Memorandum of Understanding to support the transfer of up to 250 housing assets from Rio Tinto to DEAL. This rolling stock of houses and flats is important to the region as it provides necessary accommodation for employees of

local businesses to enable them to thrive with staff that live and breathe East Arnhem Land.

The Board provided independent advice and advocacy in and out of the region to position East Arnhem Land for ongoing development and investment.

We were pleased to see the Toll Sea Swift merger was resolved, retaining and even increasing the frequency of barge services in the region. Flight movements also increased with Air North adding an extra Saturday service.

These increases to freight and flights show our region is continuing to adjust to change and demonstrates positive signs of increased resilience.

On behalf of the Board, I would like to thank our 2015/16 staff in the Nhulunbuy office – Carley, Tom and Kristy – for their hard work in delivering on Strategic Plan items, delivering the economic benefits of the region to the rest of the state and country, and for their enthusiasm towards ensuring East Arnhem Land businesses and individuals continue to thrive.



CEO'S REPORT

CARLEY SCOTT

2015/16 was an incredibly productive year as we cemented our strategic goals and delivered on a number of significant projects that resulted in real economic development benefits for the region.

Firstly though, our work is not done in isolation and industries operating in East Arnhem Land and the community deserve to be recognised for their unwavering positivity and commitment to invest in their own development through business growth and networking activities.

During the year we announced that DEAL's Economic Development Fund would be increased to \$500,000 for the financial year. Grants were made available to eight successful applicants prepared to match their funding, supporting business growth locally and encouraging more than \$1 million of direct industry investment in the first 12 months.

We were thrilled that the Economic Development Fund projects directly generated 19 jobs. This was driven by local businesses including an Indigenous tourism enterprise, a local child care business, a start-up initiative by new East Arnhem residents, and a position for an Indigenous technical trainee at our local council.

A partnership with Many Rivers allowed people living in Nhulunbuy and key communities in East Arnhem Land to be connected with ongoing business start-up support at no charge, playing a pivotal role in our support of Indigenous business development. In an effort to develop new micro-enterprises, our local Many Rivers Field Officer, Jarrod, attended 136 meetings and supported two new micro-businesses to earn their first income.

While planning and office work is important, being out in the community is how we prefer to do business. Our commitment to on-the-ground engagement was demonstrated by our 600-plus face-to-face discussions with local businesses and others outside of the region to talk about the support that is available locally, and

to promote the benefits of living, working and doing business in East Arnhem Land.

Access to local information has been a challenge in the region, and we were proud to deliver 12 economic modelling reports to support a local not-for-profit and government groups to support successful infrastructure funding submissions – a win for these organisation but also for the region.

The Economy ID tool, which DEAL delivered in partnership with idConsulting during the year, was made available across the whole of the Northern Territory with help from RDANT.

We were pleased to be engaged in a range of projects that are supporting meaningful and measurable economic development outcomes in the region, alongside our local business community partners. Part of this work was hosting investor visits that helped to progress discussions towards more than \$20M of potential future investment in the region across key strategic industry sectors

I would like to thank our members, the Northern Territory Government and Rio Tinto, our stakeholders, local businesses and the East Arnhem Land community. I would encourage you all to stay in touch with DEAL by subscribing to our online newsletter, which we launched this year, or call or drop in to see us at our Nhulunbuy office.

Finally, I would like to thank the Board for its support, our Office Manager, Kristy Prowse, and Tom Foster who completed our team by joining us during the year as our Project Manager – Industry and Communications.



OUR PEOPLE

(Far left) DEAL CEO Carley Scott and (second from right) Project Manager-Industry Development and Communications Tom Foster with YBE, recipients of an Economic Development Fund grant in 2015/16. Photo credit: Matt Burman

DEAL is managed by a professional Board, which consists of an independent Chair and three Directors. It is staffed by a full-time Chief Executive Officer and a Project Manager, along with a part-time Business Office Manager.



BOARD



John Cossons
Chair

Joined November 2014

John is a proud 'Territorian' who serves on a number of boards across the state. He is currently Chair of the People's Choice Credit Union and acts as the independent chair on several advisory boards providing advice to the education sector.



Ian Smith
Director

Joined November 2014

Ian is the founding partner of Bespoke Approach, a leading corporate advisory firm that offers tailored solutions on regulatory, strategic communications and political issues to major domestic and international businesses. Ian sits on several boards, including those involved in medical research and Indigenous affairs.



Andy Lloyd
Director

Joined November 2014

Andy is an independent mining consultant with over 25 years' experience in the uranium, coal, copper and aluminium sectors. Andy is a Fellow of the Australian Institute of Company Directors and is the Chair of the Energy Policy Institute of Australia. He has a strong affinity with the East Arnhem region, having lived in the area in the 1990s.



Dr Helen Garnett
Director

Joined April 2016

Helen is a Northern Territory local with over 25 years spent transforming technical innovation into practical commercial outcomes, and experience with local and international development initiatives. An Emeritus Professor of the University of Wollongong and Charles Darwin University, Helen has extensive experience as a CEO, Executive and Director in fields including education, food, science and energy.



(Second from left) DEAL CEO Carley Scott at the opening of the Banubanu Wilderness Retreat eco-tents, partly funded by the Economic Development Fund.

STAFF



Carley Scott
Chief Executive Officer
 Joined November 2014

Carley is Developing East Arnhem Limited's inaugural Chief Executive Officer. She has a strong background in strategic planning, stakeholder management, investment attraction, and site and business development. Carley has qualifications in Communications and Business Commerce and has held a number of leadership roles in economic development including Board positions with Economic Development Australia, and Western Melbourne Tourism. Living in Nhulunbuy, Carley is a passionate member of the East Arnhem Land community, dedicated to unlocking opportunities that will benefit the region for years to come.



Kristy Prowse
Business Office Manager
 Joined November 2014

Kristy is qualified and experienced in small business management, training, mentoring and engineering in the resources sector. She has lived in Nhulunbuy for more than four years and has an established network in the region.



Tom Foster
Project Manager – Industry Development and Communications
 Joined April 2016

Tom Foster is an experienced project manager and strategic consultant with specialist skills in industry development, business systems, communications and engineering. He has a deep level of experience across many industry sectors helping to grow businesses and improve productivity of multi-national corporate enterprises through to small and medium businesses. His experience includes launching a start-up business from concept through to a going concern.

INDUSTRY GROUPS

Feedback from businesses in the region plays an important role in shaping DEAL's understanding of its strategic goals, projects, and the role it plays in the region.

To achieve this, DEAL works closely with regional bodies, government and business groups to support economic activity in East Arnhem Land. In 2015/16 these groups included:

- Northern Land Council
- Regional Economic Development Committee
- East Arnhem Land Tourist Association
- Nhulunbuy Corporation Limited
- Northern Territory Government and Northern Australia Development Office
- East Arnhem Regional Council
- Chamber of Commerce Northern Territory



GOAL 1

PROMOTING EAST ARNHEM AS A BUSINESS AND VISITOR DESTINATION

Promoting the East Arnhem region as a great place to live, work, invest and visit was a key driver behind the establishment of Developing East Arnhem Limited.

In its first full year of operation, DEAL delivered all of its strategic directions and initiatives designed to promote the region by:

- Enhancing access to economic information
- Developing promotional materials for a range of target audiences
- Showcasing the region as a business and visitor destination.

DEAL's media presence grew throughout the year with relationships formed across all mediums – television, radio, print and online.

CEO Carley Scott became a regular guest on Gove FM talking about DEAL's initiatives and goals, and regular articles appeared in *Territory Q* magazine and local newspaper, *Arafura Times*.

Media topics featuring DEAL throughout the year included the Economic Development Fund along with profiles of the four recipients that delivered their projects in 2015/16, the #LoveGove campaign, and positive community and liveability factors of East Arnhem Land.

Print, radio and online media also covered the launch of the EconomyID tool in July and the launch of the Many Rivers partnership in August.

The DEAL team hosted stalls at a number of events held across the state including the Darwin Festival in August, and attended the country's premier Indigenous Festival, Garma, in July.

CEO Carley Scott travelled outside of East Arnhem to promote the region at conferences and events. Among these were:

- *Opportunities in East Arnhem*, presented at the National Economic Development Australia conference in September. This event was attended by around 200 people.
- *Foundations for Success-Planning and Achieving Economic Development in East Arnhem Land*, presented at the 6th Annual Darwin Major Projects Conference in October and attended by approximately 300 people. This event directly promoted the capacity of local Indigenous corporations to be great partners on major future projects.

Ms Scott also contributed to the Northern Australia Investment Forum (November), the Commonwealth Regional Heads NT Annual Forum (November), and Nhulunbuy Population Forum (June).

In a partnership with the Mulka Project and Federation Square, more than 100,000 people viewed an East Arnhem Land outdoor display at the iconic Melbourne landmark. The display featured DEAL's work and local Indigenous culture to raise awareness of the unique investment and visitation opportunities in East Arnhem Land.

A quarterly electronic newsletter was developed during the year to promote DEAL's work, initiatives and activities.

Two editions were distributed in the second half of the year. Other promotion channels included updates on Facebook, Twitter and the website.



Buku Larnggay Mulka, home of The Mulka Project, which was featured in a Federation Square (Melbourne) promotion of East Arnhem Indigenous Culture during the Garna festival. This promotion was supported by DEAL.

SPOTLIGHT ON ... #LOVEGOVE

A tourism campaign to celebrate the local region's attractions was created as a collaborative effort between DEAL, the East Arnhem Land Tourist Association (EALTA), and media partners Gove FM and *Arafura Times*.

months received 500 entries from East Arnhem locals. An exhibition of the photos was curated at 4Cs over the Anzac Day long weekend in April. Visitors were encouraged to vote for their favourite photo and people took

the photo competition, and many other photographs have been used with permission in publications and campaigns of the #LoveGove partners.

The exhibition was managed by the *Arafura Times*, and proudly supported by DEAL and EALTA along with prize sponsors Banubanu Wilderness Retreat, Layhapuy Air, the Nhulunbuy Corporation, GoveFM, Walkabout Lodge, and BP Nhulunbuy Service Station. The exhibition inspired discussions about local experiences, which will be used as the basis of future tourism campaigns.

Tourism specialist Mark Olsen visited Nhulunbuy to highlight leading trends and insights about destination management, product development, investment attraction, market analysis and stakeholder engagement.

Local tourism operators attended the event to learn more about creating 'meaningful' experiences. The presentation sparked discussion amongst local businesses about developing tourism offers in East Arnhem Land further, which will be explored by DEAL.

#LoveGove



The #LoveGove campaign delivered two major initiatives during the year – a photography competition and exhibition, and an event with leading tourism advisor Mark Olsen.

The photography competition opened in February and over two

this opportunity to have their say with approximately 1,000 votes cast, and, a further 35,000 people visiting and 6,000 people engaging with an online display of images.

A new Gove airport sign features a winning image from



GOAL 2

SUPPORT GROWTH THROUGH ADVOCACY & PLANNING, PARTICULARLY FOR INDIGENOUS ENTERPRISE

DEAL contributed to advocacy and planning discussions for the region by providing information about the local economy, hosting investor visits, and participating in forums specifically focused on local industries.



In 2015/16, DEAL delivered on advocacy and planning directions and initiatives designed to support the region by:

- Gathering information to support business and investment decisions
- Planning for jobs and services based on market demand and Traditional Owner aspirations
- Advocating to government and industry about regional growth opportunities
- Encouraging investor engagement in the region.

A new planning tool for local businesses was launched in July to make local economic information more accessible.

DEAL partnered with data modelling experts, idConsulting, to provide current online information about the local economy including local business profiles, and regional import and export trends.

DEAL's partnership with Many Rivers was formalised in 2015. Through this partnership, micro-enterprise support is delivered to Nhulunbuy, communities and homelands, and new Indigenous business ideas are heard, and supported. This partnership is a key element of DEAL's offering in the region, ensuring that new ideas have the

structure they need to grow into brilliant Indigenous, and non-Indigenous enterprises.

A Many Rivers Field Officer was employed, and now lives in the region, sharing DEAL's office in Nhulunbuy.

Through the work of Many Rivers, 135 meetings covering business planning, cash flows and sales were held with 26 Indigenous and 27 non-Indigenous entrepreneurs looking to start or grow a business in the region. From these, two new businesses achieved their first income.

DEAL hosted investor visits from construction and technology industries, and initiated discussions with the Seafood Council and Cattleman's Association to encourage industry participation in the region.

Providing a voice for East Arnhem, DEAL provided submissions and commentary on strategic government documents including the Australian Agricultural Competitiveness White Paper and White Paper on Developing Northern Australia to highlight the value of these policy positions to the region.

Partnership opportunities were explored with a number of institutions around the country including Charles Darwin University, Menzies Institute, University of Sydney, University of Queensland, Victoria University, Swinburne University, the Regional Australia Institute, Foundation of Young Australians and Federation Square, with a focus on investigating and encouraging future research and learning links for the region.

DEAL also provided significant input into initiatives that could facilitate tourism in East Arnhem Land by participating in the Red Tape Tourism Advisory Council meeting hosted by Deloitte in Nhulunbuy.

A job and industry study for Galiwin'ku was made possible with \$40,000 funding. The study identified job and industry opportunities over the longer term and will allow the community, DEAL and government to align training and business development initiatives to activities that meet community needs.



DEAL Economic Development Fund recipient Bhagwan Marine. Photo credit: Jason Barraclough-JKB Photography

SPOTLIGHT ON ... JAMES KIRBY

In a coup for local businesses and the wider community, DEAL was able to attract the talents and expertise of leading finance and economics advisor James Kirby to deliver an industry forum on investment and economic trends of interest to businesses in the region.

The forum, which connected more than 40 local enterprises and the community on Wednesday 18 May, was strategically held a week after the Federal Budget was handed down, broadening Mr Kirby's presentation to include:

- Local economic conditions and trends

- The impact of the Federal Budget on the local region
- An insight into current investment opportunities.

After a presentation of graphs and charts on trends and forecasts, Mr Kirby left his audience with four positive key points as they relate to business in East Arnhem Land:

1. We are rebalancing from resources
2. The dollar has returned to 'normal'
3. Tourism matters more than iron ore
4. A million Chinese tourists visit Australia each year

This event was proudly supported by DEAL and supported by the Chamber of Commerce Northern Territory who launched their new business directory at the event that was held at the Walkabout Lodge in Nhulunbuy.

Information from the event was built into advocacy discussions with government and industry about opportunities to extend industry growth in East Arnhem Land, and supported the design of two new tourism industry development initiatives that will be launched in the 2016/17 financial year.



(L-R) Tom Foster, James Kirby, Carley Scott and Kristy Prowse.



GOAL 3

CONNECTING BUSINESS TO INDUSTRY FUNDING AND SUPPORT

DEAL delivered on its funding and support directions and initiatives designed to support the region by:

- Linking business with funds that can support industry growth
- Encouraging Industry networking, training, and development programs to support local capability and efficiency
- Providing access to DEAL housing to support economic development.

After an initial commitment to fund \$200,000 towards new business grants in 2015/16, DEAL announced an increase of this year's amount at its November community meeting, to a total of \$500,000 for the financial year.

A total of eight local businesses were successful in their applications to the Developing East Arnhem Economic Development Fund (EDF), which created at least 19 new, direct and ongoing jobs in the region.

Covering a broad spectrum of industries operating from East Arnhem, the projects represented tourism, technology, recreation, health and marine services, education, trades and hospitality.

With part of the application criteria being a commitment by the successful business to contribute 50 per cent of the required funding, DEAL's Economic Development Fund resulted in approximately \$1 million of new direct spend in the region.

Working to secure funding for the region through opportunities wider than its EDF, DEAL developed six economic impact assessment studies to support funding applications for projects valued at more than \$3 million by using our EconomyID tool.

These economic studies formed part of successful applications for funding towards a \$1 million project undertaken by the Dhimurru Aboriginal Corporation. This local not-for-profit organisation, which undertakes

land management directed by the Traditional Owners, used the funding to upgrade tracks in the region, which also supported training, growth in tourism, and access to important sites within the local community.

Referrals were also a focus, with DEAL directing many businesses to additional grants and development programs run by other support entities including the Department of Business and their local Nhulunbuy based officer.

In 2015/16, DEAL continued supporting businesses looking to employ people in the region, providing approximately 149 housing assets to support more than 149 direct employees in the region.

“ DEAL Housing has helped to enable us to convert our workforce to a local workforce rather than rely on remote workers being flown in. It works out cheaper to house a worker locally.”

GENERAL MANAGER YBE (2) MURRAY KNYVETT.

More houses and flats will become available to let from the rolling stock of properties provided by Rio Tinto the next financial year, as each individual property's maintenance and upgrade program is completed.

In an effort to connect businesses and provide relevant information, DEAL continued its industry engagement with local businesses and enterprises. In addition to face-to-face meetings, DEAL hosted and presented at a number of events and worked to connect Indigenous enterprise to major projects. YBE, Gumatj Aboriginal Corporation and Rirratjingu Aboriginal Corporation were all highlighted at a major projects forum, leading to increased contact between YBE and contractors to major projects both within and outside of the region.



DEAL's Economic Development Fund supported the development of Indigenous tourism through a new eco tent development at the Banubanu Wilderness Retreat.

SPOTLIGHT ON ECONOMIC DEVELOPMENT FUND

After fulfilling the application criteria for DEAL's Economic Development Fund (EDF), eight projects were successful in receiving a portion of the

Technical Officer in September 2015. DEAL provided \$45,000 towards the nine-month traineeship, which concluded in June 2016. Jacob will stay on

'the funding was critical to Gideon's getting off the ground'. Gideon's Bush Espresso mobile coffee trailer serves up a special brew of great local roasted beans from Arnhem Coffee, serving fresh coffee outside Nhulunbuy's main town centre, at workplaces, sports grounds and events.

In addition to construction phase jobs, at least two extra full time ongoing positions were made available at the East Arnhem Early Learning Centre when an extension to the existing facility was made possible with DEAL's EDF funding.

The 100-meter purpose-built room for an out of school hours program provides space for an additional 30 children, allowing parents to return to work.

In June, DEAL CEO Carley Scott officially opened three new luxury eco-tents at Banubanu Wilderness Retreat. The new additions at Bremer Island were partly funded by the DEAL EDF, building the tourism offering in East Arnhem Land.

The remaining four funded businesses will complete their projects in 2016/17.



Photo credit: Anne McNamee

\$500,000 allocated to helping new and existing businesses grow jobs in the region.

Funding towards the employment of an Indigenous trainee at East Arnhem Regional Council led to the successful applicant gaining full time employment with the Council.

Jacob Pangquee commenced work as an Indigenous Trainee

with Council where he is working towards a Certificate III in Building and Construction.

Local residents Stephen and Sarah McArthur were successful in securing a \$25,000 grant to start a mobile coffee trailer named after their young son, Gideon.

Stephen described the DEAL funding as a 'game changer' for their business idea, stating



GOAL 4

MAINTAIN A HIGH STANDARD OF GOVERNANCE

DEAL adheres to strong corporate governance requirements, which are managed by the Board and CEO.

DEAL delivered on all governance directions and initiatives designed to support the region by:

- Undertaking strategic planning to guide organisational performance
- Establishing and maintaining effective management policies and procedures
- Monitoring the delivery of initiatives and objectives
- Encouraging staff well-being and a positive internal culture
- Maintaining effective leadership through Board and staff appointments.

The DEAL Board meets each quarter, where the CEO presents on actions, activities, initiatives, challenges and the financial position of the organisation.

The founding Chair and Directors served their first full term on the Board in 2015/16, and this year DEAL

welcomed a new director, Helen Garnett, and staff member, Tom Foster.

During 2015/16, an Independent Financial Audit was completed by Deloitte for the financial year 2014/15. A summary was presented in the 2014/15 Annual Report, which was distributed at the Annual General Meeting on 26 November 2015.

The Annual Report was also made available on the website and formal reporting was submitted as required to Australian statutory bodies.

The following activities were also undertaken during the year at Board level:

- Review and publication of the DEAL Strategic Plan
- Adoption of annual financial targets and policies
- Completion of a Board analysis
- A review of systems for improved online organisational management efficiencies
- An agreement was signed with the East Arnhem Regional Council and idConsulting to improve supply chain mapping on DEAL's EconomyID website page
- Agreements were negotiated to increase partnerships and funding on targeted industry development studies and programs
- Office signage and safety processes were updated at the organisation's office in Nhulunbuy.

FINANCIAL REPORT



FINANCIAL REPORT

DEAL plans carefully to identify strong initiatives to support while maintaining an agile approach that delivers positive outcomes.

Our final operating position as at 30 June 2016

Income

Grant Funding	40,000
Gross Profit	40,000

Plus Other Income

Interest Income	43,150
Total Other Income	43,150

Less Operating Expenses

Audit Fees	6,969
Bookkeeping and Accounting	9,777
Consultancy	18,798
Directors Fees	20,750
Entertainment & Fines	5,881
Grant Expense	190,975
Indigenous Business Support Consultancy	116,591
Industry Development	62,731
Insurances	10,559
Investment Attraction	47,669
Legal Expenses	3,783
Marketing and Promotions	90,637
Software	6,886
Wages, Salaries and Superannuation	239,172
Hire and Equipment	2,041
Staff Training & Support	33,086
Telephone and IT Expenses	23,277
Travel Expenses	77,625
Other	59,220
Total Operating Expenses	1,026,429
Change in Operating Position	- 943,279

Operating Position

2,827,069

Notes:

Figures are rounded.

Income associated with housing in 2015/16 is forecast to create a positive Change in Operating Position in this period.

To view a copy of this 2015/16 Annual Report online, please visit www.developingeastarnhem.com.au/deal-annual-report-2016/

A view of DEAL's 2014/15 Annual Report is also available by visiting www.developingeastarnhem.com.au/deal-annual-report-2015/

NHULUNBUY TOWN VISION

Building a 'Robust Economy' is highlighted as a future direction in the Nhulunbuy Town Vision, acknowledging the need for a broader economic base to provide a self-sufficient, sustainable, vibrant and diverse future.

DEAL's Strategic Plan supports the delivery of items in the Town Vision Implementation Plan by:

- Identifying key opportunities and catalysts for economic development
- Supporting economic development initiatives and fostering partnerships across business networks
- Collaborating with stakeholders to promote investment and address challenges and risks to business investment.

OUTSIDE OF NHULUNBUY

Located in Nhulunbuy, DEAL is centrally located to facilitate economic development in the main service centre. Outside of Nhulunbuy, DEAL looks to support communities and homelands within its available resources, particularly across the major centres of:

- Galiwin'ku
- Milingimbi
- Gapuwiyak
- Ramingining
- Gunyangara
- Yirrkala

This is achieved by supporting the travel and work of the Many Rivers Field officer, by making regional economic information available, undertaking feasibility assessment and business cases to encourage investment, by facilitating investor visits, working with Traditional Owners, and continuing to make the Economic Development Fund open to projects across the region.

BROADER ECONOMIC PERFORMANCE

In addition to the 19 direct jobs, the flow-on benefits from DEAL's funding illustrate positive impacts beyond the region's boundaries. In 2015/16, the modelled impacts associated with DEAL projects indicated a combined increase of \$8.86 million in Additional Output, \$4.79 million Value Add, and \$3.74 million in wages per annum across the broader Australian Economy.

CAPTURING OPPORTUNITIES IN KEY INDUSTRIES TOURISM, ARTS AND CULTURE

In 2015/16, the #LoveGove local tourism photo competition reached more than 35,000 people, and more than 100,000 people were reached through the Mulka Project footage and DEAL's East Arnhem messages in Melbourne's iconic public space 'Federation Square'. There were also more than 270,000 hits on DEAL's website.

HEALTH, RESEARCH, EDUCATION AND TRAINING

In 2015/16, \$195,000 was provided by DEAL to support a health clinic to establish in the town centre, and \$24,000 to support a new health business to start up in the region.

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