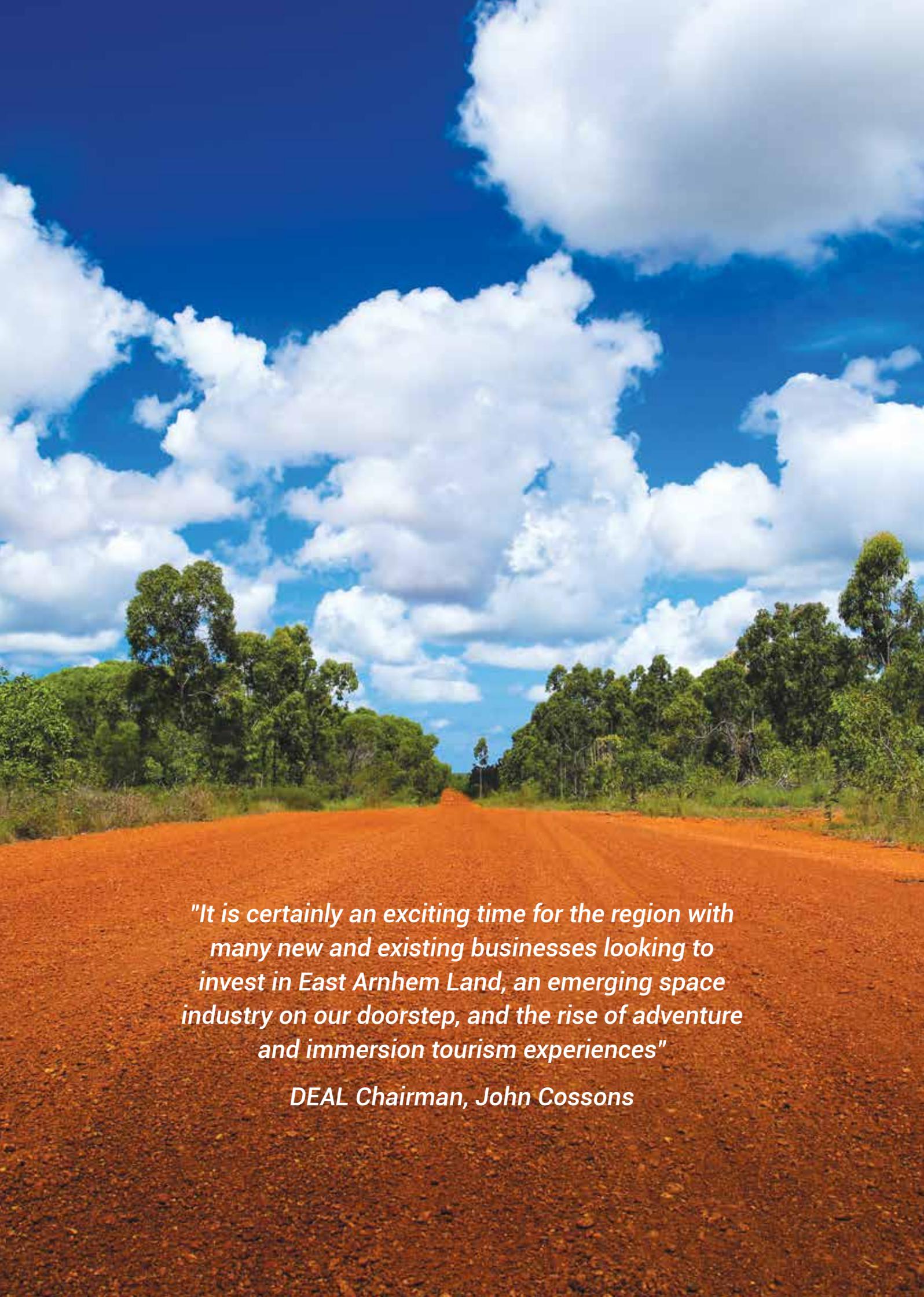


DEVELOPING  
**EAST ARNHEM**  
ANNUAL REPORT 2017/18



*"It is certainly an exciting time for the region with many new and existing businesses looking to invest in East Arnhem Land, an emerging space industry on our doorstep, and the rise of adventure and immersion tourism experiences"*

*DEAL Chairman, John Cossons*

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DEVELOPING  
EAST ARNHEM



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Above: looking out over Nhulunbuy

# ABOUT DEAL

## Welcome to the Developing East Arnhem Limited (DEAL) 2017/18 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.

An independent Board of professional Directors manages DEAL. The full-time team operates from offices in Nhulunbuy's town centre, and consists of the Chief Executive Officer, Industry Development Manager and Business Support.

DEAL also supports microenterprise development in the region through its partnership with Many Rivers. The East Arnhem field officer for Many Rivers also works from DEAL's Nhulunbuy office.

This Annual Report outlines the achievements of DEAL in its third full financial 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 18.

## 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.**



# HIGHLIGHTS

**15,000**  
People reached through direct communications

**3**  
Project Facilitation Agreements to develop new industries for the region

**\$287,800**

Allocated via the DEAL Economic Development Fund

**68,000**  
Visits to the DEAL website

**350**  
Meetings held with businesses, government and other stakeholders

**42**  
Clients assisted by Many Rivers

**55,300**  
People reached through Facebook posts

Meetings held with businesses, government and other stakeholders

**12**  
Businesses expanded or established through Many Rivers

**200**  
People attended DEAL events

**245**  
DEAL housing properties leased

**6**  
Businesses received an Economic Development Fund grant

**\$2.5M**

Committed to Gove Port infrastructure upgrade (partnership with NTG)

# CHAIRMAN'S REPORT



JOHN COSSONS

*"DEAL looks forward to rising to these economic challenges and playing a role in ensuring local Yolngu people and residents living in East Arnhem Land can benefit from these opportunities."*

## Welcome to the Developing East Arnhem Limited Annual Report for 2017/18.

There was a lot of internal and external activity throughout the year. We farewelled our inaugural CEO, Carley Scott, and after an extensive national search, welcomed Peta Melki. DEAL acknowledges the significant contribution Carley made during her contract tenure, which ended in February 2018.

Carley successfully established the company's profile and ensured we had strong policies, procedures and protocols in place to grow the region's economy, and played a large role in establishing DEAL's Economic Development Fund.

We are very pleased to have Peta on board. Peta contributed significantly in the last four months of this financial year, bringing strong commercial skills to the role of CEO. DEAL will benefit from Peta's business acumen and nous as we further embed the organisation into the immediate region, and deliver our successes and opportunities to a wider audience across Australia.

Leading economic modelling firm Geografia was engaged to undertake important research and forecast work during the year. The Melbourne-based company visited East Arnhem Land on a number of occasions to understand and assess the region's housing and jobs needs over both the short and long term.

Findings from Geografia's work will be released in 2018/19 to encourage constructive discussion around managing the ebbs and flows of employment and housing demands, particularly during Rio Tinto's next phase of decommissioning its aluminum refinery, and then over the next decade as the local economy transitions beyond mining.

Any new economic activity in East Arnhem Land requires the development of a form of land tenure across the region so that local businesses can access development capital.

The need to continue investing in education is also critical. There is certainly the potential for a shortfall in our region in local capability as new industries emerge that will require more specialised skills.

DEAL looks forward to rising to these economic challenges and playing a role in ensuring local Yolngu people and residents living in East Arnhem Land can benefit from these opportunities.

It is certainly an exciting time for the region with many new and existing businesses looking to invest in East Arnhem Land, an emerging space industry on our doorstep, and the rise of adventure and immersion tourism experiences.

I would like to thank my fellow Board members – Andy, Helen and Ian, and our current staff – Peta and Sarah, for their time and commitment to DEAL in 2017/18.

# CEO REPORT

## Developing East Arnhem Limited (DEAL) has built a solid operating foundation based on a coordinated approach with key regional stakeholders and local businesses.

DEAL delivered a range of economic development projects, initiatives and activities for East Arnhem Land in 2017/18. By working together we have been able to identify businesses, industries and projects that will support sustainable economic growth in the region.

East Arnhem is in a time of change as the region transitions from a single mining-centric focus to a more diversified and multi-faceted economy. As the new CEO, I have been impressed by the resilience, creativity and unrelenting efforts of local businesses to identify and leverage opportunities combined with their determination to overcome challenges.

At the core of DEAL's activities is always a strong commitment to governance and accountability, coupled with a keen willingness to engage and listen to our local community.

### Diversifying and supporting local business and new jobs

DEAL has contributed to a stronger and more diversified local economy through the Economic Development Fund (EDF). We are proud of our efforts to build a resilient business hub in East Arnhem Land. This year, we allocated \$1 million to fund new and growing businesses, of which \$287,808 was shared among six local businesses. While the dollar amount did not reach our ambitious allocated target, we are confident the businesses funded will certainly make a contribution to our local economy. Our guidelines around the EDF ensure a rigorous process where applicants must meet all of the selection criteria.

These are in place to ensure grant money really does make a difference to the wider community. Although the EDF fell short, our efforts in supporting growing industries expanded through Project Facilitation Agreements.

### Attracting industries and external markets

DEAL continues to play a lead role in developing East Arnhem Land as a great place for business by promoting its unique geographical and cultural characteristics. Through strategic Project Facilitation Agreements, industries such as space, on-country immersion tourism, adventure fishing tourism, and Indigenous property development and construction have been attracted to our region.

### Supporting economic growth through access to housing

DEAL's 250 property housing portfolio supports more than 40 local employers bringing skilled workers to the region.

DEAL's tenants provide essential goods and services to the local and regional community. Over the last three years, demand for DEAL housing has steadily increased. In 2017/18, DEAL made a deliberate decision to stabilise rent to help local employers grow their businesses. Access to long-term accommodation for staff, and the ability to bring their families to the region, facilitates employee retention and supports growth and commerce for the wider community. This strategy has been essential to help East Arnhem Land re-stabilise after the closing of the alumina refinery, and sustain Nhulunbuy to almost pre-curtailment population levels.



PETA MELKI

*"As the new CEO, I have been impressed by the resilience, creativity and unrelenting efforts of local businesses to identify and leverage opportunities combined with their determination to overcome challenges."*

### Indigenous business engagement

East Arnhem is Aboriginal land. Meaningful engagement with Indigenous organisations and Yolngu business is critical to the region's economic future and sustainability.

DEAL's partnership with Many Rivers is one way that DEAL facilitates this engagement, and we are very pleased with the work of Many Rivers' East Arnhem Microenterprise Development Manager, Jarrod Ellis, who works directly with the community to help them develop local commercial activities.

I would like to thank our members, the Northern Territory Government and Rio Tinto Alcan, the DEAL Board and staff, our project partners and EDF recipients for their unwavering commitment, focussed energy and skill they put into developing a sustainable and diversified economy in East Arnhem Land.

# GOAL 1

## PROMOTING EAST ARNHEM AS A BUSINESS AND VISITOR DESTINATION



### MEDIA

DEAL provided two full-page editorials for the *Territory Q* magazine to promote East Arnhem Land to a wider audience of Northern Territory residents and visitors. These were published in October 2017 and June 2018.

Videos were produced throughout the year to promote the Economic Development Fund and communicate how East Arnhem has transitioned since the curtailment of the Rio Tinto aluminum mine in 2014. Deputy Chairman Senior Gumatj Clan, Djawa Yunupingu, featured in an introductory video to the Arnhem Space Centre in Yolngu language, which was launched in April 2018.

Above: Peninsula Bakery and Café

Above right: DEAL produced a video led by Deputy Chairman Gumatj Corporation Djawa Yunupingu about the East Arnhem Space Centre, which DEAL is working under a Project Facilitation Partnership with Equatorial Launch Australia

### GARMA 2017

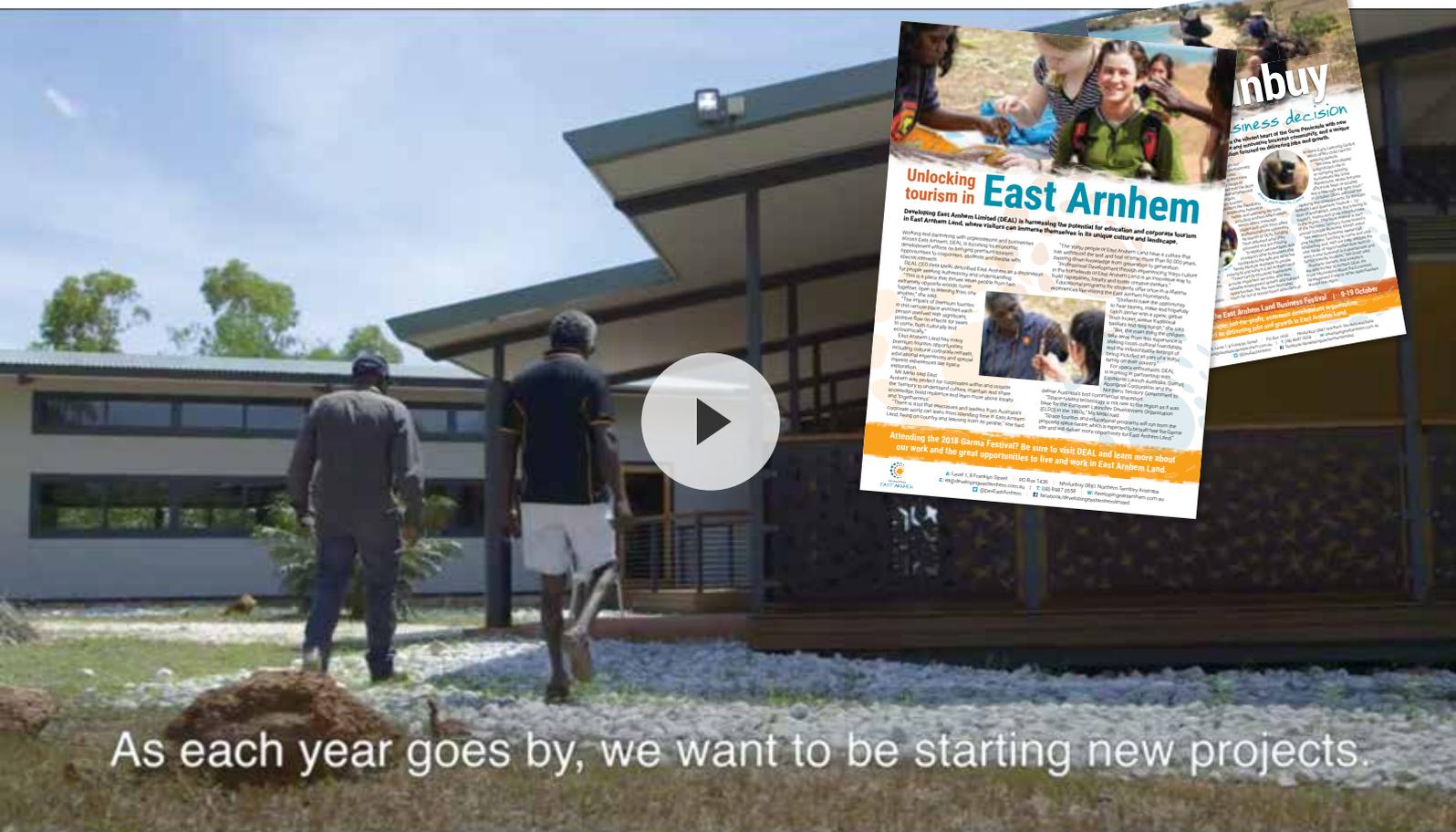
DEAL was proud to host a contingency of professionals from across a range of industries at the 2017 Garma Festival to experience East Arnhem's culture while discovering opportunities that exist to expand the local economy.

Among DEAL's guests from outside the region were representatives from Intrepid Travel, Food Ladder, RMIT University (Melbourne) and Hands on Health. The group participated in Garma events and fireside discussions to explore opportunities and ways to engage with the region. A Project Facilitation Agreement with Intrepid Travel followed the Garma event with a view to develop an East Arnhem itinerary with the tourist company.

### DIGITAL COMMUNICATIONS

DEAL continued to disperse its communications electronically, particularly around event information and announcements, to reach a wide audience. Social media channels Facebook and Twitter were also used for information dissemination. Two DEAL newsletters were distributed electronically throughout the year.

Intrepid Travel produced a stunning video showcasing East Arnhem's culture and beauty as part of a project facilitation agreement between DEAL and the travel company, which plans to start small group tours to the region. The video, titled *East Arnhem Land – A Journey with the Yolngu People*, featured well-respected young Yolngu leader Marcus Lacey.



As each year goes by, we want to be starting new projects.

## EVENTS

### October Business Month

East Arnhem Land Business Festival started on 9 October as part of a 10-day program of events, workshops and training designed to support and inspire local businesses to grow. This festival was part of the Northern Territory Government's October Business Month.

DEAL hosted the opening and closing events for the 2017 festival. Andrew Campbell, founder of one of Australia's most disruptive technology start-ups, GoCatch, was the keynote speaker for the opening event. On 19 October, DEAL led discussions around opportunities for new, emerging and existing businesses in building local tourism.

### Community events

DEAL held two community events in 2017/18, open to everyone involved in business in East Arnhem Land.

On 22 November 2017, the 2016/17 Annual Report was presented at the Walkabout Lodge in front of around 50 guests.

A second community event for around 40 people was held on 15 February 2018 where the *Fishing The Wild* partnership facilitation project was announced.

## CONFERENCES AND MEETINGS

DEAL consistently promotes and advocates for East Arnhem Land through conferences, meetings and other events outside of the region.

In 2017/18, DEAL delivered the keynote presentation at the National Economic

Development Australia conference in Ballarat, Victoria, on 12 October 2017. The presentation promoted the region, and highlighted a number of positive development stories supported by DEAL that are driving economic development.

DEAL visited Canberra on a number of occasions to advocate for the region, by focusing on the positive steps that businesses and communities have taken post-curtailment, and highlighting key sites in need of investment such as the Port. Meetings were held during the year with Commonwealth and Territory government representatives, and industry leaders and regulators.

DEAL regularly engages with the Northern Territory government to discuss and inform ministers on local housing and business conditions. Strategic updates were presented to the Chief Minister, Treasurer and Tourism Minister over April/May 2018.

# GOAL 2

## SUPPORT GROWTH THROUGH ADVOCACY AND PLANNING, PARTICULARLY FOR INDIGENOUS ENTERPRISE



### MANY RIVERS PARTNERSHIP

DEAL is a proud partner of not-for-profit organisation Many Rivers, which supports aspiring business owners with microenterprise development support and access to finance.

Microenterprise Development Manager Jarrod Ellis is based in East Arnhem Land and covers a large area including Ramingining, Galiwin'ku, Gapuwiyak and homelands.

During the year, Many Rivers participated in 42 meetings with aspiring, or expanding, business owners. Part of Many Rivers' role is to help develop skills and knowledge in areas such as writing business plans, participating in training programs and understanding legislation requirements.

In 2017/18, Many Rivers helped 10 business owners establish or expand six businesses, taking the total to 12. Of the number of business owners, eight are Indigenous and five are women. Many Rivers was able to provide three loans totaling \$11,000 during the year.

### PARTNERSHIPS FOR PROGRESS

DEAL entered into a number of Project Facilitation Agreements during the year that contribute to positive economic development outcomes for the region, including employment opportunities for local Indigenous people.

#### Australia's first commercial spaceport

A Project Facilitation Agreement was signed in 2016 with Equatorial Launch Australia (ELA), Gumatj Corporation and the Northern Territory Government to deliver a commercial space centre.

Implementation continued through 2017/18, with the Northern Land Council and Commonwealth Government signing a 40-year lease for 273ha of land to Gumatj Corporation in East

Above: DEAL and Many Rivers working with local Indigenous people in East Arnhem Land  
Above right: *Fishing the Wild*



Arnhem Land. ELA has been provided a sub-lease from Gumatj for a 60ha parcel of Gumatj's larger lease area adjacent to the Garma site and Gulkula mine near Nhulunbuy.

ELA plans to use sounding rocket launch vehicle technology to provide access to space for commercial, research and government organisations.

DEAL provided funding support for the project, recognising its benefits, which includes providing Gumatj with another way to diversify its business operations through site construction and expand opportunities for local employment.

The project will provide training and education, support job creation, drive innovation and development of new technologies, and attract new investment to the region. ELA expects to start construction on the Arnhem Space Centre in 2018/19.

### **Fishing the Wild**

DEAL's financial support of *Fishing The Wild* will deliver a six-part documentary series presenting the tourism potential of East Arnhem to the world. Filming commenced in December 2017 and is due to be released in 2018/19.

The documentary is expected to open potential markets for tourism operators, accommodation providers and local businesses. Production included local Indigenous engagement and the documentary will showcase Indigenous culture and traditional practices.

### **Laynhapuy Homelands Aboriginal Corporation**

DEAL provided financial support to assist Laynhapuy Homelands develop a series of legal template documents including a Strategic Alliance Agreement, Operating Manual and Opportunity Specific Agreement.

Laynhapuy plans to use these documents when tendering with non-Indigenous partners for housing development and construction projects in remote East Arnhem communities. These template documents may also be used by other indigenous organisations.

### **Intrepid**

A Project Facilitation Partnership was signed with Intrepid Travel in 2017/18. Staged outcomes will be delivered over two years. In 2017/18, stage one involved engagement with Lirrwi Tourism to produce a promotional video of the region and establish on-ground support for Intrepid's first East Arnhem Land itinerary. The next stage will involve training local Yolngu people to build tourism capacity and establish local tour guides.

# GOAL 2



## RESEARCH AND REPORTS

### Tourism Gap Analysis and Action Plan

Following the successful Hero Mentor Program in 2016/17, an analytic report and action plan was completed. The report identified sustainable tourism experiences and complementary visitor markets to define a strategic vision for tourism in East Arnhem Land. The report was presented to the East Arnhem Regional Economic Development Committee for endorsement before being published in August 2017.

### Tourism Report

A Tourism Report was released, showing that tourism in East Arnhem Land is driven by, and for, the Yolngu Aboriginal community. It identified priorities such as enhancing skills capacity among the Yolngu population, and called-out barriers to growing tourism experience like cost and infrastructure constraints. Following the report, DEAL commenced research into viable product offering in the region and investigating immersion tourism opportunities.

Above: Wildcard Luxury Cruises

# GOAL 3



## CONNECTING BUSINESS TO INDUSTRY FUNDING AND SUPPORT

### ECONOMIC DEVELOPMENT FUND

DEAL's Economic Development Fund (EDF) supports new and existing businesses in delivering sustainable initiatives that provide employment and economic growth in East Arnhem Land. The fund is a critical part of DEAL's program of economic development, providing an opportunity for local business ideas to be initiated and grow. In 2017/18 DEAL's EDF granted six local businesses a combined total of around \$287,000.

**Kamayan Café** redeveloped its outdoor area, adding to many improvements being made to amenities around the Nhulunbuy town centre. This project has enabled the Kamayan Café to increase its hours of operation and has employed an additional full-time staff member.

**Gove Rentals** purchased a tilt tray truck with funding made available in August 2017 to expand its professional vehicle and mechanical repair business. The new truck will improve the business' ability to service remote country deliveries and vehicle recovery.

**East Arnhem Fishing Adventures** used its DEAL EDF grant to purchase boat and fishing equipment. This start-up adventure tourism business is expected to attract new visitors to the region.

**Peninsula Bakery and Café** invested its grant funding to renovate an under-utilised space into a multi-use indoor seating area to improve its customer experience. The kitchen facility was also expanded and refurbished to allow for a greater range of catering choices.

**The Gulkula Mine Nursery** was established in a partnership between the Gulkula Mining Company, Gumatj Aboriginal Corporation and Gulkula Regional Training Centre with support from the University of the Sunshine Coast. An EDF grant helped establish the high-quality plant nursery, providing the community with high quality plants and seedlings. Local people are being trained in all aspects of nursery production to support the seed collection enterprise's local and external markets.

**Wildcard Luxury Cruises** (WLC) received an EDF grant to assist with upgrading two of their vessels – *Wilder* and *Wildest*. These tender upgrades have allowed WLC to offer customers more bespoke adventures and participate further in scientific and anthropological ventures in the region.

Above: East Arnhem Fishing Adventures

# GOAL 3



## ECONOMIC DEVELOPMENT FUND RECIPIENTS 2017/18

Business	Industry	Funding
Kamayan Café	Food & Beverage	\$16,318
Gove rentals	Car hire	\$60,000
East Arnhem Fishing Adventures	Tourism	\$32,700
Peninsula Bakery and Café	Food & Beverage	\$50,000
Gulkula Mining Co	Horticulture	\$75,000
Wildcard Luxury Cruises	Tourism	\$53,790

## HOUSING

The DEAL property portfolio is a diversified portfolio consisting of two bedroom flats, and three-four bedroom houses.

At the end of June 2018, DEAL leased 245 properties to over 40 local employers for the provision of affordable and reliable housing to their staff and families.

Above: Kamayan Café



## MAINTAIN A HIGH STANDARD OF GOVERNANCE

### CEO RECRUITMENT

The Developing East Arnhem Limited Board undertook an extensive national recruitment process to find a replacement for outgoing CEO Carley Scott, who left the role at the conclusion of her contract in February 2018.

Expert recruitment consultants SHK managed the process and together with the Board selected Peta Melki for her strong corporate background in banking and finance combined with a great interest in the region's economic development.

### NEW PROCESSES

DEAL's governance is structured for continuous improvement, with consistent reviews of internal policies and procedures that continued through 2017/18.

New processes and guidelines for DEAL's Economic Development Fund were developed. The new guidelines will make it clearer and easier for applicants to understand what is required before they apply, and the selection criteria used to assess each application. Implementation of the new guidelines will commence in 2018/19. As part of the new guidelines, recipients will be required to participate in promotion of the EDF to encourage other businesses to apply.

### HOUSING SUSTAINABILITY PLAN

Work was completed with leading consulting group ARUP, which recommended a Baseline Audit and Asset Management Plan for the maintenance and upgrade of DEAL's property portfolio.

After an extensive tender process the Board approved ARUP's recommendation to appoint East Arnhem Real Estate (EARE) as the new portfolio managing agent. EARE will work closely with DEAL to deliver sustainable housing outcomes that will benefit Nhulunbuy's long-term viability.

# GOAL 4



## DELIVERING ON TOWN VISION

DEAL's strategic actions continue to deliver outcomes aligned to the Nhulunbuy Town Vision, which includes the following priorities for building a 'Robust Economy':

1. An enterprising culture
2. A diversified, resilient local economy
3. Collaboration with all stakeholders to promote investment and address challenges and risks to business investment.

DEAL's Strategic Plan and the projects highlighted in this report demonstrate DEAL's works to deliver on opportunities that the community and key stakeholders have identified as vital.

## ECONOMIC PERFORMANCE

DEAL is committed to taking action that measures potential and actual outcomes. Calculating Economic Performance, such as output and jobs, is one approach. In 2017/18, the modelled impacts associated with DEAL projects indicated a combined increase of 39 ongoing jobs, \$6.24 million in additional output and \$2.91 million value add across the broader Australian economy.

Financial performance has been audited, to find that DEAL demonstrates a strong and stable operating position, makes efficient use of its funds, and is able to meet the organisation's future obligations and drive increased benefit directly into the region.

DEAL delivers on a large number of action plan items for the Regional Economic Development Committee under the Sector Development – Tourism section, with an objective to facilitate and support existing and new industry entrants throughout the region.

## BOARD MEETINGS

A total of seven Board meetings were held for 2017/18:

- 4 August 2017
- 20 September 2017
- 22 November (included the Annual General Meeting and Community Update to release the 2016/17 Annual Report)
- 31 January 2018
- 7 March 2018
- 14 May 2018
- 6 June 2018



## STAFF

as at 30 June 2018

**Chief Executive Officer,**  
Peta Melki

**Business Support,**  
Sarah Mitchell

**Industry Development  
Manager, Vacant**



**John Cossons, Chairman**

2014-2018

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 in the education sector.



**Andy Lloyd**

2014-2018

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.



**Ian Smith**

2014-2018

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 was appointed in April 2013 to the Northern Territory Government's economic development panel. He sits on several boards, including those involved in medical research and Indigenous affairs.



**Dr Helen Garnett**

2016-2018

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.

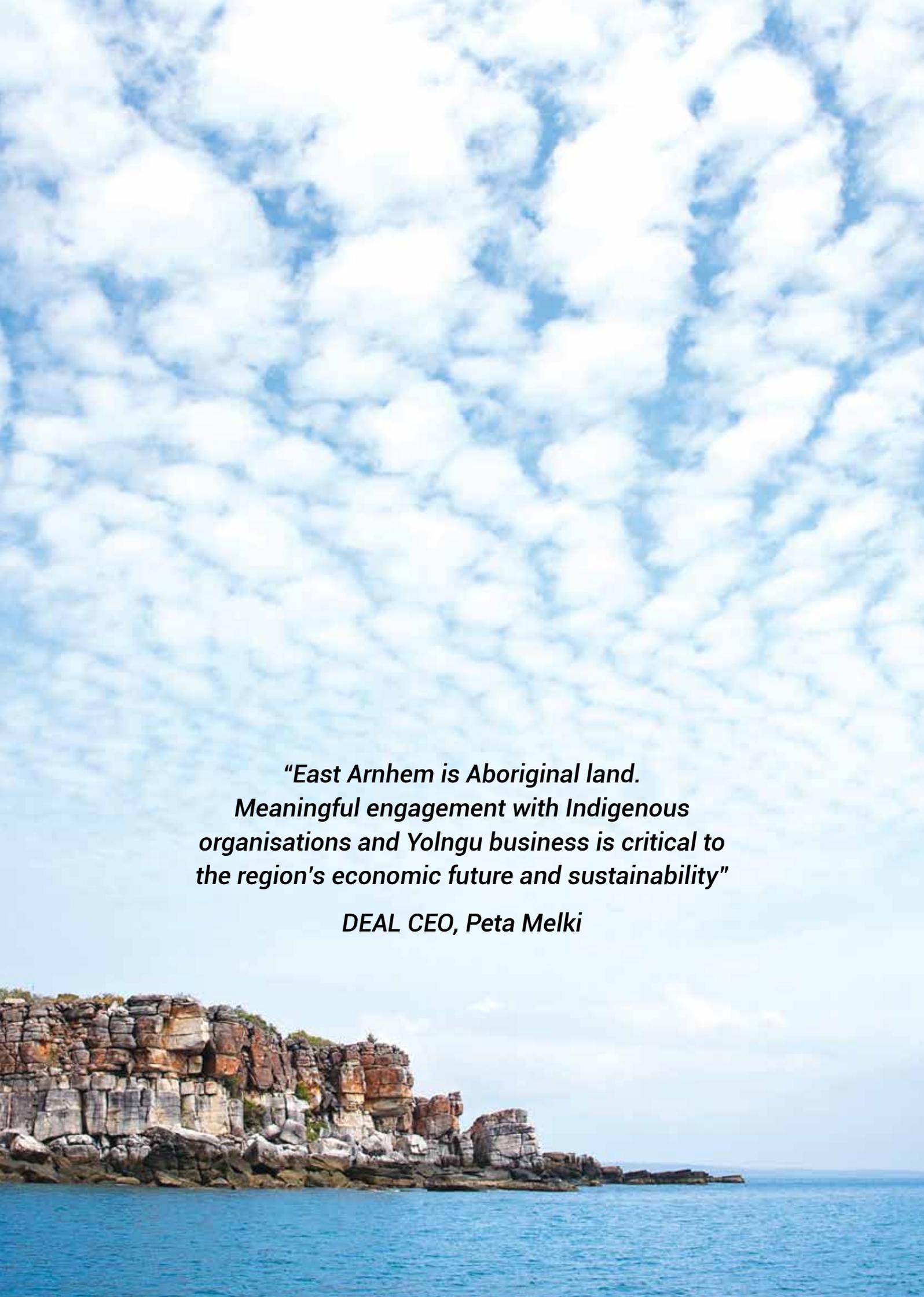
Above: (L-R) Chairman John Cossons and Board members Dr Helen Garnett and Andy Lloyd

DEAL is subject to an annual financial audit by Deloitte, as part of a commitment to strong governance principles. The audited report is also submitted to the Australian Charities and Not-for-profits Commission, which sets out the reporting requirements for independent not-for-profit companies such as DEAL.

## FINANCIAL REPORT

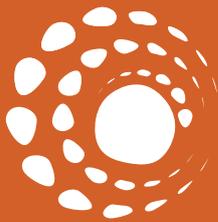
<b>Gross Income</b>		<b>\$</b>
Government Grants		0
Donations and bequests		0
Investment Income ( DEAL Properties)		4,640,158
<b>Total Gross Income</b>		<b>4,640,158</b>
<b>Expenses/Payments</b>		<b>\$</b>
Employee Expenses		564,125
Finance Costs		223
Rental Expenses (DEAL Properties)		2,104,765
Grant Expenses*		455,907
All other expenses		885,801
<b>Total expenses</b>		<b>4,010,821</b>
<i>Net Surplus/Deficit</i>		<i>629,337</i>
<b>Balance Sheet Extract</b>		
<b>Assets</b>		<b>\$</b>
Total current assets		5,548,419
Non-current Assets		78,920
<b>Total Assets</b>		<b>5,627,339</b>
<b>Liabilities</b>		<b>\$</b>
Total Current Liabilities		120,911
Non-current Liabilities		0
<b>Total Liabilities</b>		<b>120,911</b>
<i>Net Assets</i>		<i>5,506,428</i>

\*Grant expenses are allocations related to the DEAL EDF



***“East Arnhem is Aboriginal land.  
Meaningful engagement with Indigenous  
organisations and Yolngu business is critical to  
the region's economic future and sustainability”***

***DEAL CEO, Peta Melki***



DEVELOPING  
**EAST ARNHEM**

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