



**2022/23**

## **Annual Highlights**



DEVELOPING  
EAST ARNHEM



## Acknowledgement of Country

**The Yolŋu traditional landowners of East Arnhem practise one of the oldest living cultures in the world and have been living in this region for more than 60,000 years. The entirety of East Arnhem Land is Aboriginal land granted under the Aboriginal Land Rights (Northern Territory) Act 1976, an important acknowledgement of the continuing ownership of, and connection to country.**

Developing East Arnhem Limited (DEAL) acknowledges the various Yolŋu clans across East Arnhem who are the custodians of the land on which we live, learn and work. DEAL pays respect to elders past, present and emerging, and recognises the continuing connection to land, water, culture and community of First Nations people in East Arnhem and across Australia.



# Contents

|  |           |
|--|-----------|
| <b>About</b>                               | <b>4</b>  |
| <b>Our Strategic Direction</b>             | <b>5</b>  |
| <b>Leadership</b>                          | <b>6</b>  |
| <b>Communications</b>                      | <b>7</b>  |
| <b>Industry Development and Attraction</b> | <b>8</b>  |
| <b>Tourism</b>                             | <b>10</b> |
| <b>Social Media</b>                        | <b>13</b> |
| <b>Housing</b>                             | <b>14</b> |
| <b>Business Development and Support</b>    | <b>16</b> |
| <b>Capital</b>                             | <b>18</b> |
| <b>Governance and Operations</b>           | <b>19</b> |
| <b>Financials</b>                          | <b>20</b> |



## About DEAL and the East Arnhem Region

Developing East Arnhem Limited (DEAL) is an independent not-for-profit established to facilitate investment and economic development opportunities in East Arnhem between Yolŋu Traditional Owners, local organisations and businesses, governments, and investors.

East Arnhem is currently transitioning from dependence on the long-term Rio Tinto mining operations, due to end by 2030. This has created the opportunity to develop a diversified economy that supports local jobs and infrastructure.

Situated in Nhulunbuy, DEAL works across the East Arnhem region and is uniquely positioned to drive development and investment opportunities to smooth the transition from mining dependence to a diversified economy that grows and strengthens local jobs and communities and means people can access services, live safe, and be happy and connected with the world.

East Arnhem is steeped in Yolŋu history, culture and songlines making it one of the most culturally rich and significant places in Australia. The region is also unique in that 100 percent of the land is Aboriginal owned.

The Yolŋu Traditional Owners' vision and aspiration for the region is to keep towns, communities, and homelands strong while enhancing economic development. DEAL's work is driven by the Traditional Owners' and communities' aspirations for the future and is linked closely to the [East Arnhem Regional Economic Growth Plan \(REGP\)](#).

To learn more about doing business in East Arnhem, visit [developingeastarnhem.com.au/invest](https://developingeastarnhem.com.au/invest)  
To learn more about visiting East Arnhem, visit [eastarnhemland.com.au](https://eastarnhemland.com.au)



## Our Strategic Direction

DEAL's first Strategic Plan in 2015 provided the groundwork for its 2020–25 iteration, which was ambitious and anticipated the new challenges East Arnhem would face. In 2022, we developed our [Pathway to 2035](#) which provides a clear statement on our focus and priorities.

Building on DEAL's work to date, and as the region enters a period of transition, our priorities are clear: we are committed to delivery and to achieving a growing, diverse and sustainable economy across East Arnhem.



## Leadership

A particular focus for this year has been on increasing Yolŋu engagement in DEAL organisation decision making and delivery, with regular meetings and conversations with Yolŋu people and corporations on the Gove Peninsula and across the communities and homelands of East Arnhem.

This included our Board members holding meetings in Gan Gan and Gapuwiyak, which was an incredible opportunity for the Board to get direct input and feedback from the traditional owners on areas where DEAL can actively support priorities across East Arnhem.



## Gove Peninsula Futures Reference Group – Economic Development and Transition

DEAL continued to actively engage through the [Gove Peninsula Futures Reference Group](#) and Economic Development and Transition Workstream to establish priorities and progress identification of investment opportunities.



# Communications

DEAL worked with [33 Creative](#) to develop a new Strategic Communications Framework which guides DEAL in delivering communications that align with and support the vision and aspirations of the Yolŋu Traditional Owners, to build confidence, trust and resilience in the economic future for the region.

During October Business Month 2022 the DEAL Tourism Development Officer launched the Destination Marketing Strategy to industry stakeholders and hosted a workshop on how local operators can align their marketing to the destination marketing strategy. The workshop was followed by the Tourism East Arnhem AGM and networking event for the local tourism industry.

All primary communications channels saw improved engagement in comparison with FY2021/22 with:

- the DEAL Facebook account seeing a 254.6% increase in total page content impressions, a 73.1% increase in total engagement and 94 new followers (a decrease in growth by 15.3% compared to FY2021/22) but still overall a positive result.

DEAL also featured in at least 7 media articles during FY2020/21, including the NT News, ABC News and Australia Leisure (mostly attributed to the Arnhem Space Centre and the Destination Management Plan launch).





## Industry Development and Attraction

Through our partnerships across the region, DEAL supports existing and emerging East Arnhem businesses to access information, networks, services and capital.

DEAL facilitates planning and coordinates action to support emerging industries in the region and act as a 'front door' for businesses and investors from Australia and around the world. Our approach to industry development is guided by the aspirations of Yolŋu, evidence, planning and the underlying strengths of the region and its people.

## Implementing Revenue Opportunities for East Arnhem Ranger Groups Project

In partnership with Social Ventures Australia (SVA), DEAL delivered a regionally significant project exploring fee-for-service opportunities for East Arnhem ranger groups.

The 'East Arnhem Rangers – Revenue generating opportunities' project supports the regions' five ranger groups to understand what the viable revenue raising opportunities are for ranger groups across several industries and provided practical steps to access them.

The five industry sectors selected by ranger groups included bio-security and compliance, tourism, tertiary institutions, biodiversity and carbon markets.

Key recommendations from the report have already been implemented, resulting in improved outcomes and revenue for ranger groups. The report has also contributed to development of the 'Indigenous Ranger Sector Strategy 2022 – 2028' project being commissioned by National Indigenous Australians Agency (NIAA).

DEAL continues work in this space to support advocacy efforts and evolving sector opportunities.



## Aquaculture

Identified within the agribusiness sector in both Northern Territory Government and East Arnhem economic plans, the aquaculture industry is an emerging opportunity for Traditional Owners.

DEAL have been active this past year in pursuing enabling activities, facilitating investor visits, and supporting research into aquaculture initiatives relevant to the region.

We have facilitated key engagements with investors, and industry consultants that offer significant interest in developing the sector in the region. These engagements are signaling real development opportunities and if realised, could open doors to significant regional partnerships and employment outcomes. DEAL also:

- Sponsored key aquaculture representatives and consultants to attend the 2022 Garma Festival, creating opportunity for relationship building and direct engagements with attendees.
- Supported investors to attend the celebration of the 14th anniversary of the Australian High Court Blue Mud Bay 'Sea Rights' decision held at Baniyala.
- Facilitated key engagements with regional stakeholders linking industry with landowners.
- Attended the World Aquaculture Conference 2023 held in Darwin, strengthening relationships within the sector, and learning firsthand of relevant industry challenges and opportunities.

## East Arnhem Medical Retrieval Options and Analysis Paper

Leading regional interests to improve medical retrieval options, DEAL has been engaged by CareFlight (Northern Operations NT) to support the development of an investigation and an options and analysis paper for improved medical retrieval services in East Arnhem. The East Arnhem Medical Retrieval Options and Analysis Paper (Paper) has involved extensive interviews, research, regional and industry input, with the objective to:

- investigate medical retrieval gaps across the region.
- outline a range of solutions (including but not limited to the potential addition of a helicopter to the region if deemed viable).
- provide costs and prioritisation for these solutions (short/medium/long term).
- aims to improve health outcomes for all residents and visitors, particularly those in remote Homelands.
- support regional search and rescue capabilities.
- support economic development outcomes.

Due for completion in 2023, this Paper will complement the existing services already being provided by dedicated and experienced medical staff and will build a case for further regional investment, improvements to triage procedures and response, and to support medical retrieval related outcomes for all East Arnhem communities.

## Agriculture

The 'Agriculture Options Study' involving East Arnhem Traditional Owner groups is being led by international development sector advisory, management and implementation firm The Palladium Group. Due for completion late 2023, this study has identified several key opportunities within the agribusiness sector, which has included research in both the agriculture and aquaculture industries. This project has a lens of exploring investments that have economic benefits and sustainability, as well as providing food security options for the region, and compliments extensive soil and land assessments works completed in previous years.





# Tourism

## East Arnhem Live

The inaugural East Arnhem Live festival was hosted at the Arnhem Gun Club between Friday 30 September and Sunday 2 October 2022.

Overall, the event attracted 698 attendees and stimulated the Northern Territory economy by just over \$444K with coverage through 8 national, 6 local and 4 First Nations media outlets.

The feasibility study into the event indicates attendance should grow to approximately 1600 in 2026, and forecast to contribute over \$1.24 million to the East Arnhem economy by 2026.

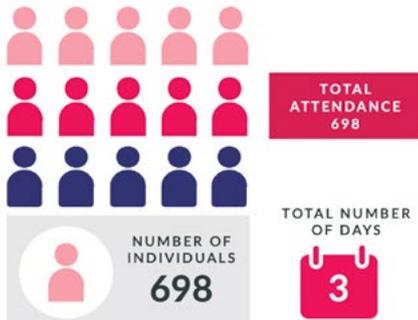


# East Arnhem Live

30 SEPTEMBER - 2 OCTOBER 2022

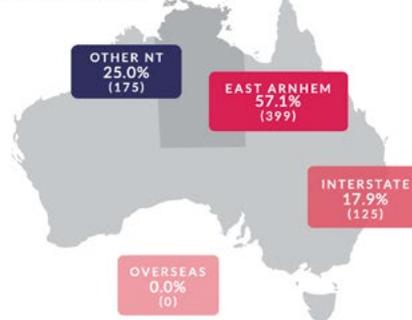


## ATTENDANCES



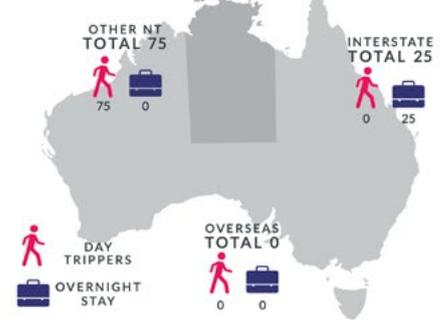
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## VISITOR ORIGINS

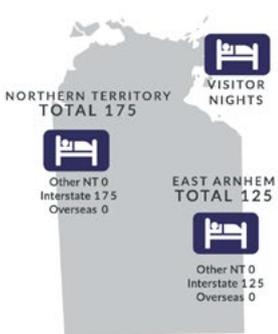


Please note: Caution is required when interpreting results due to low sample sizes.

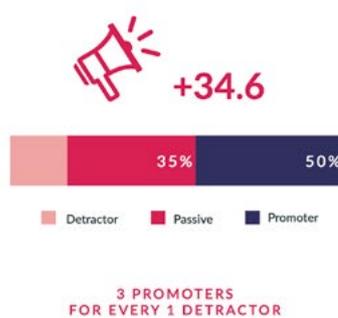
## PRIMARY PURPOSE VISITORS



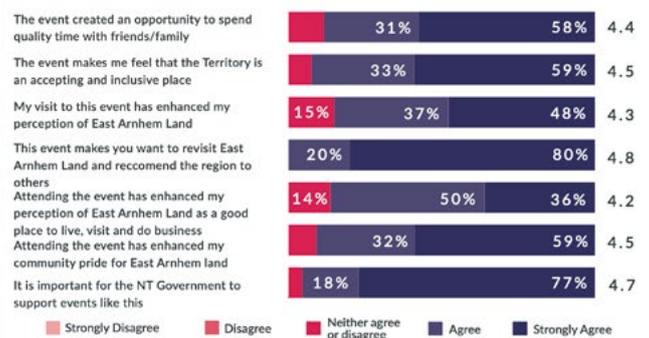
## DIRECT VISITOR NIGHTS



## ADVOCACY (NPS)



## COMMUNITY PRIDE

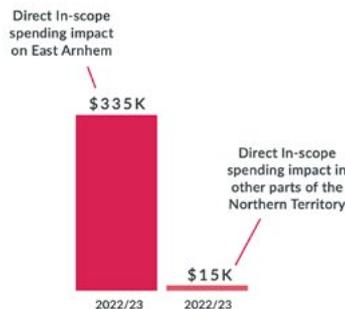


Source: Data for this research project was collected by East Arnhem Live

## TOTAL EXPENDITURE STIMULUS



## ECONOMIC & TOURISM BENEFIT



## VERBATIM

"It's a fun festival and a great opportunity to listen to local music and music from elsewhere."

"Great opportunity to be immersed in the culture through music and story telling."

"Opportunity to experience the East Arnhem sound."

"Fun weekend with awesome and niche acts you wouldn't see anywhere else in Australia! Really diverse acts."

## AT A GLANCE

+ East Arnhem Live attracted 698 attendees of which 63.5% were female, 32.2% were male and 4.3% prefer to self-describe. Overall, the event attracted 69.2% of attendees in the 25-34 and the 35-44 age category.

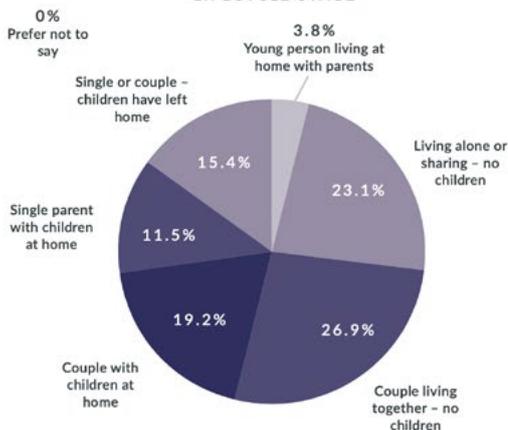
+ East Arnhem Live was responsible for bringing 100 primary purpose visitors to the East Arnhem Land. With the majority from intrastate (75 visitors).

+ East Arnhem Live generated 175 direct visitor nights to the Northern Territory, where 125 of these nights were in the East Arnhem region.

+ The festival evoked community pride in local residents with the highest level of agreement being recorded for the statement 'This event makes you want to revisit the East Arnhem region and recommend the region to others' (4.8 out of 5).

+ Overall, the event stimulated the Northern Territory economy by just over \$444K, with \$95K of this generated by in-scope visitors.

## LIFECYCLE STAGE



## GENDER



## AGE



## Expeditionary Cruise

DEAL continues to support discussions with cruise operators who are planning voyages along the East Arnhem coastline. East Arnhem Land has seen an increase in interest from cruise operators interested in visiting the region.

In partnership with Tourism NT, DEAL organised a site visit for Michael Mihajlov of Carnival Cruises in November 2022. The familiarisation included visits to Milingimbi, Galiwin'ku, Yirrkala and Nhulunbuy. Michael was introduced to key leaders and organisation representatives in each location.

## Gapuwiyak Tourism Development

In February 2023, DEAL facilitated a tourism workshop with representatives from Milindji Development, Gong-dal Aboriginal Corporation (Gong-dal) and Gapuwiyak Culture and Arts. The workshop allowed board members to collaboratively discuss the future for tourism development between the three organisations.

DEAL continues to support each organisation with their aspirations and remains committed to supporting the Miringu Dhukarr as a game changing tourism project for residents of homelands in the Miyarrka region of East Arnhem Land.



# Social Media

## Facebook East Arnhem Land Facebook page

1 July 2021 to 30 June 2023 recap

### Facebook page likes

The number of users that have chosen to like the Facebook Page.

**14,180 (+28%) compared to previous period.**

### Total engaged users

The number of users that clicked or interacted with content posted on the Facebook Page.

**130,656 (-13%) compared to previous period.**

### Total content clicks

Total number of people that have had our content appear on their Facebook Feed.

**403,000 (-7%) compared to previous period.**

### Total page content impressions

Total number of times content appeared on someone's Facebook Feed.

**5.7M (+66%) compared to previous period.**

## Instagram East Arnhem Land Instagram page

1 July 2021 to 30 June 2023 recap

### Instagram account follows

The number of users that have chosen to follow @EastArnhemLand.

**12517 (+36%) compared to previous period.**

### Total post engagement

The number of likes, comments, shares those posts received.

**89,712 (+8%) compared to previous period.**

### Total impressions

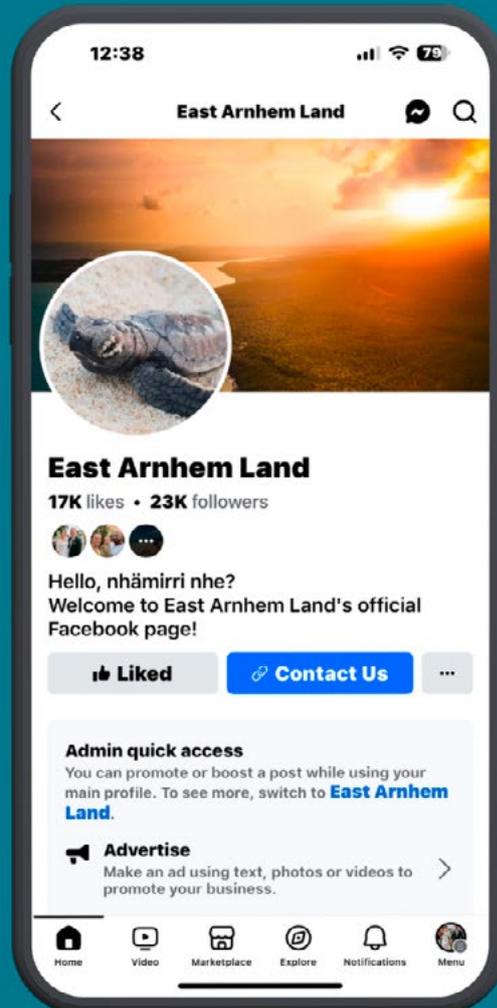
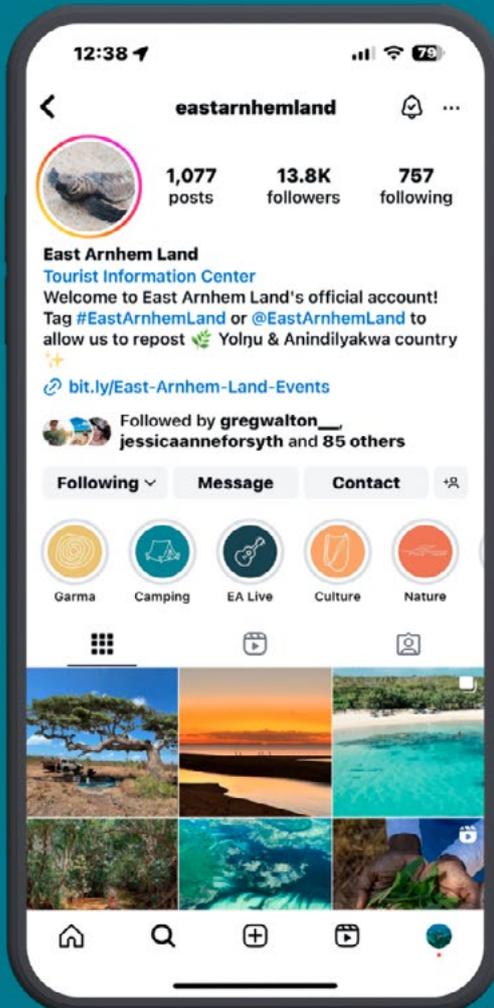
The number of times Instagram content was shown to users.

**1.5M (+19%) compared to previous period.**

### Total reach

The number of unique accounts that saw Instagram content.

**1.2M (+17%) compared to previous period.**





## Housing

As part of DEAL's establishment, Rio Tinto provided DEAL with 250 properties (178 houses, 72 flats) to support economic development in East Arnhem. DEAL manages and maintains these housing assets in Nhulunbuy to support ongoing economic and business growth.

Through 2022/23, DEAL implemented a new housing operating model with a restructure of our property management contracts and the transition of some housing management activities brought back in-house, under a newly formed DEAL Housing Team. Under the new structure, DEAL is pleased to continue to support businesses that are invested in the region, with a local presence.

East Arnhem Real Estate was appointed as the Lease Administration Agent, having a long history in the region including ongoing support of DEALS's property portfolio.

Melville Property Management was appointed as the Maintenance Managing Agent, providing specialised asset management support for the DEAL housing portfolio. Melville Property Management is part of the Minumbra Group, having a long and ongoing presence and investment in the region, as owners of the Gove Accommodation work camp.

Under the new structure, DEAL continues to utilise local contractors for our maintenance and capital program, allowing DEAL to be responsive to tenant maintenance issues while ensuring the housing portfolio is managed effectively to benefit the East Arnhem business community and the broader economy.



## Maintenance and Capital Works

Through our Asset Management Plan and general property maintenance, DEAL has once again invested over \$2 million into the economy in 2022/23 with 90% of housing spend going to local suppliers.

Asset Management Plan projects included the following improvements at selected properties:

- Roof replacements including Verandas and Carports.
- Bathroom refurbishment
- Electrical Upgrades
- Ceiling Fan Upgrades
- Internal and External Painting
- Yard Drainage and Arborist works
- Security upgrades

The Housing team have also been working through a key project to improve liveability at the Town Flats. DEAL flats make up 30% of the housing portfolio and are critical to supporting local businesses with housing. Working collaboratively with Rio Tinto and Northern Territory Government, as shared owners of the town flats precinct, successes of this project include:

- Major maintenance on the air conditioning systems across all blocks
- Abandoned vehicle removal and major grounds cleaning works.
- Installation of non-intrusive ground floor security screens
- Lighting reinstated on garages, with further lighting upgrade works underway.
- Commencement of security patrols

## Occupancy

The DEAL portfolio continues to be at full capacity with the bulk of properties allocated to businesses associated with Health Care and Social Assistance, Construction, Public Administration and Safety, Accommodation and Food Services, and Aboriginal Corporations.

With over 100 applications on the waitlist for a DEAL property, the highest demand is coming from Maintenance and Construction businesses, followed by Indigenous Organisations and local retail businesses.

In the 2022/2023 financial year, 5 houses and 2 flats were handed back to DEAL from existing tenants and allocated to new tenants.

# Business Development and Support

Through our partnerships across the region, DEAL supports East Arnhem businesses to access information, networks, services, and capital.

- We support local businesses operating on the Gove Peninsula to understand their markets and prepare for mine closure, through information sessions with relevant experts, and by coordinating bulk access to professional services.
- We provide information and referrals to businesses to help them access existing support services and business planning, investment, and networks.
- We identify opportunities to strengthen existing business support offerings, drawing on new models and third-party investment as part of our continuing commitment to supporting micro-enterprise and local business development.
- We promote streamlined and accessible business development capital and services, through collaboration with governments, investors, and service providers.
- We advocate for East Arnhem businesses and workers to be prioritised in government and private procurement processes – especially for major projects – and support businesses to position themselves to deliver contracts across the region and the Northern Territory.

And in early 2021, DEAL created the Business Development and Support function to support Yolŋu businesses across the East Arnhem region. DEAL works with new and emerging Yolŋu businesses to support their economic and business aspirations and drive economic growth for the region.



## Funding and Sponsorship

DEAL sponsored the Nhulunbuy Regional Sports Fishing Club – 20th Anniversary Airnorth Ladies Fishing Classic with a \$5000 contribution. This event, attracting nationwide participants, aligns with our tourism priorities reinforcing our region as a must-visit tourism destination.

Knowledge Water, a Yolŋu enterprise from Mandjaway, utilised \$5,800 funding from DEAL to present their product at Sydney's Supply Nation Connect Show. DEAL's commitment to fostering local Yolŋu businesses aligns with our economic development goals, and we take pride in Knowledge Water's growth.

DEAL backed the Garrthalala Bush University Trial, a joint venture with Laynhapuy Homelands Aboriginal Corporation and Macquarie University. Endorsed by Yolŋu leaders, this bilingual program fosters post-secondary learning. Aligned with our vision of empowering Yolŋu as socio-economic partners, it equips youth to stimulate homeland development and economic outcomes. The \$24,000 funding provided meals for the 8-week trial.





## Enterprise Learning Projects

Enterprise Learning Projects (ELP) empowers remote Aboriginal and Torres Strait Islander entrepreneurs to transform their communities through enterprise. ELP believes that entrepreneurship is the most powerful tool to effect change and it supports entrepreneurs through its best-practice programs.

### By FY23 In East Arnhem:

8

businesses joined the program

with

4

graduating

(Yirralka Miyalk, Gapuwiyak Arts + Cultural Center, Sylvia Nulpinditj and Clinton Gaykamanju)

and

2

still current

(Galiwin'ku Women's Space and Djaykurr Remote Delivery Service)

317

unique engagements across all enterprises (55 per graduated business)

240

hrs in person support

314

hrs online support

### Delivering the following outcomes:

21

people from East Arnhem have participated in business education sessions with ELP to develop their skills

7

new permanent and appropriate job opportunities for Yolŋu women have been created in East Arnhem

2

Yolŋu business leaders have achieved at least 100% growth in revenue (and personal income) from their business



## Capital

DEAL continued to make significant investments in key regional projects through the 2022/23 Financial Year.



## Gove Port Tourism Precinct

DEAL continues to provide support to the delivery of the \$9 million investment to the Gunyarjara (Gove Port) Tourism Precinct project. DEAL has been a supporter of this project from the beginning, contributing \$2 million in investment, and we look forward to seeing the port upgrade facilitating growth in existing and new industry participation.

Project milestones achieved over the past year have included:

- The first package of early works was completed by a local Indigenous Business Enterprise in 2022 to secure an area of significance in the car park on the site adjacent to the Gove Boat Club.
- A \$1.4 million package of works is underway with local Indigenous business Deltareef Pty Ltd building toilet facilities, shade, and seating to provide additional amenities and comfort for visitors and users. This package is due for completion by end of 2023.
- Leasing arrangements were secured over Crown Land to facilitate the third package of works that will deliver a new extended rock groyne that vehicles and pedestrians can access, careening facilities that vessels can dock alongside for maintenance, a floating jetty extending out from the groyne, careening facilitates, washdown bay, car park upgrades and an entry structure adjacent to the Gove Boat Club.

The construction of this project has contributed to significant local Indigenous job outcomes and the supply of local materials. Six tonnes of the local timber have been sourced from the Birany Birany forest and milled at the Gumatj Saw Mill so it can be used to construct the new shade shelter and was cladding for the new toilet block.



# Governance and Operations

DEAL is committed to maintaining and improving the systems and processes that have been developed since DEAL's establishment, including financial and risk management, governance, and culture.

Through our Board of Directors, we maintain independent and professional governance. The DEAL Board meets regularly throughout the year to discuss progress, challenges, projects and the organisation's finances. Each year, an Annual General Meeting (AGM)

is held with the Board and its Members, the Northern Territory Government and Rio Tinto, coinciding with the DEAL annual Community Update.

In 2022–23, six formal board meetings were held on the following dates:

- 16 August 2022
- 11 October 2022
- 14-15 November 2022  
(coinciding with Annual General Meeting)
- 7 February 2023
- 17-18 April 2023
- 7 June 2023



## Financials



# Financials

DEAL is subject to an annual financial audit by Merit Partners, 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.

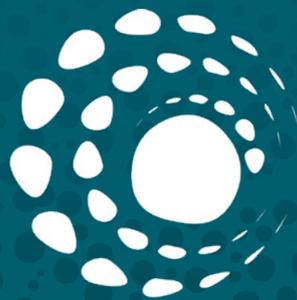
## Financial Summary

| Gross Income                        |                    |
|-------------------------------------|--------------------|
| Investment Income                   | 6,504,403          |
| Insurance Recovery                  | 275,999            |
| Grant Income                        | 610,869            |
| <b>Total Gross Income</b>           | <b>7,391,271</b>   |
| Expenses                            |                    |
| Housing                             | (3,692,677)        |
| Industry Development and Attraction | (1,018,312)        |
| Business Development and Support    | (122,741)          |
| Leadership                          | (39,334)           |
| Capital                             |                    |
| • Economic Development Projects     | (1,534)            |
| Governance and Operations           | (1,422,085)        |
| Other Expenses*                     | (804,490)          |
| <b>Total Expenses</b>               | <b>(7,101,173)</b> |
| <b>Net Surplus / Deficit</b>        | <b>290,098</b>     |

\*Depreciation, Bad Debts and Other Expenses

## Balance Sheet Summary

| Assets                    |                  |
|---------------------------|------------------|
| Total Current Assets      | 5,266,687        |
| Non-Current Assets        | 2,273,694        |
| <b>Total Assets</b>       | <b>7,540,381</b> |
| Liabilities               |                  |
| Total Current Liabilities | 1,058,615        |
| Non-Current Liabilities   | 9,787            |
| <b>Total Liabilities</b>  | <b>1,129,687</b> |
| <b>Net Assets</b>         | <b>6,410,694</b> |



DEVELOPING  
EAST ARNHEM

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