



# 2021/22

## Annual Highlights



DEVELOPING  
EAST ARNHEM

## Acknowledgement of Country

For more than 60,000 years, Yolŋu Traditional Owners of East Arnhem have practised one of the oldest living cultures in the world.

Developing East Arnhem Limited (DEAL) acknowledges the various Yolŋu clans across East Arnhem region and communities, the Custodians of the Land on which we live, learn and work. DEAL pays respect to Elders past and present and recognises the continuing connection to Lands, waters, cultures and communities of First Nations peoples in East Arnhem and across Australia.



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## About DEAL and the East Arnhem region

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

East Arnhem is transitioning from a long-term Rio Tinto mine lease and operations on the Gove Peninsula, due to end by 2030. This transition unlocks potential to develop a thriving and sustainable regional economy which creates local jobs for future generations.

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)**.

Situated in Nhulunbuy, DEAL works across the East Arnhem region and is uniquely positioned to drive development and investment opportunities. We work closely across the regional ecosystem to support the Traditional Owners' vision and ensure a smooth transition to a diversified economy that grows and strengthens local jobs and communities, and means people can access services, live safely and happily, and be 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.

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 supplemented the Strategic Plan by developing our **Pathway to 2035** which provides a clear statement on our key focus and priorities, supporting the delivery of tangible outcomes for the region.

Building on DEAL's work to date, our priority remains clear: we are committed to delivery and to achieving a growing, diverse and sustainable economy across East Arnhem.





## Leadership

A year of transition with the appointments of the new Chair, Michael Morley, and the new CEO, Paul Dobing. Both Michael and Paul look forward to continuing to build on DEAL's work to date and working with Traditional Owners and regional stakeholders to create an exciting, resilient, and sustainable future for the region.

An important starting point has been the development of the **Pathway to 2035** which provides a clear statement on our key focus and priorities, to deliver on the vision and ambitions of local leaders.

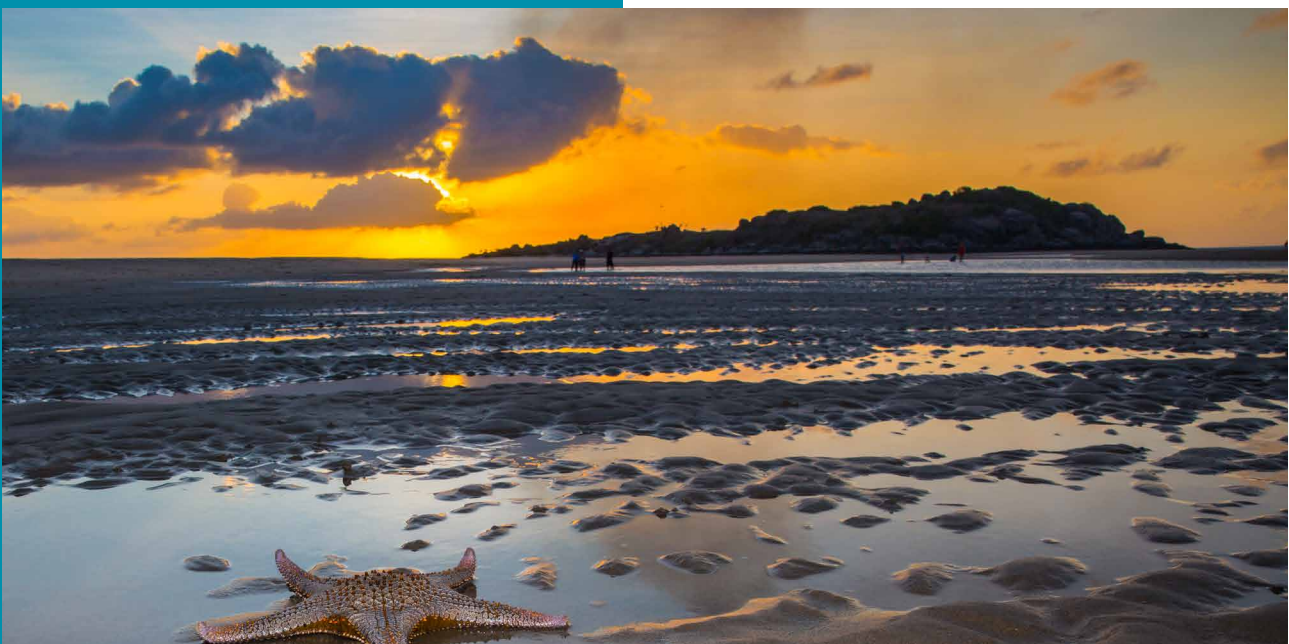
## Selected Highlights of DEAL Activities

### East Arnhem Regional Economic Growth Committee (REGC/RRC)

DEAL had significant engagement through the Regional Economic Growth Committee in the development of the **East Arnhem Regional Economic Growth Plan**, announced by DEAL at the **Garma Festival of Traditional Cultures** in 2022. DEAL worked closely with the Northern Territory Chief Minister and Cabinet in the development of this committee through contributions as a member. The plan prescribes the context for economic growth, including enablers and limitations that currently exist in East Arnhem's economic ecosystem.

### 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 suitable investment opportunities for the region.



## Arnhem Space Centre

DEAL facilitated the working group, logistics and support for the first successful commercial space launch by Equatorial Launch Australia (ELA) and NASA from the Arnhem Space Centre on Sunday 26 June 2022.

## Communications

DEAL continued its positive involvement with the Northern Territory's October Business Month, hosting Business at Sunset in partnership with the Chamber of Commerce. A series of successful Tourism East Arnhem events followed, including a workshop exploring how tourism businesses can work together to assist their customers by providing them with information about their destination.

All primary communications channels saw improved engagement in comparison with FY2020/21 with:

- the DEAL Facebook account seeing a 34% increase in total page content impressions, a 32% increase in total engagement and an increase in followers by 16% compared to 6% in FY2020/21
- the DEAL website increasing average monthly unique visits by 146% and increasing average monthly page views by 83%
- the DEAL LinkedIn account increasing followers by 56% since June 2021 and seen an increase in total organic post impressions from 12,410 in FY2020/21 to 20,934 in FY2021/22, an increase of 69%.

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).

### The DEAL Facebook account



**+34%** total page content impressions

**+32%** total engagement

**+16%** followers

### The DEAL website



**+146%** average monthly unique visits

**+83%** average monthly page views

### The DEAL LinkedIn account



**+56%** followers

**+69%** total organic post impressions



# 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.

## East Arnhem Land and Sea Opportunities (Prospectus)

Consultations and research continued, and a draft report was prepared promoting relevant investment opportunities, along with a draft action plan to support the progression of ideas identified during the consultations.

## East Arnhem Forestry Research project

DEAL continued its ongoing contribution and support for the Indigenous Commercial Forestry Opportunities: East Arnhem project. The three-year research and development project is due for completion mid-2023.

Led by the University of The Sunshine Coast, this initiative aims to investigate the potential for commercial Indigenous forestry in East Arnhem and will facilitate sustainable forest-based livelihood benefits for Traditional Owners.

The project will be delivered in four phases:

- **Phase 1:** Forest Product Development Pilot
- **Phase 2:** Traditional Owner Engagement
- **Phase 3:** Forest Resource Assessment
- **Phase 4:** Indigenous Capacity Building (workforce training and business development).

As in-kind contributors and funders to this project, DEAL represents other regional funders and partners on the Project Steering Committee: a technical advisory group of industry experts providing guidance to positive outcomes and potential commercial opportunities.





## Aquaculture

Exciting opportunities are immersing in the aquaculture sector. DEAL have been facilitating aquaculture investors to the region, with aspirations to explore opportunities for both the Gove Peninsula, regional communities, and Homelands. We have also focused on research activities, linking communities with organisations seeking to explore partnerships.

## Implementing Revenue Opportunities for East Arnhem Ranger Groups project

DEAL, with support from **Jawun secondee** Ethan Bowering, commenced work on an important project related to exploring additional revenue opportunities for East Arnhem ranger groups.

In partnership with the region's five Yolŋu ranger groups, this project will support ranger groups to understand what the viable revenue raising opportunities for rangers are across several industries. It will also provide high-level

implementation plans to groups for how rangers may be able to set up these revenue opportunities within their operations. Ranger groups have already been surveyed to identify opportunities of interest, with five opportunities short-listed to be investigated as part of this project. Opportunities identified and selected by ranger groups include carbon markets, biodiversity markets, tourism, biosecurity and compliance, and tertiary institutions.

## East Arnhem Medical Retrieval Funding Prospectus

To support more comprehensive services in the region, DEAL was engaged by CareFlight in 2021 to develop a funding prospectus for medical retrieval services in the region. Community and stakeholder consultations have concluded and an initial draft report has been prepared for consideration, providing viable options for improved medical retrieval services to the wider region.





### Tourism

#### Destination Management Plan

The region's first comprehensive long-term tourism development strategy was released on 27 November 2021 by the then Minister for Tourism and Hospitality, Natasha Fyles. The East Arnhem Land Destination Management Plan 2021–31 (DMP) provides a roadmap for the region to achieve collaborative and sustainable growth of the tourism industry over the next decade.

The DMP seeks to achieve the ambitious vision of 'a high-quality, year-round bucket list destination, which is internationally recognised for its culturally significant and natural beauty, and is affordable to access by land, air and sea'.

Led by DEAL Tourism Development Officer Ryley Heap, consultation on the DMP started in 2020 and involved stakeholder workshops in Nhulunbuy, Darwin, Alyangula and virtually, along with engagements with Board Members, Directors

and staff of businesses across East Arnhem Land, including meetings with communities and representatives of numerous homelands. In total, DEAL met with more than 100 individuals from 66 organisations to help formulate the DMP to meet the needs of residents, Traditional Owners and the local tourism industry.

Focused on five key development themes, Visitor Attraction, Visitor Research, Visitor Access, Visitor Experience and Business Environment, the DMP aims to create the changes and momentum required for the visitor economy to be a key driver of regional economic growth, while being culturally, environmentally and economically sustainable.

In partnership with Tourism NT, a Project Implementation Team (PIT), was established following the release of the plan. The PIT is responsible for ensuring actions within the Plan are taken forward and first met in December 2021 and again in April 2022 to progress key priorities such as experience development, data capture, workforce development and business support.



## Destination Promotion

In partnership with Tourism East Arnhem, Tourism Top End and Tourism NT, DEAL has continued to promote the East Arnhem region as a tourism destination.

The *Today Show* weather presenter Tim Davies presented the weather from the Gove Boat Club in April 2022, showcasing operators such as the **Buku Larrngay Mulka Centre, Garma Festival of Traditional Cultures** and **OBJ Adventures** to audiences across Australia.

Influencer Sean Scott visited the region in May 2022, highlighting the adventures of the Central Arnhem Road and the region's recreational areas. Sean has over 450,000 followers across Facebook and Instagram, allowing East Arnhem to be showcased to an audience of thousands.

Jeremy Drake of **get lost travel magazine** also visited the region in May 2022 to write a feature piece on East Arnhem Land and to capture promotional imagery and videos.

Tourism Development Officer Ryley Heap attended the Sydney and Brisbane Caravan and Camping Shows with Tourism Top End to promote the region to thousands of 4WD and adventure enthusiasts.

## East Arnhem Live

Following the success of the 2020 East Arnhem Live online concert series, DEAL has completed a feasibility study and secured funding to hold the inaugural in person live festival in late 2022.





# Housing

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

DEAL housing assets are used to:

- attract and encourage new and expanded economic activity; and
- support the operation of the region's existing business and service providers.

DEAL continued to work closely with our Property Manager to ensure our housing portfolio was 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 invested over \$2 million into the economy in 2021/22 with 90% of maintenance spend going to local businesses.

All planned Asset Management Plan projects were completed and works included the following asset improvements at selected properties:

- Main roof replacement
- Veranda and Carport Roof replacement
- Bathroom refurbishment
- Electrical Upgrades
- Hot Water System replacement
- Internal and External Painting
- Yard Drainage
- Arborist works



## 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.

Of the total 87 applications on the waitlist for a DEAL property, the highest percentage are from Construction businesses, followed by Health Care and Aboriginal Corporations.

In the 2021/2022 financial year, 9 houses and 4 flats were handed back to DEAL from existing tenants and allocated to new tenants.

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DEAL invested over  
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# 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 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.



## **Bulungkunum Corporation (Business Hub project)**

DEAL provided investment support to Bulungkunum Corporation in 2021 through our Economic Development Fund to support the establishment of their new Business Hub located in Ramingining. The Business Hub opened on Thursday 2 September 2021 as part of an initiative to equip local Yolŋu entrepreneurs to develop their business ideas and provide local employment opportunities to the East Arnhem region. The hub is made up of 100% Aboriginal-owned businesses, including an op-shop, a take-away café and a sports store, and aims to positively engage and impact the local community.

## **Liya Wanhurr Aboriginal Corporation**

DEAL supported registration and establishment of this Dhalinybuy homeland business and secured grants of \$300K for road and campsite upgrades.

## **Bukudal Dhanbul Aboriginal Corporation**

DEAL supported the Bukudal Dhanbul homeland business to open and accept bookings after being closed for 2 years as a result of COVID.

## **Bawaka Aboriginal Corporation**

DEAL supported the Bawaka homeland business with the fundraising and coordination with East Arnhem Regional Council for a \$890K road upgrade.





## Business Development and Support

### Knowledge Water

DEAL supported the Mandjaway homeland business Knowledge Water with sponsorship to attend the Supply Nation Connect event in Sydney. Knowledge Water is a majority-Indigenous-owned business providing water from their natural spring to support jobs and education on their homeland.

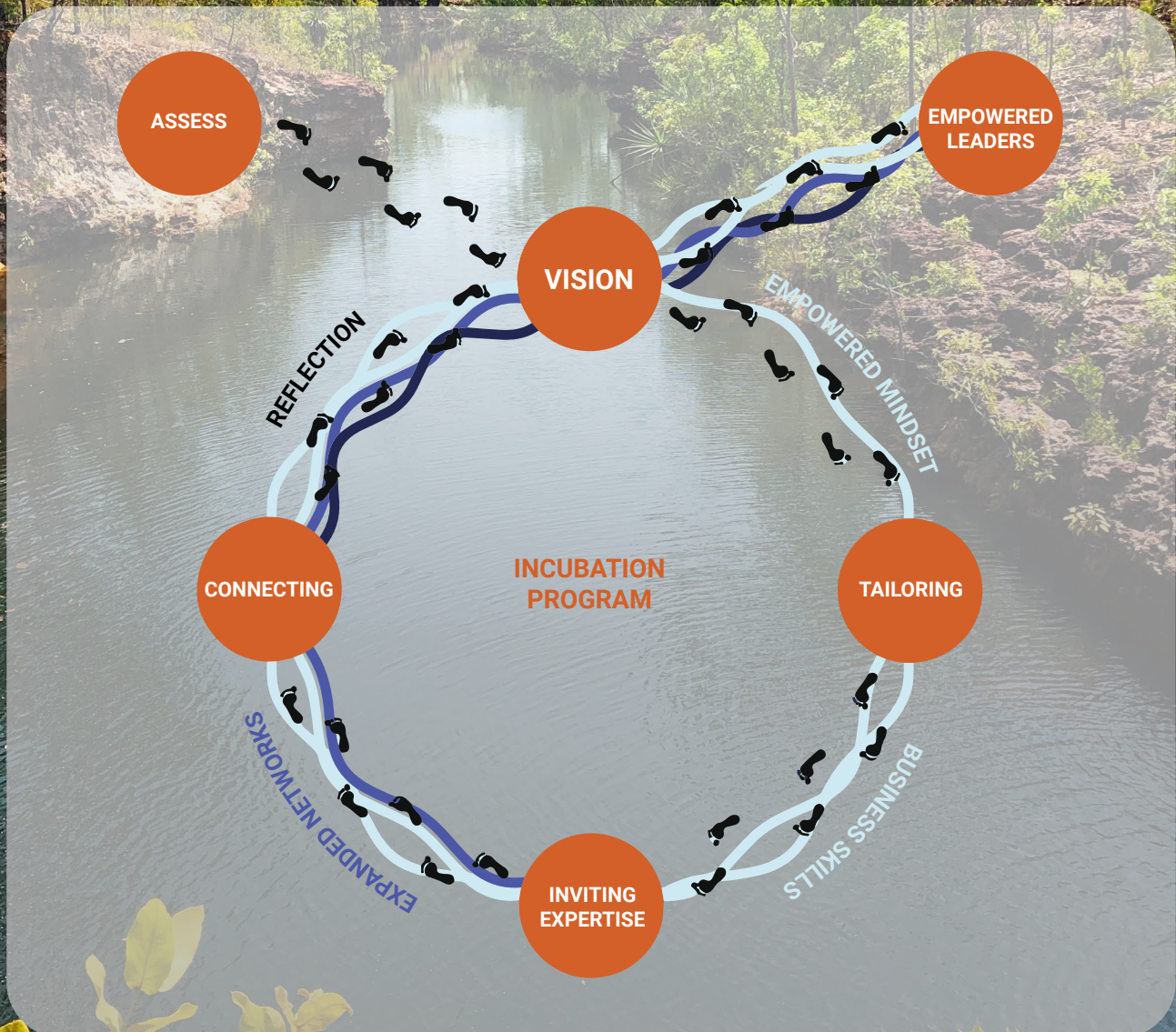


## Enterprise Learning Projects

This year, DEAL embarked upon a partnership with Enterprise Learning Projects (ELP) to pilot their on-Country Incubation Program with two businesses in East Arnhem Land. The incubation program supports remote Aboriginal and Torres Strait Islander entrepreneurs who are looking to grow or evolve their existing businesses and expand their networks and skills.

The 12-month intensive program supports the growth of remote Indigenous entrepreneurs and their businesses through a tailored experience of place-based and contextually relevant support. We offer face-to-face, on-Country visits, as well as ongoing phone and email contact to assist in the transfer of knowledge, skills and networks.

Three businesses were accepted onto the program, with two completing the experience through a somewhat turbulent time of pandemic restrictions!



# Testimonial

## Gapuwiyak Culture and Arts

“*Gapuwiyak Culture and Arts* is a remote Art Centre in East Arnhem Land. We are owned by our Yolŋu members, have a Yolŋu Board and employ a Manager and Arts Workers. We support over one hundred artists from Gapuwiyak and surrounding homelands.

*We have been participating in the Incubation Program pilot in 2022, and have gained valuable support from the ELP team and their facilitators. We always feel valued and respected in our interactions, and greatly appreciate ELP’s commitment to going at our pace on the program. Our biggest achievement on this program so far has been to rethink our marketing strategy. What has also been great about the program is being able to network with expert people who are willing to share their expertise and insight.* ”



## Yirralka Miyalk

“*The Yirralka Miyalk Bush Products business* was launched in 2011 by Miyalk (Women) rangers Gurrundul Marika, Djurambil Mununggurr and Nyemburr Mununggurr. Their vision was to share cultural knowledge and create job opportunities in their homelands. This is a business with a rich cultural history – all of the plants used in the bush products are documented in Yolŋu stories and songlines, with many of special importance to the Miyalk rangers and their families.

*Throughout the past year, we have worked with the ELP team on three core focus areas:*

- *Building out a fit-for-purpose website to sell products directly*
- *Developing an appropriate model to employ more Miyalk on homelands*
- *Understanding cultural Intellectual Property laws and deciding on best options to protect cultural IP*

*ELP took the time to work with us on these goals so that they were strong, and that the broader community was consulted and agreed upon this vision. We have then had access to a number of great facilitators both online and On Country to help us achieve these goals. At the end of the program, we will have a new brand identity, a fully functioning consumer-facing website, a deep understanding of how to set prices and monitor our expenses, and knowledge about how to protect our cultural IP as we grow.*

*ELP have always been responsive to our needs, making sure we were ready to learn and they were unafraid to pivot their approach when it wasn’t working. We have greatly valued the commitment to come meet with us in person, which has meant that more Miyalk are able to join in on learning sessions than is usually possible over a computer screen.* ”

## East Arnhem Enterprises on the World Stage

To complete their participation in the Incubation Program, both Gapuwiyak Culture and Arts and Yirrallka Miyalk travelled with the ELP project team to Meanjin, Brisbane to attend the Social Enterprise World Forum. This year's event centred around Indigenous Social Enterprise, Climate Solutions, Excellence & Failure, Unusual Suspects, and Policy & Systems.

**“We felt good about attending the forum. It was overwhelming at first, in the big smoke and so many people, but after a while we felt like we were part of something big. The best part was meeting so many people doing business with purpose. For us it's given us some confidence that we are on the right track and given us many ideas to think about.”**

**Trevor Van Weeren**  
Gapuwiyak Culture and Arts Manager





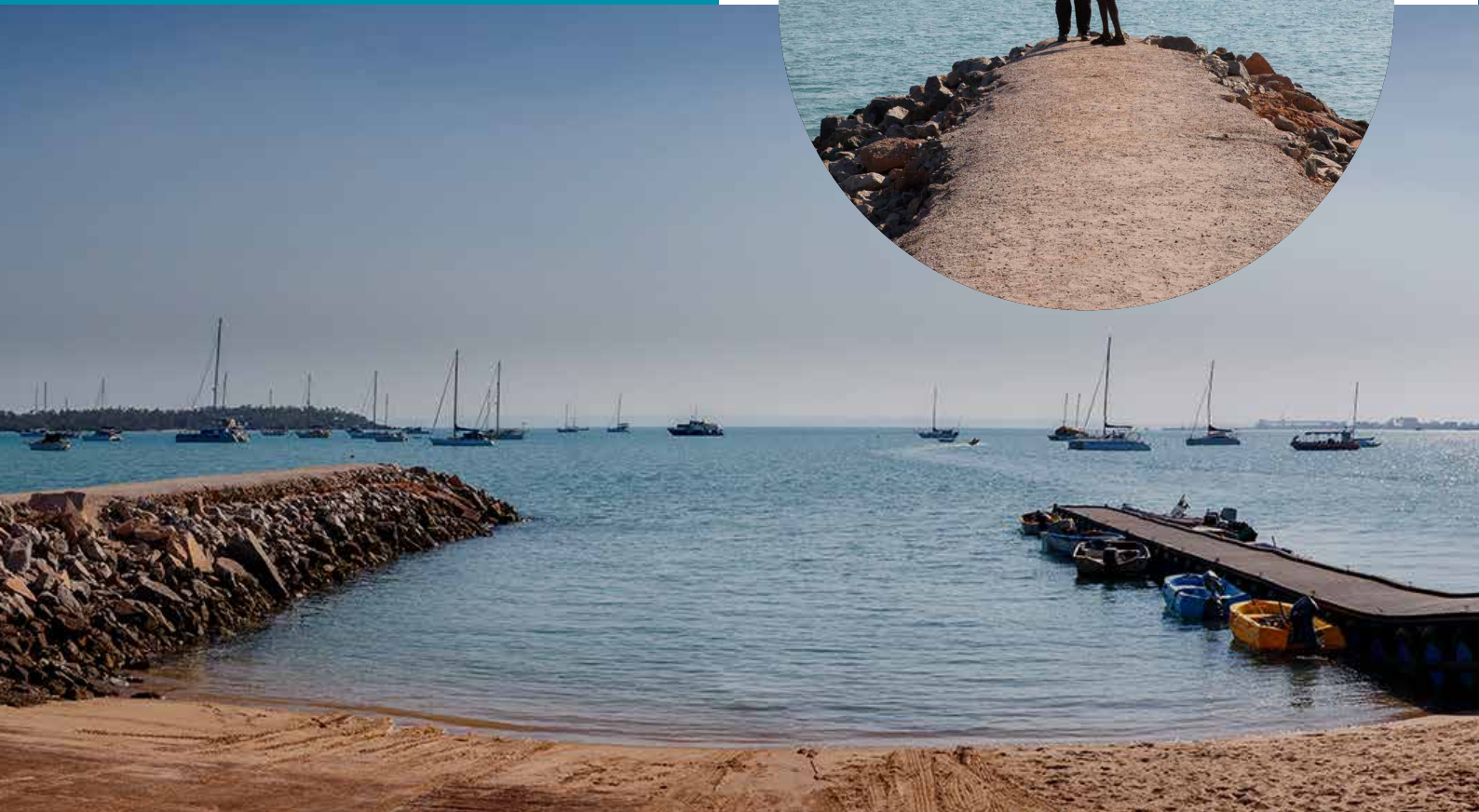
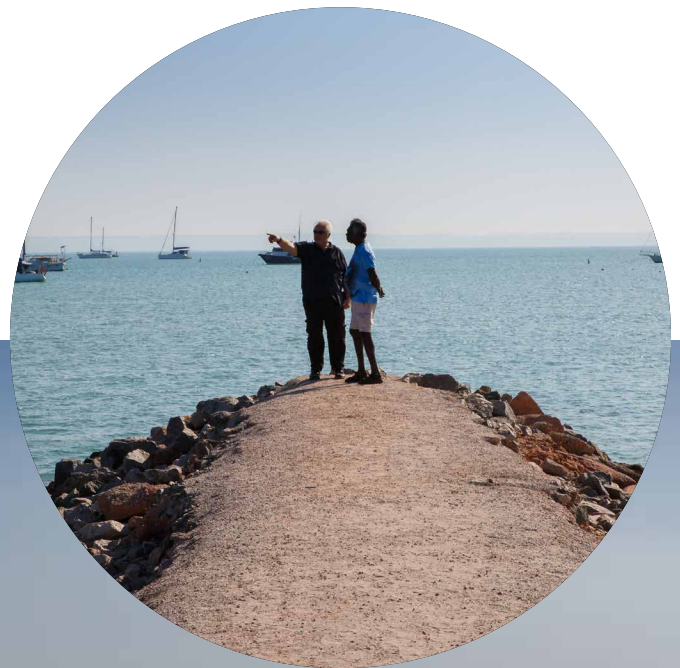
# Capital

DEAL made significant investments in key regional projects through the 2021/22 Financial Year. Key infrastructure projects, including the Gove Port Tourism Precinct and Telecommunications Regional Investment Strategy, have a focus on strong partnerships and delivering benefits for governments, Traditional Owners, businesses, investors, and residents.

## Gunyangara (Gove Port) Tourism Precinct

DEAL has been a supporter of this project since its inception, contributing \$2 million in investment, to enable the port upgrade. The project will see new marine and land infrastructure developed adjacent to the Gove Boat Club to support existing tourism operators and attract new yacht and cruise tourism operators to the East Arnhem region.

Tenders for early works packages are expected to be released in late 2022.



## Telecommunications Regional Investment Strategy

Following the development of a collaborative regional investment strategy for telecommunications in 2019, funding for three joint project proposals was secured in April 2021. The three projects include:

- an \$8 million Arnhem optic fibre (backhaul) upgrade.
- a \$3.45 million Yirrkala fibre project; and
- a \$1.24 million homelands community satellite WIFI project.

DEAL committed \$500,000 to the Arnhem Fibre upgrade project and \$100,000 to the Yirrkala Fibre project.

The Arnhem optic fibre upgrade will significantly increase bandwidth availability in all the mainland communities between (and including) Jabiru and Nhulunbuy for businesses, industry, service providers and residential customers. The upgrade will also provide the improved broadband needed for the Arnhem Space Centre on the Gove Peninsula. The extension of the fibre network to the Arnhem Space Centre is complete and network upgrades will commence in 2022.

The Yirrkala Fibre project will see Yirrkala become the first remote community in the Northern Territory to have Fibre To The Premise delivered for all commercial and residential properties. The upgrade will support economic diversification opportunities in cultural tourism, creative industries and the health sector, as well as improving access to telehealth and education services. The contract for the design and construction of the Yirrkala Fibre project has been awarded and the design phase is expected to commence mid-2022.

### Telecommunications investment in 2021

**\$8 million**

Arnhem optic fibre (backhaul) upgrade

**\$3.45 million**

Yirrkala fibre project

**\$1.24 million**

homelands community satellite WIFI project



DEAL committed

**\$500,000**

to the Arnhem Fibre upgrade project and

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to the Yirrkala Fibre project





# 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, people 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 2021–22, five formal board meetings were held on the following dates:

- 25 August 2021
- 17 November 2021  
(coinciding with Annual General Meeting and Member Meetings)
- 8 February 2022
- 11 April 2022
- 14 and 15 June 2022



## 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

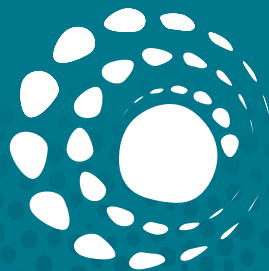
Gross Income	
Investment Income	6,057,695
Grant Income	783,643
<b>Total Gross Income</b>	<b>6,841,338</b>
Expenses	
Housing	(3,744,604)
Industry Development and Attraction	(393,895)
Business Development and Support	(95,175)
Leadership	(148,323)
Capital	
- Special Projects*	(770,000)
- Economic Development Projects	(72,727)
COVID-19 Support	(12,377)
Governance and Operations	(1,591,179)
Other Expenses**	(786,434)
<b>Total Expenses</b>	<b>(7,614,714)</b>
<b>Net Surplus / Deficit</b>	<b>(773,376)</b>

\* Yirrkala Fibre and Gove Port Tourism Precinct

\*\* Depreciation and Other Expenses

### Balance Sheet Summary

Assets	
Total Current Assets	4,207,089
Non-Current Assets	2,520,893
<b>Total Assets</b>	<b>6,727,982</b>
Liabilities	
Total Current Liabilities	598,510
Non-Current Liabilities	8,876
<b>Total Liabilities</b>	<b>607,386</b>
<b>Net Assets</b>	<b>6,120,596</b>



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