

DEVELOPING EAST ARNHEM LIMITED

STRATEGIC PLAN 2020-25



DEVELOPING
EAST ARNHEM



Cover: Buffalo Creek, Gove Peninsula
This page: Elizabeth Bay, East Arnhem

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ABOUT DEAL

Developing East Arnhem Limited (DEAL) is an independent not-for-profit company with an experienced Board of Directors.

OUR MISSION IS TO DRIVE ECONOMIC DEVELOPMENT IN EAST ARNHEM TO PROMOTE THE RESILIENCE OF THE REGION AND OPPORTUNITY FOR ITS PEOPLE.

- We lead collaboration across the region, as trusted partners to businesses, governments and traditional owners.
- We unlock creative opportunities for development, guided by evidence.
- We are a front door for investment in East Arnhem and independent advocates for the region.



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

DEAL received seed funding of \$2 million from each of its Members: the Northern Territory Government and Rio Tinto. Rio Tinto also transferred 250 properties in Nhulunbuy, for DEAL to provide housing for eligible businesses and organisations and generate income to invest in the region.

We produced our first Strategic Plan in 2015. Over the last five years, we delivered on this plan by:

- Providing affordable housing for 81 employers in Nhulunbuy, which has supported local business growth and diversification.
- Investing \$1.67 million in regional businesses through the Economic Development Fund, which has unlocked co-investment of \$1.88m.
- Leading diversification of industry in East Arnhem – including space, tourism and human services – by promoting the region and assisting investors to navigate development processes.
- Supporting new economic infrastructure, including a \$2 million investment in the Gove Port Tourism Precinct project (in partnership with governments and Gumatj Corporation).
- Increasing collaboration among regional stakeholders, by building trusted relationships and sharing information.
- Producing quality data and analysis on the East Arnhem economy, including a study on economic options on the Gove Peninsula, a tourism gap analysis, and online data through Economy.id.
- Partnering with Many Rivers to support micro-enterprise development, particularly in the region's Yolŋu communities and homelands.
- Developing strong organisational governance and management practices, and reporting publicly on our progress.

ABOUT EAST ARNHEM

The East Arnhem region is known for its rich and diverse culture. It is home to the Yolŋu, the Aboriginal traditional owners of East Arnhem, who practise the longest continuing traditional culture in the world.

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

Yolŋu have been leaders in Australia's Aboriginal land rights movement. In the 1960s, Yolŋu leaders in Yirrkala issued a petition, written on bark, to the Australian Parliament, provoked by a government decision to excise part of their land for mining.

The 'bark petition', as it has become known, led to the passing of the *Aboriginal Land Rights (Northern Territory) Act 1976*, under which all land in East Arnhem has been recognised as Aboriginal land.

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

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

Prior to Australia's federation, Yolŋu traded with Macassan people from Sulawesi, Indonesia for thousands of years. Today, the main industries in the region are bauxite mining; tourism; government and social services; construction, as well as agriculture, forestry and fisheries.



Street art at Yirrkala Store

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

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

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

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

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

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

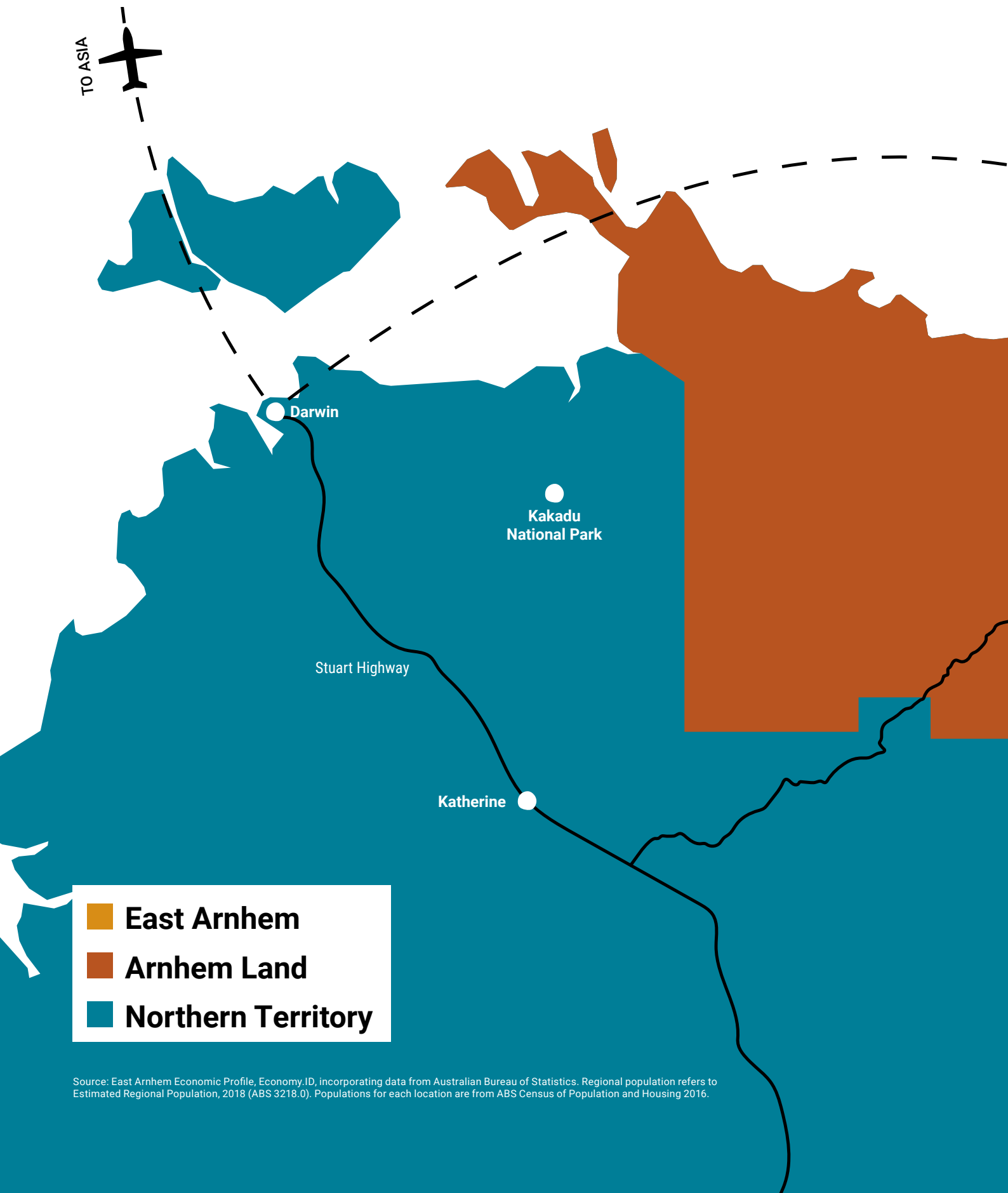
The six other main communities in the region are Milingimbi in the Crocodile Islands, Galiwin'ku on Elcho Island, Ramingining on the edge of the Arafura Swamp, Gapuwiyak on the shores of Lake Evella, and Yirrkala and Gunyarrara on the Gove Peninsula. These communities have schools, shops, clinics, airports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

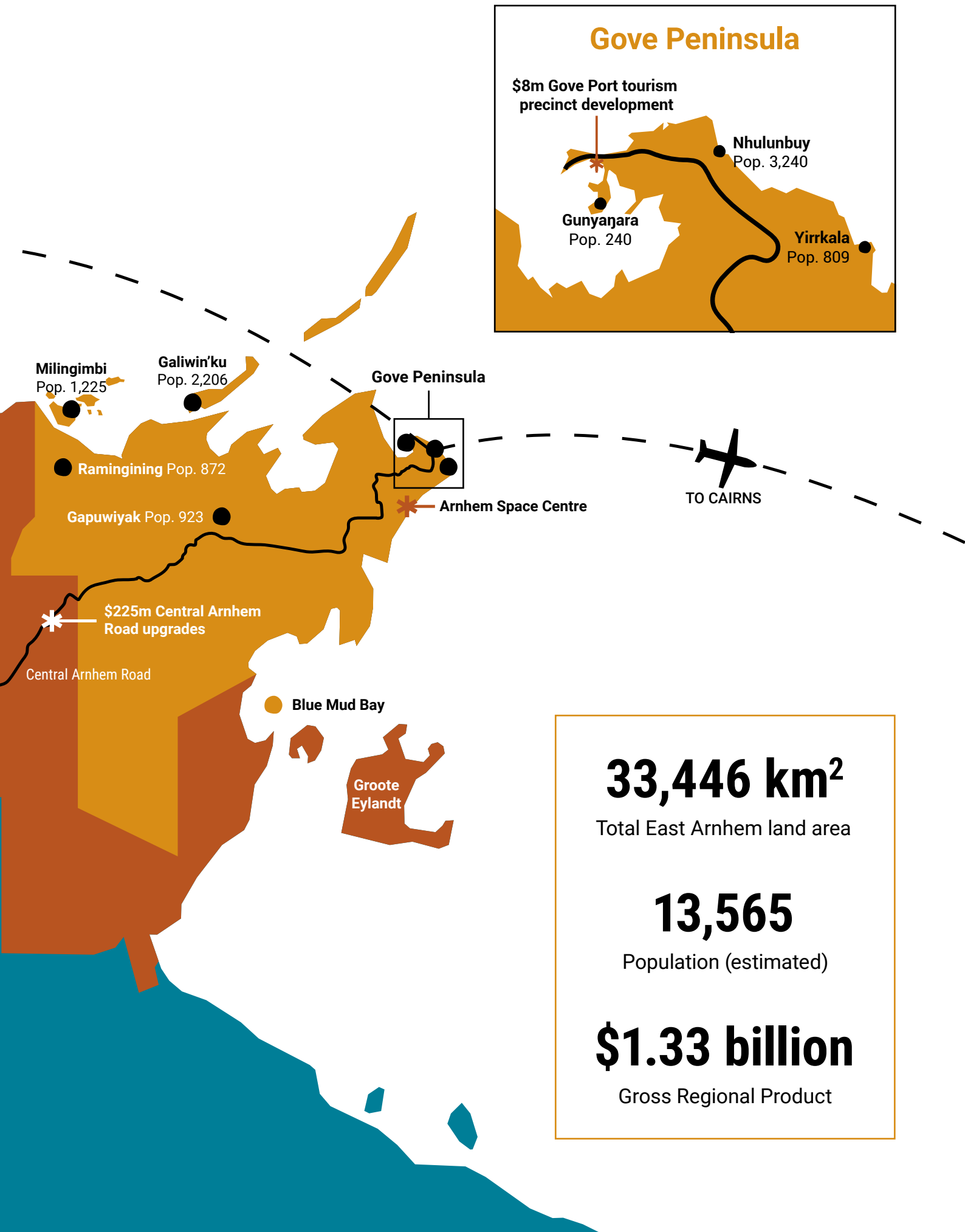
Across the region, there are more than 50 Yolŋu homelands. These are small communities established through the homelands movement of the 1970s, when kinship groups left mission communities to return to their traditional lands. Homelands represent the vision of Yolŋu leaders to determine their own future.



Patrons at the Gove Peninsula Surf Lifesaving Club, Nhulunbuy

EAST ARNHEM





Gove Peninsula

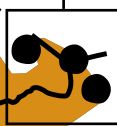
\$8m Gove Port tourism precinct development

Nhulunbuy
Pop. 3,240

Gunyarrara
Pop. 240

Yirrkala
Pop. 809

Gove Peninsula



Arnheim Space Centre

TO CAIRNS

Milingimbi
Pop. 1,225

Galiwin'ku
Pop. 2,206

Ramingining
Pop. 872

Gapuwiyak
Pop. 923

\$225m Central Arnhem
Road upgrades

Central Arnhem Road

Blue Mud Bay

Groote
Eylandt

33,446 km²

Total East Arnhem land area

13,565

Population (estimated)

\$1.33 billion

Gross Regional Product

● STRATEGIC PLAN SUMMARY

OUR VISION FOR EAST ARNHEM

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

**A resilient
East Arnhem
economy**

**Nhulunbuy as
a sustainable
regional centre**

**Yolŋu are
leaders and
partners in
economic life**

OUR PRINCIPLES

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



Mission-led

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



Independent

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



Creative

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



Trusted

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

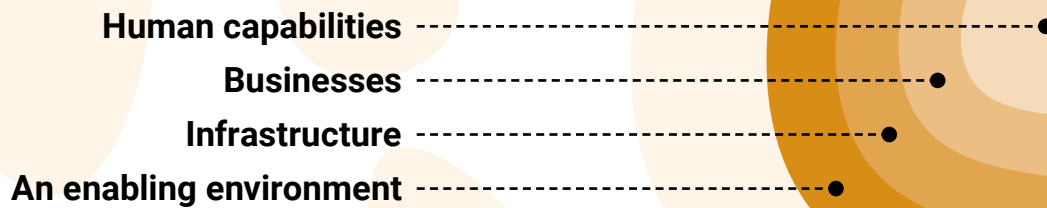


Collaborative

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

DEVELOPMENT DOMAINS

DEAL will map its contribution across four domains, to ensure we are complementing others' roles and contributing to an integrated approach to economic development.



OUR ACTIVITIES 2020-25

DEAL's activities over the next five years, delivered in partnership with other regional stakeholders, aim to set the foundations for our longer-term vision.



Leadership

Working with partners, DEAL will drive and coordinate economic development planning. We will advocate for East Arnhem, gather evidence to guide development, and produce clear communications to ensure stakeholders understand changes, risks and opportunities in the region.



Industry attraction and development

DEAL will facilitate planning and coordinated action to support emerging industries in the region, and act as a 'front door' for businesses and investors from Australia and around the world.



Housing

DEAL will manage and maintain its housing in Nhulunbuy to create opportunities for new and local businesses. We will use our role and knowledge as a housing provider to leverage investment in diversified housing across the region.



Business support

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



Capital

DEAL will invest in businesses and critical enabling infrastructure.

OUR VISION FOR EAST ARNHEM

Since DEAL's first Strategic Plan in 2015, the story of East Arnhem has been about resilience and opportunity:

- On the Gove Peninsula, Nhulunbuy is making a successful transition from a mining town into a regional town, as a result of entrepreneurial businesses and regionalisation of services.
- Significant new regional infrastructure projects are in the pipeline – including a new tourism precinct at the Gove Port (to which DEAL has committed \$2 million) and upgrades to the Central Arnhem Road.
- Across the region, innovative Yolŋu-led economic and community development initiatives are promoting employment, capability and empowerment.
- Governments have committed to East Arnhem, and new industries are emerging, with support from public and private investment.

As we look to build on this success over the next five years, we also need to lay the foundations for a longer-term regional vision.

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

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



We share an optimistic vision for the future of East Arnhem. The region is well-placed to meet new challenges over the next fifteen years, building on progress to date.

OUR EAST ARNHEM 2035 ECONOMIC DEVELOPMENT VISION

Planning for the long-term economic future of the region

A resilient East Arnhem economy

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

Nhulunbuy as a prosperous and sustainable regional centre

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

Yolŋu are leaders and partners in economic life

- Sustainable Yolŋu-run businesses are leading development of new industries and partnering through commercial joint ventures.
- Yolŋu organisations are providing services in their communities.
- All Yolŋu can access employment and training opportunities that are relevant to their aspirations and needs.
- Yolŋu are empowered in economic planning and decision-making, and development protects and enhances culture and country.

DEVELOPMENT DOMAINS

To deliver our East Arnhem economic development vision, DEAL must work in partnership with all regional stakeholders across multiple domains of development.

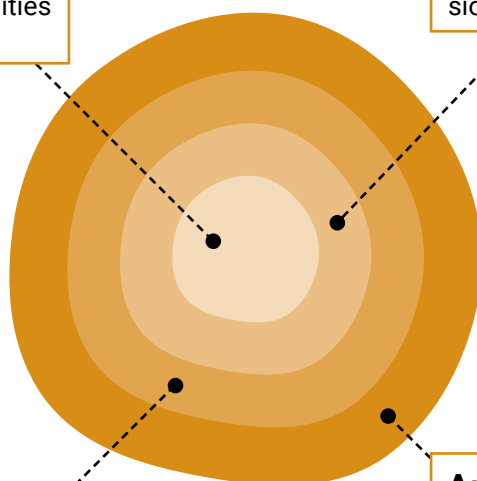
These domains are informed by our understanding of the regional policy context, consultations with our stakeholders and economic development theory – which emphasises the need for integrated approaches to development, targeting a range of social, economic, political and environmental drivers.

Human capabilities

Economic development requires that people live healthy lives and have an adequate standard of living, with access to housing and appropriate social services. They feel empowered to participate in their community and the economy. Regional communities are inclusive and connected.

Businesses

To grow and thrive, regional businesses and entrepreneurs require access to finance and support from formal and informal networks. Businesses require strong management practices to support strategic and innovative decision-making.



Infrastructure

Transport and information infrastructure is required to facilitate access to markets, and promote agglomeration and innovation. Energy and essential services infrastructure must be reliable and affordable for residents and businesses, and promote environmental sustainability.

An enabling environment

There are broader policy and governance conditions needed to enable success across the other domains. These conditions include strong and culturally appropriate institutions that enable local leadership, and the right policy settings to facilitate development. Regions require strong economic planning and cross-sector coordination, and financial investment from both the public and private sectors.

Within these development domains, we have identified priorities for East Arnhem over the next five years, to lay the foundations for realising our 2035 vision.

Across these domains, much of the work will be led by others in the region. This work will build on the progress already underway, and look to East Arnhem's strengths - including its unique history, culture, community and natural setting. Regional stakeholders will need to identify and begin to tackle some of the challenges facing the East Arnhem economy, and be prepared to adapt focus over time to meet the region's changing needs.

DEAL will support regional stakeholders, and fill gaps in areas where we have a unique role to play – as described in our activities (see page 17). We will map our activities against these four development domains to ensure we are taking an integrated approach to development.

Human capabilities

Workforce development

East Arnhem requires a renewed focus on workforce development and training, to fill existing roles and develop the skills required in emerging industries.

In communities across the region, some promising strengths-based training and employment initiatives are emerging. Over the next five years, there is a need to build on these initiatives and improve access to quality training to ensure more employment opportunities for Yolŋu.

Housing

On the Gove Peninsula, creative solutions are needed that address short-term housing demand without producing an oversupply of housing post closure of the bauxite mine.

Stakeholders need to ensure that significant new investments in housing across East Arnhem communities lead to increased availability and diversity of housing that supports business development and employment.

Yolŋu-led services

The quality and appropriateness of services in Aboriginal communities should continue to improve. Over the next five years, there needs to be further progress in transitioning service provision to Yolŋu-led organisations, which evidence tells us achieve better employment and service delivery outcomes, compared to non-Aboriginal organisations. In turn, there is a need to support Yolŋu to develop the capabilities needed to take on roles in these organisations.



Services at Arnhem Allied Health Centre

Businesses

Diversification and innovation

Since 2014, new businesses have emerged on the Gove Peninsula, providing a broader and more competitive offering of goods and services.

Over the next five years, businesses need support to expand and diversify, including by connecting into markets across the broader region and other parts of Northern Australia and South-East Asia. DEAL and other stakeholders need to encourage innovation and strategic risk-taking to support new industry development and Gove Peninsula transition.

Proactive planning

Businesses need to be planning ahead for mine closure. This means understanding how it will impact on their existing business and making improvements to their core capabilities. Regional businesses require support to take advantage of procurement opportunities during transition.

Expanding business support services across the region, and advancing Yolŋu aspirations

Across the broader East Arnhem region, successful Yolŋu-led businesses are demonstrating the significant opportunities the region affords. Over the next five years, investment capital and appropriate business support needs to be available across the whole region, to address current gaps. To support their aspirations, Yolŋu entrepreneurs also need to receive better information about mainstream economic opportunities.

Yolŋu are seeking support to establish and grow community-based enterprises, as well as to understand and engage in mainstream economic opportunities that align with their aspirations.

Aerial view of Nhulunbuy township



Infrastructure

Supporting supply chains, promoting innovation

In the next five years, regional stakeholders will need to plan and progress new infrastructure that improves East Arnhem's connectivity with supply chains – including upgrades to the Gove Port, the Central Arnhem Road, and telecommunications networks.

In planning new infrastructure, innovation must be embraced – for example, by promoting renewable energy and creating opportunities for local employment.

Post-mining infrastructure transition

Clear transition pathways are needed for infrastructure owned by Rio Tinto including power, water and sewerage on the Gove Peninsula, the Gove Port, and the Gove Airport. Rio Tinto is actively working with key stakeholders through the Gove Peninsula Futures Reference Group to understand what the future arrangements for Nhulunbuy may look like over the next decade.

Regional connectedness and land availability

In communities and homelands across the region, improved access to serviced land lots is required to support industry and community development.

Longer-term transport planning must take into account the need for improved road, air and sea connections to regional communities and homelands.

Enabling environment

Confidence for the Gove Peninsula

The Gove Peninsula Futures Reference Group is committed to working collaboratively with residents and businesses to provide confidence in the future of the region. It has committed to providing opportunities for residents and businesses to express their views and have input toward the planning process.

Collaboration and planning

To position East Arnhem for the future, regional stakeholders need to continue to work in partnership – with a shared vision, alignment of activities and investment, collaborative governance arrangements, and accountability towards shared outcomes.

Investment

In the next five years, we need to engage with financial institutions and investors to ensure there is ongoing access to capital post-mining. Governments must be proactively engaged to seek financial commitments to East Arnhem's priorities.

Yolŋu empowerment

Governance arrangements need to ensure that Yolŋu leaders across the region are empowered to participate in economic planning, and to ensure plans reflect Yolŋu aspirations and interests – including cultural and natural values.

OUR ACTIVITIES 2020-25

DEAL will focus on five integrated activities in 2020-25.

These activities are designed to lay the foundations for realising our 2035 vision. They each contribute to multiple development domains, with the exception of business support which specifically targets the needs of businesses. In delivering our activities and working with partners, we will be guided by DEAL's principles: we will work in a way that is mission-led, independent, creative, trusted and collaborative.



LEADERSHIP



INDUSTRY DEVELOPMENT
& ATTRACTION



HOUSING



BUSINESS SUPPORT



CAPITAL

● SPOTLIGHT ON PARTNERSHIPS

Delivering on our vision and addressing the region's challenges won't be the responsibility of DEAL alone. It will require close collaboration between all regional stakeholders – including governments, land council, businesses, investors, residents and traditional owners.

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

In areas where DEAL is uniquely positioned to take the lead, we will do so – but often in partnership. Most of our activities for 2020-25 will be delivered

alongside regional, interstate and international partners.

We co-invest with partners that are aligned with DEAL in seeking a return on investment in the East Arnhem economy. In working with partners, we hold ourselves accountable to DEAL's principles. We build trusted relationships through shared goals and transparent processes.

LEADERSHIP

Working with partners, DEAL will drive and coordinate economic development planning. We will advocate for East Arnhem, gather evidence to guide development, and produce clear communications to ensure stakeholders understand changes, risks and opportunities in the region.



Focus for 2020-2025

Advocacy

- Maintain regular engagement with governments and other regional stakeholders to reinforce our joint commitments to East Arnhem.
- Facilitate regional collaboration and planning through our roles in regional committees and forums, including the Regional Economic Development Committee.
- Offer information and independent strategic perspectives to stakeholders involved in Gove Peninsula transition planning, including advocating for local business needs and capability development through transition.

Evidence

- Forecast future economic scenarios and proactively identify opportunities for development.
- Report annually on progress towards DEAL's 2035 vision using regional metrics.
- Support businesses and investors to access regional data and market analyses, as a knowledge navigator and information hub.
- Establish formal engagement processes with Yolŋu stakeholders, to ensure our work takes into account Yolŋu perspectives.

Communications

- Provide regular, accessible communications to businesses, residents and other stakeholders.
- Produce tailored content for regional audiences, using Yolŋu Matha and appropriate channels.

SPOTLIGHT ON:

THE EAST ARNHEM LANDOWNER PROSPECTUS

DEAL is committed to supporting traditional owners in East Arnhem to realise the economic value of their land and achieve their development aspirations. All land in East Arnhem is recognised by law as Aboriginal Land, and almost 80 per cent of the region's residents are Yolŋu.

In partnership with the Northern Land Council and other regional stakeholders, we are working to understand opportunities for industry and economic development on Aboriginal land across the region. The Prospectus will seek to identify opportunities that are both:

- viable, based on evidence and mapping of land and sea resources, and
- supported by traditional owners, based on consultation and direct engagement.

The Prospectus will be an important tool to guide development across the region. It will enable governments and other regional stakeholders to target their efforts and investment, and facilitate partnerships with investors and businesses interested in working with traditional owners and communities.

This initiative will be delivered in close collaboration with organisations representing traditional owners and communities. We will apply best practice approaches to cross-cultural engagement and leverage the knowledge of Yolŋu-led businesses.

The Prospectus will provide an important foundation for ongoing engagement with Yolŋu communities and contribute to our vision for Yolŋu as leaders and partners in economic life.

INDUSTRY DEVELOPMENT AND ATTRACTION

DEAL will facilitate planning and coordinated action to support emerging industries in the region and act as a 'front door' for businesses and investors from Australia and around the world.



Focus for 2020-2025

- Facilitate the first East Arnhem Landowner Prospectus, in partnership with traditional owners, the Northern Land Council, and regional stakeholders.
- Actively promote the region – including opportunities identified in the Prospectus – to businesses and investors, to facilitate investment and partnership opportunities.
- Coordinate planning and next-steps to develop regional focus industries – tourism, forestry, fisheries and agriculture – through regional working groups and the Regional Economic Development Committee.
- Support businesses and investors to navigate development processes and test feasibility of projects, prioritising regional focus industries and opportunities identified in the Prospectus.
- Proactively explore opportunities of value in emerging and innovative industries – including human services, renewable energy, space, and digital services, as well as explore new and improved supply lines arising from improved infrastructure.

HOUSING

DEAL will manage and maintain its housing in Nhulunbuy to create opportunities for new and existing businesses. We will use our role and knowledge as a housing provider to leverage investment in diversified housing across the region.



Focus for 2020-2025

- Manage DEAL's housing assets for the benefit of new and existing businesses, to support economic growth in the Gove Peninsula.
- Implement DEAL housing policies to improve allocations to avoid empty rooms, and ensure our tenants, including Yolngu, are well supported.
- Invest in our housing stock to ensure a legacy of high quality housing in Nhulunbuy.
- Follow a procurement policy that favours local businesses and employment opportunities.
- Identify and lead housing demonstration projects that promote investment, access to capital and employment, including:
 - projects on the Gove Peninsula that leverage DEAL's existing housing assets
 - projects that increase housing for businesses and workers in Aboriginal communities and homelands across the region, in partnership with others.

● SPOTLIGHT ON:

EMERGING INDUSTRIES IN EAST ARNHEM

LEVERAGING THE REGION'S STRENGTHS

DEAL's approach to industry development is guided by evidence, planning, the aspirations of Yolŋu, and the underlying strengths of the region and its people.

Informed by these considerations, we are currently focused on supporting emerging opportunities including in tourism, forestry and space.

TOURISM

East Arnhem is one of Australia's most spectacular natural destinations. It attracts visitors from Australia and around the world, who seek out its landscapes and unique culture.

DEAL is promoting the East Arnhem region as a tourist destination and strengthening the local industry so that visitors enjoy quality and integrated experiences.

We are supporting the East Arnhem Land Tourist Association, the peak body for tourism in East Arnhem, to advocate for providers, make plans for each destination, and develop a strong workforce.

Our \$2 million investment in the Gove Port Tourism Precinct will help to attract recreational and high-end vessels to the Gove Peninsula – the only natural port between Darwin and Cairns – and offer new opportunities for cultural tourism.

FORESTRY

East Arnhem has abundant natural forests and is connected into national and international markets via the Gove Port. Yolŋu traditional owners have led pioneering work in forestry by producing Darwin stringybark, a Class 1 hardwood, which is used for construction, decking and outdoor furniture.

DEAL is leading a collaborative initiative to map the region's forestry resources and undertake market testing of the region's forest products.

SPACE

East Arnhem has the potential to be a major contributor to the growth of the space industry in Australia. The region's low population density, proximity to the equator and existing infrastructure presents a unique opportunity for the sector.

DEAL is supporting Equatorial Launch Australia, in partnership with traditional owners and the Northern Territory Government, to develop a multi-user, commercial space launch centre near Nhulunbuy. This will in time establish the Arnhem Space Centre as the first commercial equatorial launch facility in Australia.

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

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



Local businesses discussing Economic Development Fund opportunities

BUSINESS SUPPORT

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



Focus for 2020-2025

- Support local businesses to understand their markets, diversify and develop capability to prepare for mine closure and respond to future opportunities, through information sessions with relevant experts, and by coordinating bulk access to professional services.
- Provide information and referrals to businesses to help them access existing support services and business planning, investment and networks.
- Understand the impact of existing micro-enterprise, business support and enterprise hubs based in Aboriginal communities across the region, to ensure they are effectively supporting existing and aspiring Yolŋu entrepreneurs.
- 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.
- Promote streamlined and accessible business development capital and services, through collaboration with governments, investors and service providers.
- 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.

CAPITAL

DEAL will invest in businesses and critical enabling infrastructure.

Focus for 2020-2025

- Manage an Economic Development Fund to invest in businesses across the East Arnhem region and use it to leverage other investment into projects at different stages of development, and of different scales.
- Use our capital to leverage additional third-party commitments from investors and government in support of key regional projects.
- Consider opportunities to contribute to critical enabling infrastructure, including supporting feasibility analysis and pilot projects to catalyse investment.
- Make capital investments in DEAL housing (see Housing activities).



DELIVERING ON THIS PLAN

Measuring our progress

Over the next five years, we will measure both DEAL's performance – including the delivery of activities in this Strategic Plan – and the performance of the East Arnhem region. We will report to our stakeholders through our regular newsletters, our Annual Report and community meetings, and continue to refine our delivery in light of feedback from our stakeholders.

Measuring DEAL's performance



We will monitor and report on the status of the activities in this plan, including what we have delivered and what we have learnt.



We will measure our direct economic contributions to the region – including the impact of our investments in housing and regional businesses.



We will map our activities against the development domains, to ensure we are contributing to an integrated approach to economic development.



We will seek regular feedback on our performance to understand whether we are upholding our principles.

Measuring the performance of the East Arnhem region

- We will use economic and community indicators to understand East Arnhem's progress towards our 2035 economic development vision, and produce dashboard reports and maps to communicate these indicators with stakeholders.
- Relevant indicators will include industry size and growth, employment, participation in education and training, business growth and confidence, property investment and retention of core services in the region. We will overlay specific data on Yolŋu participation and outcomes to understand Yolŋu leadership and partnership in economic life.

Leadership and management

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

- Preserving our financial sustainability, including by:
 - forecasting our longer-term position
 - effectively managing our property portfolio, and
 - identifying alternative sources of investment and new partnership opportunities, particularly by leveraging our not-for-profit status.
- Identifying appropriate levels of risk across our activities, to ensure we are fulfilling our unique role and taking advantage of suitable opportunities.
- Maintaining independent and professional governance through our Board of Directors.
- Continuing to attract, retain and develop a highly skilled team, to drive forward our goals.
- Sharing our systems and processes knowledge to build the capacity of our partners.





DEVELOPING

EAST ARNHEM

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