

ANNUAL REPORT 2019/20



DEVELOPING
EAST ARNHEM



OUR EAST ARNHEM 2035 ECONOMIC DEVELOPMENT VISION:

- A resilient East Arnhem economy
- Nhulunbuy as a prosperous and sustainable regional centre
- Yolŋu are leaders and partners in economic life



CONTENTS

About DEAL	4
About East Arnhem	5
Chair's report	6
CEO's report	7
Our strategic direction	8
Leadership	10
Industry development and attraction	12
Housing	14
Business support	16
Capital	18
Governance and operations	20
Financials	22



ABOUT DEAL

Developing East Arnhem Limited (DEAL) is an independent not-for-profit company with an experienced board of Directors and committed team with a deep knowledge of the local business and regional environment.

Our mission is to drive economic development in East Arnhem to promote the resilience of the region and opportunity for its people.

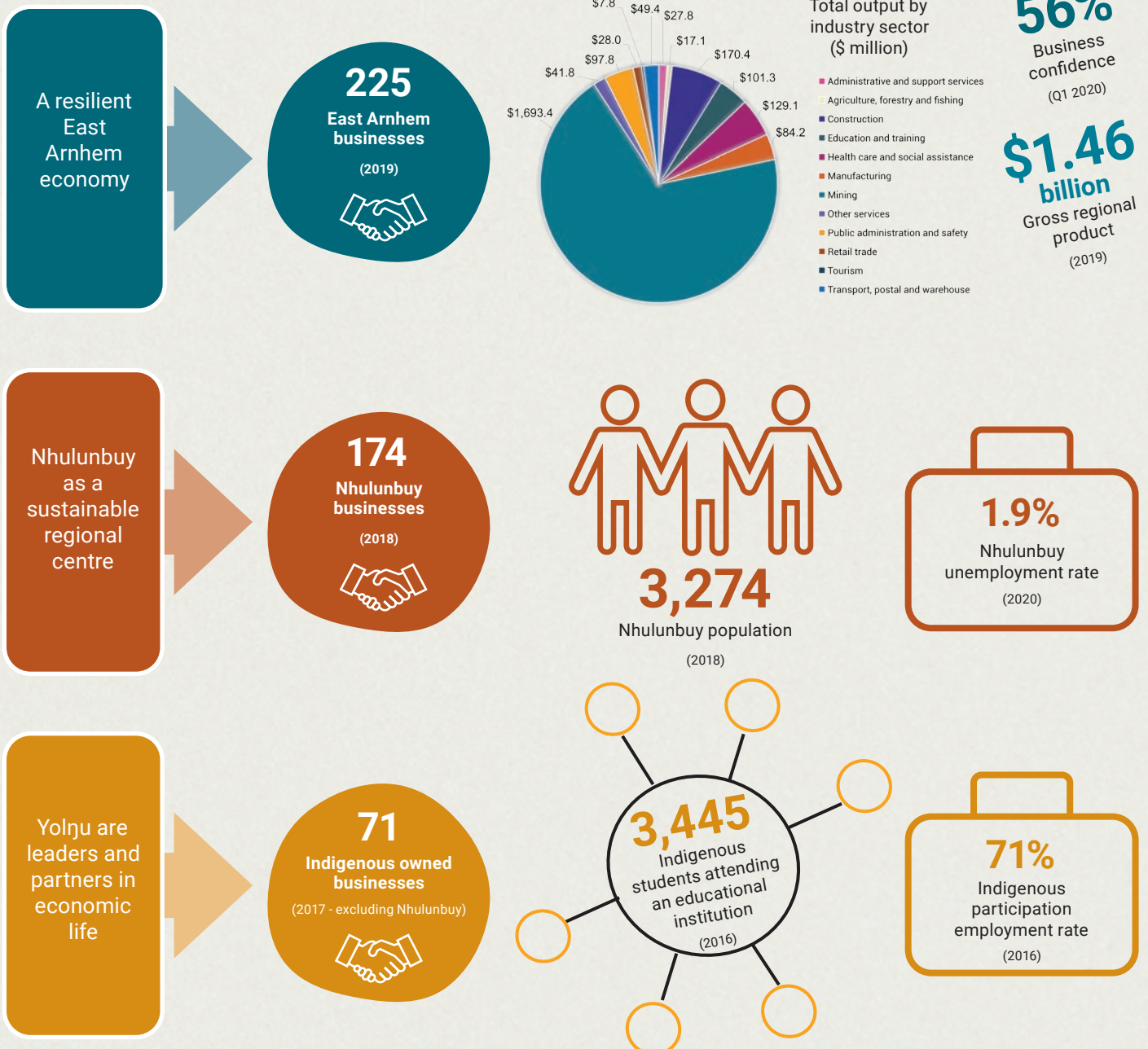
- We lead collaboration across the region, as trusted partners to businesses, governments and traditional owners.
- We unlock creative opportunities for development, guided by evidence.
- We are a front door for investment in East Arnhem, and independent advocates for the region.

In all our work we are guided by the following principles:

- Mission-led
- Independent
- Creative
- Trusted
- Collaborative

ABOUT EAST ARNHEM

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.



In delivering on our Strategic Plan, DEAL will use economic and community indicators to understand East Arnhem's progress towards our 2035 economic development vision and produce dashboard reports to communicate these indicators with stakeholders. A snapshot of these indicators is included in this Annual Report, and a dashboard will be launched on our website in 2021.

*Date sources: EconomyID, Australian Bureau of Statistics, the Northern Territory Government's Remote Jobs Profile, Australian Government Labour Market Information Portal, and the Northern Territory Chamber of Commerce.

CHAIR'S REPORT

JOHN COSSONS



The 2019/20 Financial Year was a significant one for DEAL, as we finalised our new Strategic Plan that will guide our work over the next five years. Importantly, this new plan signals a conscious shift in the way DEAL is working, with a greater focus on the broader East Arnhem region as we work towards our mission of driving economic development to promote the resilience of the region and opportunity for its people.

Strategic Plan 2020-25

Over the course of nine months, the DEAL board and team worked to develop our new Strategic Plan, which is an ambitious document we can all be proud of. It was developed in consultation with our Members and regional stakeholders, as well as regional businesses and community members. This approach ensured that we reflected on what had worked well since we began operating in the region, as well as areas for improvement to build on these learnings over the next five years. The plan articulates our important and interrelated activity areas, and also recognises the important role that collaboration with others in the economic development ecosystem of East Arnhem plays in our success.

Operationalising the Plan

In 2019/20 we also had significant progress on a range of projects and activities under our new Strategic Plan, with a key focus on building the evidence base for future industry development. Despite setbacks due to COVID-19, the East Arnhem Landowner Prospectus work has progressed well, with the development of a comprehensive Fact Base to identify potential opportunities for landowners. Work in the forestry and tourism space also saw important developments towards setting these industries up for success in the region.

COVID-19

As with many other companies, the global pandemic impacted on our business as usual operations, however, DEAL's independence and agility enabled us to quickly mobilise to support East Arnhem's businesses during COVID-19 with a range of business planning, stimulus and rent relief measures. We have been delighted to see how well the region has fared during this difficult time, and I thank the hard work of the DEAL team in working around the clock to support the region, particularly in the early months of the pandemic.

Governance

This year I was pleased to see the DEAL team continue to grow. During her first full financial year as CEO, Jordy has led a team of five skilled professionals which has increased our ability to deliver on our objectives. This includes the valuable addition of a full time Tourism Development Officer.

The board has also worked to ensure we are well-positioned to deliver on our new Strategic Plan, with a focus on board skills and succession planning, and ensuring our overarching policies and guidance puts the company in the best position possible.

On behalf of the board, I would like to thank our Members – Rio Tinto and the Northern Territory Government – for their continued support, as well as our valued stakeholders who have worked closely with us to the benefit of the region over another successful year.

CEO'S REPORT

JORDY BOWMAN



This year has certainly been an eventful and effective one, with the team working hard to deliver not only on our economic development goals but also supporting the region to respond to the global pandemic.

In my first full financial year as CEO, it has been fantastic to settle into the role and continue to build our strong stakeholder relationships across the region. Much of our success this year, particularly in attracting funding to the region, has been achieved in partnership with governments, regional businesses and organisations. This is a testament to the strength of our collaboration and the importance of a unified approach to achieving our goals for the region.

Our team

Instrumental in our accomplishments this year were my staff. We were excited to attract funding for a new Tourism Development Officer position within DEAL, and in November we welcomed Ryley Heap to the region. In March, we were pleased to recruit Chris Gillies to our Industry Development Facilitator role, with Chris bringing with him significant economic development experience in East Arnhem. The efforts of the team this year cannot be overstated, in particular during the response to COVID-19. The team worked tirelessly over many months with businesses across the region, and supported each other, myself and the board in implementing our response measures.

Housing

As this was the first full financial year we have managed all 250 properties in our housing portfolio, this was an important year in better understanding these assets, particularly the work required to ensure they are safe and have the right level of amenities to support our businesses to attract and retain staff. We continued to invest heavily in local contractors and supported more businesses to house their employees by better utilising our properties under our allocation policy.

Economic Development Fund

We were pleased to invest in important Economic Development Fund (EDF) projects this year that added to the region's services and increased employment opportunities. Importantly, this demonstrated the diversity of the projects our EDF can support, including the expansion of an existing service, the diversification of an established business, and the entrance of a new organisation to the region.

Industry development

In the industry development space we have made significant progress on key regional projects that are focused on better understanding the region's resources and opportunities, and supporting traditional owners to make informed decisions about development on their country. This work, particularly in relation to forestry and tourism, will continue to be a priority over the coming year with the commencement of a \$700,000+ regional forest inventory project, and the development of the region's Tourism Destination Management Plan.

I would like to thank the DEAL board and our Members for their continued support and guidance over this period, and again thank the team for their commitment and contribution to the region.

OUR STRATEGIC DIRECTION

The DEAL Board and team were proud to launch DEAL's new Strategic Plan for 2020-2025 at our annual Community Update in November 2019.

The Strategic Plan outlines DEAL's 2035 economic development vision for the East Arnhem region, and identifies an ambitious work plan of activities over the next five years that will lay the foundation for achieving this vision. An integral part of this plan was the commitment to measure our performance and the performance of the East Arnhem region.

ACTIVITIES

In measuring our performance in this report, we will outline delivery of projects across the five integrated activity areas of our work. These activities are designed to lay the foundations for realising our 2035 vision.



Leadership

Working with partners, DEAL drives and coordinates economic development planning. We 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 facilitates 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 manages and maintains its housing in Nhulunbuy to create opportunities for new and local businesses. We 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 supports East Arnhem businesses to access information, networks, services and capital.



Capital

DEAL invests in businesses and critical enabling infrastructure.

DEVELOPMENT DOMAINS

Each of our five integrated activities contributes to multiple development domains, with the exception of business support which specifically targets the needs of businesses. We will map our contribution across the four domains, to ensure we are complementing others' roles and contributing to an integrated approach to economic development in East Arnhem.

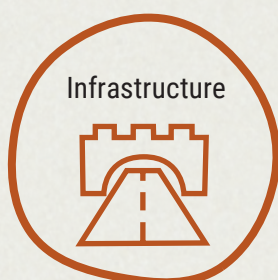
These domains are informed by our understanding of the regional policy context, consultations with our stakeholders and economic development theory – which emphasises the need for integrated approaches to development, targeting a range of social, economic, political and environmental drivers.



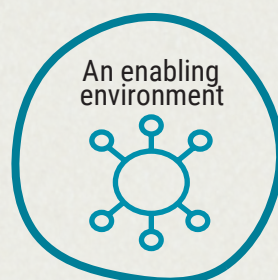
Economic development requires that people live healthy lives and have an adequate standard of living, with access to housing and appropriate social services. They feel empowered to participate in their community and the economy. Regional communities are inclusive and connected.



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.



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.



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.

In delivering on our Strategic Plan, DEAL will map our activities against the development domains to ensure we are contributing to an integrated approach to economic development. The domain icons are mapped against our achievements in each activity area throughout this report.

LEADERSHIP



With the implementation of both a new Strategic Plan and Communications Strategy, 2019/20 saw an increased focus on the leadership role that DEAL plays in the region and ensuring we are best placed to support East Arnhem and its people over the next five years. DEAL had a busy end to 2019 with key events and stakeholder engagements such as the annual Garma Festival and October Business Month. Moving into 2020 saw much of our effort dedicated to supporting East Arnhem businesses to respond to the impacts of restrictions related to the COVID-19 pandemic.

Garma Festival

DEAL hosted the Economic Development Forum at Garma 2019, highlighting innovative ways traditional owners and communities are achieving their economic development aspirations. The panel included representatives from a range of regional organisations that are achieving inspirational outcomes in the economic development space, including Manapan Furniture, Gumatj Corporation and Baniyala Garrangali Aboriginal Corporation.

DEAL was fortunate to also share its booth at the three-day festival with Manapan Furniture representatives. The open and inviting space allowed for the DEAL team to meaningfully engage with community members and stakeholders on DEAL's activities and work in the region.

Digital Marketing workshop

As part of 2019's October Business Month, DEAL hosted Melbourne-based agency Good Talent Media who facilitated a digital marketing workshop attended by 20 people from the local business community. The event, held at the Gove Country Golf Club, provided the opportunity for attendees to learn about the role of social and digital media in business today, gain information on current digital trends and improve their digital marketing presence.



Annual Community Update

DEAL held its 2019 annual Community Update on 26 November at the Walkabout Lodge. Attended by over 40 people it was a fantastic evening celebrating our successes since DEAL's inception in 2014, and in particular our achievements in 2018/19 with the launch of our Annual Report. DEAL Chair John Cossons and CEO Jordy Bowman spoke of both the region's and DEAL's story of resilience and opportunity over the last five years, and how we are now looking forward to building on these successes over the next five years with the launch of the Strategic Plan for 2020-25.

DEAL website refresh

The DEAL website was refreshed and officially launched in November 2019. The updated website features easier navigation, updated content and enhanced imagery, improving the experience for the user when learning about DEAL's activities and our role in regional economic development.

Communications and achievements



To align with DEAL's new Strategic Plan, a communications strategy was developed to support our public relations and marketing goals, defining focus areas for communications to ensure our key messages were reaching identified target audiences. The communications strategy was finalised in March 2020 and since its implementation DEAL has secured over 300 pieces of media coverage, primarily related to promotion of the East Arnhem Live series, reaching a potential global audience of over 300 million. Key pieces of coverage included two morning television interviews and features in The Guardian and global music publication NME.

Chamber of Commerce Customer Service Awards

DEAL received two nominations at the 2019 Chamber of Commerce Customer Service Awards — Outstanding Non-Government Department and our administration officer Rebecca Johnston for Outstanding Individual. DEAL CEO Jordy Bowman spoke at the event in October 2019 at the Walkabout Lodge, sharing DEAL's recent regional business community and industry development work. The event was a great celebration of the opportunity and resilience that East Arnhem businesses demonstrate.

Australian Institute of Company Directors

DEAL CEO Jordy Bowman was featured in the March edition of the Australian Institute of Company Directors' Company Director magazine. The article highlights the exciting work we are doing at DEAL and the resilience of the region.

Telstra Business Women's Awards

Jordy Bowman was also an NT Finalist for the Telstra Business Women's Awards in the Emerging Leader category. Being a finalist was recognition of Jordy's inspiring leadership not only in the DEAL team but also across the East Arnhem region.



Morning Tea with the Chief Minister



Morning Tea with the Chief Minister

COVID-19 response –



Business communications

As part of the NT Government's Local Emergency Plan in response to COVID-19, a Public Information Group was established in March 2020 to oversee the communications response for East Arnhem. The Public Information Group nominated DEAL to coordinate and provide regional business updates. In developing these materials, DEAL worked closely with the NT Government and other regional stakeholders to ensure veracity and timeliness of information.

DEAL focused on ensuring businesses had the tools they needed to continue operating effectively in the East Arnhem region. Central to this was ensuring businesses had the most up-to-date information on restrictions that were in place to prevent the virus from reaching East Arnhem; measures that were being implemented to contain the spread of the virus if it got here; as well as the support that was available for businesses feeling the impacts of restrictions related to COVID-19. DEAL provided regular updates via our website's dedicated COVID-19 business update hub, as well as via email and social media when new information was available.

- 2,000 unique page views on the COVID-19 business update hub
- 23 COVID-19 Business Updates
- 4 COVID-19 in Reviews
- 2 DEAL Announcements on Regional Stimulus Measures

Regional Reconstruction

Committee



The East Arnhem Regional Reconstruction Committee was established to provide advice from the region to the Territory Economic Reconstruction Commission on how to support rebound and reconstruction of the East Arnhem economy as a response to COVID-19. Its membership is the same as the Regional Economic Development Committee (REDC), comprising key regional stakeholders including land councils, local businesses, Aboriginal organisations and all levels of government. The REDC's Terms of Reference were amended to enable it to take on the functions of the Regional Reconstruction Committee.

DEAL was pleased to host the Chief Minister, the Hon Michael Gunner MLA in June 2020 for morning tea with members of the East Arnhem Regional Reconstruction Committee and businesses from COVID-19 affected industries. This was a great opportunity for the Committee Chairperson Klaus Helms to share the Committee's views on how the Northern Territory Government can support rebound and reconstruction in the region. DEAL CEO Jordy Bowman facilitated a Q&A with the Chief Minister on a broad range of topics including COVID-19 funding, East Arnhem's infrastructure needs to support industry development, and the post-mining future of the region.

INDUSTRY ATTRACTION AND DEVELOPMENT



Whilst a primary focus of 2019/20 was to support regional businesses through the unprecedented time of the COVID-19 pandemic, we also continued to progress a range of other exciting projects as part of our broader work to drive economic development in East Arnhem. Key projects in the tourism and forestry sectors, which were more than 12 months in the making came to fruition in the past year.

East Arnhem



Landowner Prospectus

The East Arnhem Landowner Prospectus aims to provide a foundation for Yolŋu, the traditional owners of East Arnhem, to realise their development aspirations and participate in new opportunities. The Prospectus is led by DEAL, together with a working group of organisations that share a goal of empowering Yolŋu to be leaders and partners in economic life. The Prospectus will be based on consultations with Yolŋu organisations and landowners across East Arnhem.

Due to COVID-19 travel restrictions, the Prospectus development was restructured to develop a more comprehensive evidence base for the project with consultations postponed until the beginning of 2021. The approach to identifying evidence and data was iterative, informed by input from Prospectus Working Group members as well as desktop research, stakeholder interviews and workshops. The Prospectus focuses on identifying current activity in various industry areas, potential opportunities for growth and examines business models and case studies for these industries.

The goal of these consultations is to exchange knowledge – including evidence about specific opportunities that are relevant to particular communities and homelands – and to explore Yolŋu aspirations for development. DEAL has also been working closely with ARDS Aboriginal Corporation in 2020 to develop materials and discussion points that can be used to support consultations when they are held in 2021.



Native eucalypt forest, East Arnhem

East Arnhem Forestry Project



Joint funding from DEAL together with other organisations supported the development of a new research project that will investigate the potential for commercial Indigenous forestry in East Arnhem. Funding from DEAL, the NT Government, National Indigenous Australians Agency, University of the Sunshine Coast, and Gumatj Corporation unlocked matched funding from the Australian Government, as part of its voluntary matching agreement with Forest and Woods Products Australia.

This project will provide the insights necessary to underpin the long-term commercial viability of forestry in the region, and support Yolŋu communities who wish to use their land for employment and economic benefit, alongside cultural purposes.

The project will run for three years and will include several components, including:

- Mapping and reporting the forests of East Arnhem and their commercial potential, including forestry inventory assessment and the development of forest assessment tools that can be utilised by local communities to develop and maintain inventories, and collect meaningful data to help them understand their resource.
- A harvesting demonstration and training site, and assessment of how different regimes would meet forest certification standards.
- A marketing pilot to identify, manufacture and market-test timber products made from logs sourced from East Arnhem native Indigenous-owned forests. This will provide an indication of what the market is willing to pay for the various products.
- Engagement with traditional owners and communities to build a deeper understanding of their interest in forestry opportunities across East Arnhem.
- Training of communities in technical forestry operations on the job and the manufacture of forest products, and linking them with prospective markets, buyers, partners and investors.

Tourism



We were excited to welcome Ryley Heap to the DEAL team in November 2019 as our Tourism Development Officer. This increased capacity allowed for significant work to progress in the tourism space including the refresh of the East Arnhem Land regional tourism website, the reinvigoration of Tourism East Arnhem (formerly East Arnhem Land Tourist Association) and the widely enjoyed East Arnhem Live online concert series.

Facing North

DEAL CEO Jordy Bowman was pleased to represent the East Arnhem tourism industry alongside Manapan Furniture at the annual Facing North event held at Parliament House in Canberra. This provided an opportunity for engagement with government and key business and industry partners to promote East Arnhem as a tourist destination. As part of the Facing North event schedule, Jordy also met with members of the Joint Standing Committee on Northern Australia to discuss the opportunities and challenges for economic development on Aboriginal land.

East Arnhem Land tourism website

Six months of significant work from the DEAL team, in partnership with Tourism East Arnhem, came to fruition in March as we went live with the refreshed East Arnhem Land regional tourism website. Since launch, the website has seen a significant spike in traffic with an increase in page visits of 316% in March/June 2020 compared to the same period in 2019.

The refreshed website enables tourists to have readily available information that they can use to inform and book their trips, without any barriers around regional accessibility or understanding. The aim of this project was to achieve just that, and we are confident the website is a step towards attracting tourists to East Arnhem. One of the innovative features of the new website is an inbuilt booking function, which allows users to book tours and accommodation directly through the site.



Facing North - Parliament House

Tourism East Arnhem

DEAL led the reinvigoration of Tourism East Arnhem Association in 2019. Since the Association's AGM in October 2019, the committee met three times and held two members' meetings. DEAL has supported the Association with both the Secretary and Treasurer positions held by DEAL team members on an ex officio basis, and has assisted in bringing the Association into compliance with relevant NT legislation.

East Arnhem Live

DEAL funded and coordinated the production and marketing of a nine-part online concert series, East Arnhem Live. The campaign provided a platform for Yolŋu artists to stay in touch with their culture through music and performance during the COVID-19 pandemic, while also providing entertainment and a cultural learning experience for viewers. Each performance interwove stunning footage of East Arnhem Land to inspire and educate viewers about the region and its beautiful landscapes. The series was broadcast through Facebook Live to audiences around Australia and the world. Preliminary analysis indicates that the campaign reached over 977,000 Facebook users over the nine weeks and resulted in over 400,000 video views.

To help promote the series, DEAL worked with its PR agency N2N Communications to generate stories about the series and the region as a tourist destination. DEAL, in partnership with Yolŋu Radio, also worked with NITV and Fed Square in Melbourne to boost the reach of the performances. As part of East Arnhem Live and National Reconciliation Week, DEAL partnered with Fed Square to coordinate a competition to win a trip to East Arnhem Land in 2021. The competition gained 3,270 entries, with 2,660 opting-in to subscribe to our consumer-facing, tourism mailing list.



Yirrngu - East Arnhem Live



Yothu Yindi - East Arnhem Live

HOUSING



The 2019/20 financial year was a significant one for DEAL's management of its housing portfolio. This included the implementation of our Asset Management Plan, and the benefits of our Housing Application, Allocation, Renewal and Use Policy flowing to local businesses, with increased occupancy and a flexible approach allowing us to respond to urgent housing needs. Significant maintenance and capital spend on our properties was well-received by tenants as works were completed to improve the liveability and longevity of our properties, as well as reducing costs for tenants to support attracting and retaining people in the region.

Housing Guide



In April 2020 DEAL released its first Housing Guide. This comprehensive document is a guide for tenants and occupants living in DEAL housing, designed to provide information about living in their homes and support increased and effective maintenance reporting. This is the first time DEAL has collated and produced a document providing information to tenants and occupants about living in their home.

COVID-19 response – Rent relief



As a part of DEAL's broader COVID-19 business support, rent relief was also provided for tenants whose businesses were impacted by the pandemic's restrictions, to ease the burden on individuals suffering from loss of income. The rent relief value exceeded \$100,000 and was implemented well in advance of any government guidance on the provision of rent relief, to ensure we responded quickly to the needs of East Arnhem businesses. Rent relief was provided to seven businesses renting 26 individual properties.

Occupancy



In 2018/19, a new Housing Application, Allocation, Renewal and Use Policy was implemented. Under this policy, optimisation of housing assets increased occupancy significantly in 2019/20. Within 12 months, the policy enabled DEAL to maximise the use of our housing assets to ensure we were best placed to support the housing needs of regional businesses and organisations. Since the implementation of the policy, we have been able to increase the number of occupants in DEAL properties by an estimated 37% to 676, providing accommodation to 79 businesses and over 20% of the Nhulunbuy population.



In delivering on our Strategic Plan, we will measure our direct economic contributions to the region through our investments in housing.

Based on modeling through EconomyID, our housing portfolio spend on capital works and repairs and maintenance on our properties made the following economic contributions to the region in 2019/20:

- Direct impact on the sector: \$1.52 million
- Direct jobs created in East Arnhem: 22 full time equivalents
- Total value added to the East Arnhem economy (including indirect value): \$1.72 million
- Total jobs created in East Arnhem (including indirect): 24



Maintenance and capital works

Through our Asset Management Plan and general property maintenance DEAL contributed over \$4 million to the local contractor economy in 2019/20. Works completed included:

- a significant upgrade of the Town Flats courtyards, including fencing and using native shrubs from Gulkula Nursery for screening;
- completing the changeover from the aged ducted air conditioning to split system air conditioners in all 178 houses;
- installation of deadlocks and keyed alike locks on all 178 houses;
- bathroom refurbishments on selected properties;
- roof replacements and installation of ceiling fans with lighting upgrade on selected properties; and
- fresh internal and external paints on selected properties.

The focus of these works was to improve the liveability of DEAL properties and to ensure they are safe and secure, and to inject cash flow into the East Arnhem economy to assist the region in responding to COVID-19. The air conditioner changeover is already seeing flow on benefits for tenants, with quarterly electricity dropping by up to 70% in some properties.



Nhulunbuy Town Flats courtyard project

BUSINESS SUPPORT



This year, DEAL continued to provide a range of support to businesses across the East Arnhem region, from microenterprises to larger organisations. In addition to ongoing business support activities, a key focus for this year was assisting regional businesses to respond to COVID-19. We received significant positive feedback for the support provided during this time, and are pleased with the way the region's economy and businesses have quickly bounced back.

Foundations of Directorship course



The Australian Institute of Company Directors (AICD) delivered its Foundations of Directorship course to Yolŋu directors from across East Arnhem, with support from ARDS Aboriginal Corporation. Scholarships funded by DEAL, AICD and the Northern Territory (NT) Government enabled 17 attendees from 10 organisations to attend the three-day course at Gulkula. It was encouraging to see strong engagement from all attendees and skills development outcomes based on two-way learning, sharing and respect.

Participating organisations included Rirratjingu Aboriginal Corporation, Galiwin'ku Women's Space Inc., Gumatj Corporation, Njarrariyal Aboriginal Corporation, Marthakal Group, Yalu' Marngithinyaraw Centre, YBE 2 Pty Ltd, Nyinyikay Dha Wuba Aboriginal Corporation, Yothu Yindi Foundation and Laynhapuy Homelands Aboriginal Corporation.



AICD Foundations of Directorship course attendees



AICD Foundations of Directorship course

Many Rivers partnership



DEAL continued to partner with Many Rivers in 2019/20, a not-for-profit organisation that supports the development of micro-businesses in the East Arnhem region. Microenterprise Development Manager Jarrod Ellis visited aspiring businesses across the region including Ramingining, Galiwin'ku, Gapuwiyak and homelands. Individuals are provided with support to develop skills and knowledge in business planning, access to training and assistance to access finance.

In 2019/20, Many Rivers supported five businesses to establish or expand their operations in the region, all of which were Indigenous owned. Four businesses were also provided with small business loans, totalling \$6,300, to assist with costs associated with establishment, such as establishment costs or building supplies.

East Arnhem Business Support Pathway



DEAL published an East Arnhem Business Support Pathway document in February 2020. This comprehensive document outlines the range of business support and funding organisations in the East Arnhem region willing and able to partner with businesses in the region. Whether they are start-ups, undertaking workforce development, need infrastructure support, or are looking to diversify, the East Arnhem Business Support Pathway helps navigate the many support and funding options available.

COVID-19 response

As part of our broader response to COVID-19, DEAL provided practical business support including regular pandemic summaries, free access to continuity planning and accounting advice, and recommended plans to operate in line with new restrictions.

Unlocking NT Stimulus

DEAL incentivised East Arnhem businesses, organisations and home owners to access the NT Governments stimulus schemes by matching the contributions required to unlock these stimulus measures. Our aim was to encourage people to access available funds and maximise cash flow into the East Arnhem economy.

For both the Home Improvement Scheme and the Business Improvement Grant, DEAL matched up to 50% of the required contribution from applicants. For the Immediate Work Grant, DEAL matched a financial contribution on a case by case basis. A total of \$148,887 was approved in principle by DEAL to support East Arnhem businesses in unlocking the NT stimulus.

Gove Give Back Vouchers

In partnership with a range of Nhulunbuy-based businesses, DEAL developed the Gove Give Back Voucher scheme. This initiative rewarded those who shopped at our local businesses, by providing additional cash to spend at their favourite shops, cafes and restaurants. The scheme was a huge success with voucher sales exceeding \$24,500 in a six-week period. The success of this initiative inspired the NT Government to introduce a similar program state-wide.

Business continuity planning and business support

DEAL hosted a COVID-19 business continuity webinar with TCA Accountants and Bookkeepers. The session saw a pleasing turn out with approximately 60 East Arnhem businesses attending. The webinar provided businesses with an overview of stimulus available and information on business continuity plan development. Ten businesses met with TCA for a free additional session that was offered to all registrants to review their business continuity plans and cash flow in further detail.

The DEAL team also provided one on one meetings and sessions with businesses and organisations across the region to support them to understand specific impacts of restrictions on their business, develop pandemic plans, and provide general support to keep up to date with the rapid changes.



DEAL CEO Jordy Bowman and Air Arnhem Director Mike Ellem - DEAL provided business support to Air Arnhem throughout the COVID19 response.

CAPITAL



DEAL made significant investments in key regional projects through strategic capital investment and our Economic Development Fund (EDF) during 2019/20. 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.

Telecommunications Regional Investment Strategy



Led by the NT Government, a regional investment strategy has been developed for a collaborative approach to telecommunications in East Arnhem to address the region's backhaul issues. DEAL committed \$500,000 to the strategy, to support committed investment of \$2.5 million each from the NT Government and Telstra. Work is now underway to secure additional funding from the Australian Government, which would enable the major fibre backbone to the East Arnhem region to be upgraded over the next three years.

Telecommunications is a critical piece of enabling infrastructure and this investment strategy is important for regional industry growth. With the ability to grow the space industry through the Arnhem Space Centre and other opportunities, telecommunications will be critical to attracting and retaining proponents. Beyond the space industry, the ability to provide significant bandwidth and connectivity is of increasing importance to a range of industries as businesses move online and use more technology solutions as part of their operations.

Gove Port Tourism Precinct



After successfully securing funding in 2018/19 for this important regional project, the focus of this year has been establishing the project. DEAL led the coordination of the project working group, including the development of the Project Facilitation Agreement that outlines how funding partners and key stakeholders will work together to achieve the project outcomes of a fit for purpose marine tourism facility at the Gove Boat Club. DEAL also entered an agreement with the NT Department of Infrastructure, Planning and Logistics for the initial phase of works, which enabled funds to flow to the project to engage a project manager and undertake master planning and design work.

East Arnhem Tourism Accessibility Project Facilitation Agreement



DEAL, along with Nhulunbuy Corporation, Dhimurru Aboriginal Corporation and Tourism East Arnhem, agreed to work together to enhance tourism accessibility, resulting in the following outcomes:

- DEAL invested in Dhimurru Aboriginal Corporation to refresh its website, permit system and online booking system. The new permit system and booking system went live in July.
- DEAL and Tourism East Arnhem invested in a refresh of the East Arnhem Land regional tourism website with project management through the Tourism Development Officer.
- Nhulunbuy Corporation transformed its office to also act as the Nhulunbuy Visitor Information Centre and has employed a Customer Service Officer to support the visitor centre.



Gove Port Tourism Precinct

Economic Development Fund



This year saw a focus on improving our processes and ability to measure the success of the EDF. This included the development of an evaluation tool that measures specific indicators over time to provide data on how these projects are impacting the East Arnhem economy. New guidelines were developed to align with our Strategic Plan, along with a new application form and acquittal forms to improve the experience for applicants and recipients. Discussions were held with over 30 businesses about start-up or expansion project ideas for the region and three new projects were invested in: East Arnhem Veterinary Services, Carers NT, and BIG NT Print Services, and we are excited to see these businesses develop in the region. Through EDF investments of \$209,834.70 by DEAL, we unlocked \$445,613.48 in co-contributions, resulting in the creation of 14 jobs in the region.

East Arnhem Veterinary Services

East Arnhem Veterinary Services has been operating since 2017. DEAL invested in the business in 2019 through our EDF to assist them to relocate to larger and more suitable premises located in Nhulunbuy's town square.

East Arnhem Veterinary Services Director Vanessa Hansen stated "East Arnhem Veterinary Services are extremely grateful for the support we received from the EDF and DEAL employees during our transition to a purpose-fitted premise. Without this support our move into our wonderful new facility would not have been possible. We are now able to provide a full service to our community which is on par with general small animal veterinary service anywhere in Australia."



Carers NT Nhulunbuy Respite Facility

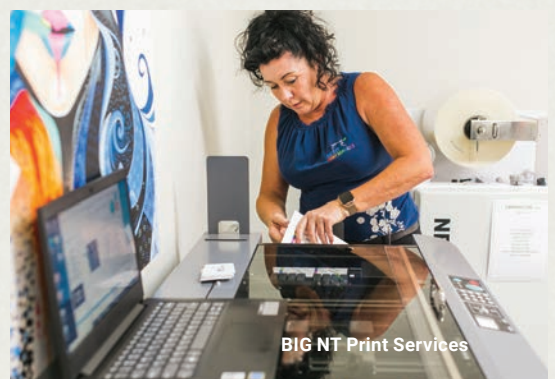
DEAL invested in Carers NT during 2019 to support development of its short stay and respite facility in Nhulunbuy. The newly renovated facility opened in early 2020 and services clients in Nhulunbuy and surrounding areas. Since completion of the renovation project in May, there have been 12 jobs created in Nhulunbuy, three of which are held by Yolŋu employees.

Carers NT CEO Steve Vitone said "We have been receiving universally positive feedback from local and regional stakeholders, service providers and community organisations across the entire East Arnhem region. Carers NT acknowledges the great support we have received from the team at DEAL and look forward to expanding our successful model of care across East Arnhem."

BIG NT Print Services

DEAL invested in BIG NT Print Services in 2019, supporting the start-up business to provide digital design and print services and products to residents, business, sporting and community groups in the East Arnhem region. BIG NT Print Services held their official opening day in January 2020 beginning a successful business journey in the region.

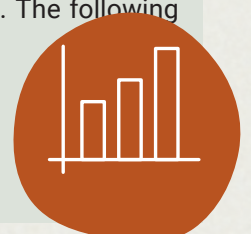
BIG NT Print Services Director Donna-Marie Greives stated "Without the support of DEAL and the EDF, I would not have been in a position to offer East Arnhem a cutting edge print shop, that has been able to fulfill the void of this Essential Service in our Community."



In delivering on our Strategic Plan, we will measure our direct economic contributions to the region through our investments in regional businesses.

Based on modelling through EconomyID, the jobs created through our Economic Development Fund created value to the regional economy of nearly ten times greater than our investment of \$209,834.70. The following economic contributions were made to the region in 2019/20 through job creation:

- Direct impact: \$1.75 million
- Direct jobs created in East Arnhem: 14 full time equivalents
- Total value added to the East Arnhem economy (including indirect value): \$1.98 million



GOVERNANCE AND OPERATIONS

DEAL is committed to maintaining and improving the systems and processes that have been developed since DEAL's establishment, including in 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 AGM is held with the Board and its Members, the NT Government and Rio Tinto, coinciding with the DEAL annual Community Update.

In 2019/20, five formal Board meetings were held as well as six informal Board briefings on DEAL's COVID-19 response. The formal Board meetings occurred on the following dates:

- 2 August 2019 (plus Strategic Planning meeting, and Member Meetings)
- 1 October 2019
- 27 November 2019 (coninciding with the AGM and Community Update on 26 November)
- 11 March 2020 (plus Board Planning workshop)
- 26 May 2020

The DEAL Board also participated in a Board Planning Workshop in March 2020 which focused on the organisation's governance needs and succession planning, as well as reflecting on DEAL's performance over the past five years.

DEAL BOARD OF DIRECTORS



John Cossons, Chairman
2014-2020

John is a proud Territorian who has served on a number of boards across the NT. He is the immediate past Chair of the People's Choice Credit Union and acts as the independent chair on several NT Government advisory boards providing advice around risk and audit activities.



Andy Lloyd
2014-2020

Andy is a retired mining executive with over 25 years' experience in the uranium, coal, copper and aluminium sectors. Andy is a Fellow of the Australian Institute of Company Directors and is the Chair of Jabiru Kabolkmakmen Ltd. He has a strong affinity with the East Arnhem region having lived in the area in the 1990s.



Ian Smith
2014-2020

Ian Smith AM is Joint Managing Partner of corporate advisory consultancy Bespoke Approach and a Senior Adviser to global strategy firm Albright Stonebridge Group. He chairs Barefoot To Boots, a charity supporting refugee camps, and is Deputy Chair of Prince's Trust Australia. Ian is a University of South Australia Council Member, the United Kingdom's Honorary Consul for South Australia and a director of Adelaide United Football Club.



Dr Helen Garnett
2016-2020

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

DEAL TEAM

To drive forward our goals, we focused on developing and retaining a highly skilled staff in 2019/20. The addition of a Tourism Development Officer to the team in November 2019 provided us with additional capacity to be able reach the goals set out in the Strategic Plan and to drive economic development in the East Arnhem region. The DEAL team finished the Financial Year at full complement with five full time employees.

In early 2020 the DEAL team held an offsite in Cairns. This was an important opportunity for the team to come together without the distractions of business as usual activities, to discuss how we are planning to operationalise our new Strategic Plan.

The team came away from the trip stronger and more connected, with a better understanding of each other's values, working styles and priorities for the next 12 months.



Ryley is an experienced tourism professional bringing strong expertise in digital tourism, marketing and tourism development. He joined DEAL in 2019 and holds a Master of Tourism, Bachelor of Commerce (Marketing) and a Graduate Certificate in Data Science. Ryley is working to transform the East Arnhem visitor economy to drive economic growth and meaningful employment to benefit local communities.

Rebecca has been part of the DEAL team since April 2019. She is a highly experienced business administration professional with strong ties to the local community, having lived and worked in Nhulunbuy for nine years. At DEAL she is responsible for office administration, book-keeping, marketing and communications, project and event support, and front of house management.

Jordy commenced as DEAL's CEO in February 2019 bringing extensive experience in government relations and Aboriginal land negotiations. Having lived in the region for more than five years, Jordy is a prominent and well-respected member of the Nhulunbuy community. As CEO for DEAL, Jordy leads our strategic direction and operations, including working with a broad range of stakeholders to encourage economic prosperity and investment in East Arnhem.

As an East Arnhem local Sarah has a strong understanding, connection and love for the region. Sarah joined the DEAL team in 2017 and oversees DEAL's housing portfolio, internal operations, and the Economic Development Fund, where she discusses business start-up or expansion project ideas for the region with local and external stakeholders, and facilitates DEAL investment in projects that contribute to DEAL's economic vision and mission.

Chris joined the DEAL team in 2020 with diversified experience and a sound understanding of the region and developed stakeholder relationships, working in economic development in East Arnhem for two years prior. Chris currently supports the DEAL team and CEO in developing diversified industry growth across a range of focus sectors and emerging industries.

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	5,817,902
Other income	65,750
Government grants	1,845,000
Total gross income	7,728,652
Expenses/Payments	
Governance and Operations	1,103,157
Leadership	159,442
Industry Development and Attraction	279,477
Housing	4,048,407
Business Support	162,341
Capital	2,002,363
COVID-19 support	18,044
All other expenses (depreciation and misc)	605,688
Total expenses	8,378,919
Net surplus/deficit	(650, 267)
Capital improvements to housing portfolio	
Total capital improvements	1,999,299

BALANCE SHEET SUMMARY

Assets	
Total current assets	5,019,182
Non-current assets	2,566,758
Total assets	7,585,940
Liabilities	
Total current liabilities	502,686
Non-current liabilities	8,397
Total liabilities	511,083
Net assets	7,074,857

“The 2019/20 Financial Year was a significant one for DEAL, as we finalised our new Strategic Plan that will guide our work over the next five years. ”
DEAL Chair, John Cossons





Contact us

P: (08) 8987 0558

E: ea@developingeastarnhem.com.au

W: developingeastarnhem.com.au

A: PO Box 1436 Nhulunbuy NT 0881 Australia