



Barkly Regional Deal



Barkly Economic Growth Strategy 2030



Barkly Regional Deal

Barkly Economic Growth Strategy 2030

Acknowledgement of Traditional Custodians

The Barkly Regional Deal respectfully acknowledges all traditional owners and custodians across the Barkly Region, and pays respect to their Elders past, present and emerging.

About this Strategy

This Strategy was produced under the Barkly Regional Deal, with input, guidance, and final approval from members of the Barkly Economic Growth and Support Working Group.

The document was written and produced by Remote Strategy Plus, edited by The Word Dr, designed by CentredMedia, with photography by David Curtis Snr of Jungarayi 2000 Photography.

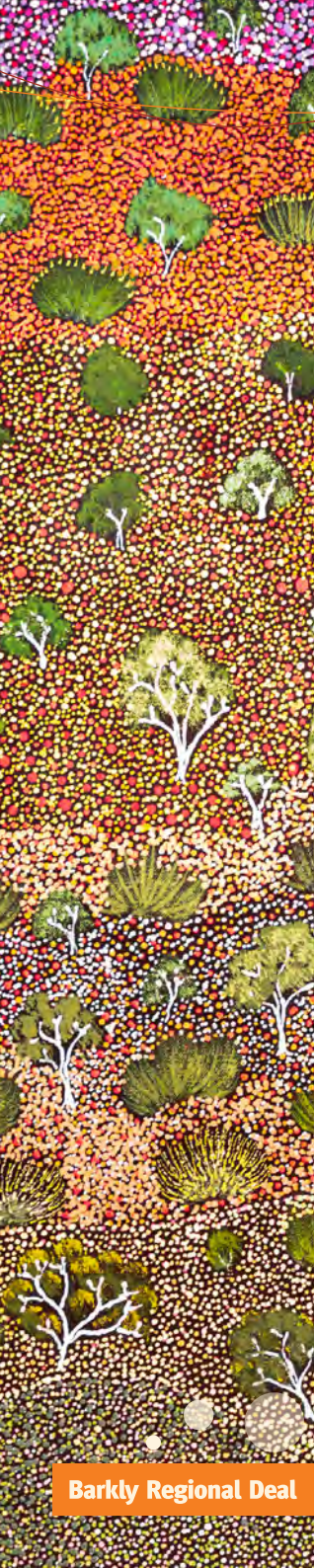
Painting featured throughout is *Landscape of Epenarra* by Susie Peterson, Wutunugurra community, 2019. The image embodies traditional ritual knowledge of the Wutunugurra community and was created with the consent of the custodians of the community.

June 2022

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Foreword

Barkly Regional Deal Aboriginal community statement

We, the Aboriginal people from the Barkly region, have a connection to our traditional lands and waters, passed on through our ancestors, which continues today through our unique languages, cultures and histories.

We acknowledge our Elders; those who have gone before us; those with us today; those who are emerging and will lay down the foundation for our future.

We acknowledge those who have settled on our land, introducing other languages, cultures and having their own histories; developing our lands to accommodate the demands of Australian society; providing the benefits that this development has to offer. Past developments have been undertaken without our involvement and consultation, or understanding of our needs.

We invite all levels of government, business, service providers and the communities throughout the Barkly region to work with and involve us in the planning and delivery of social, cultural and economic activities to ensure the opportunities which arise are for the benefit of us all.

We commit to work collaboratively with all stakeholders to strengthen our relationships, identify opportunities and deliver sustainable outcomes through a process based on mutual respect, understanding and acceptance of our differences.

Working Group guiding principles

The Barkly Economic Growth Strategy 2030 was developed by a Working Group representing people from all sectors of the community, government, business, and service providers in the region.

Developed over a series of workshops, the Working Group has valued the process followed to develop the Barkly Economic Growth Strategy, including:

- the “Two-Worlds” activity and diagram serving as a guiding symbol and recognition to explore the middle space between worlds, and demonstrating to others in the Barkly Region how important it is to work safely in this space

- locals were involved in developing the Economic Growth Strategy, which resulted in promoting opportunities they wanted to see, rather than the usual approach of promoting opportunities favoured by government, business, industry and investors
- the workshops accommodated various ways to participate, allowing people on the Working Group to have input yet remain anonymous, which helped them to participate more freely and share different ways of seeing
- previously published regional strategies, plans and community plans were included in the research, which meant those who couldn’t attend workshops (because they live remotely) still had their voices and aspirations recognised and represented
- being intimately involved in developing the vision and targets, breaking down the actions, and analysing the regional investment pipeline to make recommendations, helped to foster confidence in the Strategy

Aboriginal

songlines
cultural obligations
ancestors
elders
land
language groups
learning on country
kinship
belonging to country
listening
ceremony
lore

Shared

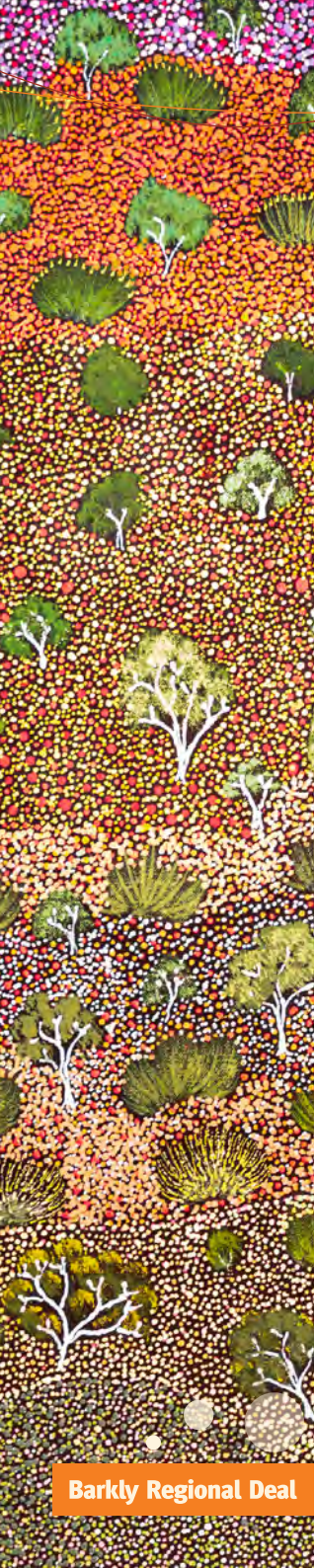
respect
jobs
housing
family
training
trust
health
economic development
education
wellbeing
business development
environment
relationships
sustainability
safety

Non-Aboriginal

academics
money
success
timeframes
expectations
law
political structures
material structures
consumerism
individualism
KPIs
identity

Patta two-worlds activity diagram

source: Barkly Economic Growth Strategy Working Group



Foreword

- regional context and local aspirations were able to be included for a much more inclusive result.

The Working Group showed commitment, collaboration, teamwork, and respect while developing the Strategy over a series of four workshops. Together they formulated the following six guiding principles to be applied as the Economic Growth Strategy is finalised and implemented:

Cultural safety: strengthen employer, business and industry respect for Aboriginal culture, land, and people of the region

Equity and inclusion: regional economic growth requires focus on creating equity, to enable inclusive participation and collaboration, using strengths-based approaches and respectful listening

Engagement: implementing the Strategy should allow for everyone to understand the process in a way that respects individual choices and perspectives at all times

Regional benefit: all investment must ensure the aspirations and needs of the region's communities are understood, and that lasting regional benefit beyond the life of the projects and investment is the outcome for all projects, to create long term sustainable growth

Shared measurement: actions supporting the Economic Growth Targets should be developed collaboratively, and their measurement and monitoring shared over the life of the Strategy; also the actions for each target should be updated annually (at a minimum) as the region grows

Accessibility: updates of progress on implementing the Strategy should be accessible enough to enable people to access information and get involved to help achieve targets and actions

Executive Summary

Background

The Barkly Regional Deal (the Deal), is an \$84.7 million partnership between the Australian Government, the Northern Territory (NT) Government, and the Barkly Regional Council. As Australia's first 'Regional Deal', it aims to improve the productivity and liveability of the Barkly region by stimulating economic growth, improving social outcomes, culture, and place-making. The Barkly community is at the heart of the Deal and will be involved throughout its implementation. Local leadership is critical to driving the Deal and making it a success in the long-term.

The Barkly is a resource-rich region with comparative advantages for future economic growth in priority sectors such as mining, gas, agribusiness, and tourism. A key focus of the Deal is to support the economic growth of the region, create jobs, and maximise economic opportunities.

The Barkly Regional Deal Governance Table is responsible for overseeing the implementation of the Deal. The Governance Table is supported by Working Groups, which are a mechanism for inviting broader community engagement to develop and implement the initiatives.

The Economic Growth and Support Working Group (the Working Group) was established to

provide expert advice to the Governance Table on initiatives that will grow the Barkly economy (including Aboriginal businesses).

In 2020 the Working Group prepared a submission to the Territory Economic Reconstruction Committee, identifying six priority areas for economic growth in the Barkly. When commencing the Economic Growth Strategy Project, the Working Group reviewed these priorities and all their previous outputs, to ensure these were factored into the Economic Growth Strategy 2030. Together, members of the Working Group have developed the Barkly Economic Growth Strategy 2030.

2030 Vision

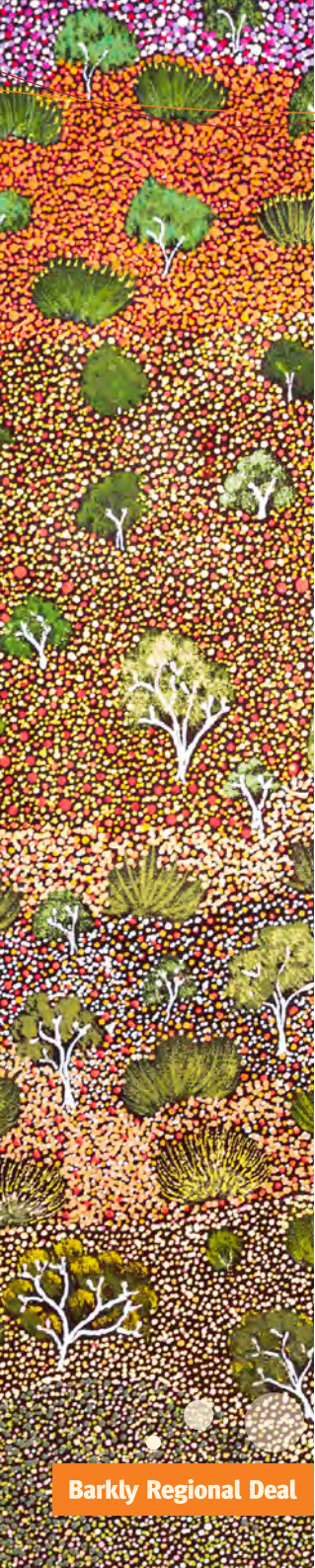
The 2030 Vision has been developed by the Working Group to define what they want to see by 2030, recognising that long term future success will span beyond 2030.

Together we are thriving and strong, so everyone in the Barkly Region can make the most of opportunities from investment and growth.

Targets for the Barkly Region

- T1** Attract people into local jobs in human services, and support them to perform and excel in service delivery
- T2** Grow and expand service industries to meet increasing demand and improve liveability for everyone
- T3** Increase the performance of all employers to create high performing, culturally safe and responsive work environments
- T4** Attract and create opportunities for all people through renewable energy technology and environmental management
- T5** Increase the productivity of food production and the management of supply chains to drive economic outcomes
- T6** Make the most of every opportunity arising from the critical minerals¹ and mining sector

¹ a critical mineral is 'a metallic or non-metallic element that is essential for modern technologies, economies or national security, and has a supply chain at risk of disruption.' Source: <https://www.ga.gov.au/scientific-topics/minerals/critical-minerals>



Executive Summary

Process

Rather than focus narrowly on a few priority sectors, the challenge for the Working Group took a balanced approach that spoke honestly to the heart of the region as well as its needs, and to provide a strategic guide for long-term, sustainable economic growth.

“People in the region don’t need a Strategy that has a narrow focus on industry development.”

Working Group

The Working Group’s goal has been to create a Strategy that everyone in the region can use, from an individual starting a journey to an investor needing to know more about the region’s potential. Uniquely, the Working Group felt the Strategy had to support people to understand the development needs of the region in an economic context.

To do this, members of the Working Group worked together to inform a foundation for future economic growth across a wide range of industries. The foundation would support all sectors to grow and improve, demonstrate pathways and opportunities for everyone in the Barkly, and list actions to create real long-term change.

Workshops

Barkly Economic Growth Strategy was facilitated through group workshops delivered between March and June 2022 by Central Australian Aboriginal-owned consultancy Remote Strategy Plus. Lead facilitators Fionn Griffin and Mark Coffey led a Working Group of representatives from various sectors of the Barkly Region, in addition to a broad range of stakeholders engaged in the project.

As such, workshops focused reviewing all previous outputs of the Working Group, including the Territory Economic Reconstruction Committee submission, and creating space for shared understanding by introducing various concepts prior to and during the workshops. A range of ways to participate were used in each workshop to

foster understanding and allow each participant to contribute. The workshops timeline was:

March 2022 - Workshop 1

Define the Vision, Goals and broad content being developed for the Strategy

April 2022 - Workshop 2

Finalise the Vision and Regional Analysis sections of the Strategy

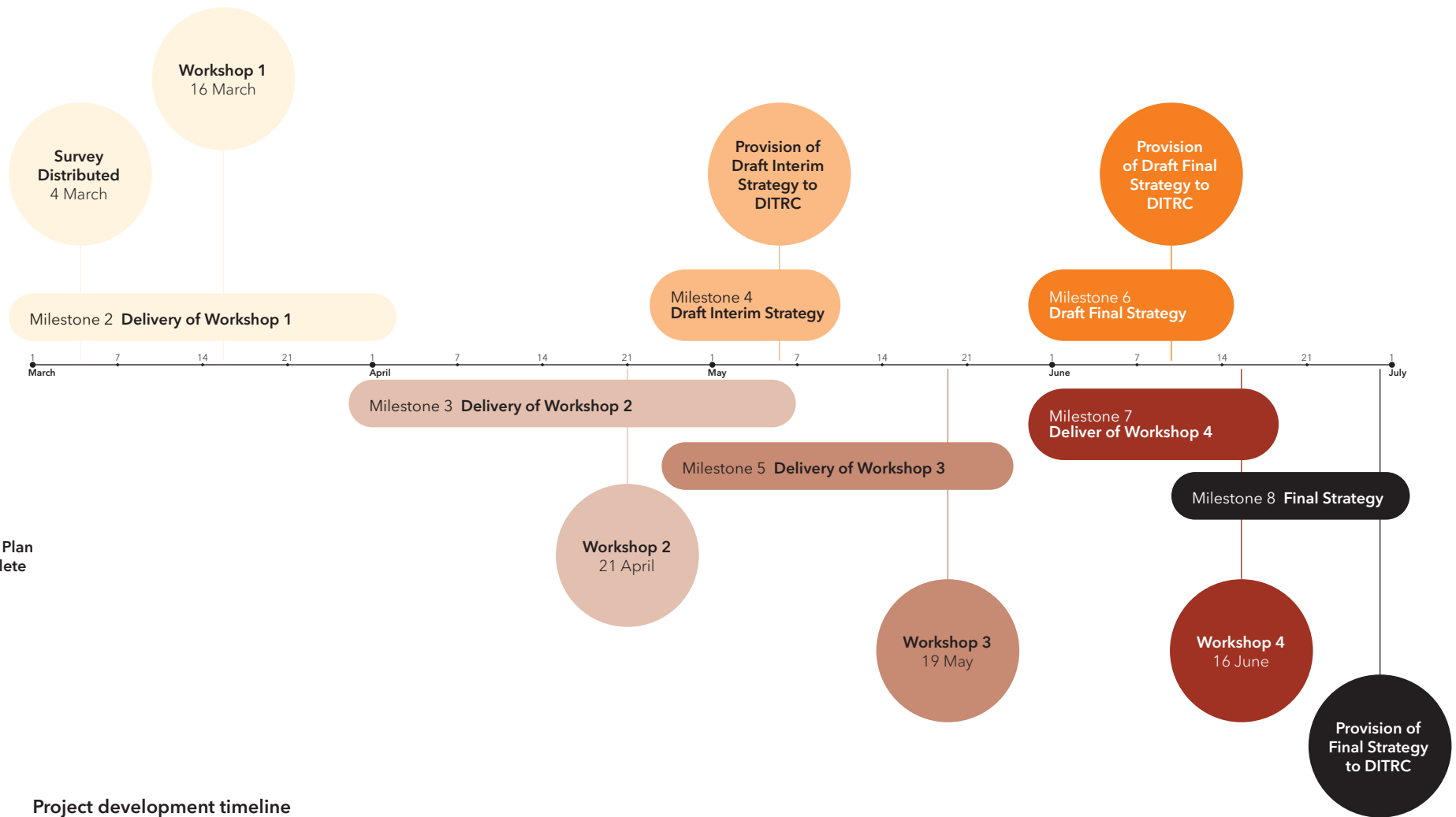
May 2022 - Workshop 3

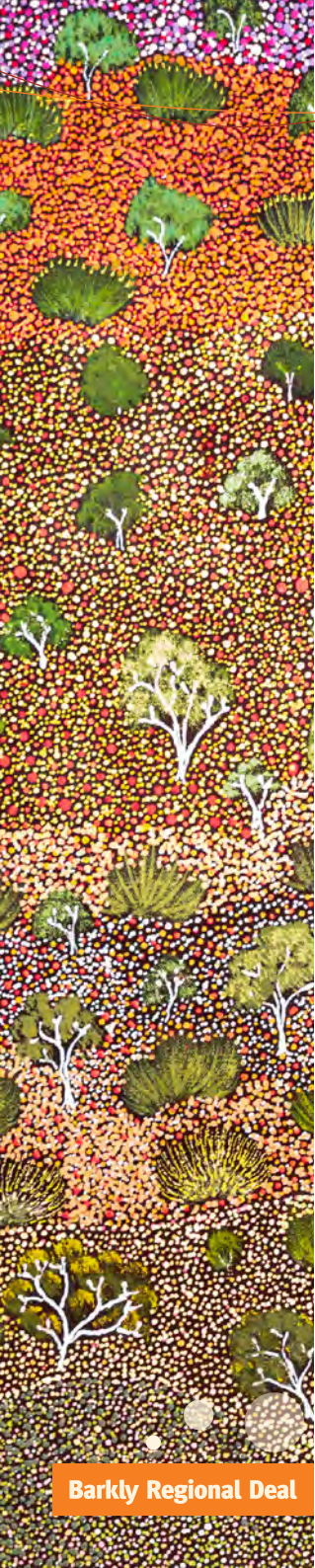
Finalise the Barriers to Growth, Regional Pipeline, and new investment opportunities sections of the project

June 2022 - Workshop 4

Finalise the Regional Economic Action plan of the Strategy and present the final draft copy of the Strategy to the Working Group prior to finalising

Executive Summary





Executive Summary

Key findings

Throughout the process of developing the Barkly Economic Growth Strategy 2030, the Working Group recognised the Barkly region has a range of common needs, which can nevertheless differ depending on where people live. Unique geographic needs were found in:

- Remote-remote (Homelands / Outstations)
- Remote (Communities)
- Town Centre (Tennant Creek)
- Regional (Barkly region)

“Success looks like sustainability across the Barkly, and economic self-determination, with opportunities for everyone.”

Working Group

To understand how geographic differences in need might affect economic development, research was conducted by reviewing recurring themes in the many published and readily available local and regional plans (a thematic analysis). The Working Group reviewed the thematic analysis at a workshop on 21 April 2022 and finalised their views on enablers to be factored in to realise economic growth in the Barkly.

Shared enablers for everyone across the region included:

- Housing
- Education
- Health
- Cultural awareness / safety
- Digital connectivity
- Digital literacy
- Community infrastructure
- CDP reform (Community Development Program)
- Workforce development

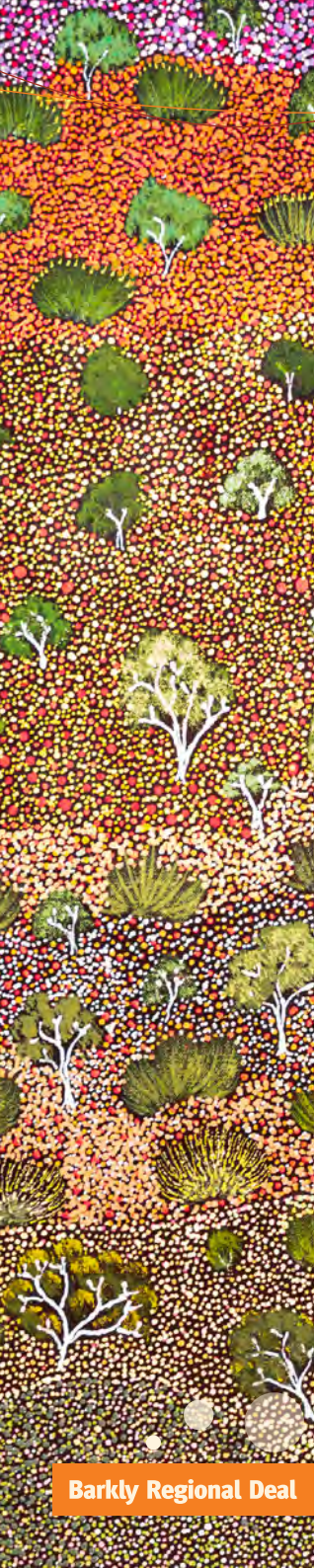
- Youth programs
- Mentoring and support
- Local / shared decision making
- Regional collaboration
- Shared data collection
- Industry collaboration

Some additional enablers were identified to accord with where people lived. However, the Working Group were united in the view that all enablers must be prioritised if there is to ever be fair and equal economic growth across the Barkly region.

The Working Group firmly believed that without addressing the enablers, and the many needs identified across the region, more investment would continue to flow into the region changing nothing for the people who live there.

Barriers to growth

In developing the Economic Growth Strategy, representatives on the Working Group examined barriers to economic growth in remote Australia.



Executive Summary

They weighed barriers to growth that have been widely reported in media and elsewhere, against several the group had identified during previous workshops and in group surveys they had undertaken. From their review, they identified the following as a more complete and realistic listing of key barriers to growth in the Barkly Region – these are explained in more detail in the body of the Strategy:

- Socio-economic disadvantage
- Systemic fatigue and failure to adequately address social problems
- Poor access to services and amenities, including health, education, housing (public and private)
- Systemic discrimination
- Recruitment and retention of workforce
- Digital connectivity
- Limited and sparse physical infrastructure
- Poor Information Communication Technology (ICT) Infrastructure

- Government policy and program agendas designed to suit urban populations
- Geographical isolation

Additionally, the group listed barriers to private and industry growth and investment, including:

- The high cost of doing business, making it unattractive and uncompetitive for investors
- An NT Government minerals royalty regime that is complex compared to other jurisdictions
- The likelihood that regulatory agencies may become unable to process consultations, assessments, applications, and developments in a timely manner, which will impact on the bottom line of projects
- Perceptions of the region regarding the challenges it faces
- Challenges attracting staff, including the requirement to pay well above award wages to attract people into key roles

- A lack of collaboration and unity across the region hampering efforts to address these challenges effectively

Regional investment pipeline

The Working Group mapped upcoming regional investment of more than \$17 billion investment over the next 10 years against the six targets identified by the Barkly Region Economic Growth Strategy.

Remaining regional capital and infrastructure investments were mapped across Economic Growth Strategy enablers and are estimated at more than \$493 million across the Barkly Region.

The regional investment pipeline captures predicted new investments alongside major capital and infrastructure projects that had already been identified in Local, Territory and Federal Government announcements; it also nets key private investment activities. It indicates short-, medium- and long-term opportunities for the Barkly Region that were current at the time the Economic Growth Strategy was produced.

Executive Summary

Key high-level recommendations made by the Working Group arising from the Regional Investment Pipeline were:

- Significant investment in the pipeline is linked to construction and roads, and new capital projects, requiring significant planning to scale existing businesses and

support new opportunities to meet and maximise the regional economic benefit

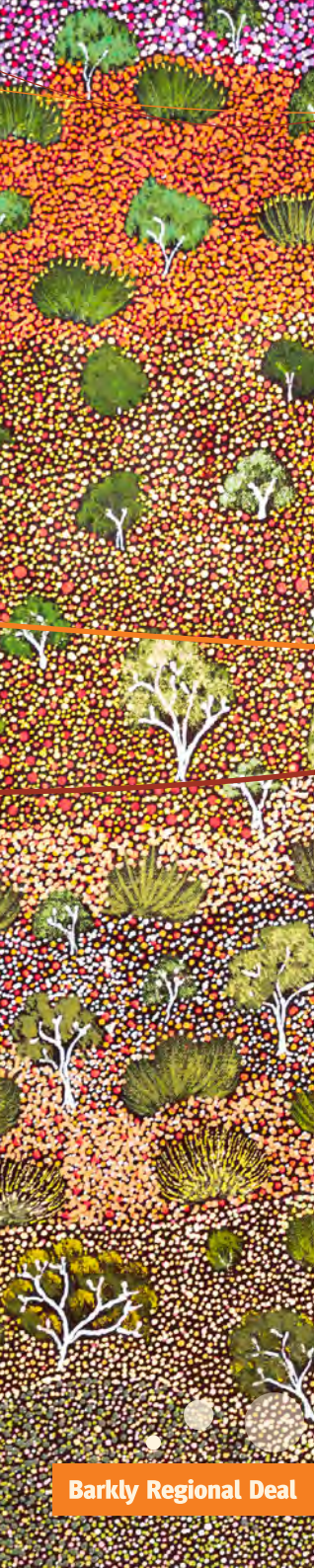
- Service requirements, including supply chain, logistics, transport, waste services, recycling will all need to expand to meet a growing scale of infrastructure and economic activity, a matter requiring urgent attention

- Increases in population will spark an increase in the demand for services, including childcare, education and health, all of which require critical planning now
- Workforce, business and regional development approaches are critical to ensure that regional opportunities are realised
- Projects and investments for regional development should be sequenced to enable maximum benefits and long-term economic growth
- Private investment into housing across the region is urgently required
- Expansion of public housing stock and transitional housing is critical
- Information about the Regional Investment Pipeline needs to be mapped to targets and enablers for the life of the Strategy, updated regularly, and made accessible to the public

Attract people into local jobs in human services, and support them to perform and excel in service delivery	T1	Total estimated investment potential as of June 2022: \$19,000,000
Grow and expand service industries to meet increasing demand and improve liveability for everyone	T2	Total estimated investment potential as of June 2022: \$52,600,000
Increase the performance of employers to create high performing, culturally safe and responsive work environments	T3	Total estimated investment potential as of June 2022: \$22,454,460
Attract and create opportunities for all people through renewable energy technology and environmental management	T4	Total estimated investment potential as of June 2022: \$14,018,036,628
Increase the productivity of food production and management of supply chains to drive economic outcomes	T5	Total estimated investment potential as of June 2022: \$317,042,746
Make the most of every opportunity arising from the critical minerals and mining sector	T6	Total estimated investment potential as of June 2022: \$2,850,000,000
Total potential regional investment pipeline by target as of June 2022		\$17,279,133,834

2030 Vision





2030 Vision

The 2030 vision has been developed by the Working Group to define what they want to see by 2030, recognising that long term future success will span beyond 2030.

Together
we are thriving and strong,
so everyone in the Barkly Region
can make the most of opportunities
from investment and growth

Barkly Economic Growth Strategy Targets

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Barkly Economic Growth Strategy Targets

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T1

Attract
people into
local jobs
in human
services and
support them
to perform and
excel in service
delivery

Objectives	Priority actions	Economic benefit
Increase participation rates in employment and promote business development opportunities in the human services sector	- Conduct NDIS opportunity analysis, and coordinate existing providers to support regional improvements to maximise economic benefit and service delivery outcomes - Review and support micro-business development opportunities arising from NDIS and other human services opportunities	- Increase in local labour supply resulting in increased local economic benefit - Decrease in regional unemployment - Improved outcomes and benefits to individuals receiving services
Train and upskill regional labour market to meet current and future demand	- Regional Workforce Development Strategy - Identify regional sectoral opportunities and jobs pathways - Support and grow the capacity of human services employers to develop pathways for local people to grow their own capacity and secure jobs	- Increase in local labour supply resulting in increased local economic benefit - Decrease in regional unemployment - Increase local jobs in the health sector
Attract a skilled workforce to the Barkly Region to meet current demand	- Regional Workforce Development Strategy - Develop strategy to attract skilled workers	Skills and population increase, resulting in greater regional economic output
Improve human services coordination and performance outcomes	- Monitor and support collaboration in human services - Create greater shared training, partnership and employment approaches	- Increased productivity and return on investment across the sector - Improved outcomes and benefits to individuals receiving services - Increased individual agency and economic participation rates

Barkly Economic Growth Strategy Targets

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T1

Attract
people into
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delivery

Industries	Major Projects and Investment	Insights from the region
Health Family and Community Services Aged Care Disability Support	Regional Workforce Development Strategy (BRD) Flexible Workforce Initiative Fund (NTG) Skilled Migration Strategy (NTG) Trauma Informed Care Training (NTG) Youth Justice Centre Operations NDIS	An Aboriginal man from the Barkly Region aged in his 40s described employment and business development as always changing and developing over the course of his life. Having the confidence to seize opportunities and balance responsibilities across two worlds – culture, family, education and employment – hasn't been something that happened easily. He described how by understanding opportunities linked to NDIS service delivery, and becoming a recognised care provider, he gained the opportunity to work more flexibly across the region. Now when he visits family in different areas he can work as well, by providing care to family members while he visits. This allows him to earn money to support the visits. This example shows how people can achieve economic independence while also having personal choice, through being supported to understand and then access opportunities.

“ We can change this locally. We just need to activate our existing leaders and engage existing service providers and businesses here to develop it. Then we can start to bring more into that network through employment or business development.

Working Group

Barkly Economic Growth Strategy Targets

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T2

Grow
and expand
service
industries
to meet
increasing
demand
and improve
liveability for
everyone

Objectives	Priority actions	Economic benefit
Meet the demands of economic, population and industry growth	- Regional Workforce Development Strategy - Business development, and professional services requirements mapping - Hospitality service growth mapping - Review Barkly Destination Management Plan, Tourism NT 2030 strategy and TCA strategies and plans - Improve regional collaboration to support VET in schools and partner for education pathways to meet future industry and workforce needs	- Maximise regional economic opportunity - Increase in local labour supply resulting in increased local economic benefit - Decrease in regional unemployment - Improved liveability
A thriving creative industries sector	- Improve regional collaboration to support VET in schools and partner for education pathways to meet future industry and workforce needs - Regional Workforce Development Strategy - Review and consider recommendations of the Creative Barkly report - A regional development focus to support and leverage the large cohort of Barkly artists, recognising them as key agents and content developers in regional tourism, identity development, and marketing.	- Increase in local labour supply through better rates of flexible economic participation, resulting in increased local economic benefit - Decrease in regional unemployment - Increase in cultural, social, community, personal, spiritual, ecological, political, and economic outcomes - Increase the Arts as an economic enabler, including benefit from showcasing Country in the film sector
Supporting new and existing businesses and organisations to grow and expand	- Identify businesses and industry specialists in the region for support to grow and develop to meet increased demand for services - Encourage collaboration among regional businesses, identify gaps in the ability of small, medium and major business to meet an increased demand for their services; and create supportive pathways for existing businesses and industry specialists to support new business and private investment; create mechanisms for external specialists and secondees to support mentoring and development	- Maximise regional economic opportunity - Increase in local labour supply resulting in increased local economic benefit - Decrease in regional unemployment - Improved liveability - Housing as an economic enabler - including supporting employment

Barkly Economic Growth Strategy Targets

T2

Grow and expand service industries to meet increasing demand and improve liveability for everyone

Together we are thriving and strong, so everyone in the Barkly Region can make the most of opportunities from investment and growth

Industries	Major Projects and Investment	Insights from the region
Creative Industries Tourism Hospitality Local business development Professional Services	Barkly Business Hub – build new facility Nyinkka Nyunyu Cultural Centre – upgrade Battery Hill Mining Centre and Visitor Information Centre – Tennant Creek – develop quality accommodation options for tourists and business travellers Tennant Creek – improve visitor experiences, for example, gold rush and ore mining interpretive displays Newcastle Waters – provide off-highway camping facilities including cultural tourism Tennant Creek - Lake Mary Ann visitor amenities Karlu Karlu - enhance overnight visitor amenities Filming on location for the screen sector	The Creative Barkly research reveals a broad range of art forms and creative practices, including commercial, amateur, and subsidised, that represent the Barkly Region’s multicultural population (both First Nations’ and non-Indigenous). The research team conducted face-to-face surveys with 120 artists in communities across the Barkly Region, as well as sector interviews with 36 key stakeholders and organisations. The research showed that benefits of the arts in the Barkly Region include: • There are a large number of residents in the Barkly involved in the creative sector, nearly 20 times more artists working in the region than captured in the Census. This represents a potential pool of untapped knowledge, skills and experience for arts-led regional development • 76% of respondents make an income from their creative practice and over half of these said it was their primary source of income • The arts and creative sector ecology in the Barkly is made up of many different kinds of organisations and stakeholders that contribute to its success and sustainability • The arts can shape and reshape powerful determinants of health and wellbeing, such as employment, poverty, racism, social inclusion, and natural and built environments • The arts and creativity can provide pathways to individual, familial, intercultural, community, and regional healing that ensures a strong and sustainable foundation for regional cultural, social, and economic development that helps to remove barriers to arts participation • The Barkly arts ecology features strong involvement from health and human services sectors, which provides a solid foundation for inclusivity, healing, and holistic regional development.²

“We must invest in local people through leadership and improved regional network development.”

Working Group

² Creative Barkly – Sustaining the Arts and Culture Sector in Remote Australia <https://creativebarkly.org/>

Barkly Economic Growth Strategy Targets

T3

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Increase the performance of all employers to create high performing, culturally safe and responsive work environments

Objectives	Priority actions	Economic benefit
Culturally safe workplaces across the Barkly	• Develop a cultural awareness and safety framework for employers • Community engagement protocols, including creating clear expectations for employers or businesses operating in the Barkly • Flexible Aboriginal employment approaches are modelled, promoted, and celebrated among employers across the region • Support employers to understand benefits and approaches to increase flexible Aboriginal employment opportunities • Investigate the design of a regional model for flexible employment and cultural safety that employers can commit to • Support cultural authority groups in developing micro-businesses to help employers improve cultural competency	• Increase in local labour supply resulting in increased local economic benefit • Decrease in regional unemployment • Strong and consistent regional employment environments • Increasing the traditional knowledges economy to support culturally safe workplaces
High performing workplaces across the Barkly	• Barkly Workforce Development Strategy • Governance development • Business development • Coordinated training (accredited and non-accredited) • Increase the award of tenders, contracts and procurement to regional businesses • Build capability of Barkly employers to support, train and develop employees	• Increased productivity and performance • Increased regional economy • Increase in local labour stability resulting in increased local economic benefit • Decrease in regional unemployment • Strong and consistent regional employment environments

Barkly Economic Growth Strategy Targets

T3

Together
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Industries	Major Projects and Investment	Insights from the region
Workforce Development SMEs Aboriginal Corporations Not-for-profits All industry and private investment	Regional Workforce Development Strategy (BRD) Vocational Education and Training Territory Workforce Program Flexible Workforce Initiative Fund Education Digitisation Celebration and sharing of Barkly Language - Warumungu, Mudburra and Jingili Languages The Community Development Program (CDP) Indigenous Skills and Employment Program (ISEP)	Julalikari Council Aboriginal Corporation (JCAC) completed negotiations with the Northern Territory Government for a Local Decision Making (LDM) Agreement, signed off in March 2022. Key priorities identified by JCAC and the NT Government for the JCAC Local Decision Making were: • Priority Area 1 - Housing for Independence, Health and Wellbeing • Priority Area 2 - Economic Growth and Viability • Priority Area 3 - Strong Community and Social Services JCAC could see that while it understands the needs of Aboriginal people, it needed genuine commitment from Government to help develop JCAC's capability and capacity, enabling them to achieve the long-term outcomes for the organisation as outlined under the LDM Agreement. This led to unique additions to the JCAC LDM Agreement, which commit to JCAC being a focus of development for the life of the agreement, including for: • Strong Governance and Leadership, including internal controls and professionalism • Strong Relationships and Partnerships, including members and partners • Employing, Training and Supporting Aboriginal People, including improving approaches to recruitment, retention and workforce development

“ We need to engage young people in understanding and training for jobs that exist now and into the future across all industries; to understand there are so many options available to them. ”

Working Group

Barkly Economic Growth Strategy Targets

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T4

Attract
and create
opportunities
for all through
renewable
energy
technology and
environmental
management

Objectives	Priority actions	Economic benefit
Develop a renewable energy industry	- Supporting major projects to engage and achieve short- and long-term regional benefits, including in fields of: - Training - Employment - Infrastructure - Environmental - Contracts - Goods and services - Regional Workforce Development Strategy	- Increased regional economy - Increased export opportunities - Decrease in regional unemployment - Decreased energy costs
Realise land management opportunities	- Regional development approach to understand opportunities for Aboriginal people arising from: - environmental conservation - ranger employment - intergenerational transfer of Indigenous knowledge - sustainability - Integration of cultural land management practices across the Barkly Region, using Aboriginal workforces - Regional Workforce Development Strategy	- Native Title and Land Rights interests are supported to achieve community-led economic sustainability - Increase in local labour supply through flexible employment participation rates, resulting in increased local economic benefit - Decrease in regional unemployment - Increase in cultural, social, community, personal, spiritual, ecological, political, and economic outcomes - Sustainable land management and employment opportunities in rubbish, recycling, roads and supporting training and trades; Indigenous Rangers employment; Caring for Country, including growing food
Environmental sustainability	- Develop a regional approach and targets around environmental sustainability, including circular economy, waste and recycling. - Conduct a regional scan of existing research, current research underway, and knowledge sources - Create a knowledge base where people can access historical data and information related to environmental research and impact assessments in the region	- Creating economic benefit from environmental sustainability - Improved liveability - Circular economy - Decrease in carbon footprint - Decrease in regional unemployment

Barkly Economic Growth Strategy Targets

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T4

Attract
and create
opportunities
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renewable
energy
technology and
environmental
management

Industries	Major Projects and Investment	Insights from the region
Solar Land Management Indigenous Rangers Renewable Hydrogen Carbon farming	Tennant Creek Ranger Hub (CLC) New weather radar Sun Cable Desert Bloom Hydrogen Karlantijpa North Savanna Burning Project (example of a carbon abatement project) Indigenous Ranger Program Indigenous Protected Areas	Sun Cable's \$30 billion Australia-Asia Power Link project is a clear recognition of the Territory's renewable potential. Australia-Asia Power Link is a world-first, transformational renewable energy project providing a pathway to a new export industry. With its solar farm to be developed in the Barkly Region, it will develop infrastructure and systems to deliver renewable electricity to Darwin and Singapore via a 5,000-kilometre, high-voltage direct-current transmission system and subsea cable. It is estimated the project has the potential to provide up to 15% of Singapore's electricity needs from 2027, and to abate 8.6 million tonnes of carbon dioxide equivalent per year.³ The Karlantijpa North Savanna Burning Project is an example of a Carbon Farming Initiative in the Barkly Region by the Karlantijpa North Kurrawarra Nyura Mala Aboriginal Corporation. While the investment might be small compared to other major projects, it is an example of an Aboriginal-led Land Management project being delivered under the Federal Carbon Credits Methodology. It involves the strategic and planned burning of savanna areas in the low rainfall zone during the early dry season to reduce the risk of late dry season wild fires.⁴ All major investment in the region must focus on creating regionally understood and recognised standards for environmental management, legacy, and sustainability. This should include developing and investing in micro-enterprise to maximise the potential from major projects, contracts and service delivery, many of which could be built around opportunities for land and environmental management.

“ We need to have a better place to access historical information, and store current and future research, community engagement and information related to land management and environmental sustainability in the Barkly Region. ”

Working Group

³ NT Government 2022-23 Budget Papers - Barkly Regional Fact Sheet

⁴ Australian Government Clean Energy Regulator - Emissions Reduction Fund - Karlantijpa North Savanna Burning Project

Barkly Economic Growth Strategy Targets

Together
we are thriving and strong,
so everyone in the Barkly Region
can make the most of opportunities
from investment and growth

T5

Increase the
productivity
of food
production
and the
management
of supply
chains to drive
economic
outcomes

Objectives	Priority actions	Economic benefit
Diversify and grow the regional pastoral and plant-based industries, including horticultural and agricultural sectors	- Regional Workforce Development Strategy - Enhance existing and establish new regional fresh produce supply chains - Promote growth in the Aboriginal bush foods and bush medicine industry, building on existing capability and strengths across the Barkly region - Enhance education, training, and employment pathways - Adopt a regional development approach to opportunities for agriculture and horticulture	- Improved food security, including growing bush foods and medicine for community and commercially - Increased regional economy - Increased export opportunities - Increase in local labour supply through seasonal flexible economic participation rates, resulting in increased local economic benefit - Decrease in regional unemployment
Environmental sustainability	- Regional development and research approach to understanding potential resource areas, land, and water resource capacity - Sustainable farming practices and develop approach to a regional emissions trading scheme	- Sustainable industry development - Ability to scale and expand operation and production for future generations
Improved enabling infrastructure	- Regional development approach to infrastructure, supply chain, logistics and processing requirements - Map requirements for communications and connectivity - Develop a multimodal logistics hub in Tennant Creek - Transport Corridor (local, regional, national and export benefit for all industries)	- Short-term economic opportunity through construction phase - Long-term economic benefit through increased employment and economic participation due to resultant increase in supply and demand - Cost efficiencies across all industries - Improved export opportunities (intra-state, national and international)

Barkly Economic Growth Strategy Targets

T5

Increase the productivity of food production and the management of supply chains to drive economic outcomes

Together we are thriving and strong, so everyone in the Barkly Region can make the most of opportunities from investment and growth

Industries	Major Projects and Investment	Insights from the region
Agribusiness Pastoralism Native Bushfoods Industry and Protocols Transport Processing Manufacturing	Singleton Horticultural Project Tennant Creek Multi-Modal Facility Kulainda Farm Trust Horticulture and Forestry Project Centrefarm	Centrefarm operates three projects on Illiyarne and Warrabri Aboriginal Land Trust area (outside of Alekerange), an Aboriginal-led example of a holistic and cultural, educational, training and employment model designed to support Aboriginal people into long term, sustainable and intergenerational Agribusiness opportunities.⁵ The Tennant Creek Multi-Modal Logistics Hub project will have a fully operational multimodal facility and rail terminal in the Northern Territory to meet current and future growth needs of Tennant Creek and the Barkly Region. The project will provide a range of benefits including improvements in the efficiency and reliability of the road network, freight productivity and access to freight gateways, and better connectivity to link people with jobs and services, and goods with markets. Investment in new hubs at Tennant Creek, Alice Springs and Katherine, will ensure valuable commodities such as gas and critical minerals reach ports and international markets faster. The investment will also improve regional supply chains into remote areas in the Barkly Region. These facilities will create new jobs across the Territory and drive the economic development of communities from Alice Springs to Darwin. The Government's investments include: • \$216.8 million for a multimodal logistics hub at Tennant Creek • \$160 million for a logistics and agribusiness hub at Alice Springs and • \$63.2 million for a logistics and agribusiness hub at Katherine.⁶

“We need a stronger approach to information sharing and collaboration, and timely access to land and water, to make the most of upcoming opportunities.”

Working Group

⁵ Centrefarm Aboriginal Horticulture Limited - <https://centrefarm.com/our-projects>

⁶ <https://www.fullyloaded.com.au/logistics-news/2204/government-announces-new-nt-logistics-hubs>

T6

Barkly Economic Growth Strategy Targets

Together
we are thriving and strong,
so everyone in the Barkly Region
can make the most of opportunities
from investment and growth

Make the
most of every
opportunity
arising from the
critical minerals
and mining
sector

Objectives	Priority actions	Economic benefit
A framework for the targeted engagement of regional industry to maximise long term outcomes	• Develop minimum engagement standards to build community understanding and readiness • Create clear expectations around local benefit and long-term legacy opportunities and how to maximise • Promote investing in regional benefits as a measurable target with clear outcomes	• Increase in local labour supply resulting in increased local economic benefit • Decrease in regional unemployment • Improved community infrastructure • Contracts and business services opportunities • Clear expectations early with mining and resources sectors
Increased community benefit from existing and new mining operations	• Engage early to plan requirements and source locally across a range of business, contracts, and service requirements • Grow a locally skilled workforce • Reduce outsourcing and create more opportunities for local • Identify the potential business opportunities in the sector • Create stronger industry networks, with regional representation, to share information and build capacity and confidence to support greater investment into long term regional outcomes	• Increase in local labour supply resulting in increased local economic benefit • Decrease in regional unemployment • Improved community infrastructure • Private investment into region • Contracts and business services opportunities
Supporting improvements to regulatory processes	• Examine how to create stronger regional regulatory networks • Consider improved collaboration and mechanisms to inform improvements to regulatory processes	• Private investment into region • Contracts and business services opportunities

Barkly Economic Growth Strategy Targets

T6

Make the most of every opportunity arising from the critical minerals and mining sector

Together
we are thriving and strong,
so everyone in the Barkly Region
can make the most of opportunities
from investment and growth

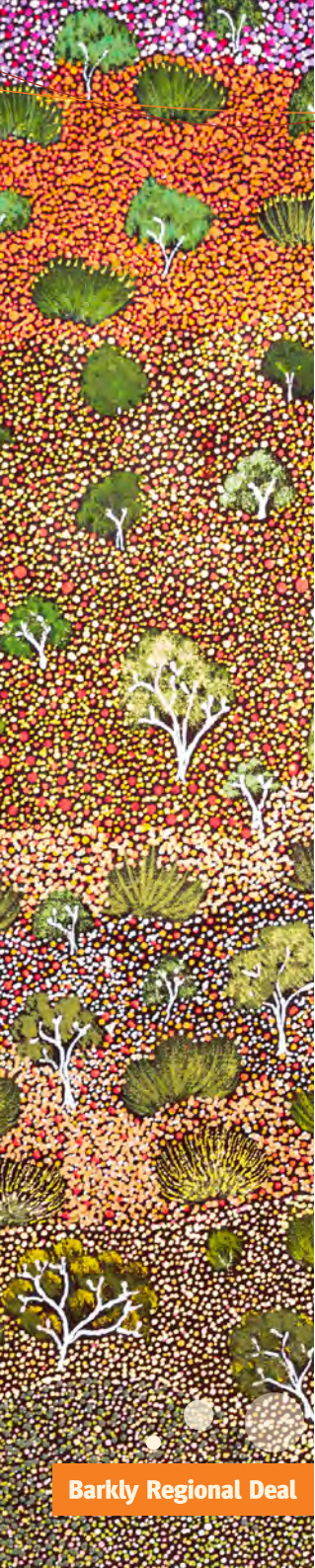
Industries	Major Projects and Investment	Insights from the region
Research projects Exploration Mining	Wonarah Phosphate Mine – Stage 1 Beetaloo to Darwin Infrastructure corridor Empire Energy Tennant Mining Nolans – Arafura resources Rover Project – Castile Resources Ltd Ammaroo Phosphate Mine Mount Peake Vanadium Project Emmerson Resources NDIS	Tennant Mining has been undertaking significant community and stakeholder engagement outside of the normal regulatory requirements. This aims to realise short-, medium- and long-term community benefits, and ensure community priorities are supported through collaboration. Tennant Mining’s ‘Territory Benefit Objectives’ include: • Deliver benefits to the community through collaboration, contribution, participation, and an enduring positive legacy • Employ Barkly Region Aboriginal, other residents and Territorians as often as possible • Use Barkly Region Indigenous Business Enterprises and Barkly Region Enterprises in supply chains as often as possible • Collaborate with other major projects, local businesses and across industry sectors to build a sustainable economy in the Barkly Region Tennant Mining’s approach is to embed the organisation in the community as a priority and to ensure maximum economic benefits for the community. They have clearly stated they plan to achieve: • Alignment of their practices with key local priorities, through business partnerships, employment and procurement, sponsorship, mentoring, and community initiatives • Being a visible and embedded member of the Tennant Creek community and more broadly in the Barkly Region • Informed Aboriginal engagement based on the principle of Free, Prior Informed Consent, and protection of cultural heritage • Best practice environmental, water management and rehabilitation • Alignment of energy strategy to the Northern Territory Government’s Roadmap to Renewables plan⁷

“ We need to think out of the box about how major investment can positively impact long term liveability of the region, and then make the regional needs clear to mining investors.

Working Group

⁷ Tennant Mining – Territory Benefits Plan (Draft)

National and regional analysis



National and regional analysis

National context

The Australian economy has proven resilient to ongoing impacts of the pandemic, bouncing back strongly and outperforming expectations. Economic recovery is well underway with record numbers of Australians in work. The strong labour market is expected to see wages growth accelerate.

Stronger-than-expected consumer spending and employment outcomes have led to increased growth with better than predicted gross domestic product results. Broad based consumption is predicted to grow alongside business investment and exports.

The ongoing pandemic, Russian invasion of Ukraine, strained supply chains, and rising inflationary pressures all present risks to global and domestic outlooks. Nonetheless, the resilience of the Australian economy throughout the pandemic demonstrates it remains adaptable. Key global trends include:

Climate change: communities are demanding more sustainable solutions in areas of energy, water and land conservation,

waste management and recycling to alternatives to fossil fuel technology.⁸

Rise of Asia: Australia as a service centre and supplier of food, services, resources and energy to Asia, given our proximity and increased demand.⁹

Ageing population: increases in demand in the service sector, including health, aged care, and disability services.¹⁰

The recently elected Australian Government (May 2022) has committed to:

- an increased focus on Climate Change and transition to renewable energy supplies
- to move to implement the Uluru Statement from the Heart in full (Voice, Treaty and Truth)
- overhaul current CDP arrangements¹¹

Implementation of these commitments will likely influence the priority of some investments relevant to this Strategy.

The Australian Government's economic plan is focussed on growing the economy, job creation, building future workforce skills and

strengthening the region's infrastructure.¹² The policy to strengthen the regions creates synergy and opportunity for the Barkly Region under the Barkly Regional Deal but also in the broader regional context, including developing Northern Australia.

Recent commitments in the Federal budget included investments of over \$16.5 billion directly into the North for new measures to secure long-term economic success. There is investment in the North's water and road infrastructure, Indigenous economic, social and health activities, and important regional development and environmental programs. Commitments will anchor a pipeline of infrastructure and regional investments for a strong northern economy.¹³

Key Australian government commitments which will drive opportunities and growth in the Barkly Region include:

- \$216 million for a road / rail multi-modal logistics hub in Tennant Creek
- \$811 million to expand mobile coverage connectivity, resilience, and affordability in regional Australia

⁸ Delta Pearl Partners

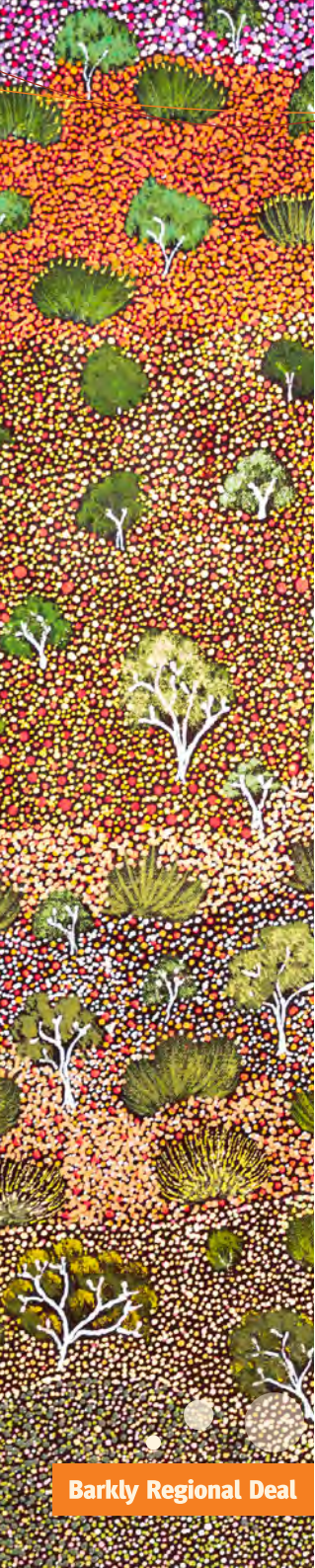
⁹ Delta Pearl Partners

¹⁰ Delta Pearl Partners

¹¹ Labor's Plan 2022 – Our plan for a better future for all Australians (www.alp.org.au)

¹² Budget Paper No 1, 2022 <https://budget.gov.au/index.htm>

¹³ Budget 2022-23 Building Economic Resilience in the North. <https://www.infrastructure.gov.au/sites/default/files/documents/factsheet-building-economic-resilience-in-the-north.pdf>



National and regional analysis

- \$146 million to support tourism recovery including skilled workers.
- \$636 million for the Indigenous Rangers program
- \$224 million to improve access to Health services in rural and remote Australia.
- \$61 million to strengthen biosecurity capabilities and risk management activities in the north to strengthen the pastoral industry.
- \$2.6 billion towards transformative infrastructure across the Northern Territory including industrial development of Darwin's Middle Arm to unlock new economic opportunities and position the region to be a top exporter to Asia.

These initiatives support economic growth across regional Australia and when complemented by local initiatives and strategies, have the potential to make a difference to communities and individuals in the regions.

Northern Territory context

The Northern Territory is well situated to take advantage of global trends across several industry sectors, including resources, renewable energy, Agribusiness, and defence. Geo-Political instability in the region along with economic recovery post COVID-19 provides the Northern Territory opportunities as a low-risk place for investment – Australia is viewed as a trusted country with low levels of sovereign risk.

The Northern Territory Government is committed to increasing the size of the Northern Territory economy from \$26 billion in 2021 to \$40 billion by 2030 and acknowledges the importance of the regions in achieving this.

Economic growth is forecast to average 2.9% per annum over the five years to 2025¹⁴. There is also a significant pipeline of projects on the Territory's horizon that are not included in the forecasts. If they proceed, these projects and investment opportunities will positively influence the Territory's economic development and flow through to increased own-source revenues. The

Commonwealth's \$2.6 billion Energy Security and Regional Plan is not yet factored into the forecasts, pending finalised business cases.

The Territory's Gross State Product (GSP) has grown from \$20.9 billion in 2010-11 to \$26.2 billion in 2020-21, a 25.6% increase. Over the same period, the population has increased by 14,600 (6.3%) to 246,000 people.¹⁴

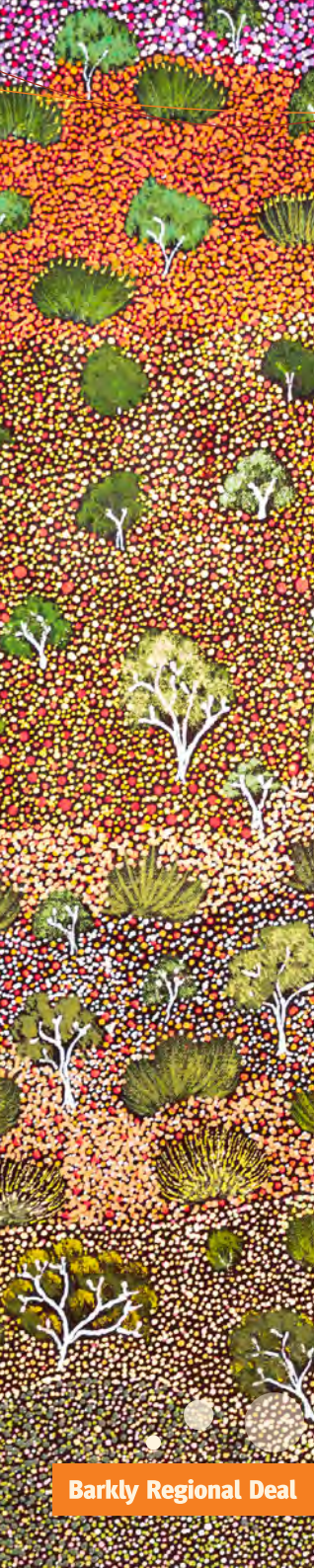
Attracting new private sector investment is critical as is devolving decision making to the regions to deliver regional benefits. New investment supports an expanded economy through job opportunities, wages growth, increased construction and retail, which can benefit all Territorians through improved living standards.¹⁵

In the recent Northern Territory 2022/23 budget, there are investment and commitments to ongoing implementation of the Barkly Regional Deal, regional housing investment, and identification of major projects including Sun Cable. Key areas include:

- \$15 million for land development to facilitate residential and industrial subdivisions

¹⁴ NT Government Budget 2022-23 - Budget and Regional Overview

¹⁵ Territory Economic Reconstruction Commission - Final Report
https://ntrebound.nt.gov.au/__data/assets/pdf_file/0020/952301/terc-final-report.pdf



National and regional analysis

- \$1.9 million to expedite implementation of the NT Aboriginal Tourism Strategy 2030, including skills development and mentoring
- \$5 million in major works for housing and community amenities ¹⁶

Overview of region

The Barkly Region is home to ten Aboriginal language groups who are custodians of the region. These groups have been traversing the land, meeting, and trading for thousands of years across the region and externally with their neighbours.

The region maintains a strong connection to its Aboriginal history and culture. In 2007, the Patta Waramungu people negotiated a Consent Determination and Indigenous Land Use Agreement, which recognised their Native Title rights and interests within a Township (Tennant Creek).

The term 'language group' is often used to describe distinct groups of Aboriginal people

¹⁶ https://budget.nt.gov.au/data/assets/pdf_file/0015/1103028/budget-and-regional-overview-book.pdf

who identify themselves by their language. Each language group in the Barkly will have some customs which are the same, and some that are different. Some larger language groups in the region include Warumungu, Warlmanpa, Warlpiri, Jingili, Garawa, Mudburra, Kaytetye, Alyawarr, Anmatyerre and Wambaya.¹⁷

Small communities separated by long distances make up the region, which is home to about 6,140 people, of whom around 71% are Aboriginal. Tennant Creek is the main centre with a population of about 3,300 people. A high proportion of people living in the region are young, with about 39% aged 24 years and under, and about 7% aged 65 or older.¹⁸ The Barkly Regional Council area is over 323,000 square kilometres, which equates to a population density of .02 persons per square kilometre, a figure that demonstrates the vastness of the region.

Whilst the region has experienced economic growth in the pastoral industry, mining, and tourism, most residents have not shared in this economic success, neither through an improved standard of living nor level of opportunity. It is therefore critical that growth and development

¹⁷ Barkly Regional Council - <https://www.barkly.nt.gov.au/region>

¹⁸ NT Government - Barkly Regional Fact Sheet

into the future be considerate of the people in the region and seek to share the success, opportunities and benefits that may arise from economic development.

Barkly Region strengths and capabilities

Aboriginal culture: traditional culture is thriving in the region with many forms of culture, language, and customs practised and maintained. Through Aboriginal-led solutions, economic opportunities can be borne out through art, culture, bush tucker, medicine, creative industries, tourism, land management and conservation.

Renewable energy: the Australian continent has the highest solar radiation per square metre of any continent and can therefore boast some of the best solar energy resources in the world. The Barkly region receives one of the highest levels of solar radiation on the continent.¹⁹ Opportunities to produce both solar energy and clean hydrogen (utilising solar or wind energy) are being developed through several major projects

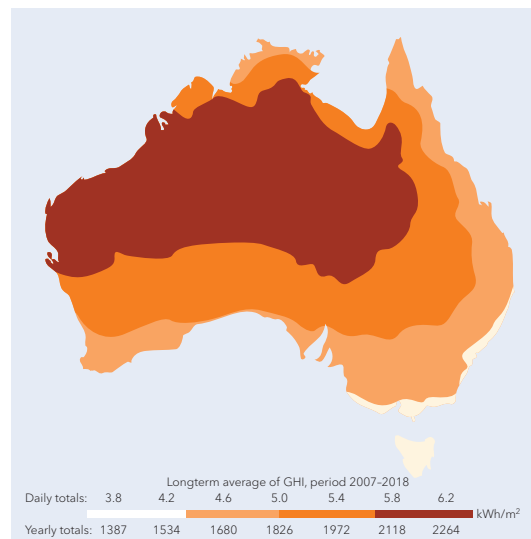
¹⁹ Geoscience Australia <https://www.ga.gov.au/scientific-topics/energy/resources/other-renewable-energy-resources/solar-energy>

National and regional analysis

in the region, including Sun Cable Solar array and Desert Bloom green hydrogen project.²⁰

Agribusiness: the Barkly Region has access to the key factors of production required for large scale agribusiness development, including cattle and food production. With increasing demand for high quality, sustainable, and plant-based products, the region has a significant opportunity to develop and drive productivity.²¹ Fortune Agribusiness is proposing to develop 3,500 hectares of high-value irrigated horticulture to grow fruit and vegetables in the region. Centrefarm operates three projects on Illiyarne and Warrabri Aboriginal Land Trust area (outside of Alekerange), an Aboriginal-led example of a holistic and cultural, educational, training and employment model designed to support Aboriginal people into long term, sustainable and intergenerational Agribusiness opportunities.²²

Critical minerals and mining: with vast deposits of critical minerals and gold across the Barkly, and others in the Eastern Barkly region, this industry has the potential to contribute significantly to the economic growth of the region. Under the



Global horizontal irradiation Australia map

source: Solargis ²³

Australian Government's Exploring for the Future program, Geoscience Australia has indicated the Eastern Barkly has a similar geological history to other prospective areas of northern Australia, including Tennant Creek.²⁴

Gas resources: the Beetaloo Sub-basin is between Katherine (100 km to the north) and Tennant Creek (250 km to the south). The

Beetaloo Sub-basin has the potential to be a world-class gas province. Estimates of the gas resource in the region vary but the results from preliminary exploration are encouraging. If realised, this resource would be capable of servicing a range of markets for decades into the future. The Stuart Highway bisects the sub-basin from north to south, and the Barkly community of Elliot sits within the basin area with Tennant Creek recognised as the regional service centre of the Beetaloo Sub-basin. There is currently a low infrastructure base in the Beetaloo, and any future development is likely to rely on new or enlarged gas processing and pipeline infrastructure. Any new pipeline routes will depend on realising the Beetaloo's gas potential.²⁵

Creative industries: Research has found that the arts can shape powerful determinants of health and wellbeing such as employment, poverty, racism, social inclusion, and the natural and built environment. Arts can also provide a pathway to individual, familial, intercultural, community, and regional healing. This can ensure a solid and sustainable foundation for regional cultural, social, and economic development and in turn help to remove barriers to arts participation.

²⁰ Geoscience Australia; <https://www.ga.gov.au/scientific-topics/energy/resources/hydrogen>

²¹ NT Farmers - Northern Territory Plant Based Industries Economic Impact Analysis

²² Centrefarm Aboriginal Horticulture Limited - <https://centrefarm.com/our-projects>

²³ <https://solargis.com/maps-and-gis-data/download/australia>

²⁴ Geoscience Australia - Exploring for the Future program, media release 5 April 2022; <https://www.ga.gov.au/news-events/news/latest-news/new-exploring-for-the-future-results-confirm-nt-as-exciting-exploration-frontier>

²⁵ Department of Industry, Science, Energy and Resources - Unlocking the Beetaloo: The Beetaloo Strategic Basic Plan

National and regional analysis

Creative Barkly was a three-year research project looking at arts and creativity across the Barkly Region (2016-2019). The aim of the research was to understand how artistic and creative activities contribute to cultural, social and economic development in Barkly communities and the Region. The research project developed 48 recommendations to help plan the future of arts across the Barkly.²⁶

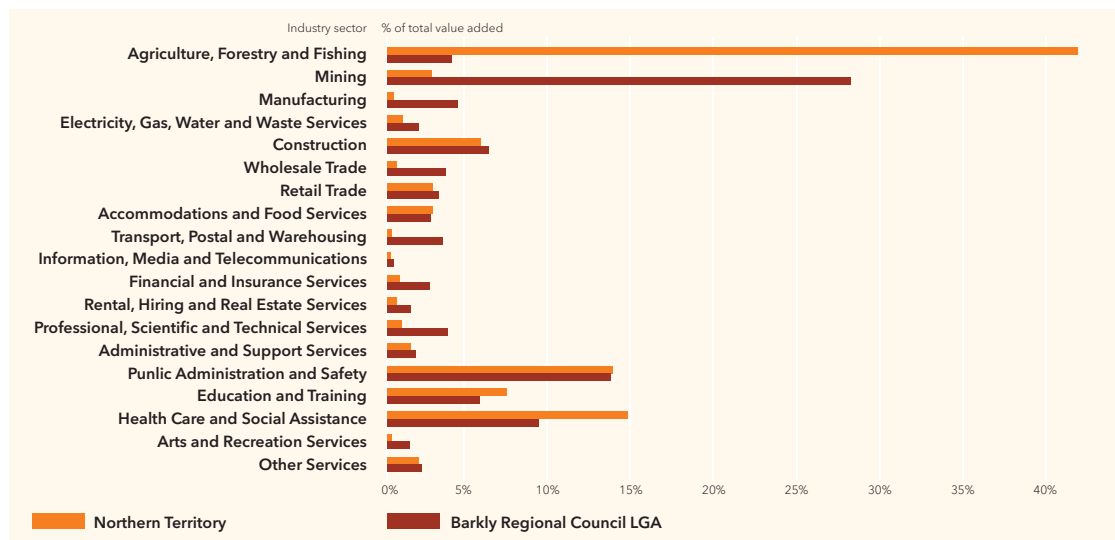
The Barkly Regional Deal: 'the Deal' is an \$84.7 million partnership between the Australian Government, the Northern Territory (NT) Government, and the Barkly Regional Council. As Australia's first 'Regional Deal', it aims to improve the productivity and liveability of the Barkly region by stimulating economic growth, improving social outcomes, culture, and place-making. The Barkly community is at the heart of the regional deal and will be involved throughout its implementation. Local leadership is critical, to drive and make the deal a success in the long-term.

Industry snapshot

Across the Barkly region during 2020/21 the most productive industry was agriculture, generating \$159 million. This was followed by Health Care and Social Assistance which generated \$56 million, then Public Administration and Safety, \$52 million. An analysis of value added by industry sector for the Barkly Regional Council

area, demonstrates the three largest industries account for over 68% of total productivity in the region.

- Agriculture (159 million or 41.6%)
- Health Care and Social Assistance (56 million or 14.6%)
- Public Administration and Safety (52 million or 13.7%)



Value added by industry sector 2020/21

source: National Institute of Economic and Industry Research (NIEIR) compiled and presented in economy.id by .id (informed decisions)

²⁶ Creative Barkly - Sustaining the Arts and Culture Sector in Remote Australia; <https://creativebarkly.org/>

National and regional analysis

Growth in the service industry represents a major opportunity for the Barkly Region over the next decade. The growth will require servicing major investments, both Government and private, in infrastructure and projects. This will need genuine regional collaboration and partnership to guarantee the Regional Investment Pipeline can support long-term sustainable economic growth of the region.

Employment

There are 1978 current job opportunities in the Barkly Region, of which 1631 are filled. This equates to 82% of all positions being filled. This does not include business opportunities or unmet demand, such as NDIS services. The top 5 industries for employment, which account for 81% of all employed people, are:

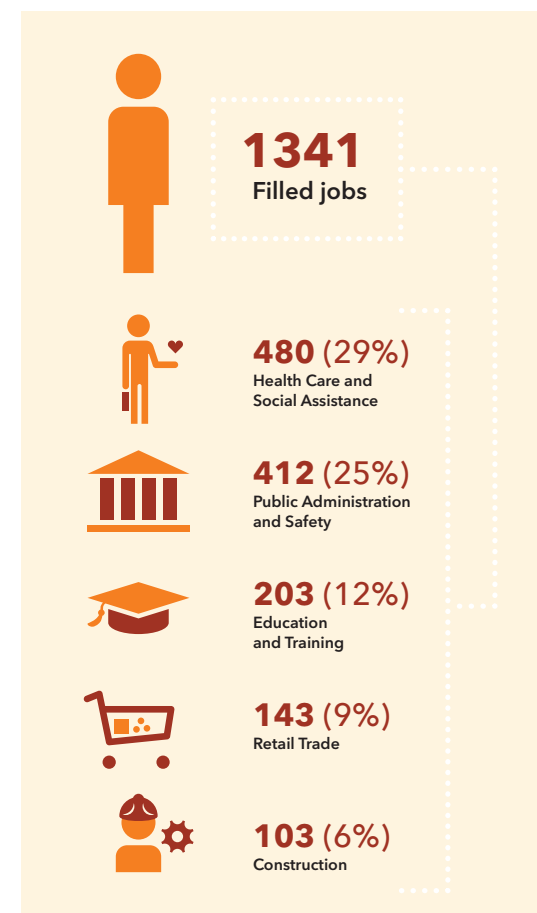
As economies grow, access to labour becomes a critical input, a significant challenge in the Barkly, as it is for other parts of the Northern Territory. Discourse around labour often starts with what skills need to be imported into a particular

region, rather than first investigating existing (but untapped) labour markets and what might support its members into jobs.

While there will always be a need to import some skills into regions, there are opportunities to tap existing labour across the region first.

The Territory Economic Reconstruction Commission made the following findings regarding skilled labour in its final report of December 2020:

- A skilled population is a critical enabler of economic growth, and there is a requirement to grow Territory skills and attract new population linked to industry and business demand.
- Economic growth needs action to build the right skills and attract and retain more people.
- The elements most critical are workforce planning and skilling, education pathways, affordable housing, and a liveable and enjoyable environment.



Top 5 industries by filled jobs

source: Barkly Region Jobs Profile 2020

Regional differences

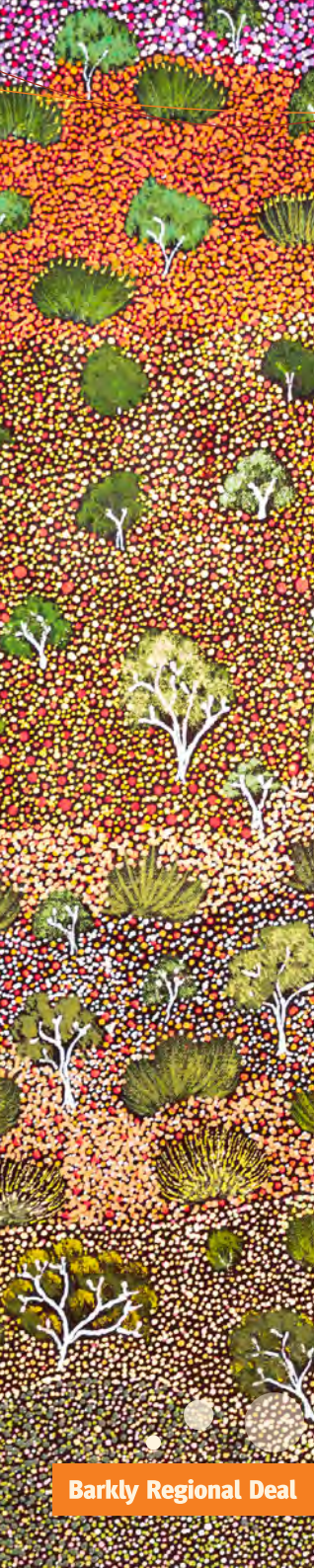


Barkly Regional Deal

Barkly Economic Growth Strategy 2020-2025

Tree on Country by David Curtis Shier @ Jungarayl 2000 Photography





Regional differences

The Economic Growth Strategy 2030 Working Group recognises that need can vary with geography, and while people living across the Barkly Region have many needs that are similar, they also have needs that are unique to where they live. Different contexts for living include:

- Remote-remote (Homelands / Outstations)
- Remote (Communities)
- Town Centre (Tennant Creek)
- Regional (Barkly region)

The Working Group found that aggregate data sets for the Barkly Region did not provide a true picture of the vast differences in living conditions found from one location to another, particularly for Aboriginal people. Or as better expressed by one Working Group member: aggregate data hides the reality of the “haves and have nots” in the Barkly Region.

To understand how geographic differences in need might affect economic development, recurring themes were identified (a thematic analysis) from the pages of the many local and regional plans available for the Barkly Region. Full detail of the sources reviewed is included at Annexure A. The Working Group reviewed this analysis at a workshop on 21 April 2022 and finalised their views on a broad range of enablers that must be factored in to realise any economic growth outcomes.

The following enablers were identified from needs that were common across the Barkly Region and also from those that varied depending on where people lived. The Working Group was united in their view that these enablers must be prioritised if there is ever to be fair and equitable economic growth across the Barkly Region. The Working Group expressed that without addressing these enablers and needs, more investment might continue to flow into the region, but nothing would change.

“There is a big imbalance for the haves and have-nots.”

Working Group

“We are all different, but we are also the same.”

Working Group

Regional differences

Regional Economic Growth Enablers

	Barkly region	Tennant Creek	Remote communities	Homelands
Housing	●	●	●	●
Education	●	●	●	●
Health	●	●	●	●
Digital connectivity	●	●	●	●
Digital literacy	●	●	●	●
Community infrastructure	●	●	●	●
Cultural awareness / safety	●	●	●	●
CDP Reform	●	●	●	●
Workforce Development	●	●	●	
Youth programs	●	●		
Mentoring and support	●	●		
Local / Shared Decision Making	●		●	
Community safety	●			
Regional collaboration	●			
Shared data collection	●			
Industry collaboration	●			
Aboriginal Governance		●	●	
SME Development		●	●	
Government service alignment		●		
Arts and festivals		●		
Sport and rec		●		
Roads and access			●	●
Utilities				●
Plant and equipment				●
Supply chain				●

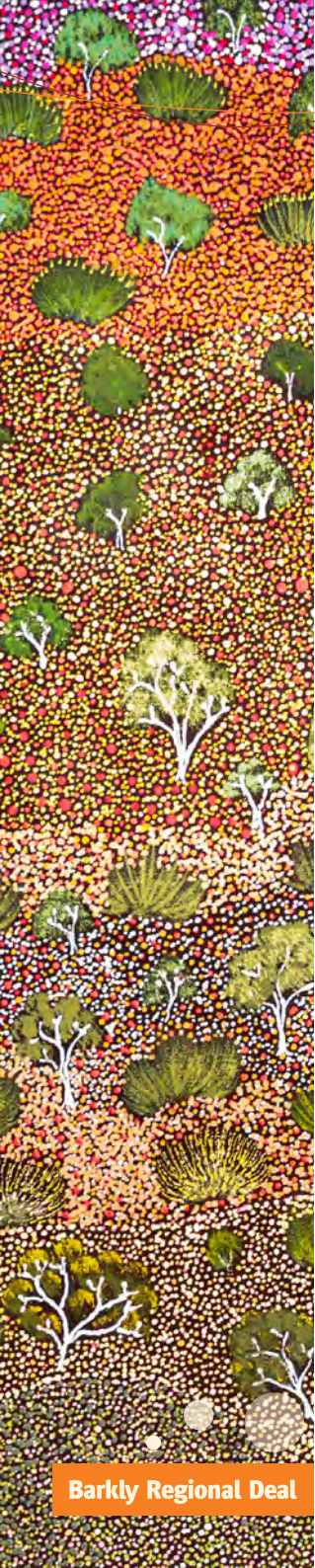
Barriers to growth

Of course, the Northern Territory is not without its challenges, one of the more difficult being access to labour. Since COVID-19, the challenges have been exacerbated: international borders closed, no access to temporary workers, limited migration.

The Northern Territory also suffers from a lack of technology and infrastructure that others across Australia take for granted. Communities, homelands and even major supply chain routes get disrupted due to weather events, disasters, and supply shortages.

“The main challenge being faced by Aboriginal people is a reduced ability to participate in the economy.”

Working Group



Regional differences

For Aboriginal people in the Barkly Region, such impacts – which include all targets identified in the Closing the Gap Report – are by far the greatest contributors to inequality that prevent access to participate in the Australian economy. These Closing the Gap targets include:

- Child mortality
- Early childhood education
- School attendance
- Literacy and numeracy
- Year 12 or equivalent
- Employment
- Life expectancy²⁷

In developing the Economic Growth Strategy, Working Group representatives compared barriers to economic growth in remote Australia that are widely reported in media and elsewhere, to barriers they themselves had identified during

²⁷ Australian Government - Closing the Gap Report 2020

the workshops. They could see immediately that all barriers were interconnected, and that the impacts of one did not occur in isolation from the impacts of others.

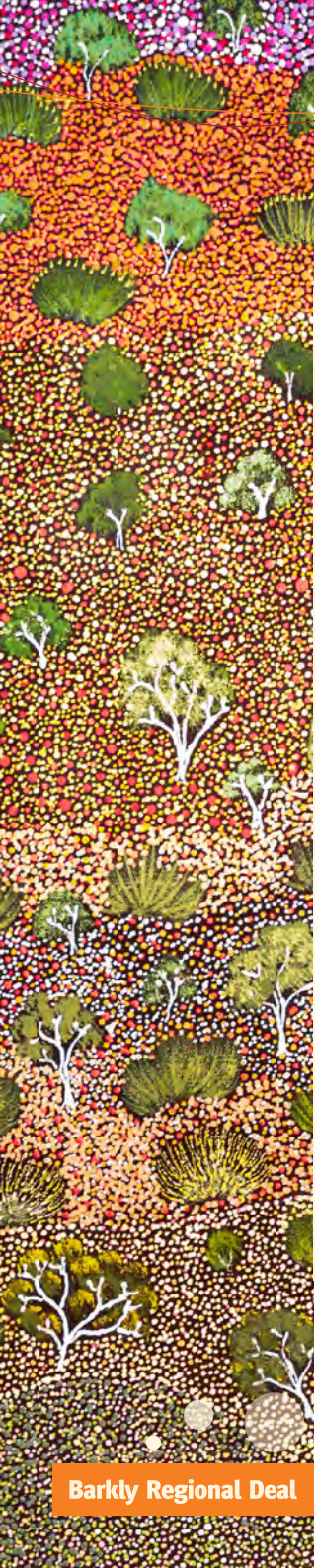
Addressing barriers to growth is integral to achieving economic benefits across the Barkly Region, some of which have been considered in the Economic Growth Targets and enablers identified by the Working Group, as well as the Barkly Regional Deal, Commonwealth, NT Government and Local Government planning, CLC community development plans, organisational and local planning, and must continue to be addressed and prioritised over time.

The Working Group identified the following key barriers to growth in the Barkly Region:

Socio-economic disadvantage experienced by high numbers of the population in the Barkly Region

The Working Group identified levels of socio-economic disadvantage experienced across the region as the greatest barrier to sustainable economic growth in the Barkly Region. Without equitable participation, economic growth will not be sustainable or have the lasting impact so many in the Barkly Region need and want. Under ABS data, the Barkly Region is ranked lowest on the Socio-Economic Indexes for Areas (SEIFA), which is the Index of Relative Socio-Economic Advantage and Disadvantage (IRSAD).²⁸

²⁸ ABS- 2071.0 - Census of Population and Housing: Reflecting Australia - Stories from the Census, 2016, Socio-economic advantage and disadvantage



Regional differences

Systemic fatigue and failure to adequately address social problems in the Barkly Region

Linked to socio-economic disadvantage, systemic fatigue, and a failure to address social problems in the Barkly Region, are additional barriers to economic growth. The Working Group was clear in listing the barriers as:

- ineffective policies, programs, services, funding, and investment into the Barkly over its history
- the lack of an effective, appropriate or consistent community engagement framework
- poor regional collaboration and support to achieve outcomes, which leads to burnout of staff, high turnover, and poor retention rates
- vicarious trauma, negative media, and poor perceptions of the region.

These barriers in turn hamper efforts to raise economic participation and outcomes.

Poor access to services and amenities, including health, education, public and private housing shortages

Without question, the most frequent barriers to economic growth identified by the Working Group were related to poor access to services and amenities across the region. Public and private housing shortages were the most regularly identified, particularly by employers and community representatives, with access to quality education and health services close behind. The Working Group was also able to identify clear links between this barrier and those linked to socio-economic disadvantage, systemic fatigue, and failure to address social problems.

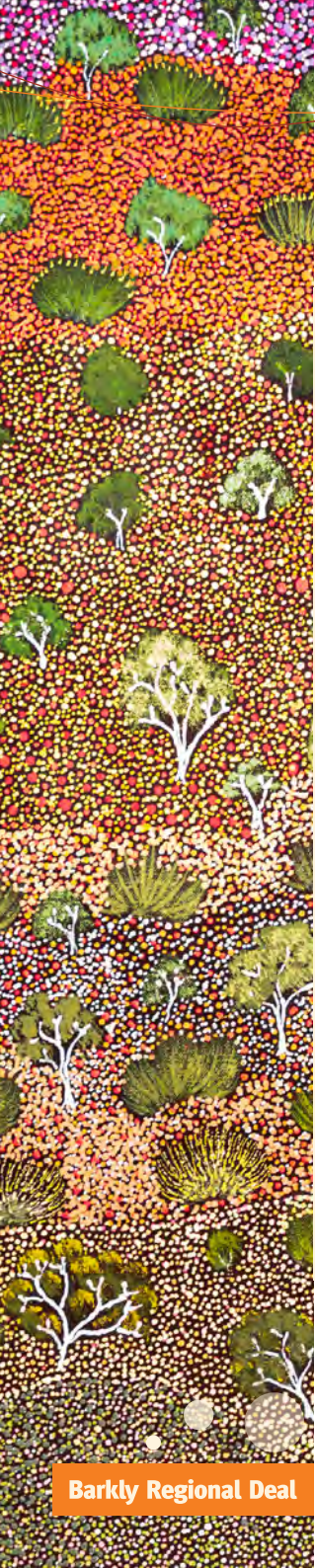
Systemic discrimination

Impacts of systemic discrimination for Aboriginal people in the Barkly Region were also identified by the Working Group as a major barrier to economic participation, opportunity, and growth. Policies and practices over generations have had discriminatory effects on Aboriginal people in the region. The Working Group deduced that policy and program agendas over decades had

used a top-down approach, reducing Aboriginal empowerment and agency and increasing the effects of socio-economic disadvantage amongst Aboriginal people. It was also noted that systemic racism leads to normalised racism and negative perceptions of Aboriginal people among non-Aboriginal people.

Recruitment and retention of workforce

Attracting people to the Barkly and recruiting them into jobs were identified as major barriers by the Working Group. These included lengthy periods to advertise, recruit and appoint people to roles; lengthy wait times for people to move to the region once appointed; and the struggle to attract people with the right skills in the first place. In addition, major frustrations were expressed about a lack of positive information in the public arena about the Barkly Region, in particular regarding Tennant Creek. This means that candidates often withdraw from job processes before they are complete. Costs to recruit, then to pay above award wages, impacts employers. Housing shortages mean attracting couples and families is difficult. And then there



Regional differences

is the impact of the aforementioned barriers on individuals, which often yields poor retention due to fatigue and burnout. The Working Group all agreed that engaging, supporting, developing, and retaining Aboriginal workers in the region was the best solution. Solving the issue, however, requires significantly more collaboration, partnership, and capacity building among all employers; they need to become culturally safe employers that can better support Aboriginal employment outcomes.

Digital connectivity

The Working Group identified digital connectivity as a major barrier to economic growth in the Barkly Region, particularly in remote communities and outstations where options are limited for affordable digital connectivity for Aboriginal people. A lack of options, or no options at all for digital connectivity, limits opportunities to participate in a modern economy. The reasons range from digital access to modern education systems, to information and training, and for developing business opportunities, which often require using digital technology.

Limited and sparse physical infrastructure

The Working Group described limited and sparse physical infrastructure as a major barrier to economic growth in the Barkly Region. People there are spread across 323,000 square kilometres, with only one regional centre, limited infrastructure in remote communities, and few connecting roads between. Aging infrastructure and the lack of maintenance of roads, is a major barrier. These disadvantages block people's ability to participate in a modern economy, and in turn, block any pathway to economic growth.

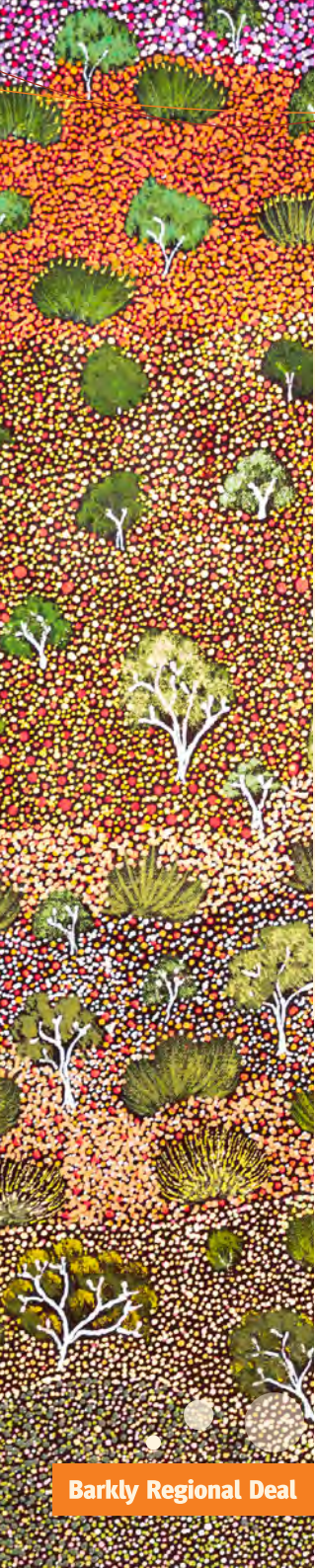
Poor Information Communication Technology (ICT) Infrastructure

The Barkly region now has a digital telephone network, mobile phones, internet capability, internet servers and fixed broadband, and other technologies. However, the Working Group identified that poor access, systems, and ICT infrastructure across the region, including slow speeds, lack of affordable technical support and options, remain a barrier to making the most of opportunities. This becomes even more so when

thinking about maximising future economic growth activities. The need for communications in line with the rest of Australia, and ensuring equitable access and appropriate options for people, particularly in Aboriginal communities and homelands, was highlighted by the Working Group as an ongoing challenge.

Government policy and program agendas designed to suit urban populations

Linked to systemic discrimination and systemic fatigue, the Working Group emphasised the impact of Government policy and program agendas, so often designed for urban populations, as a major constraint on economic growth in the Barkly Region. Government departments mostly tailor their development initiatives, and policy agendas for training, employment, and support services, to suit the needs of people living in urban and regional settings. In cities and big towns, however, people have vastly improved access to amenities, housing, education, services, and support. Planners fail to understand the unique needs and requirements of those living on remote



Regional differences

communities and homelands in the Barkly Region. The Working Group called this out as an ongoing failure as a form of investment, one that has not changed people's lives in the region.

Geographical isolation

Geographical isolation is a barrier to economic growth, and the Working Group was able to link this barrier to almost every other barrier listed. The failure was in not being seen, heard, or understood; to feel disconnected and separate; these were common phrases repeated in discussions among members of the Working Group. And this was the case across all parts of the region. When looking within the region, these impacts were also felt, depending on where people lived.

Additionally, the group listed barriers to private and industry growth and investment, including:

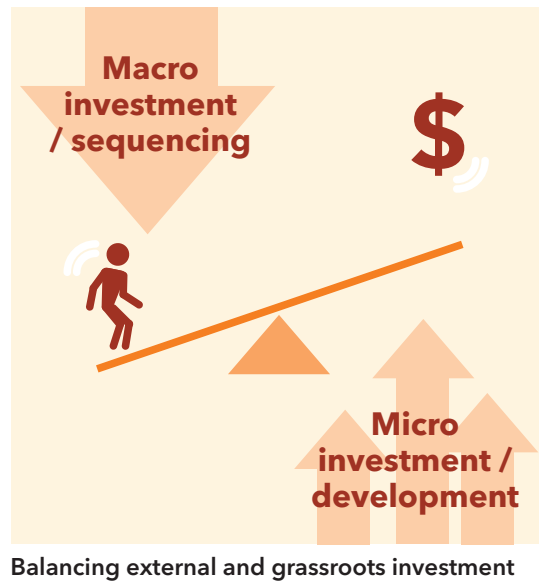
- The high cost of doing business, making it unattractive and uncompetitive for investors
- An NT Government minerals royalty regime that is complex compared to other jurisdictions
- The likelihood that regulatory agencies may become unable to process consultations, assessments, applications, and developments in a timely manner, which will impact on the bottom line of projects
- Perceptions of the region regarding the challenges it faces
- Challenges attracting staff, including the requirement to pay well above award wages to attract people into key roles
- A lack of collaboration and unity across the region hampering efforts to address these challenges effectively

Pathways



Pathways

The Economic Growth Strategy Working Group identified multiple pathways to achieving Economic Growth Strategy Targets, and importantly that there were two things that should always be balanced. Too often the focus for regional planning and economic growth is on the macro-level down, resulting in fewer



long-term benefits. To realise genuine economic growth in the region, micro-development also needs equal investment, planning and focus. Only then will we achieve long-term outcomes for everyone in the Barkly Region.

The Working Group identified that individual choice be paramount when documenting regional pathways for economic opportunities, with flexible approaches to development. To achieve this they emphasised a regional focus to ensure the guiding principles, outlined in the Foreword section of the Barkly Economic Growth Strategy, are constantly prioritised. Again, those principles were:

- Cultural safety
- Equity and Inclusion
- Engagement
- Regional benefit
- Shared measurement
- Accessibility

Monitoring the Targets and Actions of the Barkly Economic Growth Strategy, as well as planning and sequencing the regional investment pipeline, will also play a major role in realising opportunities and identifying pathways to them.

The Working Group acknowledges that the Barkly Workforce Development Strategy will delve deeper into the requirements of a regional workforce, including improving approaches to training and employment. The Working Group has, nonetheless, identified at a high level the following pathways to economic opportunities:

Pre-work

- Education pathways: support primary and secondary students through career pathways in the Barkly Region that they can easily connect with and understand. Provide support also to employers, to familiarise students with working through work experience programs in the region.

Vocational training and skills development

- Training / VET in schools: develop accredited work-based training, apprenticeships, and VET-in-school programs to support more people into skills-based employment.
- Tertiary education programs: identifying, supporting and developing tertiary education models and approaches that meet regional economic development opportunities and needs, and retains local workforce while increasing the regional skills-base.

Mentoring and support

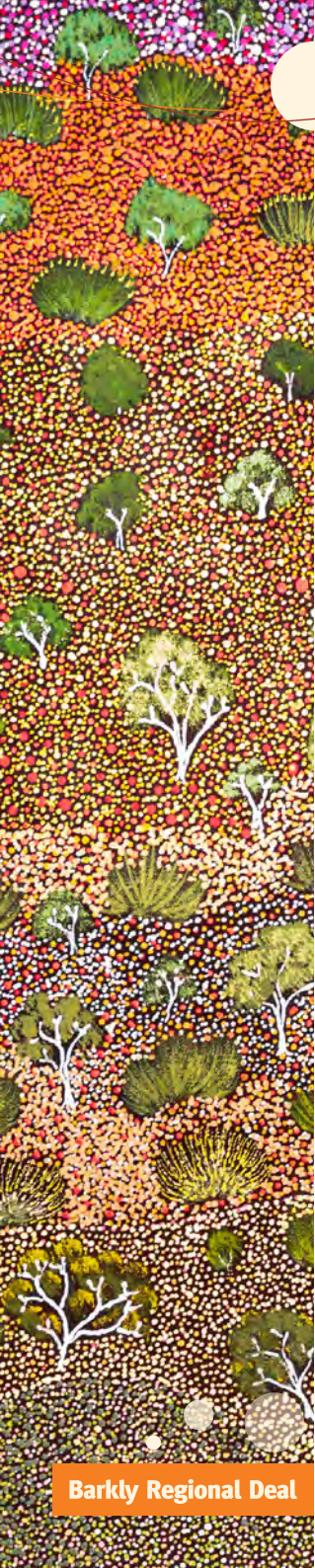
- Mentoring and support: ensure easy access to formal and informal mentoring and tailored support for residents and newcomers.
- Networking and collaboration: provide spaces for collaboration and networking to connect with business, industry or government support.

Employment

- Flexible employment models: support more Aboriginal people to succeed by enabling them to work in a way that helps them build confidence, acquire skills, and safely manage cultural and personal priorities.
- Employer capability development: develop stronger performing and culturally safe workplaces that support people toward long-term careers in the region.
- Leadership development and succession planning: build skills and develop people for succession to key roles in the region.

Business development

- Contracts and services: identify small and medium-sized enterprises (SMEs) that are ready to develop, and partner with them to support the needs of major projects and investments; target candidates for collaboration, mentoring and support them to succeed.
- Business growth and expansion: Support SMEs to expand and grow to meet opportunities emerging from the Regional Investment Pipeline.



Annexures

The following annexures are living parts of the Barkly Economic Growth Strategy 2030, and should be reviewed and updated over the life of the Strategy.

Key points to note about each Annexure are:

Annexure A List of abbreviations and Reference list of regional documents reviewed: lists of abbreviations used in the Barkly Economic Growth Strategy 2030 and of documents reviewed as part of the Barkly Economic Growth Strategy with a thematic analysis performed so the Working Group could factor these findings when identifying regional enablers, priorities, differences and similarities.

Annexure B Regional Investment Pipeline: the first indicator of short-, medium- and long-term opportunities for the Barkly Region, valid only at a point in time: that of the Economic Growth Strategy's production. It is not a final commitment to projects identified. These projects will be subject to change, including the potential for amendments to commitments, and increases and decreases to funding amounts.

Annexure C Regional Economic Action Plan: the plan links actions to targets. It includes high-level actions identified by the Working Group as starting points toward achieving each target. Over time, the Regional Economic Action Plan should embrace more detailed requirements to help realise each target.

Annexure D Barkly Economic Growth Strategy Targets-on-a-Page: 'Targets-on-a-Page' present key information for each target of the Barkly Economic Growth Strategy. They are designed to share, to help get an overview of the target areas. They may also help anyone preparing business development proposals, sourcing investment, or applying for grants.

For clarity and the immediacy of information presented, the use of abbreviations and acronyms has been avoided in this document. However, the following examples have been used within some tables to accommodate the necessary information.

List of abbreviations

ABA *Aboriginals Benefit Account*

AG *Australian Government*

ANFAB *Australian Native Food and Botanicals*

ARENA *Australian Renewable Energy Agency*

CLC *Central Land Council*

CSIRO *Commonwealth Scientific and Industrial Research Organisation*

DEPWS *Department of Environment, Parks and Water Security*

DIPL *Department of Infrastructure, Planning and Logistics*

DTFHC *Department of Territory Families, Housing and Communities
(including Arts NT and Screen Territory)*

DITRDCA *Department of Infrastructure, Transport, Regional Development,
Communications and the Arts*

DITT *Department of Industry, Trade and Tourism*

DoE *Department of Education*

ELG *Enterprise Learning Projects*

ICNNT *Industry Capability Network NT*

NAIF *Northern Australia Infrastructure Facility*

NDIA *National Disability Insurance Agency*

NDIS *National Disability Insurance Scheme*

NIAA *National Indigenous Australians Agency*

NLC *Northern Land Council*

NTG *Northern Territory Government*

NTIBN *NT Indigenous Business Network*

RTOs *Registered Training Organisations*

TCA *Tourism Central Australia*

The following list of documents were reviewed as part of the Barkly Economic Growth Strategy, and a thematic analysis was performed so the Working Group could factor these findings when identifying regional enablers, priorities, differences and similarities.

Reference list of regional documents reviewed

2022 Critical Minerals Strategy, 2022, S Department of Industry, Energy and Resources (Australian Government), <https://www.industry.gov.au/sites/default/files/March%202022/document/2022-critical-minerals-strategy.pdf>

2030 Tourism: NT's Tourism Industry Strategy 2030, 2019, NTT NT, <https://www.tourismnt.com.au/file/download/320>

Aboriginal Economic Development Strategy for the Beetaloo, 2020, CDUftDoI Northern Institute, Transport, Regional Development and Communications, Commonwealth of Australian, <https://researchers.cdu.edu.au/en/publications/aboriginal-economic-development-strategy-for-the-beetaloo-part-1->

Aboriginal Economic Development Strategy for the Beetaloo: Appendices, 2020, CDUftDoI Northern Institute, Transport, Regional Development and Communications, Commonwealth of Australian, <https://researchers.cdu.edu.au/en/publications/aboriginal-economic-development-strategy-for-the-beetaloo-part-1->

Barkly Regional Deal Annual Progress Report 2021, 2021, BR Deal, <https://www.infrastructure.gov.au/sites/default/files/documents/barkly-regional-deal-progress-report-2021.pdf>

Closing the Gap: Annual Data Compilation Report, 2021, PCA Government), <https://www.pc.gov.au/closing-the-gap-data/annual-data-report>

Community Planning Update, 2022, BR Deal, Tenant Creek; Barkly Regional Deal

Control over Aboriginal Benefit Account Comes Home to the NT 2021, Central Land Council, <https://www.clc.org.au/control-over-aboriginals-benefit-account-comes-home-to-the-nt/#:~:text=The%20Australian%20Parliament%20has%20taken,Territorians%20and%20their%20elected%20representatives>, viewed 9th April 2022

Creative Barkly - Sustaining the Arts and Culture Sector in Remote Australia <https://creativebarkly.org/>

Creative Industries Strategy NT, 2020, NTG Creative Industries Steering Committee, <https://tfhc.nt.gov.au/arts-and-culture/creative-industries-strategy-2020-2024>

Elliot Community Plan (draft), 2021, Elliot

Governance Table Communique, 2021, Tennant Creek; Barkly Regional Deal

Julalikari Council Aboriginal Corporation Local Decision Making Agreement, 2018, JCA Corporation, <https://julalikari.org.au/2022/03/24/ldm/>

Kick-starting Aboriginal Jobs and Businesses Out Bush and in Town, 2022, <https://www.clc.org.au/kick-starting-aboriginal-jobs-and-businesses-out-bush-and-in-town/>, viewed 9th March 2022

Living on the edge: Northern Territory Town Camps Review, 2017, DfDoHaCDNT Government), https://tfhc.nt.gov.au/__data/assets/pdf_file/0003/451893/Town-Camps-report-B-Section-Summary-by-regions.pdf; https://tfhc.nt.gov.au/__data/assets/pdf_file/0003/451893/Town-Camps-report-B-Section-Summary-by-regions.pdf

Nolans, 2022, Arafura Resources, <https://www.arulld.com/projects/nolans.html>, viewed 8th April 2022

Powering Singapore with the world's largest solar farm, battery and undersea cable. 2022, Sun Cable Australia-Asia, <https://aapowerlink.sg/>, viewed 8th April 2022

Remote Engagement Program 2021, National Indigenous Australians Agency, <https://www.niaa.gov.au/indigenous-affairs/employment/remote-engagement-program>, viewed 9 April 2022

Singleton horticulture project, Fortune Agribusiness, <https://www.fortuneagri.com/singleton-horticulture-project>, viewed 9th April 2022

Story of our Children and Young People, 2019, MSoH Research, https://www.menzies.edu.au/icms_docs/312793_Story_of_our_children_and_young_people.pdf

Trial Sites for Remote Engagement Program Announced 2021, Department of the Prime Minister and Cabinet (Australian Government), <https://ministers.pmc.gov.au/wyatt/2021/trial-sites-remote-engagement-program-announced#:~:text=%E2%80%9C%20am%20pleased%20to%20announce,Queensland%2C%E2%80%9D%20Minister%20Wyatt%20said>, viewed 10th April 2022

Workforce Development Support Unit (WDSU), Aboriginal Medical Services Alliance Northern Territory, <https://www.amsant.org.au/workforce-development/>, viewed 10th April 2022

Annexure B Regional Investment Pipeline

The Working Group mapped upcoming regional investments against agreed Economic Growth Strategy targets.

Mapping of a regional investment pipeline therefore used known, new and predicted investments, included major capital and infrastructure projects that were identified in Local, Territory and Federal Government announcements; and known (major) private investment activities.

Key high-level recommendations from the Working Group were:

- Monitor investments and the sequencing of projects to maintain a regional approach and maximise regional benefits to ensure long-term economic growth
- Adopt a collaborative approach to workforce, business and regional development to ensure regional opportunities are realised
- Ensure with some urgency that available services can meet demand at the required (and growing) scale of infrastructure and economic activity
- Urgently encourage private investment into housing developments across the region
- Expand the stock of public and transitional housing - critical
- Map the Regional Investment Pipeline against strategy targets and enablers for the life of the Strategy; update regularly, make accessible to public

T1

Attract people into local jobs in human services and support them to perform and excel in service delivery

Total estimated investment potential as of June 2022:
\$19,000,000

Investment	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Regional Workforce Development Strategy (BRD)	All			tbc
Flexible Workforce Initiative Fund	NT Government			tbc
Skilled Migration Strategy	NT Government			tbc
Trauma Informed Care Training	NT Government	3,000,000		
Youth Justice Centre Operations	NT Government	8,000,000		
NDIS (estimated underutilisation estimate only)	Commonwealth (NDIA)	8,000,000		

Annexure B Regional Investment Pipeline

T2

Grow and expand service industries to meet increasing demand and improve liveability for everyone

Total estimated investment potential as of June 2022:
\$52,600,000

Investment	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Barkly Business Hub	Commonwealth			
	NT Government	3,600,000		
Upgrade Nyinkka Nyunyu Cultural Centre	NT Government	10,000,000		
Battery Hill Mining Centre and Visitor Information Centre	NT Government	15,000,000		
Tennant Creek – quality accommodation options for both tourists and business travellers	NT Government	10,000,000		
Tennant Creek visitor experiences – gold rush and ore mining interpretive displays	NT Government	4,000,000		
Newcastle Waters – off-highway camping facilities including cultural tourism offer	NT Government	4,000,000		
Tennant Creek – Lake Mary Ann visitor amenities	Local Government	4,000,000		
Karlu Karlu – enhance overnight visitor amenities	NT Government	2,000,000		

T3

Increase the performance of all employers to create high performing, culturally safe and responsive work environments

Total estimated investment potential as of June 2022:
\$22,454,460

Investment	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Regional Workforce Development Strategy (BRD)	Barkly Regional Deal	<	Collaboration project	>
Vocational Education and Training	NT Government	< Territory wide – unable to determine regional funding amount >		
Territory Workforce Program	NT Government	< Territory wide – unable to determine regional funding amount >		
Flexible Workforce Initiative Fund	NT Government	< Territory wide – unable to determine regional funding amount >		
Education Digitisation Celebration and sharing of Barkly Language – Warumungu, Mudburra and Jingili Languages	Commonwealth (ABA)	<	1,462,000	>
Community Development Employment Projects	Commonwealth (NIAA)	20,992,460		
Indigenous Skills and Employment Program	Commonwealth	Not announced		

Annexure B Regional Investment Pipeline

T4

Attract and create opportunities for all through renewable energy technology and environmental management

Total estimated investment potential as of June 2022: **\$14,018,036,628**

Investment	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
New weather radar	Barkly Regional Deal	17,900,000		
Sun Cable	Private Enterprise			14,000,000,000
Desert Bloom Hydrogen	Private Enterprise			10,750,000,000
Karlantjpa North Savanna Burning Project Sustainability Improvements	Commonwealth (ABA)	136,628		
Indigenous Ranger Program	Commonwealth			12,762,931

T5

Increase the productivity of food production and the management of supply chains to drive economic outcomes

Total estimated investment potential as of June 2022: **\$317,042,746**

Investment	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Singleton horticultural project	Private Investment	100,000,000		
Tennant Creek multi-modal facility	Commonwealth NT Government			
	Private Enterprise	216,800,000		
Kulainda Farm Trust Horticulture and Forestry Project	Commonwealth (ABA)	242,746		

T6

Make the most of every opportunity
arising from the critical minerals and mining sector

Total estimated investment
potential as of June 2022:
\$2,850,000,000

Investment	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Wonarah Phosphate Mine - Stage 1	Private Investment	350,000,000		
Beetaloo to Darwin Infrastructure corridor	Private Investment			\$1,000,000,000
Empire Energy				\$100,000,000
Tennant Creek Mining	Private Investment			tbc
Ammaroo Phosphate Mine	Private Investment			1,400,000,000
Mount Peake Vanadium project	Private Investment			824,000,000
Emmerson Resources	Private Investment			tbc

Annexure B Regional Investment Pipeline

Investment by identified economic growth enablers

So all potential infrastructure and predicted investments were captured, the Working Group also mapped investment against the economic enablers to economic growth that were identified in the Economic Growth Strategy.

The total estimated value of investment against identified economic enablers in the Strategy as at June 2022 was \$493,687,030.

Economic Growth Strategy Enabler Investment			(Community Infrastructure) Total estimated investment potential as of June 2022:	
Community Infrastructure	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Alekerange	NT Government / Local Government	5,000,000		
Ampilatwatja	NT Government / Local Government	4,000,000		
Tennant Creek	NT Government / Local Government	4,000,000		
Elliott	NT Government / Local Government	3,000,000		
Alpururulam	NT Government / Local Government	2,000,000		
Wutunugurra	NT Government / Local Government	1,000,000		
Tennant Creek Area Plan infrastructure plan and delivery				
- industrial	NT Government			
- residential	Private Investment			12,000,000
Elliot Land Development	NT Government		4,000,000	
Construction and Restoration of Community Centres in				
Community Living Areas (Town Camps)	Commonwealth (ABA)	3,487,030		
ABA Homelands - ABA Utopia Homelands Projects	Commonwealth (ABA)	1,200,000		

			Total estimated investment potential as of June 2022:	
			\$45,000,000	
Education	Funding Source	\$	\$	\$
		0-5 years	5-10 years	0-10 years
Student boarding accommodation	All	19,000,000		
Tennant Creek High School	NT Government	8,000,000		
Alekarenge School Master Plan	NT Government	7,000,000		
Tennant Creek Primary School	NT Government	4,000,000		
Remote Schools Renewal	NT Government	3,000,000		
Alpururulam School	NT Government	2,000,000		
Murray Downs School	NT Government	1,000,000		
Arlparra	NT Government	1,000,000		

			Total estimated investment potential as of June 2022:	
			\$25,000,000	
Utilities	Funding Source	\$	\$	\$
		0-5 years	5-10 years	0-10 years
Tennant Creek Power Station	NT Government	6,000,000		
Borefield upgrades				
- Tennant Creek				
- Newcastle Waters	NT Government	6,000,000		
Evaporation ponds – stabilise embankments - Tennant Creek	NT Government	4,000,000		
Sewer replacement – stage 2- Alekerange	NT Government	3,000,000		
Water source upgrade project				
- Wutunugurra	NT Government	2,000,000		
Water reticulation				
- Tennant Creek				
- Elliott	NT Government	2,000,000		
Sewer reticulation augmentation	NT Government	1,000,000		
Construct a new water storage tank				
- Alpururulam	NT Government	1,000,000		

Annexure B Regional Investment Pipeline

			Total estimated investment potential as of June 2022:	
			\$70,000,000	
Health	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Tennant Creek Hospital - new purpose-built offices - upgrade mental health facilities - new public health / primary healthcare building - staff accommodation units - kitchen and cool rooms - mortuary expansion and grieving area - night-safe carpark	NT Government			20,000,000
New Health Clinics - Alpururulam - Wutunugurra	NT Government			20,000,000
New Health Clinics - Alekarege	NT Government			10,000,000
New and refurbished health staff accommodation - Alekerange - Alpururulam (Lake Nash) - Elliott	NT Government	6,000,000		
Tennant Creek - residential rehabilitation and treatment centre	NT Government	5,000,000		
Refurbish health centres - Corella Creek - Tara	Commonwealth NT Government			4,000,000
New remote health education facilities - Alekerange (Ali Curung) - Alpururulam (Lake Nash) - Elliott - Epenarra	Commonwealth NT Government			4,000,000
New Women's Centre - Wutunugurra	Local Government	1,000,000		

Annexure B Regional Investment Pipeline

		Total estimated investment potential as of June 2022: \$63,500,000		
Housing	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
NPRH NT Homebuild				
- Alekerange				
- Alpururulum				
- Ampilatwatja				
- Canteen Creek				
- Epenarra				
- Imangara	Commonwealth	\$8,500,000		TBC
Government Employee Housing				
- Alekerange				
- Alpururulum	NT Government	\$6,000,000		TBC
Room to Breathe Program - modify dwellings				
- Alekerange				
- Alpururulum				
- Ampilatwatja				
- Canteen Creek				
- Imangara				
- Tara				
- Wutunugurra (Epenarra)	NT Government			TBC
NPRH NT Room to Breathe Program dwellings				
- Alekerange				
- Alpururulum				
- Ampilatwatja				
- Canteen Creek				
- Wutunugurra (Epenarra)	Commonwealth			TBC
HomeBuild NT - construct new housing				
- Alekerange				
- Alpururulum				
- Atitjere				
- Imanpa				
- Kintore				
- Tara				
- Wilora	NT Government	\$29,000,000		TBC

		Total estimated investment potential as of June 2022: \$63,500,000		
	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Housing continued				
Barkly Regional Deal	Commonwealth			
- visitor park (camp, cabin and dorms)	NT Government			
- 22 leased Government Employee Houses	Local Government			
	Private Investment	12,000,000		
Tennant Creek				
- Urban Public Housing	NT Government	5,000,000		
Regional Council Housing				
- Elliot	Commonwealth			
- Tennant Creek	Local Government	3,000,000		

		Total estimated investment potential as of June 2022: \$59,000,000		
	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Community Safety				
New police station, housing, visiting officer quarters and associated infrastructure				
- Alekerange				
- Alpururulam				
- Elliott	Commonwealth			
- Ti Tree	NT Government			48,000,000
Barkly Regional Deal				
- Youth Justice Facility	Commonwealth			
- Back on Track safe accommodation	NT Government			
- renovate Tennant Creek watchhouse	Local Government			
- Alpururulam Police station video conference		11,000,000		

Annexure B Regional Investment Pipeline

Total estimated investment potential as of June 2022: **\$109,000,000**

Roads	Funding Source	\$ 0-5 years	\$ 5-10 years	\$ 0-10 years
Roads of Strategic Importance	Commonwealth			
- Barkly Highway upgrades	NT Government			70,000,000
Wollogorang Road				
- improve the road standard	NT Government			15,000,000
Devils Pebbles	Commonwealth			
- seal access	NT Government		7,000,000	
Barkly Stock Route	Commonwealth			
- improve the road standard	NT Government	6,000,000		
Tablelands Highway	Commonwealth			
- bridge upgrade	NT Government		6,000,000	
Tennant Creek council roads				
- new bike path with lighting				
- weighbridge and office				
- Ambrose Street footpath				
- Karguru Road footpath	NT government			
- upgrade street lighting	Local Government	4,000,000		
Alpurrurulam				
- seal road to airstrip	Local Government	1,000,000		

T1

Attract people into local jobs in human services and support them to perform and excel in service delivery

Objectives	Stakeholders	Actions	Lead	Timeframe
Increase job participation and develop more businesses in human services	National Disability Insurance Agency / NDIS Barkly providers / Training providers	Conduct NDIS opportunity analysis: coordinate existing providers to improve regional service delivery and maximise economic benefit	Barkly Regional Deal / AG DITRDCA	Sep 2022
		Review and support development of micro-businesses under NDIS and other opportunities in human services	Barkly Regional Deal / AG DITRDCA / NTG DITT	
Train and upskill regional labour market to meet current and future demand	Barkly Regional Workforce Strategy Working Group / Registered Training Organisations / NTG DoE / Community Development Employment Projects / NT Indigenous Business Network / Industry Skills Advisory Council NT / NT Indigenous Business Network	Regional Workforce Strategy	Barkly Regional Deal / AG NIAA / NTG DITT	
		Identify regional sectoral opportunities, employment pathways	Barkly Regional Deal / AG NIAA / NTG DITT / Barkly Backbone Team	Sep 2022
		Support the capacity and capability of human services employers to develop clear pathways to jobs for locals	Barkly Regional Deal / NTG DITT / Anyinginyi Health Aboriginal Corporation	Ongoing
Attract skilled workforce to the Barkly region to meet current demand	Barkly Regional Workforce Strategy Working Group	Regional Workforce Strategy	Barkly Regional Deal / AG NIAA / NTG DITT	
		Develop a strategy to attract skilled workers	Barkly Regional Deal / AG DITRDCA / NTG DITT	
Improve human services coordination and performance outcomes	Barkly Regional Workforce Strategy Working Group / Barkly Economic Growth and Support Working Group / Human Service Providers / Non-Government Organisations	Monitor and support collaboration of human services under Barkly Regional Deal	Barkly Regional Deal / Economic Growth Strategy Working Group	Ongoing
		Create shared approaches to training, partnership and employment	Barkly Regional Deal / Economic Growth Strategy Working Group	Ongoing

T2

Grow and expand service industries to meet increasing demand and improve liveability for everyone

Objectives	Stakeholders	Actions	Lead	Timeframe
Meet the demand of economic, population and industry growth	Barkly Regional Workforce Strategy Working Group / Barkly Business Hub / NT Indigenous Business Network / Industry Capability Network NT / Enterprise Learning Projects / Hospitality NT / Tourism Central Australia / Tourism NT / NTG DoE / Registered Training Organisations	Regional Workforce Strategy	Barkly Regional Deal / AG NIAA / NTG DITT	Ongoing
		Map business development and professional services growth requirements	Barkly Regional Deal / Barkly Business Hub / AG DITRDCA / NTG DITT	
		Map hospitality services growth requirements	Barkly Regional Deal / NTG DITT	
		Review the Barkly Destination Management Plan, Tourism NT 2030 strategy, and TCA strategies and plans	Barkly Regional Deal / NTG DITT	
		Improve regional collaboration to support VET in schools and education pathways partnerships to meet future industry and workforce needs	Barkly Regional Deal / AGA NIAA / AG DITRDCA / NTG DITT	
Supporting new and existing businesses and organisations to grow and expand	Barkly Business Hub / NT Indigenous Business Network / Industry Capability Network NT / Enterprise Learning Projects / Investment Territory / Professional Services / Jawun	Identify existing businesses and industry specialists in the region that can be supported to grow and develop to meet increased demands for services	Barkly Regional Deal / NTG DITT	Ongoing
		Develop collaboration amongst regional business sector, identify gaps in small to medium and major business to meet service requirements, and create supportive pathways for existing business and industry specialists to support new businesses and foster private investment to meet increased demands	Barkly Regional Deal / Economic Growth Strategy Working Group	
		Create mechanisms for external specialists and secondees to mentor, support and develop businesses	Barkly Regional Deal / Aboriginal Corporations Leadership Group	
A thriving creative industries sector	Barkly Regional Workforce Strategy Working Group / Creative Ecology (as identified in the <i>Creative Barkly</i> report)	Regional Workforce Strategy	Barkly Regional Deal / AGA NIAA / NTG DITT	Ongoing
		Review and consider recommendations of the <i>Creative Barkly</i> report	Barkly Regional Deal / NTG DTFHC (inc Arts NT and Screen Territory)	
		A regional development focus, that supports and leverages the large cohort of Barkly artists and recognises them as key agents and content developers in regional tourism, identity development, and marketing	Barkly Regional Deal / NTG DTFHC (inc Arts NT and Screen Territory) / NTG DITT	

T3

Increase the performance of all employers to create high performing, culturally safe and responsive work environments

Objectives	Stakeholders	Actions	Lead	Timeframe
Culturally safe workplaces across the Barkly	Patta Warumungu Aboriginal Corporation / Central Land Council / Northern Land Council / Aboriginal Alliance / Aboriginal Corporations Leadership Group / Saltbush / NT Indigenous Business Network	Develop a cultural awareness and safety framework for employers	Barkly Regional Deal / Economic Growth Strategy Working Group	Jun 2023
		Community engagement protocols, including creating clear expectations for employers or businesses operating in the Barkly	Barkly Regional Deal / Economic Growth Strategy Working Group / Barkly Backbone Team	Jun 2023
		Flexible Aboriginal employment approaches are modelled, promoted, and celebrated among employers in the region	Barkly Regional Deal / Economic Growth Strategy Working Group / AG NIAA / NTG DITT	Ongoing
		Support employers to understand benefits and approaches to increase flexible Aboriginal employment opportunities	Barkly Regional Deal / NTG DITT	Ongoing
		Investigate the design of a regional model or code that employers can commit to	Barkly Regional Deal / Economic Growth Strategy Working Group	Ongoing
		Support cultural authority groups across the region to develop micro-business opportunities that can support employers to improve cultural competency amongst their workforces	Barkly Regional Deal / Economic Growth Strategy Working Group / AG NIAA / NTG DITT	Ongoing
High performing workplaces across the Barkly	Barkly Regional Workforce Strategy Working Group / Barkly Business Hub / Office of the Registrar of Indigenous Corporations / Aboriginal Peak Organisations NT / Aboriginal Governance and Management Program / Registered Training Organisations	Barkly Workforce Strategy	Barkly Regional Deal / Economic Growth Strategy Working Group / AG NIAA / NTG DITT	
		Governance development across the region	tbc	Ongoing
		Coordinated training across the region (accredited and non-accredited)	Barkly Regional Deal / NTG DITT	Ongoing
		Build capability of Barkly employers to support, train and develop employees	Barkly Regional Deal / NTG DITT	Ongoing
Increase in award of Tenders, Contracts and Procurement to regional businesses	Barkly Business Hub / NT Indigenous Business Network / Industry Capability Network NT / NT Chamber of Commerce / Business Enterprise Centre / Many Rivers / Enterprise Learning Projects	Regional development approach to mapping opportunities and supporting capacity building of businesses to engage with opportunities	Barkly Regional Deal / NTG DITT	Ongoing

T4

Attract and create opportunities for all through renewable energy technology and environmental management

Objectives	Stakeholders	Actions	Lead	Timeframe
Develop a renewable energy industry in the region	Barkly Regional Workforce Strategy Working Group / Clean Energy Council / Energy Club / ARENA / First Nations Clean Energy Network / Original Power / Australian Petroleum Production and Exploration Association / Barkly Business Hub / NT Indigenous Business Network / Regional Development Authority NT / Charles Darwin University	Regional Workforce Strategy	Barkly Regional Deal / AG NIAA / NTG DITT	Ongoing
		Support major projects to engage and achieve short- and long-term regional benefits, including: • training • employment • infrastructure • environmental • contracts • goods and services	Barkly Regional Deal / NTG DITT	
Realise land management opportunities	Barkly Regional Workforce Strategy Working Group / Central Land Council / Northern Land Council / Landcare	Regional Workforce Strategy	Barkly Regional Deal / AG NIAA / NTG DITT	Ongoing
		Regional development approach to understanding opportunities for Aboriginal people from: • environmental conservation • ranger employment • intergenerational transfer of Indigenous knowledge • sustainability	Barkly Regional Deal / AG NIAA / NTG DITT / Aboriginal Corporations Leadership Group	
		Integration of cultural land management practices across the Barkly Region, utilising Aboriginal workforces	Barkly Regional Deal / AG NIAA / Central Land Council / Northern Land Council	
Environmental sustainability	Central Land Council / Northern Land Council / CSIRO / Regional Development Authority NT / Charles Darwin University	Develop a regional approach and targets around environmental sustainability, including circular economy, waste and recycling.	Barkly Regional Deal / Economic Growth Strategy Working Group / NTG DEPWS	Ongoing
		Conduct regional scan of existing research, knowledge, and research underway	Barkly Regional Deal / NTG DEPWS	
		Create a knowledge base where people can access historical data and information related to environmental research and impact assessments in the region	Barkly Regional Deal / NTG DEPWS	

T5

Increase the productivity of food production and the management of supply chains to drive economic outcomes

Objectives	Stakeholders	Actions	Lead	Timeframe
Diversify and grow the regional pastoral and plant-based industries, including horticultural and agricultural sectors	Barkly Regional Workforce Strategy Working Group / NT Farmers Association / NT Cattleman's Association / Northern Australia Infrastructure Facility / Central Land Council / Northern Land Council / Australian Native Food and Botanicals / First Nations Bushfoods and Botanicals Alliance Australia / NT Chamber of Commerce NT	Regional Workforce Strategy	Barkly Regional Deal / AG NIAA / NTG DITT	
		Enhance existing and establish new regional fresh produce supply chains	Barkly Regional Deal / NTG DITT	Ongoing
		Promote and enhance growth of Aboriginal bush foods and bush medicine industries, building on existing industry capability and strengths of the Barkly region	Barkly Regional Deal / AG NIAA / NTG DITT / NTIBN	Ongoing
		Enhance pathways through education, training, and employment	Barkly Regional Deal / AG NIAA / NTG DITT / NTG DoE	Ongoing
		Regional development approach to opportunities for plant-based industries, including agriculture and horticulture	Barkly Regional Deal / AG NIAA / NTG DITT	Ongoing
Environmental sustainability	NT Farmers Association / NT Cattleman's Association / Central Land Council / Northern Land Council / Aboriginal Carbon Foundation / Barkly Land Care Association / Natural Resource Management / CSIRO / Charles Darwin University	Regional development and research approach to understanding existing work already underway, and future required work, examining potential resource areas, land and water resource capacity	Barkly Regional Deal / NTG DEPWS	Commence by Jul 2022
		Sustainable farming practices and development of a regional emissions trading scheme	Barkly Regional Deal / NTG DIPL / NTG DoE	Ongoing
Improved enabling infrastructure	NT Infrastructure Commissioner / Indigenous Essential Services / Infrastructure Australia / National Water Grid Authority / First Nations Media Alliance / Regional Development Authority NT	Regional development approach to infrastructure, supply chain, logistics and processing requirements	Barkly Regional Deal / NTG DIPL	Commence by Jan 2023
		Map requirements for communications and connectivity across the region	Barkly Regional Deal / AG DITRDCA / NTG DIPL	Commence by Jan 2023
		Multi-Modal logistics hub in Tennant Creek	Barkly Regional Deal / NTG DIPL	tbc
		Transport Corridor (local, regional, national and export benefit for all industries)	Barkly Regional Deal / NTG DIPL	Ongoing

T6

Make the most of every opportunity arising from the critical minerals and mining sector

Objectives	Stakeholders	Actions	Lead	Timeframe
Targeted regional industry engagement framework to maximise long term outcomes	Barkly Business Hub / Central Land Council / Northern Land Council / Minerals Council of Australia NT / Darwin Mining Club / Australian Petroleum Production and Exploration Association / Energy Club NT / Territory Investment Commissioner / Territory Major Projects Commissioner / Infrastructure NT Commissioner / NT Environment Protection Authority / NT Indigenous Business Network / Industry Capability Network NT / Chamber of Commerce NT	Develop minimum engagement standards to build community understanding and readiness	Barkly Regional Deal / NTG DITT	Commence by Jul 2022
		Create clear expectations around local benefits and long-term legacy opportunities, and how to maximise them	Barkly Regional Deal / NTG DITT	Ongoing
		Promote investment in regional benefits as a measurable target with clear outcomes	Barkly Regional Deal / Economic Growth Strategy Working Group / NTG DIPL	Ongoing
Increased community benefit from existing and new mining operations	Central Land Council / Northern Land Council / Minerals Council of Australia NT / NT Indigenous Business Network / Industry Capability Network NT / Chamber of Commerce NT / Barkly Regional Workforce Strategy Working Group / Barkly Business Hub / Association of Mining and Exploration Companies NT	Engage early to plan what requirements to source locally from a range of businesses, contracts, and services	Barkly Regional Deal / NTG DITT	Commence by Jul 2022
		Grow a skilled local workforce	Barkly Regional Deal / Economic Growth Strategy Working Group	Ongoing
		Reduce outsourcing, create more opportunities for local supply	Barkly Regional Deal / Economic Growth Strategy Working Group / ICNNT	Ongoing
		Identify potential business opportunities in the sector	Barkly Regional Deal / Economic Growth Strategy Working Group / NTG DITT / ICNNT	Ongoing
		Create stronger industry networks with regional representation, to share information, build capacity and confidence, and support greater investment in long-term regional outcomes	Barkly Regional Deal / NTG DITT / Chamber of Commerce NT / ICNNT	Ongoing
Supporting improvements to regulatory processes	Barkly Business Hub / Central Land Council / Northern Land Council / NTG DEPWS / NT Environment Protection Authority / Aboriginal Areas Protection Authority / Native Title Authority Group	Examine how to create stronger regulatory networks in the region	Barkly Regional Deal / NTG DITT	Commence by Jul 2022
		Improve collaboration and mechanisms to inform regulatory processes	Barkly Regional Deal / NTG DITT	Ongoing

Annexure D Barkly Economic Growth Strategy Targets-on-a-page

T1



Attract people into local jobs in human services and support them to perform and excel in service delivery

Total estimated investment potential as of June 2022: **\$19,000,000**

Objectives

- Increase job participation and opportunities to develop businesses in human services
- Train and upskill the regional labour market to meet current and future demand
- Attract skilled workers to the Barkly Region to meet current demand
- Improve coordination and performance in the human services sector

Major Projects and Investments

- Regional Workforce Development Strategy (BRD)
- Flexible Workforce Initiative Fund (NTG)
- Skilled Migration Strategy (NTG)
- Trauma Informed Care Training (NTG)
- Youth Justice Centre operations
- National Disability Insurance Scheme (NDIS)

Strengths and Capabilities

Aboriginal culture;
Creative industries;
and the Barkly Regional Deal

Industries

- Disability services
- Health
- Family and community services
- Aged Care

Pathways

Pre-work - Education pathways;

Vocational training and skills development - Training / VET in schools;

Mentoring and support - Networking and collaboration;

Employment - Flexible employment models; Employer capability development; Leadership development and succession planning;

Business development - Contracts and services; Business growth and expansion.

Shared enablers for everyone across the region

Housing, Education, Health, Cultural awareness / safety, Digital connectivity, Digital literacy, Community infrastructure, CDP reform, Workforce development, Youth programs, Mentoring and support, Local / shared decision making, Regional collaboration, Shared data collection, Industry collaboration.

NOTE: Some additional enablers were identified depending on where people live, however the Barkly Economic Growth Strategy identifies that all enablers must continue to be prioritised if there will ever be fair and equal economic growth across the Barkly Region.

Key Stakeholders for engagement

- National Disability Insurance Agency (NDIA)
- National Indigenous Australians Agency (NIAA)
- NT Government
- NGOs and Service Providers
- Aboriginal Corporations
- Aboriginal Health Organisations
- Employment Services Providers
- Barkly Regional Council
- NAIF

Insights from the region

An Aboriginal man from the Barkly Region in his 40s has described balancing responsibilities across two worlds – culture and family, and education and employment, hasn't been something that has happened easily. Through understanding opportunities linked to NDIS service delivery, and becoming a recognised care provider, it has provided him with the opportunity to work flexibly across the region. When he visits family in different areas, he can engage in flexible employment through providing required care to family members while he is visiting. This allows him to earn money to support his visits. This is an example of maintaining economic independence and having personal choice through being supported to understanding and access different opportunities.

Grow
and expand
service
industries
to meet
increasing
demand
and improve
liveability for
everyone

Total estimated
investment potential
as of June 2022:
\$52,600,000

Objectives

- Meet the demands of economic, population and industry growth
- A thriving creative industries sector
- Support new and existing businesses and organisations to grow

Major Projects and Investments

- Barkly Business Hub
- Upgrade Nyinkka Nyunyu Cultural Centre
- Battery Hill Mining Centre and Visitor Information Centre
- Tennant Creek - quality accommodation options for both tourists and business travellers
- Tennant Creek visitor experiences - gold rush and ore mining interpretive displays
- Newcastle Waters - off-highway camping facilities including cultural tourism offer
- Tennant Creek
 - Lake Mary Ann visitor amenities
- Karlu Karlu
 - enhance overnight visitor amenities

Strengths and Capabilities

Aboriginal culture;
Agribusiness;
Creative industries;
and the Barkly
Regional Deal

Industries

- Creative Industries
- Tourism
- Hospitality
- Local business development
- Professional services

Pathways

Pre-work Education pathways;

Vocational training and skills development Training / VET in schools;

Mentoring and support Networking and collaboration;

Employment Flexible employment models; Employer capability development; Leadership development and succession planning;

Business development Contracts and services; Business growth and expansion.

Shared enablers for everyone across the region

Housing, Education, Health, Cultural awareness / safety, Digital connectivity, Digital literacy, Community infrastructure, CDP reform, Workforce development, Youth programs, Mentoring and support, Local / shared decision making, Regional collaboration, Shared data collection, Industry collaboration. Some additional were identified depending on where people live, however the Barkly Economic Growth Strategy identifies that all enablers must continue to be prioritised if there will ever be fair and equal economic growth across the Barkly region.

Stakeholders for engagement

- Barkly Regional Deal (NTG)
- Barkly Business Hub
- NTIBN Business Hub
- NT Department of Education
- Creative Ecology (as identified in the Create Barkly report)
- Hospitality NT
- Tourism NT
- TCA
- ICNNT
- ELP
- RTOs

Insights from the region

The Creative Barkly research reveals a broad range of art forms and creative practices, including commercial, amateur, and subsidised, that represent the Barkly Region's multicultural population (both First Nations' and non-Indigenous). The research team conducted face-to-face surveys with 120 artists in communities across the Barkly Region, as well as sector interviews with 36 key stakeholders and organisations.

The research showed there are a large number of residents in the Barkly involved in the creative sector, nearly 20 times more artists working in the region than captured in the Census. This represents a potential pool of untapped knowledge, skills and experience for arts-led regional development. 76% of respondents make an income from their creative practice and over half of these said it was their primary source of income, with the arts and creative sector ecology in the Barkly is made up of many different kinds of organisations and stakeholders that contribute to its success and sustainability.²⁹

²⁹ Creative Barkly - Sustaining the Arts and Culture Sector in Remote Australia <https://creativebarkly.org/>

Together

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so everyone in the Barkly Region
can make the most of opportunities
from investment and growth

Annexure D Barkly Economic Growth Strategy Targets-on-a-page

T3

Together
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from investment and growth

Increase the performance of all employers to create high performing, culturally safe and responsive work environments

Total estimated investment potential as of June 2022: **\$22,454,460**

Barkly Regional Deal

Objectives

- Culturally safe workplaces across the Barkly
- High performing workplaces across the Barkly

Major Projects and Investments

- Regional Workforce Development Strategy (BRD)
- Vocational Education and Training (VET)
- Territory Workforce Program
- Flexible Workforce Initiative Fund
- Education Digitisation Celebration and sharing of Barkly Language - Warumungu, Mudburra and Jingili Languages
- The Community Development Program (CDP)
- Indigenous Skills and Employment Program (ISEP)

Strengths and Capabilities

Aboriginal culture;
Creative industries;
and the Barkly Regional Deal

Industries

- Workforce Development
- Small and medium-sized enterprises (SMEs)
- Aboriginal Corporations
- Not-for-profits
- All Industry and Private Investment

Pathways

Pre-work - Education pathways;

Vocational training and skills development - Training / VET in schools;

Mentoring and support - Networking and collaboration;
Employment - Flexible employment models; Employer capability development; Leadership development and succession planning;

Business development - Contracts and services; Business growth and expansion.

Shared enablers for everyone across the region

Housing, Education, Health, Cultural awareness / safety, Digital connectivity, Digital literacy, Community infrastructure, CDP reform, Workforce development, Youth programs, Mentoring and support, Local / shared decision making, Regional collaboration, Shared data collection, Industry collaboration. Some additional were identified depending on where people live, however the Barkly Economic Growth Strategy identifies that all enablers must continue to be prioritised if there will ever be fair and equal economic growth across the Barkly region.

Stakeholders for engagement

- Barkly Regional Deal (All)
- Patta Warumungu Aboriginal Corporation
- Aboriginal Corporations Leadership Group
- Chamber of Commerce NT
- Business Enterprise Centre
- CLC/NLC
- Aboriginal Alliance
- RTOs
- NTIBN
- ICN
- Many Rivers
- ELP

Insights from the region

Julalikari Council Aboriginal Corporation (JCAC) has completed a process of negotiating a Local Decision-Making (LDM) Agreement with the Northern Territory Government, which was signed off in March 2022. The key priorities identified by Julalikari and the NT Government for the JCAC Local Decision Making are: Priority Area 1 - Housing for Independence, Health and Wellbeing; Priority Area 2 - Economic Growth and Viability; Priority Area 3 - Strong Community and Social Services.

Julalikari could see that while it has strengths in understanding the needs of Aboriginal people, and what needs to be delivered, it needed genuine commitment from Government to develop JCAC's capability and capacity to achieve long term outcomes for the organisation under the LDM Agreement. This led to inclusions in the JCAC LDM Agreement that recognise the need to focus on development for the life of the agreement. The agreement identifies the ways to achieve this outcome as being: Strong Governance and Leadership, including internal controls and professionalism; Strong Relationships and Partnerships, including members and partners; Employing, Training and Supporting Aboriginal People, including improving approaches to recruitment, staff retention and workforce development.

Barkly Economic Growth Strategy Targets-on-a-page

T4

Attract
and create
opportunities
for all through
renewable
energy
technology and
environmental
management

Total estimated
investment potential
as of June 2022:
\$14,018,036,628

Objectives

- Develop a renewable energy industry in the region
- Land management opportunities are realised
- Environmental sustainability

Major Projects and Investments

- Tennant Creek Ranger Hub (CLC)
- New weather radar
- Sun Cable
- Desert Bloom Hydrogen
- Karantijpa North Savanna Burning Project (example of a carbon abatement project)
- Indigenous Ranger Program
- Indigenous Protected Areas

Strengths and Capabilities

Aboriginal culture;
Renewable energy;
Agribusiness;
Gas resources

Industries

- Solar
- Land Management
- Indigenous Rangers
- Renewable Hydrogen
- Carbon farming

Pathways

Pre-work - Education pathways;

Vocational training and skills development - Training / VET in schools;

Mentoring and support - Networking and collaboration;
Employment - Flexible employment models; Employer capability development; Leadership development and succession planning;

Business development - Contracts and services; Business growth and expansion

Shared enablers for everyone across the region

Housing, Education, Health, Cultural awareness / safety, Digital connectivity, Digital literacy, Community infrastructure, CDP reform, Workforce development, Youth programs, Mentoring and support, Local / shared decision making, Regional collaboration, Shared data collection, Industry collaboration. Some additional were identified depending on where people live, however the Barkly Economic Growth Strategy identifies that all enablers must continue to be prioritised if there will ever be fair and equal economic growth across the Barkly region.

Stakeholders for engagement

- NT Government
- NDIA
- NIAA
- CLC / NLC
- Ranger Groups
- Land Trusts
- NAIF
- Barkly Regional Council
- Major project owners
- Aboriginal Carbon Foundation
- Land Care (NT Natural Resources Management Board)

Insights from the region

The Territory's renewable potential has been recognised by Sun Cable's \$30 billion Australia-Asia Power Link project. Australia-Asia Power Link is a world-first, transformational renewable energy project providing a pathway to a new export industry. With its solar farm to be in the Barkly region, it involves developing infrastructure and systems to deliver renewable electricity to Darwin and Singapore via a 5,000-kilometre, high-voltage direct-current transmission system and subsea cable. It is estimated the project has the potential to provide up to 15% of Singapore's electricity needs from 2027 and abate 8.6 million tonnes of carbon dioxide equivalent per year.

The Karantijpa North Savanna Burning Project is an example of a Carbon Farming Initiative being implemented in the Barkly Region by the Karantijpa North Kurrawarra Nyura Mala Aboriginal Corporation. While the investment might be small compared to other major projects, it is an example of an Aboriginal-led Land Management project being delivered under the Federal Carbon Credits Methodology, and involves strategic and planned burning of savanna areas in the low rainfall zone during the early dry season to reduce the risk of late dry season wild fires.

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T5

Increase the productivity of food production and the management of supply chains to drive economic outcomes

Total estimated investment potential as of June 2022:
\$317,042,746

Objectives

- Diversify and grow the regional pastoral and plant-based industries, including horticultural and agricultural sectors
- Environmental sustainability
- Improved enabling infrastructure

Major Projects and Investments

- Singleton Horticultural Project
- Tennant Creek Multi-Modal Facility
- Kulainda Farm Trust Horticulture and Forestry Project
- Centrefarm

Strengths and Capabilities

Aboriginal culture;
Agribusiness;
and the Barkly Regional Deal

Industries

- Agribusiness
- Pastoralism
- Native Bushfoods Industry and Protocols
- Transport
- Processing
- Manufacturing

Pathways

Pre-work - Education pathways;

Vocational training and skills development - Training / VET in schools;

Mentoring and support - Networking and collaboration;

Employment - Flexible employment models; Employer capability development; Leadership development and succession planning;

Business development - Contracts and services; Business growth and expansion

Shared enablers for everyone across the region

Housing, Education, Health, Cultural awareness / safety, Digital connectivity, Digital literacy, Community infrastructure, CDP reform, Workforce development, Youth programs, Mentoring and support, Local / shared decision making, Regional collaboration, Shared data collection, Industry collaboration. Some additional were identified depending on where people live, however the Barkly Economic Growth Strategy identifies that all enablers must continue to be prioritised if there will ever be fair and equal economic growth across the Barkly region.

Stakeholders for engagement

- NIAA
- NT Government
- Agribusiness owners
- Pastoralists
- ANFAB
- NAIF
- Barkly Regional Council
- Commonwealth Government
- Chamber of Commerce
- NT Cattleman's Association
- NT Farmers Association
- First Nations Bushfoods and Botanicals Alliance Australia

Centrefarm operates three projects on Illiyarne and Warrabri Aboriginal Land Trust area (outside of Alekerange), an Aboriginal-led example of a holistic and cultural, educational, training and employment model designed to support Aboriginal people into long term, sustainable and intergenerational Agribusiness opportunities.³⁰

The Tennant Creek Multi-Modal Logistics Hub project will involve a fully operational multimodal facility and rail terminal in the Northern Territory to meet the current and future growth needs of Tennant Creek and the Barkly Region. The project will provide a range of benefits, including improvements to: efficiency and reliability of the road network, freight productivity and access to freight gateways, and connecting people with jobs and services, and goods with markets.

This type of investment will also improve supply chains to remote areas in the Barkly Region and create new jobs across the Territory and drive the economic development of communities from Alice Springs to Darwin. The Commonwealth Government is investing \$216.8 million for a multimodal logistics hub at Tennant Creek.³¹

³⁰ Centrefarm Aboriginal Horticulture Limited - <https://centrefarm.com/our-projects>

³¹ <https://www.fullyloaded.com.au/logistics-news/2204/government-announces-new-nt-logistics-hubs>

Annexure D Barkly Economic Growth Strategy Targets-on-a-page

T6

Make the most of every opportunity arising from the critical minerals and mining sector

Total estimated investment potential as of June 2022: \$2,850,000,000

Barkly Regional Deal

Objectives

- Targeted regional industry engagement framework to maximise long term outcomes
- Increased community benefit from existing and new mining operations.
- Supporting improvements to regulatory processes

Major Projects and Investments

- Wonarah Phosphate Mine - Stage 1
- Beetaloo basin to Darwin projects and infrastructure corridor
- Rover Project - Castile Resources Ltd
- Mount Peake Vanadium Project
- Elmore Resource Ltd (Peko Mine)
- Ammaroo Phosphate Mine
- Emmerson Resources
- Empire Energy
- Tennant Mining
- Nolans - Arafura resources
- Northern Iron
- Newcrest Mining

Strengths and Capabilities

Aboriginal culture;
Critical minerals and mining;
Gas resources ;
and the Barkly Regional Deal

Industries

- Research projects
- Exploration
- Mining

Pathways

Pre-work - Education pathways;

Vocational training and skills development - Training / VET in schools;

Mentoring and support - Networking and collaboration;
Employment - Flexible employment models; Employer capability development; Leadership development and succession planning;

Business development - Contracts and services; Business growth and expansion

Shared enablers for everyone across the region

Housing, Education, Health, Cultural awareness / safety, Digital connectivity, Digital literacy, Community infrastructure, CDP reform, Workforce development, Youth programs, Mentoring and support, Local / shared decision making, Regional collaboration, Shared data collection, Industry collaboration. Some additional were identified depending on where people live, however the Barkly Economic Growth Strategy identifies that all enablers must continue to be prioritised if there will ever be fair and equal economic growth across the Barkly region.

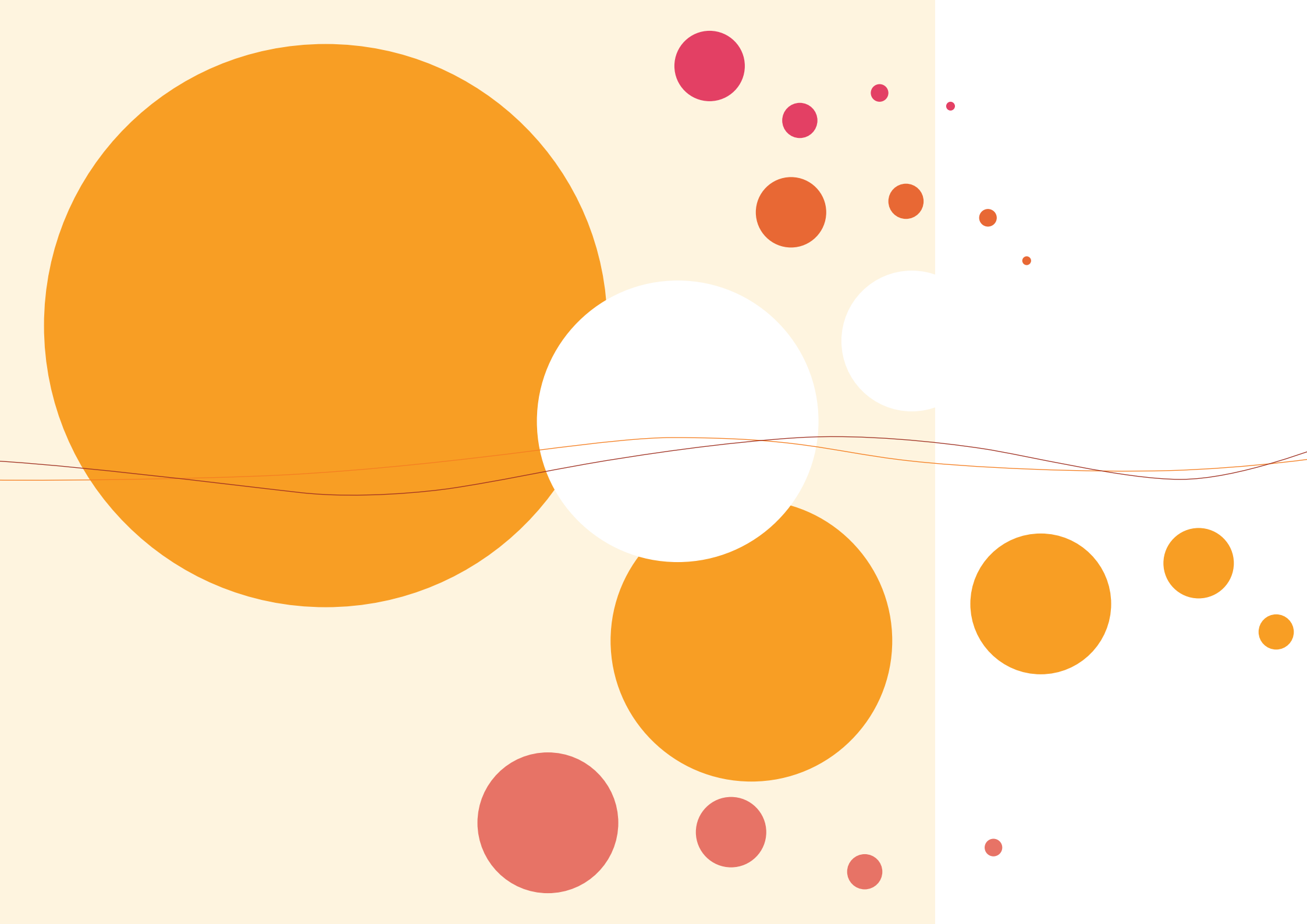
Stakeholders for engagement

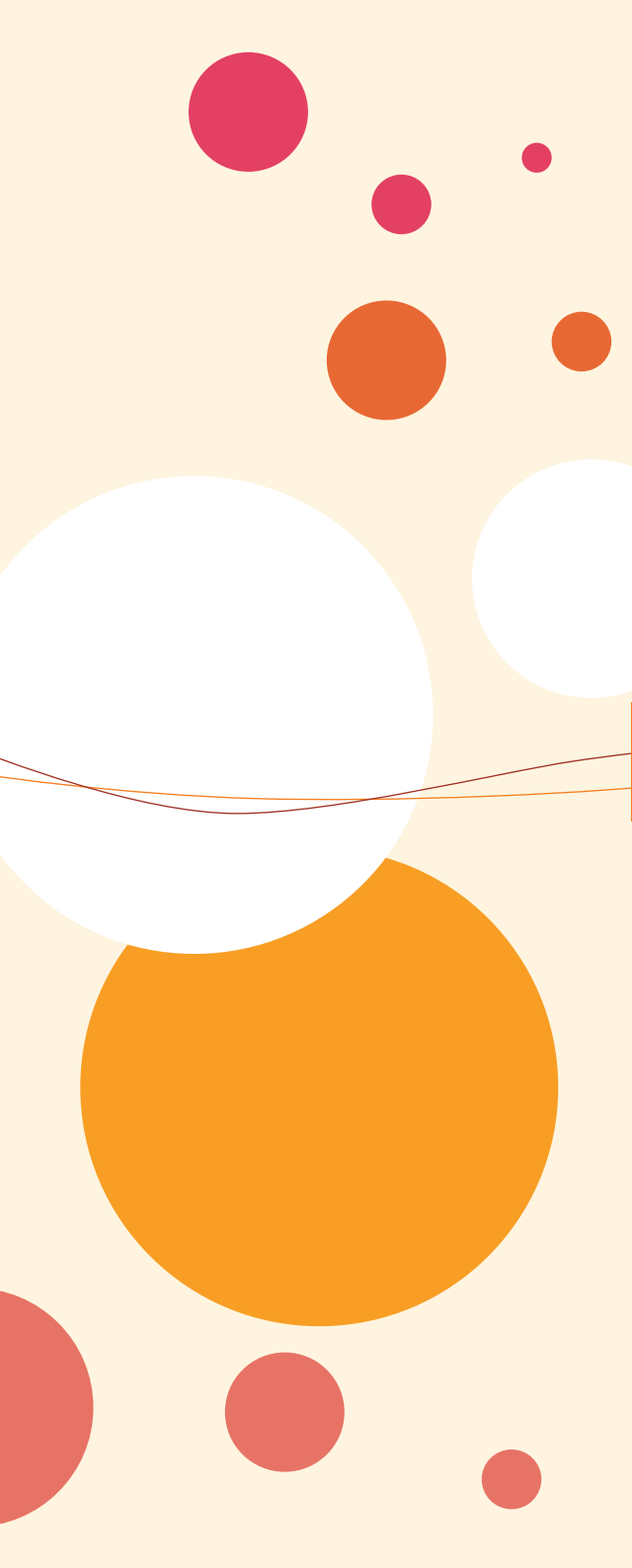
- NT Government
- Barkly Regional Council
- Central Land Council (CLC) / Northern Land Council (NLC)
- Minerals Council Australia (NT)
- Mining Companies
- Traditional Owners
- Business operators
- ICN
- Energy Club
- NAIF

Insights from the region

Tennant Mining has been undertaking significant community and stakeholder engagement outside of the normal regulatory requirements, to ensure short-, medium- and long-term community benefits can be realised, and community priorities can be supported through collaboration. Tennant Mining's approach has been to embed the organisation in the community as a priority, to ensure maximum economic benefits for the community.

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Barkly Regional Deal