



ANNUAL REPORT

2020/21

The Arnhem Land Progress
Aboriginal Corporation



One ALPA One Vision



COVER PHOTO: RAMINGINING COMMUNITY
ADVISORY COMMITTEE MEETING

THEME:

MAKING A DIFFERENCE EVERY DAY

ALPA is built on Yolŋu and Balanda working together and we acknowledge our collective effort and commitment to Making a Difference Every Day in our communities and to the lives of our members.

Everything ALPA does is focused on training, developing skills, creating jobs and developing sustainable businesses for Yolŋu to build an economy in our communities and our region.

Our goal is to reduce welfare dependency and enhance the quality of life of our members. We also contribute to this through our Community Care Programs and sponsorship of local events and activities, which are funded by ALPA through our successful commercial activities.

WHAT DOES THE ALPA LOGO MEAN?

The logo was inspired by the appearance of Halley's comet in 1986. The comet and colours relate to the belief in the spirit of our people; the fire is our life force and the light for our future generations.



Unity Through Enterprise
The Arnhem Land Progress
Aboriginal Corporation

WWW.ALPA.ASN.AU

 @ALPA1972

 @BUKMAKCONSTRUCTIONS

 @DINYBULU

 @RULKUENTERPRISES

 @MANAPANFURNITURE



CONTENTS

4	CHAIRMAN'S REPORT	24	ALPA COMMUNITY SERVICES	62	ALPA INDEPENDENT STORES
6	DEPUTY CHAIRMAN'S REPORT	34	COMMUNITY ENGAGEMENT TEAM	64	ALPA ENTERPRISE AND ECONOMIC DEVELOPMENT
8	OUR BOARD	40	REMOTE SCHOOL ATTENDANCE STRATEGY (RSAS)	72	ALPA CORPORATE SERVICES
12	GIVING BACK: ALPA COMMUNITY SUPPORT PROGRAMS	44	OUR STORY	74	SPECIAL ACKNOWLEDGEMENTS
14	COMMUNITY CARE PROGRAMS	46	ALPA TRAINING		
16	ALPA STRATEGIC PLAN	50	ALPA RETAIL		
20	HEALTH & NUTRITION REPORT	58	ISLAND & CAPE RETAIL		



CHAIRMAN'S REPORT

I would firstly like to acknowledge the hard work of all our staff, remote and in our support offices. It has taken a great effort to continue to deliver our services to all our community members. This is a challenging mission at the best of times, let alone in the middle of the global Covid-19 health crisis.

Due to our preparation and close collaboration with the Government we have been able to keep our community members safe. We continue to plan and train for any eventuality, including any future outbreaks, and would ask everyone to stay vigilant.

We have also been reassured by the finding of the Parliamentary Enquiry into Remote Community Stores that ALPA continues to be an industry leader with our freight subsidy and nutrition policy. We have expanded the range of items that we include in our freight subsidy to include lean fresh and frozen meat, and milk powder, as well as canned and frozen fruit, to support community members to provide healthy and nutritious meals to their families.

The NT Government gifted us demountables to be repurposed for staff housing in Arnhem Land. This enables us to offer quality housing to more staff to deliver services in the communities we serve. Housing continues to be a limiting factor as we continue to expand across

the region. These donated assets mean we are able to host staff for extended periods rather than just short trips. The extended periods of time in community will see greater community-employee relationships, which will flow on to even better program and service delivery.

Throughout 2020, ALPA has facilitated the Arnhem Aboriginal Business Council (AABC), which is made up of 100% Indigenous-owned businesses from across Arnhem Land and the Groote archipelago. ALPA works with the AABC corporate members as they are also delivering great services and building our economy across the region. We look forward to many more successful meetings and collaboration to benefit our collective communities. ALPA is not just a business in community – we are members of the community. It is in the best interest of our community members and ourselves that we support other stakeholders to deliver much needed services.

This year we have invested heavily in upgrading security measures at

our stores because they continue to be hurt by break and enter and theft. I suspect that this will continue to be an issue over the years as our communities continue to increase in population. I would like to take this opportunity to remind our community members that these stores are their stores. Yolŋu businesses that continue to put back so much into their community. I would rather see money spent on supporting families, ceremonies and culture rather than replacing and repairing damaged stores. We need to make sure that our team, both Balanda and Yolŋu, are safe and secure, and feel it is safe to come to work every day.

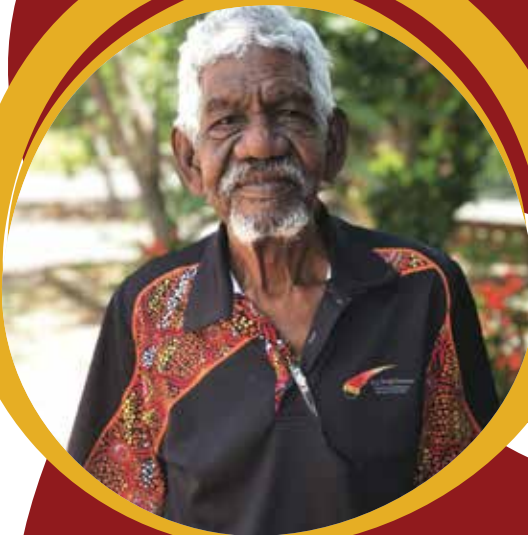
I want to acknowledge and thank our retailers for their steadfast commitment to our communities during the hardest times of the pandemic. They had to be agile and be ready for whatever changed on a daily basis. And they were! They worked through difficult circumstances to make sure the essentials were available and stores were open to meet the needs of our communities. It was very rewarding to see our community services team jump in, be present and help when stores were so busy. One ALPA One Vision!

The East Arnhem Land Youth Model has started to deliver programs to support youth in the community. These programs are jointly funded by NIAA, NTG and ALPA. The key

difference in this program is the engagement of family groups and Yolŋu leadership, who are providing governance and guidance. It is these community representatives who determine how money will be spent and what activities will engage their young people. It has been a pleasure to witness first hand senior leaders working with emerging leaders, designing youth programs for youth in their community. ALPA is privileged to be able to work between NIAA and NTG to deliver this important work, which we believe will be the way of the future.

Our Community Development Program (CDP) has been working incredibly hard to engage with community members and develop local workforces across all of our contract sites. I am proud to see the Community Work Orders being delivered at our sites, which see people with minor misdemeanours fulfilling their debt to society by court-imposed community work orders in their communities rather than serving custodial sentences. The board of directors and I wish to work within the Indigenous justice area, and this program is the first step towards lowering the rate of Indigenous incarceration. Yolŋu who we help with this program stay in their community, keep their dignity and maintain their connection with their family, culture and country.

I would like to acknowledge the positive engagement between ALPA, NTG and NIAA. We have been working with the Government since 2013 when we took on our first Government contract to improve service delivery to our communities. I remember that there was some nervousness from the board as we had gone a different way previously by concentrating on building a solid business model to ensure ALPA was sustainable and financially independent. I am pleased that we have a very strong and positive relationship with Governments.



We have worked hard to always have constructive dialogue and advocate for our people and our region, and I think that we have earned the trust of both Governments and ALPA are seen as a safe and reputable service provider and stakeholder.

On April 1st, Bukmak Constructions was awarded the largest single remote housing contract ever awarded to build 87 houses over five years. Before that I was disappointed seeing non-Indigenous contractors win contracts and not offer the members of the community employment and training opportunities. I am thrilled to see that Bukmak Constructions have a clear pathway for training to develop local people into apprenticeships for skilled labour and trade-qualified outcomes. I am equally excited to see the other potential business opportunities that come from a contract this size, opportunities such as transport and logistics, cleaning and catering. There are opportunities for men and women to develop skills that could change lives.

To the board of directors, it has been a challenging year and we should be proud of our efforts. We have worked amazingly well during difficult circumstances.

None of this is possible without our team. To the Balanda staff who have dedicated themselves to working to improve the health, quality of life and economic development of our members, thank you. I would like to make special note of those of you who have had family interstate or overseas affected by Covid-19. My deepest thoughts go out to you and your family, and we thank you for your hard work and sacrifice.

To our Yolŋu team who work with us, thank you for the great work you do and for being role models for your families.

We are a corporation of over 1100 people that relies on the efforts of each and every one of you.

Finally, I would like to thank the executive management team for their leadership, guidance and support throughout a very challenging year.

A handwritten signature in black ink, reading 'Djiniyini Gondarra'.

Reverend Dr Djiniyini Gondarra OAM
Chairman, Board of Directors

DEPUTY CHAIRMAN'S REPORT

MICKY WUNUNG MURRA

This year was another very exciting year for ALPA and its businesses. We continue to encounter issues that flow on from Covid-19.



The key highlight for me in my capacity as Deputy Chairman, as well as the Director of Bukmak Constructions, was Bukmak being awarded the largest single remote housing contract ever awarded to build **87 houses over five years**. This is a huge success and something we have been working on for many years. It will mean real jobs, with the opportunity for training and apprenticeships.

87 HOUSES OVER FIVE YEARS

This housing contract will change the lives of many people in Galiwin'ku (Elcho Island) as it will see community members receive long-term employment in the construction industry. This is a unique position as traditionally we have only seen contracts given for short turnaround work, which does not allow us to improve capacity or for community members to learn their trade and hone their skills.

Bukmak Constructions has been working with the NT Government to show the Yolŋu employment pathway. We are grateful to be given the opportunity to deliver this contract.

I am grateful to all our staff for being able to work together with the board of directors and the executive management team to fulfil what we envision for ALPA.

I would particularly like to take a moment to thank all those staff members whose family members are overseas and have faced much sadness as the result of Covid-19. My heart goes out to you and your family. From the board of directors I thank you for your continued service to our community members.

In 2021, I am very excited to see the CDP reforms and look forward to continuing our dialogue with NIAA. I am thankful to the Government for working closely with ALPA and the board of directors. We have a fantastic relationship, and I cannot wait to see the fruits of this relationship continue to bear fruit.

Mickael Hutchinson



OUR BOARD 2020/2021

Our strong leadership is led by an all-Yolŋu board of directors with representatives from each of our five member communities of Galiwin'ku, Gapuwiyak, Milingimbi, Minjilang and Ramingining.

Traditional Owners from each community nominate a director to represent them and there is a community representative nominated by each Community Advisory Committee (CAC). ALPA board meetings are held quarterly in member communities and are also attended by senior management and facilitators.

We are proud of our board and management gender diversity, and continue to be well ahead of much of corporate Australia.



CHAIRMAN
REVEREND DR DJINIYINI
GONDARRA OAM

Since 1993

"To the board of directors, it has been a challenging year and we should be proud of our efforts. We have worked amazingly well through difficult circumstances."



DEPUTY CHAIRMAN
MICKY WUNUNGMURRA

Gapuwiyak community
representative since 2005

"I am especially proud of Bukmak Constructions becoming a bona fide company in the last several years where we are gaining major contracts to deliver jobs and housing in our communities."



DIRECTOR
KEITH LAPULUNG

Milingimbi community
representative since 2007

"ALPA has a real vision for all young Yolŋu people, creating clear pathways to economic development and self-determination for our whole community, while focusing on seeing Yolŋu thriving and rising, developing in this modern society while having a clear scope and vision towards mainstream success."



DIRECTOR LILY ROY

Milingimbi Traditional Owner representative since 2015

"In 2021, ALPA will continue to work well with community members to improve and develop the stores, as well as ALPA maintaining a fantastic level of governance."



DIRECTOR ISOBEL LAMILAMI

Minjilang community representative since 2017

"I would like to focus on the stores expanding and introducing the endless aisles across all our stores."



DIRECTOR MANDY NOINBA

Minjilang Traditional Owner representative since 2019

"I would like to focus on the community development program working with the community members and developing their skills."



DIRECTOR JESSIE ROY

Galiwin'ku Traditional Owner representative since 2015

"I would like to see the EALYM continue to develop and deliver more programs in community., It's good to see family groups working together for their youth."



DIRECTOR DJAMALAKA DHAMARRANDJI

Galiwin'ku community representative since 2015

"Focusing on employment of Yolŋu into positions with more responsibilities."



DIRECTOR ROSE WURRGUWURRGU GURRALPA

Ramingining Traditional Owner representative since 2013

"In 2021, we will continue to focus on the safety of our staff. ALPA is Marmirr (has strong feelings for its community members)."

OUR ALPA BOARD OF DIRECTORS CONSIST OF



10

Directors,



1

Chairman and



1

Emerging leader



8

of whom female (67%) and



4

are male.



**DIRECTOR MATJARRA
(FAY) GARRAWURRA**

Ramingining community representative since 2014

"Focusing on encouraging and supporting young people in the communities and also seeing the next generation take on jobs with extra responsibility."



**DIRECTOR
JASON BUTJALA**

Gapuwiyak Traditional Owner representative since 2016

"I want ALPA to continue to support homelands service providers, and support community members' desire to live on their homelands and stay connected to their county, while continuing to be the gold standard service provider in Arnhem Land for retail, community service, training and enterprise."



**EMERGING LEADER
SHERILYN DHAMARRANDJI**

Associate director, Galiwin'ku since 2018

"It has been a pleasure to serve my community as well as an opportunity to further my understanding of large business operations and what makes a company like ALPA successful."



DJAWUT (JACKIE) GONDARRA

Board communications facilitator non-director since 1998



**COMMUNITY LIAISON
OFFICER AND STAFF CULTURAL
MENTOR DAVID DJALANGI**

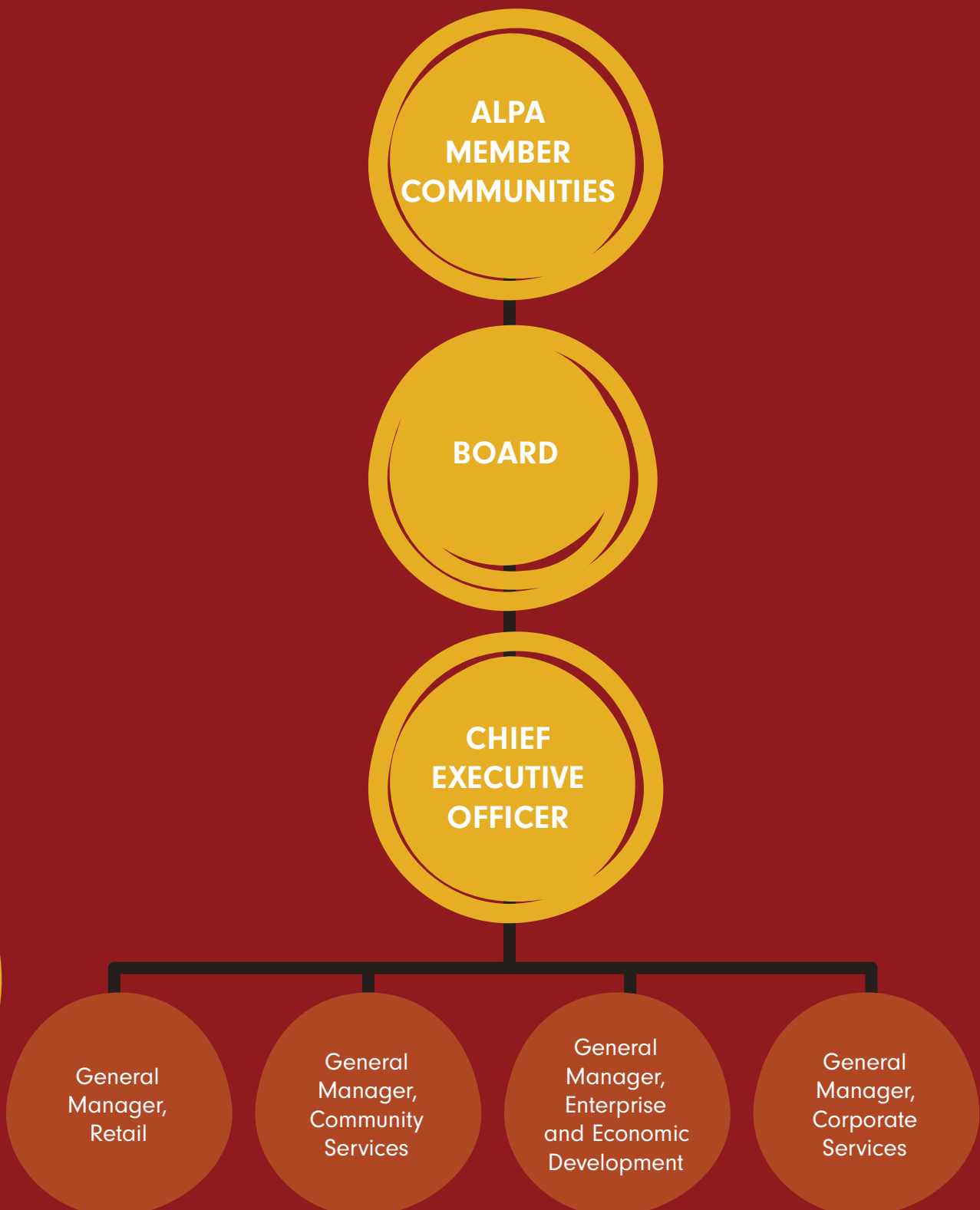
Non-director since 2004

"Focusing on training new BOD and looking for a new associate director, while working with other BOD, becoming stronger as a team and knowing that it is important for the communities."



ORGANISATION CHART

The organisation's structural chart, shown below, is only a brief overview of the governance and management structure of our four divisions. Our full organisation is large and complex.



GIVING BACK:

ALPA COMMUNITY CARE PROGRAMS



EDUCATION & DEVELOPMENT FUND



MEDICAL ESCORT



FUNERAL FUND



CREDIT ADVISORY PROGRAM



FREIGHT SUBSIDY SCHEME



YOUTH SERVICES



COMMUNITY ENGAGEMENT TEAM



HEALTH AND NUTRITION STRATEGY

\$300,000 DOLLARS' WORTH OF WHITEGOODS GIFTED TO OUR MEMBER COMMUNITIES

Our Community Care Program has gifted \$300,000 dollars worth of whitegoods to our five member communities of Galiwin'ku, Gapuwiyak, Milingimbi, Minjlang and Ramingining. This was a great way to give back to our communities through our surplus initiatives.





FINANCE
TRAINEE RUBY
JONES HAYES

TWO NEW INDIGENOUS TRAINEESHIPS TO START THEIR CAREER AT ALPA

ALPA will fund two new Indigenous traineeships from our Education Fund and join the team for 2 years.

The Traineeships will allow identified positions to embark on specialised roles such as finance and Media and will be managed by Group Training Northern Territory.

ALPA's board of Directors approved the traineeships to help increase Indigenous employment in our Darwin Support Office.

Ruby Jones Hayes has already started with the Corporate Services Team and will begin her Certificate III in Accounts Administration at Charles Darwin University.



COMMUNITY CARE

PROGRAMS

GALIWIN'KU AND BUTHAN

Community funds of **\$26,804** from store surplus were made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **\$43,549**. As at year's end, **30 April 2021**, the closing balance of **\$65,844** is available for future community projects.

Payments made during the year:



FUNERAL CEREMONY

\$17,995



**SPONSORSHIP
FOR YOUTH CAMP**

\$2,273



OTHER TRAVEL COSTS

\$9,227



**OTHER COMMUNITY
PURPOSE**

\$1,818

TOTAL: \$31,313



RAMINGINING
CEREMONIAL
EVENT

RAMINGINING

Community funds of **\$68,868** from store surplus was made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **\$280,135**. As at year's end, **30 April 2021**, the closing balance of **\$354,535** is available for future community projects.



**COMMUNITY CHRISTMAS
CELEBRATIONS**

\$22,727



FUNERAL CEREMONY

\$13,307



CEREMONY

\$7,518



**SPONSORSHIP FOR
YOUTH CAMP**

\$2,727



**OTHER COMMUNITY
PURPOSE**

\$20,118

TOTAL: \$66,398

GAPUWIYAK

Community funds of **\$53,027** from store surplus were made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **\$141,909**. As at year's end, **30 April 2021**, the closing balance of **\$145,846** is available for future community projects.

Payments made during the year:

	FUNERAL CEREMONY	\$29,670
	SPONSORSHIP FOR YOUTH CAMP	\$2,273
	CHRISTMAS CELEBRATIONS	\$21,000
	AFL SUPPORT/ EXCURSION	\$23,288
	BIBLE WEEKEND	\$7,609
	OTHER COMMUNITY PURPOSE	\$4,249

TOTAL: \$88,090



MAJILA

Community funds of **\$7,846** from store surplus were made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **\$16,780**. As at year's end, **30 April 2021**, the closing balance of **\$14,975** is available for future community projects.

Payments made during the year:

	YOUTH CAMP EVENT	\$566
	FUNERAL CEREMONY	\$13,977
	CHRISTMAS CELEBRATIONS	\$2,000

TOTAL: \$16,543



YURRWI

Community funds of **\$98,474** from store surplus were made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **\$35,948**. As at year's end, **30 April 2021**, the closing balance of **\$214,514** is available for future community projects.

Payments made during the year:

	FUNERAL CEREMONY	\$28,707
	CHRISTMAS CELEBRATIONS	\$14,000
	CEREMONY EVENTS	\$22,586
	RAYPIRRI/ YOUTH CAMP	\$11,990
	GATTJIRRK FESTIVAL SUPPORT	\$15,000
	OTHER COMMUNITY PURPOSE	\$25,370

TOTAL: \$117,655

ALPA STRATEGIC PLAN 2020/2021

We have again had a Covid-19 affected year. While this has pushed our earnings above normal, it has been a challenge for the team. I would like to thank the entire team for their hard work and commitment throughout the year in delivering the result and keeping our communities safe.

Throughout the year ALPA developed, trained and maintained two teams ready to deploy with the Northern Territory Government (NTG) Rapid Response Teams should there be an outbreak of Covid-19 in one of our remote communities. While, thankfully, we have not had an infection in any of our communities to date, the risk is still there and our ALPA teams continue to train and prepare in case we are needed. I would like to thank the members of our deployment teams for their selfless commitment to the safety of our people in our remote communities.

As mentioned, we have produced a larger than normal surplus this year. We have taken the opportunity to use this money to support our communities through our Community Care programs and sponsorships. This year we were able to offer each household a choice of whitegoods – a fridge, washing machine or freezer – at no cost to them. Most Yolngu families cannot afford whitegoods, which improve health and quality of life for them. The project was approved by the board as a one-off costing over \$300,000. In addition, the extra surplus generated has been put back into our communities to provide more staff accommodation, which we are in desperate need of to continue to enable service delivery to our communities.

ALPA this year, contributed \$38.8 million back into our remote communities in wages for real jobs, capital investment, maintenance, Community Care programs and sponsorships. This is a record amount, which benefits our communities and region as a whole.

It is important to note that ALPA does not take money from the Australian Government or the Australian public for its charitable work supporting Aboriginal people in our region and elsewhere. Our charitable funds are self-generated through our commercial and non-commercial activities. The board and, more locally, the Community Advisory Committees (CAC) determine how best to support people in remote communities with our charitable funds.

We are also particularly proud of the success of the Arnhem Aboriginal Business Council (AABC), which is in its third year of operation and brings together 100% Indigenous-owned commercial businesses from greater Arnhem Land and the Groote archipelago. It provides a forum to share ideas, opportunities and challenges for businesses and a place for Government and industry to engage with local Indigenous businesses from our region. This year the council's membership increased by 30% with more interest being shown by other businesses.

The following table provides brief summaries of our activities and how they meet our Corporate Strategic Plan as set by the board of directors. There are always plenty of opportunities but they must align with our strategic plan.



CEO,
ALASTAIR
KING

Create sustainable local jobs

Across the group, there are over 1100 employees of which over 80% are Aboriginal. Our stores have over 90% Indigenous employment. We anticipate this will grow in FY22.

Covid-19 task force and essential food services

ALPA actively participated in national and state Government taskforce meetings. These regular meetings would provide ALPA with a forum to influence the supply and manufacture of critical goods for our communities and all other remote locations in the Northern Territory and Far North Queensland.

Modern Slavery Act

Through the course of this year ALPA developed and submitted our Modern Slavery Act policy paper. This comprehensive piece of work will ensure that ALPA and our selected suppliers and partners comply with the Act.

Appointment of new Community Development Manager

Adrian McCann joined the ALPA team as the new Community Development Manager. He contributed a wealth of experience in the Northern Territory and has a focus on the innovation of ALPA's service delivery.

Alastair King OAM FAICD
Chief Executive Officer

Culture of safety

ALPA has a robust culture around workplace safety starting with the board and cascading through the organisation at all levels and throughout business units. Our benchmarking against mainstream businesses shows us performing very well in this important area.

This year we implemented a new safety App to streamline reporting and follow through of all safety incidents.



**Operate
successful and
responsible
businesses**

Growth and diversity

Rulku Enterprises' continues to mature as a business, employing a small and dedicated team of local people. The Rulku board is keen to invest in infrastructure to improve guest experience.

Dinybulu Regional Services is a diverse business with a mechanical repair shop, housing maintenance team, labour hire and lodge with 18 ensuite rooms. Our adult apprentice has graduated and is now a fully qualified tradesman. Dinybulu also services the store in Ramingining with logistic and fuel services.

Bukmak Constructions has continued to evolve as we build capability and capacity through the acquisition of equipment and specialist skills. The company has worked on a mixture of ALPA and Government work in the past 12 months to support our investment in local jobs and associated upskilling of our Yolŋu workforce. In April, Bukmak was awarded a contract to build 87 houses in Galiwin'ku, the largest remote contract ever awarded to one contractor in the Northern Territory.

We have engaged and helped establish the Milintji Corporation with the Traditional Owners at Gapuwiyak. They now have their own entity that will be able to look to develop business opportunities in Gapuwiyak. ALPA is looking to partner with them subject to favourable NLC section 19 negotiations.

Coca Cola Australia (CCA) new agreement and pledge to support local employment

Our drinks tender process was completed this year. CCA won this important tender based on their commitment to serve remote stores with a field team focused on store standards and educations. The tender also made provisions to establish local employment to conduct basic refrigeration maintenance routines. This will be trialled in the coming year.

Seek new ideas and adopt best practice

Manapan, led by Ben Cocker, continues to develop our Manapan Furniture business. Manapan Furniture completed a number of furniture supply contracts during the year, including boardroom tables for corporate clients.

The ALPA training team, led by Angela Nolan, has continued their extensive delivery of retail certificate courses in our core business division. They have also delivered adult language literacy and numeracy (LLN) training at Galiwin'ku, Ramingining and Milingimbi with great success. This training is crucial to developing our trades workforce. The team now has financial services and Community Services on scope.

E-Learning has been identified by the ALPA board as a key opportunity to continue to build the skills of local team members. The platform was launched this year and provided the training team with an opportunity to continue to deliver high-quality training despite the travel restrictions.

ALPA has engaged our subsidiary, Bukmak Constructions, on many in-house projects throughout the year to further support Yolŋu jobs and the development of construction skills in our region.

• Facilitate learning and skills development as a pathway to jobs and local business development

We have continued our relationship with Swinburne University particularly in trades training. Swinburne continues to demonstrate a strong commitment to our region and building skills for our Yolŋu workforce.

This year ALPA continued delivery of the "higher education program" working with Charles Darwin University and Swinburne University to connect Aboriginal students into tertiary education. We have ALPA people in our communities supporting over 60 Yolŋu students to gain qualifications.

• Engage with people across communities and regions through enterprise

ALPA is a founding member of the Arnhem Aboriginal Business Council (AABC), which includes Aboriginal commercial businesses from across the region. It exists to create cooperation within the region and be a mechanism to advocate in one voice to all levels of Government. Through this council, ALPA is engaging and building relationships with many communities and businesses across the region.

Membership of the AABC has grown by 30% this year with more Indigenous businesses in our region hearing about the business council and wanting to participate.

• Buyer appointed to Island & Cape

To support our growth plans within our Island & Cape retail subsidiary, we have appointed a new local buyer position. This role will provide local product sourcing, and price and logistics solutions that will improve our trading performance through an assortment more tailored to our Queensland customers' needs.

• Dinybulu Regional Services Pty Ltd

Dinybulu operates in Ramingining and Bulungkunum Aboriginal Corporation. A local family corporation holds 20% of the company and continues as an equity partner with seats on the board.

We continue to financially support the Hope for Health program, which is operated by Why Warriors in Galiwin'ku. The program works with Yolŋu to change their eating habits to become healthier. They also operate health retreats through the year.

• Develop a network of local suppliers and service providers (community and homelands)

We continue a strong and respectful relationship with the East Arnhem Regional Council (EARC). ALPA and the EARC have worked jointly on a number of projects and Bukmak Constructions continues to carry out contracts for the EARC. We are particularly thankful to EARC for their support.

We have continued to purchase timber for Manapan Furniture from the Gumatj Aboriginal Corporation when it is available.

We have been working on a number of projects with Gumatj, particularly through our CDP team, where we have seen real jobs created for Yolŋu on the Gove Peninsula.

Enhance remote economic development

• Financial contribution to region

ALPA returned over \$38.8 million to our member communities in wages, capital investment, repairs and maintenance, Community Care programs and other sponsorships.

• Rulku Family Pty Ltd

Our partners in our Rulku Enterprises business are engaged and continue to contribute to the business through their work with the board.

• Vocational education training provided in schools

The ALPA training team worked closely with the Department of Education to deliver accredited retail training in schools and provide high-quality support to students interested in learning about running community stores.

ALPA continues to support the NTG Local Decision Making (LDM) process. It is important to ALPA's board that Yolŋu voices are heard and valued in decision-making processes.

• Foster and support business development through mentoring and partnerships

The business incubator program run by ALPA has supported the successful transition of Gunbaya Services from a CDP activity to an independent business. Gunbaya now service National Disability Insurance Scheme clients, stakeholders and community members in Galiwin'ku.

Rulku Enterprises, our joint venture business with a Milingimbi family, has been slow as there is little Government investment or activity due to water shortages. The business comprises the Rulku Lodge and non-construction labour hire. The Rulku Lodge is now a financial and active member of Tourism East Arnhem, which will assist and promote local tourism.



Improve Yolŋu quality of life

Increased freight subsidy to reduce store prices

ALPA has, for many years, provided funds to reduce freight costs on fresh fruit and vegetables. Our board have now initiated an extension of this subsidy to include all canned and frozen fruit and vegetables, as well as introducing fresh meat, dairy and baby essentials.

Community Work Order program

This program has seen the integration of the Community Work Order project engaged through the CDP service delivery. It supports low level offenders from being incarcerated by providing an opportunity to undertake community work in their community and supervised by a local Yolŋu team.

Respect cultural heritage

ALPA has a cultural leave provision for Yolŋu staff. They are given two weeks per year over and above award conditions.

We continue to support important cultural events and ceremonies through our Community Care programs.

ALPA sponsors the Gattjirrk Festival in Milingimbi and the Bak'badidi Festival in Ramingining, which celebrate Yolŋu language, dance, music and culture.

ALPA sponsors travel and food costs for a diverse range of cultural ceremonies in our communities.

Advocate for effective education

ALPA operates the Federal Government's Remote School Attendance Strategy (RSAS) in Ramingining, Milingimbi, Gapuwiyak, Yirrkala and Galiwin'ku. We are seeing challenges with school attendance in these communities and have worked to ensure this program supports parents rather than taking away their responsibility. We see this program as important in getting kids to school so they can have a good education.

We have continued to develop a relationship with the NTG Department of Education. We have an MOU that sets out an agreement to work closer together on vocational education. This relationship has strengthened further this year.

This year ALPA donated \$20,000 each to five schools to assist with equipment for student programs.

ALPA continues to have an Education & Development fund, last year spending over \$590,000 assisting Yolŋu students, trainees and small business to develop in our communities and region.

Actively seek to improve health outcomes through commitment, actions and partnerships

ALPA's commitment to our nutrition strategy was over \$433,000 this year and continues to kick goals led by our nutritionists.

Our partnership with Menzies School of Health Research and Monash University continues. In the coming year we will increase our financial commitment to health and wellbeing to over \$600,000 and put on our third nutritionist on the team.

Lowering the cost of everyday items

The ALPA board approved our price reduction strategy. This strategy is a significant investment and will drive reductions in prices of those items that customers buy most often.

This year we continued to support families in our communities through our youth programs. We will focus on the East Arnhem Youth Model in the future as this program works with youth, family and cultural leaders to identify what activities they want for their communities. The EAYM is jointly funded by the Northern Territory and Commonwealth Governments. ALPA contributed over \$300,000 to youth programs this year.

ALPA, through its Community Care programs, made available a choice of whitegoods for each household in our communities. The \$300,000 program gave families the choice of a fridge, freezer or washing machine, and was part of our health and wellbeing program. Many Indigenous homes cannot afford these products.

Recognise and advocate the Yolŋu desire for opportunity and equality with fellow Australians

ALPA provides financial support to the Yolŋu Nations Assembly, which advocates for Traditional Governance outcomes that progress and empower Yolŋu society.

Management and senior members of the board of directors continue to represent and advocate on behalf of members at forums across Australia and will continue to do so.

We have also committed over \$400,000 to our community engagement team to ensure we are telling the ALPA story to our members and listening to their feedback on where we are most needed. Each of our communities now have a Community Advisory Committee to work with ALPA and feedback to us key areas for their communities. Each CAC is representative of all the family groups that live in community.

HEALTH & NUTRITION REPORT

RAMINGINING
TAKEAWAY GIRLS



INTRODUCTION

Covid-19 and its impact on the nation's food supply made for a particularly challenging year for us to ensure our customers had access to affordable, nutritious, and high-quality foods and drinks. Despite the challenges, our team worked tirelessly to ensure the ALPA health and nutrition strategy was maintained.

Our strategy, developed by the ALPA board of directors, aims to increase the availability and affordability of healthy food and drinks, while supporting our customers to make healthy choices through tailored merchandising strategies, as well as programs to increase customer awareness and understanding of health and nutrition. Our nutrition program is an important part of our Community Care Program.



JUICES

2019	17.74%
2020	18.63%
2021	18.75%



WATER

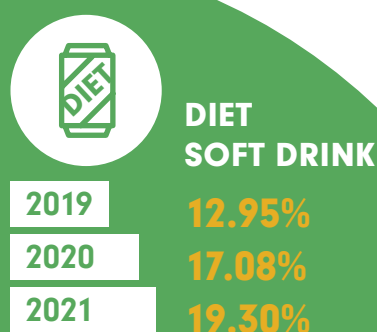
2019	16.23%
2020	15.46%
2021	15.60%

SUGARY DRINKS

Guided by strong policies targeting the placement, availability, promotion, and pricing of sugary drinks, we have seen positive movement towards healthier drink choices. These policies are owned and developed by our store boards. This year we saw an overall 2.5% reduction in the proportion of soft drinks sold compared with last year, with the movement to no-sugar alternatives. Juice and water remained stable. The graph below highlights the impact of our strategies to reduce sugary drink consumption are starting to plateau. New strategies will be presented to store boards in the coming year for their consideration. We are also rolling out education material to provide customers with information to support healthy drink choices.

The largest reduction in sugary drinks continues to be seen in stores without a competitor store in the same community. These stores have been able to implement bolder strategies to support sugar reduction. The ALPA Milingimbi store has seen the largest reduction in the proportion of soft drinks sold – a 15% reduction since 2019.

There are new sugar reduction drink planograms across all ALPA stores. Since their implementation we have seen good improvements in water sales and a reduction in sugar-sweetened beverage sales in stores with competition. Yarrabah service station has had the best result since their drinks fridge layout was reconfigured, seeing the proportion of water increase by 10%, with customers moving away from soft drinks and juice.



TAKEAWAY

Increasing healthy takeaway options remains a focus for our teams. Fifty-two percent of the prepared foods sold through our takeaway and café outlets were healthy options – a 5% increase from last year.

Proportion of takeaway sales that are healthy for all stores



HEALTHY TAKEAWAY SALES



The biggest improvement was seen at Nganmarriyanga store with the opening of their takeaway in September 2020. The takeaway was built with support from an Aboriginals Benefit Account grant. There used to be a limited ability to prepare healthy options due to inadequate infrastructure and equipment. Since opening, 83% of food sold through the takeaway has been healthy.

We worked with Karen's Kitchen to expand their range of healthy ready-made healthy meals. Karen's Kitchen meals have been available and loved by our NT stores since 2014. We now have access to 18 varieties of delicious hot meals full of vegetables and lean meats, and preserved by traditional foods such as Kakadu plum. The range expansion saw popular takeaway options added, including beef and black bean, beef stroganoff and Thai green chicken curry, which were all made to meet our healthy nutrient criteria.

ALPA NUTRITIONIST
KHIA DE SILVA
WITH THE KAREN'S
KITCHEN TEAM



GLEN
WUNUNG MURRA
GAPUWIYAK STORE



FRUIT AND VEG

A total of **942 tonnes of fresh fruit and vegetables** went into all stores in the ALPA group, a **4% increase from last year** on comparable stores. Fruit and vegetable sales (fresh, frozen and canned) made up **7.77%** of all food sales across the group, a slight increase on last year (7.64%). This ranges from 4.82% to 14.35% across stores. Each store has a target to increase sales by 0.5% each year.

We trialled new internal refrigeration fixtures to improve fruit and vegetable presentation in three stores. The results of the trial saw improved sales and helped maintain quality. Since the trial, Simon George and Sons have funded fixtures across the remaining stores and they have started to appear since April.



942
**TONNES OF FRESH
FRUIT AND VEGETABLES**



4%
**INCREASE
FROM LAST
YEAR**



MINJILANG
COMMUNITY
EVENT



1.6%
**REDUCTION
PER \$10,000
FOOD SALES**

TOBACCO

This year we did not see the same decreases in tobacco sales, with a **1.6% reduction per \$10,000 food sales**, linked with the Covid-stimulus. While a reduction was achieved, it does not compare with last year's decrease of 8.56%. ALPA is fully supportive of national and local initiatives to curb smoking.

Dr Bernard Croteau
@croteau_bf

Great study result showing how we can help people to make healthier choices #sugar #obesity

Corinna Hawkes @Corinna... - 8/10/20

Great to see the positive results of this study assessing effect of restricting unhealthy food promotion in stores

Gabriella Conti @GabiLEI... - 15/10/20

Waltrose @walsro... Tesco @tesco

The Lancet @TheLancet - 8/10/20

NEW—Restricting supermarket promotions of high-sugar food and drinks reduces sales without reducing store profits: finding from Healthy Stores 2020, pragmatic randomised controlled trial @TheLancetPlanet hubs.5/10x1gy0

The Drivers of Food Choice Program
@DFC_Program

#HOTOFFTHEPRESSES!! Regulation of #foodpromotion in supermarkets could potentially influence people toward healthier #foodchoices, while at the same time, not compromise store profitability. Important findings below 🌟🌟🌟

Annet Roodenburg @Rood... - 8/10/20

Supermarkten hebben veel handelingsperspectief als het gaat om het gezonder maken van de voedselomgeving

The Lancet @TheLancet - 8/10/20

NEW—Restricting supermarket promotions of high-sugar food and drinks reduces sales without reducing store profits: finding from Healthy Stores 2020, pragmatic

Carlos Aguilar Salinas @cag... - 8/10/20

Este es un buen ejemplo del tipo de medidas que requiere nuestro país para mejorar la alimentación de la población. La regulación eficaz es mejor que la prohibición

Maggie Wetzel @Wetzel... - 8/10/20

Research Shows 🌟 Limitar las promociones de alimentos altos en azúcar en supermercados no compromete los beneficios... #canguitosaludable #comerciosresponsables #obesidad

Daniel Zainal @dzayki

Super interesting findings - such bold policies in public health does not necessarily compromise business profitability (win-win!) 🌟

Health Coalition Australia - 8/10/20

Even more evidence for restricting supermarket promotions of high-sugar food and drinks - only two parties seem to pay attention to this mounting evidence base and favour science over ideology or food industry's influence



HEALTHIEST STORE

This year we revamped our Healthiest Store competition to include all the ALPA's health and nutrition KPIs. The winning store consistently performed when it came to increasing fruit, vegetable, and healthy takeaway sales, and reducing sugar drink and tobacco sales.

And the winner was ... Majila store on Croker Island/Minjilang. It was a massive effort by the team, which prepared healthy morning teas and lunches for Mamaruni School. Funding for the school meals is supported by the store, the ALPA Community Care Programs and Simon George and Sons.

In second position was Pirlangimpi store, which put in considerable efforts to provide healthy, delicious meals on the Tiwi Islands. And in third place was Adjumarllarl store. Despite wet season challenges, which included road closures, the store smashed its fruit and vegetable targets. The new fruit and veg fridge made the fresh produce popular.

GAPUWIYAK COMMUNITY
MEMBERS CELEBRATE
FREIGHT SUBSIDY EXPANSION





THE COMMUNITY
COLOUR RUNS
WERE A BIG HIT
THIS YEAR

ALPA COMMUNITY SERVICES

The 2020/21 year was an exciting but challenging one for ALPA's Community Services division.





ARAFURA SWAMP
BAND IN CDP
ACTIVITIES

This year for community services, has been about consolidation. It has been about looking at what we offer and **continuing to develop best practice solutions for remote service delivery** and providing the highest quality services to community members. Due to Covid-19 we have been pushed to think about business differently and this has led to the introduction of a number of **exciting new technology solutions** to support service delivery. We have also been focussing on how we can support economic development within Arnhem Land. This has consisted of supporting individuals to start up their own businesses by providing support, training and start-up capital investments. We are excited to say this has been successful with one new business Ganbaya Services now operating independently of ALPA and employing local Yolŋu people. **We continue to remain committed, to supporting community members to identify their goals and aspiration and providing the supports people need to achieving those.**

TECH SOLUTIONS ACROSS

10
SITES



4
NEW EMPLOYEES
FOR GANBAYA
LANDSCAPE
SERVICES



GANBAYA
LANDSCAPE
SERVICES





CDP RAMINGINING FIRST AID TRAINING

Jon Wallace came out to Ramininging to run first aid training. Our CDP participants were joined by staff from the EARC, Miwatj clinic and Dinybulu regional services.

Everyone worked together as a team and it was the largest training group that we have had in the past 12 months.

All who took part attended 100% of the time, which means 100% completion for the training. Ramininging has not had a success such as this for a very long time. It was amazing to see so many people taking part and gain more confidence with the help of our post-placement supporters. It was fantastic to be able to provide more support for our participants already employed.

CLEANING PACK DELIVERY RAMINGINING

It was a happy day for Ramininging community and CDP when we delivered cleaning packs to every house in town.

To make sure the communities are safe and clean in these unprecedented times, ALPA decided to send out packs full of cleaning supplies to each house, putting CDP in charge of distributing them. The team in Ramininging took this challenge in their stride and made a day out of delivering the packs. The CDP team worked with the Dinybulu boys and the RSAS team, and used the Bukmak truck to transport the boxes. It was a real team effort and collaboration to make sure all houses got the supplies. Each box contained detergents, scrubber, mop, bucket and brooms. The community members were very grateful for the supplies, saying that it is good to take them to all houses, as not everyone has cleaning supplies to keep their house tidy and such a box will help with that. Despite the heat, it was a great and productive day, showcasing the power we have when we all work together as a team.

RAMINGINING
COMMUNITY
SERVICE TEAM
DELIVERING HOME
CLEANING KITS



A COLOURFUL WAY TO END THE YEAR IN JABIRU

ALPA's CDP held a major fun day in Jabiru to end the year with a colourful bang.

It was one of several community events across Arnhem Land to bring the kids and community together to enjoy what can only be described as a peculiar year because of Covid-19, which halted community activities earlier in the year.

More than 150 Jabiru residents attended the event where a bubble machine, colour run and UV party were held – only to be hosed down by the Jabiru fire brigade.

ALPA would like to thank RED Lily Health Board, West Arnhem Regional Council, Jabiru Area School, Kakadu Contracting, Jabiru Fire Department, Andy Ralph, and resident photography Peter Keence for their support in making this a memorable event.

CDP OPERATIONS
MANAGER HAYLEY
TORSNEY AND CDP
SUPERVISOR ANTONIO
CUNNINGHAM



CDP JABIRU GOOD NEWS STORIES

FEBRUARY 2021

Keina Djandjomerr is the CDP Jabiru new office administration champion. And she's also a secret bead queen. She is loving her new role and is spreading the word about the centre, courses, identification facilitation and appointments. As she is new to the workforce, it's a great way to start with ALPA championing her career. Keina is learning filing, scanning and handling phone calls. She will be joining the upcoming training courses and then getting her licence.



KEINA DJANDJOMERR
MAKING BEADED
JEWELRY



GOOD NEWS STORIES – GUNYANGARA SEPTEMBER 2020

ALPA community services in Gove Peninsula held a community engagement event for Nhulunbuy and Gunyangara in September.

CDP participants from the men's and women's groups worked together to provide community members with activities to promote attendance and engagement. Activities included yarning circles, spear making, painting, a jumping castle and attendance prizes. The ALPA team also cooked a delicious BBQ, including sausages, chicken patties, bread, onions, pasta salad, garden salad and fresh fruit kebabs.

We also used the East Arnhem Regional Council's big LED screen to showcase pictures of CDP participants and activities to encourage people to attend during the week. We also had participants from the men's activity form a band so they could be the entertainment for the event. They did an amazing job and played great music with guitars and yidakis.

Our peninsula operations manager, activity manager, activity coordinators, activity supervisors, employment consultants and CDP participants worked hard organising, setting up and working together at the event.

At the end of the day, we had attendance prizes to give out to one man and one woman to acknowledged their consistent attendance at activity.

The winner from the Nhulunbuy/ Gunyangara women's activity was Waningkirrk Linda Bukulatjpi, who won a new washing machine.

She attended every day and works hard at every activity.

The winner from the Nhulunbuy/ Gunyangara men's activity was Mike Gurruwiwi, who won a new lawn mower to help maintain his garden.



PICTURED: LINDA
BUKULATJPI



GOOD NEWS STORY – POST PLACEMENT SUPPORT

Waningkirr Bukulatjpi and Marsha Burarrwanga

ALPA and Dhimurru Rangers have a hosted agreement. Marsha and Linda were placed in the Dhimurru hosted work experience agreement, where they undertook two weeks of work experience. After two weeks, Marsha and Linda were hired as permanent staff. As part of ALPA's post-placement support, Marsha and Linda were helped with uniforms, evidence of age cards, mobile phones, applications for Ochre cards and national police checks.

While Linda was a CDP participant, she also completed certificates in infection control.

DHIMMIRU
RANGERS



NAIDOC EVENT – GOVE PENINSULA NOVEMBER 2020

CDP ALPA held a NAIDOC cultural day event for communities in the Gove Peninsula in November. The Nhulunbuy/Gunyangara and Yirrkala men and women CDP participants were heavily involved in the preparation and organisation of the event, along with the Peninsula staff. Other stakeholders also gave support. Thank you Datjala correctional services, N.E.A.L, Gumatj Corporation, Anglicare, Miwatj Health, Rirratjingu Aboriginal Corporation, NDIS, Woolworths and ARRCs.



DARYL GETTING READY TO THROW HIS SPEAR TO HIT THE TARGET FOR HIS CHANCE TO WIN ONE OF THE MANY PRIZES TO WHOEVER HITS CLOSEST TO THE TARGET

Everyone did a great job setting up for the day and worked as a team to get it done on time. It was a purely cultural event highlighting Yolŋu culture and people. About 250-300 people attended. The event followed Covid-19 procedures. As soon as people arrived, we had a sanitising station set up. Hand print canvas painting was really engaging, especially for children.

We had multiple cultural activities set up for the community members to learn about Yolŋu culture.

There was traditional jewellery making, weaving, traditional face painting, spear making, yidaki making, clap sticks, canvas painting and bush medicine. All the participants did an amazing job interacting with the community and explaining how they collected items and prepared them.



Our resident ecologist, Ann-Marie, did an amazing job with her **bush medicine stall** and had a lot of interest from the community. With the help of the women participants, Ann-Marie was able to prepare:

Nambarra – like a Vicks, helps with colds, coughs and flu

Nunydjutj – toothache solution

Gadayka – *Eucalyptus tetrodonta*, which helps with sores, boils and scabies

Burukpili – *Morinda citrifolia*, known to be a treatment for cancer, coughs and colds



YIRRIMAL AND HIS DRUMMER PROVIDING EXCELLENT ENTERTAINMENT. EVERYONE LOVED HIS PERFORMANCE

While most of us were up the top of the surf club doing activities with the community members, the male and female participants were down on the beach cooking up a storm for the event with the help of Ben and Brad. Community members were able to go down to the beach and see how the Yolŋu cook their fish, magpie geese, mussels and damper. At one time there were 40 people on the beach watching as the men and women prepared the fire and cooked the food.

Rirratjingu was very generous in providing the funds for ALPA to have a local band for our event. We were able to book Yirrimal to play for us, which everyone enjoyed.

Everyone enjoyed the band and we even had people get up and dance, which was good to see.

Towards the end of the event, we held a spear -throwing competition with the chance to win a prize. The men really got involved and everyone had a good laugh. The Nhulunbuy/Gunyangara men's activity made two kangaroos on boxes for the targets.



MEN'S ACTIVITY PREPARING THE FISH ON COALS IN THE SAND, WHICH WILL LATER BE SERVED ON BARK TO EVERYONE AT THE EVENT

YIRRKALA CDP SUPERVISOR
MAYILA WUNUNGMURRA



DARYL PLAYING ONE OF THE YADAKI'S THAT WERE MADE AT THE EVENT





FROM LEFT
TRISTAN,
STARSHUA
AND JOHNNY

BUKMAK EMPLOYMENT GOOD NEWS STORY

CDP Ramingining offered concrete training through Swinburne University. A group of men successfully completed the training with great outcomes. Starshua, Tristan and Johnny are among the men who completed the training. CDP was approached by Bukmak to hire them as they had seen the men completing the concrete training. It is not every day you have an employer asking to employ a jobseeker by name – let alone three.

Starshua was disengaged from the program last year but after some hard work from our supervisors he started coming to activities and completed his white card, first aid, carpentry and concrete training all within the first two months.

Tristan recently came on to our caseload from Maningrida and was keen to come to activities from the start. He has only been with us a month but has completed his concrete training and has been coming to activities almost every day.

Johnny is one of our older participants but hasn't let that stop him. He has been travelling between Milingimbi and Ramingining over the past 12 months but has engaged with the program almost every day. Johnny has completed his carpentry and concrete training.

The CDP Ramo team are excited to support these men continue to reach their employment goals and develop more skills over the coming months.



WET SEASON – JABIRU STYLE

Tash Nadji has a routine to boast (and boat) about during the wet season to get to Jabiru for her appointments. Cannon Hill (East Alligator region) is a homeland that is only accessible via boat and you certainly wouldn't want to get your feet wet while crossing. This is a normal experience in this region. Tash has help getting equipment, such as mowers, blowers and whippersnippers, to keep the fast-growing grass under control. Good work ALPA CDP and Kakadu National Park rangers for helping those who need it.

The photo of the crocodile is one that the rangers were relocating due to being a bit close to people and animals.



YIRRKALA COLOUR FUN RUN DECEMBER 2020

ALPA CDP held a colour fun run at the Yirrkala oval in December to encourage people in community to come together, take part in having fun and celebrating life. It was also a great opportunity for the ALPA team to make connections with family and community. The Nhulunbuy firefighters also attended with their fire truck and cooled everyone down with their water soaker. We had a good turnout from the community and the children loved it. We handed out ALPA colour fun run 2020 T-shirts and cool coloured sunglasses.

It was a great day and the feedback from the community members was great.



MINJILANG
COLOUR RUN



COMMUNITY ENGAGEMENT TEAM

The Community Engagement team was formed in 2018 to create additional pathways to seek input from the community to ensure ALPA's services are responsive to community needs.

The team's key functions include providing an opportunity for Yolŋu to assist in the design of and provide feedback to ALPA programs and policies, and to support Yolŋu gain a greater understanding of and opportunity to engage with ALPA programs. Further, the team seeks to create enhanced connections between

ALPA, community and other stakeholders to support community and cultural regeneration activities, and support ALPA programs to create a two-way learning environment to ensure ALPA is empowering community-controlled decision making and delivering culturally-informed and strength-based services.





COMMUNITY ADVISORY COMMITTEES

The Community Engagement team has quarterly conducted trips to each of the member communities to support the CACs. During the Covid travel restrictions, these meetings were conducted by video conference. This has included providing training on the rules and guidelines of the Community Care Program, updating memberships to be more representative of all clans and asking CACs to provide feedback and advice to ALPA on other programs and issues.

Unit managers are invited to present to each CAC meeting. See about Scot Cheeseman presenting to Ramininging CAC in January. Attendance and participation at meetings has been excellent. CAC members are keen to learn about and provide feedback on many programs. These meetings give community leaders good understanding of ALPA programs and developments and ALPA good visibility of issues facing community and opportunity to seek feedback advice on our programs and policies.



SENIOR PROJECT MANAGER
WILL CRAWFORD AND THE
COMMUNITY ADVISORY
COMMITTEES



SPONSORSHIP AND FILMING OF THE BAK'BIDIDI AND GATTJIRRK ONLINE FESTIVALS AT RAMINGINING AND MILINGIMBI

ALPA has proudly sponsored the Ramininging Bak'bididi and Milingimbi Gattjirrk festivals for many years. With the onset of the Covid pandemic, we could not hold large live concerts. We spoke with senior Yolŋu leaders and ARDS/Yolŋu Radio to explore online film projects and we decided to create an online festival to celebrate and support local musicians, artists and dancers. The end result included two amazing one-hour films that featured video clips of leading bands, traditional bungul performances and interviews with senior artists. The two films were released during NAIDOC week with the assistance of NITV and were screened at Federation Square in Melbourne.

The Yolŋu Radio film crew spent a week in each community to rehearse and film the featured artists. The project employed over 60 Yolŋu artists and crew and also eight trainees (four at each community) to assist and train with the production crew.



BAK'BIDIDI
PERFORMERS



PARTNERSHIP WITH NAAJA TO MAKE LEGAL EDUCATION WEBINARS AND SHORT FILMS

Since the onset of the Covid pandemic, ALPA has been looking for ways to provide high-quality online training to our remote staff. In April, ALPA approached NAAJA to develop eight legal education webinars to help build our remote staff's knowledge of different legal issues to better support our clients navigating the legal system. The webinars include 24 short films, which illustrate legal issues with dramatised scenarios. Over 15 of the films were made in Yolŋu Matha, were co-scripted with Yolŋu participants and feature senior Yolŋu figures in some of the leading roles. One film had our Chairman, the Reverend Dr Djiniyini Gondarra, and Wityana Marika of Yothu Yindi and *High Ground* fame featuring as a barrister and judge in a supreme court bail application as part of the Understanding the Criminal Justice System webinar. The short films will be completed in December and our first webinars delivered to

our 10 remote sites in January. We're proud of the work of NAAJA and the way our Yolŋu actors performed, and hope that the films will be useful for our staff and community.

ALPA engaged NAAJA to create the 24 short films to accompany its community legal education webinar series for our remote community services staff. This project arose out of the need to provide additional training in various laws, including discrimination, harassment, duty of care and employment, as well as training our staff in how to better support clients understand and navigate the legal system. This is a major 12-month project to create comprehensive training on eight important legal topics that will assist the Community Services team to better support clients.

ALPA CHAIRMAN
ACTING AS A JUDGE
FOR THE NAAJA
LEGAL VIDEOS



Recent feedback

**"This is really
important for us"**

**"After this we're going to
go and share this story"**

**"I'm looking forward
to the next one"**

"I learned a lot"

**Feedback from the
Milingimbi session was
"overwhelmingly positive."**

**"The attendees really
enjoyed it and were
constantly asking me when
the next one would be."**



WORKING WITH ELDERS ON RESPONSES TO SNIFFING AND RAYPIRRI/HEALING CAMPS

In early 2021, Arnhem Land experienced a number of outbreaks of sniffing among young people at Milingimbi and Galiwin'ku. The Mala leaders asked ALPA's community engagement teams to organise meetings with leaders and stakeholders to help address this issue.

Milingimbi, Dhuwa and Yirritja leaders came together under the trees of Yurrwi to discuss the challenges of substance abuse and break-ins.

Senior Mala leaders asked the Yurrwi community engagement officer to organise a meeting for Dhuwa and Yirritja leaders to come together and brainstorm about the challenges and solutions for their community.

Shane Flanigan of NT Health was guest speaker and spoke about the impact of substance abuse and what was happening in Yurrwi.

The group developed a Raypirri camp plan and a committee was formed to implement the plan with Ganygulpa as leader.

Yurrwi MOPRA Rangers were asked to assist and they offered tents, water and transportation for the group to Raprama Island.

ALPA CAC submitted a Community Care Program request for the support of food, lights and other resources.

The group of six Djamarrkuli, parents and senior Mala leaders went on the two-week Raypirri camp as planned. This was a huge achievement for the Yurrwi community as it was the first time a Raypirri camp was developed and implemented for all clans and camps.

Congratulations to Ganygulpa, Yurrwi senior Mala leader, who was the key driver to make this Raypirri camp happen. Jimmy Burpur supported Ganygulpa and together they worked hard to ensure the Raypirri camp went to plan.

Ganygulpa and EALYM committee members are now planning the next Yurrwi Raypirri camp funded by the EALYM.



TEAM BUILDING AND DISPUTE RESOLUTION TRAINING WORKSHOPS

Kath Boyne identified the training needs of staff and designed and delivered customer service, CDP supervisor and CDP team building SWOT analysis workshops with the CDP staff at the Galiwin'ku site.

Kath provided assertiveness/dispute resolution training with CDP teams in Milingimbi in September (see photos above of the Milingimbi workshop). She also delivered a team building and SWOT analysis workshop with the RSAS and Youth Services teams at Galiwin'ku in August, which was very successful with the team identifying their strengths and weaknesses, and boosting their planning.

[Below photo of the assertiveness and dispute resolution workshops with the Milingimbi CDP team

ABOVE: KATH BOYNE PROVIDING TEAM BUILDING (SWOT ANALYSIS SESSIONS) WITH RSAS, YOUTH AND CDP TEAMS IN GALIWIN'KU.

ALPA SUPPORTING NT TREATY COMMISSION PUBLIC MEETINGS IN EAST ARNHEM LAND

Our Community Engagement team had the privilege of working with the NT Treaty Commissioner, Professor Mick Dodson, and his Treaty Commission team as they hosted public meetings in ALPA's four Yolŋu member communities in November.

Professor Dodson provided valuable insight into how the NT Treaty process was set up and operating, how the treaty process has worked overseas to provide additional structures to promote self-determination and provided a platform for Yolŋu leaders to discuss their aspirations for an NT Treaty.

Our board of directors feel very strongly about the NT Treaty and asked the Community Engagement team to brief our members and allow them time to formulate their thoughts and questions regarding a Treaty in preparation for the meetings.

The feedback from the commissioner's team is that the strong attendance and meaningful level of engagement in the public meetings was beyond their expectations.

BELOW IS A PHOTO OF THE MILINGIMBI COMMUNITY CONSULTATIONS WITH THE NT TREATY COMMISSIONER.





PHOTO OF THE
GAPUWIYAK CAC
MEMBERS AT THE
LYONS CONSULTATION



PRO-BONO ASSISTANCE FROM LYONS ARCHITECTS IN YOLJU PUBLIC HOUSING DESIGN PROJECT

ALPA and Bukmak Constructions collaborated with Lyons Architects in Melbourne to conduct a Yolju public housing design project with our community advisory committees at our member communities.

They conducted consultations via video conference from Melbourne with our Yolju CAC members to develop housing designs to better meet the needs of Yolju residents.

The intention is to provide the designs to Government to lobby for their inclusion in future public housing projects.

A strong focus was to incorporate cultural factors, and have a robust design and construction to ensure the housing meets the needs of the household sizes and the natural environment of East Arnhem, be energy efficient, have better living areas and air flow, and deliver positive public health outcomes.

The community engagement team have conducted five consultations with our CAC teams and four other consultations with senior Yolju leaders. Bukmak and Lyons are now tailoring the designs, scoping the construction costs and collating the outcomes in a report to present to Government.

ALPA and Bukmak extends our thanks to Lyons, which have dedicated much time and considerable expertise to work with Yolju in a project we are hopeful will deliver culturally and environmentally informed designs to Government to achieve better houses for Yolju.



REMOTE SCHOOL

ATTENDANCE STRATEGY (RSAS)

While many services were severely impacted by Covid, ALPA's RSAS teams have continued to work with our staff, community leaders, schools, and other stakeholders to support students and their families to better engage with schools. We have piloted several exciting place-based engagement programs that we hope will both strengthen communities and provide a bridge back to school and education for our young people.

THE GALIWIN'KU
SHEPHERDSON
COLLEGE BOUNCE
BACK CLASS IN ACTION



MUSICIAN
TONY BADJU



GALIWIN'KU BOUNCE BACK REINTEGRATION CLASS

One of the great success stories this year has been the development of the Galiwin'ku Shepherdson College Bounce Back transition class, which is designed as a transition class for students who have not attended school for a long time and may have behavioural issues that make immediately returning to mainstream classes difficult. This program evolved out of the Shepherdson College's Sunset Pop Up School engagement program, which identified multiple students who needed more support once they returned to school. Shepherdson College has supported the Bounce Back class by helping devise activities and education programs to support these students. The Bounce Back program has been highly successful in terms of engagement numbers and providing transition strategies and additional supports for at-risk students and their families wanting to reengage with school. Our other sites have all expressed interest in this model and there is the potential to create additional Bounce Back classes in other communities.



MILINGIMBI MUSIC PROGRAM WITH TONY BADJU

Our Milingimbi RSAS team engaged local musician Tony Badju as one of our school attendance officers. We have worked with Milingimbi School to create a music program at the schools in the mornings. This has led to several performances at assemblies and has been a highly successful engagement tool to support attendance. We are also working with Mala leaders at the various camps to see if we can extend this program to target disengaged 12-15 year olds with camp-based jam sessions in the afternoons.

YOUTH AND FAMILY ENGAGEMENT POP UP SCHOOLS AND CAMP BBQS

The pop-up school at Ramingining on Tuesdays and Wednesdays is a crowd favourite. The store staff, community members and parents all seem to welcome it as a transition back to school and a great conversation starter. RSAS are brainstorming ideas to make the pop-up schools bigger and better than ever.

On Wednesdays we trade food for conversation. Roy from our Ramingining RSAS team is ready to hand out freshly made sandwiches to community members who are willing to have a chat about school attendance. This is a fun way to start meaningful conversations. The team received two new portable BBQs to help build this Wednesday activity and to keep the conversation going.

ROY GAYKAMANGU



ENGAGEMENT USING NUTRITION PROGRAMS

In Gapuwiyak, our RSAS teams run a healthy fruit shakes program twice a week during morning recess as an incentive program and to teach the importance of healthy eating and a balanced diet.

In Ramingining, our RSAS team works with the school to run a Life Skills Cooking Class every Thursday. We liaise with the school to reward students who have significantly improved their school attendance. The students not only get to learn fun cooking skills, but also are able take leftovers to families.

At Milingimbi, our team runs a transition breakfast program for students who arrive late and have missed out on the school-provided breakfast. This has proved to be a very useful engagement tool as several mothers have brought their children down for breakfast and to return to school after not attending for an extended period.

At Milingimbi and Ramingining, we have run many successful camp BBQs to better engage families by sharing freshly made sandwiches and fruit with community members who are willing to have a chat about school attendance. This is often a fun way to start meaningful conversations.



RAMINGINING STUDENTS
TAKING PART IN OUR LIFE
SKILLS THURSDAY COOKING
CLASS WHERE FOUR STUDENTS
WITH IMPROVED ATTENDANCE
JOIN THE RSAS TEAM TO
COOK A DELICIOUS MEAL
FOR THEMSELVES AND THEIR
FAMILIES EVERY THURSDAY



PROFESSIONAL DEVELOPMENT COMMUNITY SERVICES CERTIFICATE I AND II TRAINING AND THE NAAJA LEGAL EDUCATION AND TRAINING WEBINARS

ALPA is conscious that building our staff's capability through learning is a key priority for all the team and the majority of staff have completed or are undertaking a Certificate II in Community Services. We also created a skills matrix to identify skills and interests within the team. This allows us to focus on our strengths and create programs that are engaging and interesting for staff and students. It also creates an inclusive workplace, where all staff attendance is maximised and all contributions are valued.

We also commenced a legal education webinar series devised by NAAJA to help staff work with families and clients to identify, understand and better navigate legal issues impacting young people and families.

We support a culture of continuous improvement and learning within the team and our weekly team meetings most often have an element of learning and sharing.

- Mentoring one staff member to take on coordinator duties.
- Developing leadership skills of supervisors and their accountability to run sub-teams.
- Reviewing job roles within the team and using skills matrix to employ a strengths-based approach to developing new program ideas.
- Developing team's computer literacy

Using change management principles to challenge old ways of thinking and doing things to keep the team's approach to work fresh and dynamic.



RAMINING RSAS
STAFF ATTENDING
THE NAAJA LEGAL
EDUCATION
WEBINAR



DSO TEAM MELANIE WILLIAMS, KATIE HICKS AND KRISHA KETCHELL

OUR STORY:

THE STORY OF THE EAST ARNHAM LAND YOUTH MODEL OR GUNGA'YUNGA DJAMARRKULINY

The East Arnhem Land Youth model is an initiative that started in July 2021. The program is guided by community searching together for the best ways to support young Yolŋu to grow up strong and healthy.

We work in Milingimbi, Gapuwiyak, Galiwin'ku and Ramingining through local Leadership Groups consisting of clan leaders and family representatives. Collectively, they brainstorm the kind of approaches and initiatives needed in their communities to help their children. The groups allocate funding to desired activities, which are implemented locally by clans and families only or in partnership with other service providers.

Together we monitor and evaluate which activities deliver the best outcomes for the young people and develop a strategy for the region, which we will use to advocate the Government for programs, approaches and initiatives that align more closely with what community wants and sees as effective for their children.

Because this program is owned locally and only facilitated by ALPA, the people involved chose to rename it Gunga'yunga Djamarrkuliny, which means Helping Our Children.

BRAINSTORMING SESSION



GUNGA'YUNGA DJAMARRKULINY TEAM GROWTH

The Gunga'yunga Djamarrkuliny program started with funding for one coordinator and one part-time community-based local position. As the program grew, we learned quickly that we needed more hands and feet to truly implement the program as the community directed us to. We started by increasing the local teams to seven part-time positions across the four communities, all filled with very skilled Yolŋu staff without whom the program would not be what it is now. The larger teams in community and the pick up of activities meant we also needed increased capacity in the Darwin office to support all of the local undertakings. We are now a happy and proud team of 11 staff and most of us live in community or travel there frequently, which allows us to remain at the pulse of the work.

CULTURAL ACTIVITIES – MILINGIMBI SCHOOL

Milingimbi School Cultural Education Initiative is a two-branch program supported by the Gunga'yunga Djamarrku'liny Leadership Group. It focuses on cultural activities, which run Fridays at the school, and themed learning weeks called the Gattjirrk program, which run for one week during the school term.

A committee of community leaders meet at the school to direct the content and implementation of the activities and learning weeks. The theme for this term at the school is wāṇa, meaning place/home. And this has been the focus on all activities and excursions running at the school.

The school has run six Friday afternoon programs so far. They focussed on Bungul (dance/ceremony) and other cultural learning. The students also took part in the memorial for the bombing of Milingimbi.

The Gattjirrk program targets deeper learning and aims to take the students out on excursions to places of significance. They are planning to visit Elders to hear them talk about how the land is divided, ownership, different names of places on the island and the creation story connected to the land.



DION MILMURRAKA AND
JANE MIYATATAWUY



GAPUWIYAK – MIYALK AND DIRRAMU ACTIVITIES

We have had success stories with the Gunga'yunga Djamarrku'liny program in Gapuwiyak.

We had two project proposals, headed up by two community members, Dorothy Ganambarr (Miyalk) and Nathan Garawirrtja (Dirramu). The proposals were granted by our Leadership Group in April and the two projects commenced just a week after with immediate results.

The activities are designed to run after school and on the weekend, ensuring the Djamarrkuli have something to do after school, with a focus on cultural activities. They learned about weaving, collecting bush tucker, Bungul etc. The goal is to build a cultural shelter next to the lake, ensuring cultural knowledge and Balanda skills – a great example of their desire to promote two-way learning.

In the early days of the activity, we had some feedback from Youth, Sport and Recreation and community Elders, who said the project was so successful that there were minimal children on the streets and minimal disruption through the night. We are eager to follow these activities closely to see what other results may occur.



ALPA TRAINING

ALPA RTO has enrolled more than 2300 students since becoming a registered training organisation in 1999.



ADRIAN GARAWIRRTJA

Adrian started working at the Galiwin'ku store in 2016. He enjoys the physical aspects of his job and learning new skills each day.

He assisted the leadership team and felt an immense sense of pride to be left in charge of running the store during some night-time shifts.

Adrian would like to do more training so he can train new employees and have confidence in his job.

Training helped him to increase his confidence and he wants to continue to do this work and learn more.

Training has also helped Adrian to be a senior team member and to support other team members. He encourages others to be proud of their store and the work they do.

Adrian is looking to get his forklift licence so that he can help his boss more on barge days.



CAROL WUNUNGMURRA

Carol started working for the ALPA Buthan store in 2011 and is known as the Fresh Produce Queen as she always ensures the fruit and vegetables look nice and tidy. She is also in charge of the fruit platters for the customers and makes sure they look fantastic. Carol loves working in the store, and enjoys her role and the small team she works with. She also enjoys being able to earn money to provide for her family and children.

Carol completed her Certificate III in Retail and now has a better understanding of the store's operations. Her training has helped her better control the register flow and handle lots of customers, even when they might be unhappy.

Training has helped build her confidence and inspired her to one day be a supervisor in the near future.



FIONA BOWDEN

Fiona started working for Hope Vale store almost 10 years ago, only taking a three-month break. She enjoys her job and loves serving and helping customers.

Working in retail has allowed Fiona to gain treasured memories, such as when an aged care lady by the name of Daisy came in the store. She is 90 years old and goes to the store every day. Fiona helps Daisy with her groceries before driving her home and helping her put her shopping away.

Fiona is taking a Certificate III in Retail. Her training has helped her learn all aspects of her role, in particular the security aspects. She plans to complete her Certificate III and go on to do her Certificate IV – and see where that may lead her in the future.

Team chant:
**"We are leadership
 team Milingimbi"**

**We have strong hearts
 for serving our community
 and working for ALPA.**



OUR YOLNGU LEADERSHIP TEAM COMES TO DARWIN

Early March saw 7 members of the ALPA Leadership team visit the ALPA Darwin Support Office, the trips provided the team members with an understanding of the workings of The Darwin Support Office and an opportunity to familiarise themselves with our leading suppliers and also to build on their financial literacy and understand store financials reports.

The first group was made up of Farrah Gumbula (Buthan), Melina Baker (Buthan), and Doreen Djanydjay 2 (Milingimbi). This group gained great benefit in understanding the store money story and in particular learning of the store supplier process. The team was fortunate to be able to visit several of our key suppliers and partners such as Simon George & Sons, Seaswift, Independent Grocers, Karen Sheldon Catering (Parliament House), G&R Wills, and The Michael Long Leadership Centre.

THE RETAIL LEADERSHIP
 TEAM VISIT DARWIN



JOWELLAH DURILLA

Jowellah Lalaparr was raised around Baniyala, Dhurupitjpi and Malkala on Groote Eylandt homelands.

He is from the Marrakulu tribe of Gurka'wuy.

Coming from a bush background inspired him to give back to the lands across Arnhem Land.

Jowellah has completed HLT40213 Certificate IV in Aboriginal and/or Torres Strait Islanders Primary Health Care Practice with Bachelor Institute.

He's now waiting to do his AHPRA registration. He will be the first registered ATSI health practitioner working at Marthakal Homelands Health Services. He started his health career working with Gunyangara and Yirrkala Miwatj clinics and then Marthakal in June 2019.

He commended the support from ALPA Higher Education Hub, Peter Malavisi, manager of Marthakal Homelands Health Services, and others.



LUCY ATU

Lucy started working for the ALPA Galiwin'ku store in September 2006 and has made her way up to be the takeaway manager. One aspect of her job that she takes a lot of pride in is catering. She is proud to share her work creations with her community to showcase what her team can do.

Training has given Lucy the confidence to lead her team, and with guidance from the store manager, has shown how to get her team to cook safely, have good hygiene and good spirit.

Lucy sees her future with ALPA as continuing to manage the takeaway. She wants to keep cooking and keep teaching others.



MY STORY BY SAMANTHA ALIMANKINNI

I started at the ALPA Milingimbi shop in December 2019 in the takeaway, learning the pos system, food safety, healthy foods and stock rotation. I then transferred out to the shop, and the supervisors and leadership team helped me learn about Foodcard, epay, power and customer service.

I enjoyed the learning. Mel saw that I was a fast learner and offered me to study Certificate II in Retail. I accepted the offer and signed up with a goal to finish in six months.

I put in a lot of time during work and on days off to complete my Certificate II in October 2020 – reaching my goal of finishing in six months. Mel and Vik have helped me to reach my goals and supported me all the way. My family is so proud of me for accepting the opportunity and turning my life around to better myself for my community.

I am now signing up for Certificate III with a goal to complete within 12 months. I hope to one day be a supervisor and trainer at the shop and be part of the leadership team.



DAISY AND CAPRICE

Daisy Banaka and Caprice Gaykamangu from Ramingining are both teaching assistants at Ramingining School studying Certificate III in Education Support at Batchelor Institute.

Daisy started her course in 2013, while Caprice started in 2017. The support of the Ramingining Study Hub and tutor Heidi Willans has helped Daisy complete her qualification this year and Caprice to progress further in hers.

The collaboration and support of the Ramingining Study Hub, Ramingining School and Batchelor Institute will see Caprice complete her qualification much faster with access to high-quality study spaces. Her wish is to take further study and go on to complete her Bachelor of Education.

In addition, with the principal's endorsement, Heidi is helping Caprice to deliver weekly lessons to her students in Yolŋu Matha, so that Caprice can gain confidence in lesson planning, gathering resources, designing and delivering a lesson with lesson objectives, and managing a class.

RENATA COLLINS

Reneta has been working at Robinson River store for four years, making her way to be the store supervisor.

Some of her best memories of working in the store are working with her friends Mary and Kyira.

Although different to home cooking, Reneta loves coming into work where she can undertake commercial cooking and learn more about food, kitchen skills, different ways to cook and styles on how to present prepared foods. Training taught her different ways of cooking and ensuring that hygiene is always at the forefront of our minds in stores.

Her goal is to continue training and gaining experience in organising and preparing foods.



VANESSA BRADSHAW VIDEO TRAINING

Our first training laptop has been rolled out at ALPA Croker Island store with Vanessa Bradshaw testing out video conferencing with Kate.

The laptops were bought with a matched funding grant from the NT Training Infrastructure Fund program.

Each laptop is purpose-built, and supports video conferencing and sharing resources, and has a headset, access to the eLearning portal and ALPA website, as well as a fully functioning version of grocery manager. This supports students to practice and learn running reports and day-to-day tasks, without impacting daily store operations.

Video training is an additional way to increase engagement and progression between our trainer store visits.

Big thanks to the IT team for bringing us into the future.



ALPA RETAIL



Our retail business is ALPA's longest-running enterprise, dating back to our very first store ownership in 1972. It continues to be the financial backbone of our operating success and ability to create surplus to support our communities through benevolence.



ALPA and Island and Cape retail sales grew by

22%

for the year.



After budgeting to achieve

\$62.1M

the actual result was

\$75.9M.

It's been a very strong year, clearly influenced by the Covid-19 pandemic.

It has been a year like no other in history.

ALPA would like to congratulate our retail members across all 27 communities where we operate during what has been the most dynamic year yet due to the Covid-19 pandemic. As a direct result of their commitment, personal sacrifice and sheer determination in their retail roles, ALPA stores managed to keep every store door open and every shelf stocked during these unprecedented times.

We would also like to thank our manufacturers, suppliers and distribution partners for their unwavering support to our businesses, especially with a lengthy wet season across the top of Australia.

"Despite travel lockdowns affecting recruitment this year, we can reflect on being part of a team that has achieved and maintained food security in our communities during global vulnerability, keeping our stores trading every day. I am very proud to lead and be part of this amazing retail team." – ALPA retail general manager Michael Dykes.



ALPA MEMBER STORES

These communities continue to lead the way for remote retailing and are recognised across Australia for upholding a successful retail model that creates social outcomes for Indigenous people.

Our ALPA member stores are made up of



5



Arnhem Land communities:
Ramingining, Milingimbi,
Minjilang, Galiwin'ku
and Gapuwiyak.



Did you know that our ALPA retail team members account for

60%

of ALPA's workforce?



BARGE DELIVERY
TO MILINGIMBI
STORE

MILINGIMBI/YURRWI STORE

Our Milingimbi store has had some of the hardest working teams this year with record sales monthly. The team managed to process up to 100 pallets of store products weekly.

ALPA and our freight partner, Sea Swift, have entered into a Shore to Store agreement, which saw our stock being delivered from the barge landing right to the back of the store to help ease the massive workload for our teams.

This has been a great introduction of how suppliers can help provide convenient and effective delivery.

ELISHA AND
GONZALES BUILDING
BULK DISPLAYS
AT MILINGIMBI



RAMINGINING EXPRESS

Our fuel express shop at Ramingining has increased this year to full-day trading hours. Previously the store was operating in the mornings only, but this has been extended thanks to the employment of local women Samantha Greenwood and Samantha Carter.

Samantha Greenwood successfully completed her Certificate III in Retail this May and has since enrolled in the Certificate IV in Retail Management.

The store has seen steady sales growth and the women are proud to have introduced a wide product range.



SAMANTHA GREENWOOD (LEFT) AND SAMANTHA CARTER SUPERVISE OUR RAMINGINING EXPRESS STORE

THE ALPA LEADERSHIP TEAM VISIT DARWIN



GALIWIN'KU STORE (ELCHO ISLAND)

This year our Galiwin'ku store hosted a three-day retail workshop where the Milingimbi leadership team joined them to share knowledge about improving their stores.

The teams were highly engaged around store standards best practice and how to provide more essential training to our store teams and managers.

The team also headed to Gapuwiyak to visit their store.



MEN'S RETAIL LEADERSHIP TEAM LEARNING HOW TO MAKE COFFEE WITH KAREN SHELDON TRAINING

BUTHAN STORE/ GALIWIN'KU

Our Galiwin'ku express store has introduced a 24-hour access fuel pump for PUMA account cards. This new convenient option has proved successful and created some competitive fuel prices on the island for our customers.



OUR NEW OPT FUEL STOP AT BUTHAN EXPRESS STORE



BARGE DAY IS OUR
BUSIEST RETAIL
DAY OF THE WEEK

MINJILANG
TEAM



A NICELY
STOCKED STORE
AT MINJILANG



MINJILANG STORE (CROKER ISLAND)

As part of the Northern Territory Government's Covid-19 Return to Country Initiative, our store increased stock holding numbers by 50% in anticipation of an influx of residents back to the Island.

The teams ensured there was plenty of stock for customers during this period in case of a possible flow-on effect from panic buying in the southern states.

GAPUWIYAK FRESH
PRODUCE DISPLAY



GAPUWIYAK STORE (LAKE EVELLA)

Despite having a challenging wet season this year, with a 20% increase in rainfall on an average year, the Gapuwiyak team maintained a steady workforce and management.

The teams carefully managed freighting stock for 30 kilometres over waterlogged roads to get fresh and nutritious food to our customers.

Great work.



RETAIL HIGHLIGHTS

RETAIL TEAMS DELIVER \$300,000 WORTH OF WHITEGOODS TO OUR COMMUNITIES

Our retail teams were busy delivering washing machines, chest freezers and fridges to residents of our ALPA member communities. The initiative came from our Community Care Programs to assist families with important household appliances.



NEW PROMOTIONAL MATERIALS ROLLED OUT

ALPA will only permit promotional activities on healthy food and drinks. These new promotional materials are part of health and nutrition strategy that increases awareness of healthier options and big deals for our customers in store.

**KNOWN VALUE ITEMS (KVI) PRICE STRATEGY

ALPA and Island & Cape have been implementing a new pricing strategy over the past 12 months. Customers will have noticed significant reductions in our top 100 selling lines. This investment has reduced consumers' grocery bills, ensuring they are getting more in their basket to feed their families.

Our target is simple: offer staple grocery items for the price of mainstream supermarkets without compromising quality. Some examples are outlined below to highlight our progress towards this goal.

Unlike many other supermarkets, we only advertise healthy choices, often disregarding opportunities to make more profit for our business when it would impact consumers' health.



THE MERCHANDISE TEAM REVIEW PRICES MONTHLY FOR OUR TOP 100 RANGE AND WEEKLY FOR OUR FRUIT AND VEGETABLES. THIS IS TO ENSURE OUR CUSTOMERS GET THE BEST DEAL EVERY DAY.



PROJECT
STRONGHOLD

IT HELP DESK

Our IT team has been leading the way in creating alternative ways to work anywhere during Covid-19, rolling out Microsoft teams to facilitate video conferencing and enabling new innovative remote access for employees. This has been a big success as ALPA teams increase their face-to-face contact remotely.

This year we invested in better security measures for our stores, installing entry monitors, panic alarms and PA systems to help improve safety for our staff and prevent break-ins.



ALPA RETAIL BEST TRAINEE OF THE YEAR AWARD 2021

Ramingining express store supervisor Samantha Greenwood won the Best Trainee of the Year award for her Superwoman efforts in completing both her Certificate II and Certificate III in Retail this year. Now enrolled in her Certificate IV in Retail, Samantha says the courses helped her feel more comfortable in her job. She hopes to inspire and motivate her peers in the community to do the same.



ALPA TRAINER VIKRANT
MOHITE AND RETAIL
GRADUATE SAMANTHA
GREENWOOD

ALPA BEST STORE OF THE YEAR AWARD

GOES TO MINJILANG



Sneaking into the 2020/2021 financial year, Minjilang took out the Best Store of the Year award for its training, fruit, veg and healthy sales, and general store presentation.

Store Manager Jodi Hibberd says the Minjilang team are “super dedicated” and the community support in helping keep the store top notch is “amazing”

MINJILANG MANAGER
JODI HIBBERD ACCEPTS
THE STORE'S AWARD



ISLAND & CAPE RETAIL



Island & Cape is our retail arm and not for profit business in Queensland. The 2020/21 year was an extremely busy one for Island & Cape, a year like no other, with the challenges that Covid-19 brought. The stores experienced record-breaking sales and managed to work through the challenges with stock and team member attendance with great success.

20-YEAR MILESTONE ANNIVERSARY FOR BADU ISLAND WOMEN

Ada and Steph Savage celebrated their 20-year anniversary working at our Island & Cape this year. They've both shown true commitment to their Badu Island community and store and say even after two decades, they still love their jobs.

Ada says: "We have thoroughly enjoyed the last 20 years working at the store. We never expected it to be this long. ALPA has given us opportunities to train and further our learning and skills. We are constantly inspired to work hard, help others and achieve our goals."





AURUKUN STAYS WITH ISLAND & CAPE FOR ANOTHER 10 YEARS

Our Aurukun store has had a holding over lease agreement for a 12-month period that was instigated due to the Covid-19 pandemic. In January, the council decided that with the pandemic settling down to be our "new normal", it was time to put the lease up for competitive tender. Island & Cape was successful in securing another lease for a further 10 years. Island & Cape have been proudly providing food security to the Aurukun community since 2010. We have significantly improved the range and pricing in the store. Our nutrition policy has ensured that the community has access to healthy options, which will ultimately support better health throughout the community.

AURUKUN TEAMS
CELEBRATE ANOTHER
10 YEARS WITH
ISLAND & CAPE



STORE REFRESH COMPLETE FOR BADU ISLAND

The store was painted inside and out, relaid, repaired and brightened up. It has new signage and a new look with help from local tradies and the store team. The year ahead will see a new floor being completed, which will lift the overall look and feel of the store.

THE BADU TEAM IN
FRONT OF THEIR FRESHLY
PAINTED STORE





THE HORN ISLAND
TEAM WEARING OUR
NEW UNIFORMS

HORN ISLAND DON OUR NEW UNIFORMS PROUDLY

New uniforms were issued this year for our Island & Cape teams to include aprons, jackets for colder weather and name badges. A competition for best team photo wearing the new uniforms was won by the Horn Island team.

NEW BUYER FOR ISLAND & CAPE APPOINTED

Alex Ponomarev left ALPA's Darwin support office to become Island & Cape's category buyer. He will focus on profit growth in our Queensland stores, and provide better support to remote teams and champion ALPA's best practices and policies across the Queensland business.



NEW CATEGORY BUYER ALEX
PONOMAREV: "THE DECISION TO
MOVE TO CAIRNS WAS MADE IN
SECONDS. I THANK THE I&C BOARD
FOR THE OPPORTUNITY AND AM
VERY HAPPY IN THE ROLE."

OUR HOPE VALE
STORE PLAYING IT
SAFE WITH MASKS
DURING COVID-19



HOPE VALE STORE

Our Hope Vale store cracked on this year amid Covid-19 business restrictions. The team wore masks during trading hours to keep our communities safe.

BADU ISLAND STORE HAS A REFRESH!

BEFORE



AFTER





ALPA

INDEPENDENT STORES

ALPA continues to deliver world-class retail management to independent community stores seeking our governance and consulting services.



During the year, ALPA helped some of our independent stores expand their business structure, increase employment and training, create better access for fuel and much more.

We are incredibly proud to have these businesses become part of the ALPA family and reap business goals just like our member stores would.



JOSEPHINE MAIRU
- UMAGICO STORE



SONNY AUDA
FROM UMAGICO
INDEPENDENT STORE

SOME OF THE INDEPENDENT STORES HIGHLIGHTS

NGANMARRIYANGA STORE (WEST DALY)

Nganmarriyanga (Palumpa store) did a tremendous job in quarter three, introducing new uniforms and winning Best Store for the Independent Sector by hitting all their targets in nutrition and compliance, as well as doing an amazing job with their financial controls for sales and stock controls. Nganmarriyanga, like other independent stores, help provide you with a wide range of fruit and veg in the community.



NEW SEISIA STORE MANAGEMENT PARTNERSHIP

In November 2020, Island & Cape were successful in securing a six-month relief management agreement to support the development of local workers and operate the Seisia store. Recently this agreement has been extended and we continue to grow our trust and relationship with the customers and board.

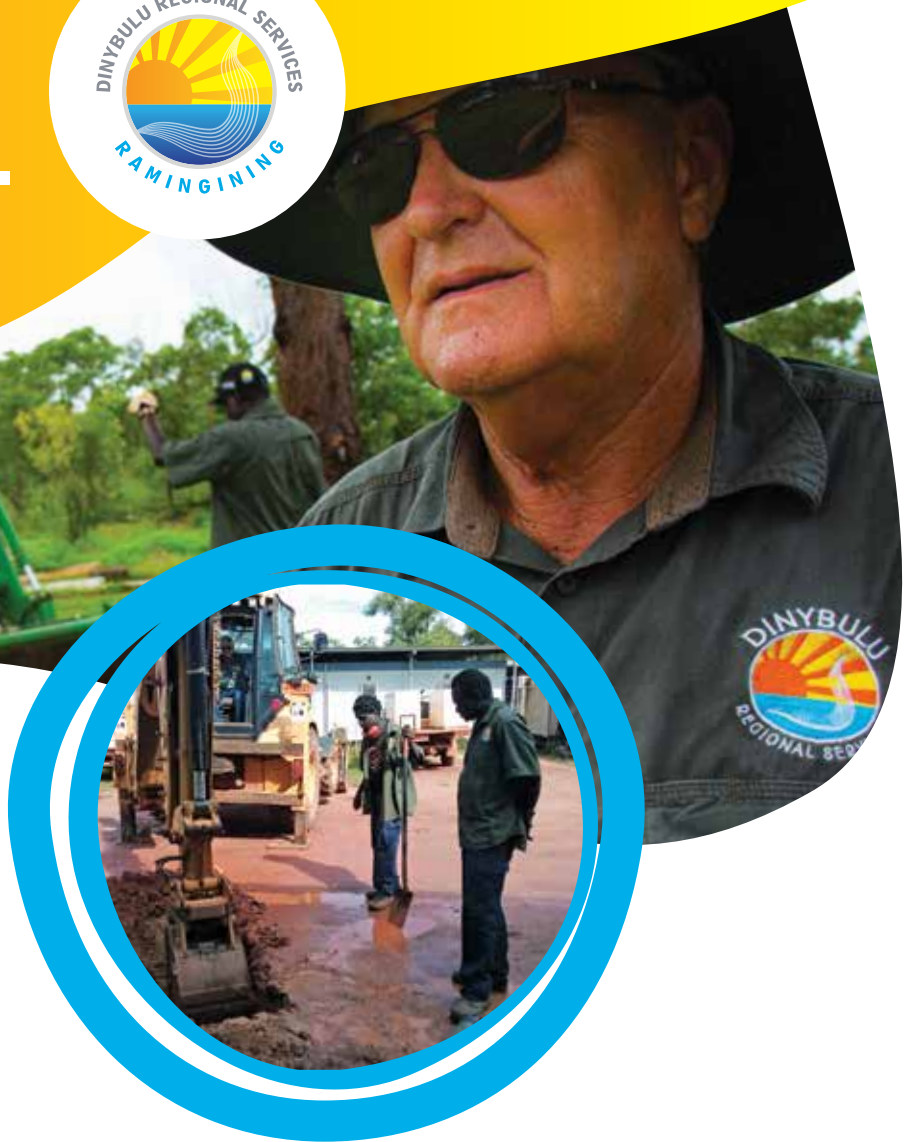
ALPA ENTERPRISE AND ECONOMIC DEVELOPMENT

ALPA's Enterprise and Economic Development Division began in 2017 to harness economic businesses in community. Two of our businesses are wholly owned by ALPA while another two are partnered by ALPA with traditional owner family groups.





DINYBULU REGIONAL SERVICES



THE YEAR THAT WAS

The covid pandemic was a challenging operating environment for DRS. The increase in community members staying in community and increased Australian Government supplementary payments to community members resulted in strong inquiries and expenditure at the Dinybyulu workshop. This was welcomed as it enabled our workshop to remain open without using JobKeeper payments.

In October 2020, Levi King successfully completed his apprenticeship. This has shown local community members that full qualified training can be achieved while working in a remote community. Well done, Levi.

DINYBULU MECHANICAL
WORKSHOP TEAM



The lodge occupancy reflects the downturn in travel into community by the general public and Government agencies. As the NT biosecurity restrictions were removed, travel recommenced and occupancy levels returned. However, with the rapid changing NT hotspot announcements, there was still a notable increase in cancellations compared with previous years.

After two very busy years for services for DRS, Andreas Roilo has decided to return to his family in Western Australia. We are pleased that Trevor Danby will step into the Dinybulu manager's role. Trevor has been a valuable DRS employee and has provided positive direction for our homelands team and members of the homeland communities.

It's pleasing that the NTG and NLC released specific funding to enable homeland dwellings to receive repairs, maintenance and improvements. These works were undertaken by our local Yolŋu team under the guidance of Bukmak Constructions.

The Homelands Services agreement between the NTG and DRS continues to provide opportunities for Yolŋu employment in Ramingining and improvement to the amenities for homes in seven homelands.

RULKU LODGE



2020 SAW RULKU LODGE IMPACTED BY THE COVID PANDEMIC

With the support of our ALPA network, Rulku Enterprises have maintained a positive outlook and weathered the storm in true Milngimbi style.

Rulku Enterprises welcomed Josephine Baker as guest services supervisor. Jo is a Milngimbi woman returning from Darwin to be closer to family and take on full-time work that will allow her to gain new skills and take on challenges. Since starting in January 2021, Jo has been passionate about increasing local Yolngu employment and engagement.

"I enjoy helping the community to achieve employment and provide good services to our guests and meeting new people." Jo has helped increase employment at the Lodge, which now retains a solid group of six cleaners and gardeners. During her first four months, Jo has gained many new skills, one of them being how to effectively lead her team day to day.

Jo wants to make positive impacts for Rulku Lodge and Milngimbi by upskilling her team through training and leadership. She would love to see the commercial kitchen become a café for the community. Jo wants Rulku Lodge to feel like a home away from home for guests travelling to Milngimbi and the team have accomplished this in 2021 with many positive reviews.

RULKU SUPERVISOR
JO BAKER



Rulku acknowledges the valued support received from associated ALPA businesses supporting the Lodge by using and promoting the good accommodation on offer when staying in Milngimbi.

Rulku Lodge continues to offer a warm welcome, comfortable rooms, and a safe and secure environment when staying in the Crocodile Islands.

OUR AWESOME
DINYBULU
HOUSEKEEPING
TEAM



BUKMAK CONSTRUCTIONS



THE YEAR THAT WAS

2020-2021 started as a strong year of growth for Bukmak Constructions, with many tender submissions and various contracts awarded from the likes of JLL (Jones Lang Lasalle) on behalf of NIAA (National Indigenous Australians Agency), Northern Territory Government, East Arnhem Regional Council and internally within ALPA.

Highlights

- The start of the year saw Bukmak busily putting the finishing touches on the ALPA training and business hub in Galiwin'ku.
- In December 2020, Bukmak handed over the keys to ALPA for the training hub and stage 2 Buthan accommodation units. This has provided the business with much-needed training and housing accommodation at Galiwin'ku.
- In January 2021, Bukmak was awarded a contract by JLL to remediate GEC complexes in three locations: Galiwin'ku, Ramingining and Gunbalunya. The project enabled Bukmak to engage local Indigenous employees from each location to help with the delivery of the works, which included the removal and replacement of all internal wall and ceiling linings for the buildings, providing a more suitable type surface for increased building lifespan. The effective delivery of the project enabled Bukmak to further develop its relationships with JLL and other Commonwealth Government agencies.
- During January and February, Bukmak completed the connection and commissioning of the night patrol building in Ramingining for EARC. The project has given the Ramingining night patrol team a space to operate with all services connected to the facility.
- In February, Bukmak commenced work for ALPA to repurpose accommodation at the ALPA Buthan training and business hub.

\$51M

CONTRACT TO BUILD

87



HOUSES OVER 5 YEARS

OUR BUKMAK
TEAM ON SITE

Ongoing works

NIAA remediate works in seven other communities.

Ramingining staff housing

- Design and construct project, commence date FY22
- ALPA store upgrade and improvements, FY22



MAX YANANYDJA



Great News for Bukmak

Five-year Galiwin'ku Housing Contract

- In June 2020, Bukmak drafted and submitted an expression of interest to the Department of Infrastructure, Planning and Logistics for the construction of remote housing in Galiwin'ku. Bukmak was successful with their EOI submission. In November 2020, Bukmak was invited to submit a tender response for the construction of 87 dwellings, plus Room to Breathe renovations and associated works. This contract enables real job and training opportunities because it lasts for five years
- On 1 April, it was announced that Bukmak Constructions was successful in their tender submission. The contract is a milestone achievement for Bukmak and will enable us to provide long-term employment and training for our Yolŋu team in Galiwin'ku.

MANAPAN FURNITURE

MANAPAN
65,000 years in the making

Like all of the world, 2020 and the early part of 2021 was a highly volatile period filled with uncertainty. The dedicated team of Manapan supervisors, Darwin support staff and Yolŋu craftsmen continued to work diligently though the uncertainty.

Travel restrictions and constantly changing border restrictions created a special level of turmoil, with our supervising craftsmen travelling to and from Milingimbi. Special mention must go to Rob Crisfield who committed to an extensive unplanned period on island to ensure the Manapan workshop could remain open and the team continue to deliver projects. While the period saw a reduction in inquiries from the regular clientele in Melbourne and southern states, a small change of focus to delivering affordable furniture for the immediate community members was positive in keeping the craftsmen productive. The delivery of two major projects for University of Melbourne and Melbourne-based law firm Lander and Rogers ensured the team were challenged and continued to develop their skills. A strategic focus in the lead-up to Christmas to offer a reduced range of finely finished and packaged products as corporate gifts was well received. We shipped over 280 packaged gifts across Australia as a result. As we move into a "new normal" with the ever-present irritation that is Covid-19, it is positive to report that we are fielding many inquiries for existing designs and custom projects. As these projects continue to roll in, we expect 2021/22 to be our biggest year yet.



LANDERS AND ROGERS

The team was excited to complete this special piece with a meaning very close to Milingimbi. Lander and Rogers are a large law firm, which operates across Australia. They were looking for a special piece to finish off their newly refurbished office in Melbourne's CBD. A six metre by two metre table finished in solid black butt light coloured timber was produced. It featured a large hand-carved pattern over the entire top of the table. What could at first pass as a random pattern until you stand back and look is actually a stylise map of Milingimbi or Yurrwi. All the important locations of the island are included – from the Macassan Well, Top Camp Bush Camp and Water Tower School Garden Camp to the Army Camp, the Old Missionary Church and Bottom Camp. The team is proud that the map is now at home in a high-rise building in Melbourne. It has been named the Yurrwi Table.



INDIGENOUS
ART CODE



MILINGIMBI POST OFFICE

The East Arnhem Regional Council office approached Manapan about producing a series of special pieces to finish off the recently refurbished Milingimbi Post Office. The team produced a series of Darwin stringybark panels with hand-carved elements. Each panel features a border of beautifully finished water motif. In the middle of the main panel is a highly detailed carving of the Milingimbi logo and the header board has the name Yurrwi hand carved. These panels complement two Darwin stringybark chairs that the team produced and a superb oval fireside meeting table.



ART CODE

In June 2020, Manapan began the process of becoming a signatory to the Indigenous Art Code (IAC). Our application was finally approved in March 2021. This means Manapan now has the ability to certify pieces of art and artefacts that we acquire and integrate into our designs. By becoming a member of the IAC, Manapan will commit to fair and ethical dealings with artists and we will commit to transparency in the promotion and sale of artwork.

The code was launched in 2010 and is designed to set standards of ethical behaviour for art dealers and galleries operating in the Australian Indigenous art sector by regulating the conduct of commercial art dealers and agents.

Becoming a signatory is voluntary and involves a commitment to agree to uphold the code. However, now that Manapan has committed to the code, there is a strict framework in place specifying the ethical standards that must be adopted and for the investigation of complaints against signatories who may have breached the code. While this will become a larger administrative burden for Manapan, it will ensure we continue to operate at the highest ethical standards. As we always have.

If you would like to read more about the Indigenous art code, see <https://indigenousartcode.org/>

MELBOURNE UNIVERSITY

In mid-early 2020, the University of Melbourne's Dark Matter Centre of Excellence engaged Manapan to produce something that would share elements of Indigenous culture, astrology and dark matter research. Our design team and Yolŋu craftsmen came up with the concept of a resin-filled table with features of some of the earliest known Indigenous astrology – *Kallaia*, the *Emu in the Sky*.

The table was four metres long by 1.2 metres wide and produced in a single piece. This was a massive task to produce, ship off the island and install in the university. We had to close down some streets and use a crane to get the piece to its final location. After multiple delays due to Covid-19 and regulatory issues, the table finally was installed in February 2021.

The table was especially good for our team as it was the first time we had worked with epoxy resin, a clear liquid that sets hard so metal, colours or artifacts can be added to create different finishes. The Manapan team spent several weeks working with resin, doing multiple pours in a variety of styles and colours to learn how to become experts with this sensitive product. The final project consisted of multiple layers poured over several days with precise colour added between each layer to give the impression of looking through a galaxy. With a light fixed underneath the table, the resin feature certainly stands out.

ALPA CORPORATE SERVICES

Our Corporate Services Division is our enabling services for retail, community services and enterprise divisions and forms part of the Darwin Support Office. Our primary function is to support the divisions and business units operating in our remote communities.

CAITLIN BRINDLEY AND
RUBY JONES HAYES





THE ALPA
DARWIN CORPORATE
SERVICES TEAM



WHS

ALPA maintains an effective work health and safety (WHS) system, which promotes continuous WHS improvements and supports a positive safety culture. We engage with our team to identify opportunities to improve the safety of our work practices and the work environment through education, consultation and on-site inspections.

The development of a “no blame” reporting culture has resulted in an increase in the number of non-injury related reports, which provide important insights and help inform our preventative approach to worker safety.

ALPA has invested in an improved safety and compliance technology that will continue to be implemented throughout 2021/22. This application will allow our teams to perform important safety and compliance verification tasks through the use of smartphones or I pads, which will create efficiencies by removing paper-based processes, as well as providing better reporting outcomes.



INNOVATION

Innovation using automation remains a focus for the Corporate Services Division. Automation ensures we are able to effectively support the divisions and continue our focus on improved technology, allowing more time for analytical support in our business.

We are in the third year of our state-of-the-art, whole-of-business Microsoft D365 ERP system, which we have expanded to bring in more functions to support our business.

We have further exciting projects planned in the year ahead, which will see our business grow with up-to-date real-time data for our teams.



GOVERNANCE AND FINANCIAL MANAGEMENT

ALPA has recently added governance to our list of services for our independent stores and also other external organisations. Governance and financial management continue to be key points of vulnerability for many Aboriginal corporations.

Our team has been working hard to ensure our clients are receiving a service that allows them to be up to date with reporting obligations and ensuring directors understand their responsibilities.

The long-term goal of this service is to enable and empower the owners of the remote businesses to know their obligations and responsibilities and to take ownership of their governance.

Financial support for Aboriginal corporations is a challenge for many businesses. ALPA offers bookkeeping as part of their business services to assist organisations that require support and the ability to focus on their operations while we take care of their books and records with regular communication with the client.

SPECIAL

ACKNOWLEDGEMENTS



VALE DAISY YARMIRR

ALPA would like to extend our condolences to the community of Minjilang and the family on the passing of senior Traditional Owner and former director of ALPA, Daisy Yarmirr.

Ms Yarmirr was director for ALPA in 2003/2004 and was a strong board contributor and supporter of ALPA, our mission and values.

She was a passionate community leader who advocated for her people and community in numerous leadership and representative roles across many years.

Her life was one of service and commitment to her community.

She will be sadly missed.

Into God's arms.

SUSAN MANAWARAWUY

30 YEARS OF SERVICE WITH ALPA

Susan has recently completed 30 years of consecutive service with ALPA. She started her employment with ALPA in May 1991 and is one of the few people still employed to have worked in the old ALPA store at Milingimbi, which was on the beachfront with stunning views of the Arafura Sea. She worked with a small team, filling the shelving, and learning how the community store worked. Shortly after starting the store moved to a new location where it continues to trade today.

Susan recalls how excited the community was to have a new store with much more room in it. She also remembers the cheers from community members when they first went into their new store and saw the huge new range of products never seen in the community store before.

During the years to follow, Susan worked in all areas of the store. She particularly enjoys teaching new team members their roles in the store and the correct way to do tasks.

Susan is the Milingimbi store's general merchandise supervisor, where she has a passion for getting new products into the range.

"Working with ALPA is a great job," Susan says. "It gives me pride in working and being able to improve my community. I work with the managers to make sure our shop is good and it has all the products in it our customers want to buy."





MANAPAN TEAM - JASON WANAMBI,
MARK WHITE AND JOSIAH BAKER

**The board,
executive and
entire ALPA
family thank Mark
for his generous
contribution to
our cause.**

Mark White's acute business mind and operational experience will be missed at Manapan.

But he worked diligently to build the company into a sustainable business, which will continue to run successfully.

Mark, who resigned as a Manapan director in December 2020, says: "Manapan is unique. I would say Manapan is better known in Melbourne and Sydney than in the NT. The interest in Manapan has been amazing. It has given a lot of non-Indigenous people the opportunity to find out more about Indigenous life in Arnhem Land. We have created a window into a place that non-Indigenous people are so interested in. We have produced boardroom tables for some of the biggest organisations in Australia and all of these installations have created conversations about Indigenous skills and culture. Manapan has so much potential. We just need everyone to get behind it."

Mark began his generous 10-year contribution to ALPA as a member of our Investment Committee. His involvement grew as ALPA diversified and increased company-owned enterprises. Mark was instrumental in the conception, creation and development of Milingimbi Furniture, Mayku, Bukmak Constructions and Manapan Furniture.

One of Mark's biggest influences has been transforming Manapan from focusing only on the community-based furniture business to a high-end furniture manufacturer, which has seen the company's pieces find homes in ASX 200-listed companies, Federal Government departments, several elite universities and homes all over Australia. Mark also took Manapan global with the business being showcased in Milan and pieces now in Europe and the United States.

Mark's extensive network of designers, architects and construction industry contacts opened doors for Manapan's products throughout the world.

Asked why he felt compelled to give back and get involved with ALPA and Manapan, he says: "I have had plenty of good luck in my working career and there comes a time in your life when you want to give back. I wanted to share some of the knowledge and experience I had gained over the years with people who might benefit from it."

When he said to ALPA chief executive Alastair King, "I want to get my hands dirty," he was very willing to give him the opportunity.

"With lots of hard work from lots of people we were able to create something special," says Mark. "We wanted to create jobs and a real purpose for everyone involved. We wanted to bring the Indigenous skills to modern machinery, we wanted to bring Indigenous and non-Indigenous people together in an equal working environment to create beautiful furniture. We still have a long way to go to achieve all our goals, but we are on the way."

While Mark's official board role with Manapan has ended, he is still a passionate contributor in guiding us and promoting the Manapan story and the wider story of Arnhem Land.



Thank you Wayne Zerbe!

"I have met fantastic people and gained knowledge working with the team in Milingimbi and in Darwin. I am from Melbourne and the thought of heading north to the warmth of Milingimbi island wasn't exactly hard work. I am also always amazed at the natural skills of Indigenous people. The natural creativity and the stories that accompany each piece is something I can't get enough of."

– Mark White

Wayne has been a committed facilitator for NT businesses for over 20 years as the President of the PRBA. He has worked and supported ALPA across those years helping lift our profile in Government and the business community. Wayne has been a tireless advocate for Indigenous business, employment and training and has worked with ALPA across the years to influence change and awareness of remote communities and their work to build sustainable businesses.

Wayne says: "I've been associate of ALPA for 25-30 years and I've always admired that ALPA is striving and working hard under unique circumstances that most people could only dream to do. In the very beginning, I was impressed the ALPA people because of their care for their communities and importantly their care for each other."

CEO Alastair King remembers first meeting Wayne in 1999 and talking about concerns of substance abuse in our communities, Wayne developed and project managed the concept of a tour across Arnhem Land to combat this problem. In 2000 legendary rocker Normie Rowe and his band toured five Arnhem Land communities with the theme "say no be proud" meaning say no to drugs and alcohol, be proud of your family, community and culture. While the project was logistically challenging the concerts and music hit the mark and there were notable changes to this problem in our communities.

As the President of the PRBA, Wayne worked tirelessly to connect Territory businesses with complementary businesses and Government. This work saw many Territory businesses support other Territory businesses to buy local while also connecting them to Government to facilitate opportunities for work through Government.

While Wayne has now stepped down from his role with PRBA to spend more time with his family, he is still active in the business community and still a passionate advocate for ALPA, remote communities and NT businesses generally.

"I'll definitely miss the interactions in community that experienced with ALPA but I'd like to think I can still support ALPA in many ways. I very much still consider myself a big supporter of ALPA and I am aligned with its success and values."



CHAIRMAN REV DR. DJINYINI GONDARRA,
LIAM FLANAGAN AND ALASTAIR KING

This year ALPA said farewell to Liam Flanagan who stepped down as General Manager of Community Services.

Liam Flanagan was with ALPA since 2013 and has been a leader not only within ALPA, but within the Community Services sectors in the Northern Territory and Nationally. He has been a strong advocate for Indigenous Australians and remote communities, ensuring that their voices are heard by all levels of Government and within the private and public sector. He was also a great mentor to the team members that have worked closely with him and spent significant time imparting his knowledge and passion to them over the.

Liam will be missed by the Community Services team as he takes on a new role elsewhere. He left a legacy with the ALPA team and community.

"Liam's contribution to ALPA has been significant. He was appointed our first General Manager of our Community Services Division in 2016 when it first commenced and has built the division from the ground up. It is now a significant part of ALPA, with a diverse range of services including Community Development Program (CDP), RSAS (school attendance) Community Engagement, Youth Services, and Training. He also led ALPA's advocacy on important issues to our Yolngu members including the Cashless Debit Card and CDP reforms", says CEO Alastair King.



Our Board of Directors wish Liam the best in his future aspirations.



Unity Through Enterprise
The Arnhem Land Progress
Aboriginal Corporation

www.alpa.asn.au



www.alpa.asn.au/dinybulu



www.alpa.asn.au/bukmak

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