

THE ARNHEM LAND PROGRESS ABORIGINAL CORPORATION

2025–26 ANNUAL REPORT

OUR STORY

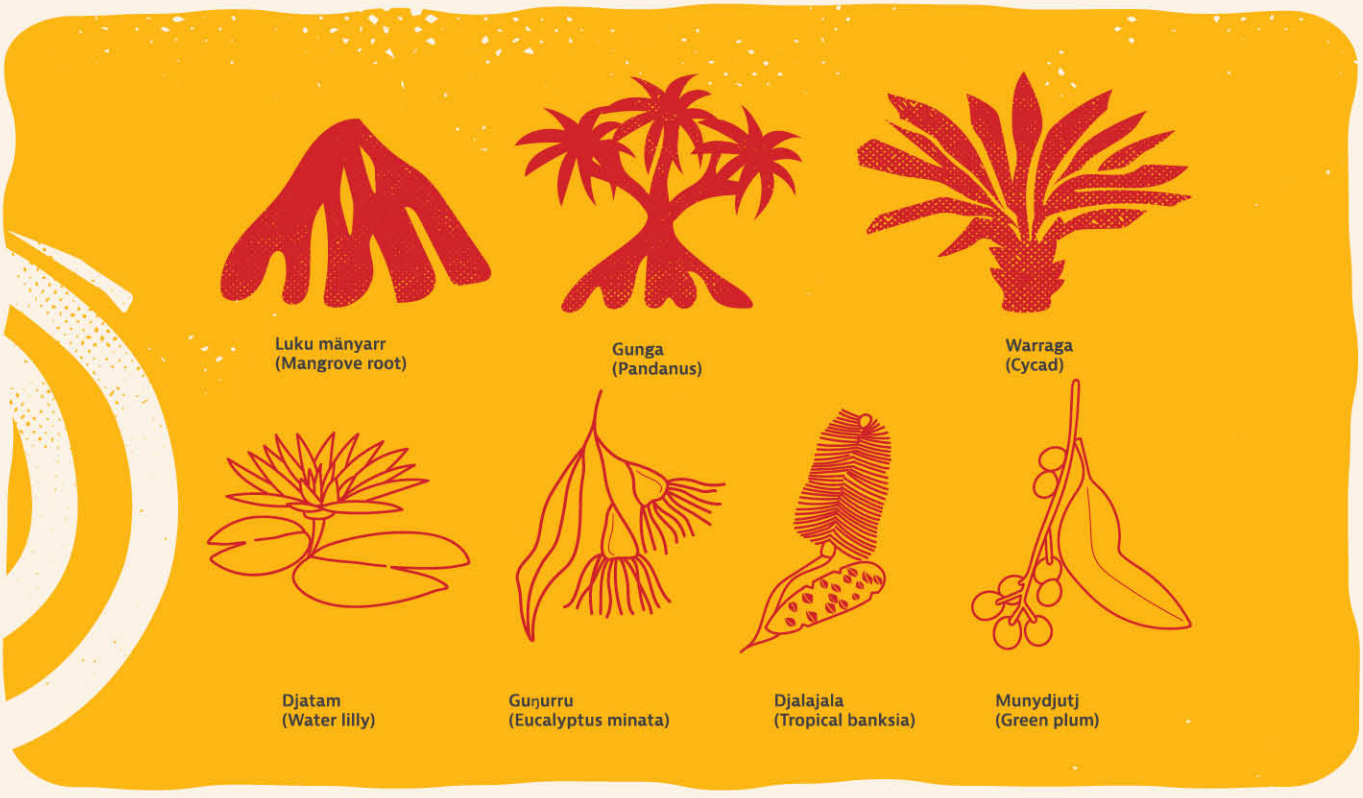
THE ARNHEM LAND PROGRESS ABORIGINAL CORPORATION (ALPA) IS A MULTI-SECTOR NOT-FOR-PROFIT ORGANISATION OPERATING IN THE NORTHERN TERRITORY AND FAR NORTH QUEENSLAND.

Founded in 1972 as a co-operative of community stores, ALPA has grown exponentially over its 54-year journey. Today we proudly stand as the largest Indigenous corporation in Australia through our diverse range of commercial and non-commercial activities.

ALPA is a membership organisation, owned by the communities of Galiwin'ku, Gapuwiyak, Milingimbi, Ramingining and Minjilang.

This year's Annual Report design draws inspiration from the land, featuring plants commonly found across Arnhem Land.

These natural textures and shapes are woven throughout the design, grounding the report in place and reinforcing the enduring relationship between land, culture and community.



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ALPA MISSION STATEMENT

Our mission is to operate successful and responsible businesses, emphasising local employment, training, career pathways, customer service and safety.

We strive to improve the health, quality of life and economic development of our members, giving priority to our cultural heritage, dignity, and desire for opportunity and equality with fellow Australians.

CHAIRPERSON'S REPORT



MÄTJARRA (FAYE) GARRAWURRA
ELECTED JUNE 2024

NHÄMIRRI NHUMA, NGARRA YÄKU (HELLO, HOW ARE YOU ALL, MY NAME IS) MÄTJARRA GARRAWURRA. I GREET YOU ALL WITH RESPECT AND WARMTH AS I REFLECT ON ANOTHER IMPORTANT YEAR FOR ALPA, OUR 54TH YEAR SERVING OUR YOLNGU MEMBERS OF EAST ARNHEM LAND AND BININJ MEMBERS OF WEST ARNHEM LAND.

NEW LEADERSHIP

One of the biggest changes for ALPA this year has been the departure of our long-serving CEO, Alastair King. For three decades, he has walked alongside our communities, our Board and our teams, helping to grow ALPA into the strong organisation it is today. On behalf of the Board of Directors, I thank Alastair for his commitment and belief in our people and mission. His impact is woven into ALPA's story and will continue to guide us into the future.

While times of change can bring questions about what lies ahead, it also creates space for renewal and new opportunities.

We now warmly welcome our new CEO, Kyle Nacard. As with any leader, Kyle brings his own strengths and experiences to this role. When he was appointed, we sat together and spoke openly about how we would lead alongside one another. From that conversation, I feel confident that Kyle is the right person for this djäma (work).

I know he will take the time to build trust, listen and learn from our communities. Together, we will shape the next chapter of ALPA's dhäwu (story).

THE CHALLENGES OF THE YEAR

This year has reminded us that even in remote Arnhem Land, we are not immune from what is happening across the rest of the world. Wars and global conflict affect our ways of working, creating rising costs in many ways, from the stock on our store shelves to the fuel in our cars and the freight that brings supplies to our communities.

I know many families have felt these pressures in their everyday lives despite ALPA working hard not to pass many of these rising costs onto customers. It is a reminder that we are strongest when we work together, Yolŋu, Bininj and balanda, and look after one another.

BUILDING A STRONG FIRST NATIONS WORKFORCE

The transition from the Community Development Program (CDP) to the Remote Australia Employment Service (RAES) has also brought challenges for our communities. When programs change names and ways of working, it can create uncertainty, confusion and frustration, and we have seen some people disengage from the program during this time.

Now, it is time for us to build momentum again. I encourage everyone to attend their appointments, connect with our teams and work towards your goals. Your djäma is not just for you – it supports your family, inspires others and helps your community move forward.

My hope is that more Yolŋu and Bininj djämamirr (workers) continue to step forward. Every person who contributes is helping to strengthen our future and grow Yolŋu and Bininj leaders for tomorrow. Our communities are strongest when our own people are leading, working hard, making decisions and shaping the path ahead.

ENTERPRISE FOR OUR COMMUNITIES

Our enterprises continue to perform well, fulfilling my hopes and dreams that our small businesses will provide important services to our communities and more work opportunities for our people. This year has seen us achieve another start up with Bukmak Building Services Northern Territory (BBSNT), which will focus on maintenance and work opportunities through ALPA and government agencies. My hope is that we will see more of our people stepping into jobs, building skills and growing their careers through this enterprise.

ONE ALPA ONE VISION

I want our people to remember that ALPA belongs to all of us, the members of Galiwin'ku, Gapuwiyak, Milingimbi, Ramingining and Minjilang. This is our Yolŋu and Bininj organisation, created to support our people. Balanda are here to support us, and Yolŋu, Bininj and balanda have always worked side by side – that spirit of working together remains our strength.



Deputy Chair Don Wininba, commencing CEO Kyle Nacard and Chair Mätjarra Garrawurra.

GRATITUDE AND HOPE

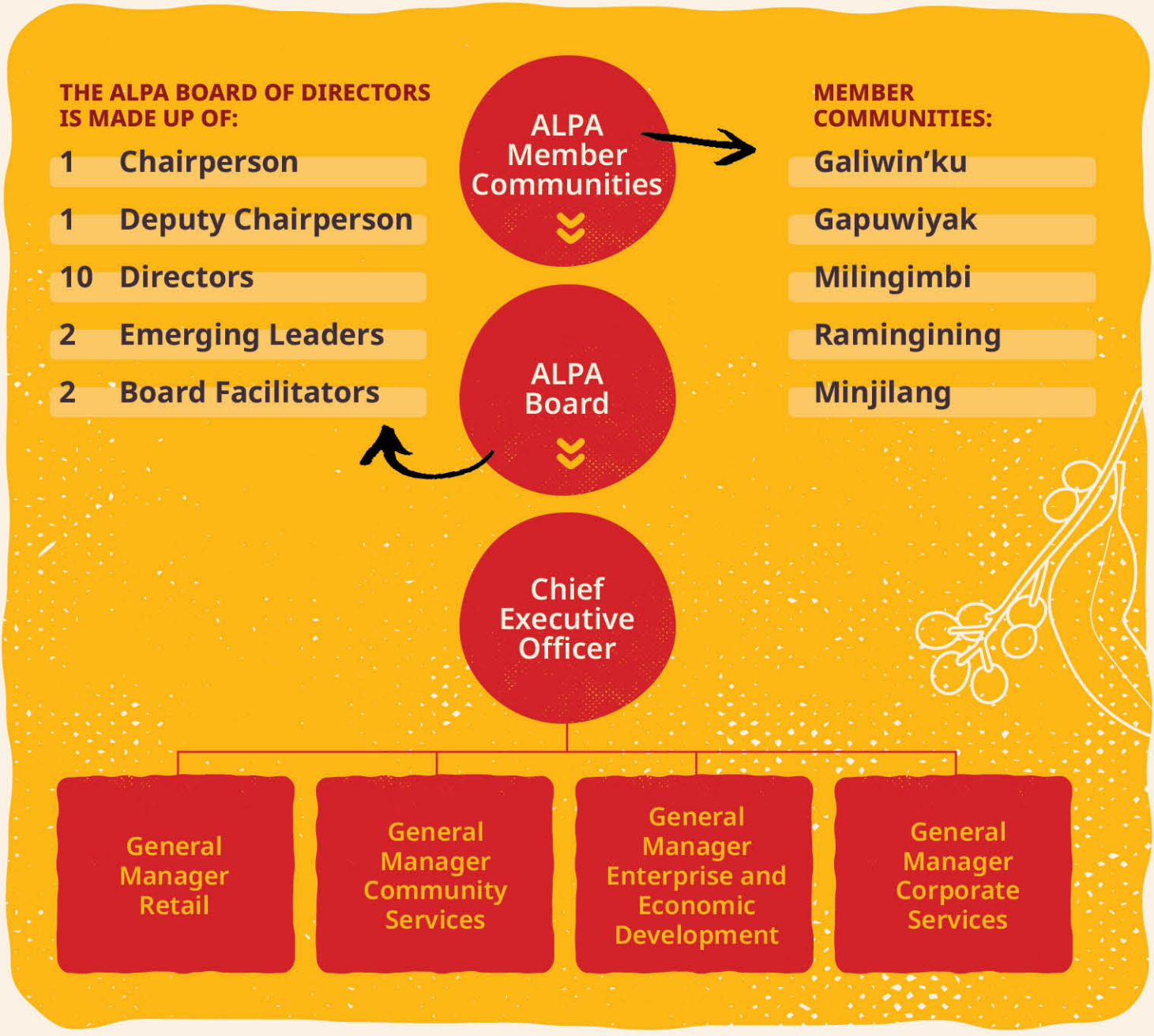
To all of our ALPA djämamirr across our regions, thank you. Together, we have faced challenges, embraced change and continued to serve our communities with pride. As we move into the next year, we are re-energised and united. The future of ALPA is bright because of the people who walk this journey with us.

Bitjan bili – always.

MÄTJARRA GARRAWURRA
Chairperson

ORGANISATION CHART

The organisational structure below provides an overview of our governance framework and divisions. While our full structure is more extensive, we all work together under One ALPA One Vision to support our member communities.

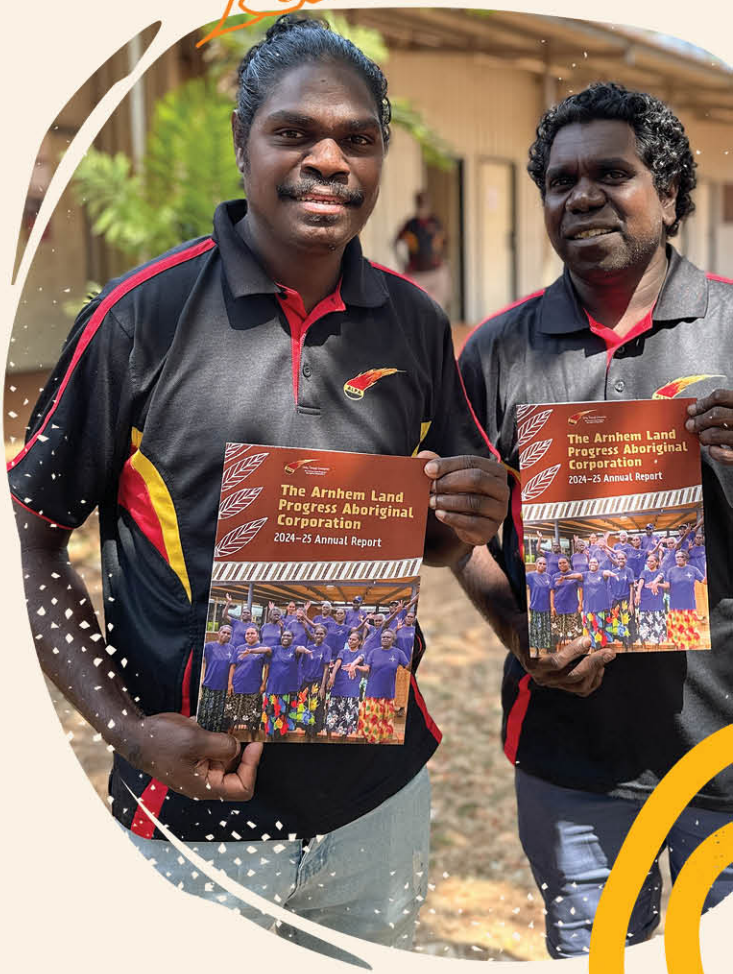




OUR BOARD

ALPA is led by a strong Board of Yolŋu and Bininj Directors, bringing years of governance experience and deep knowledge about their communities. Directors are from our member communities and are elected as either a Traditional Landowners' Representative or as a Community Member Representative.

The Board has a dedicated focus on succession through our Emerging Leaders program, empowering young and upcoming leaders to gain governance experience and work towards nominations for a formal position. The Board is also supported by communications and cultural advisors.



Emerging Leaders Dion Wunungmurra and Mark Gukgukpuy with the FY25 Annual Report.

DIRECTORS



Mätjarra (Faye) Garrawurra

CHAIRPERSON

RAMINGINING COMMUNITY MEMBER REPRESENTATIVE

Bäpurru: *Buyuyukululmirr*
Homelands: *Garriyakŋur, Yawurryawurrŋur*
Moiety: *Dhuwa*
Language: *Liya-gawumirr*



Don Wininba

DEPUTY CHAIR

GALIWIN'KU COMMUNITY MEMBER REPRESENTATIVE

Bäpurru: *Datiwuy*
Homelands: *Rorruwuy*
Moiety: *Dhuwa*
Language: *Datiwuy*



Jessie Roy

DIRECTOR

GALIWIN'KU TRADITIONAL LANDOWNERS' REPRESENTATIVE

Bäpurru: *Malarra*
Homelands: *Ngawawili*
Moiety: *Dhuwa*
Language: *Yänhaŋu*



Jason Butjala

DIRECTOR

GAPUWIYAK COMMUNITY MEMBER REPRESENTATIVE

Bäpurru: *Ritharrŋu*
Homelands: *Galinur*
Moiety: *Yirritja*
Language: *Ritharrŋu*



Margaret Marrkula

DIRECTOR

GAPUWIYAK TRADITIONAL LANDOWNER REPRESENTATIVE

Bäpurru: *Gupapiŋu Liyalanmirr*
Homelands: *Burrum*
Moiety: *Yirritja*
Language: *Dhuwala*



Elizabeth Ganygulpa Dhurrkay

DIRECTOR

MILINGIMBI COMMUNITY MEMBER REPRESENTATIVE

Bäpurru: *Wangurri*
Homelands: *Dhälinybuy*
Moiety: *Yirritja*
Language: *Wangurri, Dhaŋumi*



Lily Roy

DIRECTOR

MILINGIMBI TRADITIONAL LANDOWNERS' REPRESENTATIVE

Bäpurru: *Gamalwalamaŋu*
Homelands: *Yilan*
Moiety: *Yirritja*
Language: *Buraddä and Yänhaŋu*

BÄPURRU IS THE MAIN WORD FOR "CLAN" IN YOLNGU LANGUAGES. INDIVIDUALS IDENTIFY THE BÄPURRU TO WHICH THEY BELONG.

Moiety means that everything in the Yolŋu worldview is divided into two groups, dhuwa and yirritja. Everything is in harmony and balance. They aren't in competition with each other, they are complementing each other.

Elizabeth Ganygulpa
ALPA Director



Daphne Malibirr

DIRECTOR

RAMINGINING TRADITIONAL LANDOWNERS' REPRESENTATIVE

Bäpurru: *Ganalbiŋu*
Homelands: *Djulibunyamurr*
Moiety: *Yirritja*
Language: *Ganalbiŋu*



Anita Yarmirr

DIRECTOR

MINJILANG TRADITIONAL LANDOWNERS' REPRESENTATIVE

Bäpurru: *Mandiarri*
Homelands: *Minjilang*
Moiety: *Dhuwa*
Language: *Marrgu and Iwaidja*



Mark Gukgukpuy

EMERGING LEADER

REPRESENTING MILINGIMBI

Bäpurru: *Djambarrpuyŋu*
Homelands: *Garrata*
Moiety: *Dhuwa*
Language: *Djambarrpuyŋu*



Matthew Nagarlbin

DIRECTOR

MINJILANG COMMUNITY MEMBER REPRESENTATIVE

Bäpurru: *Minjilang*
Homelands: *Walka*
Moiety: *Yirritja*
Language: *Iwaidja*



David Djalangi

LIAISON OFFICER AND STAFF CULTURAL MENTOR

Bäpurru: *Gupapuyŋu Birrkili*
Homelands: *Luŋgutja*
Moiety: *Yirritja*
Language: *Dhuwala*



Dion Wunungmurra

EMERGING LEADER

REPRESENTING GAPUWIYAK

Bäpurru: *Dhal'waŋu*
Homelands: *Gurrumuru*
Moiety: *Yirritja*
Language: *Dhayimirr*



Jacky Djawut

BOARD COMMUNICATIONS FACILITATOR

Bäpurru: *Golumala*
Homelands: *Barrkira*
Moiety: *Dhuwa*
Language: *Djaŋumi*

STRENGTHENING GOVERNANCE

DIRECTOR TRAINING

In the past financial year, ALPA hosted two governance training programs facilitated by the Office of the Registrar of Indigenous Corporations (ORIC). In response to Directors' strong interest in strengthening their governance knowledge, ORIC recommended a newly developed intermediate training package, designed specifically for First Nations directors and delivered in a way that aligns with First Nations culture and ways of thinking and doing.

The ALPA Board was joined in the programs by the Aboriginal Resource and Development Services (ARDS), Pirlangimpi Indigenous Corporation for Community Development, Lajamanu Aboriginal Corporation and Ajurumu Store Aboriginal Corporation. Director feedback was overwhelmingly positive, with many highlighting the training's practical value in strengthening their confidence and leadership capabilities.



MEET AND GREET WITH DARWIN SUPPORT OFFICE TEAM

To support the connection between governance and operations, the ALPA Board hosted a meet and greet with the Darwin Support Office (DSO) team. It was a chance for DSO team members to get to know the people behind decision making at ALPA, ask questions and ground their work in the Board's long-term vision.



THANK YOU TO DEPARTING BOARD MEMBERS

THIS YEAR, WE FAREWELL THREE VALUED MEMBERS OF OUR BOARD WHO ARE STEPPING DOWN FROM THEIR ROLES.

EACH HAS MADE A SIGNIFICANT CONTRIBUTION TO THE GOVERNANCE OF ALPA, GUIDING STRATEGIC DIRECTION AND SUPPORTING OUR GROWTH AS AN ORGANISATION.



Jacky Djawut (left) and wife Yurranydjil (right) at their ordination as Church Ministers in Galiwin'ku with ALPA Chair Mätjarra Garrawurra (centre).

JACKY DJAWUT

BOARD COMMUNICATIONS FACILITATOR

After 27 impactful years, Jacky Djawut has concluded his time at ALPA and is now beginning a new path as an Ordained Minister with the Uniting Church of Australia.

As Board Communications Facilitator, his work went beyond interpreting, ensuring the meaning behind messages was understood while balancing Western ways of working with Yolŋu and Bininj world views. We express our gratitude for Djawut's contributions and wish him every success in the future.

MARGARET MARRKULA

DIRECTOR

As a Traditional Owner Director for Gapuwiyak, Margaret Marrkula has made significant contributions to the ALPA Board, representing the aspirations of her community and the wider Arnhem Land region. ALPA was also fortunate to have Margaret in the role of Local Coordinator for the East Arnhem Land Youth Model (EALYM), where her leadership and care for djamarrkuḻi (young people) were deeply valued. We sincerely thank Margaret for her service.



Margaret Markula at the EALYM contract signing in Gapuwiyak, 2024.



David Djalangi (right) and ALPA trainer Henry Harper (centre) in the 1980s.

DAVID DJALANGI

LIAISON OFFICER AND STAFF CULTURAL MENTOR

David Djalangi has been part of ALPA's journey from the very beginning, and his legacy is deeply embedded in our identity today. Throughout his time with ALPA, he supported our managers, the executive team and Board in a variety of roles, most notably as Liaison Officer and Staff Cultural Mentor from 2003. This is where Djalangi's steady presence, cultural strength and dependability has supported ALPA through many complex situations.

We are profoundly grateful for the lasting impact he has made, and we wish him all the best for retirement.



CEO REPORT

ALASTAIR KING

I WRITE THIS YEAR'S CEO REPORT WITH GRATITUDE, PRIDE AND REFLECTION. THIS IS MY 25TH ANNUAL REPORT TO MEMBERS AND WILL BE MY LAST.

In February this year I announced that I would be stepping down as CEO after a 30-year career with ALPA, 25 years as CEO. It has been an absolute privilege and the highlight of my working life to lead ALPA and to have worked with so many incredible people – Yolŋu, Bininj, balanda and other First Nations groups across the Northern Territory and Queensland. I feel truly fortunate to have found ALPA and to have been part of such an incredible journey over so many years.

I have, however, felt for some time that it is the right moment for new leadership to bring fresh energy and ideas to ALPA, and so it is time for me to move on – not to another job, but to a different chapter where I hope to contribute in other ways.

After a comprehensive national campaign, I am pleased to congratulate Kyle Nacard on his successful appointment as CEO. I sincerely thank the recruitment committee, independent executive recruiter and Board for the time and care they invested in this process. Finding the right person to lead ALPA into the future was of critical importance to me, and I am confident we have found that leader in Kyle.

Kyle has excelled as ALPA's General Manager Enterprise and Economic Development for the past four years. His understanding of our communities, operations and ALPA's complexity position him well for a smooth transition. I have worked closely with Kyle throughout the transition and will do everything I can to support his success in the role.

LEADING ALPA THROUGH A CHALLENGING YEAR

This year has been exceptionally difficult for ALPA and many other businesses across Australia. Geopolitical instability, high fuel prices, inflation and rising interest rates have created a tough environment of increasing costs and flatlining revenues. We've faced additional pressures in our retail space, as antisocial behaviour, illegal kava and the growth of online gambling challenge sales and affect our communities. Thank you to our leadership teams for their continued resilience. I know they will embrace these challenges and drive the efficiencies needed to ensure ALPA's long-term sustainability.

FY26 PERFORMANCE

I would like to thank the entire team for their incredible efforts in FY26. The results reflect a difficult year, but ALPA came together to meet the challenges head on and continued to deliver outcomes for our communities.

Our collective hard work combined with the support of communities, clients and suppliers has delivered a surplus of just over $7.1 million. ALPA contributed over $48 million back into our member communities in real wages, capital investment, repairs and maintenance, Community Care programs and sponsorships. These contributions benefit our members and the region as a whole.

It is important to note that ALPA does not receive funding from the Australian Government or the public for its charitable work in remote First Nations communities. Funds are self-generated through our commercial and non-commercial activities. Our Board and Community Advisory Committees (CACs) determine how these funds are directed to best support members. Read more about this on pages 26–27.

THE BOARD'S VISION AND STRATEGIC PLAN

ALPA is guided by the Board's vision through our Corporate Strategic Plan, a framework that grounds the opportunities that come our way and keeps us focused on what matters. Built around three core pillars, the plan ensures we stay aligned with ALPA's long term direction. These pillars are outlined on pages 18–23.

The Board continues to inspire us with their strength and encourage us to remember the meaning behind what we do. Thank you to our Chair Mätjarra Garrawurra, Deputy Chair Don Wininba and Directors for their steady support throughout the year.

ONE ALPA ONE VISION

Let us be reminded by the words shared by Chair Garrawurra, that the spirit of working together remains our strength – Yolŋu, Bininj and Balanda. The impact of this is shown in the pages that follow in this report, which celebrate milestones, achievements, and the proud future we continue to build for ALPA and our members.

ALASTAIR KING OAM FAICD
Chief Executive Officer

ALASTAIR'S JOURNEY WITH ALPA



I have been truly blessed with strong Yolŋu and Bininj leadership from the Board of Directors throughout my time as CEO.

Alastair King

1994

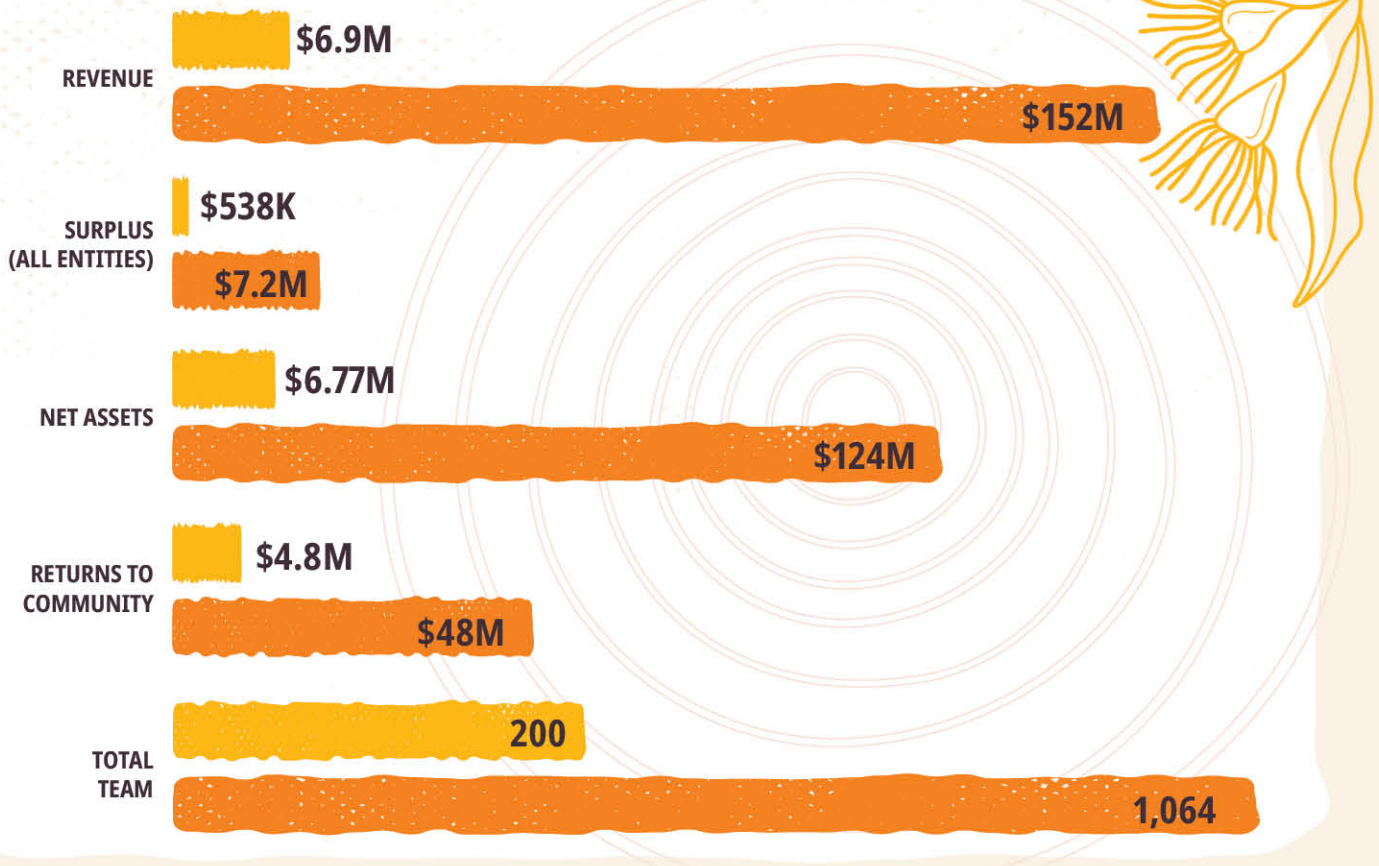
Alastair and his wife Lina relocated from Perth to Milingimbi to take on Store Manager roles.

1999

Alastair commenced as Operations Manager and delivered strong results for the ALPA Store Group. This was after taking two years away from ALPA to welcome his daughters Emily and Jacinta.

2001

Alastair was appointed CEO after demonstrating solid business acumen and capacity to support Yolŋu aspirations. With strong Board support and a dedicated team, Alastair guided ALPA from several years of financial losses to an annual surplus.







REFLECTIONS FROM ALASTAIR

Diversification and growth

The ALPA Board has always been clear about its goals. In those days when ALPA was a retail-only organisation, it was focused on building our store network, establishing a strong and sustainable business model, and achieving financial independence from the government. By 2013, we had largely accomplished these goals, including the acquisition of warehouse investments and the Island & Cape retail group in Queensland.

The Board aspired to do more for remote communities beyond retail, leading us to diversify into new sectors. This was a major turning point for ALPA, beginning with the Remote Jobs and Communities Programme (RJCP), our first Government program. From there, we never looked back. What followed was the growth of our enterprises – Rulku Enterprises, Dinybulu Regional Services, Bukmak Constructions and Manapan Furniture – each strengthening what came before, most recently with the launch of Bukmak Building Services Northern Territory (BBSNT). Further came the expansion of our RTO, the establishment of the Community Engagement team and the East Arnhem Land Youth Model.

In 2016, ALPA became the largest Indigenous corporation in Australia. This was a moment of huge pride for our Board and teams and showed just what is possible when Yolŋu, Bininj and balanda work together to achieve our goals.

Over the last 30 years, ALPA has come first for me in so many ways, with constant travel and countless bush trips often taking me away from home. I couldn't have done it without the support of my wonderful and very patient wife, Lina – thank you for enabling me to do what I have loved for so many years. My children have never known life without ALPA. Birthdays, holidays, engagements, weddings, and grandchildren have all been planned around my ALPA commitments. Again, my sincere appreciation for their understanding and support.

To our ALPA team, I am deeply proud of the journey we have been on and all that we have achieved together. I know that ALPA will continue to be guided by the same commitment that has carried it this far and look forward to seeing what it can achieve in the future. Always remember these words from our Board – respect and learn from the past, and plan for the future.

I am happy to have worked alongside Alastair, to have shared our vision, our inspirations, our challenges, not to mention our tears and struggles, because it's a part of what ALPA has become and where we are going.

Elizabeth Ganygulpa
ALPA DIRECTOR



WELCOMING NEW CEO

MESSAGE FROM KYLE NACARD



I'D LIKE TO START BY THANKING ALPA'S BOARD OF DIRECTORS FOR PUTTING THEIR TRUST AND CONFIDENCE IN ME TO LEAD ALPA AS CHIEF EXECUTIVE OFFICER.

It is a privilege to step into this role and be a part of an organisation that means so much to the communities it serves.

I would also like to acknowledge Alastair King for the lasting impact of his contributions. What has been built across ALPA and its subsidiaries is meaningful, sustainable, and admired across Australia. This has been influenced through Alastair's determined leadership, strong governance principles and entrepreneurial drive.



ALPA stands today because of a clear sense of purpose, a strong and evolving Board, loyal employees, strong external relationships, disciplined governance and a commitment to positive outcomes for our First Nations communities. We are deeply embedded in the communities we serve and operate at the intersection of economic development, service delivery, and cultural responsibility in a way that very few organisations can. What will not change under my leadership is an ALPA that will continue to honour its past while shaping its future for First Nations communities.

To all our communities, partners and team – you can expect stability and continuity where it matters, fresh perspective where it's needed, strategic alignment with our Directors' vision and a leadership style grounded in respect for ALPA, its people and for the responsibility it carries. I look forward to working with you all as we build on that foundation with purpose and discipline, guided by One ALPA One Vision.

KYLE NACARD
Chief Executive Officer



Angela Garrawurra and trainer Kristy O'Brien studying in Ramingining as part of the Indigenous Skills Employment Program (ISEP).



Director Margaret Markula and Emerging Leader Mark Gukgukpuy learning about the Youth Voices Strategy developed by the East Arnhem Land Youth Model (EALYM).



Gapuwiyak Store Supervisor Sebastian Wunungmurra in Darwin for the Future Leaders Program.



The march for the 2025 Freedom Day Festival in Kalkarindji, retracing the steps of the 1966 Wave Hill Walk-off led by Vincent Lingiari.



Pablo Stuardo and Wesley Walarri preparing Mili Bush Baker's Cafe for Friday Night Cafe Night.



The Milingimbi RAES team.

PILLAR 1

OPERATING SUCCESSFUL AND RESPONSIBLE BUSINESS



Galiwin'ku RAES supported Shane Gunyuwal Dhamarrandji to build the skills needed to transition from project-based employment to a full-time role as a Municipal Services Officer with East Arnhem Regional Council.

FIRST NATIONS GOVERNANCE AND DECISION MAKING

ALPA's operating model ensures First Nations voices are central to decision making. Through strong community representation and culturally informed leadership, ALPA remains accountable to its members and responsive to the aspirations and priorities of the communities it serves.

- Board of Directors: ALPA is governed by a Yolŋu and Bininj Board of Directors who provide leadership, cultural knowledge and governance expertise, helping to shape the organisation's strategic direction.
- Community Advisory Committees: ALPA's Community Advisory Committees (CACs) comprise leaders nominated by clan, family, and camp groups. Together, they identify community priorities and ensure ALPA's services reflect local needs.

BUSINESS GROWTH AND DIVERSIFICATION

ALPA's diverse portfolio of businesses and services continues to grow, strengthening the organisation's sustainability and capacity to deliver long-term benefits to member communities. By expanding into complementary industries and pursuing new services, ALPA enhances its operational resilience while creating additional employment, training and investment opportunities. This year ALPA was proud to establish a new enterprise, Bukmak Building Services NT (read more on page 66).

EMPLOYMENT, TRAINING AND WORKFORCE DEVELOPMENT

Our people are central to our success as an organisation. ALPA is committed to creating employment opportunities, building a strong local workforce and developing future leaders. This includes:

- Creating sustainable local jobs across the ALPA group, which employs over 1,000 team members. Approximately 76% of employees are First Nations people, increasing to 90% within the remote store workforce.
- Supporting employment pathways through the Remote Australia Employment Service (RAES) and other workforce initiatives.
- Building workforce capability through nationally recognised training and qualifications, delivered by the ALPA Registered Training Organisation.
- Supporting career progression and leadership development for employees, such as the Future Leaders Program for retail staff and the Emerging Leaders program on the ALPA Board.

FOOD SECURITY AND SUPPLY CHAIN RESILIENCE

Through trusted supplier partnerships, effective logistics and proactive planning, ALPA strengthens food security and the long-term sustainability of stores in remote communities.

- Wet season logistics: The ALPA Retail and Merchandise teams work proactively to maintain reliable access to essential goods during the wet season and other periods of supply chain disruption.
- Infrastructure improvements: ALPA continues to invest in infrastructure that strengthens food security and store sustainability. This includes the Ajurumu Store upgrades currently nearing completion (page 67) and Food Security Grant-funded projects in Lajamanu and Minyerri to improve storage capacity and product availability (page 52).



The Warliburru Store team in Minyeri unloading stock after a wet season delivery.



The Corporate Services team plays a key role in supporting the systems, governance and practices that allow ALPA to operate responsibly across diverse environments.

CULTURE OF SAFETY

ALPA has a robust workplace safety culture led by the Board and embedded across all business units. Safety is critical in the dynamic and often challenging remote environments in which we operate, and ALPA is committed to protecting the health, safety and wellbeing of our employees, customers and communities. Benchmarking against mainstream organisations shows we maintain high performance in this area.

PILLAR 2

ENHANCE REMOTE ECONOMIC DEVELOPMENT

ECONOMIC CONTRIBUTION TO THE REGION

As a not-for-profit organisation, ALPA reinvests its surplus back into member communities, supporting employment, infrastructure, essential services and community wellbeing. In the 2026 financial year, ALPA returned over $48 million to our member communities. See page 26 for more information.



The Jabiru Training Café opened in 2025, creating a practical training environment where employees can build hospitality skills while delivering a valued service to the community.

GROWING BUSINESS OPPORTUNITIES IN REMOTE COMMUNITIES

ALPA supports the growth of remote economies by creating and expanding business opportunities that generate local employment and strengthen economic participation. This includes:

- Enterprise businesses: ALPA harnesses economic development opportunities in the region through its subsidiary businesses Rulku Enterprises, Manapan Furniture, Bukmak Constructions, Dinybulu Regional Services and Bukmak Building Services NT.
- Remote Australia Employment Service (RAES): ALPA continues to work with participants to identify opportunities for small businesses in remote communities.
- Made in Arnhem Land: This year, ALPA explored innovative approaches to support Yolŋu entrepreneurship. A project called Made in Arnhem Land is currently underway, creating an online marketplace that will enable communities to showcase and sell their products to customers across Australia.



The women of the Daluk Centre (Gunbalanya RAES) were proud to sell their handmade creations to the 2026 Jabiru Markets, including Injalak fabric skirts, hand-painted clothing, candles, pamper packs, and body care products. The women developed business skills including merchandising, product display and customer engagement.



The Dinybulu Logistics Hub team in Ramingining, working to support essential services for the community.

STRENGTHENING REGIONAL NETWORKS AND PARTNERSHIPS

ALPA works collaboratively with other First Nations organisations, governments, industry and community stakeholders to strengthen economic development across the region. Through strategic partnerships and regional leadership, ALPA helps to create opportunities that support local employment, business growth and long-term community prosperity. This includes:

- Arnhem Aboriginal Business Council (AABC): ALPA is a founding member of the AABC and plays a key leadership role. The Council brings together 11 First Nations-owned businesses to strengthen local enterprise and economic development across Arnhem Land and the Groote Archipelago.
- Remote Economic Jobs Development (RJED): As a RAES provider, ALPA supports RJED-funded businesses to build local workforces that align with their operational needs.
- Cross-divisional collaboration: ALPA leverages the strengths of its businesses and services to maximise community outcomes, creating pathways that connect training, employment and enterprise. For example, Bukmak Constructions remains the preferred contractor for ALPA and independent store renovations, while RAES and the ALPA RTO collaborate with other divisions to align training with employment pathways. These cross-functional efforts build internal capacity, improve efficiency, and contribute to long-term community development.

LEVERAGING FUNDING OPPORTUNITIES

ALPA actively pursues grant and funding opportunities that support economic development and create lasting benefits for remote communities. External investment enables ALPA to accelerate projects that create jobs, build local capability and support long-term regional growth. In the 2026 financial year, funding supported several key developments, including:

- RJED funding: Manapan Furniture and Dinybulu Regional Services secured funding through the National Indigenous Australians Agency's Remote Jobs and Economic Development (RJED) program, enabling the purchase of a 2-tonne forklift for each business and the delivery of associated staff training.
- Galiwin'ku Logistics Hub: Funding arrangements for the Galiwin'ku Logistics Hub were reviewed and expanded to cover additional infrastructure costs, including essential utility connections.
- Regional Precincts and Partnerships Program: ALPA continues to work with the Australian and Northern Territory Governments to progress the Regional Precincts and Partnerships Program. Community consultation commenced in the 2026 financial year.

PILLAR 3

IMPROVE YOLNGU AND BININJ QUALITY OF LIFE

RESPECTING AND STRENGTHENING CULTURAL HERITAGE

ALPA recognises the importance of culture in First Nations communities and actively works to embed cultural values into the way we operate. This includes:

- Embedding culture in service delivery and community engagement, supported by cross-cultural training for non-Indigenous employees.
- Supporting cultural events and ceremonies through Community Care programs and Gungayunamirr Rrupiya funds.
- Providing additional cultural leave for First Nations employees, with up to two weeks per year above award entitlements to fulfil cultural obligations.



NAIDOC celebrations in Jabiru.

EMPOWERING AND SUPPORTING YOUTH

ALPA invests in young people across Arnhem Land through community-led initiatives that foster learning, development and future opportunities. Key departments contributing to this outcome include:

- East Arnhem Land Youth Model (EALYM), which adopts a community-led approach to youth learning and wellbeing with culture at its core. Read more on pages 64–65.
- Community Engagement, which facilitates a range of youth-focused initiatives throughout the year, including the Careers Expo and Work Experience Program. Read more on pages 62–63.



Warraga djäma (work) is important cultural knowledge for miyalk (women) to learn and practice. Through East Arnhem Land Youth Model activities such as Marngigurrupan Yutany Djamarrkuli, this knowledge is passed down through generations.



Keshayla Wunungmurra, Aileen Dhamarrandji and Keturah Wunungmurra in the Gapuwiyak Store takeaway.

ADVOCATING FOR OPPORTUNITY, EQUALITY AND COMMUNITY WELLBEING

ALPA advocates for the aspirations of Yolŋu and Bininj people, working with governments, industry and partner organisations to influence outcomes that improve the quality of life in remote First Nations communities. Advocacy spans areas including community safety and wellbeing, housing, infrastructure, aged care and economic development. Read more on page 24.

SUPPORTING COMMUNITY HEALTH

ALPA takes a bold approach to improving health outcomes in remote communities by leveraging retail stores as a platform for positive change. Through the Health and Nutrition Program, we work to create healthier retail environments and increase access to nutritious food. In the 2026 financial year, ALPA invested over $532,000 into its Health and Nutrition Program and continue to deliver strong results across key measures. A major achievement this year was ALPA's selection to lead the national Good Food People Program, funded by the National Indigenous Australians Agency. Read more on page 57.

REDUCE COST OF LIVING PRESSURES

ALPA recognises the significant impact that the cost of living has on remote communities. Through targeted affordability initiatives and strategic partnerships, ALPA works to reduce the cost of essential goods and improve access to nutritious food for customers. This includes:

- Freight subsidy: Through the Community Care Program, ALPA member stores self-fund a 100% freight subsidy on all fruit and vegetables, dairy, fresh meat and select infant foods. Many independent stores provide similar subsidies. This year, ALPA invested more than $873,000 in freight subsidies across member stores.
- Low-Cost Essentials Subsidy Scheme: ALPA has supported the expansion of this Australian Government scheme to all eligible stores. Read more on page 51.
- Strategic wholesale partnerships: Through Australian Grocery Wholesalers (AGW) and its partnership with Island & Cape, ALPA is working to reduce store prices and ease cost of living pressures. Our Retail team continues to work closely with suppliers and expand its pipeline and further lower the cost of top-selling lines in community stores.

ADVOCACY

ALPA has undertaken significant advocacy on behalf of our members across a range of priority areas impacting communities in East Arnhem Land, with a focus on strengthening safety, wellbeing, and long-term economic and social outcomes.

COMMUNITY SAFETY AND WELLBEING

- Ongoing advocacy aimed at reducing crime and antisocial behaviour in communities, highlighting the need for coordinated and culturally appropriate responses.
- Collaboration with experts, including Joe Koyte, to better understand and respond to kava usage in communities, ensuring informed and balanced approaches.
- Broader advocacy relating to substance use, including the impacts of alcohol and other drugs on community safety, health, and wellbeing.

INFRASTRUCTURE, HOUSING AND REGIONAL DEVELOPMENT

- Our focus has emphasised improving essential infrastructure to support economic development and community wellbeing in East Arnhem Land. This includes:
  - *Formal correspondence with Minister Malarndirri McCarthy.*
  - *Meetings with Opposition leader Selena Uibo.*
  - *Meetings and advocacy to NT Aboriginal Affairs. Minister Steve Edgington.*
- Advocacy highlighting the need for improved housing and accommodation, including:
  - *Community overcrowding and its impacts on safety, health, and service delivery.*
  - *Deputy Chair Don Wininba and Bukmak Commercial Manager Steve Roberts represent ALPA on the Aboriginal Housing NT (AHNT) Board, which participates in a range of Northern Territory and Australian Government forums focused on remote and homelands housing.*

ECONOMIC DEVELOPMENT, EMPLOYMENT AND BUSINESS GROWTH

- Development and promotion of initiatives to support Yolŋu entrepreneurship and local business growth, including emerging programs such as business mentoring and Made in Arnhem Land.
- Advocacy to support remote workforce participation, including pathways for local Yolŋu employment, training, and retention.
- Engagement with government and stakeholders about employment program settings and opportunities to strengthen sustainable economic participation in remote communities.
- Advocacy for increased investment in remote enterprise development and procurement opportunities.

COST OF LIVING AND ACCESSIBILITY

- Submission to the Senate inquiry into regional and rural airfares, including:
  - *Invitation to appear as a witness to highlight the disproportionate impact of high travel costs on remote communities.*
- Broader advocacy relating to cost of living pressures, including:
  - *High cost of food and essential goods and services.*
  - *Freight and supply chain challenges impacting remote communities.*

ONLINE GAMBLING AND DIGITAL ACCESS

- Engagement with Minister McCarthy regarding the impacts of online gambling.
- Successful grant application to deliver community education, including in-person support workshops and the development of culturally relevant resources such as the Yaka Ding Ding music video.



Community consultation to develop key messages for the Yaka Ding Ding video, created by Educational Animations.

YAKA DING DING
(No to Online Gambling)

WATCH →



Community engagement about aged care services in Ramingining.

NDIS AND SERVICE ACCESS EQUITY

- Submission to the Senate advocating for sustainable and culturally safe NDIS support for First Nations participants, with a focus on improving accessibility and service delivery in remote areas.
- Broader advocacy highlighting inequities in access to services across remote communities, including disability, health, and legal support services.

SUPPORT FOR CARERS AND VULNERABLE PEOPLE

- Partnership with Carers NT, enabling approved carers to access essential goods through ALPA stores to support vulnerable community members.

YOUTH AND SOCIAL POLICY

- Advocacy on the proposed social media ban for under 16s, raising concerns about the need for appropriate alternative activities and engagement opportunities for young people in remote communities.
- Advocacy supporting increased access to youth engagement, early intervention, and early childhood programs, recognising their role in long-term community safety and wellbeing.

HEALTH, NUTRITION AND FOOD SECURITY

- Advocacy relating to food security and nutrition outcomes in remote communities, including the importance of access to affordable, healthy food.
- Recognition of the role of community stores in supporting health outcomes and chronic disease prevention.

AGED CARE ADVOCACY

- Delivery of an Aged Care Advocacy Pilot Program in partnership with Darwin Community Legal Service in Ramingining and Milingimbi.
- The program has highlighted the significant gaps in services and support for Elders in remote regions, strengthening the case for tailored, place-based aged care solutions.

POLICY ENGAGEMENT AND SECTOR INFLUENCE

- Ongoing participation in government consultations, sector forums, and regional planning discussions, contributing to policy development and ensuring the voices of East Arnhem Land communities are represented.
- Active representation on the Federal First Nations Reference Group, contributing to and influencing national employment policy.
- Participation in the NT Skills First Nations Advisory Group, influencing implementation of the National Skills Agreement in the Northern Territory, with a focus on training outcomes for First Nations people.
- Holding a Board position on the National Indigenous Employment Alliance (The Alliance), a peak body influencing national policy on employment and training for First Nations people.
- Collaboration with regional partners and peak bodies to influence systemic change and long-term outcomes.

INVESTING BACK

ALPA contributed over

$48 MILLION

to our member communities in FY26.

This includes real wages, capital investment, repairs and maintenance, Community Care Programs and other sponsorships.

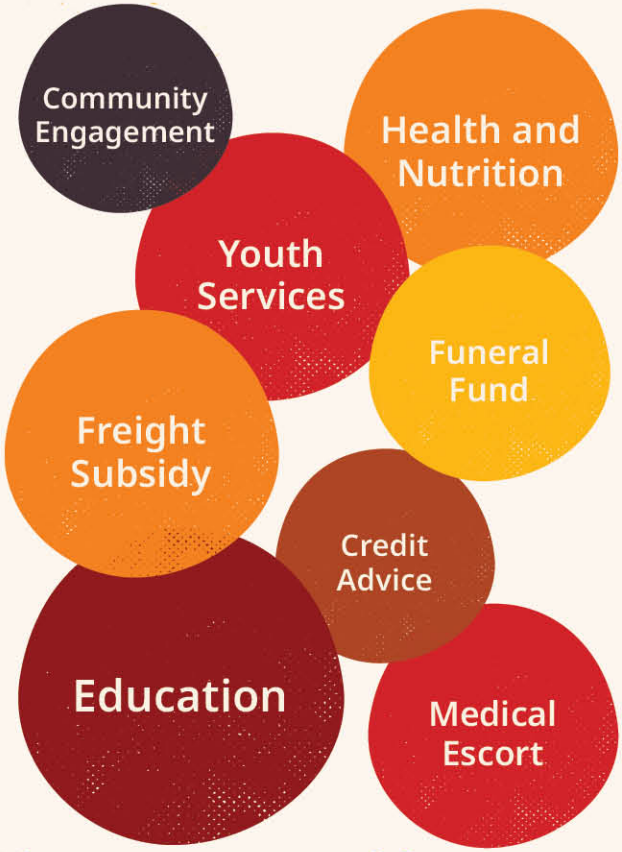
COMMUNITY CARE PROGRAMS

ALPA is guided by a long-term vision that prioritises sustainable growth and lasting impact for future generations. Our Community Care program is a key part of this commitment, allowing us to reinvest in and support the wellbeing of our member communities. Community Care programs are funded by ALPA's surplus. Decisions around the allocation of funds are guided by local Community Advisory Committees (CACs) and our Board of Directors.

ALPA HAS TWO TYPES OF COMMUNITY CARE FUNDS:

CORPORATE COMMUNITY CARE

The Corporate Community Care program is a shared fund for all ALPA member communities. It is designed to support every member, regardless of the surplus generated by individual stores.



GUNGAYUNAMIRR RRUPIYA

In addition to Corporate Community Care, ALPA contributes funds into Gungayunamirr Rrupiya based on the surplus generated by the stores in each of our member communities. These funds are only accessible to the members of that respective community.





Solomon Bidingal.

COMMUNITY STORY: MEDICAL SUPPORT

Remote community members often face significant challenges accessing healthcare due to their distance from major service centres. This can mean travelling long distances for specialist treatment and spending extended time away from family and community.

When Solomon Bidingal needed to travel interstate for medical care, ALPA provided support with travel and related expenses for him and his family. This assistance allowed Solomon's family members to travel between community and interstate over an extended period, ensuring Solomon always had the support of loved ones by his side. Today, Solomon is back home in Galiwin'ku, laughing, playing and enjoying life with family and community.



Solomon Bidingal and family visiting ALPA at the Darwin Support Office.

COMMUNITY CHRISTMAS CELEBRATIONS

In December 2025, ALPA used Gungayunamirr Rrupiya funds to host Christmas Feasts in Gapuwiyak, Galiwin'ku, Milingimbi and Ramingining to say thank you to community members for their support throughout the year. Darwin Support Office team members flew out for the week to deliver the feasts alongside local store teams. Communities enjoyed plenty of manymak ŋatha (good food) while coming together and sharing the festive spirit.



Galiwin'ku Store team member Valerie Gamata supporting the community Christmas celebrations.

MEMBER COMMUNITIES

ALPA IS A MEMBERSHIP ORGANISATION THAT EXISTS TO SERVE ITS MEMBER COMMUNITIES OF GALIWIN'KU, GAPUWIYAK, MILINGIMBI, RAMINGINING AND MINJILANG.

Like shareholders in a company, our members have a voice in how the organisation operates through the Board of Directors and Community Advisory Committees. This ensures everything we do delivers benefits back to communities.





MINJILANG

MILINGIMBI

RAMINGINING

ARNHEM LAND

1972: BACK TO ALPA'S BEGINNINGS

Before 1972, community stores in Arnhem Land were owned and operated by the Methodist Overseas Mission Commission (MOM) – now the United Church of Australia. Anticipating changes to land leases and government funding, MOM established the Arnhem Land Civic and Economic Development Council (CEDAR) to support Yolŋu economic development. The Arnhem Land Progress Association (ALPA) was subsequently formed under CEDAR to manage remote community stores, supported by but independent to the Church.

ALPA's initial members were the seven communities of Warruwi, Gapuwiyak, Galiwin'ku, Milingimbi, Minjilang, Ramingining and Yirrkala.

ALPA borrowed almost $1M to buy and upgrade plant and equipment, and the early successful operation of the stores enabled the loan to be repaid within three years. Since that time ALPA has been financially independent, with no operational or financial connection to the church.







GALIWIN'KU

GAPUWIYAK

ALPA HISTORY DOCUMENTARY WATCH →

GALIWIN'KU HIGHLIGHTS



I'm proud that we have shops and other businesses that employ and train Yolŋu, and programs like Emerging Leaders for the future. I'm really proud of the community here and the other ALPA member communities. ALPA has helped me get to another stage, where I can be working and talking to my community – I'm always engaging. I'm not on the ALPA Board for myself, I'm there for my community.

Don Wininba
DEPUTY CHAIR

CELEBRATING COMPLETION OF MAJOR HOUSING PROJECT

BUKMAK CONSTRUCTIONS

Since 2021, Bukmak has worked with determination and resilience to navigate the complexities of remote construction and deliver the 87-house project. The 87th house was completed in March 2026, rounding out an intensive multi-year effort and delivering lasting outcomes for the Galiwin'ku community.

Central to this achievement was the dedicated Yolŋu workforce behind the tools, whose commitment, skills and deep local knowledge supported the project's success.



I always feel manymak (good) because that djäma (work) makes me happy. Djäma is very important to me. Training is manymak for us, especially for young people and young dirramu (men), so we can learn skills and have djäma in construction for the future.

Gary Yunupingu
BUKMAK TEAM MEMBER

Mathew Gondarra and Gary Yunupingu outside one of the newly built homes in Galiwin'ku.

SKILLS FOR THE FUTURE

BUKMAK CONSTRUCTIONS

To support employment outcomes beyond the 87-house project, Yolŋu workers were provided with targeted training and development opportunities. With support from the Indigenous Skills and Employment Program (ISEP), participants successfully completed their Certificate II in Housing Repairs and Maintenance. The training aligned with on-site construction, equipping the men with recognised skills to open pathways for career progression.





Gina receiving her Certificate of Completion for her first Good Food People training unit alongside nutritionist Celia Innerarity.

GOOD FOOD PEOPLE: GINA LEADING THE WAY

NUTRITION

Gina Laminyarra Bukulatjpi was already leading healthy takeaway at the Galiwin'ku Store long before joining Good Food People, having run the kitchen single-handedly for several years. The opportunity to join the program was an exciting chance for Gina to take her career to the next level. Gina is a quiet achiever who loves her job and is known for her exceptional work ethic. Her passion for health extends beyond herself, driven by a genuine commitment to supporting the wellbeing of her community.

Since starting as a Good Food Person, Gina's confidence has grown even further. She takes great pride in the healthy food she prepares and embraces every opportunity to learn new skills and build her knowledge. Gina continues to be the backbone of the Galiwin'ku Store takeaway and we can't wait to see her ongoing growth.

Read more about the Good Food People program on page 57.

PEACE MARCH CONNECTS DJAMARRKULI

EAST ARNHEM LAND YOUTH MODEL

Ahead of the Christmas and New Year period, a Peace March was organised in Galiwin'ku in response to concerns about young people becoming disconnected. The march aimed to remind young people of elders' teachings and promote a positive atmosphere in the community during the holiday period.

East Arnhem Land Youth Model (EALYM) Coordinator Tanya Lakawuy worked through community meetings, social media and gurruṯu (kinship) networks to encourage bukmak (everyone) to take part. More than 50 community members joined. At the conclusion, elders, leaders and church members shared raypirri (discipline) speeches on living a positive life, Yolŋu identity, and community responsibilities.

Feedback was overwhelmingly positive, with interest in making the Peace March an annual pre-Christmas event. Tanya noted positive changes within her own family, with her djamarrkuḻi (children) choosing not to engage in yaka manymak (not good) behaviour over the holidays, showing the message was understood.

> *We wanted to let everyone know – family, djamarrkuḻi, gurruṯu mala – to use these events for manymak (good) joy, happiness and fun. Make Galiwin'ku a manymak place for everyone during this time.*
>
> Tanya Lakawuy
> **EALYM LOCAL COORDINATOR**



DELILAH EXCELS IN HER TRAINING JOURNEY

TRAINING

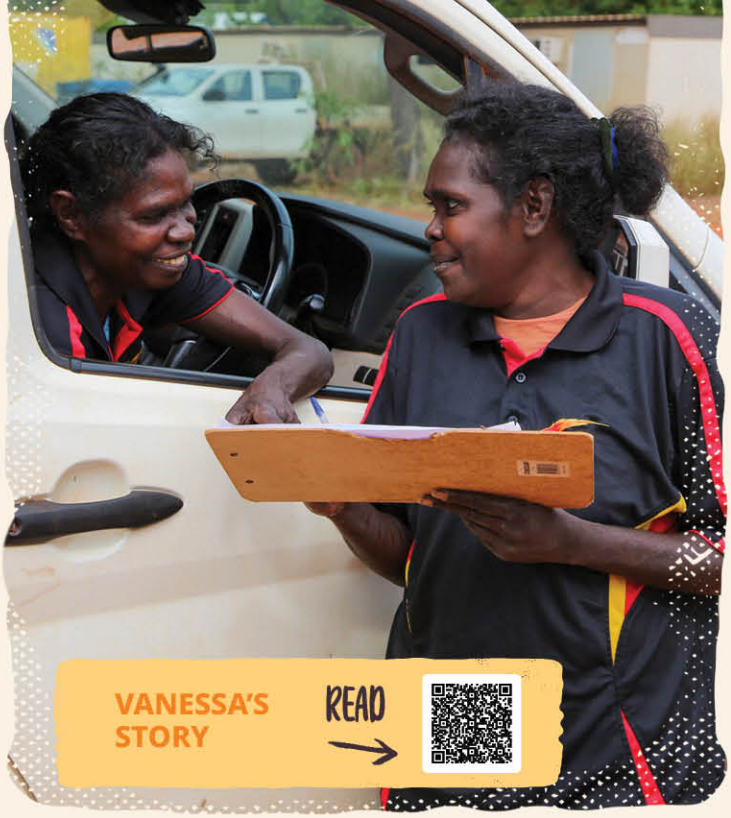
Delilah Gondarra has shown exceptional dedication throughout her training journey, consistently going above and beyond in her learning. After completing a Food Safety short course, she enrolled in a Certificate II in Retail Services and excelled in her studies. Following time away from community, Delilah returned determined to complete her qualification and achieved excellent results.



VANESSA'S IMPACT THROUGH MIYALK KITCHEN

REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

For the past three years, Vanessa Maymuru has been an integral part of the Miyalk Kitchen operations. She has taken on a central role in delivering meals to NDIS clients, significantly reducing the program's reliance on external transport providers and strengthening the continuity and reliability of the service. Vanessa's commitment and growth were also recognised in a feature story on SBS and NITV, which highlighted both the impact of the Miyalk Kitchen project and her role in supporting the Galiwin'ku community.



Miyalk Kitchen team members Beverly Dhurrkay and Vanessa Maymuru.



MIYALK KITCHEN: NT DISABILITY AWARDS FINALIST

REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

Miyalk Kitchen was proud to be named a finalist in the NT Disability Awards, recognised for its impactful work supporting NDIS participants in Galiwin'ku through meal delivery services. As demand grows, Miyalk Kitchen continues to build its capacity and now delivers 20 meals daily to community members.

JENNIFER CELEBRATES 30 YEARS WITH ALPA

RETAIL

Jennifer Wunungmurra celebrated an incredible 30 years with the Galiwin'ku Store in 2026. Throughout her career, Jennifer has worked across all departments in the store and now holds the position of Sales Floor Supervisor. Jennifer is highly regarded for her dedication and ability to guide new team members, ensuring they understand their responsibilities and the importance of leadership within the Galiwin'ku community. To support her career journey, Jennifer attended ALPA's Future Leaders Program in Darwin in April 2026.

Read more about the Future Leaders Program on page 50.



Area Manager John Quill, Sales Floor Supervisor Jennifer Wunungmurra and former Liason Officer and Staff Cultural Mentor David Djalangi.

GAPUWIYAK HIGHLIGHTS



The Gapuwiyak barge landing.

I'm happy to see ALPA achieve its goals this year. The store is performing manymak (good), with team work making it strong. I'd like to see more of that into the future. I'm excited about the renovations happening in the store soon.

Community members talk about high prices at the store, and I try to explain that dhäwu (story) to them so they can understand. Everything is more expensive, the barge and our freight is more expensive, but we are all working together to keep prices down for our community.



Jason Butjala
DIRECTOR

KESHAYLA BUILDS HER CAREER AS A GOOD FOOD PERSON

NUTRITION

Keshayla Wunungmurra has embraced her new role as a Good Food Person with infectious energy and a love for learning. As a recent high school graduate, Keshayla has quickly grown into a passionate advocate for manymak ŋatha (good food) in just four short months. Focusing on the fruit and vegetable department, Keshayla is working through her training booklets with enthusiasm and is showing strong initiative in her new role.



Manymak ŋatha makes you feel good and happy for the future so we can go for a long life. It is good to learn more nutrition and good manymak ŋatha for my future.

Keshayla Wunungmurra





I'm so proud of myself and my workmate Lili Marrkula.

Keshayla Wunungmurra

Lili Marrkula joins Keshayla in the program as a Good Food Person.

DJARRADAWUN ACTIVITY

EAST ARNHEM LAND YOUTH MODEL

Djarradawun activity during the school holidays created a space where djamarrkuḻi (children) connected with homelands, learned from family, and strengthened their confidence in culture through rich, hands-on experiences.

This activity was led by long-standing program staff Margaret Marrkula and Lindsay Gurruwiwi, and supported by families who volunteered their time and knowledge. Djamarrkuḻi took part in raypirri (discipline and respect) sessions with elders, arts and crafts, and sports, learning and having fun in a strong community environment.



Djamarrkuḻi hunting at Yalakun homeland during djarradawun activity.



STORE UPGRADES STRENGTHENING FOOD SECURITY

RETAIL

Renovation works are underway at the Gapuwiyak Store with a focus on improving food security for the community. Central to the upgrades is a major expansion of freezer and chiller capacity, adding approximately 120 pallet spaces to help maintain stock levels during the wet season when barge deliveries can be impacted by severe weather.

The project also includes new register cabinetry, upgraded grocery and general merchandise shelving, expanded fresh fruit and vegetable displays, and a full store repaint, creating a refreshed and functional retail environment.

KATHY'S 30–YEAR MILESTONE AT THE GAPUWIYAK STORE

RETAIL

Kathy Gurkawuy Marrawungu celebrated an outstanding 30 years of service with ALPA in June 2025. Beginning her career as a Register Operator, Kathy quickly progressed to Store Supervisor where she has played a key role in leading the front-end and takeaway teams to deliver quality service to the Gapuwiyak community.

Passionate about supporting others, Kathy takes great pride in mentoring young people as they begin their careers and build new skills. Thank you, Kathy, for the lasting impact you've made on the Gapuwiyak community.



BUSH MIYALK PRODUCTS LAUNCH AT CHRISTMAS MARKET

REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

The Gapuwiyak Christmas Markets were a vibrant showcase of local talent, cultural expression, and community enterprise. Among the standout highlights was Bush Miyalk's launch of their festive Jingle Bell Rock Here on Country product range, which drew strong interest and enthusiasm from market goers.

Bush Miyalk's stall featured a beautifully presented selection of high quality, handmade items created by miyalk (women), including lush soaps and handwash made from local ingredients, scented candles, unique cushions and pillowcases and clothing. The team excelled in product display and customer service - their efforts paid off quickly with six pillowcases sold within the first 15 minutes, followed by steady sales for the rest of the day.

Alice Wanambi displaying a hand-dyed scarf she created.





Judith Burrarrawanga.

BUILDING SKILLS AND KNOWLEDGE

TRAINING

Laura Ngurruwuthu studying for her retail certificate with trainer Kathleen White.





Twelve students from the Buffalo Boys (Gapuwiyak RAES project) successfully completed a White Card course, strengthening their knowledge of workplace safety, PPE and construction industry risks. Through hands-on activities and interactive learning, students built practical skills to identify hazards and contribute to safer, more confident work environments.

MILINGIMBI HIGHLIGHTS



Being a Director is not just a title, it's about carrying the vision, your aspirations, your plans, your dreams and bringing them to life. ALPA is not just a yäku (name) or a business. ALPA is the five member communities, it's family, it's community.

Elizabeth Ganygulpa
DIRECTOR



I'm proud to have strong community leaders in Milingimbi, like Yingiya, Lapulung, Joanne Baker, Elizabeth Ganygulpa and many more.

Lily Roy
DIRECTOR



Djamarrkuḻi carefully picking cycad nuts for warraga preparation. The nuts are then soaked in the river for an extended period to leach out natural toxins, making them safe to eat and cook with.

WARRAGA MAKING

EAST ARNHEM LAND YOUTH MODEL

Learning to make warraga (bread) is foundational knowledge for Yolŋu. The process takes several days and requires focus, practice and close guidance to ensure it is prepared safely and correctly. Djamarrkuḻi (children) had the opportunity to make trips to the bush and be guided through rich cultural learnings by activity leaders. This begins with harvesting cycad nuts, which are wrapped in paperbark and cooked over the fire, before being unwrapped to reveal the finished warraga.



SABRINA CELEBRATES 3 YEARS OF DJÄMA AT RULKU

RULKU ENTERPRISES

Sabrina Nirrpuranydji achieved her three-year milestone at Rulku Lodge, consistently demonstrating reliability, professionalism, and genuine pride in her work. Throughout periods of staff transition and change, Sabrina has been a steady and dependable presence and now plays an important role in guiding new team members.





Djamarrkuḻi and families collecting bush foods on Bodiya homelands.

MARK GUKGUKPUY CONTINUES LEADERSHIP JOURNEY AS DUTY MANAGER

RETAIL

Showing the strength of Yolŋu leadership, Mark Gukgukpuy has been appointed Duty Manager after building extensive experience across a variety of roles within the store. Through his former Store Supervisor position, Mark developed a deep understanding of store operations and the needs of the community, making him a valued and respected leader.

As a young leader, Mark is continuing to grow his skills through the ALPA Board's Emerging Leaders Program, broadening his capabilities through collaboration and learning with leaders across ALPA.

My family was so proud when they found out I was taking over as Duty Manager. I felt happy and excited to be the first Yolŋu Duty Manager.

Mark Gukgukpuy
DUTY MANAGER AND EMERGING LEADER

KAYLAN BUILDS EXPERIENCE IN HOSPITALITY

REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

The Bush Baker Café was excited to welcome its first work experience student, Kaylan Wanambi from Milingimbi Community Education Centre, for a two-week placement. Working alongside Bush Baker team members Jennifer and Christine, Kaylan was supported to learn at her own pace across café tasks, including operating the coffee machine, assisting with meal preparation and supporting kitchen and service duties. The experience has inspired Kaylan to pursue a permanent role with the café after completing Year 12.



Kaylan Wanambi serving fresh orange juice at the Bush Baker Café.



Rosita Rinybungala studying for her Cert II in Retail.

STUDENTS WORK TOWARDS SCHOOL-BASED APPRENTICESHIPS

TRAINING

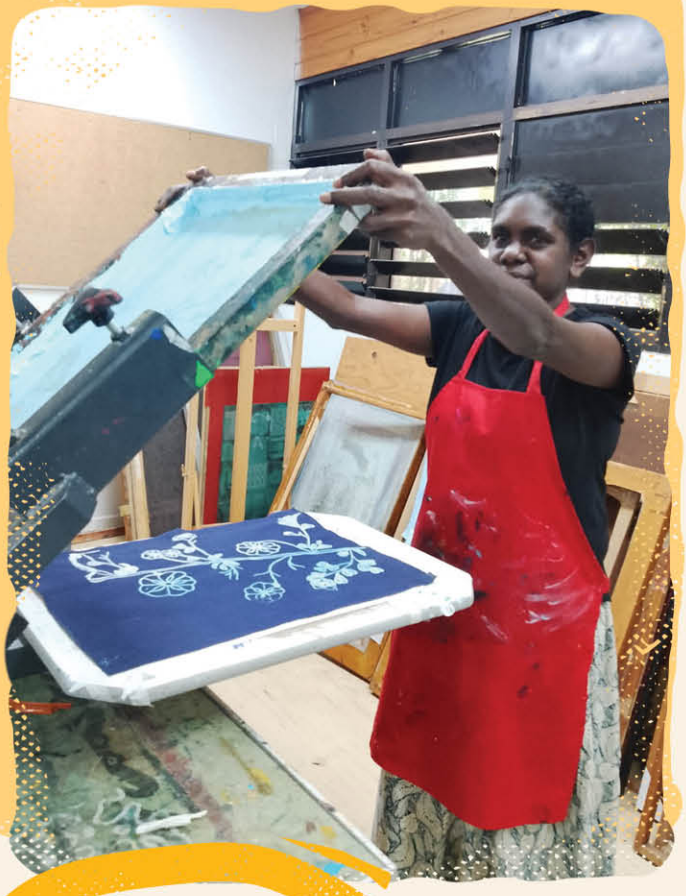
Learning on the job alongside experienced Yolŋu supervisors, three Milingimbi School students have taken their first steps into retail careers. Betina Bunhdhurrngu, Aaliyah Wulanybirr and Rosita Rinybungala from Milingimbi School successfully completed their Certificate I and II in Retail Services, gaining hands-on experience at the Milingimbi Store and building skills in a real work environment. Motivated by the experience, the students are now progressing towards a school-based apprenticeship. The store looks forward to supporting Bettina, Aaliyah and Rosita as they progress in their retail journey.

MILI FRESH FISH SUPPORTS COMMUNITY POST-CYCLONE

REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

In November 2025, Cyclone Fina swept across the Northern Territory and disrupted barge services to Milingimbi and other communities, creating potential food shortages. The Mili Fresh Fish team responded by fishing tirelessly over several days and catching an impressive 400kg of fish to distribute to families. Their support extended beyond the main township, working with the Milingimbi Outstations Progress Resource Aboriginal Corporation to deliver fish to the outstation of Bodiya.





GWENDOLINE SHAPES HER FUTURE IN CREATIVE ARTS

REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

Gwendoline Yalunkunbuy from the Multi Skilled Miyalk project has achieved several major milestones in the past year, developing impressive creative and technical capabilities. She completed both a Certificate I and Certificate II in Visual Arts, supported by screen printing courses through the Batchelor Institute in Darwin and regular study trips. Gwendoline now has the skills to design and sell her own artwork. Demonstrating a deep commitment to growing her practice, she began a Certificate II in Graphic Design in early 2026 and continues her learning journey with enthusiasm.

RAMINGINING HIGHLIGHTS



In the shop, I've seen the staff helping one another with their jobs, encouraging and supporting each other to come to work everyday. I heard about this and then I saw it for myself. This is the same for RAES, dirramu (men) and miyalk (women) are getting on with their jobs and working as a team. For the future, I want to see Yolŋu people keep working together, with the community and with ALPA, helping one another and keeping us strong.

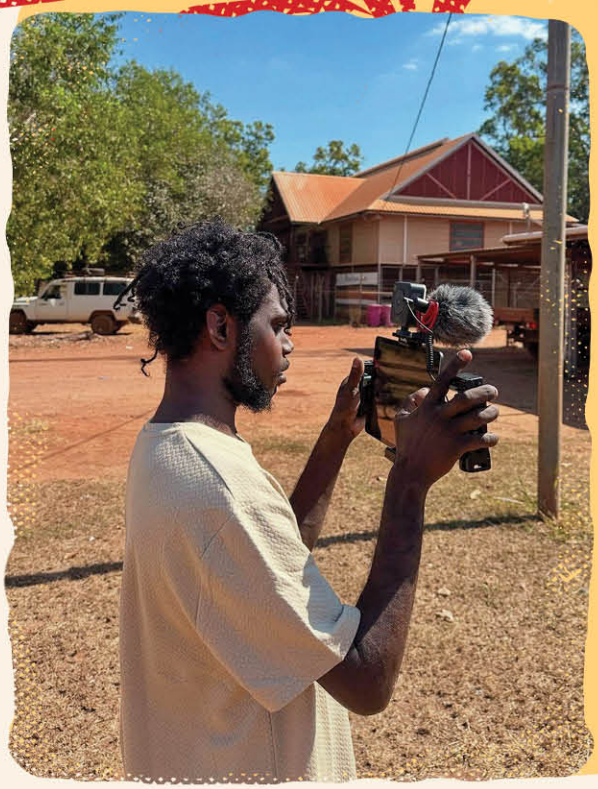
Daphne Malibirr
DIRECTOR

DIGITAL STORYTELLING IN ACTION

REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

Ramingining RAES partnered with Bula'bula Arts to deliver a two-week Digital Media Training program, facilitated by photographer Alana Holmberg. The program introduced participants to the essentials of video production, including filming techniques, camera operation and editing. Participants built confidence in creative storytelling and delivered impactful final films.

The miyalk (women's) team produced two films: a home and workplace tour, and a bush trip documenting pandanus harvesting and natural dye preparation. The dirramu (men's) group created a film capturing a day in the life of an arts centre worker at Bula'bula Arts, featuring weaving, deliveries and canvas preparation, with participant voiceover narration.

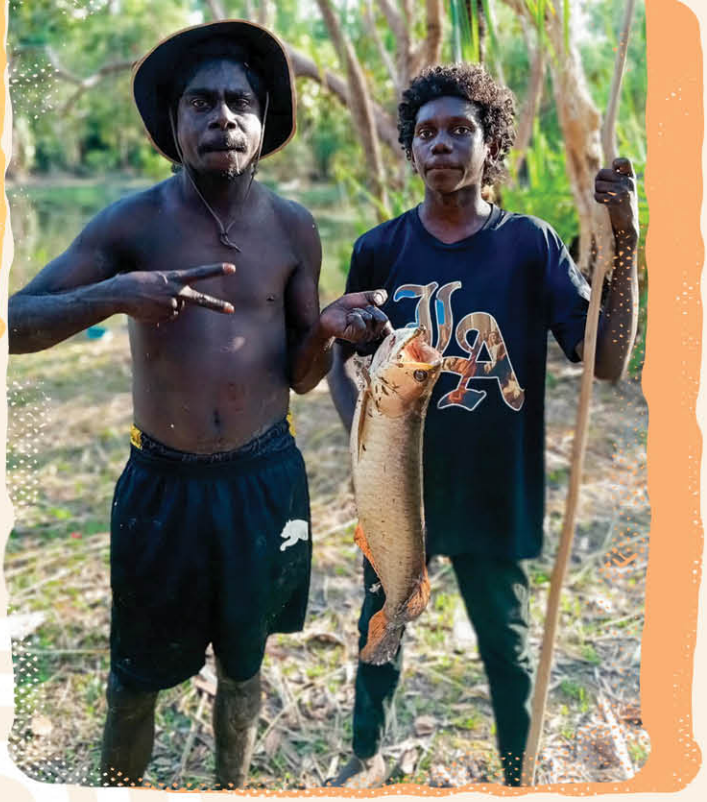


Bula'bula Arts employee Dion Jones filming for his A Day in the Life of an Arts Worker story.

FILMS FROM DIGITAL MEDIA TRAINING

WATCH →





GOMU ACTIVITY

EAST ARNHEM LAND YOUTH MODEL

Led by Jerika Mandharalawuy and her family, Gomu activity supports djamarrkuḻi (young people) to learn traditional hunting practices, including hunting for goya (fish), nyoka' (crab) and banda (long neck turtle). Coinciding with a change in the seasons, djamarrkuḻi built knowledge around how the six Yolŋu seasons guide hunting practices and the types of ŋatha (food) available.

PETER DHALURRUMA: CELEBRATING YEARS OF COMMITMENT AND CARE



REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

Peter Dhalurruma's nearly decade-long commitment to ALPA has left a lasting impact on the Ramingining community. Beginning his journey in 2016 and retiring in 2025, Peter served as a Community Engagement Officer for RAES, previously the Community Development Program. He was instrumental in breaking down barriers to access, transporting participants from outstations into town for work, appointments, events and cultural obligations.

Now retired, Peter enjoys watching the community continue to grow, reflecting on the work he contributed to, and appreciating the well-earned comfort of his senior pension. We thank Peter for his dedication to helping his community stay connected and wish him a long, healthy and happy retirement.

I had a latju djäma (good work) with CDP. I liked my djäma. I woke up early, every day, to go to djäma. I was helping Yolŋu mala starting from outstations, to take them to djäma lil or for their appointments, picking up visitors from the airport and taking people to community activities, hunting and for sorry business.

I miss djäma, but I'm retired now. I'm relaxing.

Peter Dhalurruma

RAYPIRRI GA BUNGUL DJAMA ACTIVITY

EAST ARNHEM LAND YOUTH MODEL

Raypirri Ga Bungul Djama (discipline and ceremony work) is a new East Arnhem Land Youth Model (EALYM) activity supporting djamarrkuḻi (young people) to learn the foundations of bungul (ceremonial dance), with a focus on yirrtja sea bungul. Participants engage with cultural knowledge, learning the stories of the sea and their meaning while singing for Burrum, Yalakun and Langgutja homelands.

The activity strengthens land-based knowledge, including songlines and traditional skills, supporting cultural preservation and intergenerational knowledge transfer. The activity also builds independence and future leadership, a need particularly vital for young men, by providing opportunities for learning and cultural responsibility.

We don't want to lose our culture, we want to carry on and pass it down...we need to teach them how we learnt from our parents.

I want them to be independent... give them opportunity, give them learning, so when we are gone, they can teach.

Fabien Garrawitja
RAMINGINING COORDINATOR





The Dinybulu homelands team.

SUPPORTING ESSENTIAL SERVICES

DINYBULU REGIONAL SERVICES

Dinybulu continues to support the Ramingining community and surrounding homelands through the delivery of essential services, including lodge operations, homelands maintenance, and logistics.

Now in its second year, the Dinybulu Logistics Hub (DLH) is delivering reliable operations with strong support from its key client, the ALPA Ramingining Store. DLH plays a critical role in this remote region where reliable supply chains are essential to the consistent delivery of services and resources.

STUDENTS LEARN VITAL FIRST AID SKILLS

TRAINING

Building confidence to care for their community, 15 senior students from Ramingining School successfully completed first aid training, delivered by ALPA trainers. They learned essential skills including CPR, snakebite response and how to care for family in medical emergencies. The training concluded with a Learning on Country session, giving students the opportunity to apply their skills in a range of scenarios and feel empowered to respond in real-life situations.



Ramingining School students proudly completed their Certificate II in Community Services. To celebrate, they made empanadas with trainer Pablo Stuardo while teaching Pablo new Yolŋu Matha words and games.



Sharee Durrurrnga and Keisha Moscoe during First Aid training.



Samantha Ledwidge and trainer Peter Nolan. Samantha proudly completed her retail traineeship in 2026.

MINJILANG HIGHLIGHTS

ALPA have been in Minjilang for a long time. I'm really proud of the people from East and West Arnhem Land, and how we have been able to work together.

Matthew Nagarlbin
DIRECTOR





I'm proud to be a Director. It can be challenging, but I'm learning how the systems work and I love it.

Anita Yarmirr
DIRECTOR

CAREERS DAY

COMMUNITY ENGAGEMENT

Building on the success of the East Arnhem Careers Tour, ALPA hosted a Careers and Opportunities Day in Minjilang, West Arnhem Land, bringing together a strong network of organisations to support local pathways.

Representatives from NAAJA, West Arnhem Regional Council, Northern Land Council, Red Lily Health, NIAA, GTNT Group, NT Police, Defence Australia, Department of Education and Training, and the Aboriginal Interpreter Service connected with students and community members, sharing practical advice on career options both within and beyond their community.







ALPA Director Matthew Nagarlbin and Travalia Wauchope at the Minjilang Store.

OUTCOMES: TRAVALIA'S TRAINEESHIP

Travalia Wauchope connected with Apprenticeships Northern Territory at the Careers Day which led to her securing a traineeship at the Minjilang Store, becoming the store's first school-based trainee. The store has welcomed her as part of the team.

Bringing enthusiasm and energy to the workplace, Travalia is building skills on the job while being supported to complete her studies. Her journey demonstrates the real impact of initiatives like the Careers Day, creating opportunities and meaningful pathways for people in remote communities.

DALLAS MAYALI WINS SWINBURNE TRADES TALENT AWARD

REMOTE AUSTRALIA EMPLOYMENT PROGRAM (RAES)

Dallas Mayali is the proud winner of the Swinburne Trades Talent Award, recognised for his consistent performance in a range of training programs. Dallas is a dedicated learner with a strong practical ability. He works exceptionally well within a team, takes pride in his work, and consistently approaches training with enthusiasm and resilience. Across concreting, landscaping, and fencing programs, Dallas has grown confidence with tools and machinery, and has developed broad skills that set him up for success in a trades environment.



Dallas Mayali receiving his Swinburne Trades Talent Award.



Shayden Nabalmarda and trainer Pablo Stuardo.

SHAYDEN NABALMARDA BUILDS PATHWAY IN COMMUNITY SERVICES

TRAINING

Reaching the final pages of his workbook, Shayden Nabalmarda was incredibly proud to complete his Certificate II in Community Services after 18 months of dedicated study. A highlight for Shayden was applying his classroom knowledge directly to his work in community services, seeing clear connections between his learnings and real-world practice. With this strong foundation, Shayden is now exploring the next step in his career through a Certificate III qualification.

DIVISIONAL SNAPSHOT

ALPA IS A MULTI-SECTOR ORGANISATION. GET TO KNOW OUR DIVISIONS AND DEPARTMENTS.

RETAIL

Retail is where our journey began in 1972 with a single tin shed community store in Ramingining. Today, retail remains our core business, strengthening food security, creating employment opportunities, and fostering economic independence for First Nations people. We're proud to have grown into a thriving network of stores across the Northern Territory and Far North Queensland.

ALPA MEMBER STORES

Our member stores are 100% owned and operated by ALPA and create surplus which is reinvested back into member communities.

INDEPENDENT STORES

Independent stores are businesses that ALPA manage on behalf of other First Nations and community corporations.

ISLAND & CAPE

Island & Cape is a fully owned subsidiary of ALPA, operating remote community stores in Far North Queensland and the Torres Strait.

NUTRITION

Led by the ALPA Board of Directors, the ALPA Health and Nutrition Strategy empowers customers to make healthier choices with ease. The Nutrition team works closely with stores to support healthy retail environments.

COMMUNITY SERVICES

The ALPA Community Services division continues to play a vital role in supporting the social and cultural wellbeing of remote First Nations communities across East and West Arnhem Land.

REMOTE AUSTRALIA EMPLOYMENT SERVICE (RAES)

ALPA is proud to deliver RAES under the National Indigenous Australians Agency (NIAA) remote employment scheme. RAES supports job seekers to build skills and gain meaningful employment through a flexible strengths-based approach.

REGISTERED TRAINING ORGANISATION (RTO)

The ALPA RTO delivers high-quality training in remote settings. Our dedicated trainers travel across the Northern Territory and Far North Queensland, making learning accessible in some of the most isolated parts of Australia.

EAST ARNHEM LAND YOUTH MODEL (EALYM)

EALYM is a community-led initiative for djamarrkuḻi (young people) grounded in Yolŋu knowledge, governance, and responsibility. It returns decision-making power to Yolŋu communities, where culture, intergenerational learning, and local leadership guide program delivery.

COMMUNITY ENGAGEMENT

The Community Engagement team plays a vital role in our operations through consultation and community projects. The team provides meaningful opportunities for ALPA members to engage in dialogue about programs, enabling community voices to shape service delivery.

ENTERPRISE

ALPA's Enterprise and Economic Development division began in 2017 to harness economic businesses in remote communities. Through these subsidiaries, we're proud to advance the ALPA mission by building local skills, creating meaningful employment opportunities, and supporting the economic development of the region.

BUKMAK CONSTRUCTIONS

Bukmak is a wholly owned Aboriginal construction company. Through established operations across East Arnhem Land, Bukmak invests in skills and supports job creation.

RULKU ENTERPRISES

Rulku is a family-owned business based in Milingimbi. Rulku Lodge continues to serve as the community's primary visitor accommodation, offering a unique lodge-style experience that reflects the island's natural surroundings.

DINYBULU REGIONAL SERVICES

Established in 2014, Dinybulu continues to support Ramingining and surrounding homelands through essential services, including lodge operations, homelands maintenance, and logistics.

MANAPAN FURNITURE

Grounded in the cultural heritage of the Yolŋu people, Manapan crafts high-end furniture and woodwork pieces for private and corporate clients.

BUKMAK BUILDING SERVICES NORTHERN TERRITORY (BBSNT)

BBSNT delivers essential building, repair and maintenance services in remote communities, while creating jobs and opportunities for First Nations people.

CORPORATE SERVICES

Corporate Services is a key enabler in ALPA's strategic and operational success. Delivering integrated solutions across the organisation, the team fosters collaboration, enhances transparency, and champions continuous improvement. As the backbone of ALPA, Corporate Services works to ensure our people and processes are equipped to navigate our dynamic environment.

Over 60 team members
9 departments



On the following pages, explore the highlights from our operational divisions.

RETAIL HIGHLIGHTS



The Kalkarindji Store team and volunteers from the Darwin Support Office for the 2025 Freedom Day Festival.

FUTURE LEADERS PROGRAM

ALPA proudly delivered another successful round of the Future Leaders Program, bringing together emerging Yolŋu and Bininj retail leaders from across communities for one week of intensive learning, leadership development and engagement with key partners.

The program explored how participants can guide their teams with confidence, pride and cultural strength. They reflected on their experiences as supervisors, shared insights, strengthened their action planning skills and identified practical steps to support ongoing development.

Participants had the opportunity to meet with several valued external stakeholders who generously hosted site visits and shared lessons about operations, supply chains and customer service.

Thank you to Independent Grocers (Metcash), Simon George & Sons, Wyuna Cold Stores, Sea Swift, and G&R Wills for opening their doors and supporting the professional growth of our future leaders. The program has strengthened leadership capability and contributed to the continued growth, resilience and economic development of member communities.



Future Leaders met with Opposition Leader Selena Uibo to talk about resilience and the important role leaders play in supporting their communities.



Robert Baker from the Milingimbi Store at the Future Leaders Program.

SUBSIDY SCHEME SUPPORTING COST OF LIVING

Remote communities face unique challenges in accessing affordable food, with freight costs, extreme weather events and distance from major supply centres contributing to significantly higher grocery prices than those experienced in urban areas.

LOW-COST ESSENTIALS SUBSIDY SCHEME

The Low-Cost Essentials Subsidy Scheme is an Australian Government initiative which subsidises essential grocery items to improve affordability and nutrition outcomes. Following a successful trial, ALPA supported the expansion of the scheme to all eligible member and independent stores. The scheme requires remote store operators to sign up to the National Code of Practice for Remote Store Operations, which outlines minimum standards for governance, operations and health in community stores.

THE SCHEME HAS DELIVERED SIGNIFICANT BENEFITS, INCLUDING TOTAL CUSTOMER SAVINGS EXCEEDING $850,000 ACROSS ALPA AND ISLAND & CAPE STORES.



Milingimbi Store worker Susan Manawarawuy and customer Jessie Murarrgirarrgi at the stocked Grab N Go fridge.

ADVOCATING FOR REMOTE FOOD SECURITY

ALPA has been actively involved in shaping the early actions of the National Strategy for Food Security in Remote Aboriginal and Torres Strait Islander Communities. Through participation in the Remote Food Security Working Group, ALPA has advocated for practical solutions to improve food supply, affordability and service delivery in remote communities. The rollout of the subsidy scheme marks an important milestone, and ALPA is excited to see the program delivering tangible benefits for remote community members. Another key initiative under the strategy is the Good Food People program, a national nutrition program led by ALPA (read more on page 57).

FOOD SECURITY GRANTS

Two Food Security and Resilience Grants were awarded to Lajamanu and Warliburru in 2025 to strengthen community resilience and improve food security. The projects will reduce reliance on emergency freight by increasing local capacity to store perishable goods and maintain a more consistent supply of fresh, nutritious products. This will support reliable access to essential food during periods of isolation caused by extreme weather events.

The impact of this investment is already evident in Lajamanu. For the first time, only short shelf-life items, such as fresh fruit and vegetables, required air transport, demonstrating major improvements in storage capability and supply chain efficiency. This outcome highlights the practical benefits of targeted infrastructure investments in supporting food security for remote communities. Work on the Warliburru project is progressing well, with completion expected in the coming months and similar benefits expected for the community.





Flooded Nganmarriyanga community.

EXTREME WEATHER

NGANMARRIYANGA

Following the impact of Tropical Cyclone Narelle, the Nganmarriyanga community experienced severe flooding. The community was evacuated and the store sustained extensive flood damage. Through the swift and coordinated efforts of community leaders, the Northern Territory Government, Bukmak Constructions and ALPA, a recovery plan was quickly established to restore essential services and rebuild the store with improvements designed to better withstand future weather events.

NUMBULWAR

As Tropical Cyclone Narelle moved towards the region, the Numbulwar community was evacuated as part of emergency preparedness measures, including the store team and managers. Strong leadership and coordinated efforts supported a safe return for residents within days, with minimal disruption.

These stories highlight the unique challenges of remote retail and reflect the resilience and strength of communities in responding to extreme circumstances.





The Hope Vale Store team.

HOPE VALE STORE REFIT

Despite delays caused by Cyclone Narelle, the Hope Vale Store refit has been a success, revamping the store and creating a space the community feel proud of. Upgrades included new refrigeration, fresh produce displays, flooring, paintwork and an enhanced café area with covered outdoor seating.

ISLAND & CAPE TRAINING AWARDS

Badu Island Store was recognised for its commitment to workforce development, earning a place as a finalist in the Medium Employer of the Year category at the Queensland Training Awards. This recognition was a proud achievement, reflecting the collective efforts of the Badu Island Store team and the ongoing support and guidance of ALPA trainers. The team attended the Queensland Training Awards Gala Dinner in Cairns, coming together to celebrate the positive impact of investing in people, skills and career pathways.

Store team member John Maitie was also named a finalist for the Torres Strait Islander Student of the Year Award. Known by the community for his exceptional customer service at the Badu Island Express, John has progressed into a supervisor role where his skills and leadership continue to grow.



ALPA NUTRITION STRATEGY CONTINUES TO DRIVE RESULTS

Remote store directors continue to lead bold retail and nutrition strategies, with community health at the centre of decision-making. Across the ALPA store network, their innovation and leadership is driving significant progress in creating healthy retail environments. Regular performance reporting supports ongoing improvements across stores, with retail teams working in close collaboration with nutritionists.

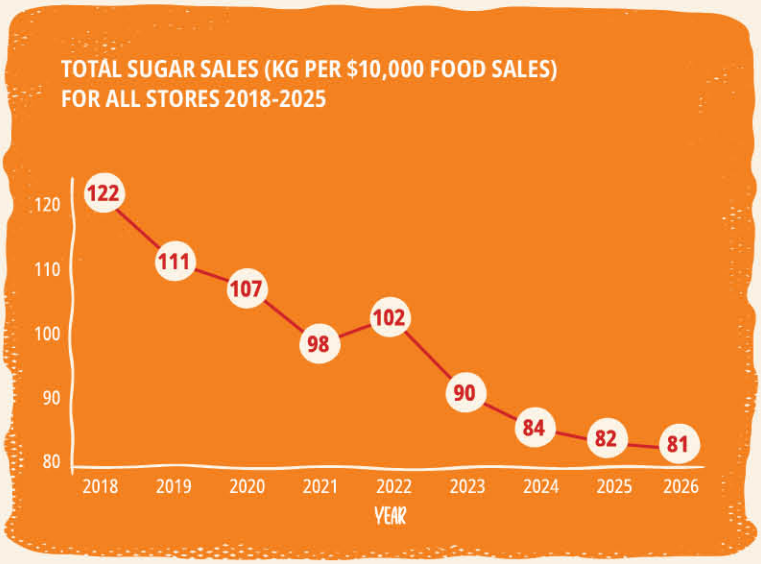


Faithleen Tilmouth and Tiana Gurruwiwi with fresh produce at the Lajamanu Store.

STRONG PROGRESS IN SUGAR REDUCTION

Stores achieved further reductions in sugar purchased in the 2026 financial year, with the most significant decline seen in table sugar – the single biggest contributor to overall sugar sales.

ALPA remains committed to strengthening sugar reduction policies across stores, targeting key high-sugar products including table sugar, soft drinks, juices, confectionery, sweet biscuits, ice creams and flavoured milk.



HEALTHY TAKEAWAY OFFER

Healthy takeaway continues to be a source of pride across the ALPA store network. This financial year, 56% of all takeaway sales across stores were healthy options. This achievement reflects the daily dedication of kitchen teams stretching from Central Australia to the Top End and the Torres Strait.

Stores achieving over 75% healthy takeaway sales

- ININTI STORE (MUṮITJULU)
- MAJILA STORE (MINJILANG)
- MALANDARI STORE (BORROLOOLA)



Naretta Nunggarrgalu setting up the September Healthy End display at the Numburindi Store.

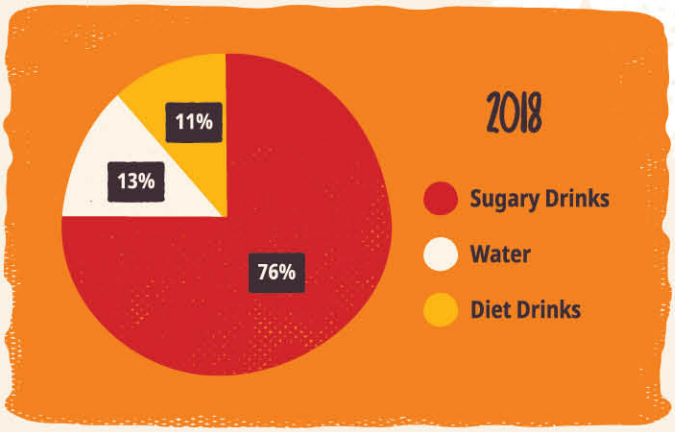
PRIORITISING HEALTHY DRINK CHOICES

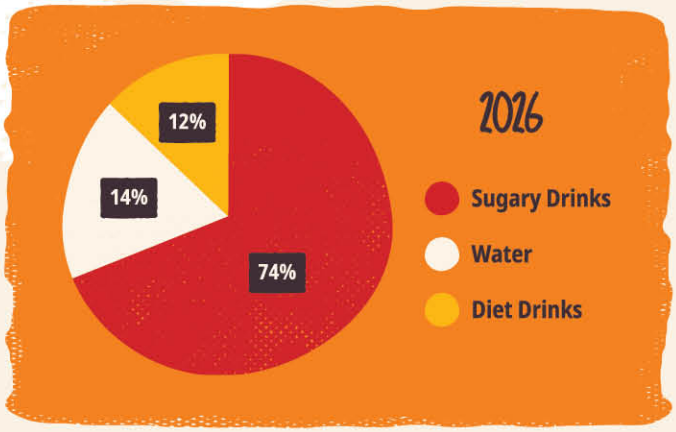
Over the past decade, ALPA stores have successfully reduced sugar consumption from soft drinks through dedicated nutrition policies, including:

- Allocating 60% of fridge space to water and no sugar drinks
- Placing healthier drink options in priority shelf positions
- Pricing water as the most affordable drink option

These health-focused practices remain uncommon in mainstream retail, highlighting the impact of First Nations leaders who are trailblazing healthier store environments for their communities. While reductions in sugary drink sales have stabilised, teams continue to work alongside store directors to refine strategies and support the best health outcomes for customers.

PROPORTION OF TOTAL DRINK SALES (% VOL) PER DRINK CATEGORY ACROSS ALL STORES 2018 VS 2026







Malarndari store team and nutritionist Sarah Purdy.



Andrew Ganambarr preparing fruit for the Galiwin'ku Store takeaway.

FRUIT AND VEG SALES

Maintaining a high-quality fruit and vegetable department is one of the most challenging and labour-intensive areas of remote store operations. The dedication of store teams continues to ensure customers have access to fresh produce, despite the challenges of long freight distances, extreme weather conditions, and the limited shelf life of fresh foods.

The ALPA Board and independent store directors continue to self-fund a freight subsidy on all fresh fruit and vegetables, reducing prices for customers by at least 20%. Regular benchmarking against major supermarkets ensures pricing is comparable.

Thank you to ALPA's fruit and vegetable supplier, Simon George & Sons, for their continued support in ensuring high-quality products reach chillers and shelves across remote Northern Territory and Far North Queensland.

Fresh produce sold in FY26
760 TONNES

TOBACCO USE REDUCTION

ALPA continues to support national and local initiatives to curb smoking in communities, with tobacco sales decreasing by a further 3% this year. ALPA has recently partnered with the College of Medicine and Public Health at Flinders University to develop community-led approaches to tobacco use reduction.

Monash nutrition students preparing manymak ŋatha (good food) with Gina Laminyarra Bukulatjpi in the Galiwin'ku Store takeaway.



ALPA HOSTS MONASH UNIVERSITY STUDENTS

ALPA's long-standing partnership with Monash University continues to create valuable opportunities for collaboration, including student placements. This year, four students focused on improving healthy takeaway offers, spending time in communities to better understand remote store operations before developing a suite of resources for store teams. ALPA looks forward to hosting more students in the upcoming year.

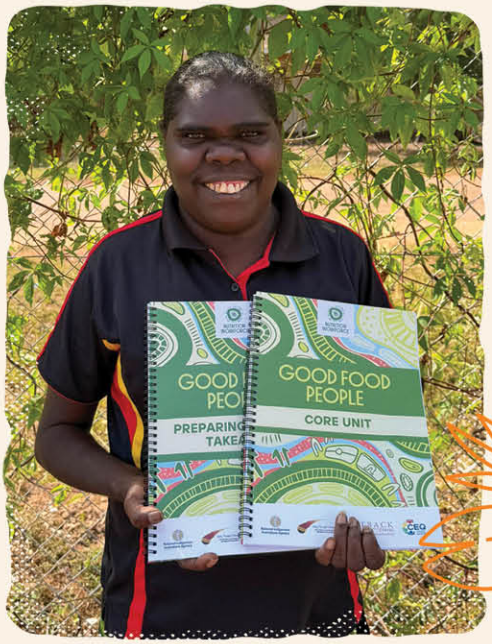
GOOD FOOD PEOPLE: LEADING NATIONAL NUTRITION PROGRAM

This year marked a proud milestone in our nutrition journey, with ALPA selected to lead the national First Nations Nutrition Workforce Program. Funded by the National Indigenous Australians Agency (NIAA), the program is delivered in partnership with Outback Stores (OBS) and Community Enterprise Queensland (CEQ).

Known locally as Good Food People, the investment will create 106 new roles in remote stores across three years, building a strong First Nations workforce to create and maintain healthy retail environments. Training is delivered by qualified nutritionists targeting key areas in the store including fresh fruit and vegetables, healthy takeaway, merchandising, and promotion of healthier food and drink choices.

While ALPA will oversee implementation, the program represents an exciting opportunity to connect stores across ALPA, CEQ and OBS, working towards a shared goal and building on each other's strengths.

> *It's a manymak [good] thing for people to be working together for the health of our people.*
>
> Mätjarra Garrawurra
> **ALPA CHAIRPERSON**



Good Food Person Laura Ngurruwuthun from the Gapuwiyak Store with her training booklets.



The expanded ALPA nutrition team who will deliver the Good Food People program.

POSITIVE IMPACT ALREADY EMERGING

Although still in its early stages, the benefits of this cross-organisational program are already being seen. There is strong momentum in stores, with Good Food People engaging in training with nutritionists and growing their knowledge about the food environment and the impact it has on our health. Early results show increased confidence from Good Food People in championing nutrition in their communities.



Nutrition Workforce Mentors Matilda Walker and Keely Jingles.



Gunbalanya daluk (women) with pieces they created during natural dyeing training.

COMMUNITY SERVICES

RAES ROLLOUT: SHIFTING TO A STRONGER REMOTE EMPLOYMENT MODEL

A major change in employment services has been the transition from the Community Development Program (CDP) to the Remote Australia Employment Service (RAES). This reflects a national shift toward a more supportive, culturally responsive and outcomes-focused employment model for remote Australian communities.

RAES places greater emphasis on community engagement and wraparound employment support. It enables service delivery that is better aligned with participant aspirations, employer needs and community priorities, while reducing punitive compliance measures that previously acted as barriers to sustained participation.

For ALPA, this transition required careful planning to ensure continuity of services, strong communication with participants and stakeholders, and readiness to operate within the new service framework.

As RAES is progressively implemented, the focus remains on strengthening pathways to meaningful employment, building skills and capacity, and supporting long term economic participation in remote communities.

ALPA IS PROUD TO DELIVER RAES IN:

- GALIWIN'KU
- MILINGIMBI
- RAMINGINING
- GAPUWIYAK
- MINJILANG
- GUNBALANYA
- JABIRU

Community projects continue to play a central role in RAES, many of which are featured in the Member Community Highlights (pages 30–47).



This work makes me feel reconnected to my Country. I think of my Great Grandfather who planted these trees. I feel happy and strong.

Freda Garnarradj



RTO CONTINUES TO DELIVER REAL TRAINING OUTCOMES

Strong participation across both accredited training and short courses highlights continued demand for practical, accessible learning in remote communities. Over the year, the training team completed 186 visits to remote communities, delivering hands-on training in retail, community services, white card, first aid, higher education support, food safety and the Indigenous Skills and Employment Program (ISEP).

These on-the-ground sessions enabled community members to build skills, access employment pathways and strengthen local capability, all close to home. Our consistent presence reflects a commitment to responsive, community-led training that delivers meaningful outcomes.



Angela Garrawurra getting stuck into learning with trainer Kristy O'brien for the Indigenous Skills Employment Program (ISEP).



White card training in Milingimbi.



NAB team connecting with young people in Galiwin'ku to build confidence and understanding around banking.

YOUR MOB YOUR MONEY

In East Arnhem Land and other remote First Nations communities, financial services are often out of reach due to geographic isolation, language differences, and the complexity of systems. ALPA's Your Mob Your Money tour set out to change that by bringing superannuation funds, tax and banking representatives, financial counsellors, and Services Australia directly to communities.

Over the course of a week, hundreds of Yolŋu community members in Ramingining and Galiwin'ku accessed face-to-face support, all under one roof.

UNCOVERING MILLIONS IN LOST SUPER

Collectively, the superfunds were able to uncover a conservative total of $4 million in lost super across the two communities.

For nine years, Jeffrey Dhurrkay was left in the dark about a $40,000 super fund his brother left behind.

READ STORY

TAX SUPPORT: UP TO 20 YEARS OF UNLODGED TAX RETURNS

Tax support was a major part of the Your Mob Your Money tour. For many Yolŋu people who attended, this was the first time they had received face-to-face help with tax. Over the week, more than 1,000 tax returns were lodged.

ALPA extends its sincere thanks to all the financial service providers who joined the **Your Mob Your Money** East Arnhem Land tour:

SAMAF Tax Consultants, AustralianSuper, HESTA, Hostplus, Rest Super, Mob Strong Help Debt, Anglicare, NT Public Guardian and Trustee (PGT), Australian Financial Complaints Authority (AFCA), Services Australia, Westpac and National Australia Bank (NAB).

We engaged with many mob in the two communities and learned more about what systemic issues there are, so we can try and create big change through our policy work.

Mark Holden
MOB STRONG ACTING DIRECTOR



Mark Holden from Mob Strong Help Debt supporting Ramingining community members with their money story.

EAST ARNHAM CAREERS TOUR

ALPA led the East Arnhem Careers and Opportunities Tour in April 2026, connecting students with pathways both within their communities and beyond.

A range of organisations took part, including Charles Darwin University Facility of Health, North Australian Aboriginal Justice Agency (NAAJA), Apprenticeships NT, Miwatj Health, Northern Land Council, the Department of Education and Training and ALPA. Together, they engaged with students about opportunities in trades, health, hospitality and other industries.

The tour opened new avenues for support and mentoring, empowering young people to build confidence in their skills and explore their futures with optimism.



WORK EXPERIENCE PROGRAM

For the fourth consecutive year, ALPA's Work Experience Program has given East Arnhem Land students a chance to step out of the classroom and into real-world industries.

This year, 20 students from Ramingining, Galiwin'ku, and Gapuwiyak joined the program, spending the week with various organisations across Darwin, including NAAJA, First Nations Broadcasting, Selena Uibo's Office, Darwin Community Legal Service, Stratco and the Australian Defence Force. Four students also spent time at the ALPA Darwin Support Office, gaining exposure to different areas across the organisation.

Thank you to all host organisations for their generosity and commitment to the program. Their support plays a vital role in shaping future community leaders.



Harvey Mailibirr and Max Ngurruwuthun during work experience at First Nations Broadcasting.



Trisilla Gaykamangu, Elsie Djiliyarrawuy, Tila Dhurrkay and Sharee Durrurrnga visiting Independent Grocers as part of their ALPA work experience.

EALYM: EMPOWERING DJAMARRKUḶI TO GROW STRONG

Now in its sixth year, the East Arnhem Land Youth Model (EALYM) is firmly established within communities, with committed Yolŋu leadership guiding its work. Supported by continued investment from the National Indigenous Australians Agency (NIAA), the NT Government and ALPA, the program continues to evolve, with leaders inspired by new ideas and motivated by its demonstrated impact.

Activities are shaped by local priorities and delivered through clan-led, place-based approaches. These activities support young people to grow strong in mind, body, and spirit; maintain connection to culture, language, and Country; and build the confidence to walk in both Yolŋu and balanda (non-Indigenous) worlds.





We are showing government we still have the knowledge for our own kids. If kids get in trouble, we have the answers. We can teach djamarrkuḻi (children) our way.

Lizzie Durrurrnga
RAMINGINING COORDINATOR

FY26 HIGHLIGHTS

- **COMPLETION OF YOUTH VOICES STRATEGY**
- **NEW ACTIVITIES TO SUPPORT DEEPER CULTURAL KNOWLEDGE TRANSFER**
- **INCREASED ENGAGEMENT AND ATTENDANCE FROM DJAMARRKUḶI**
- **PROGRAM REPRESENTATION ON A NATIONAL STAGE AT SNAICC CONFERENCE**

DJAMARRKUḶI ATTENDANCE

3,469 GALIWIN'KU	**2,710** MILINGIMBI
3,464 GAPUWIYAK	**1,941** RAMINGINING

ACTIVITY EXAMPLES:

- Gurrutuy Dap'maram - Family connectedness
- Manymak Yawirring - Supporting strong young men
- Gungayun' Mirrka - Helping each other

EALYM REPRESENT THEIR COMMUNITIES AT SNAICC NATIONAL CONFERENCE



In October, the East Arnhem Land Youth Model travelled to Brisbane to attend the 2025 SNAICC National Conference, Australia's largest conference of its kind focused on improving outcomes for Aboriginal and Torres Strait Islander children and families.

EALYM Coordinators represented their communities alongside Indigenous leaders, educators, researchers and frontline workers from across the country.

Community-led and governed programs were consistently shown to achieve stronger outcomes and support self-determined futures, an approach Local Coordinators champion in their daily work.

These discussions affirmed EALYM's purpose and impact, not simply as a youth program, but as a community-led movement driven by committed staff nurturing young people through Yolŋu knowledge, culturally grounded learning, leadership and care. Local Coordinators returned with renewed energy, confidence and determination to continue advocating for and protecting their djamarrkuḻi.

> *I'm going to Brisbane for the conference so I can learn more and bring back stories for our young kids and children, so they will live a good life and make them strong, healthy, happy and safe for their future.*
>
> Margaret Marrkula
> **GAPUWIYAK COORDINATOR**

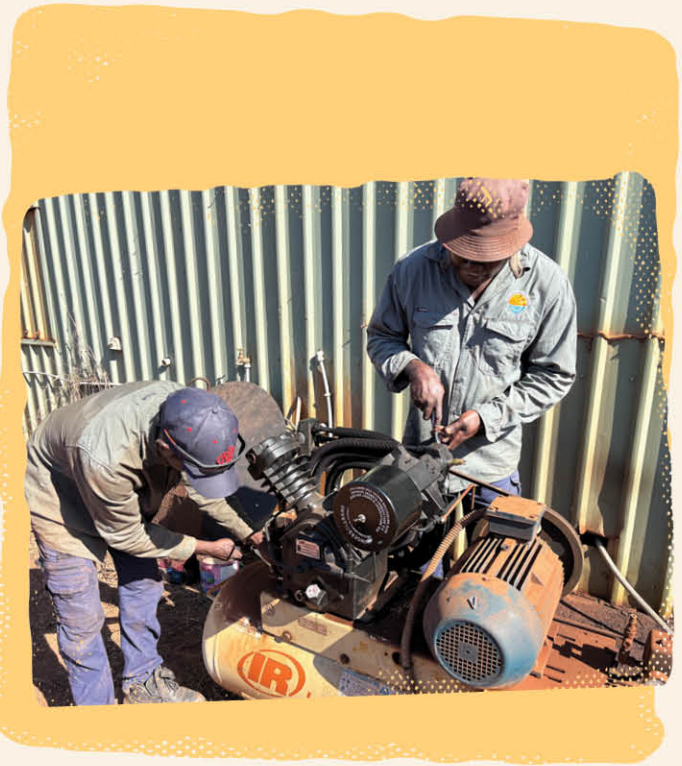


Djamarrkuḻi taking part in the Galiwin'ku Peace March.

EALYM team members weaving together at the SNAICC Conference.



ENTERPRISE AND ECONOMIC DEVELOPMENT



NEW ENTERPRISE: BBSNT

It has been over 10 years since ALPA established its last subsidiary business, but March 2026 marked an exciting new chapter with the launch of Bukmak Building Services Northern Territory (BBSNT) – a partnership between ALPA and RMG Project Management.

BBSNT has been established to strengthen the delivery of building, repair and maintenance services across remote Northern Territory communities, while creating more employment opportunities for First Nations people. Although newly formed, the business is backed by a team with extensive experience working in remote environments and supporting community-based operations.

At the end of the financial year, the BBSNT Board came together to set a clear path forward, focused on sustainable growth, community impact and the delivery of reliable, high-quality services where they are needed most.

The BBSNT team at the Darwin Support Office with ALPA Chair Mätjarra Garrawurra.



YIRRKALA: MAJOR WATER INFRASTRUCTURE PROJECT

Bukmak Constructions has delivered a significant project in Yirrkala in partnership with Power and Water Corporation, undertaking water main and leak reduction works. More than six kilometres of new water main have been installed, drastically improving ageing infrastructure for the community.

Power and Water has recognised Bukmak's strong performance and the valuable contribution of its First Nations workforce, including two plumbing apprentices who have embraced new technologies and demonstrated emerging leadership throughout the project.



AJURUMU STORE EXPANSION

At the end of the 2026 financial year, Bukmak Constructions is proud to have completed 65% of the Ajurumu Store expansion project. The upgraded store will significantly enhance food security for the Warruwi community and set a new benchmark for remote community stores. Throughout the project, engineering and scheduling has been carefully coordinated to allow works to proceed without disrupting store trading and operations.

The store and community are already benefiting from increased freezer, chiller and dry warehouse capacity, in addition to an expanded undercover café area. The final stage of the project will deliver a full internal refit and increased floor space, further improving the customer experience and operational efficiency of the store. The project is scheduled for completion in late 2026.



> *I've learnt how to run water using laser levels, digging down the depths, bolting up all the sluice valves and details together. The skills that I'm gaining will take me a long way, so when I go to a different site or different project, I know what I'm doing.*
>
> Terry Farrell
> **APPRENTICE PLUMBER**



Roy Manirryang has been a valued member of the project team from the beginning. Working alongside trades mentors, Roy has developed a broad range of new skills while making a significant contribution to the project's success.



Keith Marika.

MANAPAN FURNITURE

Following its exciting relocation to Nhulunbuy in 2025, Manapan has commenced production with a newly established team, creating new opportunities for innovation, design and growth. The transition has strengthened local capability, fostered emerging talent and contributed to economic development in East Arnhem Land.

NEW WORKSHOP NEARING COMPLETION

To accommodate its growing operations, Manapan undertook a major workshop expansion. Delivered by Bukmak Constructions, the project has reached its final stages, with all major construction works complete and only finishing touches remaining.

GROWING CLIENT BASE

Regular visits to Melbourne have enabled the team to deliver major projects while working from the RM SiteCare workshop. Highlights include completing Medibank commissions, producing a feature table for an interactive installation at Chadstone Shopping Centre, and progressing six master bedheads for the prestigious One Circular Quay development. Beyond project delivery, these trips have provided valuable learning opportunities and new experiences, including attending the AFL Semi Final and exploring some of Melbourne's iconic landmarks.



Keith Marika, David Munyarryun and Dominic Gurruwiwi with Manapan's signature Crocodile Lamps.



David Munyarryun.



SOMERTON BOARDROOM TABLE

Commissioned by Inland Rail for the Somerton Intermodal Terminal in Victoria, this bespoke boardroom table celebrates one of Australia's largest freight infrastructure projects.

Intricately carved to depict the Melbourne–Brisbane rail corridor, the table captures the diverse landscapes along the route and highlights Manapan's ability to tell stories through design.



The Manapan team with their completed table at the Kent Hotel.

KENT HOTEL DINING TABLE

Manapan created a standout centrepiece for the Kent Hotel in Carlton North, Melbourne, designing and crafting a dining table for one of the venue's private rooms. This statement table became such a valued feature that the space was renamed the Manapan Room, a recognition which reflects the quality of the work and the strong partnership behind its creation.



MEDIBANK PARTNERSHIP REMAINS STRONG

Manapan's enduring partnership with Medibank continues to create opportunities across Australia.

The team has designed and produced a range of bespoke pieces for Medibank stores, including custom coffee tables, djamirr tables and nama tables featuring integrated interactive screens.

ACKNOWLEDGEMENTS

THE WORK WE DO AT ALPA IS MADE POSSIBLE BY THE PEOPLE WHO SUPPORT US FROM BEHIND THE SCENES.

WE WOULD LIKE TO ACKNOWLEDGE A NUMBER OF INDIVIDUALS WHO PLAY AN IMPORTANT ROLE IN OUR COMMERCIAL AND NON-COMMERCIAL OPERATIONS.

We thank the independent members of our Audit and Risk Committee, Graham Cook and Chenoa Patterson, for their guidance in helping us maintain strong governance and accountability.

To our Remuneration Committee, we thank Terri-Ann Maney and Jac Peters for their role in supporting fair, values-driven people practices. Our sincere gratitude extends to Bob Hudson and Raelene Kearnes, who stepped down from ALPA this year after many years of dedicated service. We thank them for their significant contributions and wish them every success in the future.

We acknowledge the hard work and dedication of David Chatwin, Independent Director of Bukmak Constructions, for his extensive expertise and guidance.

We express our sincere appreciation to Mark White, whose support has been instrumental in Manapan Furniture's transition and continued development since its inception.

We also pay tribute to Glenn Fagan, who provided valued support and expertise across ALPA's commercial properties over many years. Glenn sadly passed away last year, and we extend our heartfelt condolences to his family.

Lastly, we thank Jonathan Carlisle, who has continued Glenn's important work in assisting with ALPA's commercial properties.

All of these individuals generously volunteer their time and expertise to ALPA, and we are deeply grateful for their ongoing commitment and contributions.

FINANCIAL OVERVIEW

COMMUNITY CARE PROGRAM FUNDS



ALPA OPERATING SURPLUS





ALPA SUPPORT OFFICE

70 O'SULLIVAN CIRCUIT
EAST ARM, NT 0822
GPO BOX 3825
DARWIN, NT 0801

PH: 08 8944 6444

www.alpa.asn.au

ALPA

ALPA.ARNHEMLAND

ARNHEM LAND
PROGRESS ABORIGINAL
CORPORATION (ALPA)