Unity Through Enterprise
The Arnhem Land Progress Aboriginal Corporation

The Arnhem Land Progress Aboriginal Corporation

2024–25 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.

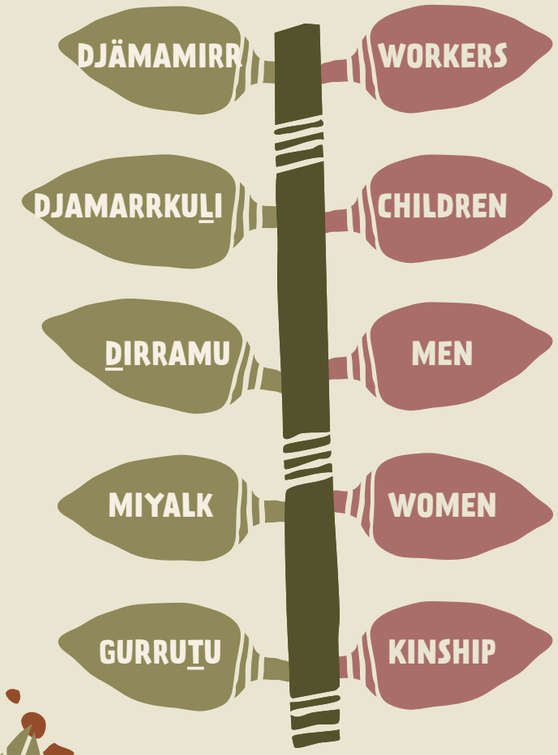
Founded in 1972 as a co-operative of community stores, ALPA has grown exponentially over its 53-year journey. Today we proudly stand as the largest Indigenous corporation in Australia through our diverse range of commercial and non-commercial activities.

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

Scan to watch our latest corporate video
https://www.youtube.com/watch?v=0mepfq7h24I&t

Yolŋu Matha words

Yolŋu Matha is the collective term for the languages spoken by the Yolŋu people of the East Arnhem Land region. Here are common words you may see throughout the report.



Front cover image:
The East Arnhem Land Youth Model team.

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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 share this second Chairperson's report since being trusted with this role by our Board and communities.

This past year has been one of deep reflection, resilience, and renewal. We have walked together through a time of great sorrow, but also of great strength. The passing of our two former Chairpersons, Mr M. Wunungmurra and Reverend Dr D. Gondarra OAM, has left a space in our hearts and in our leadership. These were men of vision, wisdom, and deep cultural authority. Their legacy is woven into the very fabric of ALPA. On behalf of the Board, I honour their memory and thank their families for sharing them with us.

I would also like to take a moment to reflect on other members of our community who are no longer with us. For my people, the Yolŋu people of East Arnhem Land and the Bininj members of West Arnhem Land, each passing is a significant loss to the whole region.

I also want to thank the ALPA Board for their steady guidance during this healing period. In particular, I acknowledge Ganygulpa (Elizabeth) Dhurrkay for her service as Acting Deputy Chairperson. Her leadership has been a source of strength. Her voice inside the boardroom and across the region is a voice of love, strength and authority. We look forward to her continued term with the ALPA Board in her role as Director.

We now warmly welcome Don Wininba as our new Deputy Chairperson. I look forward to working alongside him as we continue to serve our communities. Don has been a pillar of strength for his community (Galiwin'ku) and during his time with the Board (elected in 2024) it is obvious that he will play an important role. Welcome Yukuyuku (brother through kinship).

STRENGTH IN THE FACE OF CHALLENGE

This year, we have faced a difficult job market across the country, and this has affected our operations in many ways. In our communities, we've seen the impact of low attendance in our stores, which sometimes means early closures and missed meals for our members. This impacts the whole community, but especially our elderly. It also means missed wages for our families. I want to speak directly to our local team members: your presence matters, your work matters. Your work supports your family, your community, and your future. Please, come to work. We need you, as our strength in ALPA has always been Yolŋu, Bininj and balanda working together!

COMMUNITY SAFETY AND WELLBEING

We must also speak honestly about the challenges facing our communities. The rise in kava use, especially from illegal sellers, is causing real harm. It is draining money from our region, increasing financial hardship, and contributing to antisocial behaviour and break-ins. We are also seeing a worrying increase in online gambling. These issues are complex, but we cannot ignore them. ALPA will continue to work with community leaders, health services, and governments to find solutions that are grounded in care and culture.

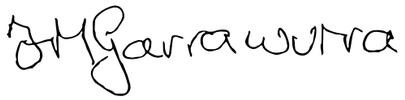
Despite these challenges, ALPA continues to grow and innovate. Our teams have delivered new homes, and kept our stores running through floods, cyclones and supply difficulties. We've seen the opening of the Ramingining Logistics Hub, the continued success of our benevolent-funded Nutrition, Engagement and Youth programs. These are not just business achievements – they are acts of service and support to our people.

GRATITUDE AND HOPE

To every ALPA team member – from our retail workers to our builders, trainers, nutritionists, and community service djämamirr (workers) – thank you. Your work is not just a job. It is a contribution to the wellbeing and future of our people. You are helping to build a stronger, healthier, and more independent Arnhem Land.

As Chairperson, I remain committed to walking with you all – with fairness, with strength, and with deep love for our people. Together, we will continue to grow, to heal, and to shine a light for future generations.

Bitjan bili – always.



Mätjarra Garrawurra

ALPA Chairperson



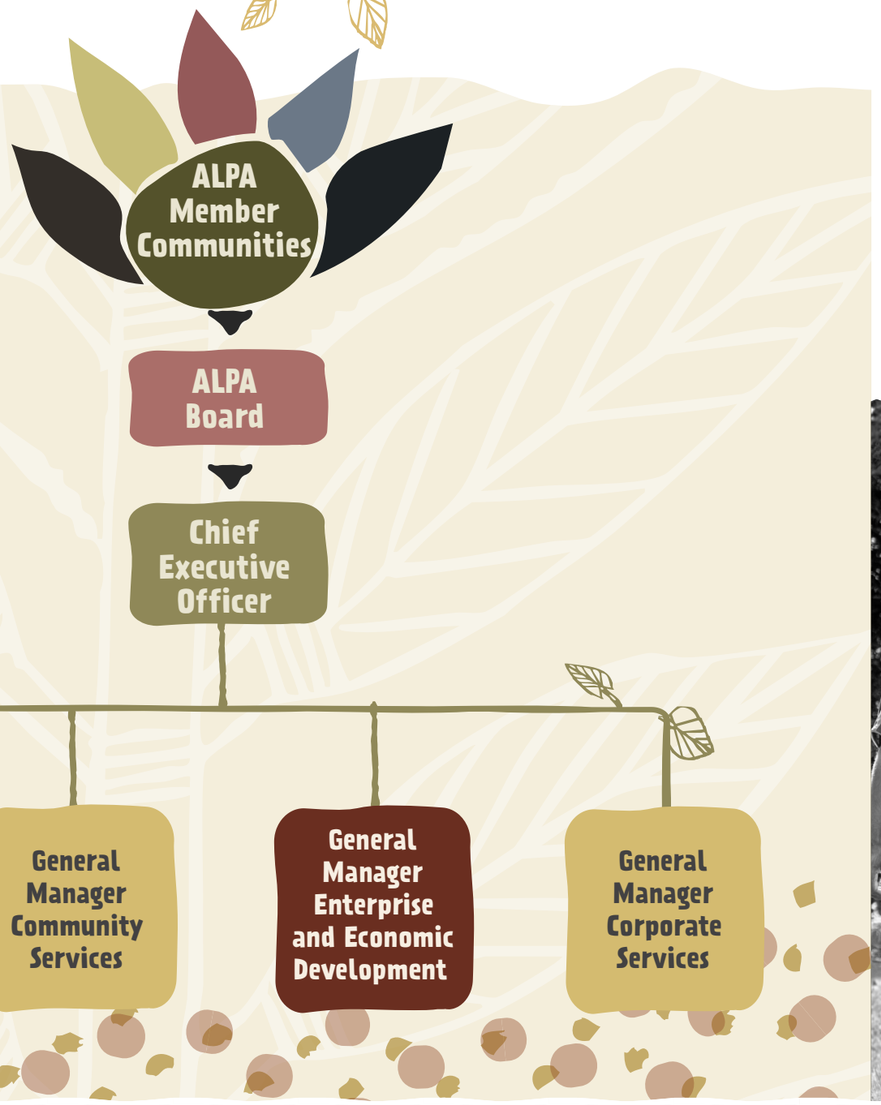
CEO Alastair King, ALPA Chair Mätjarra Garrawurra and General Manager Community Services Catherine Fairlie.

ORGANISATION CHART

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

THE ALPA BOARD OF DIRECTORS IS MADE UP OF:

- **1** Chairperson
- **1** Deputy Chairperson
- **10** Directors
- **2** Emerging Leaders
- **2** Board Facilitators



OUR BOARD

ALPA is led by a strong Board of Yolŋu and Bininj Directors with representatives from each of our 5 member communities: Galiwin'ku, Gapuwiyak, Milingimbi, Ramingining and Minjilang.

ALPA Directors are elected as either a Traditional Landowners' Representative or through the local community committee as a Community Member Representative.

Our Board brings years of governance experience, and our directors have a dedicated focus on succession through our Emerging Leaders program. The program empowers 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.

Scan to read more about our Emerging Leaders

Building the next generation of leaders | The Arnhem Land Progress Aboriginal Corporation



Emerging Leader Mark Gukgukpuy (centre) at the NT First Nations Summit in 2024.


ALPA Board of Directors.

BOARD OF 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



Elizabeth Ganygulpa Dhurrkay

DIRECTOR (FORMER DEPUTY CHAIR)
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



Jessie Roy

DIRECTOR
Galiwin'ku Traditional Landowners' Representative

Bäpurru: Malarra
Homelands: Ŋgawawili
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



Daphne Malibirr

DIRECTOR
Ramingining Traditional Landowners' Representative

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



Anita Yarmirr

DIRECTOR
Minjilang Traditional Landowners' Representative

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



Matthew Nagarlbin

DIRECTOR
Minjilang Community Member Representative

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



Dion Wunungmurra

EMERGING LEADER
Representing Gapuwiyak

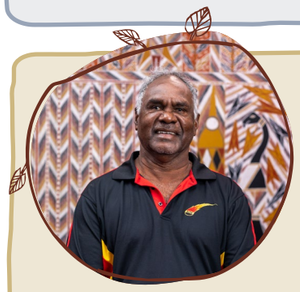
Bäpurru: Dhal'waŋu **Homelands:** Gurrumuru
Moiety: Yirritja **Language:** Dhayimirr



Mark Gukgukpuy

EMERGING LEADER
Representing Milingimbi

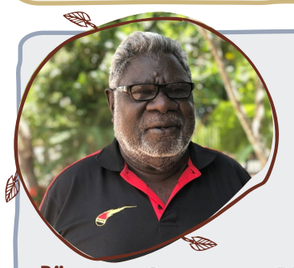
Bäpurru: Djambarrpuyŋu **Homelands:** Garrata
Moiety: Dhuwa **Language:** Djambarrpuyŋu



Jacky Djawut

BOARD COMMUNICATIONS FACILITATOR

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



David Djalangi

COMMUNITY LIAISON AND CULTURAL MENTOR

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

Bäpurru is the main word for "**clan**" in Yolŋu languages. Individuals identify the bäpurru to which they belong.

MOIETY

"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



CEO REPORT

I would like to start by sincerely thanking the entire team for a huge effort this year. While our financial results were strong, they don't tell the story of the challenging year we have had.

As Chair Garrawurra has said, this year has been one of reflection and resilience. We've faced significant pressure across our operations but have continued to deliver outcomes that matter for our members and the communities we serve.

THE BOARD'S VISION AND MISSION

The Board inspires us to remember why we are here and what our mission is. Their vision and commitment to operating successful and responsible businesses, enhancing remote economic development, and improving Yolŋu and Bininj quality of life keep us on the right path.

Last year was one of mourning with the passing of 2 of our former Chairpersons. This brought a period of change and adjustment for the Board, but their leadership has remained steady. They continue to guide us forward and ensure ALPA's activities are sustainable into the future.

STAYING ON COURSE: STRATEGIC PLAN

ALPA is presented with many opportunities throughout the year, both in business and new service delivery. We remain committed to those that align with the Board's vision for ALPA through our Corporate Strategic Plan. Built around 3 core pillars, the plan guides us on the Board's vision and goals. These pillars are summarised on pages 12-17.

FY25 PERFORMANCE

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

In the context of our performance, it's important to note that ALPA does not receive funding from the Australian Government or the public for its charitable work supporting First Nations people in the Northern Territory and Far North Queensland. Rather, these funds are self-generated through our commercial and non-commercial activities. The Board and local Community Advisory Committees (CACs) decide how best to use our Community Care funds, or Gungayunamirr Rrupiya, to support people in our member communities.

OPERATIONAL CHALLENGES AND RESILIENCE

Our Retail team faced challenges, as Chair Garrawurra noted, including low staff attendance, kava use, and a difficult labour market. Recruitment and replacement costs were 4 times higher than our regular budget, placing additional pressure on our Retail division and ultimately impacting results.

A prolonged wet season added further complications, with some independent stores isolated for up to 29 weeks. My thanks go to our Operations, Merchandise and Store teams for going above and beyond to keep stores running despite these difficulties.

The Community Services team delivered a strong result amidst uncertainty about our most significant Government program, the Community Development Program (CDP). Throughout the year we continued to operate without clarity on the structure of the new program, which affected staffing, activities and training in our communities. I'd like to thank our Community Services teams for their positivity and commitment during this extended period of change.

CELEBRATING OUR ACHIEVEMENTS

While the year brought its share of challenges, it also delivered many highlights worth celebrating. This includes the introduction of a Federal Government food subsidy to ease cost of living pressures, strong outcomes in CDP and youth engagement, and continued growth across ALPA enterprises.

In the following pages of this report, you'll read about these achievements and more. These stories reflect the resilience and unity of our teams, and our shared commitment to building a strong future for ALPA and our members.

Alastair King OAM FAICD

Chief Executive Officer

PILAR 1

OPERATE SUCCESSFUL AND RESPONSIBLE BUSINESS

GROWTH AND DIVERSITY

ALPA's diverse business operations continue to grow, creating new opportunities for employment, training, and community investment. This includes:

- Bukmak Constructions (page 68)
- Rulku Enterprises (page 72)
- Dinybulu Regional Services (page 74)
- Manapan Furniture (page 76).

AUSTRALIAN GROCERY WHOLESALERS (AGW) PARTNER WITH ISLAND & CAPE

A strong partnership has been established to reduce store pricing and ease cost-of-living pressures. The ALPA Retail team will continue working closely with suppliers and expand its pipeline to lower the cost of top-selling lines in community stores.

CREATING SUSTAINABLE LOCAL JOBS

Across the ALPA group, we employ 1,380 team members. Approximately 80% of our employees are First Nations people, increasing to 90% within our remote store workforce.

LOCAL PRODUCE IN ALPA STORES

The ALPA Merchandise team is collaborating with the Community Development Program (CDP) fisheries project in Milingimbi to source and purchase local fish for ALPA stores. This is a strong example of how inter-divisional collaboration can support the creation of jobs for Yolŋu and Bininj in our communities.

MODERN SLAVERY ACT

ALPA continues to be committed to reviewing and reporting on our Modern Slavery Act responsibilities. This process will ensure that ALPA and our selected suppliers and partners comply with the Act today and into the future.



Mili Fresh Fish – CDP project in Milingimbi.



Nuwul Nursery – CDP project in Nhulunbuy.

CULTURE OF SAFETY

ALPA has a robust workplace safety culture led by the Board and embedded across all business units. Benchmarking against mainstream organisations shows we maintain high performance in this area. See page 65 for more information about our Safety, Fleet and Facilities department.

ALPA REGISTERED TRAINING ORGANISATION (RTO)

- Delivering user choice hours: Delivered over 10,000 hours of training across Arnhem Land and other Northern Territory regions, exceeding user choice contract requirements
- Expanding scope: Now offering accredited First Aid training
- Ensuring best practice: Prioritised compliance and program improvements ahead of the new 2025 RTO Compliance Standards.

See page 58 for more information about the ALPA RTO.

SUPPORTING INDEPENDENT STORES IN WET SEASON CHALLENGES

The ALPA Retail and Merchandise teams work proactively to ensure food security for communities during the wet season. See page 32 for more information.

STRONG CDP SERVICE DELIVERY

ALPA's CDP strategy focuses on building strong community connections, empowering participants to build skills, and supporting employment and economic development. See page 45 for more information.



James Burrumbal with the new truck for Dinybulu Logistics Hub.

PILAR 2

ENHANCE REMOTE ECONOMIC DEVELOPMENT



Samantha Greenwood, Leonie Malanydjuray and Shirley Gandjamarr with their Retail Certificates of Completion.

FINANCIAL CONTRIBUTION TO REGION

ALPA returned nearly $48 million to our member communities in real wages, capital investment, repairs and maintenance, Community Care programs, and other sponsorships. See page 18 for more information.

BUILDING BUSINESSES IN REMOTE COMMUNITIES

Community Development Program (CDP): ALPA continues to work with participants to identify opportunities for small businesses. See page 45 for more information about CDP.

Rulku Enterprises: Our joint venture business has continued to achieve outstanding occupancy results throughout the year. See page 72 for more information about Rulku.

Dinybulu Regional Services: Dinybulu operates in Ramingining, and Bulungkunum Aboriginal Corporation holds a 20% equity stake with Board representation. Following strong results in financial year 2025, Yolŋu partners will receive a financial distribution. See page 74 for more information about Dinybulu.

STRENGTHENING LOCAL NETWORKS

Across all divisions, ALPA continues to build and maintain strong relationships with local suppliers, service providers, and First Nations organisations. These partnerships support the delivery of services, enterprise development, and community engagement across the region.

CROSS-DIVISIONAL COLLABORATION

ALPA promotes collaboration across its divisions to strengthen business and outcomes. For example, Bukmak Constructions remains the preferred contractor for ALPA and independent store renovations, while CDP 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 seeks grant and funding opportunities to support the growth of its businesses and services. In financial year 2025, funding supported several key developments, including:

- The Ajurumu Store expansion in Warruwi (page 29)
- Kitchen and dining refurbishments at Rulku Lodge (page 72) and Dinybulu Lodge (page 74)
- A tilt tray truck for Dinybulu homelands services, in addition to funding for 3 jobs and logistics equipment (page 74 for more information about Dinybulu)
- Workforce development grant for Bukmak Constructions to train 8 community members in housing maintenance (page 68).


The Arnhem Aboriginal Business Council meeting in Darwin.

ARNHEM ABORIGINAL BUSINESS COUNCIL (AABC)

ALPA is a founding member of the AABC and plays a key leadership role. The Council now includes 11 fully First Nations-owned businesses from across Arnhem Land and the Groote Archipelago, working together to strengthen local enterprise and economic development.

SUPPORTING EMPLOYMENT PATHWAYS AND SKILL DEVELOPMENT


Bukaway – Nhulunbuy CDP project.

ALPA is committed to creating meaningful employment opportunities and building long-term career pathways in remote communities.

- ALPA continues to work closely with the Department of Education and Training and remote schools to deliver the Vocational Education Training in Schools program.
- CDP supports long-term employment outcomes by creating jobs through community-driven projects. These initiatives help participants transition into meaningful work and build sustainable careers (page 45).
- The federally funded Indigenous Skills and Employment Program (ISEP) is improving Language, Literacy and Numeracy (LLN) in the workplace (page 59).
- Higher Education support continues to be delivered through the University Study Hubs Program in collaboration with Charles Darwin University, Batchelor Institute of Training and Education, and other local training providers. See page 61 for student and staff highlights.



PILLAR 3

IMPROVE YOLŊU AND BININJ QUALITY OF LIFE

RESPECTING AND STRENGTHENING CULTURAL HERITAGE

ALPA recognises the vital role culture plays in First Nations communities and actively works to embed cultural values into the way we operate.

Culture is a foundation for how we deliver services and engage with communities, supported by cross-cultural training for non-Indigenous staff.

We provide support for cultural events and ceremonies through our Community Care programs and Gungayunamirr Rrupiya funds. In financial year 2025, a highlight was the Gattjirrk Festival in Milingimbi.

Yolŋu and Bininj staff receive 2 weeks of additional cultural leave per year, above-award entitlements, to fulfil cultural obligations.

EMPOWERING AND CELEBRATING YOUTH

ALPA is dedicated to supporting young people across Arnhem Land through targeted programs and partnerships.

The East Arnhem Land Youth Model (EALYM) adopts a community-led approach to youth learning and wellbeing. See page 52 for more information.

The Community Engagement team facilitates various youth-focused projects throughout the year. See page 56 for more information.



EALYM activity participants collecting bawang (bush potato) in Ramingining.

ADVOCATING FOR OPPORTUNITY, EQUALITY AND COMMUNITY WELLBEING

Representing Yolŋu and Bininj aspirations

Through forums across Australia, ALPA's Board of Directors and Senior Management continue to advocate for Yolŋu and Bininj peoples' desire for opportunity and equality with fellow Australians.

We invested over $400,000 in our Community Engagement team to create opportunities for members to shape service delivery and be an active part of the ALPA story. Each member community has a Community Advisory Committee (CAC), representing all family groups, to provide feedback and guide ALPA's local priorities.

Driving policy change to improve quality of life

ALPA is actively engaged in advocacy initiatives across the Northern Territory Government, Federal Government, and industry bodies. These efforts focus on enhancing the wellbeing of First Nations community members, including:

- Effective education and support for school leavers
- Improved housing conditions for East Arnhem Land communities
- Community Development Program (CDP) reforms
- Aged care advocacy
- Addressing community issues such as kava and online gambling.

See page 26 for more information about advocacy.



Gabriel Garrawurra – Mili Fresh Fish team member.



Laura Baddeley (ALPA Nutrition Manager), Loretta Roy (Milingimbi Store team member) and Sarah Funston (Community Nutritionist) representing ALPA at Garma Festival 2024.

SUPPORTING NUTRITION AND COMMUNITY HEALTH

ALPA invested over $500,000 this year into its Health and Nutrition Strategy and continued to deliver strong results across key metrics. Strategy implementation is led by a passionate, self-funded team of 3 nutritionists delivering impactful initiatives. Highlights include:

- Increasing healthy takeaway sales
- Sugar-reduction strategies
- Good Food People training program to build local staff capacity
- Advocating for healthier stores through Monash University's Benchmarking for Healthy Stores study.

See page 38 for more information about ALPA Nutrition.

DIVERSION THROUGH COMMUNITY WORK

The Community Work Order (CWO) program has been integrated into ALPA's CDP services, offering low-level offenders an alternative to incarceration by engaging them in meaningful work. See page 50 for more information.

INVESTING BACK

ALPA contributed nearly

$48 million

to our member communities

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.

CORPORATE COMMUNITY CARE

The Corporate Community Care program is a shared fund for all ALPA member communities. It's designed to support every member, regardless of the surplus generated by individual stores. The below shows the breakdown of the Community Care Corporate program investments in financial year 2025.

Health and Nutrition $540,179	Community Engagement $411,462	Youth Services $420,000	Funeral Fund $503,100
Medical Escort $24,551	Education $204,464	Credit Advice $350	Freight Subsidy $856,931

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. The following pages provide a summary of the financial benefits we delivered through Gungayunamirr Rrupiya in financial year 2025.

GALIWIN'KU

Community Benevolent Funds of **$18,904** from store profits was made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **$60,157**. As at year's end, 30 April 2025, the closing balance of **$75,901** is available for future community projects.

FY25 contributions to Community Care Fund

$18,904



Briseis Brittain and Trevor Gayundurr training at Athletics NT.

ALPA was proud to sponsor Yolŋu athletes to attend the Australian All Schools Athletics Championships.

Scan to read their story

Athletics stars: From remote NT to the national stage | The Arnhem Land Progress Aboriginal Corporation



Lucy Atu stocktaking at the Buthan Store.

PAYMENTS MADE DURING THE YEAR:

Funeral Ceremonies $927	Community Member Travel $538	Church Events $1,705

GAPUWIYAK

Community Benevolent Funds of **$67,790** from store profits was made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **$227,656**. As at year's end, 30 April 2025, the closing balance of **$282,021** is available for future community projects.

FY25 contributions to Community Care Fund

$67,790

PAYMENTS MADE DURING THE YEAR:

Community Christmas Celebrations

$2,561

Funeral Ceremonies

$4,691

Community Member Travel

$1,627

Other Travel Costs

$2,067

Other Community Purpose

$2,478



Steven Gurruwiwi during work experience with the Northern Land Council (NLC) rangers.

MILINGIMBI

Community Benevolent Funds of **$164,248** from store profits was made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **$444,725**. As at year's end, 30 April 2025, the closing balance of **$569,380** is available for future community projects.

FY25 contributions to Community Care Fund

$164,248

PAYMENTS MADE DURING THE YEAR:

Funeral Ceremonies

$7,166

Festivals

$31,790

Other Travel Costs

$2,513

Other Community Purpose

$15,928

The 2024 Gattjirrk Festival in Milingimbi





"Djamarrkuli and youth need to see Yolŋu bands, and Gattjirrk offers Yolŋu bands a chance to work towards their dream of playing nationally and internationally. Gattjirrk brings the Yolŋu and balanda together, in song, dance and walking together. Creating a future for everyone."

Yingiya Mark Guyula

Independent Member of Parliament

RAMINGINING

Community Benevolent Funds of **$162,450** from store profits was made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **$558,371**. As at year's end, 30 April 2025, the closing balance of **$691,470** is available for future community projects.

FY25 contributions to Community Care Fund

$162,450

PAYMENTS MADE DURING THE YEAR:

Funeral Ceremonies

$6,589

Community Christmas Celebrations

$2,890

Community Member Travel

$3,318

Other Community Purpose

$16,554



ALPA partnered with Baask to support Ramingining and Milingimbi graduation ceremonies in December 2024. Thank you to Baask for donating the beautiful dresses.



Ramingining Store team members Bruce Maymuru and Lakisha Garawirrtja.

MINJILANG

Community Benevolent Funds of **$5,940** from store profits was made available for distribution during the year. The committee had brought forward balances of operational and preserved from the prior year totalling **$19,414**. As at year's end, 30 April 2025, the closing balance of **$24,804** is available for future Community Projects.

FY25 contributions to Community Care Fund

$5,940

PAYMENTS MADE DURING THE YEAR:

Community Member Travel

$550



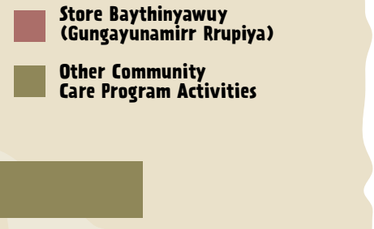
The Community Engagement team and stakeholders arriving in Minjilang for a tax and super engagement.



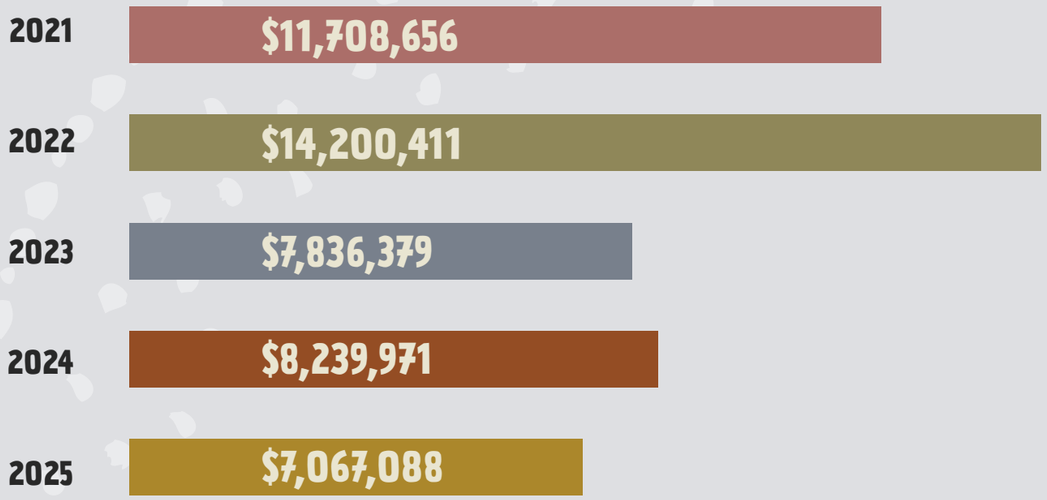
NAIDOC celebrations in Minjilang.

FINANCIAL OVERVIEW

COMMUNITY CARE PROGRAM FUNDS



ALPA OPERATING SURPLUS




Miyalk (women) practising skills at Bukaway (Nhulunbuy CDP project).


Joe Brown (Minjilang CDP participant).



Aurukun Store team member Savannah Yarrak.


Judith Burarrwanga from Bush Miyalk (CDP project) in Gapuwiyak.


Galiwin'ku fun run event.

ADVOCACY

ALPA is actively involved in advocacy initiatives to support and uplift our communities. The following outlines several key areas where we've made contributions.

REMOTE JOBS AND ECONOMIC DEVELOPMENT (RJED)

ALPA played a crucial role in the First Nations Reference Group, helping to shape the RJED program. Our involvement ensured that the program was tailored to meet the unique needs and aspirations of remote First Nations communities, promoting sustainable economic development and job creation.

COMMUNITY DEVELOPMENT PROGRAM (CDP) REFORMS

We have been at the forefront of advocating for reforms to CDP. These efforts have included engaging with the National Indigenous Australians Agency (NIAA) in Canberra and collaborating with the National Indigenous Employment and Training Alliance (NIETA). Our efforts have focused on strengthening CDP so that it better reflects and responds to the needs of our communities.

SUPPORT FOR SCHOOL LEAVERS

Young school leavers aged 15–18 often lack access to CDP and other training and employment programs. Recognising these challenges, ALPA has been advocating for the creation of targeted support initiatives to bridge the gap and provide opportunities for skill development and employment.



Aged Care Champions Gertie Nawia and Jacob Balbunhamirri.

AGED CARE ADVOCACY

ALPA entered into a partnership with Darwin Community Legal Service for an Aged Care Advocacy Pilot program, funded by the Older Persons Advocacy Network (OPAN). Operating in Milingimbi and Ramingining, the pilot aimed to improve access to aged care services and develop more responsive care models for remote communities. The pilot facilitated over 20 referrals, underscoring the critical need for aged care advocacy in the region.



Aged Care Champion Hope Meatuai.

ADDRESSING COMMUNITY ISSUES

ALPA continues to actively address a range of challenges affecting our communities, including:

- **Kava:** Advocating for the removal of this illegally sold substance circulating in large quantities across our communities. Its widespread availability is impacting household budgets, reducing families' ability to afford food and essentials, and contributing to an increase in youth crime.
- **Online gambling:** Raising awareness and advocating for measures to protect remote First Nations community members from the harms of online gambling. These offshore platforms are illegal in Australia and target vulnerable people, which impacts families and can lead to significant financial hardship.
- **Community safety:** Collaborating with police and community leaders to reduce antisocial behaviour and improve safety across our communities and workplaces.

IMPROVED HOUSING FOR EAST ARNHEM LAND COMMUNITIES

Through the work of Bukmak Constructions, ALPA advocates for improved housing outcomes for Yolŋu. Our representation in Aboriginal Housing Northern Territory (AHNT) enables direct engagement with government to ensure program funding is purposeful and relevant. We continue to promote housing designs that reflect Yolŋu culture and living practices and adapt to changing climates.

These advocacy efforts reflect ALPA's commitment to supporting and empowering our communities, ensuring their voices are heard and their priorities are represented. We will continue to work to drive positive change and better outcomes for all.

RETAIL



Gapuwiyak Store team member Terrence Wunungmurra.

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 RETAIL STRUCTURE

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

As a vital part of our Retail division, the ALPA Nutrition team works with stores to create healthy retail environments and support good health outcomes for customers.

Scan to explore operational map
ALPA Retail Operational Map – Google My Maps

INVESTING IN WARRUWI

$9M UPGRADES FOR AJURUMU STORE

Major upgrades are underway at the Ajurumu Store in Warruwi with the support of funding from the National Indigenous Australians Agency (NIAA) and the Aboriginal Benefits Scheme (ABA).

Through a $9 million investment, the store will undergo significant renovations to boost services and long-term food security, including extended storeroom and retail space, new refrigeration, and a purpose-built takeaway area. Led by Bukmak Constructions, the project commenced on-the-ground works in early 2025.



The original Ajurumu Store in the 1970s.



Ajurumu Store celebrated its grand reopening in 2004 following the construction of a new building next to the original site.



Ajurumu Store, year unknown.

AJURUMU'S LEGACY IN THE ALPA STORY

The Ajurumu Store Aboriginal Corporation (ASAC) was a founding member of ALPA in 1972. After briefly operating outside the ALPA Group in the early 1980s, the store rejoined in the late 1980s as an independent store.

Although ASAC has implemented steady improvements to the store over the years, a major redevelopment became necessary to meet growing community needs. This project represents a strategic investment in the store's future, enhancing infrastructure and securing long-term access to essential services for the Warruwi community.

LEADERSHIP CHANGES

In December 2024, Louise Dutton was appointed as General Manager Retail for a 12-month period to lead the team through critical areas of improvement. Once that work is largely completed, the recruitment process will commence for the permanent position.

Louise has guided ALPA Corporate Services as General Manager for over 8 years and has 18 years experience in the remote sector. Her knowledge and leadership are an asset during this transition period as we remain focused on strengthening our Retail division and building a more resilient future.



Lajamanu Store team members Patrick Wayne, Johnny Farrant and Karl Wein.

STRENGTHENING THE CHAIN

METCASH AND MILINGIMBI STORE EXCHANGE PROGRAM

Our Retail team delivered a unique initiative that connected two ends of the supply chain. Mitchell Kerle and Zane DeLaCruz from our key wholesaler Independent Grocers swapped roles with Milingimbi Store team members Ralph Gadathula and Jordan Nalangawuy for a week of hands-on learning. The goal was to strengthen operational understanding and discover ways to improve communication and efficiency.

THE OUTCOMES

In Milingimbi, Mitchell and Zane experienced the complexities of remote retail first hand, from weather-related delays to storage constraints. This gave them a deeper appreciation of the flexibility and resourcefulness needed in remote retail frontlines.

"Seeing how much the team at the store depends on timely, accurate deliveries made me realise how important the warehouse process is," said Mitchell.

Meanwhile, Ralph and Jordan were immersed in the fast-paced distribution centre, learning about picking, routing, and how warehouse processes affect store-level operations.

The exchange was a success, building mutual respect and strengthening our shared commitment to a resilient supply chain that supports everyone, especially remote community members.

TRAINING FOR SUCCESS AT MINJILANG STORE

At ALPA, we take proactive steps to prepare new staff before they begin work in remote communities. Adapting to remote living and the demands of a community store role requires significant adjustment, and effective training can lay the foundation for long-term success.

To support new recruits during this transition, the Minjilang Store has been established as a dedicated training location. Guided by experienced Store Managers Nora Fay and Clint West and backed by strong operational systems, the store provides a real-world training environment for staff to refine skills, build confidence, and prepare for life in community.



Nora Fay and Clint West (Store Managers) with Kiana Townsend and Jack Mitchell (Duty Managers in training) at the Minjilang Store.


Gapuwiyak Store team member Kylish Peters.

WELCOMING FEDERAL GOVERNMENT FOOD SECURITY SUBSIDY

ALPA has been working in close partnership with the National Indigenous Australians Agency (NIAA), suppliers, and manufacturers to identify sustainable strategies to reduce wholesale prices and improve food security.

REDUCING THE COST OF ESSENTIAL ITEMS

In February 2025, we welcomed the announcement for new Federal Government support to ease the cost of living and increase food access in remote communities. The scheme complements the Remote Food Security Strategy and lowers the cost of 30 essential product categories–from staple foods like rice and tinned vegetables to household items such as nappies and toilet paper.

SUCCESSFUL TRIAL PHASE

ALPA was selected to pilot the program in partnership with Outback Stores. By leveraging our collective buying power, we secured better supplier pricing and used the subsidy to align remote store prices with major city supermarkets. The subsidy will officially launch in financial year 2026.

Remote consumers can expect savings of between 30–50% on listed items.

ADVOCACY EFFORTS

This result directly stems from the strong advocacy of the Remote Food Security Working Group, where ALPA is represented by CEO Alastair King, Merchandise Manager Alvis Prakash, and Nutrition Manager Laura Baddeley.


Angela House (Store Manager) and Madeline Manharrmadawuy (Gapuwiyak Store team member).


Andrew Cobb (Support Team Member and Senior Finance Officer).

STRENGTHENING SUPPORT FOR OUR STORE TEAMS

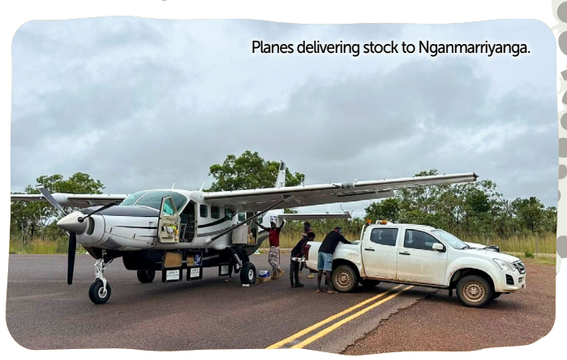
This year, our remote teams provided valuable feedback about the need for faster, simpler access to support. In response, we created a dedicated Support Team–a single point of contact for timely answers and practical help.

Combining expertise in operations, merchandising, training, and finance, the Support Team is equipped to manage a wide range of queries. As a result, staff on the ground can focus on managing stores and supporting their local teams.

ADAPTING OPERATIONS IN THE WET SEASON

Wet seasons in Northern Australia are becoming longer and more unpredictable, posing challenges for our remote retail operations. Typically spanning November to April, the season brings heavy rains, cyclones, and flooding that can disrupt vital road and sea freight routes.

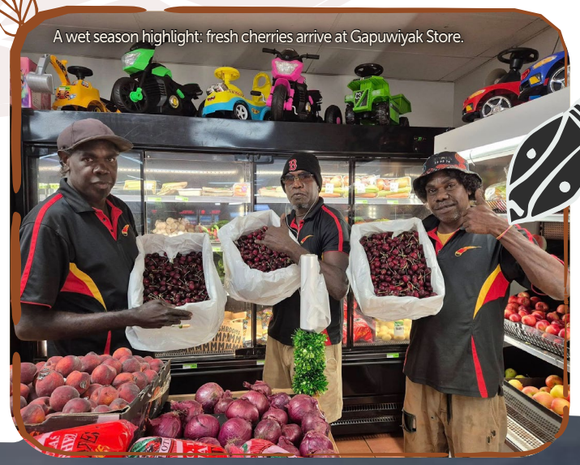
To minimise supply disruption, we ensure all stores increase stock holdings of core and essential lines from 4 weeks to 6 weeks. High-risk locations require additional preparations due to prolonged road closures.



Planes delivering stock to Nganmarriyanga.

ALPA coordinates weekly flights during these periods to deliver fresh fruit and vegetables, ensuring communities continue to receive vital supplies.

Building on learnings from the previous wet season, we adapted our approach to better prepare communities by increasing stock holdings in certain locations.



A wet season highlight: fresh cherries arrive at Gapuwiyak Store.



Wet season skies in Gapuwiyak.

2024/25 WET SEASON

Nganmarriyanga Store

- Increased wet season stock holdings **from 16 to 20 weeks**
- **$1.2M** investment
- Road inaccessible for **185 days (27 weeks)**

Adjumarllarl Store (Gunbalanya)

- Increased wet season stock holdings **from 16 to 20 weeks**
- **$1.1M** investment
- Road inaccessible for **177 days (25 weeks)**

Warliburru Store (Minyerri)

- Increased wet season stock holdings **from 6 to 12 weeks**
- **$250K** investment
- Road inaccessible for **3 months (12 weeks)**

Lajamanu Store (precautionary preparations)

- Increased stock holdings **from 6 to 16 weeks**
- **$700k** investment
- Road inaccessible for a short period only

Total investment in 2024–25 wet season

$3.25M

650 pallets worth of food and grocery products

ADVOCATING FOR SUSTAINABLE FREIGHT SOLUTIONS

In response to prolonged wet season road closures, ALPA has been lobbying the NT Government and the National Indigenous Australians Agency (NIAA) for intervention. We are advocating for guidelines to support remote stores that are disadvantaged by high freight costs during the wet season, ensuring equitable access to essential goods.

This advocacy has been positively received, leading to the establishment of a working group within the Department of Trade, Business and Asian Relations. ALPA will collaborate with the group to implement practical solutions for remote stores affected by seasonal supply disruptions.

TEAM MEMBER SPOTLIGHT

Solly Yalbarr
35 years at Ajurumu Store

This year we celebrated Solomon (Solly) Yalbarr's 35-year milestone at the Ajurumu Store – an achievement that reflects his commitment to the Warruwi community and the success of the store.

Since starting his journey with Ajurumu in 1989, Solly has supported the store through decades of change and growth. Today as a proud Store Staff Supervisor, Solly continues to be a cornerstone of the team and has a deep understanding of the store's operations and needs of the community. He's a motivator for others and never hesitates to lend a hand, whether it's guiding new staff, training men in the warehouse or stepping in to help unload the barge on his days off.

Solly was recognised for his dedication by West Arnhem Regional Council at an Australia Day event and received the Senior Citizen of the Year award.


Solly Yalbarr.


Solly Yalbarr and Andrew Prigmore at Ajurumu Store in 2004.

We asked Solly what he loves most about his job:

"Organising the warehouse, transporting the supplies from the barge, mentoring new staff and keeping the shop well stocked so family and friends have the things they need and want."

What would you say to someone who is thinking about coming to community to manage a store?

"Get to know everyone. Work together with the community and be a part of the community. Learn to understand their ways but don't forget your own ways and culture. Be understanding, patient and open."

Sebastian Wunungmurra
Gapuwiyak Store Supervisor




Community Nutritionist Sarah Funston and Sebastian Wunungmurra.

Sebastian Wunungmurra is a skilled and respected Supervisor at the Gapuwiyak Store.

He manages daily operations with confidence, from independently opening the store to leading team meetings to ensure there is no disconnect between balanda (non-Indigenous) and Yolŋu communication. Sebastian has begun training other staff to share knowledge and build team capacity—Yolŋu to Yolŋu. Beyond retail, Sebastian supports the community with flight bookings and benevolent fund requests.

Further building on his role, he's taking greater responsibility for nutrition by managing Nutrition Checklists and contributing to other initiatives. In March, Sebastian took part in the Monash Benchmarking for Healthy Stores workshop in Darwin (see page 41 for more information about this study).

Now close to completing his Certificate IV in Retail, Sebastian continues to grow as a leader and make a strong impact in his community.


Sebastian leading a team meeting at the Gapuwiyak Store.

ISLAND & CAPE

Island & Cape joined the ALPA Group in 2014, expanding our commitment to First Nations communities beyond the Northern Territory. Profits stay in Queensland and are reinvested into communities through infrastructure, employment and training, and other Community Care initiatives.

UMAJICO STORE · AURUKUN STORE · HOPE VALE STORE · HORN ISLAND STORE · BADU ISLAND STORE


Badu Island Store team.

FREIGHT SCHEME CONTINUES TO BOOST FOOD AFFORDABILITY

In 2024, the Queensland Government introduced the Freight Assistance Scheme to ease cost-of-living pressures on remote communities. During financial year 2024, we welcomed the opportunity to implement the scheme in Island & Cape stores.

19%
increase in supported item purchase

INCREASED DISCOUNTS IN FY25

Initially offering a 5.2% discount on selected products, this was expanded to 20% from September 2024. Supported item purchases have increased as a result, demonstrating the scheme's success in delivering real savings for customers.

NEW CAPABILITY STATEMENT AND CORPORATE VIDEO

DEFINING OUR STRENGTHS

As a business, Island & Cape continues to evolve, growing in scale, capability, and impact across remote communities in Far North Queensland. To reflect this progress, we developed and rolled out a refreshed capability statement and new corporate video. These resources illustrate who we are today and our future direction by showcasing our operations, values, and the dedication of our teams.

Scan to watch Island & Cape Corporate Video
https://youtu.be/DUmPnFqW6m8


Aurukun Store team member Mervin Pamtoonda.

TEAM MEMBER SPOTLIGHT

ROWENA ROSENDALE
CELEBRATING 26 YEARS AT THE HOPE VALE STORE

Island & Cape celebrated Rowena Rosendale's 26-year work anniversary at the Hope Vale Store in April 2025. Rowena is highly respected by her colleagues for her strong work ethic and passion for supporting the store and her community.

Rowena's extensive Point of Sale knowledge and proactive help on warehouse load days plays an important role in the store's daily operations.


Rowena Rosendale.


Brett Canon.

BRETT CANON
SUPPORTING THE HOPE VALE STORE FROM THE BEGINNING

Brett has been a part of the Hope Vale Store team since its inception some 27 years ago. A humble man with immense dedication, Brett is the quiet achiever who keeps the store operating smoothly and focused on customer needs. From unloading trucks and managing stock to delivering goods to customers, if it needs doing, Brett gets it done. His rare absences are felt by the whole team, which speaks volumes about his contributions.

FINALIST FOR QLD TRAINING AWARDS

BADU ISLAND STORE

Island & Cape is proud to announce that Badu Island Store is a finalist for the Queensland Training Awards – Medium Employer of the Year. This recognition highlights the team's outstanding efforts and underscores our commitment to training and development in remote First Nations communities.

Additionally, store team member John Maitie is a finalist for the Torres Strait Islander Student of the Year Award. Recently stepping up to a supervisory role, John continues to grow his skills, embrace new responsibilities, and establish himself as an emerging leader within the team. The Badu Store team will travel to Cairns in July for the awards Gala Dinner.


Badu Island Store team members Wesley Gabbey, Fostino Sebasio, Ryan Boelens and Maira Ronsen.

NUTRITION

The ALPA Health and Nutrition Strategy, led by the ALPA Board of Directors, is designed to empower customers to make healthier choices with ease.


Audrey Lee and Norma Jodien with fresh mangoes in the Minjilang Store.

MANYMAK NJATHA DHAWUL (GOOD FOOD STORIES)

STRATEGY FOCUS AREAS:

- Improving affordability and availability of healthy food and drink
- Creating healthy food retail environments
- Educating customers on health and nutrition.

As a vital component of our Community Care Program, our dedicated Nutrition team works closely with ALPA Directors and independent store boards to continuously refine instore policies.

Supporting customer health has been central to ALPA's mission since the early 1980s, and we remain committed to fostering a healthier future for the communities we serve.

SUGAR-REDUCTION STRATEGIES DRIVING RESULTS

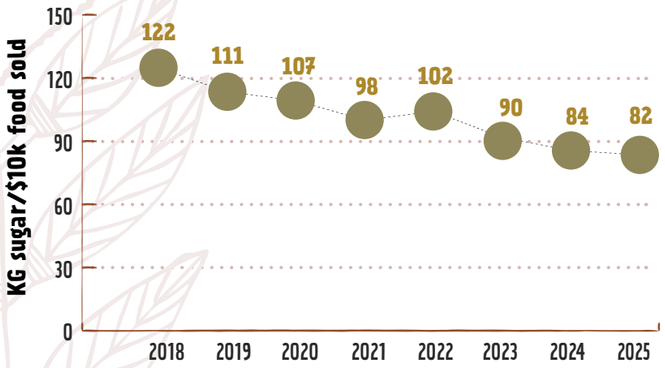
The ALPA store network continues to make strong progress for community health.

Table sugar is the biggest contributor to sugar sales, and community leaders have been eager to trial new reduction strategies. In response, 4 ALPA member stores introduced a 1kg maximum pack size for table sugar – reducing the amount customers can purchase at once without taking away customer choice.

A wide range of other instore initiatives target sugary products such as soft drinks, cordials, fruit juices, fruit drinks, sweet snacks and flavoured milks.

Pack size strategies have resulted in a **4%** reduction in sugar purchases across selected product groups.

TOTAL SUGAR SALES ACROSS ALL STORES 2018–2025



Since 2018, sugar sales have dropped by an estimated 390 tonnes across our stores.

PRIORITISING HEALTHY DRINK CHOICES

STORE DIRECTORS HAVE MADE BOLD DECISIONS OVER THE YEARS TO PROMOTE COMMUNITY HEALTH.

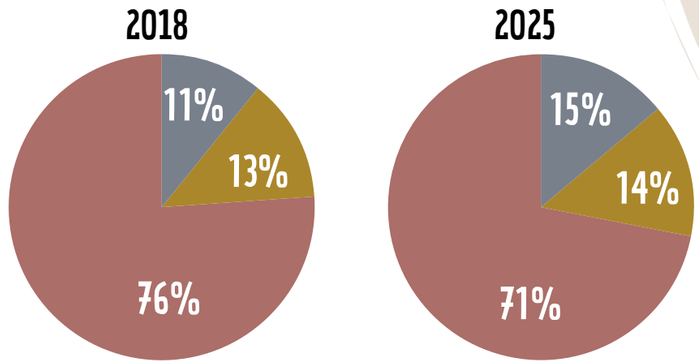
One key policy breaks away from conventional retail thinking, redesigning fridge displays to prioritise nutrition and health over sales. A minimum of 60% of fridge space is dedicated to water and diet soft drinks, making healthier options more visible. The proportion of sugary drinks sold in financial year 2025 remains similar to the previous year with no further reductions.

ALPA continues to work with suppliers and store directors to support healthier outcomes. This includes further pack size reductions, refining product ranges and adjusting planograms (merchandise placement).



Baby Maverick promoting water as the best drink choice.

TOTAL DRINK SALES BY CATEGORY



HEALTHY TAKEAWAY

GROWING CUSTOMER DEMAND

Our store teams are dedicated to serving up healthy takeaway options from breakfast through to dinner.

60% of all takeaway sales across stores were healthy options in FY25.

Healthy choices front and centre

Store teams make sure healthy takeaway options are readily available and highly visible at the front of the store.

Cooking practices

Combi ovens are used across the ALPA store network. Our takeaway options are baked not fried.

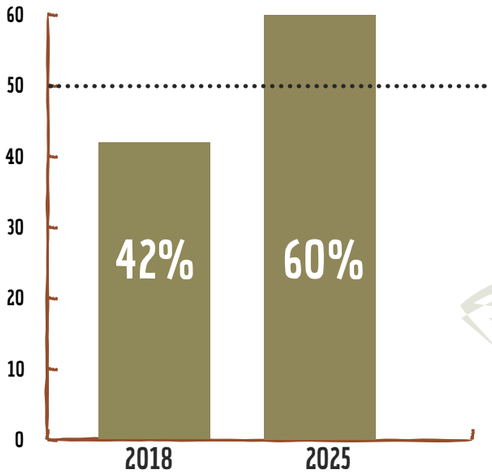
Continuous improvement

Monthly nutrition reports keep stores informed on healthy takeaway sales, celebrating wins and identifying ways to improve.

PROPORTION OF HEALTHY TAKEAWAY SALES

Across all stores 2018 vs 2025

FY25 sales exceeded the minimum policy of 50% healthy options.




Madeline Manhanrmadawuy and Julie Ngurruwuthun, Gapuwiyak Store kitchen team members, preparing a great healthy offer for customers.


Geiza Bosun adding fresh salads to the healthy grab and go fridge in the Badu Island Store.

FRUIT AND VEG SALES

KEEPING AFFORDABILITY AT THE FOREFRONT

Fruit and vegetable sales remain a key focus across the ALPA store network.

Fresh produce sold in FY25

806 tonnes

Affordability is a major driver of purchase and consumption. For decades, ALPA has self-funded a freight subsidy on all fresh produce, which means freight costs are not passed onto the customer. This lowers prices by an average of 20%. Independent stores also implement this initiative.

Financial year 2025 saw a 5% decline in fruit and vegetable sales compared with the previous year. Contributing factors include longer road freight cut-off periods during the wet season, and unfavourable growing conditions leading to increased supplier costs.

Every month, the Nutrition team reviews fruit and vegetable sales and provides individualised reports to each store. These highlight good outcomes and strategies for improvement – supporting stronger, more consistent performance.


Ron Campbell and Mylene Farrell at the Warliburru Store in Minyerri highlighting the fresh fruit offer.


Joni Douglas and Tahlia Vendramin unpacking the fruit and vegetable delivery in the Malandari Store.

TOBACCO SALES

ALPA support national and local initiatives to curb smoking in communities. This year we saw a further 1% reduction in tobacco sales across all stores.

GOOD FOOD PEOPLE TRAINING VIDEOS


Rick Knight, Jessica Conser, ALPA Director Elizabeth Ganygulpa and Sarah Funston filming the Good Food People training videos.

A Good Food Person is a trained team member who supports healthy food practices instore.

ALPA Nutrition partnered with Rick Creative in 2024 to produce a series of training videos aimed at building capacity for Yolŋu staff in their role as a Good Food Person.

Filming took place in Milingimbi and Gapuwiyak, telling stories about the importance of healthy stores and how the ALPA Health and Nutrition Strategy is put into action. The store teams did an incredible job on camera – their humour and commitment to their roles brought the project to life and is captured beautifully in the final videos. We were also fortunate to feature retired Director Djamalaka Dhamarrandji in some videos and voiceovers. Training rollout will begin soon.

BENCHMARKING FOR HEALTHY STORES

LED BY MONASH UNIVERSITY

In the nutrition space, it's vital for ALPA to stay at the forefront of conversations that impact our member communities.

For the past 3 years, ALPA has been actively involved in the Benchmarking for Healthy Stores study. The project works to reduce health inequities in Aboriginal and Torres Strait Islander communities by supporting healthier store environments. This includes reviewing instore policies, analysing sales data, and working closely with store directors on action plans to improve nutrition outcomes.

Monash's end-of-study workshop in March 2025 brought together key stakeholders to review the benchmarking model and discuss its future direction.


Community Nutritionist Sarah Funston presents silver Healthy Store Rating certificates to the Board from the Monash University Benchmarking for Healthy Stores Study.



Sebastian Wunungmurra, Craig Ryan and Laura Baddeley representing ALPA at the Monash University Benchmarking for Healthy Stores end-of-study workshop.

DJOKA' (SUGAR) STORIES

TABLE SUGAR AWARENESS WITH THE HEART FOUNDATION AND MIWATJ HEALTH

High levels of table sugar consumption have long been a concern for community health across East Arnhem Land.

In 2024, the ALPA Nutrition team partnered with the Heart Foundation and Miwatj Health to develop animations and posters to raise awareness of table sugar.

Developed in consultation with community members and health professionals in Galiwin'ku and Milingimbi, these resources reflect community knowledge and priorities.

Voice-overs are included from George Garambaka, Tina Dhamarrandji, Jairus Marawili and Dorothy Yunggirringa.

The 4 animations tell different stories about djoka'

Honouring traditional sweetness

"Just a little less sugar, like the old days."

Sugar in our bodies

"A little less sugar every day is better for your heart and body."

What's in your drink?

"Start small by adding less sugar than you normally would."

Bouncy energy

"Let's try less sugar and more good foods for better energy."



Miwatj Health, ALPA Nutrition, the Galiwin'ku Nutrition Action Group and the Heart Foundation during the consultation process for table sugar animations.

Scan to watch animations
https://www.alpa.asn.au/djoka-stories

EXPANDING GOOD FOOD STRONG BODIES

Pirlangimpi Store

Nganmarriyanga Store

Numburindi Store



Patrick Wayne Puruntatameri at the Pirlangimpi Store with Good Food Strong Bodies signage.

In partnership with NT Public Health Nutritionist, ALPA Nutrition continues to grow the reach of the Good Food Strong Bodies health promotion project with the rollout across independent stores.

Designed in collaboration with Uncle Jimmy Thumbs Up! and Outback Stores, the resources encourage customers to eat more fruit and vegetables and less sugar. Working alongside store directors, we translated messages into the First Nations language of each region.

This year, we were proud to launch the material in Pirlangimpi, Nganmarriyanga and Numburindi stores, bringing health-focused messaging into the everyday shopping experience.

GALIWIN'KU NUTRITION ACTION GROUP

ALPA was proud to be involved in the establishment of the Galiwin'ku Nutrition Action Group (Galiwin'ku Ŋatha Manymak Mala Mitji) in 2024.

Driven by a shared passion for improving nutrition and food security in Galiwin'ku, the group is a strong collaboration between Yolŋu representatives, ALPA, Miwatj Health, the University of Melbourne and other stakeholders.

ALPA Community Nutritionist Sarah Funston has been a co-lead of the group alongside George Garambaka, Yunggirringa Bukulatjpi, Tina Mayulwuy and Hasthi Dissanayake. We look forward to continuing to work together to build long-term solutions.



The Galiwin'ku Nutrition Action Group meeting in October 2024 to discuss strategies to improve nutrition outcomes in community.



Chair Mätjarra Garrawurra, Community Nutritionist Sarah Funston and Director Elizabeth Ganygulpa at the December 2024 board meeting.

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.

Community Services delivers programs across education, youth engagement, and community development. In financial year 2025, we expanded initiatives that improve access to culturally appropriate aged care and built partnerships that support health, wellbeing, and economic opportunity.



COMMUNITY DEVELOPMENT PROGRAM (CDP)

ALPA is proud to deliver the Community Development Program (CDP) under the National Indigenous Australians Agency (NIAA) remote employment scheme.

CDP supports job seekers in remote communities to build skills and contribute to their communities through training, projects, and case management. Our community-driven model ensures CDP reflects local priorities.

ALPA delivers CDP to
over 3,800
participants in:

- **10 remote communities**
  Galiwin'ku, Gapuwiyak, Milingimbi, Minjilang, Ramingining, Gunbalanya, Gunyangara, Jabiru, Nhulunbuy and Yirrkala
- **48 homelands**
  across East and West Arnhem Land.

FY25 FOCUS AREAS

- **Strategic workforce planning:** Working with local employers, we've aligned our training with current and emerging workforce needs. This ensures participants gain relevant skills and are positioned for success.
- **Post-placement support**: To enable long-term success, we provide 6 months of individualised post-placement support. These services have proven essential in helping individuals adjust and thrive in their new roles.

ALPA CDP has supported **614** participants to commence work in FY25.



ALPA staff and CDP participants from Nhulunbuy, Yirrkala and Gunyangara at the Bukaway Shed.

INVESTING IN SKILLS

Training is a central focus for CDP, both in pre-employment stages and professional development for participants and local staff.

This year we partnered with various Registered Training Organisations (RTOs), including Swinburne University, Remote Training Australia, Sister Buffalo, BMI Training & Development, and our own ALPA RTO to deliver accredited training.



Jabiru CDP team doing tractor maintenance.

ARNHEM DJURRA PAPERMAKING

Combining cultural knowledge with newly acquired skills, Arnhem Djurra (Gunbalanya CDP) proudly launched a new papermaking project. Both men and women have important roles to play in the multi-step process, which includes gathering, cutting, cooking, mulching, draining, pressing, drying, and trimming – transforming raw fibres into unique handcrafted paper.


Mildred Nayinggul and Agnes Nalunjdjuk collecting plant fibres for papermaking.

INJALAK ARTS AND DALUK CENTRE COLLABORATION


Emily Garnarradj, Freda Garnarradj, Hope Nayilibidj, Mildred Nayinggul with completed cushion covers for Injalak Arts.

Daluk means **women** in **Kunwinjku**, one of the languages spoken in West Arnhem Land.

Injalak Arts partnered with the Daluk Centre (Gunbalanya CDP project) to collaborate on an exciting project for the Finders Keepers Market in Sydney.

With support from sewing training from Sister Buffalo, the daluk (women) crafted 26 chair cushion covers using Injalak fabric. These were exhibited and sold in Sydney, with each cover featuring information about the artwork and talented makers.

This project was a unique opportunity to share the cultural and creative strength of Gunbalanya beyond the Northern Territory.

EMBRACING TEXTILES

Following the success of sewing training in Gunbalanya, CDP has continued to support skill development through additional Sister Buffalo sewing workshops in Ramingining and Minjilang. We've seen enthusiastic participation, with women empowered to grow their textile skills and explore new creative pathways.


Ramingining CDP participants Naomi Gaykamangu, Tina Gangarriwuy, Elaine Djamarramarr and Serena Gurruwiwi with the bags they created during sewing training.


Ramingining CDP participant Elaine Djamarramarr.

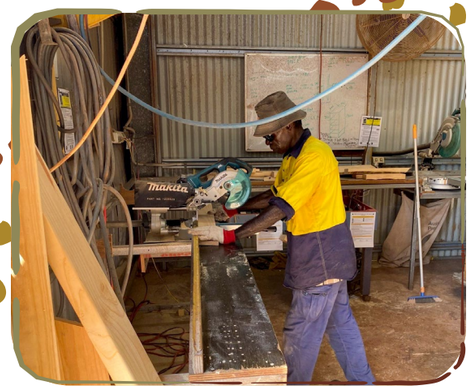
HAIRDRESSING SERVICE

The Milingimbi CDP hairdressing service has expanded to provide complimentary haircuts, washes, and beard trims for aged care clients. This has received an overwhelmingly positive response, with community members appreciating the care and pampering experience.

Beyond meeting a community need, this initiative empowers CDP participants to refine their skills in a real-world setting and prepare for future opportunities in the hairdressing industry.

CDP participant Nadine Rulminydjawuy cutting the hair of a client.





CARPENTRY UPSKILLING IN GALIWIN'KU

Through expert training facilitated by Swinburne University, the Galiwin'ku CDP team strengthened their woodwork skills and produced a series of high-quality products – including bed bases, outdoor furniture, lock boxes, and a training room table. Looking ahead, the team will apply their new learnings to design planter boxes as a part of the gardening and landscaping project.



BUKAWAY: GROWING CREATIVE TALENT

Some of the Bukaway team with impressive final products from their metalwork course.



Bukaway continues to grow as a Yolŋu-led enterprise, developing skills, creating jobs and reinvesting in the East Arnhem Land region. All Bukaway products are crafted by Yolŋu participants from Nhulunbuy and surrounding communities.



FY25 HIGHLIGHTS

- Bukaway has officially shipped orders to every state in Australia, with a final Western Australia delivery in November 2024 marking this exciting milestone.
- Entering the wholesale market, Bukaway secured its first stock order with Noosa Art Gallery.
- The Bukaway Shed received fresh paintwork and new landscaping to make the space more welcoming, while extended opening hours have positioned Bukaway to better serve customers.
- The men's team mastered the art of recycled metal sculptures, crafting unique pieces, including barramundi, dragonflies, and frilled neck lizards.





Visit Bukaway in Nhulunbuy or shop online at www.bukaway.com.au

REDUCING INCARCERATION THROUGH COMMUNITY WORK

Recognising the disproportionate impact of incarceration for minor offences, such as unlicensed driving and unpaid fines, the ALPA Board of Directors made it a priority to take action. We engaged with the NT Department of Attorney-General and Justice to explore ways in which we could support the community work order (CWO) project across Arnhem Land.

A key barrier for CWO was the region's limited employment opportunities. To address this, ALPA now welcomes some community members facing incarceration onto the CDP caseload, providing them with meaningful, community-based work to complete their hours.

Since 2019, ALPA has supported 98 individuals to complete their hours, with 14 community members avoiding unnecessary incarceration in the second half of financial year 2025 alone.



CDP employees Latoya Gurruwiwi and Sarita Garrawirritja preparing healthy meals in the Miyalk Kitchen

EXPANDING SERVICE DELIVERY FOR GALIWIN'KU NDIS CLIENTS

In financial year 2025, the Miyalk Kitchen significantly expanded its support for National Disability Insurance Scheme (NDIS) clients, increasing capacity from 4 to 15 meals per day. Miwatj Health is working closely with our team to extend the reach of meal delivery even further.

In another area of growing support within NDIS, the Galiwin'ku Gardening team has strengthened services and doubled their client base, now maintaining the lawns and grounds of approximately 40 participants.

CDP SUCCESS STORIES

At ALPA, we take pride in fostering career growth and creating meaningful employment opportunities through CDP.

These success stories highlight the hard work and achievements of individuals who have embraced new roles, developed strong skills, and continue to make a lasting impact in their communities.

Laura Butjala
Employment Consultant, Gapuwiyak

Beginning as a Receptionist, Laura embraced opportunities for growth through mentorship and training. This dedication led to her successful transition into an Employment Consultant role. Now thriving in her new position, Laura has since increased her hours and proudly completed her Certificate II in Community Services





Joshua Marshall and Ambrose Dann at their ALPA induction at the Darwin Support Office.

"Ambrose is a strong motivator and true team player."

Karen Hare
Jabiru Site Manager

Joshua Marshall
Activity Coordinator, Jabiru

Joshua joined CDP in May 2024 and quickly secured a role with C&R Constructions on the new clinic build. After the project's completion, Joshua returned to CDP motivated and ready to take on his next challenge.

Starting as a CDP Supervisor, Joshua showed a strong work ethic and a commitment to values that align with ALPA's. This dedication led to his successful appointment as the full-time Activity Coordinator in November. Joshua continues to excel in his role with confidence and leadership.

Ambrose Dann
Activity Coordinator, Gunbalanya

Beginning his ALPA journey as a CDP Supervisor, Ambrose quickly earned recognition for his reliability, initiative and leadership. His broad skills and experience made him the go-to person for a range of tasks, from hands-on problem solving to equipment maintenance. When the Activity Coordinator role in Gunbalanya opened, Jabiru Site Manager Karen Hare didn't hesitate in recommending Ambrose for the position. Ambrose was successfully appointed as the Activity Coordinator and has since relocated to Gunbalanya.

Winston Lami Lami
Former Minjilang CDP participant

Winston joined CDP in March 2024 and quickly proved his determination to build a future in the trades. Through consistent hard work and skill development, he secured a role as Trade Assistant with Stedmans Construction, where he's now working towards becoming a qualified boilermaker.

Winston is embracing his new career path with energy and purpose and continues to be a passionate role model for his community. ALPA is proud to have supported Winston's journey through CDP.



Michael Stedman (Stedmans Construction) and Winston Lami Lami.

EAST ARNHEM LAND YOUTH MODEL

The East Arnhem Land Youth Model (EALYM), locally known as Guŋga'yunga Djamarrkuḻiny, continues to go from strength to strength. The model takes a holistic, family-focused approach to youth learning and wellbeing, with culture at its core.

SHIFTING THE SYSTEM: COMMUNITY-LED MODELS OF SERVICE DELIVERY



EALYM activity staff and participants making gara (spears) during Marngigurrapun Yutany Djamarrkuḻi activity in Ramingining.

EALYM is entering its fifth year of operation with continued investment from the National Indigenous Australians Agency (NIAA), NT Government and ALPA.

The program is reshaping public sector decision-making and service delivery in East Arnhem Land by placing Yolŋu authority at the centre. Across Galiwin'ku, Gapuwiyak, Ramingining, and Milingimbi, Yolŋu djämamirr (workers) lead culturally rich, engaging activities that promote self-determination and community control.

FY25 HIGHLIGHTS

- Strong engagement from djamarrkuḻi and families
- Greater local decision-making
- Strengthened partnerships with cultural leaders and stakeholders
- Rollout of improved monitoring and evaluation tools
- Development of Youth Voices Strategy.

Scan to watch short film

East Arnhem Land Youth Model – Guŋga'yunga Djamarrkuḻiny program – YouTube



EALYM team at the October 2024 Regional Meeting in Darwin.

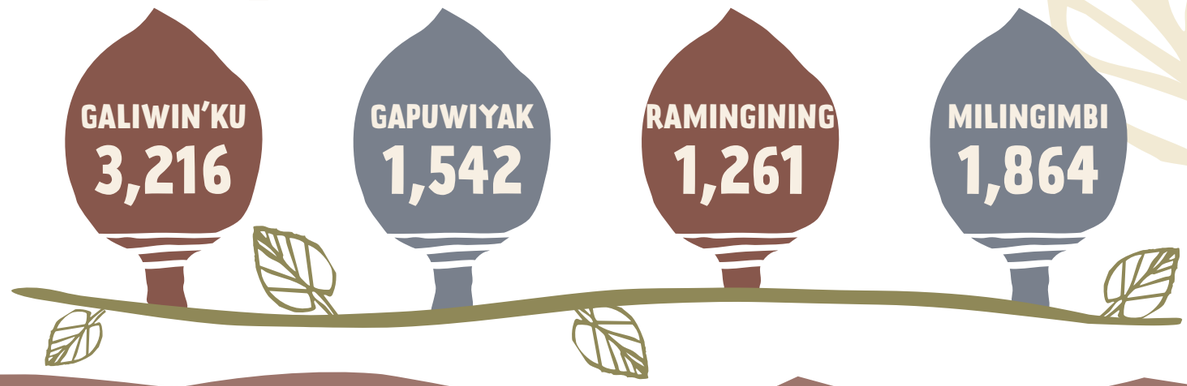
Over the year, **44** activities were delivered in Galiwin'ku, Gapuwiyak, Ramingining and Milingimbi.



EALYM activity staff and participants making gara (spears) during Marngigurrapun Yutany Djamarrkuḻi activity in Ramingining.

STRONG PARTICIPATION: JUNE 2024–APRIL 2025

DJAMARRKUḺI ATTENDANCE AT ACTIVITIES



"We are taught about how we first came. Teaching gurruṯu (kinship), connections to both dhuwa and yirritja (moieties), we learn to respect our culture, Elders and community."

Djamarrkuḻi
from EALYM activity in Galiwin'ku

DEVELOPING THE YOUTH VOICES STRATEGY

The Youth Voices Strategy is grounded in a strong commitment to elevating the voices of djamarrkuḻi. Led with pride by EALYM djämamirr, the foundation for this work was built through deep listening, creative collaboration, and engagement with young people, Elders, families, and local services.

Each community-specific strategy reflects EALYM's journey to date, the lived experiences of young people, and future aspirations. The outcomes will guide the next phase of the program, uplift the voices of young people in the region, and ensure our work remains connected to Yolŋu ways of knowing, being, and doing.



Djamarrkuli and community members during community Youth Voices consultation sessions in Milingimbi.

HEALTH AND WELLBEING CAMP: SUPPORTING YOUNG DIRRAMU

"Some djamarrkuḻi had no confidence and were too shy to go to school. This activity (Glow) has helped build their confidence and they are now going to school."

BANANAKI

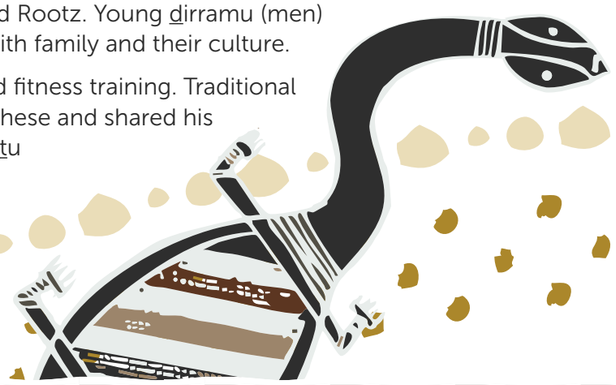
EALYM Activity Leader, Galiwin'ku



Young ḏirramu brainstorming about needs for young people at EALYM x Solid Rootz Health and Wellbeing Camp.

EALYM held its first Health and Wellbeing Camp for Milingimbi djamarrkuḻi at Rapuma in partnership with youth organisation Solid Rootz. Young ḏirramu (men) spent time away from town to learn and connect with family and their culture.

Activities included spear making, hunting, footy, and fitness training. Traditional Owner and Elder Johny Barrtjaray guided many of these and shared his knowledge of raypirri (discipline and respect), gurruṯu (kinship), and the cultural significance of Rapuma – his homeland. The camp also included yarning circles and a Youth Strategy brainstorming session.



EALYM DJÄMAMIRR LEADING THE WAY

Our work is strong because of the energy of community and our incredible staff who lead it. This year it's been rewarding to watch these strengths benefit the program and wider community.

EALYM local coordinators are demonstrating strong leadership and agency in addressing issues through community-driven solutions. When challenges arise in the region, coordinators respond proactively. For example, during a spike in break-ins and antisocial behaviour among young people in Gapuwiyak, they increased activities focused on raypirri (discipline and respect) to engage those at risk.

Coordinators are also active in advocating for young people and the importance of community-led programs.

Joanne Baker, Milingimbi EALYM Local Coordinator, was a guest speaker on the Women in Leadership Panel at an Indigenous Women's Conference in Darwin.

In addition, multiple coordinators attended the Garma Festival at Gulkula, confidently engaging with national and international attendees.

These efforts highlight their growing ability to represent community needs and advocate effectively in diverse settings.



Margarat Marrkula speaking to media at the EALYM signing day in Gapuwiyak.

Joanne Baker and Jane Miyatatawuy, EALYM Local Coordinators in Milingimbi.



"This activity is building relationships between adults and children; we are growing together."

Veronica Gaykamangu

EALYM Activity Coordinator, Ramingining

COMMUNITY ENGAGEMENT

The ALPA 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.



Lisa Dhurrkay and Margaret Dharmarandji at Financial Wellness Week.

FINANCIAL WELLNESS WEEK

In August 2024, the Community Engagement team partnered with First Nations Foundation, superannuation providers, banks, the Australian Taxation Office and financial counsellors to deliver Financial Wellness Week across 5 East Arnhem Land communities.

The program empowered over

1,000 COMMUNITY MEMBERS

to better understand and access superannuation, nominate beneficiaries, and reclaim owed tax – generating an estimated

$4 MILLION

in financial benefits.

Recognising the high demand for this kind of support, ALPA re-engaged with AustralianSuper and SAMAF Consultants to deliver a similar initiative in Gunbalanya, Jabiru, and Minjilang.

COMMUNITY ADVISORY COMMITTEES

ALPA's Community Advisory Committees (CACs) are made up of leaders nominated by clan, family, and camp groups. Together they identify community priorities and ensure ALPA remains responsive to local needs.

The Community Engagement team led all CAC meetings in financial year 2025, prioritising greater accountability and transparency. As part of this commitment, CAC expanded to Gunbalanya and Jabiru, embedding local voices into ALPA's growing services in these communities.



Minjilang CAC members Matthew Nagarlbin, Jess Yarmirr, Ruth Marrwamba, Janet Mirangu and Steven Nabalmarda.

EAST ARNHEM CAREERS TOUR



Eddy Alder (Community Engagement Manager) and Norman Daymirringu (Community Engagement Officer).

Held in March 2025, the East Arnhem Careers and Opportunities Tour connected students with career pathways in and beyond their community. The Department of Education and Training, ADF Careers, NAAJA, GTNT Group, and Miwatj Health engaged with students about futures in trades, health, and hospitality and other industries.

Highlights included an Elcho Island student pursuing a boilermaker qualification and a Yirrkala student preparing for a teaching career. Local employers expressed strong interest in offering school-based apprenticeships and traineeships.

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

Now in its third year, ALPA's 2024 Work Experience Program gave East Arnhem Land students a chance to step beyond the classroom and explore real-world careers. The program welcomed 17 students from Ramingining, Galiwin'ku, and Gapuwiyak.

Host organisations included Australian Defence Force, First Nations Broadcasting, Larrakia Nation Aged Care, North Australian Aboriginal Family Legal Service, NAAJA, and Selena Uibo's Office. Four students also spent the week at ALPA's Darwin Support Office, engaging with teams across the business.

We appreciate the generosity and commitment of host organisations in supporting the next generation of community leaders.



TRAINING AND EDUCATION

The ALPA Registered Training Organisation (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.

SHORT COURSES

White card, food safety, first aid

256 completions

91% completion rate

ON THE JOB TRAINING

Retail and Community Services qualifications

168 enrolled students

45 completions

FINALIST FOR NT TRAINING AWARDS

We're thrilled to be nominated for the 2025 NT Training Awards – Small Training Provider of the Year. This speaks to the passion and commitment our team bring to remote training. The awards will be announced in September.



First aid training for Minjilang CDP.

FIRST AID: EXPANDING OUR REACH

Our capacity to deliver first aid training has grown significantly in financial year 2025. Since establishing a specialised Trainer position with a focus on first aid, ALPA successfully delivered 11 first aid courses across East Arnhem Land in just 5 months.

This training gives participants essential skills to care for their communities, from treating minor injuries to performing life-saving CPR. Demand is growing quickly, with CDP sites and organisations such as the East Arnhem Regional Council and Country Connect expressing strong interest in future courses.

ISEP: GROWING OUR YOLŊU WORKFORCE

The Indigenous Skills and Employment Program (ISEP) is growing strong in Ramingining, Galiwin'ku and Gapuwiyak.

Following the signing of the new contract with the National Indigenous Australians Agency (NIAA) in May 2024, the first 6 months were dedicated to developing the program and shaping its strategic direction. ALPA's tailored version, Growing Our Yolŋu Workforce Program, offers both accredited and non-accredited courses. Since November, we've been growing our student base with great momentum.

FY25 HIGHLIGHTS

Two-way learning

The ISEP team took part in a two-way learning workshop alongside other community groups and Traditional Owners. Together, they explored how to plan and measure projects in ways that reflect First Nations values, using tools like storytelling and shared reflection.

Local partnerships

We engaged with stakeholders in Nhulunbuy who are delivering their own ISEP programs and identified opportunities for collaboration and shared learning.

Career advancement support

Students expressed strong interest in career advancement support, recognising its value in helping them grow within current roles and prepare for future opportunities. This support includes developing new skills, taking on additional responsibilities, or working towards a promotion.



Claire Webb and Rosita Gaykamangu discussing two-way learning in Nhulunbuy.



Milingimbi students dressed in personal protective equipment during White Card training.



Yolŋu mentor Christine Dhurrkay.

FOOD SAFETY IN ACTION

Strong food safety practices are essential to supporting healthy communities. Our team has been travelling across the Northern Territory and Far North Queensland to deliver food safety training in schools, CDP sites, community programs, and stores.

Sessions are interactive and tailored to each environment, empowering students to build confidence and gain practical skills they can apply in real-world settings.

FY25 HIGHLIGHTS

Gapuwiyak Bush Miyalk

Participants learned about food safety at home and at work, including practical tips on caring for their families and customers, and how to prepare healthy meals on a budget. Marlene Yunupingu and Judith Burarrwanga were instrumental in making the sessions engaging and culturally relevant by supporting translations and demonstrations.

Pirlangimpi Store

As part of her Certificate III in Retail, Chelsea Dunn-Tilmouth put her skills to the test by cooking up a delicious garlic prawn dish. Encouraging nutritious food choices is a key focus of the training, and Chelsea embraced the opportunity to share samples with customers and talk them through the ingredients.

Jabiru Training Café

To support the opening of the Jabiru Training Café, our Trainers delivered targeted food safety training focused on hazard prevention, safe practices, and temperature control – equipping participants with the skills needed for their future roles.



Marlene Yunupingu, Pablo Stuardo and Judith Burarrwanga.


Chelsea Dunn-Tilmouth serving up garlic prawns.



Chelsea Dunn-Tilmouth and Geraldine Puruntatameri receiving their training certificates at the Pirlangimpi Store.

HIGHER EDUCATION HUBS

ALPA's Higher Education Hubs provide learner support to students studying a vocational qualification or higher education degree. Located in Nhulunbuy, Yirrkala, Galiwin'ku, and Ramingining, learners are supported with a safe study space, guidance from mentors, and the tools and resources they need to succeed.


Janelle Maymuru, Rachel Godley and Aaron Burarrwanga.

Janelle Maymuru and Aaron Burarrwanga
Student spotlight

Janelle Maymuru and Aaron Burarrwanga have carved out strong career pathways after completing their Certificate II in Community Services, transitioning from study into youth worker roles.

Supported by a two-way learning approach, their training combined classroom sessions at the Nhulunbuy Higher Education Hub with learning on homelands.

After more than a year of committed study while still attending Markarrata School, Janelle and Aaron are now thriving in Youth Worker roles in Garrthalala and Ninydjia – putting their learning to action and making an impact in their communities.

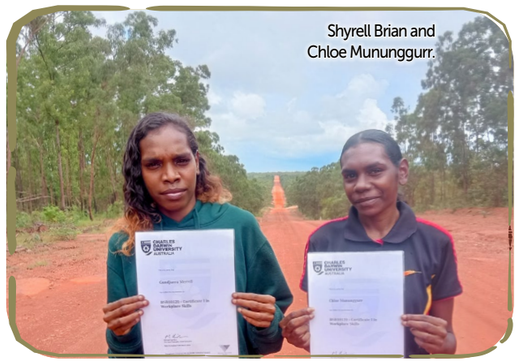
Chloe Mununggurr
Team member spotlight

In her role as a Higher Education Tutor at the Nhulunbuy Higher Education Hub, Chloe provides interpreting support, digital literacy support and guides two-way learning strategies.

ALPA was incredibly proud to celebrate Chloe's nomination for the 2025 NT Young Achiever Awards, where she progressed to the semi-final stage.

Chloe plays an important role in making adult education accessible and inclusive by building strong engagement between the education sector and community. She connects education with real-world needs and creates a learning environment that's supportive of the Yolŋu world view.

As part of the Learning in East Arnhem Program, Chloe worked with the Datjala Work Camp (NT Corrections) and the Pacific Australia Labour Mobility (PALM) Carers NT cohorts as they built confidence in LLND (language, literacy, numeracy, digital) skills.


Shyrell Brian and Chloe Mununggurr.

"My goal is to be like my grandmother on my mother's side. One day I would like to become a teacher and this djäma (work) will help me learn the manymak (good) education pathway for me and my people."

Chloe Mununggurr

Higher Education Tutor

CORPORATE SERVICES



SUPPORTING ALPA DJÄMA FROM BEHIND THE SCENES

Corporate Services is a key enabler in ALPA's strategic and operational success. Delivering integrated solutions across our divisions, the team fosters collaboration, enhances transparency, and champions continuous improvement.

As the backbone of our organisation, Corporate Services works to ensure our people and processes are equipped to navigate our dynamic environment. This year, the team has driven significant improvements across all our departments.

OVER 70 TEAM MEMBERS
8 DEPARTMENTS

- Finance
- Payroll
- People and Culture
- Information Technology (IT)
- Safety, Fleet and Facilities
- Data and Analytics
- Marketing and Communications
- Administration

PEOPLE AND CULTURE

BUILDING A STRONG WORKFORCE

ALPA's People and Culture Team continues to drive organisational progress by prioritising inclusion, enhancing employee engagement, and strengthening retention strategies.

Recruitment remains a key focus as we navigate a highly competitive job market. Finding skilled candidates who are ready for the unique realities of remote community work is an challenge, but one we're committed to meeting. Over the past year, we've grown our Talent and Acquisition team, improved recruitment workflows, and built stronger partnerships to better identify and engage the right people.

ENGAGEMENT AND RETENTION INITIATIVES INCLUDED:

- Maintaining our six-monthly engagement survey
- Quarterly ALPA All Stars awards program to recognise values-led achievements
- Increased use of our employee experience and performance platform Culture Amp
- Promotions and events throughout the year to increase awareness and use of our external human resources (HR) support providers.

Looking ahead, People and Culture remains committed to creating opportunities that empower our team members, while continuing to attract and retain individuals who are aligned with ALPA's values.



Neil Gurruwiwi, Tracey Fieldhouse and Joe Brown.

Starting strong in Minjilang, new **CDP Site Coordinators Tracey Fieldhouse** and **Anthony Bonnice** were welcomed by community members with a fishing trip. They shared the moment with People and Culture as a thank you for the support during the recruitment process.



Corporate Services team members at our Harmony Day Morning Tea.

INFORMATION TECHNOLOGY


Etitera Robertson (CDP employee) and Quazi Hossain (Field IT Technician) installing security cameras at the new Jabiru Training Café.

IMPROVED EFFICIENCY, SECURITY AND OUTCOMES FOR COMMUNITIES

Throughout the year, our IT department has continued to evolve – maintaining strong service standards while introducing innovative technologies. We prioritised solutions that drive efficiency, strengthen security, and deliver positive outcomes for communities.

Whether it's through upgraded infrastructure, smarter support systems, or new digital tools, our focus is always on enabling ALPA to thrive in some of the most remote parts of Australia.

BUSINESS SECURITY

To protect our stores, our IT team is deploying advanced alarm systems featuring fog cannons, strobes, and sirens. Combined with centrally managed alarms, this strengthens security and safety, and provides peace of mind for ALPA staff and community members.

MANAGER HOUSING SECURITY

We installed user-friendly CCTV systems with motion detection and live video feeds. These reliable systems offer real-time monitoring to help ALPA staff feel secure in their homes.

CUSTOM KIOSKS FOR EMPLOYMENT HERO

To support the rollout of Employment Hero, custom logon kiosks were developed for staff across all ALPA businesses to improve payroll accuracy and simplify time tracking. These kiosks integrate with the new Employment Hero platform, allowing employees to easily clock in and out. The system encourages consistent timekeeping, streamlines payroll processing, and supports better workforce management across ALPA.



Shane Alexander and Jeffrey Wunungmurra learning how to use the new Employment Hero Kiosk at the Gapuwiyak Store.

SAFETY, FLEET AND FACILITIES

This department has undergone significant transformation in financial year 2025. Once focused solely on fleet management, we've expanded to include centralised repairs, maintenance, and property management. The team has grown from only 2 members to a capable department of 7, driving stronger service delivery across all areas.


ALPA Director Anita Yarmirr and CDP participant Neil Gurruwiwi team up to complete a pre-start safety check.

Centralising repairs and maintenance has already led to noticeable improvements in efficiency and cost-effectiveness. Through automated systems, increased staffing, and purpose-built technology, we've made it easier for our remote teams to access reliable support.
Safety remains critical to ALPA's operations and was reflected in various initiatives this year, including:

- Formation of a dedicated working group to develop clear incident response procedures
- Implementation of new controls to address risks identified in our updated risk registers
- Review and improvement of remote travel policies and procedures, including the introduction of vehicle tracking for travel beyond community.



Mark Zappia (Safety, Fleet and Facilities Manager).

DATA AND ANALYTICS

The Data and Analytics team is committed to listening and creating digital solutions that empower staff and make everyday work easier.

FINANCIAL YEAR 2025 HIGHLIGHTS

SEAMLESS PAYROLL INTEGRATION

The implementation of ALPA's new payroll system, Employment Hero, marks a major milestone in streamlining our operations. The team worked diligently to establish a smooth connection between the new system and Microsoft Dynamics 365, reducing the need for manual data entry and ensuring data is transferred seamlessly.

SMARTER TRAVEL CLAIM PROCESS

Upgrades to the Travel Expense Claim App optimised the process through automated approval workflows. The system now automates data flow between platforms, making payment processing, journal posting, and on-charging more efficient.

COMMUNITY CARE REQUEST APP

A new Community Care Request App is in development, aimed at digitising manual paperwork through digital forms and increased automation. Supporting enhanced data flow and simpler workflows, this will offer traceable records and greater visibility among teams.



East Arnhem Land Youth Model activity 'Bodiya' at the Milingimbi mudflats.

ENTERPRISE AND ECONOMIC DEVELOPMENT



Back row: Jason Butjala, Kyle Nacard, Don Wininba
Middle row: Catherine Main, Steve Roberts, Tony Long, Kate Powick, Daphne Malibirr, Lily Roy, Matjarra Garrawurra
Front row: Elizabeth Ganygulpa, Kaylee Gillie, Aleece Woodall.

ALPA's Enterprise and Economic Development division began in 2017 to harness economic businesses in remote communities.

Through these businesses, 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 and Manapan Furniture are wholly owned ALPA subsidiaries, while Rulku Enterprises and Dinybulu Regional Services are joint ventures with Traditional Owners and family groups.

BUKMAK CONSTRUCTIONS

RULKU LODGE

DINYBULU REGIONAL SERVICES RAMINGINING

MANAPAN

SUPPORTING OUR SUBSIDIARIES AND DJÄMAMIRR (STAFF)

The Enterprise team at the Darwin Support Office plays an important role in driving business growth and ensuring the long-term sustainability of subsidiaries.

Operating in remote communities presents unique challenges, making reliable support from Darwin essential as a regional hub. Whether it's accessing critical resources or overcoming logistical hurdles, the team provides strategic guidance and practical solutions to keep operations running smoothly. By supporting remote teams, we work together to strengthen subsidiaries and create new economic development opportunities across the region.

BUKMAK CONSTRUCTIONS

Bukmak Constructions is a wholly owned Aboriginal construction company based in East Arnhem Land.



Gary Yunupingu (Bukmak employee) and Dean Mackenzie (Indigenous Engagement Coordinator).

BUKMAK MEANS "EVERYBODY" IN YOLŊU MATHA

The word bukmak resonates deeply with our vision for this enterprise. We believe true progress happens when everyone is involved – from the leadership of Bukmak's Board of Directors to the commitment of our staff and sub-contractor partner teams on the ground.

We take pride in employing local Yolŋu and Bininj workers, investing in their skills, and creating meaningful opportunities for the future. Through established operations in Galiwin'ku and Ramingining, and facilities in Milingimbi, Gapuwiyak, Warruwi and other parts of the Northern Territory, Bukmak has built strong relationships with communities across the region.

Concrete batched on Elcho Island

1,462 m^3

Houses handed over in Galiwin'ku as part of the New Builds Contract

21 houses

That's 80 bedrooms!

Maintenance jobs completed in Galiwin'ku, Milingimbi, and Ramingining

125



MAJOR PROGRESS ON NEW BUILDS CONTRACT



The Bukmak team handing over a completed house to a family in Galiwin'ku, celebrating with a Welcome Hamper.

Bukmak continues to progress towards the completion of 87 new home builds in Galiwin'ku by May 2026. This project is supported by the Australian Government and NT Government under the Our Community, Our Future, Our Home program.

With construction advancing on schedule, the team's dedication has been instrumental in driving this year's achievements and the project remains firmly on track to meet its final delivery deadline.

PROJECT OVERVIEW:

63 HOUSES
successfully completed

24 HOUSES
under construction



Bukmak concrete batch plant in Galiwin'ku.

GALIWIN'KU LOGISTICS HUB: FUNDING SECURED

Kicking off financial year 2025 with a major achievement, Bukmak secured funding for the Galiwin'ku Freight Community Logistics Facility (GLH) through the National Indigenous Australians Agency (NIAA).

Facility features:

- **600**m^2 freight hub
- **40,000**m^2 secured site
- **10,000**m^2 laydown and goods storage area.

As a part of this project, Bukmak procured specialised plant and equipment to support construction and the ongoing operations of the business.

This development strengthens logistics infrastructure and enhances economic development opportunities for the Galiwin'ku community.

AJURUMU STORE EXPANSION IN WARRUWI


Bukmak employee Roy Manirryang.

Bukmak is proud to be delivering a $9 million expansion project for the Ajurumu Store. The project features various enhancements to strengthen food security and continue to meet the growing needs of the Warruwi community, including:

- Doubling the store's total floor space
- Expanding chiller and freezer capacity, allowing for increased wet season stock and improved food security
- Boosting energy efficiency through new electrical, mechanical and refrigeration services
- Improving store safety with the addition of a drive-through undercover loading and unloading area.

On-the-ground works commenced in March 2025. Project completion is expected for early 2026.



BUILDING A SMARTER WORKPLACE WITH DIGITAL TOOLS

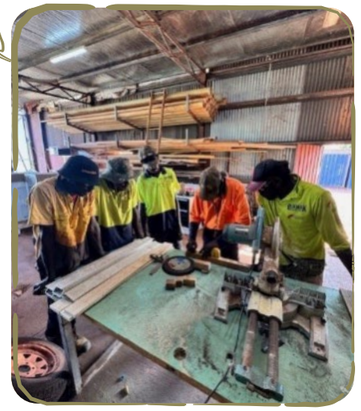
Strong growth in the last 6 months of financial year 2025 has led to the rollout of Sitemate – a digital platform streamlining communication between on-site teams and project management teams in Darwin.

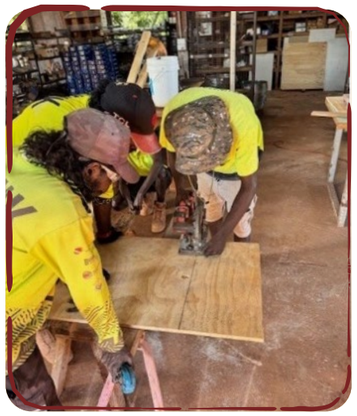
Features include a daily site diary, pre-starts, Safe Work Method Statement (SWMS), training logs, job cards, surveys, and constructions hold points approvals – all contributing to improved efficiency and coordination.

Next the focus will shift to safety enhancements. This will include site inductions, safety checklists, verification of competency (VOCs), and licensing to create a safer and more structured work environment.


Dylan Gondarra checking into daily prestart.

SUPPORTING YOLŊU CAREER GROWTH




Bukmak employees in training for their Certificate II in Indigenous Housing Repairs and Maintenance.

Bukmak has been working closely with the ALPA Training team and Northern Territory Training Services (NTTS) to find a practical, on-site training program to support career development for local employees.

The Certificate II in Indigenous Housing Repairs and Maintenance was identified as the best-fit qualification, equipping participants with accredited skills in remote construction repairs. This will be funded by the NT Government under its Aboriginal Responsive Skilling Grant program.

The first training block kicked off in mid-2025, empowering participants with future-ready skills and opening doors to long-term employment opportunities.

NEW RECRUITS STARTING STRONG

In 2025, we welcomed Matthew Gondarra and Dylan Gondarra to the Bukmak team.

Starting their employment journeys with the Community Development Program (CDP) gardens project, these young men demonstrated dedication, initiative, and strong growth in their roles. Through collaboration with CDP, Bukmak supported their transition into employment.


Dylan Gondarra, Dean Mackenzie and Matthew Gondarra.

"This djäma (work) is important because we're learning new skills in the trade and getting life goals sorted out for the future, to teach the kids, to have a better community."

Dylan Gondarra

Bukmak team member

RULKU ENTERPRISES

Rulku Enterprises is a family-owned business in Milingimbi, one of the Crocodiles Islands in East Arnhem Land.

Rulku Lodge stands as Milingimbi's sole visitor accommodation, featuring comfortable lodge-style rooms surrounded by ample indoor, outdoor, and garden spaces.

Enhancing the guest experience remained a key priority for Rulku in financial year 2025, with targeted upgrades aimed at modernising facilities and refreshing communal spaces.

RULKU LODGE

Total room bookings

4,845





Average guest occupancy

65%



Erin McCormack and Sabrina Nirrpuranydji enjoying the new outdoor area.

COLLABORATION WITH CDP

OUTDOOR AREA FOR CAFÉ AND LODGE GUESTS

A once-unused area at Rulku has been successfully converted into a welcoming outdoor space for guests, thanks to the efforts of Community Development Program (CDP) participants.

Guided by a trainer from Swinburne University, the team worked together to build a shade structure, install planter boxes, and create comfortable seating. The result is a spot where guests can unwind – rain or shine – with a coffee and cake, surrounded by the lush tropical grounds of Rulku Lodge.

KITCHEN AND GUEST AREA REFURBISHMENT

Comfort and functionality were at the centre of Rulku's interior upgrades in 2024, as Bukmak Constructions led a refurbishment of the communal kitchen and guest areas.

The kitchen saw a significant transformation, starting with the removal of a wall to open the area. Fresh flooring was laid, and new stainless-steel benches, appliances, and a custom pantry installed.

To complement the kitchen, the lodge received a repaint across guest rooms, bathrooms, and common areas. Meanwhile, the common area received new flooring and a lined ceiling to brighten the space.



Rulku Lodge team
Back row: Bulurrumawuy (Angelica) Gandjamarr
Front row: Sabrina Nirrpuranydji, Teri Francis and Maryanne Djirrmunmun.

STAFF SPOTLIGHT: TERI FRANCIS

Since stepping into her role as Lodge Manager in July 2024, Teri has brought warmth and steady leadership while creating enduring connections with the Milingimbi community.

Her experience delivering hospitality training with the ALPA Training team has been a strong asset, equipping her with the skills to guide and support Rulku staff. Her commitment extends beyond the lodge, collaborating with Milingimbi CDP and attending local meetings to stay connected with community priorities.

Teri continues to go above and beyond to support Rulku and the wider community, and we're incredibly grateful for her contributions.

"CareFlight's ability to operate in remote regions is strengthened by the relationships built with local communities.

During a recent mission near Milingimbi, local accommodation provider Rulku Lodge stepped in to support our crew when they needed a place to rest. Without hesitation, they made sure the team was looked after.

It's a small example of the generosity and quiet support that exists in so many corners of the Top End."

Top End CareFlight

DINYBULU REGIONAL SERVICES

Dinybulu Regional Services was established in 2014 through a partnership between Bulungkunum Corporation Limited and ALPA, with a shared vision to strengthen community services in Ramingining. Its operations span 5 key service areas: Dinybulu Lodge, Homelands Servicing, Logistics Hub, Workshop and Aerodrome.



Andrew Warrgawarrga, Carey Peterson and Scott Gaykamangu celebrate as the new DLH sign is installed – a proud moment for the team.

DINYBULU LOGISTICS HUB STARTS SERVICING RAMINGINING

The Dinybulu Logistics Hub (DLH) officially opened in February 2024 after 3 years in development, marking a major step forward in regional service delivery. Supported by the NT Government and the National Indigenous Australians Agency (NIAA), the facility includes a warehouse, office space, and cold storage.

DLH now provides essential services to Ramingining through purpose-built vehicles, specialist equipment, and logistical expertise. A key achievement is the launch of a barge collection service using a specialised truck, reducing road damage by limiting vehicle traffic, and improving delivery reliability.

Looking ahead, DLH is eager to build on this momentum and explore new opportunities to strengthen local services and support evolving community needs.

HOMELANDS SERVICING

The NT Government has extended the Homelands Housing, Municipal and Essential Services (HMES) Program to 2026, allowing Dinybulu to continue vital maintenance and repairs across homelands near Ramingining.

- Installed solar hybrid power systems in Galawdapin and Garandjirr, reducing dependency on the ageing pre-existing infrastructure
- Partnered with specialised contractors to design a water upgrade solution for Ngangalala Homeland to improve water quality
- Contributed to the review of the Homelands Housing and Infrastructure Program (HHIP) following upgrades to 10 dwellings in Ngangalala.


Dinybulu team operating the tractor for homelands servicing.

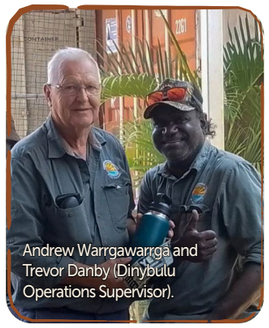
CELEBRATING MILESTONES

James Burrumbal
9 years

James is a multi-skilled employee and now proudly operates the new DLH truck. In April 2025, Senator Malarndirri McCarthy presented him a 9-year Certificate of Achievement for his dedication to Dinybulu and the Ramingining community.


Senator Malarndirri McCarthy, James Burrumbal, Carey Peterson and MP Marion Scrymgour.

Andrew Warrgawarrga
10 years


Andrew Warrgawarrga and Trevor Danby (Dinybulu Operations Supervisor).

Andrew celebrated 10 years with Dinybulu in October 2024. As a valued member of the homelands team, he maintains 5 homelands around Ramingining. Staff and families marked the milestone with a celebratory BBQ.

DINYBULU LODGE

Total room bookings
2,157

Average guest occupancy
40%


Dinybulu Lodge team James Mandja, Joey Gaykamangu and Riccardo Murina.

In financial year 2025, Dinybulu Lodge underwent a major refurbishment funded by the Aboriginal Tourism Grant program. Led by Bukmak Constructions, the works included a full kitchen refurbishment, pantry, fresh paint, updated electricals, and modern flooring, completed in October 2024 to enhance the guest experience.


Scott Gaykamangu on the runway for Dinybulu's aerodrome service.

MANAPAN FURNITURE

Manapan Furniture is dedicated to crafting high-quality, uniquely designed furniture and woodwork pieces.

MANAPAN MEANS "COMING TOGETHER" IN YOLŊU MATHA

This year brought an exciting shift in direction for Manapan. Following the closure of the Milingimbi Workshop, we're proud to announce a partnership with ALPA's Bukaway, a Community Development Program (CDP) project and small enterprise based in Nhulunbuy.

Marking a new chapter, this collaboration blends creative talents and expands opportunities for both businesses. Together, we're excited to explore fresh design possibilities, nurture emerging talent, and strengthen economic growth in East Arnhem Land.

> "By the two (Manapan and Bukaway) coming together, learning together, they can become something even greater than what was achieved at first. So sometimes these things take sacrifice for the greater benefit of what we want to achieve."
>
> **Elizabeth Ganygulpa**
>
> *Manapan Chair*



David Munyarryun working on custom tables at a Melbourne workshop.

FIRST STEPS IN MANAPAN AND BUKAWAY PARTNERSHIP

The Allen & Overy table project marked the first collaboration between Manapan and Bukaway, commissioned by MPA Constructions. Bukaway employees Keith Marika, David Munyarryun and Manapan Manager Ben Woodford travelled to Melbourne to complete 2 custom office tables in a large commercial workshop. Despite having just 4 weeks' experience with specialised carving tools, Keith and David combined traditional skills with modern joinery to produce skilfully crafted products.

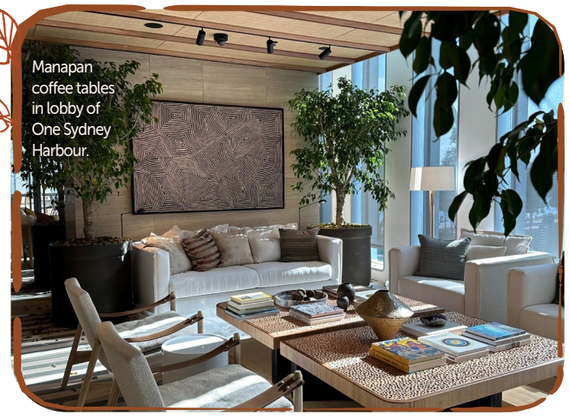
CEREMONY CANES FOR THE AUSTRALIAN DEFENCE FORCE

Building on Milingimbi's strong ties with the Australian Defence Force (ADF), Manapan brought its culture and craftsmanship into the fold. During ADF exercises, Manapan were commissioned to craft ceremony canes from local timber. Four were presented in 2024, followed by an official order of 26 canes, scheduled for delivery in mid-2025.





ONE SYDNEY HARBOUR



Manapan coffee tables in lobby of One Sydney Harbour.



Pandanus weave partition.

MANAPAN ARTISTRY MAKES ITS WAY TO SYDNEY

Stepping into the lobby of One Sydney Harbour Apartments, residents and visitors are now greeted by a striking display of bespoke Manapan furniture.

This project features a unique pandanus weave partition, crafted in collaboration with Bula'Bula Arts, and custom coffee tables. The Manapan team was proud to see their craftsmanship in this major residential building.

MANAPAN AND MEDIBANK COLLABORATION

Clans came together for a unique project that embodied the meaning of the Manapan name – coming together in Yolŋu Matha.

In early 2025, Manapan, Medibank, and Uncle Steve, a Bidigal man of Dhawawal Nation, collaborated at the Milingimbi Workshop to design and build a custom table for the Medibank Wollongong office.

Using wood harvested from Jamberoo (South Coast of New South Wales), the carving around the edge of the table tells a dreaming story about the Rainbow Serpent. The middle of the table tells the story of 5 islands off the coast of Wollongong, rich in fish and sacred to the Dharawal people.



Josiah Baker carving the custom table for Medibank.



Uncle Steve and Manapan Chair Elizabeth Ganygulpa reflecting on the story of the table.

ADVANCING CRAFTSMANSHIP WITH NEW MACHINERY

The arrival of a wide belt sander is an exciting enhancement to Manapan's woodwork capabilities. The precision tool simplifies the process of creating smooth surfaces for pieces such as tabletops, cabinets, and sideboards, supporting the production of high-quality, handcrafted items.

SIGNATURE PIECES CONTINUE

Manapan craftsmen continue to shape their heritage into unique timber products. Each creation carries a deep connection to land and culture while embracing sustainable practices.

COOLAMONS

Traditionally used to transport water, fruit, nuts and even cradle babies, Manapan Coolamons are handcrafted from local trees in Milingimbi. Their distinct shape, finish, and carving reflect the stories of the maker and the material.



Manapan Coolamon



Manapan Crocodile Lamp

CROCODILE LAMPS

Inspired by the Crocodile Islands of Arnhem Land, these lamps feature intricate grooves that allow light to shine through – symbolising the sharp teeth of the crocodile. Each lamp is a one-of-a-kind creation, shaped by the distinctive character of the timber.

CELEBRATING WOMEN IN BUSINESS

Women from across the Territory came together to reflect on success, resilience, and collaboration at the Northern Territory Indigenous Business Network (NTIBN) Q&A Ladies Luncheon. Manapan Chair Elizabeth Ganygulpa attended the event, showcasing Manapan's achievements and sharing insights on leadership and community-driven change. Her message highlighted the strength needed to foster cultural respect and cooperation in business. Manapan and Bula'Bula Arts presented a gift of Acknowledgement of Land to NTIBN, now displayed in their Darwin office next to the handcrafted Manapan boardroom table.



Manapan Chair Elizabeth Ganygulpa at the NTIBN Q&A Ladies Luncheon.

ACKNOWLEDGEMENTS

The work we do at ALPA is made possible by the people who support us behind the scenes. We would like to acknowledge a number of individuals who play an important role in our operations.

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

To our Remuneration Committee, we thank Raelene Kearns and Bob Hudson for their role in supporting fair, values-driven people practices.

We also acknowledge David Chatwin, Independent Director of Bukmak Constructions, for his expertise and guidance.

We thank Mark White, whose support has been instrumental in Manapan Furniture's transition and continued development since its inception.

All of these individuals volunteer their time to ALPA. We are deeply grateful for their generosity and ongoing contributions.

ANNUAL REPORT ARTWORK PROVIDED BY BULA'BULA ARTS ARTIST EVONNE RRARAYPUM

Evonne is a strong, early career artist based in the Ramingining community. Her artworks have already been featured in several group exhibitions across Australia – a testament to her natural artistic ability and the countless hours spent honing her skills.

Evonne was raised in a family of artists. Her mother, Dorothy Djukulul, was one of the first recognised female painters in Ramingining and taught Evonne and her 4 sisters how to paint their totem and songlines.

"My mum taught me how to paint at home. I like to paint myself, with my family at Bula'bula Arts. I teach the young ones how to paint, my grandson. His totem is the white cockatoo and emu. I like to tell my story on canvas and through dancing."

Evonne Rraraypum





Unity Through Enterprise
The Arnhem Land Progress Aboriginal Corporation

ALPA Support Office

70 O'Sullivan Circuit
East Arm, NT 0822

GPO Box 3825
Darwin, NT 0801

Ph: 08 8944 6444

ALPA1972

alpa.arnhemland

Arnhem Land Progress Aboriginal Corporation (ALPA)

BukmakConstructions

Dinybulu

RulkuEnterprises

ManapanFurniture

www.alpa.asn.au