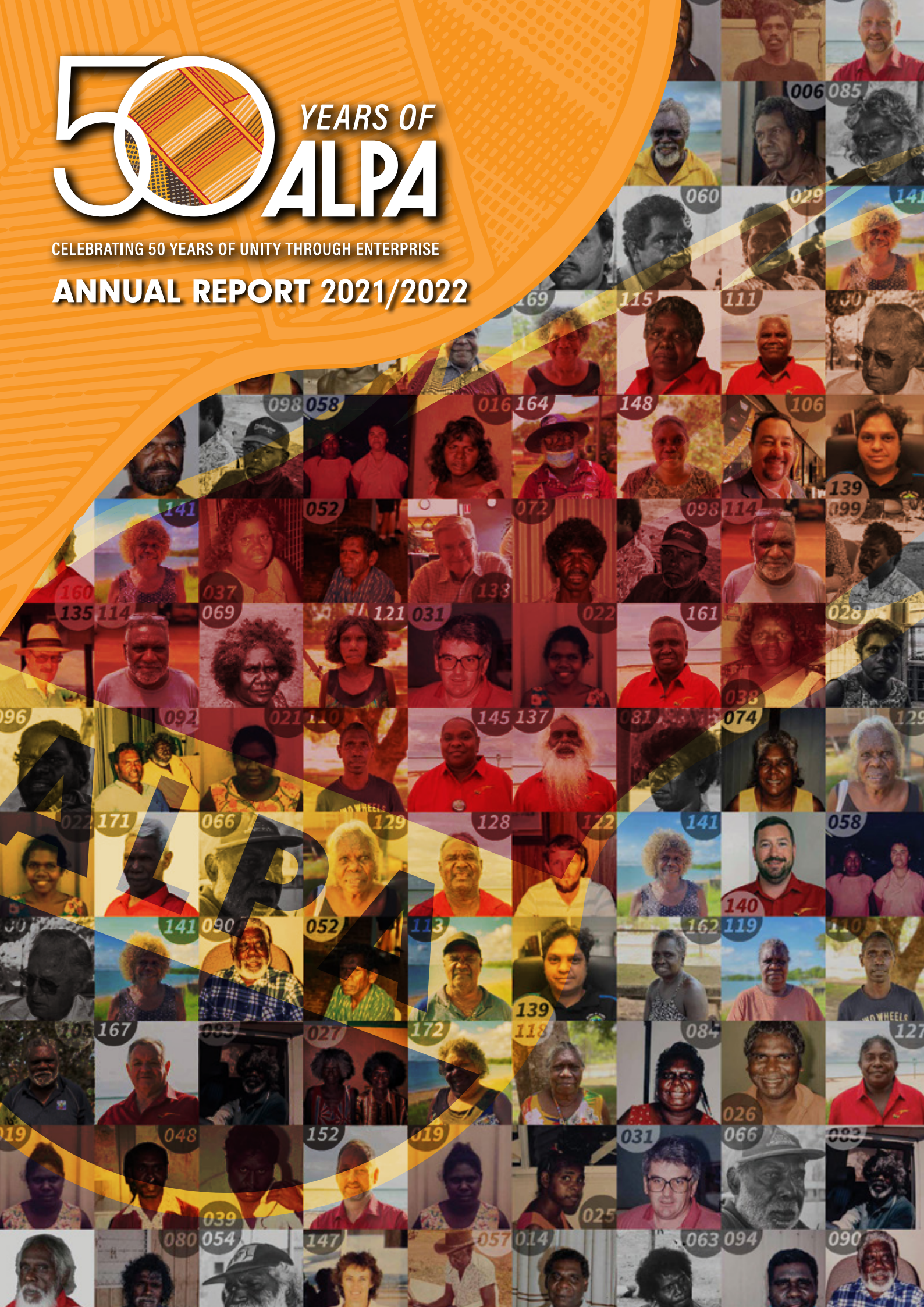
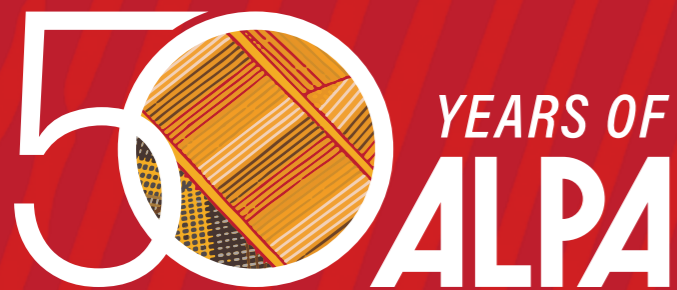


ANNUAL REPORT 2021/2022

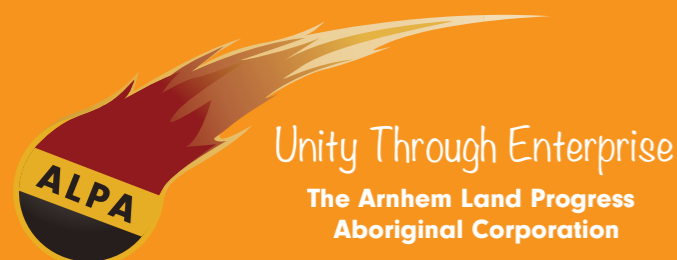


THEME: BITJAN BILI – ON AND ON

ALPA is more than a business. It is our people, and Yolŋu and Balanda staff djäma rrambanji bitjan bili (working together on and on). Governments and Government programs come and go, but our strength as an independent organisation not reliant on Government funding means we are here for our communities for the long run. This gives us the strength to build the future for our communities – building new businesses based on the strength of our retail operations and supporting education and skills development so that the future for our communities and our business looks brighter and brighter. Giving back to our communities through our Community Care Programs year after year, we also help to ensure that the cultural life of our communities keep standing on solid ground.






CELEBRATING 50 YEARS OF UNITY THROUGH ENTERPRISE



THE ALPA COMET LOGO

The ALPA logo represents Halley's Comet, which only comes around every 75-76 years. In this our 50th year, it is worth knowing that our organisation plans to be around long after the comet's next return in 2061. The colours in our logo relate to the belief in the spirit of our people, and our life force and light for future generations. Being owned not by one person, or shareholders, but by our member communities, we are here for the long run, shining a light for future generations so our corporation may see many returns of Halley's Comet as it goes on into the future bitjan bili.

www.alpa.asn.au

-  @ALPA1972
-  @BukmakConstructions
-  @Dinybulu
-  @RulkuEnterprises
-  @ManapanFurniture

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FISHING AT
RAYMANGIRR HOMELANDS



CHAIRMAN'S REPORT

THE REVEREND DR DJINIYINI GONDARRA OAM

"I have been part of the ALPA family for 29 years now and I would like to quickly reflect on my time so far."



The Reverend Dr Djiniyini Gondarra OAM

Each of these phases has been instrumental to my service. I would like to acknowledge all our staff, family and friends who have been a part of my (and ALPA's) journey.

I have fond memories of ALPA in the early days – our computers were very big, our stores were small. My, how times have changed! But our vision has always been clear. Our business is for our Yolŋu people. It makes me feel proud to see that we have so many wonderful people working together, supporting our businesses and activities. Our managers are more than just managers – they are capacity builders. And most leave after their time with us having passed on much of their expertise to our community members.

When we have the right people, in the right place, we can do amazing things.

BUKMAK TEAM WORKING ON GALIWIN'KU HOUSE FILL



I have been living back in Galiwin'ku for just over 12 months and it has been uplifting to witness firsthand the excellent work that Bukmak Constructions have been doing with local djamamirri (workers). In the first year of their five-year contract to build 87 new houses, they have completed 14. The legacy that this housing construction contract will leave will last decades. We have Yolŋu trades trainees progressing their building skills to one day become qualified tradespeople.

It is a testament to the Bukmak Constructions business and its commitment to training Yolŋu.

It is frustrating that, unfortunately, our stores, offices, vehicles and other facilities continue to be the target of antisocial and criminal behaviour. We have seen a significant increase in costs for repairs and security upgrades to keep our team safe and businesses operating. These costs only hurt our Yolŋu members. They are completely unnecessary and use up money that can support our communities in better ways. Our ceremonies and community activities are well supported by ALPA financially and each wasted cost to the business is money taken away from these ceremonies and community activities. I would like to ask our family members to please work with ALPA and not against us.

We are thrilled to see the EALYM – East Arnhem Land Youth Model, also known as the Gunga'yunga Djamarrrkujiny (Helping our Children) program – being jointly funded again by ALPA, the NT Government and the National Indigenous Australian Agency for a further five years. We have seen this program achieve excellent proactive social interventions and outcomes. The news that this program will continue is encouraging and shows that both Governments are listening to us and wanting Yolŋu to be the ones to engage with our families and young people and to deliver cross-generational transfer of knowledge.

This is the Balanda (non-Indigenous) law and the Yolŋu law working hand in hand. Not just talking about it, but delivering it to the community, by our own community members.

Covid-19 continues to have an impact. Many community members decided not to take the vaccine. The NT Government mandate meant that we were unable to continue the employment of these people and this has had a flow-on effect on our retail stores, community services sites and enterprise businesses. Due to this, we lost more than 800 employees across two vaccine mandates after they chose to



WALKING TO THE BEACH AT MILINGIMBI

not get vaccinated. This decimated the local staff work experience we had built up over five decades. It encourages me to see our retail leadership teams working so productively to make sure that our stores remain open and stocked for the whole community. This is what ALPA always does through hard times, we figure it out and work together to make it happen.

Toward the end of the financial year, we started to feel the pressures from floods in the southern states and global pressures, not the least of which is the war in Ukraine. This is impacting each one of us. Our businesses and activities are not exempt from these pressures. I know that we will continue to tackle these challenges as we have done and as we learn to live with Covid-19. I would like to call on our members and all of our team members to be understanding of these effects. At this stage, it is hard to see that these pressures will be eased in the short term and the effects may be here to stay for some time.

I would like to finish by acknowledging the persistent work of my colleagues. To the members of the board, it continues to be a pleasure to work with you all. You should be proud of the hard decisions you continue to make on our people's behalf.

To our executive team, your commitment to the board's direction and your collective team's dedication to the ALPA vision is remarkable and means so much to each of our community members. Thank you!

To each of the communities that we serve and the people that live across the Northern Territory and Far North Queensland, it remains my privilege to continue leading ALPA as Chairperson as we collectively make a difference every day. I look forward to serving you all again in the coming year. Happy 50th anniversary ALPA team.

The Reverend Dr Djiniyini Gondarra OAM

Djiniyini Gondarra

DEPUTY CHAIRMAN'S REPORT

**Micky
Wunungmurra**

Hello,

We are now in our 50th year of ALPA serving our communities. It continues to make me proud to be able to work with ALPA. Our corporation can have a positive impact on so many people in our communities and this responsibility gives me great joy to be the Deputy Chairperson of ALPA, as well as the Chairperson of Bukmak Constructions.

Bukmak Constructions is in the early stages of delivering the Northern Territory's largest remote new housing construction contract. To think that this opportunity has been made available to Yolŋu is a testament to the ALPA and Bukmak boards and their teams for having a laser focus on delivering positive outcomes that matter most to our community members.

I have recently had the privilege to work closely with our ALPA health and nutrition team. Their dedication to improving the quality of life for our customers (all of whom are our family) reminds me of the diligent work of many Directors before me and reassures me that we have been consistently improving over a long period. The variety of food that we offer to our communities is extensive, but we are conscious of how sensitive prices are and we always work with our suppliers for better deals so that we can pass on savings to our customers. I would like to acknowledge the hard work our nutrition team, as well as the merchandise/ buying team, have done in securing the best prices possible. Thank you.

EVE BRANSGROVE WITH
EMILY-JANE TAYLOR AND
LAURA BADDELEY FROM
OUR RETAIL TEAM



The ALPA nutrition strategy continues to lead the way in remote retailing. We should be proud of how ALPA continues to take the lead on initiatives such as our nutrition strategy, freight subsidy on healthy food, and self-funding of what is now a team of three nutritionists to help our stores to educate our people on healthy food choices. These are all important programs to improve the health and wellbeing of our community members.

I would like to finish by acknowledging and thanking Steve Roberts, our General Manager of Enterprise and Economic Development. As we restructure that division, Steve has indicated he wants to focus on our growing Bukmak Constructions business. Like many of us, I have learned so much from Steve and admired his small business knowledge and commitment to our Enterprise Division and I am excited to continue to work closely with him in Bukmak Constructions for many years to come.

Micky Wunungmurra
DEPUTY CHAIRPERSON

Micky Wunungmurra

"We should be
proud of how ALPA
continues to take the
lead on initiatives
such as our
nutrition strategy"

FOUNDATION SKILLS
TRAINING FOR
BUKMAK WORKERS
WITH LLN TRAINER
SHISHIR KUSHWAHA

STEVE ROBERTS, OUR
GENERAL MANAGER
OF ENTERPRISE AND
ECONOMIC DEVELOPMENT



OUR BOARD

2021/2022

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

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

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



Chairman
Reverend Dr Djiniyini
Gondarra OAM
Since 1993



Director
Keith Lapulung
Milingimbi community
representative since 2007



Director
Lily Roy
Milingimbi Traditional Owner
representative since 2015



Director
Isobel Lamilami
Minjilang community
representative since 2017



Deputy Chairman
Micky Wunungmurra
Gapuwiyak community
representative since 2005



Director
Mandy Noinba
Minjilang Traditional Owner
representative since 2019



Director
Jessie Roy
Galiwin'ku Traditional Owner
representative since 2015



Director Djamalaka
Dhamarrandji
Galiwin'ku community
representative since 2015

ALPA BOARD
2021 CRAB
CLAW ISLAND



L-R DJAMALAKA DHAMARRANDJI, JESSIE ROY, REVEREND DR DJINIYINI GONDARRA (CHAIRPERSON), JASON BUTJALA, ROSE WURRGUWURRGU GURRALPA, MATJARRA GARRAWURRA, LILY ROY, MICKY WUNUNGURRA, MANDY NOINBA, ISOBEL LAMILAMI, DAVID DJALANGI (COMMUNITY LIAISON AND CULTURAL MENTOR), KEITH LAPULUNG AND JACKIE DJAWUT GONDARRA (BOARD COMMUNICATIONS FACILITATOR)

OUR ALPA BOARD OF DIRECTORS CONSIST OF

 **9**
Directors

 **1**
Chairman

 **7**
are female
(67%)

 **4**
are male



Director Rose Wurruguwurrugu Gurrulpa

Ramingining Traditional Owner representative since 2013



Director Matjarra (Fay) Garrawurra

Ramingining community representative since 2014



Director Jason Butjala

Gapuwiyak Traditional Owner representative since 2016



Djawut (Jackie) Gondarra

Board communications facilitator non-director since 1998



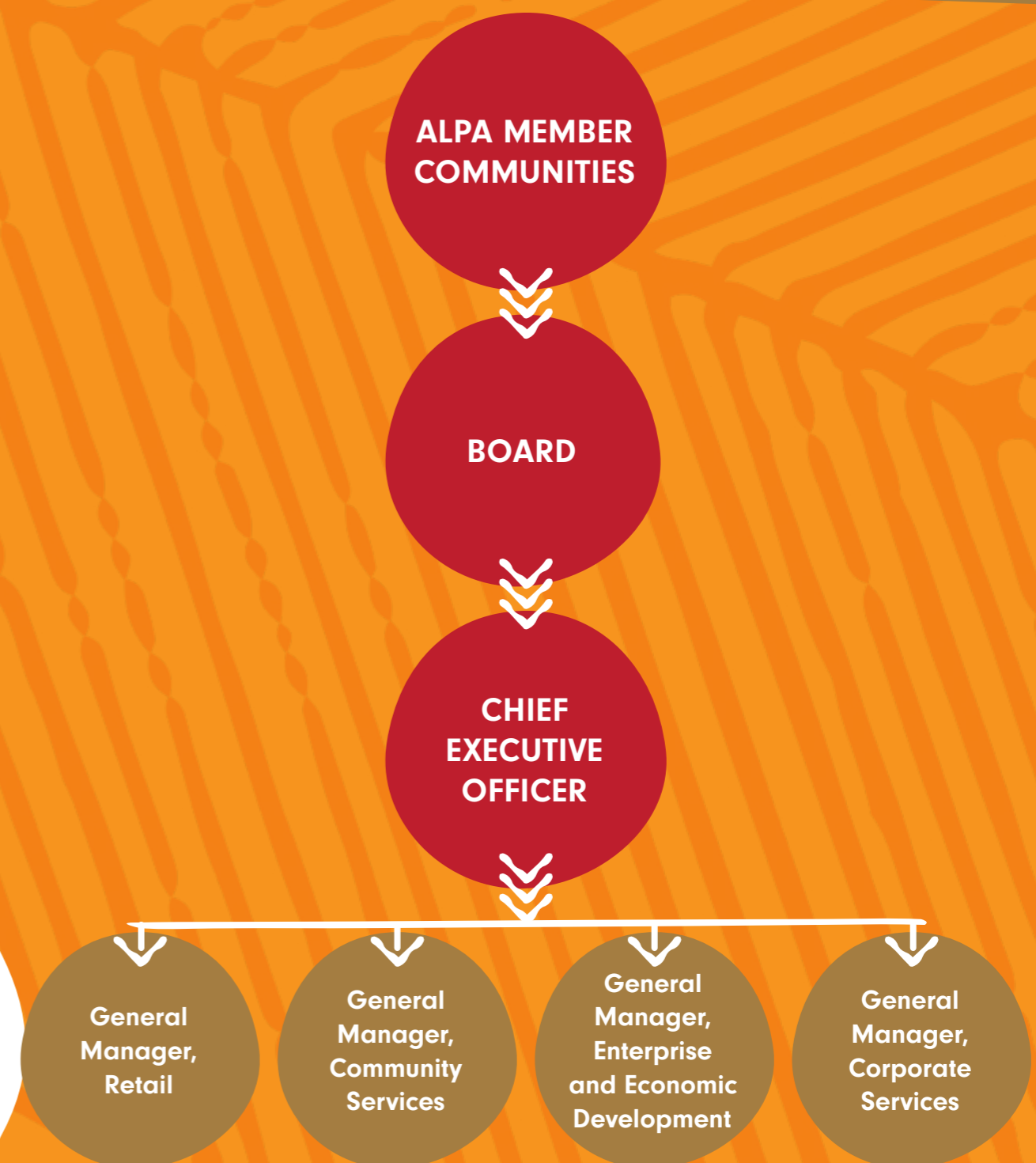
Community Liaison officer and staff cultural mentor David Djalangi

Non-director since 2004



ORGANISATION CHART

The structure of the organisation, shown below, gives a brief overview of our organisation's different divisions and governance. While our full organisation structure is much more than this, we all ultimately work to support our ALPA member communities.



GIVING BACK: ALPA COMMUNITY CARE PROGRAMS

Over the 50 years of our operations, ALPA has continually given back to the community. Being owned by the members from Galiwin'ku, Gapuwiyak, Milingimbi, Minjilang, and Ramingining communities, we have given lasting contributions for their benefit.

Spending of our community care funds (previously known as benevolent funds) is decided by local store committees, as well as our board of directors, made up of Indigenous representatives from our member communities.

Being owned by Indigenous communities, we have a long-range vision to give back to the community, building sustainable growth for future generations. Below is a summary of the financial benefits we have provided to our communities over the past 12 months.

BENEFITS FOR COMMUNITY PURPOSES



Store surplus
Molu Rrupiya Gungayunamirr

2018	\$540,723
2019	\$454,785
2020	\$475,806
2021	\$555,628
2022	\$419,372



Other Benevolent Activities

2018	\$1,226,307
2019	\$1,118,248
2020	\$1,906,687
2021	\$2,314,974
2022	\$3,220,819

GALIWIN'KU AND BUTHAN

More than **\$12,550** was made available from store surplus for distribution for Community Care Programs during the year. From the previous year, the committee had brought forward balances of operational and preserved funds totalling **\$67,678**. As of **30 April 2022**, the closing balance of **\$42,006** is available for future community projects. A contribution of **\$40,000** was made available from Corporate Gungayunamirr Rrupiya towards the benefits funds.

**TOTAL:
\$79,798**

Payments made during the year:

Toyota bus purchased	Funeral ceremony	Sponsorship for youth camp	Covid sponsorships	Other travel costs	Other community purpose
\$47,645	\$8,904	\$500	\$2,000	\$1,493	\$19,256

RAMINGINING

More than **\$146,700** was made available from store surplus for distribution for Community Care Programs during the year. From the previous year, the committee had brought forward balances of operational and preserved funds totalling **\$355,915**. As of **30 April 2022**, the closing balance of **\$393,217** is available for future community projects. A contribution of **\$40,000** was made available from Corporate Gungayunamirr Rrupiya towards the benefits funds.

Payments made during the year:

Youth events	Toyota bus purchased	Funeral ceremonies	Covid sponsorships
\$4,418	\$47,645	\$19,897	\$2,000
Community Christmas celebrations	Church events	Ceremony	Other community purpose
\$3,500	\$2,275	\$13,992	\$67,683

**TOTAL:
\$161,952**

GAPUWIYAK

More than **\$104,800** was made available from store surplus for distribution for Community Care Programs during the year. From the previous year, the committee had brought forward balances of operational and preserved funds totalling **\$153,802**. As of **30 April 2022**, the closing balance of **\$240,027** is available for future community projects. A contribution of **\$40,000** was made available from Corporate Gungayunamirr Rrupiya towards the benefits funds.

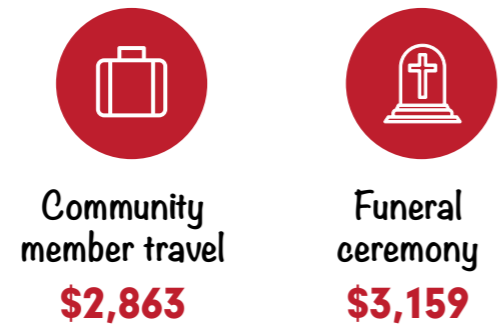
Payments made during the year:



MINJILANG

Store surplus funds of **\$4,850** were made available for distribution for Community Care Programs during the year. From the previous year, the committee had brought forward balances of operational and preserved funds totaling **\$14,955**. As of **30 April 2022**, the closing balance of **\$33,691** is available for future community projects. A contribution of **\$20,000** was made available from Corporate Gungayunamirr Rrupiya towards the benefits funds.

Payments made during the year:



MILINGIMBI

Store surplus funds of **\$150,440** were made available for distribution for Community Care Programs during the year. From the previous year, the committee had brought forward balances of operational and preserved funds totalling **\$217,356**. As of **30 April 2022**, the closing balance of **\$302,138** is available for future community projects. A contribution of **\$40,000** was made available from Corporate Gungayunamirr Rrupiya towards the benefits funds.

Payments made during the year:



TONY BATJU
FROM
MILINGIMBI



ALPA STRATEGIC PLAN 2021-2022



Alastair
King

This year has again been impacted by some challenging events. Firstly, and as the Chairperson has explained in his report, the pandemic continued to impact the country, the Northern Territory, and operations in our remote communities.

The second event was the heavy rains and floods that impacted the southern states. This resulted in the Stuart Highway and rail services being cut off, impacting supply to the Northern Territory. While retailers in the major centres were severely challenged, with many of them running out of fruit and veg, meat, chicken, and many other staples, ALPA's stores were largely not impacted. This was because ALPA and our suppliers are well aware of what can happen to supply during the wet season and are always well stocked.

Our stores had good stocks of most staples, so our communities were well serviced during this unprecedented disruption. I would like to commend our merchandising and retail teams for an outstanding job, but also need to offer our sincere gratitude to our suppliers who made sure they had plenty of stock during the Wet. In particular, Independent Grocers, G&R Wills/Wyuna, and Simon George and Sons helped us get through this period by carrying good stock quantities and being agile in how they replenished from the south and the west.

It was a tough year for our retailers, and they chased difficult sales through the year, however coming good in the second half of the year and delivering results in the last quarter, ultimately resulting in an over-budgeted result. Again, the pandemic impacted our community services results as we were limited in being able to engage with our CDP client base and were limited in training and activities. This meant our costs were lower and we delivered a surplus well above expectations. We are all committed to seeing a different result when we can resume our training and community activity programs and spend the money in our communities.

The additional money has allowed us to continue to spend more on our community care programs and sponsorships in communities. **We are also investing more than \$7 million** in staff housing in Milingimbi and Ramingining as we are desperately short of team accommodation in those communities, which is impacting service delivery.

The underspend in community services provided us with more money to support our community care programs and supply much-needed Covid PPE to our remote community team's, customers and clients.

ALPA this year contributed more than \$40 million back into our remote communities in wages for real jobs, capital investment, maintenance, community care programs and sponsorships. This is another record amount, which benefits our communities and region as a whole.

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

The following table provides summaries of our activities and how they meet our corporate strategic plan as set by the Board of Directors. We look at many opportunities throughout the year but any new opportunities must align with our strategic plan.

Alastair King OAM FAICD
Chief Executive Officer

Operate successful and responsible businesses



Modern Slavery Act

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

Culture of safety

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

This year we continued to develop our new safety app to streamline reporting and follow through on all safety incidents and maintenance issues. (see page 71)

Seeking new ideas and adopting best practice

Manapan Furniture continues to develop our furniture manufacturing business. Manapan Furniture supplied a number of fine bespoke furniture pieces for supply contracts during the year, including boardroom tables for corporate clients. Manapan continues to work with architects, specifiers and businesses to create magnificent furniture from its workshop in Milingimbi.

The ALPA training team, led by Ryan Buckley, has continued their extensive delivery of retail certificate courses. ALPA has also expanded its delivery offering into community services and during this year, were able to introduce the Certificate III in Community Services qualification.

The ALPA Registered Training Organisation (RTO) team has also built custom language, literacy and numeracy (LLN) in construction training to support the delivery of the Bukmak 87 house build contract in Galiwin'ku. We are working closely with Charles Darwin University to support and deliver Certificate II in Construction.

The ALPA training team also undertook internal systems and process audits, capacity building of team members and a business review to support future growth of the training department.

ALPA training continued to use our e-learning platform during Covid-19 to deliver skills and training to employees throughout Arnhem Land while travel restrictions were in place.

ALPA has engaged our subsidiary, Bukmak Constructions, on many in-house projects throughout the year to further support Yolngu jobs and the development of construction skills in our region. (see page 65)

Covid-19 taskforce and essential food services

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

Growth and diversity

Rulku Enterprises has grown to 100% local team and new accommodation rooms. (see page 69)

Dinybulu Regional Services has a diverse business with mechanical workshop, housing maintenance team, labour hire and accommodation lodge with local employees. (see page 68)

Bukmak Constructions has grown a lot in the past year with 12 out of 87 houses built for the NT Government and many other projects. The business also trained and employed Yolngu staff over and above what was required. (see page 63)

We have engaged and continued to work with the Milintji Corporation, which is owned by the Traditional Owners at Gapuwiyak. They now have their own entity that will be able to look to develop business opportunities in Gapuwiyak.

Creating sustainable local jobs

Across the group, there are more than **1,100 employees, with over 84% in total and over 90% in our stores being Aboriginal and Torres Strait Islander.**

Continuation of strong community development management

Matt Stevenson has joined the ALPA team as the new Community Development Manager. Matt comes from Western Australia and has experience in remote service delivery and Government contract management. We welcome him to the team and look forward to how he innovates ALPA's service delivery.

Working with Northern Territory Emergency Services (NTES)

ALPA is working closely with NTES (through CDP) to build the capacity of emergency response teams in remote communities across Arnhem Land.

There is little capacity, equipment or training resources at the moment to carry out basic emergency services work in remote communities.

Enhance remote economic development



Higher education funding extension

We are proud to announce that ALPA's higher education program has been funded for another four years, meaning services will continue to be delivered in Ramingining, Galiwin'ku, Nhulunbuy and Yirrkala until 2026. This year we continued the delivery of the program working with Charles Darwin University and Batchelor Institute of Training and Education to connect Aboriginal students into tertiary education.

ALPA has worked closely with the Department of Education to expand our vocational education training in schools offering, accredited retail training in Ramingining, Lajamanu and Minyerri. (see page 29)

ALPA continues to support the Northern Territory Government's local decision-making process. It is important to ALPA's board that Yolŋu voices are heard and valued in the process.

The implementation of the NT Aboriginal Procurement Policy by the NT Government in July 2022 will provide significant opportunity for Aboriginal business enterprises to compete for Government tenders.

Supporting prisoners to gain new skills and find employment

ALPA has been working with the Northern Territory Department of Corrections to deliver accredited retail training to prisoners in Darwin and Alice Springs prisons. (see page 29)

ALPA's CDP team has also continued the delivery of the Time to Work Employment Services program at Datjala Work Camp in Nhulunbuy.

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

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

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

The CDP team have been working to build relationships with a number of Aboriginal corporations within the region. We continue to work with organisations such as Goŋ-Dal Aboriginal Corporation, North East Arnhem Land Aboriginal Corporation, Baniyala Garrangali Aboriginal Corporation, Demed Aboriginal Corporation and Marthakal Homelands & Resource Centre Association in the delivery of CDP services in the homelands.

Building businesses in remote communities

Through the Community Development Program, ALPA has been working with participants to identify opportunities and build skills for small business and sole traders within remote communities in Nhulunbuy, Yirrkala, Gapuwiyak and Galiwin'ku. (see pages 48-51)

Rulku Enterprises, our joint venture business with a Milingimbi family business, has demonstrated financial resilience through the pandemic period. The business includes Rulku Lodge and non-construction labour hire. The Rulku Lodge is now a financial and active member of Tourism East Arnhem, which will help promote local tourism. (see page 69)

Dinybulu Regional Services Pty Ltd operates in Ramingining. A local family corporation, Bulungkunum Aboriginal Corporation, owns 20% of the company and is represented on the ALPA board. (see page 68)

We have continued to financially support the Hope for Health program. The program is operated by Why Warriors in Galiwin'ku with a local Yolŋu steering committee. The program works with Yolŋu to change their eating habits to become healthier. They also operate health retreats throughout the year.

Facilitating learning and skills development as a pathway to jobs and local business development

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

Engaging with people across communities and regions through enterprise

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

Financial contribution to region

ALPA returned more than **\$40 million to our member communities** in real wages, capital investment, repairs and maintenance, community care programs and other sponsorships.

Improve Yolŋu quality of life



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

ALPA's commitment to our nutrition strategy, led by our nutritionists, was more than \$569,000 this year and continues to kick goals. (see pages 24-27)

Our partnerships with Menzies School of Health Research and Monash University continues. (see page 25)

In the coming year, we will increase our financial commitment to health and wellbeing to more than \$620,000.

Five years of funding for the East Arnhem Land Youth Model

We are proud to announce that the EALYM program has been funded for another five years (until 2027) by ALPA and the NT and Commonwealth Governments. Driven by community-elected leadership groups, the EALYM identifies the needs of youth in Arnhem Land communities and supports the delivery of community-driven activities across Milingimbi, Ramingining, Gapuwiyak and Galiwin'ku. (see pages 36 & 46-47)

Festivals across Arnhem Land

ALPA was able to support the delivery of five community festivals across Arnhem Land: Gattjirr Cultural Festival in Milingimbi, Bak'bididi Festival in Ramingining and new festivals in Galiwin'ku, Gapuwiyak and Yirrkala. (see pages 36)

Through our community care programs, ALPA sponsors travel and food costs for a diverse range of cultural ceremonies in our communities. (see pages 12-15)

Recognising and advocating the Yolŋu desire for opportunity and equality with fellow Australians

ALPA provides financial support to the Yolŋu Nations Assembly Aboriginal Corporation, which advocates for traditional governance that progresses and empowers Yolŋu society.

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

We have committed more than \$400,000 to our community engagement team to ensure we are telling the ALPA story to our members and listening to their feedback on where ALPA is most needed.

Each of our communities now have a Community Advisory Committee (CAC) to work with ALPA and offer feedback to us on key areas for their communities. Each CAC is representative of all the family groups in that community.

Supporting sporting clubs

ALPA continues to support sporting initiatives in Arnhem Land through the purchase of football and basketball equipment for many local teams.

Advocating for effective education

ALPA operates the Federal Government's Remote School Attendance Strategy (RSAS) in Ramingining, Milingimbi, Gapuwiyak, Yirrkala and Galiwin'ku. We see this program as important in getting kids to school so they can have a good education. (see pages 42-45)

For the second year running, **ALPA donated \$20,000 each to six schools** to assist with equipment for student programs, such as resources for bilingual education, music recording and production, and specialised materials for children with additional needs.

ALPA continues to have an Education and Development Fund, spending more than \$743,000 on assisting Yolŋu students, trainees and small business to develop in our communities and region.

Respecting cultural heritage

ALPA has a cultural leave provision for Yolŋu staff of two weeks per year above award conditions.

We continue to support important cultural events and ceremonies through our community care programs. (see pages 12-15)

Increased freight subsidy to reduce store prices

ALPA has extended its freight subsidy of fresh fruit and vegetables to include canned and frozen fruit and vegetables, as well as introducing fresh meat, dairy and baby essentials. **This year ALPA spent \$607,000 subsidising freight on healthy food.** (see page 27)

Community work order program

The community work order project through the CDP works with low-level offenders to undertake civic work in their community, supervised by a local Yolŋu team. (see page 51)

The ALPA board has taken a focus on alternative sentencing opportunities and has begun, in collaboration with Aboriginal Resource and Development Services (ARDS), designing potential solutions to reduce Indigenous incarceration in the Northern Territory.

Empowering and celebrating youth

ALPA worked with Arnhem Land schools to deliver its first work experience program for seven remote students at North Australian Aboriginal Justice Agency (NAAJA), Independent Grocers (IG) and ALPA. (see page 35)

ALPA also funded eight students to attend the youth conference in Darwin. During their time they attended the ALPA offices and met the CEO to discuss what ALPA does and what opportunities are available.

ALPA MANAGERS AND SUPERVISORS CONVERGE IN DARWIN

ALPA managers and supervisors are invited to the managers' conference in Darwin every second year to meet each other and discuss business strategy, productivity and workplace innovations.

The conference was scheduled for 2021 but a decision was made to postpone it to 2022, not just because of Covid-19 travel challenges but also to coincide with ALPA 50th anniversary celebrations.

Rydges Palmerston hosted the visitors. Team members were able to think outside the box and take part in "big ideas" breakout sessions. Ideas included:

- The introduction of drones to help with food drops during the wet season when floods cut off road access.
- Starting our own ALPA airline.
- Implementing new locally tailored staff-incentive programs.
- Creating a daycare or creche at ALPA sites to help working mums and dads.



SEAN DAVIES, GERTIE NAWIA, JENNIFER WUNUNGURRA AND ARTIE MUKUMBE FROM OUR RETAIL MANAGERS AND SUPERVISORS GROUP

ALPA's Work Health and Safety (WHS) Advisor, Simon Bradstock, who was the event's master of ceremonies, said the teams were energetic and enthusiastic about discussions.

"I was privileged to MC the event and meet many managers in person and share ideas about our work. It was a safe place to have discussions and it was such a positive space to interact and engage.

"I particularly enjoyed the keynote speaker, Tahne Hunter, from Future Crunch, who spoke about 'adaptability' in the workforce and how ALPA has become great at adaptability in the workforce, but also how we can use this in our own roles."

A workplace culture survey was created. A review and recommendations will be released to our teams soon.

KEYNOTE SPEAKER
TAHNE HUNTER



A PHOTOGRAPHIC EXHIBITION

Gumurr'manydji Manapanmirr Djäma

(MAKING SUCCESSFUL BUSINESS TOGETHER)

DOREEN
DJANYDJAY



More than 150 guests were invited to the opening of the Gumurr'manydji Manapanmirr Djäma exhibition at the Museum and Art Gallery of the Northern Territory (MAGNT). ALPA media and communications specialist and exhibition curator Charmaine Ingram and community project curator leads Yurranydjil Dhurrkay and her husband Jacky Djawut Gondarra welcomed guests to the special photographic exhibition. The exhibition showcases the history of the mission days in East Arnhem Land, and the success of the industry and enterprise that has contributed to the achievements of ALPA.

The exhibition features more than 350 images (56 of them framed) of Yolngu people across our five ALPA member sites of Gapuwiyak, Ramingining, Milingimbi, Minjalang and Galiwin'ku. The stories recount the days when labour and trade were strong and how our forefathers and mothers unified and challenged the new Balanda world during missionary times.

The stories were collected and told by members of each community through consultation sessions and every photo was consented to by the person featured or the direct family member/s of those no longer with us. It is important that the community consultations and the project as a whole are very much community curated.

A highlight of the exhibition features a mosaic wall made up of nearly 300 individual images of Yolngu and Balanda people who have contributed to the advance of ALPA and our communities over the decades.

ALPA would like to thank everyone who contributed to this project through storytelling and permission. We'd also like to say thank you to MAGNT for partnering with us and also the Restart Invest Sustain and Expand (RISE) Fund, an Australian Government initiative.



CHARMAINE INGRAM
WITH YURRANDJIL
DHURRKAY

ALPA KEEPING COMMUNITIES SAFE FROM COVID-19

300
PEOPLE HAD FOOD
AND ESSENTIALS
SUPPLIED



COVID RESPONSE
ROBINSON RIVER

When the Robinson River community became the first NT Indigenous community to go into a full community snap lockdown due to a Covid-19 outbreak, our Rapid Response team hit the ground running.

Our trained team flew to Robinson River airport and put on full protective equipment before packing food hampers and helping the NT police deliver them in 40 degree heat to make sure that the community of 300 people had food and essentials supplied. The community were very grateful for ALPA's support during this difficult time. This is a true example of ALPA making a real difference every day.



BEN COCKER,
CRAIG HANRAHAN,
PETER BEAVAN,
ROB MITCHELL



ALPA WORKERS AT
RAMINGINING AFTER
GETTING THEIR COVID
VACCINATIONS



Keeping communities safe with Covid-19 vaccinations

During the year, Covid-19 vaccination mandates issued by the NT Chief Health Officer meant that all our staff had to be vaccinated to work in our stores. This was a huge job, but all our community stores managed to work together and have all of our store teams vaccinated to keep themselves and their communities safe. Nurses in communities set up vaccination stations at our stores and store managers went to clinics with their team members. Staff meetings giving information about vaccinations helped encourage the uptake of the shot. Some of our stores also held BBQs to help give a positive message. Recorded video messages from our CEO and Deputy Chairperson were aired in Yolngu Matha and English on our store TVs. ALPA also ran a \$500 competition for staff who were vaccinated at each store. This created excitement and increased vaccination rates in our teams, which helped our stores. It was truly a great effort from all.

RAMINGINING
ALPA TEAM
MEMBERS



MANYMAK NATHA DHAWUL

(Good food stories)

The ALPA nutrition strategy, developed by the ALPA board of directors, helps our customers make healthy choices by making healthy food and drink options more available, cheaper and more easily seen. Our nutrition program is an important part of our Community Care Program and has been building the health of our communities since the early 1980s.



COMMUNITY
NUTRITIONIST, SARAH
FUNSTON AND BUTNAN STORE
WORKER GAVIN WUNUNGMURRA
FILLING UP A BASKET WITH
FRUIT AND VEG

TRACKING OUR NUTRITION SUCCESS

To help track if our nutrition strategy is working, ALPA worked with Menzies School of Health Research to build live, interactive reports to improve how we find out about our successes. This includes finding out how much fruit and vegetables we sell and if we are reducing sales of sugary drinks, and whether our healthy takeaway sales are increasing. We can now find out about the amount of sugar sold across all products, not just sugary drinks. All of this information helps our store managers, store boards, and staff make important changes to improve the health of our communities.

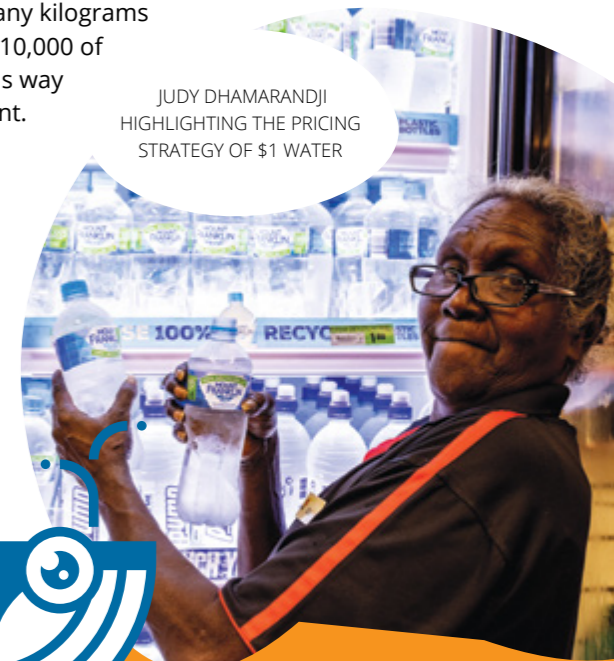


SUGAR REDUCTION

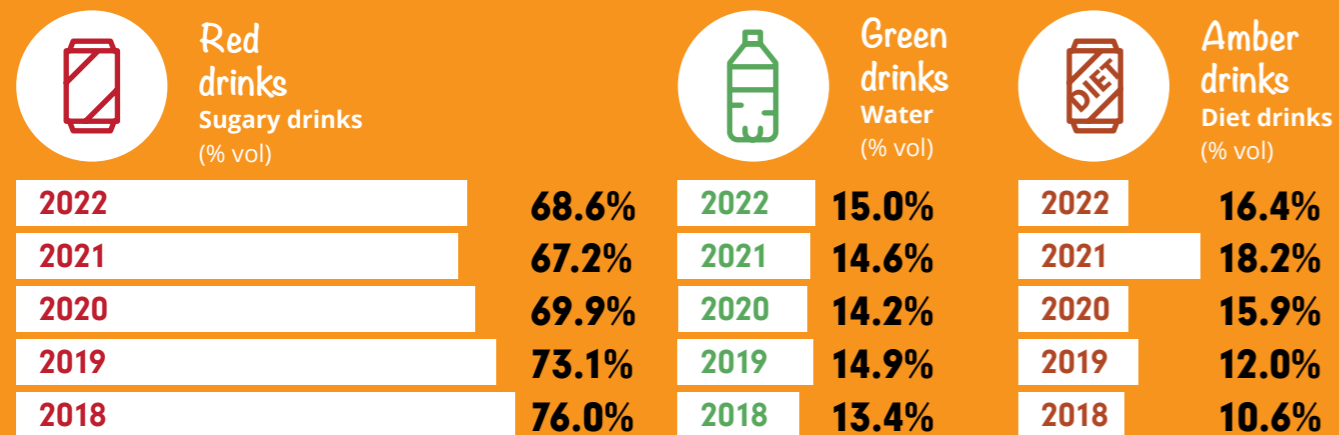
The ALPA board and community leaders have been worried for a long time about the amount of sugar sold in our stores, which can lead to diabetes and kidney failure. Since 2018, we have had strong policies to help reduce the amount of sugar sold, mainly in table sugar, sugary drinks and sweets. These have been the focus of policies as they are the high selling items in stores.

We have been tracking how many kilograms of total sugar is sold for each \$10,000 of food sales. Tracking sales in this way allows for population movement. The graph below shows that our sugar reduction policies have been successful.

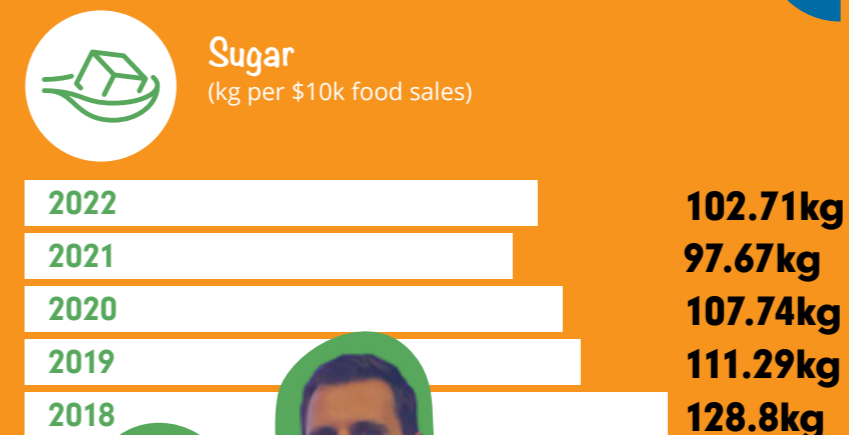
JUDY DHAMARANDJI
HIGHLIGHTING THE PRICING
STRATEGY OF \$1 WATER



Proportion of total drink sales (% volume) by drink type across all stores.



Total Reduction in Sugar sales.



MORE THAN

130

TONNES
LESS SUGAR

has been sold in all ALPA stores in the past five years. That's twice as heavy as a blue whale.

REDUCING SUGARY DRINKS

Sugary drinks come second after table sugar in the amount of sugar we sell. Sugary drinks give us too much sugar. In our stores we support customers to choose healthier drinks. We promote water and have it at the front of the store where it is easy to see. We aim to reduce sales of sugary drinks such as soft drink, fruit juice, fruit drink, cordial, sports drinks and flavoured milk. We have been able to reduce sales of sugary drinks by 7.4% in the past five years by making them harder to find in the store and selling them at room temperature. Last year we saw an increase in cordial sales, which concerned the board. The highest selling cordial was a two-litre cordial. To support more sugar reduction the board decided to only sell one-litre cordials.



To try to stop an increase in high sugar drinks, the ALPA board agreed to a new policy, which will see smaller pack sizes for some high sugar items in stores. The changes will be seen in stores in the next year.

(L-R) HANNAH PHAN (RETAIL ANALYST), KHIA DE SILVA (NUTRITION MANAGER), DR EMMA MCMAHON (MENZIES RESEARCHER) AND FERNANDO PRIGICH (GROUP CONTROL MANAGER) COMING TOGETHER TO FINALISE THE NUTRITION REPORT PROJECT

BORUM GA MULMU (FRUIT AND VEGETABLES)

Helping to increase the amount of fruit and vegetables people eat is one of the best ways we can improve health in our communities. Fresh, frozen and canned fruit and vegetable sales and volume were strong last year. Our fresh produce supplier, Simon George and Sons, work to supply high-quality produce at prices similar to supermarkets in the city. Simon George and Sons also assisted with providing fixtures to improve fruit and vegetable presentation.

Our training, retail, media and nutrition teams worked together to develop an interactive online training course. The online training course will help our teams improve the fruit and vegetables offered in store.

STORE MANAGER,
SANKA WIJERATNE
FILMING FOOTAGE FOR
THE ONLINE FRUIT AND
VEG TRAINING PROJECT



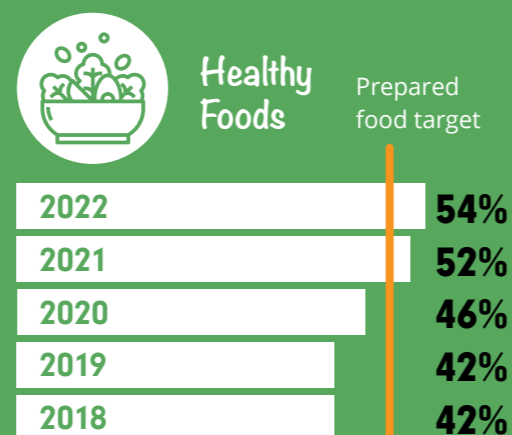
TAKEAWAY STAFF GINA
LAMINYARA AND CRISTILLA
RUYANIN MAKING
HEALTHY HAMBURGERS



TAKEAWAY NATHA (FOOD)

In most of our stores, we prepare takeaway meals. We aim to have 50% of takeaway sales as healthy food options. Our sales of healthy meals in the past year were the best recorded, with 54% of takeaway sales being healthy. Numburindi store reached 90% healthy sales. Every month, the ALPA nutrition team lets stores know how their sales of healthy takeaway food are going and how they can sell even more, with different stores competing to have the healthiest takeaway.

Proportion of takeaway sales (% dollar sales) that are healthy across all stores



SUPPORTING TRANSPORT OF MANYMAK NATHA (HEALTHY FOOD)

One of ALPA's biggest goals is to make healthy food options affordable for our customers. To make healthy options cheaper, customers in our member communities have not paid any of the cost to transport fruit and vegetables (fresh, frozen and canned) to communities since the 1980s.

ALPA pays for all of the freight costs for fruit, vegetables, yoghurt, fresh milk and cheese. In the biggest change to the program, ALPA this year added fresh and frozen meat, canned and frozen fruit, milk powder and baby foods, paying \$607,000 to make more healthy food cheaper.

ALPA is not funded by the Government to pay for this. We are happy to help our members have cheaper healthy food to grow strong and healthy communities.

"We hope that these new subsidies help our community members in affording healthy, balanced meals for their family members. It is good that ALPA are taking the lead in reducing the prices of these items."

JASON BUTJALA, ALPA DIRECTOR, GAPUWIYAK



ALPA COMMUNITY NUTRITIONIST

The ALPA nutrition team grew to three during the year with a new community nutritionist, Sarah Funston, based in Galiwin'ku. This has helped the team work on our nutrition goals of more healthy food being eaten by all our members. Supported by the ALPA board, our team has also been able to teach community members about manyamak natha (healthy food) so they can make healthier choices.

Our community nutritionist has worked hard with the team to plan the Good Food Strong Bodies health promotion project and bring it to life in Galiwin'ku, Gapuwiyak and Milingimbi. Working with Uncle Jimmy Thumbs Up! and Outback Stores, we designed educational resources and displays to try to get people to eat more fruit and vegetables and reduce their sugar intake.

The community nutritionist worked with a translator to display these messages in Yolŋu Matha in stores. Nearly 1000 people learned about manyamak natha in education sessions held in ALPA stores and at organisations such as Miwatj Health, Anglicare, Yalu, Sports and Recreation, and schools in Galiwin'ku, Gapuwiyak and Milingimbi.

MIWATJ STAFF SAMMY AND BRANDO WORKING WITH COMMUNITY NUTRITIONIST SARAH FUNSTON PROVIDING EDUCATION TO CUSTOMERS AROUND HEALTHY SNACKS



NARALI (TOBACCO)

ALPA supports action to reduce smoking in our communities, which has led to sales of tobacco being 3.84% less than the previous year across all our stores.



3.84%
**LESS
TOBACCO
SALES**

GAVIN WUNUNGURRA
AND COMMUNITY
NUTRITIONIST SARAH FUNSTON
PROMOTING THE GOOD FOOD
STRONG BODIES HEALTH
PROMOTION PROJECT



ALPA COMMUNITY SERVICES

The ALPA Community Services Team runs services that are the lifeblood of the community, supporting training, business development, community events and the cultural life of the communities we operate on.

In 2019, our CDP programs successfully transitioned more than 345 people in Arnhem Land into paid employment



PUTTING ON COLD JACKET AND PANTS BEFORE GOING INTO FREEZER AND CHILLER TO HANDLE STOCK. IMAGE: BRITNEY WANYBARRNGA, REBECCA GARAWIRRTJA AND LAKISHA GARAWIRRTJA



STAFF AND PARTICIPANTS FROM NUWUL NURSERY AT YIRRKALA WITH OUR CHAIRMAN, THE REVEREND DR DJINYINI GONDARRA OAM

The training we provide through our Community Development Program (CDP) services is showing the potential for new business and getting people into employment in our communities, in areas such as gardening, painting, woodwork, fishing, and arts and crafts. We are also building for the future in supporting young people to go to school through our Remote School Attendance Strategy (RSAS), which also supports cultural and music learning programs. The support we give to festivals and community events through our different teams also helps build the cultural and social life of our communities and make them great places to live. In all that we do, we see that we are making a brighter future through the work we do today.

Training at ALPA

TRAINING KIDS FOR COMMUNITY DJÄMA (WORK)

To prepare children for when they leave school and look for work, ALPA training staff taught students at Ramingining school, starting them off in their Certificate II in Retail Services. The students enjoyed going to the shop to learn and get real practical experience, as well as putting on cold jackets and pants to go into the freezer. The students also put their sales skills into action by converting the classroom into a mini shop, serving customers and adding up items before paying with fake ALPA money. Our staff also delivered this same training in Minyerri school, where three students completed a Certificate I in Retail, and Lajamanu school, where five students completed a Certificate I in Retail. This was a great chance to prepare children for work, practising good customer service and greeting customers. This training gives students a real pathway to employment and helps people to see ALPA as a highly-respected training organisation.



REBECCA GARAWIRRTJA AND GRAEME DURRURRNGA



TRAINER TONY WEBB

“ALPA is well known by our student cohort, thus the high number of prisoner requests to be waitlisted for the course.

This cohort cannot speak highly enough of Tony or the course.”

ALICE SPRINGS CORRECTIONAL CENTRE
EDUCATIONAL COORDINATOR

PREPARING PRISONERS FOR WORK OUTSIDE

When prisoners come out of jail, one of the best ways of stopping them from getting back into trouble is to find work. Without any training, this can be hard to do, so ALPA provided retail training to prisoners from Alice Springs Corrections to achieve a Certificate I in Retail.

We were able to teach 40 men and women, with 95% of them completing the qualification.

Alice Springs Corrections was happy with the training and want us to deliver more. This training gives the trainees a great pathway to get a job when they are released, with some of the trainees being from communities where ALPA stores might be able to employ them.

95%



OF OUR PROGRAM PARTICIPANTS COMPLETED THEIR CERTIFICATE

DOREEN TAKES HER TRAINING TO THE MANAGEMENT LEVEL

Doreen Djanydjay from Milingimbi has been working at the Milingimbi store since 2015 and has worked her way up to being the front-end supervisor. She completed a Certificate II in Retail in 2017, a Certificate III in Retail in 2018 and a Certificate IV in Retail Management this year. Doreen is passionate about training, teaching the cash register and running the front end of the store. She encourages other staff to undergo training, believing the more trained staff, the better the shop will run, leading to greater benefits for the people of Milingimbi.

FRONT-END SUPERVISOR
DOREEN DJANYDJAY AND
TRAINER LISA ROBBINS



HIGHER EDUCATION
PROGRAM COORDINATOR
BRETT DOUST WORKING
WITH SUSAN YUNUPINGU



LEARNING ENGLISH THROUGH SEWING IN NHULUNBUY

At Nhulunbuy CDP, sewing together is a great way for older generations of women to pass on skills to new generations, while learning sewing words in English. Yolŋu ladies learn to sew dresses, curtains, baby clothing and bags while practising English language, literacy and numeracy. Women in the program learn the English names for parts of the sewing machine and other sewing terms. The activity is run by CDP and supported by training from Sister Buffalo, where our higher education team supported their language and numeracy in a simulated work environment.

MAKING HEALTHY FOOD AND LEARNING ABOUT NUMBERS

Learning about measurements while making a healthy spaghetti bolognese was a great way of training women in numeracy skills at Ski Beach. The women enjoyed learning how to use weight scales and measure ingredients to make the meal for their families.



MONAWUY GALBU AND
WUTJAWUY GURRUWIWI
LEARNING ABOUT
MEASUREMENTS

SHARING CULTURAL CONNECTIONS

At our Higher Education Training Hub, five Aboriginal team teachers from the bilingual Yirrkala School are studying their Certificate III in Aboriginal and Torres Strait Islander Education. They learn how to teach Aboriginal children, and also pass along their cultural heritage to them. This gives them the personal strength to be seen as teachers and leaders in the community. As part of the course, students created artworks, some of which are pictured here, representing traditional stories and totems from their clans. They work hard and are well on their way to completing their training.

SIOANA MAYMURU AND
MADAWURRK MARAWILI
EXPRESSING THEMSELVES
AND THEIR CONNECTION
TO COUNTRY



JOURNEY TO MANAGEMENT

Sineva Ahmat is a great example of how hard work and dedication can lead to store management roles. Sineva started working for Island & Cape as a cook in the Badu takeaway in 2013, and with the support of the store manager and the nutrition team, she completed a Certificate III in Retail and went on to complete a Certificate IV in Retail Management. Before going on maternity leave, Sineva was asked if she wanted to step up to become a duty manager and she thought she was ready. Sineva says: "I wasn't going to let an opportunity as good as that slip and wanted to try something out of my comfort zone." She admits that it has been challenging at times with a 10-month-old baby, but she kept telling herself: "I can do this." She is now a duty manager.

BADU STORE DUTY
MANAGER SINEVA AHMAT



"I am so proud of my nine years with Island & Cape/ALPA and my journey to becoming a duty manager"

SINEVA AHMAT



ALPA HIGHER EDUCATION HUBS – DJAMBATJTHI (BECOMING KNOWLEDGEABLE)

The ALPA Higher Education Hubs are an initiative of the Australian Government's Regional University Centres.

Our Regional University Centres in East Arnhem Land help students access higher education without having to leave their community. They provide student support and campus-style facilities for students who study online. Yolŋu based in Nhulunbuy, Yirrkala, Gunyaŋara and Laynhapuy homelands, Ramingining, and Galiwin'ku can gain access to life-changing education, which gives them greater work opportunities and skills they can carry with them throughout their lives.



MEREDITH
GARAWURRA

BUFFALO BOYS



VISION

Lead in best practice and delivery
of adult education pathways for
Yolŋu in remote communities



VALUES



TWO-WAY SHARING

We value and respect the knowledge of both Yolŋu and Balanda to become "djambatj" (successful and knowledgeable) together.

LEARNING

We acknowledge that learning is a fluid journey. People need access to multiple entry, exit and re-entry points throughout the life-long learning journey.



COMMUNITY

We value the importance of community and family. We value and respect all the people and organisations that form the community – we work hard to communicate and collaborate with them.

COMMUNITY ENGAGEMENT TEAM

Building strong relationships by talking and listening to communities is the main job of our Community Engagement Team, which also helps organise and support ALPA programs to help build stronger communities, and to run festivals and community events. We work with Yolŋu people to get ideas for ALPA programs and also explain how they operate. This two-way learning helps us to build strong community programs, in partnership with local organisations and government services, that work.

SPEAKING WITH COMMUNITY LEADERS

The community engagement team has four Community Advisory Committee (CAC) meetings a year with community leaders in our five member communities, making sure that different clans are represented. The CAC meetings allow us to provide training on how the Community Care Program works and ask for feedback and advice to ALPA on our programs and any other issues. We also invite ALPA division managers and local staff to present to the CAC members, to get feedback on our programs, find out what the community needs and find new ideas for other ways we can help the community. Many local leaders have come to our CAC meetings and their involvement and ideas have been excellent.

TEACHING YOLŲU MATHA TO DARWIN STAFF

ALPA has a strong commitment to two-way learning and supporting our Balanda (non-Indigenous) staff to improve their cross-cultural communication skills. During the year, ALPA gave Yolŋu Matha lessons for our Darwin support office staff to introduce themselves and answer the phone in Yolŋu Matha, and better understand the Yolŋu kinship system. Lynette Birriran was employed by ALPA to develop and run a series of four workshops with the support of Community Engagement Officer and Yolŋu Matha speaker Eddy Alder. The workshops included practice in breaking down long words and pronouncing tricky sounds such as ŋ. ALPA is planning to develop these sessions into a language course that community groups can teach to businesses. This would create new jobs for Yolŋu and help build the economy of our communities.



EDDY ALDER
WITH LYNETTE
BIRRIRAN

PAYROLL RIVER TO HELP EXPLAIN PAYROLL OPTIONS

Working with the talented Joy Burruna from Bula'bula Arts in Ramingining, ALPA has developed the Payroll River resource to help explain payroll options to Yolŋu staff. For many of our staff, it can be hard for them to save money because of cultural obligations to share their pay. This can cause problems with their finances and wellbeing. One of the options for staff is salary sacrificing, direct debits and different bank accounts to help people save money. We use the Payroll River for new staff at our stores and community services sites, which has helped explain the process and give them ideas on saving.



JOY
BURRUNA



**"I want to
be a lawyer or a
police officer after
finishing school"**

ZOE MALIBIRR

WORK EXPERIENCE FOR YOUNG PEOPLE

To give young students from Ramingining School experience of different type of jobs, our community engagement team organised to bring eight secondary students to Darwin for a one-week work experience program, which included work at NAAJA, ALPA Community Services, and IGA.

One of the students was 18-year-old Zoe Malibirr, whose experience in a corporate working environment will support her in her goal of becoming a lawyer or police officer. Her favourite part of the week was interviewing the ALPA directors, who told her about their highlights of 2021 and what they like about ALPA. This helped her to learn what ALPA does for the communities and how the corporation helps people. Zoe said the hardest part of her experience was the full work days with long hours, but the experience has helped her become more confident in starting a job in Darwin after school. Zoe has made inquiries about studying law and taking part in the CDU pre-law program. We hope to see Zoe in a court room as a lawyer or judge one day.

COMMUNITY ADVISORY COMMITTEE (CAC) AT
GAPUWIYAK PROVIDING GUIDANCE AND FEEDBACK
TO ALPA ON THE SERVICES DELIVERED



SUPPORTING COMMUNITY FESTIVALS

Community festivals are a huge part of the cultural and social life of our communities. The community engagement team worked with CDP and RSAS teams to help organise music, dance and cultural festivals at five communities: Milingimbi, Ramingining, Galiwin'ku, Gapuwiyak and Yirrkala. ARDS was engaged for audio visual production of the festivals, and the community engagement team project managed the stakeholder engagements and helped organise the catering for each festival. The ALPA finance team supplied many keen volunteers to help cater for the 3,000+ community members who attended the festivals. This gave our Darwin-based finance staff an opportunity to better understand ALPA's member communities and the work ALPA does. The festivals provided a great showcase of amazing local music and dancing talent to entertain the communities. Our community engagement team also works with our community care team to provide support for funerals and important ceremonies.

THE CDP TEAM IN GALIWIN'KU WORKED WITH THE COMMUNITY ENGAGEMENT TEAM TO PUT TOGETHER THE GALIWIN'KU FESTIVAL



DOORBELL GOSPEL BAND PERFORMING AT BAKBIDIDI RAMINGINING FESTIVAL



CDP SUPERVISOR PREPARING SOME OF THE STAGE DECORATIONS AHEAD OF THE GALIWIN'KU FESTIVAL

BOBBY MALIBIRR AND HIS FAMILY PERFORM THE TRADITIONAL BAKBIDIDI "JUMPING FROG" DANCE AS A CURTAIN RAISER TO THE BAKBIDIDI FESTIVAL IN RAMINGINING

RSAS FUNDED SCHOOL BASED DRUMMING WORKSHOP DELIVERED BY FOLDBACK MEDIA WAS A HIT IN GALIWIN'KU

SOME OF THE GALIWIN'KU FESTIVAL PRODUCTION TEAM AHEAD OF THE RETURN OF THE FESTIVAL AFTER MANY YEARS OF HIATUS

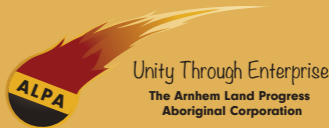


COMMUNICATING WITH COMMUNITY MEMBERS

To help the community better understand our Community Care Program, our community engagement team developed posters on "how to make requests", as well as give information on money donated by ALPA to the community. These are displayed in ALPA member stores and are backed up with other resources, such as radio advertisements. Thanks to new changes to our communications, community members who apply for community care grants now get automatic SMS messages to let them know about the progress of their applications.

ALPA also helps community members to have meetings with elders to talk about issues, such as volatile substance abuse and antisocial behaviour in communities.

If there is an important community event you can ask ALPA for funding/ support.
This funding comes from the Community Care Program.
These funds come from surplus made by ALPA.
ALPA is giving back to the community.



How to ask for funding from ALPA

Step 1 – How to ask for funding

- At the ALPA store there is request to go through to ask for funding.
- The manager keeps this paperwork in a safe place.
- When you want to ask ALPA for funding, ask the manager for this paperwork.
- You will need to fill in this paperwork, make sure that you tell a story about:
 - How much funding do you need?
 - What will you spend the funding on?
 - When do you need the funding?
 - What is your name?
 - What is your phone number

Step 2 – How to ask for funding

- Ask 6 members of the Community Advisory Committee to sign the paperwork.
- Give the paperwork with 6 signatures to the ALPA store manager. They will send it to the ALPA Office.
- If you don't have six signatures, ALPA can't take the paperwork.

Step 3 – The paperwork goes to the ALPA Darwin Office

- Managers at the ALPA Office will look at your request.
- They will say yes or no.
- This can take 2 or 3 working days.

Step 4 – Using the Money

- If ALPA says "yes", they won't give you cash:
 - ALPA will send a purchase order to whoever is doing the work (MAF, Fly Tiwi etc) and someone from ALPA will call you.
 - Money will be sent to the supplier i.e. if requesting a flight for a funeral, then a purchase order will be sent to the airline directly Community.
- If your request is declined someone from ALPA will call you.



Galiwin'ku Community Advisory Committee Members

David Djalangi	Jessie Roy
Geoffrey Gurrawanawuy	Nancy Gudaltji
Jackie Djawut Gondarra	Joanne Garngulkpuy
Don Wininba	Judy Lurrthaypuynu (Proxy)
Richard Gandhuwuy	Ted Gondarra (Proxy)
Jan Garrutju	

THIS YEAR MARKS OUR 50TH ANNIVERSARY



A Night Under The Stars: ALPA 50th Gala Ball

To celebrate our 50th birthday, ALPA held a gala ball at the Darwin Turf Club where hundreds of ALPA team members and honoured guests converged. Co-master of ceremonies, Larrakia elder Dr Richard Fejo, and former ALPA General Manager Liam Flanagan led the event and kept our guests entertained by sharing stories about ALPA's history and even treating us to comedy skits throughout the night.

To start the evening, Arafura Swamp band from Ramingining performed. Guests were welcomed on arrival with sunset drinks and a Welcome to Country by Dr Fejo.

Yazmin Robin Cameirao and Jatham Staudinger worked the red carpet interviews well into the evening to hear the thoughts and sentiments from guests.

One of the key speeches was delivered by our Chairman, the Reverend Dr Djinyini Gondarra OAM who has been steering our board of directors for more than 28 years.

He said: "ALPA has worked with both Balanda (non-Indigenous) and Yolŋu since 1972 but ALPA history goes back further than that. ALPA is a product of the mission. It was a small mission store in North East Arnhem Land and has become a big commercial business... ALPA continues to employ Yolŋu people and ALPA is very serious about self-determination and self-management."

Member for Mulka, Yinija Guyula, addressed the guests and spoke of his gratitude for the event.

"I am very proud to celebrate Yolŋu business/enterprise and be a Member of Parliament here tonight and celebrate the success of ALPA. ALPA has supported many families and been a part of training and programs, as well as building new houses. ALPA is the biggest employer of Yolŋu people in the region. May we continue to see this strong partnership grow."

ALPA would like to thank our sponsors for making our 50th gala event possible.



CONNECTING SERVICES WITH COMMUNITIES

The community engagement team often helps different ALPA services to communicate with community members. For example, for Dinybulu we spoke to Ramingining homelands residents about paying towards a housing repair and maintenance fund. Because homelands are not Government housing, they are not maintained by Government. So ALPA helps community members to set up repair and maintenance funds to help repair their houses and buy white goods. During 2021, community engagement helped more than 50 residents join the program. The team also helped CDP teams talk about training and activity needs with community members, helped with CDP and RSAS community events, worked with visiting organisations and talked with the NLC about land negotiations.

Community Services is more than programs and activities. It's about bringing people together and building confidence and strength within.

SUPPORTING COVID VACCINATION EDUCATION AND DELIVERY

To overcome some staff resistance to mandatory Covid vaccinations, ALPA worked with ARDS and Richard Trudgen from Why Warriors, as well as ALPA board members, to deliver community education sessions on vaccinations. After many sessions, community members and workers came to accept the importance of getting the Covid vaccinations and boosters. Through Miwatj Health Aboriginal Corporation, the Royal Flying Doctors Service flew to Galiwin'ku where they gave vaccinations to staff and board members. They were happy with the number of people vaccinated.



STAFF AT GALIWINKU CDP LEARNING ABOUT THE IMPORTANCE OF COVID VACCINATIONS

"We have never administered this many Covid vaccinations during any of our trips to community. This has been our most successful trip. Thank you ALPA for this huge achievement"

ROYAL FLYING DOCTOR SERVICE STAFF

KATH BOYNE FROM ALPA AND DR JAMIE MAPPLETHORPE FROM ARDS TALKING TO CDP WORKERS AT GALIWINKU ABOUT COVID VACCINATIONS



RSAS: HELPING DJAMARRKULI EDUCATION

Djamarrkuli (children) are the future of our communities, and ALPA is serious about helping them gain an education in school to be future workers and leaders in our communities. With our dedicated team of local workers, ALPA runs the federally-funded Remote School Attendance Strategy (RSAS) program at Yirrkala, Ramingining, Galiwin'ku, Milngimbi and Gapuwiyak.

The program helps kids to attend school in many ways, including transport from outstations, promoting good health, and running language and culture programs, which all create a pathway for children to start or to return to school.



GALIWIN'KU KIDS
LEARNING TO SEW



FUN AND FASHION SKILLS WITH SISTER BUFFALO AT GALIWIN'KU

The RSAS team at Galiwin'ku organised for fashion experts Lou and Gaby from Sister Buffalo to come to the community to work with djamarrkuli from Shepherdson College to alter second-hand clothes to clothes that showed children's personal style. The workshops were enjoyed by boys and girls, who dressed up, danced and did a classroom catwalk fashion show.

As well as showing off their personal style, students learned valuable life skills, such as how to sew by hand and machine, and how to create simple clothes, such as headbands and skirts. The sessions built confidence by including everybody, and the kids got really involved. The community can't wait for Sister Buffalo to return later this year to run more workshops.



BUILDING FUTURE YOLŲU MUSICIANS AT YIRRKALA

With amazing bands, such as Yothu Yindi, East Journey and King Stingray coming out of Yirrkala, the community has a strong history of producing great musicians. Following in this tradition, RSAS was proud to start the RSAS Yirrkala Music Program this year to train the next generation of YolŲu superstars. The program connects professional YolŲu musicians as mentors to our young musicians.

It brings a long-awaited return of music to Yirrkala School, and has received huge support and thanks from the school and community. Two school bands performed with some of their musical heroes, The Andrew Gurruwiwi Band and King Stingray, at the Yirrkala Yarrapay Festival in July. We are happy to launch these young musicians on their musical journey.

Gayana Whyman was excited when she and her two sisters, Yalmariny and Yalarinya, were selected after trying out for the Yirrkala School bands at the beginning of the year.



ALEX AND YALMARINY
ON STAGE AT
YARRAPAY FESTIVAL



RSAS YIRRKALA
MUSIC PROGRAM

CLASSES IN ART AND PRINT MAKING AT GAPUWIYAK

Working with the Gapuwiyak school, RSAS ran cultural and art classes, including printmaking, for students. Ezekiel Wunungmurra and his father first watched an online video of how to draw a duck and then brought the idea to art class, making a print through a long printmaking process. Ezekiel's first silkscreen print picture was a brilliant, simple yet eye-catching design, something that he is proud to take home and show his family. RSAS is proud to be able to help students at Gapuwiyak School with their weekly art class, which will continue with printmaking on T-shirts later this year.

EZEKIEL WUNUNGURRA



CREATING COMMUNICATION TOOLS FOR STUDENTS

Our RSAS team at Gapuwiyak worked on creating visual communication and tools with the Army Aboriginal Community Assistance Programme (AACAP) to improve school attendance.

Recognising the need for more awareness of the impact of social media on relationships and wellbeing, RSAS and AACAP also worked together to design posters with messages in Djambarrpuyngu and plain English on the safe use of social media.

JAMELIA GUYULA



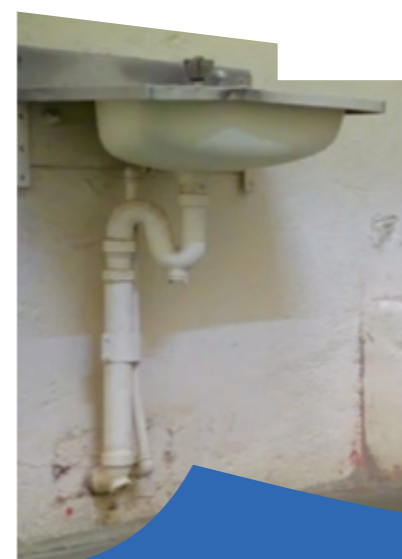
MAKING FILMS THAT SPEAK TO OUR COMMUNITIES

Creating a different way for local people to share stories, ALPA worked with ARDS to teach RSAS staff how to use video cameras, including editing, to tell stories. This showed our RSAS staff not just how to make a film, but what films can do to get young students involved and provide education. Our RSAS staff will be able to use their skills to make films that get children and families involved and get more children interested in going to school to learn these same skills.

YININ DHURRKAY IN A VIDEO EXPLAINING HOW TO APPLY FOR A DVO



SCENE FROM A VIDEO EXPLAINING RIGHTS AT THE WATCH HOUSE



IMPORTANT LEGAL VIDEOS FOR OUR PEOPLE

During the year, ALPA and North Australian Aboriginal Justice Agency (NAAJA) released the Little Law Stories series of videos explaining legal issues and rights, which took over a year to produce. These videos provide legally accurate and culturally sensitive information in Yolngu Matha language for community members. We would like to thank NAAJA for their amazing work on this project and hope you can help share this important work.

OUR CHAIRMAN DR DJINYINI GONDARRA AOM ACTING AS A JUDGE IN A VIDEO EXPLAINING DVO ORDERS AND COURT PROCESSES



EALYM – GUNGA'YUNGA DJAMARRKULINY

(Helping our Children)

To understand what works best for young people in East Arnhem land, we listen to local clans and organisations about what will make a real difference. Since we have done this, the East Arnhem Land Youth Model (EALYM) has finished its first round of funding, and has been successful in securing a further five years of funding from the NIAA, NTG and ALPA. This is fantastic news, since what we have learned in the first two years can help our youth be stronger in the communities of Ramingining, Milingimbi, Gapuwiyak and Galiwin'ku. Our team has worked out a plan for the whole area, with meetings with local leaders deciding what works best for their community. We also check to make sure that what is decided by local leaders is working and helps young people in communities.

We were able to support 41 ideas from local leaders and organisations, including teaching children to collect pandanus and weave, and supporting young artists to go to the Darwin Aboriginal Art Fair to start their careers in the fashion world.

One big goal for the project is to build the skills of our remote staff and local clan project leaders. We do this by bringing remote staff to the Darwin office a few times to learn IT, leadership, and ALPA systems and policies, and share this knowledge with project leaders in their own communities. The program hopes to have stronger connections with each community to grow local ideas into actions that help young people even more. Here are some of the programs we have run for young people in the past year:

EALYM TEAM CAME
TO THE ALPA
DARWIN OFFICE

PANDANUS
PROJECT IN
RAMINGINING,
LED BY LIZZIE
DURRURRNGA

FAMILY LED
PROJECT IN
RAMINGINING

NURRUNINYGU DHUKARR (FIRST PATHWAYS)

The Nurruninygu Dhukarr project teaches foundational Yolŋu and Balanda knowledge, which leads young people on strong pathways to being strong adults. The project ran five workshops for young children at Galiwin'ku school to teach them about Raypirri djinaga Gurrutu (discipline in families), health, healthy relationships and careers. We also found out what young people want for their futures and talked about ways of getting there.

RAYMANGIRR
TRADITIONAL
DANCING

CULTURAL LEARNING AT RAYMANGIRR HOMELAND

This program works in a traditional Yolŋu way to keep kids safe and on the right pathway through storytelling, learning about country, fishing/hunting and, most importantly, passing on knowledge. The project has been run well for months by Julie Yunupingu. With the support of local leaders, it is getting stronger and stronger, with more children taking part and many comments from the community.

LUKU-DALKUM (PASSING ON CULTURE)

As a great way to pass on culture from elders to young people, the East Arnhem Land Youth Model (EALYM) supported the Luku-dalkum rom (passing on culture) program run by Bula'Bula Arts in Ramingining during the school holidays. The program included senior Yolŋu artists teaching local Yolŋu young people how to create artworks and tell stories that share their culture. From making rarrk brushes to painting totem animals and traditional stories with rarrk (cross hatching) painting, it was wonderful for young people to create these special artworks. Young people also got to paint special Dupun (hollow log) paintings, with up to 20 young people creating artworks based on Yolŋu rom (law). At a closing party for the program with the community attending, the young people were proud to show their families their artwork.

"This was a very
successful project – we had
good attendance, terrific artwork
outcomes, strong leadership,
and lots of happy faces"

BULA'BULA ARTS ABORIGINAL CORPORATION





Community Development Program

BUILDING SKILLS FOR FUTURE FISHING BUSINESSES

The fishing industry at Galiwin'ku has a proud history. The CDP team is helping local people continue this tradition by taking them out for a fishing competition. This was a great chance to share local knowledge and build on an activity that is popular and prepares people for work in fisheries. We hope this will lead to strong fishing businesses in Arnhem Land.



BUFFALO BOYS PAINTING THE TOWN

The Buffalo Boys in Gapuwiyak have been painting all over town as part of their Milintji painting project, with the crew painting houses of 35 elders in the community. Because of the great work they have been doing around the community, the Gapuwiyak school has chosen the Buffalo Boys to repaint the school bit by bit. The Buffalo Boys started by removing graffiti and will move onto painting classrooms to make the school a nicer place to learn for children.



"I enjoyed the painting and I hope it does not stop. I learnt a lot about how to be a professional painter. Now I am painting my family's house"

TERRENCE WUNUNGUMURRA,
CDP PAINTING CREW MEMBER

BUFFALO BOYS
FROM GAPUWIYAK

"I enjoy seeing the men working in community and this encourages other young kids"

CLANCY MARRKULA



POPULAR HANDY TABLE

Community members at Gunbalanya have been impressed by the design of this table made by CDP participants. Everybody wants one. The Gunbalanya CDP team came up with the design to teach to the supervisors and participants. These tables are so popular they might start a new business as an activity generating income (AGI) project.



GROWING FOOD FOR THE GUNBALANYA COMMUNITY

The CDP gardens at Gunbalanya have had a bumper crop of vegetables and herbs this year, which have been enjoyed by the community. The CDP garden and Daluk CDP gardens supplied fresh produce for a daluk event at the Gunbalanya safe house. This event, organised by the community safety manager, Bernadette Wombo, gave women a safe space to share a meal and meet with community workers from Darwin. The gardens are becoming well known in the community and people often drop by asking for fresh chillies and kids enjoy picking the cherry tomatoes. The garden is supporting healthy lifestyles and good home-grown food.

TIM ZEMA SHOWING
OFF SOME OF THE
DALUK GARDENS
PRODUCE



DRIVING TO SUCCESS

In remote communities, such as Gunbalanya, being able to drive is an important way for people to visit outstations and take part in cultural hunting and collecting activities. So it was important for us to work with Drivesafe to get out to as many communities as possible to get our community members licensed. In late March, Drivesafe came to Jabiru after a long time away and CDP organised for Gunbalanya participants to fly to the township so they could try to get their licences. The course, run by an Aboriginal woman from Alice Springs, was easy to understand. All the participants were able to get their licences and learned more about driving safely on the roads.

STYLING IT UP AT YURRIWI

Thanks to the training given by Black Pearl Hairdressing, Milingimbi CDP participants have been able to set up the Yurriwi Hair Salon, which will enable them to earn money. Fifteen people learnt about washing, cutting and colouring hair as part of a Certificate II in Hairdressing. Five young women from the school joined the training. We look forward to seeing the many stylish creations coming out of the Yurriwi Hair Salon.



CUTTING HAIR AT
YURRIWI SALON



GUNBALANYA CDP
DRIVING TRAINING
PARTICIPANTS





KEEPING THE COMMUNITY HEALTHY WITH VACCINES

To let the community know about the health benefits of Covid-19 vaccinations, CDP teamed up with Miwatj Health clinics across East Arnhem Land to hold events and BBQs, including a huge event put together by ALPA, CDP, Miwatj, police and Yolngu Radio in Milingimbi for more than 200 people. With some people not sure about getting Covid-19 vaccinations, events such as these helped people to understand how vaccinations keep people healthy and stop the spread of the disease.



CDP
MILINGIMBI TEAM



LEWIS AND KIERAN
FROM YIRRKALA

CHANGING LIVES AT NUWUL NURSERY YIRRKALA

Working with NT Corrections, the Yirrkala Nuwul nursery has enjoyed working with young people who have been in trouble to give them a chance for a fresh start. Two young men, Lewis and Kieran, who came to the nursery on work orders, learnt many new skills. They were taken on a tour of an aged care facility being built in Nhulunbuy and were interested in becoming part of the aged care team once the building is finished. After getting an interview straight away, Lewis and Kieran have been offered to train for future work in the centre. We are proud of the way these men have turned their lives around with our help and are on the way to a brighter future.

4WD TRAINING TO KEEP FAMILIES SAFE

With most of the roads around Arnhem Land needing four-wheel-driving skills, it is important that community members learn to drive safely to protect themselves and their families. Ramingining CDP brought out Ian from Trainsafe to teach how to drive 4WD vehicles safely on difficult roads. CDP participants, post-placement support workers and staff all did the training, which was a great chance for everyone to learn together. Women were excited to do the training as well, and everyone enjoyed training together and learning from each other.

"We like playing music for our friends and families most. They are our inspiration. Music is our life. When we play music we feel healthy and happy; when the music stops, we get sick"

DP MUSIC SUPERVISOR JASON DURRURRNGA

SEWING

Love these skirts? CDP activity coordinator Elyse designed these beautiful skirts. CDP supervisor Caitlin loved Elyse's skirt design so much that she brought in her daughters to make the same design.

Dana and Betty loved their skirts so much they are going to wear them to ceremonies. Don't they look adorable!

LEFT: BETTY
BURNALLI
RIGHT: DINA
MANGIRU



DEVELOPING SEWING AND FASHION SKILLS

Our women CDP participants at Ramingining have learnt sewing skills and adapted these skills to sew skirts, masks and even Christmas stockings to donate to community members and children at the school. The women saw the need for creating masks in particular, and these were very popular in the community.



"I really enjoyed this training. At first, I was a little worried to do tasks in front of the men but they were encouraging and helped me a lot. I think more ladies should take part in training like this because it should not always be left up to the men, and it can help empower them more"

PATRICIA MUNKARA, CDP EMPLOYMENT CONSULTANT



BUILDING COMMUNITY THROUGH MUSIC

The Arafura Swamp Band, which grew out of ALPA CDP's music and art space activity, has been playing gigs in Darwin and across the Top End, bringing their talent to many different audiences. While back in Ramingining, the band opened the doors to their rehearsal to play for local community members, ahead of performing at the Mayali Mulil Festival in Jabiru. It was great to see the band play for their home community before hitting the road again.



ALPA RETAIL

Our retail stores are the backbone of ALPA, driving our business since we first started in 1972. It is thanks to the success of our retail business that we can support our communities with community support, training and new enterprise development, which build future employment in communities, alongside our continuing retail operations.

The commitment, personal sacrifice and hard work of our remote store managers and staff, supported by our Darwin and Cairns support teams, has made sure that our stores continue to work as normal coming out of the Covid-19 pandemic. Maintaining food security with the support of our suppliers and transport partners has ensured that every shelf was filled and every takeaway well stocked with healthy options.

The past year has seen big changes in staffing, mainly because of Government laws requiring staff to be vaccinated.

We continue to work on our Back to Basics initiative, which looks back at the historical procedures and routines that formed some of the building blocks of ALPA's successful retail business. This will give all our stores the same high standard with all our staff djäma rrambanj (working together).

Michael Dykes



"I am very proud to be a part of a very special retail team who have worked together tirelessly and risen to every challenge that has presented itself"

MICHAEL DYKES, ALPA GENERAL MANAGER RETAIL

STAFF FROM OUR RAMINGINING STORE



ALPA member stores

Our member stores are working towards our Back to the Future vision of the shopping experience, building staff to be leaders in stores and communities. There were upgrades to transport, registers, lighting and electrical equipment, and \$340,000 invested in refrigeration in community stores. The changes have improved the shopping experience and ensured our members always have access to refrigerated food options.



\$340,000
INVESTED IN REFRIGERATION
IN COMMUNITY STORES

BUTHAN STORE/GALIWIN'KU:

As a result of new housing, our Buthan express store is always changing to meet the needs of the growing community, thanks to our dedicated staff.

During the year, sales floor supervisor Meredith Garrawurra showed true leadership by taking on the role of office supervisor. This promotion is part of the Back to the Future project, which started during the year.

An important addition was a new 65KVI Cummings generator, which gives the store the ability to continue trading through power outages, which happen mostly during the wet season because of tropical storms.



BUTHAN TAKEAWAY FOOD



MEREDITH GARRAWURRA

CATERING IN PROGRESS AT GALIWIN'KU STORE FOR A COMMUNITY EVENT



GALIWIN'KU STORE, (ELCHO ISLAND)

Galiwin'ku community stores faced challenges in management but our Yolngu leadership team worked well together to make sure the store continued to trade and meet the needs of the community. New lights were fitted to brighten up the store and improve our customers' shopping experience



STORE SALES FLOOR SUPERVISOR JENNIFER WUNUNGMURRA

OFFICE MANAGER SANDY GUMBULA COMPLETING RETAIL COMPLIANCE CHECKS



GAPUWIYAK STORE (LAKE EVELLA)

Our Gapuwiyak store has grown stronger with our local Yolŋu team taking on much of the daily supervision. The store has new, improved register layouts designed to make it easier to serve customers, and make shopping safer and easier.

In November 2021, the store received a new Isuzu truck to bring stock from the barge ramp 30 kilometres away. The weekly barge run is 100% managed by our local Yolŋu team.



NEW REGISTERS AT
GAPUWIYAK STORE



A GAPUWIYAK
TEAM MEETING

MINJILANG STORE (CROKER ISLAND)

The store has taken on the management of Minjilang Lodge, which has six self-contained units and a large common area. This will increase store trading after a while, with more people able to stay on the island. In exciting news, the store has appointed Etitera as an office supervisor in training, who will take on all the office work in the next year.

STOREMAN
AND STOCK
REPLENISHER NAISH
DICKSON



MINJILANG
LODGE



MINJILANG STORE
OFFICE SUPERVISOR
ETITERA ROBERTSON
CASHING UP THE
DAY TILLS



MILINGIMBI STORE (YURRIWI)

Our hard-working team at Milingimbi has had a busy year, with many visitors coming to the community for ceremonies and funeral obligations. The community store now has a full leadership and supervisor team. Training and support have seen the team step up and take on many new roles in their store, from compliance reporting to team member recruitment and training. In preparation for a store renovation in the next year, electrical work has been carried out to lay the groundwork for great changes.

FULL FRUIT AND
VEG DISPLAY AT
MILINGIMBI



MILINGIMBI OFFICE
SUPERVISOR LISA
GAYKAMANGU AT
WORK BALANCING
THE DAY'S TAKINGS

RAMINGINING STORE

After major improvements in the previous year, our new Store of the Future has been a great success, with many of the changes being copied in other ALPA stores.

The store received a new Isuzu truck in November, which is used weekly to bring the stock back from the barge ramp 30 kilometres away. The truck is important to make sure stock arrives in store and in good condition.

With the help of our retail support team, our store started using a Flip pricing system developed at the John Ford Centre of Design and Innovation. This system allows us to change display prices more easily, and will include a promotional calendar that makes full use of the price board to promote health and a good value to our customers. Fast facing mechanism is a vital task but can be hard to maintain in a busy store. We have installed a fast facing slider system, which our team uses to bring stock to the front of the shelf with increased speed. This ensures our stores can always be well presented to our customers.

New and improved register layouts have made it easier to serve lots of customers and make shopping safer and easier.

RAMINGINING EXPRESS STORE

The store had a challenging year with the local team required to also work in our main store in Ramalingining to replace staff sick with Covid.

RAMINGINING EXPRESS
STORE SUPERVISOR
SAMANTHA GREENWOOD



NEW RAMINGINING
ISUZU TRUCK ARRIVING
IN THE COMMUNITY



ISLAND & CAPE RETAIL



Island & Cape is our retail arm and not-for-profit business in Queensland. This year we had some great successes in training staff, to support local employment. We also had a major store refresh at Aurukun and continued to offer quality goods and healthy food to our communities in the Torres Strait Islands and Cape York.

This year, Island and Cape signed up 11 new trainees and supported our existing team members to continue their Certificates in Retail. The local community teams felt stronger from achieving their training goals and relished the opportunity to train for their great careers ahead.

MAIRA BAIRA FROM
BADU ISLAND STORE



ISLAND & CAPE
TEAM SHOWING OFF
HEALTHY CHOICE
AISLE OPTIONS



SINEVA AHMAT FROM
ISLAND & CAPE



CORE CLOTHING LAUNCH

The launch of the core clothing range into the Island & Cape stores was a tremendous success and our customers were very happy. The range includes AFL merchandise, fishing clothes made for each community, and a winter clothing range. The support of our supplier partner, G&R Wills, in creating shop displays was a great help in making the range a hit with our local communities.

ALPA
MEMBER
WITH BABY
COLLECTION



AURUKUN STORE REFRESH

This year saw big changes at the Aurukun store with a completely new layout. The store now has a welcoming entrance, new registers, larger fruit and vegetable displays, and a transformed takeaway area. The café has a seated dining area and has become a great meeting spot for the local community. The community has been happy and is looking forward to more great changes.

AURUKUN
STORE



ALPA INDEPENDENT STORES

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

During the year, ALPA helped some of our independent stores with leadership training, store improvements, and advanced ordering and supply systems to keep stores fully stocked at all times.

We are incredibly proud to have these businesses as a part of the ALPA family and give them the same benefits as our member stores enjoy.

TRAINING LEADERS FOR PIRLANGIMPI

ALPA has supported the directors of the Pirlangimpi Indigenous Corporation to attend a two-day ORIC corporate governance training session in the Darwin support office. The course helped the directors to understand the roles and responsibilities on their board, improve their skills and gain a deeper understanding of their corporation. This has helped build leaders for the Pirlangimpi community.



HEALTHY PRODUCT OF THE MONTH DISPLAY

LAJAMANU STORE REFRESH

In December 2021, the ALPA refresh crew updated the Lajamanu store and gave it a fresh new look. In only one week, the crew extended and rotated the store shelving sideways, and then put products on all the shelves. The store now feels like it has more space, and it is easier for customers to shop and the store team to stock shelves. Our Lajamanu store team were excited to see their store looking so good after the change.

CELEBRATING SOLLY

In August 2021, we celebrated with Solomon "Solly" Yalbarr, who has been serving his community for an amazing 32 years at the Ajurumu store at Warruwi – and he is still going strong.

Solly started in with the store in 1990 and has become a cornerstone of the business. He supports and trains new team members and has helped store managers settle into the Warruwi community on South Goulburn Island. Solly recently rejoined the board of the Ajurumu Store Aboriginal Corporation as a director. He is a great champion for his community.



NEW UNIFORMS AT NGANMARRIYANGA

The team at Nganmarriyanga store are proudly wearing new shirts they helped design. The shirts carry the ALPA and store logos. Designing the shirts together is a great example of how we work together and build connections with the communities where we work. Keeping their store's special identity helps to give local staff and community members a sense of ownership and pride.



KEEPING STORES STOCKED UP IN THE WET SEASON

Roads to some of our independent stores are closed for up to five months during the wet season, which makes getting food to communities hard. Ensuring there is enough food for everyone to eat in the Wet is very important, so for months before the rains begin our staff work out how much food might be sold, putting in large orders to transport long-life stock, and stacking stock in storage. This is a huge job and teams from the support office often help with packing stock so it all fits in. When the roads get blocked off, we use planes to fly fresh food and short-life products out to these remote communities. Once again, our stores made sure stock was always available for our customers during the last wet season.



HEALTHY FOODS AT NUMBURINDI

Healthy eating and providing communities with healthy takeaway options has always been important for ALPA, including our independent stores.

Our nutrition team, area managers and store managers work with each store team to coach and educate them on what is a healthy option and what isn't. The star performer this year was Numburindi store in Numbulwar – it achieved an outstanding result of 90% of all takeaway sales being healthy food. The Numburindi store team are passionate about making the best healthy options available every day, from yummy breakfast packs to healthy salads and roast chickens. Well done to the team for helping to build a strong and healthy community.



 **90%**
OF ALL TAKEAWAY SALES AT NUMBURINDI WERE HEALTHY FOOD



ENTERPRISE AND ECONOMIC DEVELOPMENT

ALPA's enterprise and economic development division began in 2017 to harness economic businesses in community. Bukmak Constructions and Manapan Furniture are wholly owned by ALPA, while Rulku and Dinybulu are jointly owned by ALPA with Traditional Owner family groups. Through these businesses, we aim to build local skills and jobs to support communities.

BUKMAK
CONSTRUCTIONS

MANAPAN
65,000 years in the making

DINYBULU REGIONAL SERVICES
RAMINGINING

RULKU
ENTERPRISES



BUKMAK CONSTRUCTIONS



Bukmak means 'everybody'.

Our team strives to help everybody in the communities where we work through construction projects, as well as creating local job opportunities. We are wholly owned by Yolŋu and are proud to employ local Yolŋu workers and develop local skills and equipment to complete buildings in Galiwin'ku, Ramingining, Milingimbi and Gapuwiyak communities. Based in East Arnhem Land since 2014, our business is here for the long run, building for a proud future, with construction skills and jobs staying in the communities we work on.



44.4%

of the Galiwin'ku housing project work has been done by Yolŋu workers

"We are pleased that the Government has awarded this contract as it now allows us to increase employment in our communities for Yolŋu people. This will see Galiwin'ku have local employment for five years. This will house dozens of families, reducing overcrowding, and this contract will create a legacy for our people to have houses built by us for us"

MICKY WUNUNG MURRA – BUKMAK CHAIRMAN

CERTIFICATE II VET LECTURER AND WORKPLACE ASSESSOR DAMON ALEXANDER

ON THE JOB AT GALIWINKU

BUILDING BALA MALA (HOUSES) AT GALIWINKU

In a huge achievement, Bukmak Constructions were awarded a \$51 million contract by the Northern Territory Government to build 87 houses in Galiwin'ku in North-East Arnhem Land over the next five years. This is our biggest project to date and is recognition of the reputation we have built in producing quality constructions and delivering real training and employment for Yolŋu workers. In May 2021, we started to build the first 14 houses. As well as building much-needed houses for the growing community, the other main goal of the project is to train and employ local Yolŋu community members. Our goal was to have 42% of work done by local Yolŋu workers, and we are proud to say we have reached 44.4%. Having skilled Yolŋu workers means so much for their families, and for the future of being able to fix and build new buildings with local workers.



\$51M
to build **87**
community houses
over five years

44%
Yolŋu employment
May 2021

Bukmak Constructions workforce will increase by 100% as a result of this contract and will create an extra 42 jobs, including the following Aboriginal identified positions:



5

carpentry apprenticeships



1

plumbing apprenticeship



15

trainee positions in various positions, such as trades assistant, catering, housekeeping and commercial cleaning



15

casual positions



FOUNDATION
SKILLS TRAINER
SHISHIR
KUSHWAHA

**“Some of the best houses
we have seen built”**

NT DEPARTMENT OF INFRASTRUCTURE,
PLANNING AND LOGISTICS AT
HANDOVER OF ONE OF THE 14 NEWLY
COMPLETED HOUSES IN GALIWINKU

TRAINING SKILLS FOR LIFE AND WORK

As part of training our Yolŋu workers, we joined with Charles Darwin University (CDU) to teach a Certificate II Construction Pathways course to give staff a pathway to most building and construction jobs. To give them skills for the rest of their lives, we also gave our Yolŋu workers training in literacy, language and numeracy through the Foundation Skills for Your Future program. These reading and writing skills will be useful for them in their whole life, and along with their construction training, will set them up for a bright future.

REPEAT WORK FROM THE NIAA

Since we did such a good job working for the National Indigenous Australians Agency in 2020-21 through JLL (Jones Lang Lasalle), the NIAA chose Bukmak to work with them directly to make improvements to Government engagement coordinator buildings on 11 communities. This work, which employed 12 local community members, included removing walls and fixing ceilings, and other changes to give the buildings a longer life.



GALIWIN'KU HOUSING TO SUPPORT OUR STAFF AND OTHER ORGANISATIONS

With the growth of our organisation and the services we provide, ALPA employed Bukmak Constructions to build 12 demountable units to house extra staff, with the last of these completed in October 2021. The works included repairing existing units, moving them, and converting them into one-bedroom units with laundry, kitchen and bathroom, as well as a large outdoor deck, carport, and fenced yard. Our team has been comfortable in these homes. We have also supported other organisations servicing the community by renting them out, including to AFLNT, Yalu Aboriginal Corporation and Services Australia

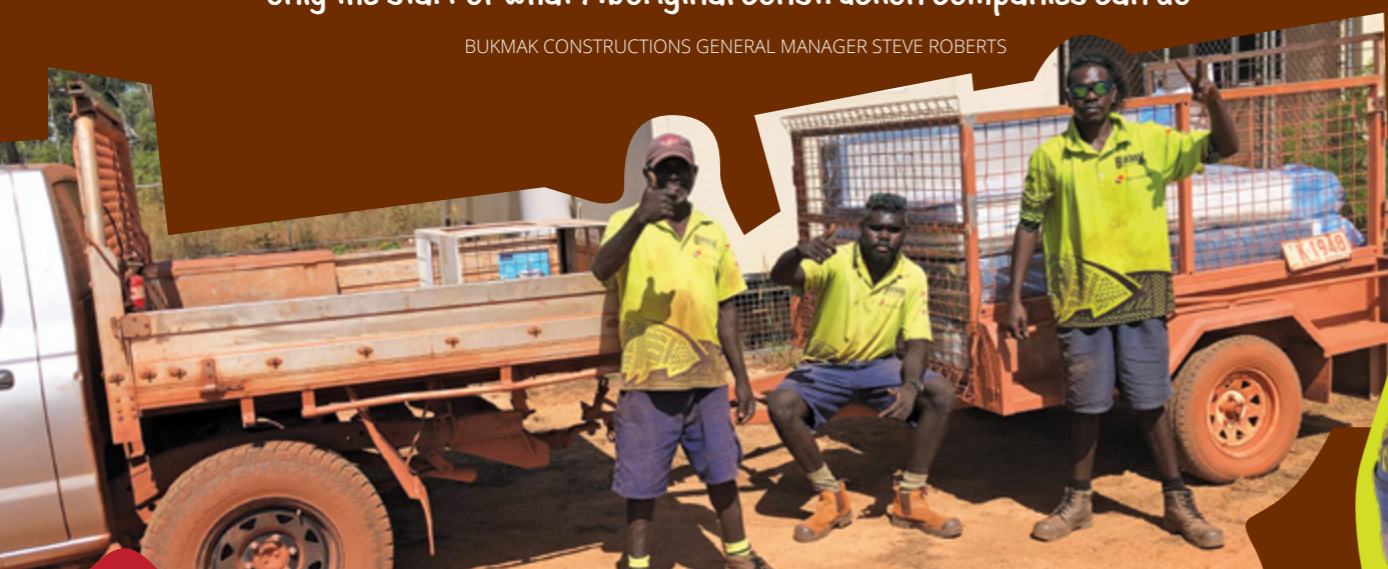
LOOKING TO THE FUTURE

The future of Bukmak is looking bright, with our team building community houses for the NT Government over the next five years, and 14 staff houses at Ramingining and Milingimbi for ALPA, plus fixing houses on Galwinku, Milingimbi, and Gapuwiyak for the Territory Government. We regularly go to Community Advisory Committee (CAC) meetings and talk to community leaders and members about what we are working on and planning for the future. Bringing our communities and our staff along on our journey and training them, we hope to build our future for many years to come.



“To have Government acknowledge Bukmak’s capability and capacity to deliver major works has allowed us to not only upskill our workforce but to create further work opportunities for Yolŋu people outside of the community once they graduate their qualifications. This contract is only the start of what Aboriginal construction companies can do”

BUKMAK CONSTRUCTIONS GENERAL MANAGER STEVE ROBERTS



**“We like to see
work being done
the Bukmak way”**

GALIWIN'KU COMMUNITY
ADVISORY COMMITTEE MEMBER

MANAPAN

MANAPAN
65,000 years in the making

Manapan continues to bring its unique Yolŋu craftsmanship from Milingimbi to Australia and the world, with creations delivered in the past year from Nhulunbuy to Tasmania, Sydney to Portland in the United States, and many places in between.

As our reputation grows, we continue to share the Manapan story, and the story of ALPA and all it is doing in Arnhem Land. It has been difficult for our team to work with changing travel conditions and lockdowns because of the Covid pandemic, but the team still managed to deliver amazing results. We are looking forward to the next year with some large projects set to give our Milingimbi team exciting challenges.

LAYERED WITH MEANING FOR ANINDILYAKWA PEOPLE

This table built for the Anindilyakwa Land Council (ALC) is layered with rich meaning for people living on the Groote Eylandt archipelago. The table is made from solid Darwin stringybark and mahogany timber, the native stringybark partnered with the introduced mahogany representing Anindilyakwa culture and western culture working together. There are two groups of inlaid chevrons at each end of the table representing the two moieties of Anindilyakwa people, with 14 pieces of mahogany representing the 14 family groups of the region. The centre of the table features a carved map of Groote Eylandt filled with a special resin combined with manganese ore from the large mine on the archipelago. It's a beautiful statement built to last for generations.

FURNITURE FIT FOR THE QUEEN AT BANKSIAN HOUSE

Banksian House has hosted the Queen, the Pope, and a US president – and now Manapan custom-made furniture. Manapan was invited to produce a suite of pieces during the Royal Australian Air Force's refurbishment of the building, which was constructed in 1941 as the RAAF base's commanding officer's residence and has survived air attacks during the Second World War and Cyclone Tracy in 1974. It is now used for VIP premises and important meetings. Manapan produced three custom tables from Darwin stringybark with crocodile carving motifs and a custom fire sideboard for the reception from different coloured stringybark. These pieces look at home in this important building.

CUSTOM FIRE
SIDEBOARD

FROM GURTHA (FIRE) AND SYDNEY HARBOUR

This table base represents trees and fire used by First Nations people to catch food and bring new life to the landscape. The inlaid map is stylised from one of the earliest known surveyed maps of the Port Jackson (Sydney Harbour) area before European settlement. This table represents a living history. The client's support of Australian bushfire recovery programs and design cues from the international jewellery brand's style also form a part of this unique piece.

MANAPAN ACADEMY

The Manapan Academy workshop provides training for local community members in carpentry and joinery skills, with the vision that they will combine these skills with their creative talents and graduate to the main workshop. We are happy to see the Academy bouncing back after the pandemic and operating at full capacity, developing skills for future Manapan workers.

JOSIAH BAKER
SUPERVISING
RESIN POURING



WEAVING GUNGA (PANDANUS) AND MODERN FUNCTIONS TOGETHER

A highly customised version of our ever-popular woven Chloe cabinet was created to house a large TV, along with sliding back doors and a slide-out shelf. The practical and beautiful piece was made for a private client and is a perfect household centrepiece.

CHLOE CABINET

DINYBULU REGIONAL SERVICES



Dinybulu continues to go bitjan bili (on and on) with our local Yolŋu team working hard to keep the business going well after a few of our key staff left us during the year. Trevor Danby retired as regional services manager after eight years of working for Dinybulu in the Ramingining community. He leaves a legacy of training that has given our local Yolŋu team confidence and skills in their work of providing maintenance to homeland community housing. We wish Trevor all the best in enjoying retirement with his family and thank him for helping Yolŋu to live on homelands in safe and comfortable housing. While lockdown travel restrictions and staff shortages put a hold on major projects in the homelands, Dinybulu is working on grants for these projects in the next year.

Our Dinybulu workshop is the only mechanical workshop servicing the community of Ramingining. After many years of keeping Ramingining vehicles moving, mechanic Levi King moved back to Darwin to be with his wife and lovely new daughter. We also said farewell to Darren Griggs who everybody knew as "Bones". With these staff changes, it was great to see our logistics coordinator Carey stepping up and keeping the business running smoothly, helped by our Yolŋu team.

DINYBULU ACCOMMODATION

The Dinybulu accommodation provides quality, well-looked-after accommodation thanks to our well-trained, hard-working Yolŋu cleaners and grounds maintenance crew. While there were 8% fewer people coming to stay in Ramingining during the year due to Covid lockdowns, we were happy to be able to keep employing our Yolŋu team and help them support their families.



DINYBULU
WORKERS FAREWELL
TREVOR DANBY

DINYBULU
ACCOMMODATION
CLEANING TEAM



RULKU LODGE



100%
Yolŋu team

The Rulku Lodge fulfilled a dream of being run by 100% Yolŋu team members with our guest services supervisor Josephine Baker moving into her new role as manager. With the business being a joint venture between the Milingimbi community and ALPA, having all Yolŋu staff means the business has a strong future with locally based staff. The staff is also well trained with team members learning valuable skills through a housekeeping and hygiene course in the past year with ALPA CDP. Our housekeepers, Selina, Jemma and Angelica, and groundsmen Sebastian and Cameron continue to do well in their jobs, keeping the lodge at a high standard for guests visiting Milingimbi.

While many businesses suffered due to Covid-19 lockdowns, the wheels of our accommodation business kept turning, with our team providing accommodation for specialist care providers visiting the community to care for those in need. As people in the community became infected by the virus, we provided quarantine rooms for them, protecting the rest of the community from the spread of Covid. With these changes, the amount of people staying increased by 19% compared with last year. This is a great achievement from Josephine and her team, who housed important guests during the year, including Baker Boy, Senator Malarndirri McCarthy and Alastair King. After our success during a difficult year, we are planning to improve five single rooms to have their own bathrooms, and install CCTV monitoring for the further comfort and safety of our guests.

JEMMA, SELINA,
SEBASTIAN
AND JOSEPHINE
WITH GERTI



The number of
people staying
increased by
19% compared
with last year.

IN MEMORY

We would like to acknowledge Galikali, a long-term Rulku Lodge employee who passed away in 2021. Her contributions to Rulku Lodge since it began in 2013 leave a great legacy for future generations of workers.

JOSEPHINE BAKER
FROM RULKU LODGE





LIKHIL GADHARI,
PRAVAKAR PANTA
AND LIAM MA

ALPA CORPORATE SERVICES

Our corporate services are the engine room that enables our retail, community services and enterprise divisions to run smoothly. Located in our Darwin support office, our team provides accounting, management and logistics, which keep all of our business units operating in remote communities.



KEN
CHAN AND
PRAVAKAR
PANTA

THE ALPA
DARWIN CORPORATE
SERVICES TEAM



Innovation at ALPA continues to provide ways to help our business and has been a great success story

I.T AND INNOVATION

In the past year, our newly-formed data and analytics department has expanded our Microsoft Dynamics 365 systems to create 40 digital solutions, which have freed up our staff from performing the same tasks over and over again. This includes tools that send out messages automatically, fill out forms and make it easier for management approvals. This allows our staff to spend more time on the tasks they enjoy, helping to make our business stronger.

APP DEVELOPMENT

To make it easier for our staff to submit documents and orders on the go, our growing data and analytics department has developed apps that can be accessed from mobile phones and linked directly to our central systems. This has removed the need for many paper forms and helped to move information quicker and without mistakes.

HELPING SAFETY AND SECURITY WITH TECHNOLOGY

To help make working at ALPA safe for all our workers, our safety and compliance team have worked with the IT department to introduce Donesafe, a cloud-based system that allows staff to report problems and managers to easily see these problems as they happen.

To reduce crime against our properties and help police track down offenders, we have also installed CCTV coverage and alarm systems on many sites, which can be viewed locally or from our support offices.

GOVERNANCE

Governance and financial management continue to be key points of vulnerability for many Aboriginal corporations. ALPA has helped clients strengthen their governance framework to stay compliant. The long-term vision for this service is that Aboriginal corporations will be able to support their governance with less support. If you require any further information, please contact ALPA.

BOOKKEEPING

Bookkeeping remains a challenge for Aboriginal corporations and ALPA offers bookkeeping services as a key part of their services. Availability and reliability of bookkeeping data are critical for informed decision-making and protection for the overall financial health of an organisation. Access to reliable bookkeeping services is one of the important foundations of successful businesses and invaluable to our clients.

ARNHEM ABORIGINAL BUSINESS COUNCIL (AABC)

ALPA is a founding member of the Arnhem Aboriginal Business Council (AABC) and is proud to act as the secretariat for the Business Council. The council is now in its fourth year and members continue to meet quarterly engaging with industry leaders, government ministers, and senior executives.

The AABC has been established to collectively represent the interests of Aboriginal businesses from a range of industries across Arnhem Land and the Groote archipelago. The AABC was formed in response to a lack of a regional business advocacy body more broadly, but also acknowledging the particular interests and responsibilities of regional Aboriginal business to their shareholders and members, being the Yolngu and Anindilyakwa people of the region.

Our vision is to support regional Aboriginal businesses to achieve their aspirations in trade, commerce, employment and economic development. We will achieve this through:

- Collective promotion of Aboriginal business interests and advocacy on matters of Government and industry policy that affect our success;
- Partnership, collaboration, information sharing and support between member organisations, Government and industry; and
- Constructive dialogue and policy advice about the opportunities and challenges facing Aboriginal businesses, including participation in Government procurement and service delivery opportunities, education, training, health, mentoring and capacity development.

The AABC operates under the endorsement and guidance of its members' Aboriginal boards, management and leaders.



SPECIAL ACKNOWLEDGEMENTS



VALE JOHN FORD

John Ford commenced work with ALPA with his wife

Margaret in 1977 as the Galiwin'ku store manager.

He moved to Darwin in 1979 to take up the position of group manager of ALPA a position he held until John and Margaret left ALPA in 1988. John was referred to as the father of ALPA as during his tenure of group manager ALPA's performance improved immensely. He improved store operations, communications between stores, started the ALPA training school in 1981, and standardised systems and procedures across the group. John started much of what ALPA does today. He was so proud of what ALPA had become from such small humble beginnings. John passed away in June this year and we send our condolences to Margaret and the Ford family.



VALE KEN NOWLAND

Ken Nowland was a builder who moved with his family to Arnhem Land in the 1960s where he continued his trade building in remote mission settlements. This is where Ken's passion for training began when he worked with local Yolŋu workers training them how to build houses, schools, clinics and churches in their communities. He soon became a mission leader becoming the last Aboriginal superintendent at Mililingimbi until 1972 when the Government took responsibility for remote communities. Ken and some senior Yolŋu were tasked by the Government with surveying an area on the mainland that would become the community of Ramingining due to water shortages in Mililingimbi in the 1960s. Ken stayed in the Top End after leaving Mililingimbi with his family and never lost the passion for Yolŋu training and education. Ken passed away late last year and we send our condolences to the Nowland family.



KEN NOWLAND
WITH DAVID
MARPIYAWUY



MICHAEL ON
SITE WITH
RETAIL TEAMS

BEST OF LUCK MICHAEL DYKES

Retail general manager, Michael Dykes, left the ALPA family in July to pursue his retail career in sunny Queensland. Michael joined the ALPA team in August 2017 and it was then that he got his boots dirty, heading out to our remote communities for the first time and leaving his previous corporate world behind.

Michael was after an adventure, and that is certainly what he got when he started his role with us. Falling in love with our Yolŋu people, culture, and way of life. Michael dedicated the next five years of his career to improving our ALPA retail stores and efficiencies. He was known for his innovative approach and was acknowledged for his bold ideas, such as the construction of the John Ford retail training centre, creating a 'refresh program' that would see stores renovated, executing the Ramingining Store of the Future, which introduced our most modern ALPA store yet, to include Yolŋu Matha signage, and state-of-the-art technologies.

CEO Alastair King says: "Michael was extremely supportive of our health and nutrition strategy and nutrition team, and during his time with us we saw a massive reduction in sugar consumption and an increased consumption in fruit and vegetables from our customers."



MICHAEL
DYKES AND
FAMILY

"We thank Michael for his hard work and commitment to improving our retail services to our customers in the bush. He was a positive whole of business executive and we will miss him but wish him well in his new role."

Michael says it was a hard decision to make to leave ALPA after making Darwin his home.

"I'll miss the passion from our Yolŋu board of directors and our retail team members to genuinely make a 'difference every day'."

"The experience of heading out to our remote stores and chatting with our team members never got old. It was a privilege to be invited into these beautiful communities. It was breathtaking and I'll cherish these experiences forever."

"I've made friendships for life and having mentoring from the CEO Alastair King and the rest of the executive team was a real gift to me personally and to my career."

We also thank Michael for his director contributions to the board of Island & Cape and Bukmak Constructions.

The ALPA team wish Michael and his family all the best with their new endeavours in Queensland.

Thank-you for your contribution

ALPA wouldn't be the successful organisation we are today without the hard work and generosity of many people who share our vision.

We thank those who have dedicated their time, efforts and expertise in helping us become the best business we can be.



MARK WHITE

Director of Manapan Furniture

Mark continues to provide strategic direction to Manapan Furniture and supports the business through connecting Arnhem Land craftsmen with designers and collectors and clients from across the world.



**CHENOA PATTERSON
AND DREW ROBINSON**

**ALPA Audit & Risk Committee
(independent members)**

We thank Chenoa and Drew for sharing their expertise on our ALPA Audit & Risk Committee and helping us maintain our financial independence through our business ventures.



DAVID CHATWIN

Director of Bukmak Constructions

Thank you, David, for continuing to support Bukmak Constructions on our journey to build better communities through jobs and infrastructure.



BOB HUDSON

ALPA Remuneration Committee Member

ALPA would like to thank Bob for the many years of subject matter expertise he brings to our Remuneration Committee.

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.

ALPA VALUES



' UNITY THROUGH ENTERPRISE ' IS NOT JUST OUR TAGLINE.

RESPECT and proper regard for the rights and dignity of all.

COMMITMENT to best industry practice to achieve targets.

DELIVERY OF HIGH-LEVEL SERVICE and quality output, on time and on budget. We go that extra mile.

TEAMWORK – we enjoy our work collectively and achieve our goals.

HONESTY AND INTEGRITY is in everything we do.

PROVIDE A LEARNING ENVIRONMENT conducive to sharing experience and knowledge.

CULTURE of continuous improvement.

WE ARE ACCOUNTABLE for our actions, performance and behaviours.

www.alpa.asn.au

