

THE ARNHEM LAND PROGRESS

Aboriginal Corporation

ANNUAL REPORT 2022-23





Unity Through Enterprise

The Arnhem Land Progress
Aboriginal Corporation


The ALPA comet logo

The ALPA logo represents Halley's Comet. 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 ALPA 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 (always).

 @ALPA1972

 @BukmakConstructions


 @Dinybulu

 @RulkuEnterprises

 @IslandandCape

 @ManapanFurniture

www.alpa.asn.au

 @arnhemland_1972

ALPA VALUES

'Unity Through Enterprise'
IS NOT JUST OUR TAGLINE.



PURPOSE

To empower First Nations People.



OUTCOMES

Delivering outcomes everyday.



COMMUNICATION

Communication is the key to our shared success.



RESPECT

We respect each other and celebrate diversity.



INTEGRITY

We act honestly and do what's right.

FRONT COVER PHOTO CREDITS: DARREN HECK, KIARNA BOYD, ROSY LIAPIS,
KATE SEEBECK, IRIS MCCORMACK, SUE GRIVELL, BEN WOODFORD

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.

CDP BUFFALO
WARRIORS
GAPUWIYAK



GALIWIN'KU
FISHING
ENTERPRISE



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THE REVEREND
DR DJINIYINI
GONDARRA OAM

CHAIRMAN'S REPORT

REV DR DJINIYINI
GONDARRA AND
JOHN DHUPUN
1993



Reflections:

I am honoured and saddened to write my 30th, and what will be my final, Chairman's report. Being the ALPA Chairman for this length of time continues to bring me the deepest joy. Throughout my time as Chairman, ALPA has experienced significant changes and faced various challenges, and it has been my privilege to lead this remarkable organisation.

I will start by saying it has been one of the biggest privileges in my career to lead the ALPA Board of Directors, but the time has come for me to focus on my health and my family back home in Galiwin'ku.

Looking back, I need to remember ALPA's early days. When I became Chairman, ALPA consisted of only eight stores, including five operated by ALPA and two independent stores in Umbakumba and Waruwu. This was a time of transition as we asserted our independence and established ALPA as an organisation that belongs to the Yolngu people. The handover from the previous Missionary Chairman and the composition of the Board, with three directors from each community, holds special significance in our collective memory.

During those early years, we faced the challenge of helping Yolngu people living in remote communities understand ALPA's purpose and that it was (and remains) a Yolngu organisation. This challenge still exists today, and we continue our efforts to engage and educate our communities about ALPA's work and values.

ALPA has achieved significant growth and reached numerous milestones. In 1995, we initiated the Traditional Credit Union (TCU) to address the lack of banking services in remote areas. Adapting to meet the evolving needs of our communities has been a guiding principle throughout my time as Chairman.

Supporting the ALPA executive to diversify from solely a retail business will remain one of the biggest changes this business has seen in my era.

PHOTOGRAPHIC
EXHIBITION OPENING AT
THE MUSEUM AND ART
GALLERY NT



LEADING

LEARNING

UNDERSTANDING

**'My career
journey has been
made up of three
key phases'**

**FEATURE FILM
OPENING 'LUKU
NGARRA'**



**TRADITIONAL
CREDIT UNION
LAUNCH 1994**



Noteworthy progress was made with the introduction of computers and early scanning POS systems in our stores in the mid-1990s. This marked a significant technological advancement for ALPA. FY94 was also a year of commendable trading results, making it one of the best years in ALPA's history at that time (although future years surpassed it). I still miss the sounds of the old check-out tills, but the new ones are much faster, and we needed to move with the times and technology.

The issue of dependency has consistently been a concern mentioned in my annual reports through the years. Supporting the ALPA executive to diversify from solely a retail business will remain one of the biggest changes this business has seen in my era. I would like to thank the executive of the day for having the courage to change the business in such a way. Retail will always be ALPA's genesis and we now have Community Services, Enterprise and Economic Development and many more programs benefiting our people. I extend my thanks to the members of the executive team for their accountability to the Board of Directors and management of their respective teams. Being able to manage teams across such a wide range of service delivery is truly incredible.

Hopes and Aspirations:

As I consider the future of ALPA, I hold hope and aspiration for continued growth and prosperity. ALPA must remain committed to breaking the cycle of dependency. Empowering our communities to take ownership of their economic development is of the utmost importance, and ALPA's role is to provide support, resources and opportunities for our members to do so. I sincerely hope that ALPA continues to foster self-sufficiency, economic independence and cultural preservation. I challenge Yolŋu team members, as well as site and store managers, to work on career pathways for your local team members. They are the key to successful business and a core strength to our future.

It is with great pride that I see ALPA in such a unique position, on a path to continue to support our community members better than ever. I ask our community members and leaders to work with us, and understand that deep in the heart of ALPA, you will see a Yolŋu heart. This heart has been giving back for over 50 years and will continue to support our people and communities.

Honouring Our Past:

In conclusion, I want to pay tribute to the exceptional Directors of ALPA, including those who are no longer with us. Their dedication and contributions to our organisation have left a permanent mark and a solid foundation for the future. We acknowledge our current Directors and those from the past with deep gratitude.

In closing, I am immensely proud of ALPA's journey and its ability to adapt and thrive. It has been a privilege to lead this organisation for 30 years, and I am grateful for the unwavering support from our Board, ALPA Team, members and stakeholders.

Yours sincerely,

Djiniyini Gondarra

Rev. Dr. Djiniyini Gondarra OAM

**ALPA BOARD
MEETING 2021**

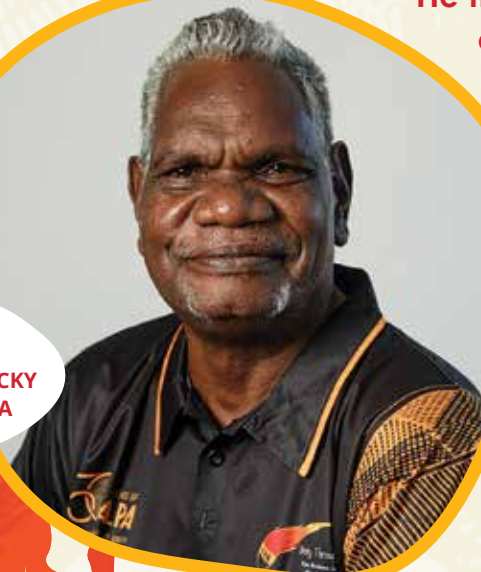


DEPUTY CHAIRMAN'S REPORT

THANK YOU REVEREND DR DJINIYINI GONDARRA OAM

I would like to use my report this year to acknowledge our outgoing Chairperson and my *napipi* (Uncle) Rev Dr Djiniyini Gondarra for his outstanding 30-year service leading our ALPA Board.

ALPA DEPUTY
CHAIRPERSON, MICKY
WUNUNGURRA



He has confirmed he will not be nominating again for Chairperson this year as he steps down to look after his health and spend time with family. As unfortunate as this news is, I understand his position and his need to prioritise his wellbeing.

As Deputy Chairperson, I have learned many things from this man. He has always been a strong leader for Bukmak Yolŋu (everyone) and represented us in both worlds throughout his career as a social justice advocate, Christian leader and ceremonial law man.

Growing up in the mission era in 1945 in Mililingimbi, *napipi* was destined for great things. He was a scholar at school, becoming a mechanic and then went on to study theology and became the first Aboriginal person to be ordained as a Minister of the Methodist Church of Australasia, in 1976.

Always a strong advocate for Yolŋu Rom (law) and Madayin (way of life), he still manages to find balance between Yolŋu ways and *balanda* (non-Yolŋu person) ways and shares his knowledge with us all the time, and this shows in the success of ALPA and its strong business foundations.

REV DR DJINIYINI
GONDARRA AND FELLOW
ORDAINED MINISTERS



STORE
OPENING
GALIWIN'KU



It is difficult to summarise his contribution to ALPA, but since his election in 1993 he has seen it all. He took over a very small organisation, when ALPA only managed eight stores, to where it is today operating more than 25 stores and delivering major community service programs and enterprise businesses.

I admire him for his strong decision-making and his resilience to always remain firm in these decisions despite external influences trying for a different outcome. I speak on behalf of the Board of Directors who will agree that we will miss having him lead us and we will miss sharing many laughs.

Thank you napipi for your passion, commitment and guidance and creating the strong Board we have today.

Yo Manymak Yalala
(Take care and speak later)

Mickay Wunungmurra

**Deputy Chairperson
Micky Wunungmurra**



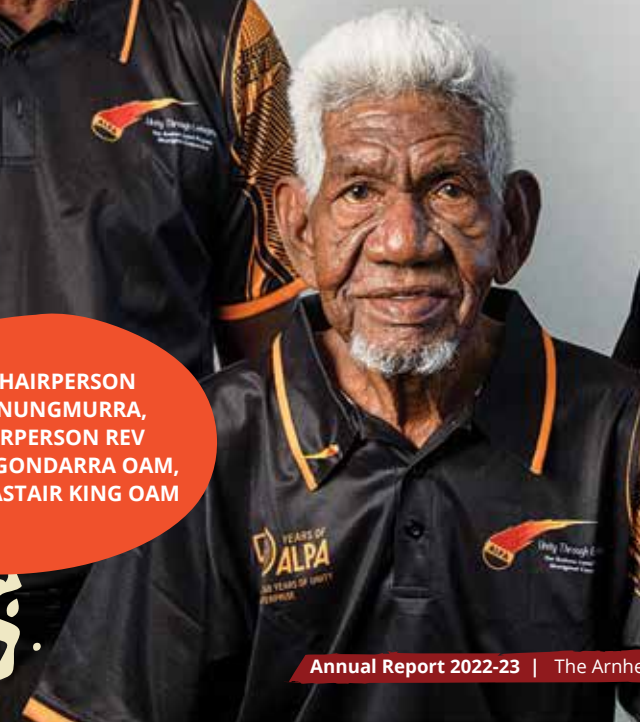
**REV DR DJINIYINI
GONDARRA AS
ISLAND AND CAPE
CHAIRPERSON**



**GALIWIN'KU
TRAINING
SCHOOL 1981**



**DEPUTY CHAIRPERSON
MICKY WUNUNGMURRA,
ALPA CHAIRPERSON REV
DR DJINIYINI GONDARRA OAM,
ALPA CEO ALASTAIR KING OAM**



OUR BOARD 2022/2023

Our strong leadership is led by an all-Yolŋu Board of Directors with representatives from each of our five ALPA 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 ALPA communities and are also attended by senior management and facilitators.

We have extensive governance experience on our Board and the Board have a strong focus on succession through our Emerging Leaders program. The program enables young and upcoming leaders to gain Board and governance experience before being nominated for a formal (voting) position.



Our Board is over

**80%
FEMALE**

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



CHAIRPERSON
Reverend Dr Djiniyini
Gondarra OAM

Since 1993



**DEPUTY CHAIRPERSON
AND DIRECTOR**
Micky Wunungmurra
Gapuwiyak Representative,
Since 2005





DIRECTOR
Lily Roy

Milingimbi Representative,
Since 2015

“I am proud because I will pass on the ALPA knowledge I have learnt to the next generation.”



DIRECTOR Matjarra
(Faye) Garrawurra

Ramingining Representative,
Since 2014

“We want to continue to recognise leaders in our teams and nurture them and acknowledge them for their hard work.”



DIRECTOR
Djamalaka Dhamarrandji
Galiwin'ku Representative,
Since 2015

“I want us to focus on making sure that our people know they can climb the ladder at ALPA and become managers.”



DIRECTOR
Jason Butjala

Gapuwiyak Representative,
Since 2018

“I am proud that we are getting stronger each year and we are supplementing more investments into our communities every year.”



DIRECTOR
Jessie Roy

Galiwin'ku Representative,
Since 2015

“I like to see the younger ones coming to work at the shop and wear our uniform.”



DIRECTOR
Mandy Noinba

Minjilang Representative,
Since 2019

“My vision is to see our local people running our community service programs.”



DIRECTOR Ganygulpa
(Elizabeth) Dhurrkay
Milingimbi Representative,
Since 2022

“When I hear the word ALPA, it makes me feel empowered because I know what we have achieved.”



DIRECTOR
Daphne Malibirr

Ramingining Representative,
Since 2022

“We are all here to work together and become more successful, hand in hand.”



DIRECTOR
Anita Yarmirr

Minjilang Representative,
Since 2022



**EMERGING LEADER****Serina Lee**

Minjilang Representative,
Since 2022

**EMERGING LEADER****Lloyd Garrawurra**

Ramingining Representative,
Since 2022

**BOARD COMMUNICATIONS
FACILITATOR**

Djawut (Jacky) Gondarra
Since 1998

**COMMUNITY LIAISON
AND CULTURAL MENTOR**

David Djalangi
Since 2004

Our ALPA Board of Directors Consist of

**10**

Directors

**1**

Chairperson

**8**Female
Directors**2**Male
Directors**2**Board
Facilitators**2**Emerging
Leaders

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 communities.



DIRECTOR
LILY ROY
AND DAVID
DJALANGI

ALPA
Communities

Board

Chief
Executive
Officer

ALPA BOARD OF
DIRECTORS 2023 DARWIN
SUPPORT OFFICE



General
Manager,
Retail

General
Manager,
Community
Services

General
Manager,
Enterprise
and Economic
Development

General
Manager,
Corporate
Services



RAMINGINING
RETAILER LEONIE
MALANYDJURAY



MAKING BUSH
MEDICINE AT
GAPUWIYAK



CULTURAL
FESTIVAL

INVESTING BACK: ALPA COMMUNITY CARE PROGRAMS

*ALPA continually gives back to improve our
ALPA communities and the lives of our people.*

Spending of our Community Care Funds is decided by local community advisory committees, as well as our Board of Directors, made up of Indigenous representatives from our ALPA 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.

FINANCIAL CONTRIBUTION TO REGION

ALPA returned over
\$46 MILLION
to our ALPA communities

in real wages, capital investment, repairs and maintenance,
community care programs and other sponsorships.

Galiwin'ku and Buthan Store

The committee brought forward balances preserved from last year totalling **\$42,006**. At year's end of **April 30, 2023**, the closing balance was **\$31,543** and will be available for future community projects.

TOTAL SPEND:
\$10,463

OTHER COMMUNITY FUNDS SPENT

Funeral
ceremony



\$1,733

Sponsorship for
Youth Camp



\$2,943

Other travel
costs



\$1,055

Other Community
Purpose



\$4,733



Gapuwiyak Store

\$80,302 of community care program funds was made available from store surplus this financial year. The committee brought forward balances preserved from last year totalling **\$240,027**. At year's end of **April 30, 2023**, the closing balance of **\$240,782** is available for future community projects.

OTHER COMMUNITY FUNDS SPENT

Funeral ceremony



\$4,440

Community celebrations



\$27,300

AFL Support/Excursion



\$11,672

Church events



\$2,500

Youth events



\$942

Ceremony events



\$600

Other Community Purpose



\$11,077

TOTAL SPEND:
\$79,547

Milingimbi Store

\$164,784 of community care program funds was made available from store surplus this financial year. The committee brought forward balances preserved from last year totalling **\$302,138**. At year's end of **April 30, 2023**, the closing balance of **\$300,500** is available for future community projects.

OTHER COMMUNITY FUNDS SPENT

Funeral ceremony



\$18,133

Bus purchased



\$53,410

Community celebrations



\$16,800

Youth events



\$3,715

Ceremony events



\$5,725

Community member travel



\$6,940

Festivals



\$40,000

Other Community Purpose



\$18,973

TOTAL SPEND:
\$166,422

Ramingining Store

\$192,483 of community care program funds was made available from store surplus this financial year. The committee brought forward balances preserved from last year totalling **\$393,217**. At year's end of **April 30, 2023**, the closing balance of **\$440,865** is available for future community projects.

OTHER COMMUNITY FUNDS SPENT

Funeral ceremonies



\$14,170

Community celebrations



\$39,429

Community member travel



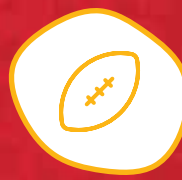
\$5,693

Ceremony



\$7,937

AFL Camp & Support



\$7,322

Other Community Purpose



\$40,282

Festivals



\$30,000

TOTAL SPEND:
\$144,835

Minjilang Store

\$892 of community care program funds was made available from store surplus this financial year. The committee brought forward balances preserved from last year totalling **\$33,691**. At year's end of **April 30th 2023**, the closing balance of **\$18,438** is available for future community projects.

OTHER COMMUNITY FUNDS SPENT

Funeral ceremony



\$1,352

Community celebrations



\$3,527

Community member travel



\$5,890

Other Community purposes



\$2,285

Church events



\$365

Ceremony



\$400

Festivals



\$2,326

TOTAL SPEND:
\$16,145

ALPA STRATEGIC PLAN 2022-23

It is important to note that ALPA does not take money from the Australian Government, nor the Australian public, for its charitable work supporting Aboriginal people in our region and elsewhere. Our charitable funds are self-generated through our commercial and non-commercial activities. The Board and, more locally, the Community Advisory Committees (CAC) determine how best to support people in remote communities with our charitable funds.

ALASTAIR KING
OAM FAICD



CEO REPORT

When you look at our ALPA journey and the incredible growth and diversity achieved, particularly over the past 10 years, it is nothing short of remarkable.

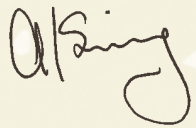
This could only be achieved through the Board's vision and commitment to operating successful and responsible businesses, enhancing remote economic development, and improving Yolŋu quality of life. The Board inspire us to constantly remember why we are here and what the mission is, and we are grateful for their direction and encouragement. We are presented with many opportunities throughout the year, but any new opportunities must align with our strategic plan.

I would like to acknowledge our Chairman, Rev. Dr. Djiniyini Gondarra OAM, who has been unwell in the latter half of the year and thank him for his vision and leadership as he moves into his 30th year as Chairman of ALPA. I would also like to thank Deputy Chairman Micky Wunungmurra, who has taken on more responsibilities to take the pressure off the Chairman and support and work with management.

I would like to thank our team who have achieved another great result for the year, which was one of constant change and challenge. We saw significant hurdles with sales in retail and one of the biggest wet seasons in a decade, which saw one of our independent store communities flooded and others narrowly escape damage. Other communities were cut off from road freight for much longer than usual, resulting in challenges in terms of stock levels and resupply. We have seen incredibly high inflation, which is impacting our community residents more than most due to their remoteness and high freight costs.

This year we saw significant funding changes and reductions to our biggest Government service, the Community Development Program or CDP. The team, however, came together and managed all these challenges by working together and maintaining a positive approach. Thank you!

This year, despite the challenges, ALPA managed a surplus of \$7.8m against a budget of \$6.75m, which was testament to the great effort across the group.



Alastair King OAM FAICD
CHIEF EXECUTIVE OFFICER

In FY23 ALPA contributed over
**\$46 million back into
our remote communities**

in wages for real jobs, capital investment, repairs and maintenance, community care programs and sponsorships. This is another record amount, which benefits our communities and region as a whole.

**BUKMAK
HOUSING
PROJECT**



**JACKY LEE- ADJUMARLLARL
STORE WORKING
THROUGH HIS RETAIL
TRAINING**





OPERATE SUCCESSFUL & 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.

Expanding the scope

The ALPA RTO has now expanded its training offering to include Certificate IV in Community Services, White Card and First Aid. These services are needed to support community members to gain and maintain their employment.

Local produce in ALPA stores

The ALPA Merchandise team are collaborating with CDP Pathways to Real Jobs to purchase local fish in Milingimbi. This is a great example of inter-divisional collaboration, which ultimately creates real jobs for Yolŋu in our communities.

Growth and diversity

Rulku Enterprises is a mature business, employing a small and dedicated 100% local team of people. The Rulku Board continues investment in infrastructure to improve the guest experience. In FY23, five additional ensuited rooms have been constructed.

Dinybulu Regional Services is a diverse business with a mechanical workshop, housing maintenance team, labour hire and accommodation lodge (with 18 ensuited rooms.) Our mechanical workshop continues to mentor and develop the skills of two Yolŋu men in the workshop. Dinybulu also services the store in Ramingining with logistics and fuel services.

Bukmak Constructions continues to build capacity and capability through the acquisition of equipment and specialist skills. The company has worked on a mix of ALPA and government work in the past 12 months to support our investment in local jobs and the associated upskilling of our Yolŋu workforce. **In 2021, Bukmak was awarded a contract to build 87 houses in Galiwin'ku, the largest remote contract ever awarded to one contractor. In FY23, 14 new houses were delivered, with 24 houses in progress for delivery early FY24.**

Service provision for NTG remote housing is continuing. Bukmak is also progressing construction of staff and trainer housing in Milingimbi and Ramingining, expected to be completed early FY24.

We have engaged and continue to work with the Milindji Aboriginal 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 within Gapuwiyak.



**GALIWIN'KU
FAMILY
RECEIVING THEIR
NEW HOME**

Creating sustainable local jobs

Across the group there are over 1,100 employees, of which more than 80% are Aboriginal or Torres Strait Islander. In our retail division alone more than 90% are local community employees.

A strong CDP service delivery

ALPA CDP teams have focused on working with communities to identify their goals and implement them. This has seen ALPA's CDP performance increase throughout the year to the highest it has been.

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 very 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. A new working group was created and launched this year – the Safety and Security Working Group. This new committee's focus is on remote housing security with the intent to ensure that safe and secure housing is a priority for our teams across the entire business.

Seeking new ideas and adopting best practice

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

Australian Grocery Wholesalers (AGW) Partnership with I&C

A new partnership is being explored to help reduce store pricing to ease cost-of-living pressures. The ALPA Retail team will continue working closely with AGW and expand its supplier pipeline to help reduce the price of top-selling lines in community.

Delivering User Choice hours

The ALPA RTO delivered over 28,000 hours of training to ALPA employees across Arnhem Land, meeting their User Choice contract.

Ensuring best practice

ALPA's RTO has spent the past 12 months implementing system and program improvements. This has led to higher reporting and accountability for the completion of qualifications and student support.

Bukmak Constructions

ALPA has engaged our subsidiary, Bukmak Constructions, on many in-house projects throughout the year to further support Yolŋu jobs and the development of construction skills in our region. During the year Bukmak completed the Milngimbi store refit, which was a \$2m investment by ALPA.

Taking ALPA's training online

ALPA's RTO has spent the past 12 months developing an e-learning platform, which will make ALPA training available to other organisations online.

Working in partnership with local artist

The ALPA Merchandise team worked closely with local artist from Ramingining, JB Fisher, and popular company Mad Keen to launch and sell a fishing shirt and singlet in our stores.

Supporting Independent stores in flood recovery

The ALPA Retail Operations and Merchandise team worked very closely to ensure that stores were prepared for the wet season, which included increasing stock-on-hand levels at sites predicted to be cut off during the wet season. Store holding capacity and a longer wet season proved challenging to get product out to stores. However, the team effort helped provide solutions to ensure food security in community.

Heavier rains saw two of our retail locations, Kalkaringi and Warnkurr Club, face flooding and evacuations. The retail teams worked closely with the local community, Territory and Federal government agencies, as well as other stakeholders to safely evacuate community members while supplying essentials to the community during this natural disaster.

The team also helped support the repatriation back into community by helping to source white goods, as well as ensuring food security.





ENHANCE REMOTE ECONOMIC DEVELOPMENT

Financial contribution to region

ALPA returned over \$46 million to our ALPA communities in real wages, capital investment, repairs and maintenance, community care programs and other sponsorships.

Building businesses in remote communities

Through the Community Development Program (CDP), ALPA has been working with participants to identify opportunities for small business and sole traders within remote communities.

ALPA is working across 10 communities in Arnhem Land to start up these microbusinesses in a safe operating environment while supporting participants to build skills and capability to transition into full time business ownership.

Rulku Enterprises

Our joint venture with a Milingimbi family business, has achieved outstanding occupancy results throughout the year, driven by Bukmak and local contractor activities.

The business comprises of the Rulku Lodge and non-construction labour hire.

The Rulku Lodge is now a financial and active member of Tourism East Arnhem, which will assist and promote local tourism.

Rulku Family Pty Ltd

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

Extension to partnership with independent Aboriginal corporations.

Three independent stores, Warliburru, Ajurumu and Robinson River, re-signed five-year management agreements with ALPA. We are anticipating re-signing with Pirlangimpi, Kalkaringi and Warnkurr Club in early FY24.

Dinybulu Regional Services Pty Ltd

Dinybulu operates in Ramingining with Bulungkunum Aboriginal Corporation, a local family corporation, holds 20% of the company and continues as an equity partner while maintaining its representation on the Board.

Construction has commenced on the Community Logistics Hub to service Ramingining and surrounding homelands as a freight receiving, forwarding and logistics business, and is expected to be completed by December 2023. This new infrastructure will create increased Indigenous workplace participation through training and career path development opportunities throughout the region.

Hope for Health

FY23 is the final year ALPA will 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.

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. It is important to ALPA that Aboriginal prisoners have the skills to gain employment when they finish their sentences. Through this training over 60 prisoners have gained a Certificate I in Retail.



LANCE DELIVERING
COMMUNITY
SERVICES TRAINING
AT GAPUWIYAK

Engaging with people across communities and regions through enterprise

ALPA is a founding member of the Arnhem Aboriginal Business Council (AABC). This group includes 100% Aboriginal-owned 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.

Higher Education funding extension

This year we continued the delivery of the Higher Education Program, working with Charles Darwin University and Batchelor Institute of Training and Education to connect Aboriginal students into tertiary education.

ALPA continues to work closely with the Department of Education to deliver the Vocational Education Training in Schools offering.

Local Decision Making

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

Procurement Policy

The implementation of the NT Aboriginal Procurement Policy (APP) by the NT Government in July 2022 will provide significant opportunity for Aboriginal Business Enterprises to compete for NT Government tenders.

DOREEN DJANYDJAY FROM MILINGIMBI STORE RECEIVING HER CERTIFICATE IV IN RETAIL MANAGEMENT WITH TRAINER LISA ROBBINS



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 have worked jointly on a number of projects, including supporting ALPA to become EARC's recruitment place of choice for local team members across East Arnhem Land.

We have continued to purchase 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 GongDal Aboriginal Corporation, North East Arnhem Land Aboriginal Corporation, Baniyala Garrangali Aboriginal Corporation, DEMED Aboriginal Corporation and Marthakal Homelands and Resource Centre Association in the delivery of CDP services in the homelands.

Enhancing remote experience in Milingimbi

In collaboration with Bukmak Constructions, Retail have remodelled our Milingimbi store. The new look was officially launched on May 24 2023, with the majority of works being completed in FY23. The renovation includes a new takeaway area and front end, a complete reset of the aisles, and cosmetic fixes, as well as a new coolroom storage area, which will improve the overall stock levels held on site. The entire team and community have a beautiful shop with a great selection of healthy products, which brings a sense of pride to the community in Milingimbi.

The future of employment services

The CDP team have been undertaking the federally funded Trialling Pathways to Real Jobs (TPRJ) pilot. These pilots have seen the creation of over 88 new jobs in Arnhem Land, through 14 different projects, including commercial catering, fishing industries, paper making and laundry services.

TRAINING UNDERWAY AT THE NUMBURINDI STORE



IMPROVE YOLŊU QUALITY OF LIFE

Respecting cultural heritage

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

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

Festivals across Arnhem Land

ALPA were able to support the delivery of two community festivals across Arnhem Land, Gattjirrk Festival in Milingimbi and Bak'bididi Festival in Ramingining.

Through our Community Care programs, ALPA sponsors travel and food costs for a diverse range of cultural ceremonies in our communities.

Advocating for effective education

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

ALPA continues to have an Education and Development Fund, spending over \$438,000 on assisting Yolŋu students, trainees and small business to develop in our communities and region.

East Arnhem Land Youth Model Continues

Driven by community-elected leadership groups, the Gunga'yunga Djamarraḷiṇy also known as 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.

Supporting sporting clubs

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

**DJAMARRKULI (CHILDREN)
EAST ARNHEM LAND YOUTH
MODEL PARTICIPANTS**



Advocating for healthier stores in the NT

The Nutrition team have been working in partnership with Monash University on the development of the Benchmarking for Healthy Stores study. Nutrition recruited 10 stores within the ALPA group to be part of the study and then shared their knowledge and experience in store nutrition assessments with the research team to help design the benchmarking model. First assessments were completed, and results reported back to the store Boards.

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

ALPA's commitment to our nutrition strategy was over \$600,000 this year and continues to kick goals in key health metrics led by our self-funded team of three nutritionists. In the coming year we will increase our financial commitment to health and wellbeing to over \$650,000.

Our partnerships with Menzies School of Health Research and Monash University continues.

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

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

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

Community Work Order Program

Our CDP team has continued to facilitate Community Work Orders for many community members. Community Work Orders divert low-level offenders from being incarcerated by providing an opportunity to undertake civic work in their community, supervised by a local Yolŋu or Bining team.

Through the CWO program, ALPA have successfully supported 33 people to avoid potential prison sentences since 2019.

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

This year ALPA worked with Arnhem Land schools to deliver a work experience program for remote students. This program saw 28 young people attend Darwin businesses, such as North Australian Aboriginal Justice Agency (NAAJA), Independent Grocers (IG) and ALPA, to undertake work experience programs for a week.

Supporting freight subsidies with Aboriginal corporations in the NT

Our Nutrition team are working with some independent store Boards to expand their freight subsidies for healthy products in the NT. In collaboration with the finance team, we have identified stores who can financially afford to subsidise these healthy items to reduce the cost for the entire community. The nutrition and retail operations teams are in the process of presenting this framework to the selected community Boards for consideration.

ALPA focus on healthy takeaway meals continues to improve

Our Nutrition team continue to provide regular feedback and support to our retail teams to prepare healthy takeaway meals. As a result, 65% of meals sold in our takeaways were healthy meals, a 5% increase from the previous year.

The International Congress on Obesity

Khia De Silva, our Health and Nutrition Manager, was invited to share ALPA's nutrition journey at the International Congress on Obesity. The Congress attracted over 1,000 delegates from around the world, all working to prevent and manage the global obesity epidemic.

Increased freight subsidy to reduce store prices

Our Board continues to subsidise all fresh fruit and vegetables and has expanded the subsidy to include canned and frozen fruit and vegetables, fresh meat, dairy and baby essentials to our ALPA stores.

This year ALPA spent over \$780,000 subsidising freight to our stores.

ALPA's healthy catering guidelines

In August 2022, the nutrition team launched the ALPA Healthy Catering Guidelines across the whole of ALPA with the aim of ensuring that 50% of any internal ALPA catering options across all divisions are healthy items. This complements the work in community that the Nutrition team do to improve the health and well-being of our members.

THE RAMINGINING TAKEAWAY TEAM HAVE PREPARED HEALTHY CATERING FOR THE QUARTERLY COMMUNITY ADVISORY COMMITTEE MEETING. L-R: JILL CLAFFEY, LEONIE MALANYDJURAY, DORITA GANAMBARR AND CHARMAINE HAYES

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 compared with unhealthy products. Our nutrition program is an important part of our Community Care program and has been since the early 1980s.

Sugar Reduction

Our Directors continue to make strong decisions to support community health through sugar-reduction strategies. These bold decisions have resulted in 65 tonnes less sugar being sold through stores compared with last year, bringing the total reduction to 195 tonnes less sugar being sold from stores within the ALPA group since 2018. That is the same size as a Hercules airplane or the Statue of Liberty.

The categories that had the largest reduction this year were table sugar, cordial and soft drinks. With table sugar being the leading contributor to excessive sugar intake, the ALPA Nutrition Team have been sharing the story of table sugar with community members and health services to help increase awareness and provide strategies to reduce table sugar intake.

JOHN DJOMA FROM ALPA RAMINGINING WITH IN-STORE NUTRITION EDUCATION SIGNAGE ADDRESSING THE MYTH THAT RAW/BROWN SUGAR IS HEALTHIER THAN WHITE SUGAR. IT SHOWS THAT THEY ARE ALL THE SAME FOR OUR HEALTH



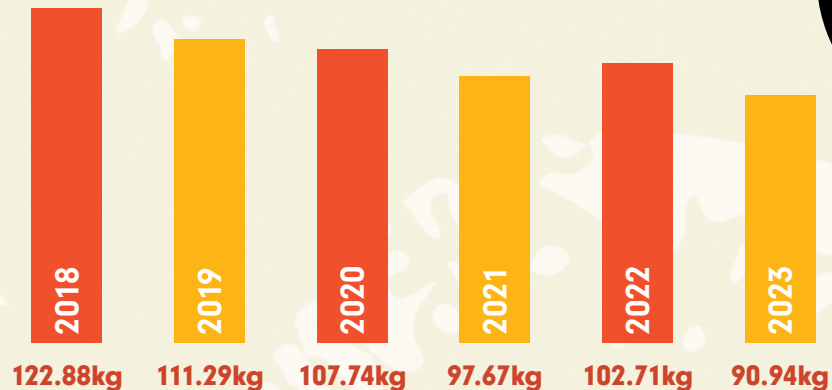
TONNES LESS SUGAR

**being sold through stores
compared with last year**



Total Sugar Sales

(kg per \$10,000 food sales) for all stores 2018-2023



Reducing Sugary Drinks

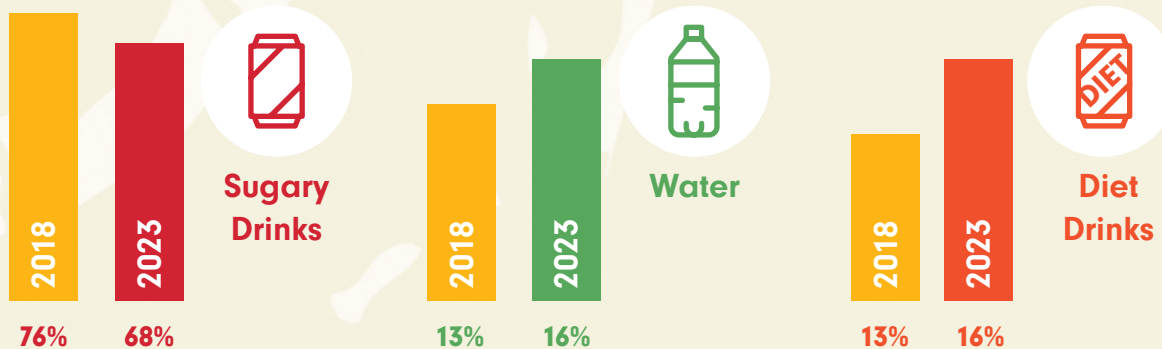
The big sugar-reduction policy decisions being made by Boards have targeted sugary drinks. This year we achieved further reductions in the volume of sugary drinks, including soft drink, fruit juice, cordials and sports drinks. Since 2018 there has been an 8% reduction in the proportion of sugar drinks being sold.

We have seen a customer shift towards cordial more recently. The ALPA Board recognised action was needed to tackle this trend so agreed to trial a cordial pack size reduction, moving away from 2L cordials to maximum 1L cordials in four ALPA stores. There was a total sugar reduction of 3.5 tonnes in 12 months, reducing sugar consumed from cordials by a massive 65%. We are now sharing this strategy with other store Boards for their consideration. So far, the Pirlangimpi Board, Lajamanu Board and Ininti Board have agreed to this trial.

The most southern store in the ALPA group, Ininti in Mutitjulu, successfully trialled the 1.25L soft drink relocation strategy, moving 1.25L soft drinks from being sold in the refrigerator to the shelf (at room temperature). The trial saw 210kg less sugar sold in the six months trial period. The Ininti Board were pleased with this result and have made it part of their store nutrition policy.

Proportion of Total Drink Sales

(% vol) per drink category across all stores – 2018 vs 2023



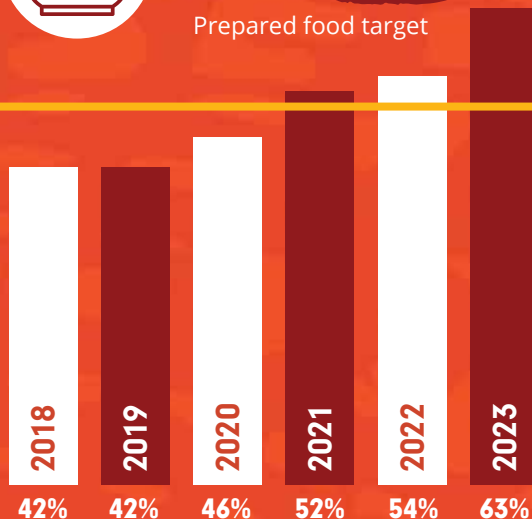
Healthy Takeaways

Our stores continue to strive to provide customers with healthy takeaway food options. Collectively, stores achieved the highest proportion of healthy takeaway sales to date, with 63% of sales being healthy options. The ALPA Nutrition team help each store track their healthy takeaway sales efforts through monthly takeaway reports. Each report is individualised for each store, highlighting successes for the month and opportunities for improvement. Since these reports started in 2018, the average healthy takeaway sales have improved by 21%. To better support our kitchen teams with healthy meal inspiration, we teamed up with Karen Sheldon Catering to create a suite of pictorial resources showcasing different healthy hot meal ideas, sandwiches, rolls, wraps, burgers and salads. These resources have helped drive healthy takeaway performance this year.



Healthy Foods

Prepared food target



THE MILINGIMBI TAKEAWAY HAVE BEEN WORKING HARD OVER THE PAST YEAR TO CREATE HEALTHY AND DELICIOUS MEALS FOR CUSTOMERS. THEY HAVE REACHED 80% HEALTHY SALES AND THE COMMUNITY IS INCREDIBLY PROUD OF THEIR WORK. L-R: MILLIE ROY, JANITA SPRATT, PRISCILLA GAMALANGA, LORETTA ROY



BADU TEAM

Fruit and Veg

Fruit and vegetables continue to be a key focus of ours. This year saw a more challenging year in fruit and vegetable sales, with a 12% reduction in the amount of fruit and vegetables sold (fresh, frozen and tinned) compared with last year. Climate conditions and cost-of-living pressures were key factors for this disappointing result. This year has been one of the most difficult years for farmers, with crop yields reduced resulting in increased pricing. Coupled with that is the cost-of-living pressures being experienced; meaning household budgets are not spreading as far as previous years. To support our customers with these pressures we have been working hard to keep fruit and vegetable prices as close to town supermarkets as possible. Each week our team compares prices against the major supermarket chains and work with our supplier, Simon George and Sons, to bring the prices down. This pricing strategy is additional to the self-funded freight subsidies in place for fresh fruit and vegetables across most stores within the ALPA group.



LEONIE MALANYDJURAY, RAMINGINING STORE SUPERVISOR, AND SARAH FUNSTON, COMMUNITY NUTRITIONIST, ENSURING THERE IS A GOOD VARIETY OF FRESH FRUIT AND VEGETABLES AVAILABLE TO CUSTOMERS

Awesome hearing about Arnhem Land Progress Aboriginal Cooperation (ALPA) trailblazing in healthy retail - Khia de Silva shared insights into power of community ownership, initiative & achievements, & frankness abt barriers to even greater benefits #ICO2022 <https://t.co/eFIF7yNuRj>

Lucy Westerman
twitter.com

Reducing Tobacco Sales

ALPA are fully supportive of national and local initiatives that curb smoking. This year the average reduction in tobacco sales across all stores was 3.84% compared with last year's sales.



3.84%
LESS TOBACCO SALES

The Coalition for Healthy Remote Stores

ALPA have joined forces with 11 non-government retail, health and academic Northern Territory and national organisations to form the *Coalition for Remote Healthy Stores*.

We have formed to advocate to the NT Government (as they develop the legislative structure within the *Food Act 2004 (NT)*) for the continuation of the Remote Stores Licensing Program with the sunseting of the *Stronger Futures in the NT Act 2012* in 2022.

This is a prime opportunity to strengthen the program and ensure that it positively addresses food security and leads to better health outcomes for Aboriginal people living in remote communities.

ALPA's Nutrition Efforts Celebrated on an International Stage

We were invited to share ALPA's nutrition journey at the International Congress on Obesity. The Congress attracted over 1000 delegates from around the world, all working to prevent and manage the global obesity epidemic.

The focus of this section of the Congress was "Mind the Gap: how policies can be used to shape the food system to reduce inequity." Our Nutrition Manager, Khia De Silva, showcased how Aboriginal and Torres Strait Islander leaders have successfully created and implemented policies that have created healthier stores in remote Australia.

ALPA Director Djamalaka Dhamarrandji opened our presentation via video, highlighting why nutrition is an important focus of the ALPA Board. Khia then presented the key objectives of the ALPA Health and Nutrition Strategy – to improve the affordability and availability of healthy foods and drinks in ALPA stores, and to support our customers to make healthier food purchases.

Khia took the audience on a journey, highlighting the major strategies the ALPA Board of Directors and Independent Store Directors have put in place to achieve these objectives over the past 40 years. Our healthy retailing achievements resonated with the audience, with many celebrating the presentation on social media. People were amazed to see a retail business in remote Australia leading the way in healthy retailing.

We thank the Congress committee for allowing us to share our story. It connected us with strong public health advocates who are now working with us to influence public health policies in the Northern Territory.

**ALPA NUTRITION
MANAGER KHIA DE SILVA
SHARING ALPA'S NUTRITION
SUCCESES AT THE
INTERNATIONAL CONGRESS
ON OBESITY**



The Coalition for Healthy Remote Stores have called on the Northern Territory Government to incorporate stronger requirements into the licensing program, including:

- No promotions on unhealthy food and drinks
- No unhealthy food and drinks in high-traffic areas
- No sugary soft drinks more than 600ml in refrigerators

ALPA, with Monash University and other partners, has led the way in developing evidence reported in the *Lancet Planetary Health Journal*, which has informed the suite of strategies that we are calling for. These strategies are in some, but not all, ALPA stores. If there is another independent store on community it can make it difficult to implement the 'no sugary soft drinks' strategy. With strong Store Board support, we are urgently requesting NT Government to regulate these asks across all stores to create an even playing field. That will go a long way to improving health in remote NT.

ALPA RETAIL



This redevelopment/expansion of the Milingimbi store has given the community a store comparable with those in mainstream supermarkets across major cities and Australia. The store renovations started in November 2021 and took place over the following 18-month period with a **total cost of \$1,581,672.**

MILINGIMBI ALPA STORE RENOVATION

The Milingimbi store was officially reopened on 24 May with a large community event to mark the special occasion, which included a community barbecue, giveaways and guest speakers.

Stage one of the refresh saw the store's electrical network replaced in preparation for the new electrical equipment to be installed, which increased the power load into the store. This alone was an investment of \$629,950.

Stage two of the refresh involved internal works, which included the installation of the store's new 12m x 4m fruit and vegetable storage chiller room, the removal of several interior walls, the removal of the store's old floor tiles, resurfacing of the sales floor, new shelving, new checkout stands, and the installation of new point-of-sales hardware.

As a direct result of the works carried out, the store has increased its offerings across all departments, including two major focus areas:

1. Fresh fruit and vegetable, which has doubled in size
2. General merchandise department, which has increased in size by 50%.

We are expecting to see a significant sales increase across all departments as a direct result of the store's range and offer improvements.



The opening was celebrated by the entire community. All ALPA divisions worked together and with our suppliers to provide entertainment and a BBQ lunch on the day. Our team and community are proud of the new store and offer.

Kalkaringi and Warnkurr Floods February/March 2023

In March 2023, the entire communities of Kalkaringi and Daguragu were evacuated due to rapidly rising flood waters. Approximately 700 residents from both communities were flown out with the assistance of a few private charter companies and the Australian Defence Force. The evacuees were housed in Darwin and were only able to return when deemed safe. Countless homes and several businesses were inundated by the flood waters, including the Warnkurr Club Kalkaringi, which saw flood waters rise to just below ceiling height inside the building. Thankfully, the Kalkaringi Store only saw flood waters lap at the front door of the store and not enter the store at all.

The Kalkaringi Store played a critical role in supplying food and drinks to the community members who were waiting at the temporary emergency evacuation centre, Kalkaringi School, until it was their turn to board the plane to Darwin. The store also played a vital role in supporting the Flood Recovery Team in Kalkaringi after the flood waters had receded and prior to the community members being repatriated back to the community.



**KALKARINGI
EVACUATIONS**



New People, New Challenges = Evolution

ALPA's Island and Cape Retail arm have seen some new and exciting changes, with a new General Manager of Retail, Christine Hickey, and new store managers across our sites of Badu Island, Aurukun, Umagico and Horn Island over FY23.

Badu Island has seen Rosy Liapis come from the relief management team into a store manager role and the community has welcomed Rosy with open arms. Over the past few months, Badu has had a revamp at the store with an emphasis on whitegoods, food service and an improved customer service experience, which is being reflected in the store's sales and staff relationships.

Jason and Ivy, our Hope Vale store managers, are working on a refresh project for their store, which will be completed by June 2024. Exciting times!



**JASON
VANDERLAY
AT HOPE VALE
STORE**



**BADU
RETAIL
TEAM**



ISLAND & CAPE
FRUIT AND VEG
SECTION IN
HOPE VALE

Independent Stores Wet Season Recovery

This year's wet season has been one of the most challenging in the history of ALPA with communities being isolated and the following stores with no road access.

Nganmarriyanga
(Palumpa)

27 weeks

(Normally 15 weeks)

Adjumarllarl
(Oenpelli)

27 weeks

(Normally 22 weeks)

Warliburru
(Minyerri)

14 weeks

(Normally two weeks)

ROBINSON
RIVER CLEAN UP

Robinson
River

31 weeks

(Normally 22 weeks)



The Retail team strategised on stockholding for these wet season stores, loading them with an additional 24 weeks of long-life products based on sales data calculated over the year.

Independent Stores — Funding Grants

2022-23 has been a big year for our Independent Stores, securing multiple grants to be spent on upgrading our food security capabilities, equaling a combined total of \$727,000. Stores that received these grants were: Ajurumu, Ininti, Numburindi, Robinson River and Warliburru. **Lajamanu Store also received a \$542,000 grant for their takeaway redevelopment.** Receiving these grants has allowed these Independent Stores to improve their refrigerated storage capacity, renew their transport vehicles used to collect their stock from the barge each week, and secure additional vehicles to assist with stock collection. The Lajamanu store are upgrading their takeaway kitchen and providing a new dining area for customers to enjoy fresh healthy meal options in a new airconditioned area.

ALPA Store Capital Investment in Fruit and Vegetable Ambient Display

During the past year, ALPA stores have invested **\$36,000 in new ambient fruit and vegetable displays**, which are designed to display hard fruit and vegetable lines, such as oranges, apples, potatoes and onions – similar to what you would see in other large format grocery store chains across Australia.

The installation of these new displays into stores has seen significant results with a sales increase of 15.2% year to date.





**NATHAN
THORNE AND
TRAINER TONY
WEBB**

“My name is Nathan Thorne. I live in Galiwin’ku and have worked at ALPA for four years. I started working at the Elcho Island Store under the guidance of my father. I have completed Certificate II in Retail Services, Certificate III in Retail and I’m working through Certificate IV in Retail Management.

As retail supervisor, I particularly like to have good connections with customers that I can help and create a happy atmosphere in the store.”

Merchandise Team Mad Keen/ALPA Collaboration

This year, our Merchandise Team worked closely with Mad Keen and Ramingining artist JB to launch a new fishing shirt. JB is a Marrangu man living and working in Ramingining community and painted Wuldulbal/Badju (Bream) swimming down to hide underneath a rock, which is featured on these shirts. The cross-hatching style is a traditional painting style of this region and represents water in this art piece.



MEET CHRISTINE HICKEY

General Manager Retail

Christine Hickey was appointed General Manager Retail in September 2022. Christine is originally from the United States and she has come to ALPA as an experienced retail executive leader with previous operational roles in major retailers such as ALDI, Woolworths, Coles and Dollar General.

Christine now looks after our 26 retail store locations, which include the ALPA stores and Island & Cape stores, as well as our independent stores. In the nine months that Christine has been with ALPA, she has been able to visit over half of our stores, which has helped her gain insights into operations and build strong relationships with our teams and communities. Christine’s strategy is to focus on retail fundamentals, including a concentration on staffing and retention, making sure that stores adhere to routines and rosters, and apply a back-to-basics approach.

Although Christine has not previously worked in remote communities, she has settled into her role seamlessly and is working closely with our ALPA Board of Directors to ensure that stores improve their financial positions and bring real jobs to Yolŋu people in our communities. In her short time with ALPA, Christine saw her team through a refresh at Milingimbi and a wet season that included some of the biggest floods in recent history. Retail Operations will continue to focus on their recruitment and retention strategy in the next 12 months as Christine and her team believe that recruiting the right people, ensuring a great onboarding and ultimately improving retention rates will be the key to success in the Retail Division. Nutrition is, and will continue to be, a driving strategy to improve health in community, and our Merchandise team will focus on reducing the price of goods out in communities.



OUR PEOPLE & CULTURE



1250

ALPA employees



Our People and Culture Department, (formerly Human Resources), is based in our Darwin support office. We are a small, high-functioning team who place a significant focus on “setting people up for success”.

Throughout the year, we have completed several process reviews, including those related to induction, relocation and compliance. These reviews are aimed at enhancing the overall employee experience and ensuring that our processes align with best practices.

EMPLOYMENT STATS

Introduction of Culture Amp:

Developing high performing teams and boosting retention

Formation of People and Culture Focus Group

Employee engagement survey:

Improving retention



52%

of employees are female



90%

of our employees are based in remote locations



80%

of our workforce are Aboriginal and or Torres Strait Islander



Arnhem Aboriginal Business Council turns three this year

ALPA, as one of the founding members of the Arnhem Aboriginal Business Council (AABC), continued its steadfast commitment to the vision and strategic direction to influence economic development across Arnhem Land, the Gove Peninsula and Groote archipelago.

ALPA's Deputy Chairman, Micky Wunungmurra, stepped into the Acting Chairperson role this year and led the nine fully Indigenous-owned commercial businesses that make up the membership of the AABC.

With our members making up just over 1% of the Territory's GSP and employing over 1,300 Indigenous staff, our combined voice on topics as far-ranging as economic development, local employment, Indigenous procurement, regional travel, education and training, the environment, social impact, justice and self-determination, ensures that the AABC continues to go from strength to strength.

ELECTED MEMBERS OF THE
ARNHEM ABORIGINAL
BUSINESS COUNCIL
MANAGEMENT COMMITTEE



TECH BOOST



Improvement of CCTV technologies and alarm systems to reduce criminal offences.



Regular cyber security training delivered to all ALPA employees.



15 new Starlink satellite receivers installed to increase remote site communications. The rollout will continue to all locations.



Battling cyber crime by implementing the Essential Eight maturity model across all of business, including the introduction of multi-factor authentication.

ALPA COMMUNITY SERVICES

The ALPA Community Services team works side by side with the people of Arnhem Land to create high-quality services and pathways to self-determination, financial independence and improved quality of life.



Remote School
Attendance Strategy
(RSAS)



Community
Development
Program (CDP)



East Arnhem
Land Youth
Model (EALYM)



ALPA Registered
Training Organisation
(RTO)



Higher Education
Hubs



Community
Engagement

BALA RALI GUNGAYUNAMIRR REMOTE SCHOOL ATTENDANCE STRATEGY (RSAS)

ALPA delivers RSAS in five communities: Yirrkala, Ramingining, Galiwin'ku, Milingimbi and Gapuwiyak. The program aims to support increased school engagement, attainment and attendance, and is funded by the National Indigenous Australians Agency (NIAA).

We target three areas:



Team 1: School support



Team 2: Family engagement and youth justice



Team 3: Cultural enrichment

Our programs provide opportunities for disengaged students to build a bridge to education. The RSAS program renamed its service this year, using the Yolŋu term, Bala Rali Gungayunamirr, which means “helping together”.

NELITA AND GAYILI FROM YIRRKALA, WHO CONTINUED FILM-MAKING TRAINING AND PLAN TO USE THEIR VIDEOGRAPHY SKILLS TO RECORD CLAN STORIES AND AID IN CULTURAL AND LANGUAGE TRANSMISSION

HIGHLIGHTS 2022-23

Staff Development and Training

ALPA's strategy is to build the capacity of its Yolŋu teams so they can thrive in their roles. This year we used a skills matrix to address areas of need. We continued to build skills in community development and offered other professional development opportunities, including access to mental health first aid and higher-duty roles. Our succession plans include scope for Yolŋu Co-Coordinator, who can work alongside the existing coordinators, combining the best of Balanda and Yolŋu skills and experience.



SUPERVISOR ELIZABETH BIRRTJAMA RECEIVING HER CERTIFICATE II IN COMMUNITY DEVELOPMENT FROM TRAINER LANCE MACLEAN

Elizabeth Birrtjama

Elizabeth has been working at Gapuwiyak RSAS for five years and recently completed her Certificate II in Community Services. Elizabeth will now undertake the Certificate III in Community Services as the training has helped her so much in her job.

Elizabeth is passionate about being a great role model for the youth in her community. She hopes she can encourage the children by showing them how much she has achieved during her learning journey and hopes to inspire them to do the same.

Galiwin'ku Open Day

This year, the arrival of our new Coordinator for Galiwin'ku brought additional energy to the program. A key event was the open day held in May to unveil our services and plans for working with schools, families and youth. The RSAS team delivered flyers to stakeholders and community members, inviting their ideas to enhance the RSAS program. The new Coordinator also works closely with the Shepherdson College, especially the Learning on Country initiative. RSAS relies on its strong relationship with the school and its teachers.

OUR RSAS TEAM TRANSPORTING A GROUP OF CHILDREN TO A LEARNING ON COUNTRY ACTIVITY

Yirrkala Taekwondo (after school) Program

RSAS ran a number of after-school programs in Yirrkala. These programs targeted attendance motivation and supported the general wellbeing of young people. Often youth in communities are at risk of engaging in anti-social behaviors and need opportunities to engage in positive activities that also promote engagement with their peers – both those that attend school (positive role models) and others seeking to build a pathway back to education. On Tuesdays and Thursdays, the RSAS team transported children into Nhulunbuy to attend taekwondo nights. The after-school activity encouraged students to focus on independence, discipline and health self-care, as well as expand their social networks and develop confidence. RSAS pays all club and uniform fees and provides transport and healthy food.

YOUTH ATTENDING TAEKWONDO PROGRAM IN YIRRKALA

Milingimbi Community Engagement Nights

This year families and children came together in Milingimbi weekly. Typically these groups would allow for the RSAS teams to build trust within the community, inclusive of the different camps and clans. These evenings provided the RSAS team with the opportunity to get to know families and talk with them about how we can help them to get kids to school or young people to attend work.



Gapuwiyak – Keeping Culture Strong

All of our Yolŋu teams are made up of strong and proud cultural people. By encouraging our staff to bring culture and language into our schools, RSAS teams create greater Yolŋu cultural connections with education systems in the communities where we serve. We value two-way learning that connects education and culture as a means to improve the lives of all young people, their families and their communities. RSAS in Gapuwiyak also runs cultural and art classes for students in partnership with the Gapuwiyak Art Centre. RSAS is very proud to be able to promote art and culture to students at Gapuwiyak School.

The team also takes students out on country, and these occasions often have a great impact on families, reaffirming that we all have a role to play in the education of our children.



COLLECTING
PANDANUS LEAVES
WITH GAPUWIYAK
STUDENTS

Ramingining Youth Picnics

Our Monday youth picnics in Ramingining act as an incentive for students to attend school. The picnics aim to support youth wellbeing and create opportunities to spend time in nature and with youth peers. Many youth do not get to go out on country on the weekends as they don't have a working vehicle, so the picnic provides them with the opportunity to spend time on country and promote local culture.

Pop-up lessons are run at Tank Camp every fortnight. The aim of the lessons is to engage the children in activities that will support them to come to school. Lessons expose them to classroom behaviors to build their confidence and prepare them to be 'school-ready'. This acts as an important bridge between community and school.

Pop-ups create a space where parents, family and students can connect to education. For some it's a safe space where they can be close to a caregiver, for others a classroom to build on their skills, including cultural knowledge.



POP-UP ACTIVITIES
FOR RAMINGINING
YOUTH



COMMUNITY DEVELOPMENT PROGRAM (CDP)



CDP and Army Aboriginal Community Assistance Program

Our Gapuwiyak CDP team have supported the 25th year of the Army Aboriginal Community Assistance Program (AACAP) in homelands this year.

One hundred and ten Army personnel arrived in Gapuwiyak in late May 2022 and have been building a new youth centre and upgrading the barge road. With the support of CDP, the Army have also delivered meaningful training programs to the CDP participants and wider community members. This training has included videography, hospitality and construction training. The Army have worked closely with the Buffalo Warriors to improve their workshop and implement professional and safe work practices, and develop their construction skills to create pathways to jobs.

Tackling Volatile Substance Abuse

The youth of the Gapuwiyak community have recently been grappling with an increase in volatile substance abuse. All local stakeholders, along with community leaders, have united to devise community-led solutions, recognising that they possess the best understanding of the community's needs. Their collective aim was to address and support the young individuals affected by volatile substance abuse (VSA). The elders emphasised the positive impact of the Community Development Program (CDP) in providing structure to the youth and keeping them away from mischievous activities. Additionally, the elders believed that the supervisors and participants of the Buffalo Warriors program would serve as excellent mentors.

"I was fortunate enough recently to have had a training session with Gapuwiyak's Buffalo Warriors, which included taking some local 'at risk' boys for a cultural excursion. It was fantastic to watch Sean, Sebastian and Buffalo participant Jacob engage these boys, showing them bush medicine and bush tucker."

ALPA Trainer Lance Maclean



LANCE M, RICCARDO W, LLOYD C, TERRANCE G, JACOB G, JAMOMEN G, DREW M, SEAN M, SEBASTIAN W AND CALLUM B



**L-R OWEN, JAMES,
JONATHON, MAYILA,
BEN AND HARRY**

APY Visit

Gove Peninsula CDP hosted Owen and Jonathon, Traditional Owners from Amata, and James and Cerita from NIAA in South Australia. The two teams met and exchanged their stories before a site visit of Nhulunbuy activities and training courses underway, then to Yirrkala to visit the Nuwul Nursery and lunch at Miyalk Cafe.

The APY Lands team were blown away by our success stories with CDP activities and were very interested in our Activity Generated Income (AGI) model.

They extended an invitation for members of the team to visit their Lands in the future and help to create their own success.

Child Family Centre (CFC) Activity Sessions

The Gunbalanya team have been holding activity sessions with CFC to help boost engagement with the men's CDP activities.

Identified Community Needs and Intended Benefits

Working in partnership with Families as First Teachers (FaFT), ALPA CDP have been supporting the increased father engagement at FaFT. The activity sessions aim to address the community's identified needs, while also promoting increased confidence and overcoming health and hygiene barriers. Furthermore, these sessions aim to support fathers in fulfilling their caring responsibilities within the community. ALPA assisted the men's and ladies' activity supervisors with transport to the FaFT centre, where they conducted tie dye workshops for National Reconciliation Week. Due to the success of the workshop, additional sessions were held for making soap within the Reconciliation Week theme. FaFT has asked the ladies to come back and provide jewellery-making and arts and craft sessions for pre-school aged children in the near future.



**CFC ACTIVITY DAY
GUMBALANYA**



Words and Numbers Program

The Training team has been supporting ALPA's Community Development Program with a newly created words and numbers program (language, literacy and numeracy) to embed into their daily activities.

This program was piloted at the Yirrkala Miyalk Café, with a full suite of café/hospitality specific hard copy resources across the five skill areas of reading, writing, oral communication, learning and numeracy. Participants are also developing digital skills by engaging in customised digital resources via tablets.

The Activity Coordinators and Supervisors are receiving support in how to use these resources for engagement and upskilling participants to support improved literacy and numeracy skills.



TASHA
GARRAWURRA
MIYALK
KITCHEN



Drive Safe Visits Milingimbi

During the visit of Drive Safe to Milingimbi in April, members of the community were supported to obtain their learner's permit, 18+ card and probationary driving licence by taking their driving test. This was a highly anticipated chance for many people in the community to learn how to drive.

Alisha, who works as a CDP cleaner, was among those who passed her learner's test, and her excitement and joy are infectious. She is looking forward to her upcoming driving lessons.

Nathan, a groundsman at Milingimbi school, passed his probationary licence driving test with flying colours. Nathan has been a dedicated and committed employee who is loved by his colleagues for his positive personality.



ALISHA
GARRAWURRA

Meet Mervin

Mervin is a Milingimbi man who has dabbled in numerous labouring roles with contractors in community over the past few years, including construction and maintenance. From this, Mervin has gained many skills and lots of knowledge, which he brought with him when he decided to join in on CDP activities at the beginning of the year. Mervin has been very involved in our community clean-up, as he loves being outdoors and seeing the instant results from his hard work.

Mervin has always been open to new training opportunities and wants to build even more on his skillset. Mervin has been a dedicated and hardworking activity participant and because of this he was recently offered an opportunity for paid employment at Rulku Lodge as a groundsman.



Introducing Trialling Pathways to Real Jobs

In August 2022, the Federal Government announced that it would be working to replace the Community Development Program and undertaking significant consultation and trials to inform this new program.

Trialling Pathways to Real Jobs (TPRJ) is one of these first steps, which has enabled ALPA to create a number of community-led micro-enterprises, which generate their own income and pay their staff real wages with full award conditions.



Milingimbi Fisheries Project

Yolŋu people have a proud fishing history, but due to several factors, a commercial fishing industry does not exist in Milingimbi. So the community proposed to reinvigorate this industry through the development of small family-run fishing enterprises, selling their catch to a local co-op, which would process the product and allow it to be retailed in remote community stores.

Under this project family groups will be provided with the equipment to fish or hunt, and then sell that produce to the co-op.

To date the project has been a big success. The team most recently had the opportunity to supply and sell fish to other pathways projects throughout our CDP sites. This has paved the way to achieving the goal of reinvigorating the Milingimbi fishing industry.



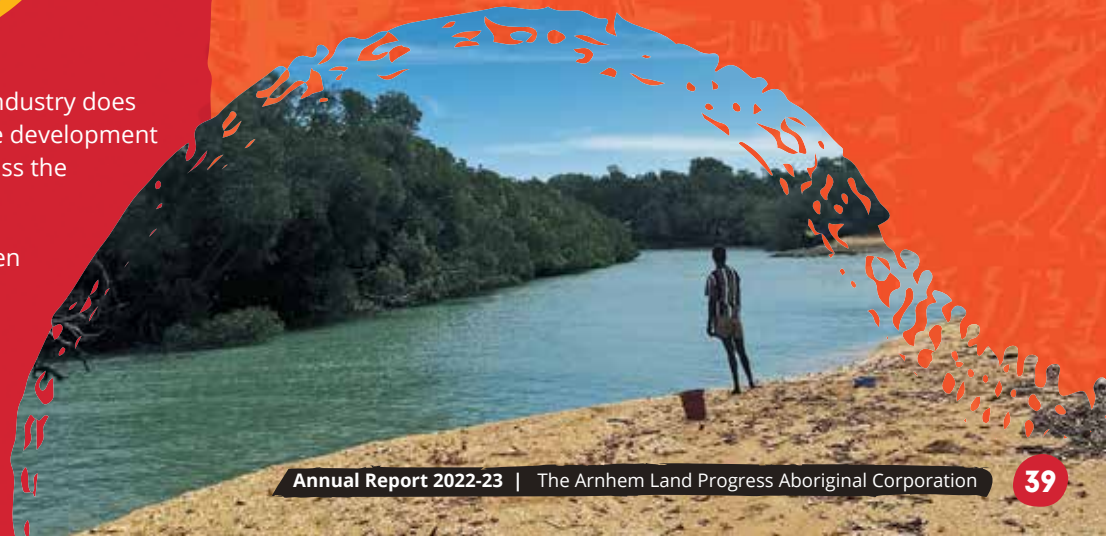
**HELENA
GAYKAMANGU
MARTHAKAL
RANGER**

GOOD NEWS STORY:

Young Adult Program

The Young Adult Program in Galiwin'ku was established with the aim of assisting the community more broadly and offering a relaxed setting to the younger community members through offsite case management sessions that are scheduled according to the individual's convenience and comfort level. This approach has proven to be effective, and helped to build rapport with both stakeholders and community members as it offers flexibility by providing on the spot assistance and tailoring support to individuals.

Since the Young Adult Program commenced, it has assisted in the transition of several community members into training or employment without requiring them to join the CDP caseload. The program coordinator has aided two individuals in enrolling for a *Hearing for Learning* course, which offers employment opportunities upon completion. Both individuals successfully passed the course and graduated in early April.



GUNGA'YUNGA DJAMARRKULINY (HELPING OUR CHILDREN)



Since May 2022, the East Arnhem Land Youth Model (EALYM), also known as Gunga'yunga Djamarrrkuliny, has grown in the number of projects actively running, and has also developed considerably in the research and data collection space.

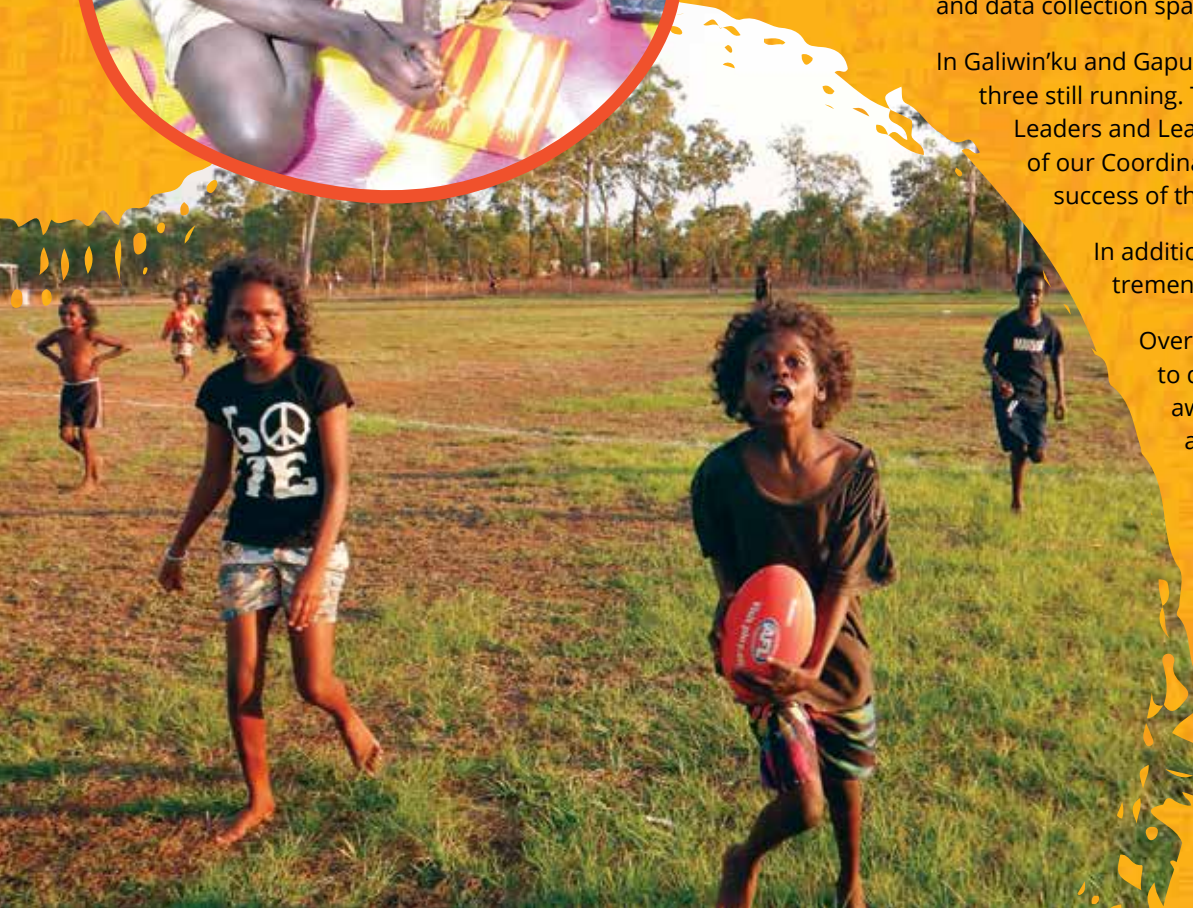
In Galiwin'ku and Gapuwiyak alone we've started and completed 15 projects over this period, with three still running. This shows the growth in budgeting and project management skills that the Activity Leaders and Leadership Group Members are showing, along with the general growth in capacity of our Coordinators. This development in budgeting, and governance, is a key indicator of the success of the Youth Model during this period.

In addition to projects starting and finishing within budget and on time, we have seen tremendous growth in our ability to monitor and evaluate these projects.

Over a period of 18 months, the team worked with First Nations consultants, Guumali, to develop a fully co-designed Monitoring & Evaluation (M&E) Framework, which moves away from more 'western' approaches to M&E, such as a focus on numerical data to a mixed methodology approach.

The team held multiple workshops across all four communities, along with two regional meetings, to enable the finalisation of this framework.

Not only does this framework now more accurately capture and reflect the goals of community members, but it has given ALPA a stronger position to advocate for Yolngu defined indicators of success in program design and delivery. Ultimately, we believe that greater community ownership of the Youth Model will improve outcomes for young people in East Arnhem Land, and we hope that this success will help to inform the design of other programs in remote communities.



Burrum 2.0

The Burrum 2.0 Project began in December 2022 and ran through to May 2023. This project focused on djamarrkuli (children) who have connections to the Burrum homeland and who are living in Gapuwiyak.

During these sessions, families travelled to the coast close to Burrum to catch stingray, queen fish and turtle. The elders taught the kids how to prepare and cook both. Burrum 2.0 also showed the regular attendees how to carve and paint bird carvings, which then were sold to the Art Centre – showing the children that the knowledge they have can be turned into a way of becoming potentially economically independent. A combination of storytelling, preparing to cook and cooking, along with economic opportunities from skills learnt, makes projects such as Burrum 2.0 invaluable for local djamarrkuli in Gapuwiyak.



STINGRAY
PREPARATION



HEALTHY
NGATHA
LESSONS

World Community Development Conference

Representatives from Milingimbi, Ramingining, Galiwin'ku and Gapuwiyak participated in a yarning circle at the World Community Development Conference in June 2023. The circle brought together EALYM coordinators and members of leadership groups from each community to share their experiences in facilitating community-led activities, placing the model on the international stage.

The representatives emphasised the importance of active community involvement in program design and delivery. They spoke to the high level of engagement among young people in their activities, demonstrating the success of community-led activities in fostering youth empowerment and a sense of belonging.

The yarning circle served as a platform to discuss the strengths and challenges of community-led initiatives. It showcased the positive impact of grassroots programs and inspired others to promote similar initiatives. It also highlighted the passion and enthusiasm community members have in driving the model.



Passing Down Cultural Knowledge at Ring Outstation

At Ring outstation near Ramingining, families have created a space for elders to pass on cultural knowledge to djamarrkuli (young people). The teachings cover bungul and manikay (song and dance), spear making, weaving, hunting and learning gurrutu (kinship) systems. Families have actively encouraged djamarrkuli to participate, noting that it's the first time some younger ones are learning these teachings. These spaces are essential for preserving cultural knowledge while allowing Yolngu to have control over their creation and accessibility. These cultural foundations allow djamarrkuli to develop strong Yolngu identity, prioritising their wellbeing. The activity is a collaborative effort by families and elders, demonstrating their commitment to cultural preservation and the development of Yolngu identity in their children.



Djamarrkuli (Children) Demand for More Activities

The demand for activities among djamarrkuli (young people) is on the rise, with more than 30+ participants attending certain sessions. The Ngarawunhupuy Miyalk and Dirramu program, based in Milingimbi's bottom camp, has become very popular, attracting a high number of djamarrkuli.

Activity leader Jane Miyatatawuy said she frequently receives requests for additional sessions, highlighting the program's success. The activity includes beach activities, sports, and after-school walks with older members of the bottom camp.

The program addresses boredom, while also providing access to nutritious meals and addressing food insecurity that some experience.

The increasing demand for these activities reflects their positive impact on the wellbeing and development of djamarrkuli, allowing them to participate in fun and engaging after school activities.



TRAINING AT ALPA

ALPA's Registered Training Organisation (RTO) team are specialists in remote training. There are no boring classrooms! Our trainers travel thousands of kilometres each year to ensure their learners have every opportunity to succeed. What makes a good ALPA trainer? Passion. Patience. Understanding. Belief they are able to create change and make a difference in their learner's lives.

ALPA
TRAINERS'
TWO-WAY
LEARNING



CERT II
COMMUNITY
SERVICES
TRAINING

Congrats Tony Webb

One such trainer is Tony Webb. This year, Tony celebrated his 10-year work anniversary with ALPA. Tony commenced as a Retail Store Manager but then quickly found his passion in training and development, and has been with the Training team for eight years. Tony's strengths are in his relationships. Along with retail training he has helped develop and deliver ALPA's leadership program designed to help Yolngu working at ALPA to progress in their careers.

ALPA TRAINER
TONY WEBB



76%
of learners

identified as Aboriginal
or Torres Strait Islander

This year we enrolled
and supported over

400
students

through our RTO

111 Indigenous people

were supported through pre-employment training in language, literacy and numeracy, food safety and Certificate I in Retail to help them get into paid employment.

Work Readiness Training

ALPA has designed and delivered contextualised work-readiness training to support remote Indigenous people to gain employment. These courses focus on building language, literacy and numeracy skills by applying the learning in practical applications. These activities include filling out forms, telling time, measuring, weighing, and counting money. ALPA also has delivered food safety training and Certificate I in Retail to support their career aspirations.



On-the-job Training

In the Northern Territory, ALPA is fortunate enough to access User Choice funding through the Northern Territory Government to support on-the-job training in retail and community services.

Our resources are designed to support participation and growth in the workplace, so the further our learners get through their training, the more they can work independently and succeed in their jobs.

**WORK READINESS
FOOD SAFETY**



139

**remote Indigenous
team members**

were supported to gain relevant
qualifications (Retail: 81,
Community Services: 58)

37

**Remote Managers
and Support Office
team members**

were supported to gain relevant
qualifications (Retail: 16,
Community Services: 21)

VET in Schools

In 2023, ALPA delivered training as part of the VET Delivered to Secondary Schools program funded by Department of Education in the NT to Ramingining School, Lajamanu School, Minyerri School and Shepherdson College. Certificates I and II in Retail were delivered under the scheme.

60

school students

supported through retail training with credit towards their Northern Territory Certificate of Education



RAMINGINING
SCHOOL
STUDENTS

YIRRALKA'NGUR MARNGGITHIRR RRAMBANGI ON COUNTRY WE LEARN TOGETHER

ALPA's Higher Education Hubs

ALPA's Higher Education Hubs, supported by the Australian Government through the Regional University Centres Program, are facilities in Nhulunbuy, Ramingining and Galiwin'ku that support the community to access support for post-secondary education.



419
students

assisted to access education
support since 2019

Some of the initiatives the Hubs have supported throughout the past year include:

- Collaboration with Flinders University in Nhulunbuy to support students studying allied health qualifications through Fox Education and Consultancy.
- The Nhulunbuy Hub Coordinator and mentor have been travelling out to the Laynhapuy Homelands meeting stakeholders and the school to see what additional support can be provided.
- The Yirrkala Hub has continued to offer assistance to the Yirrkala Bi-lingual School supporting Yolŋu Assistant Teachers to work towards obtaining a Certificate III in Education Support (Aboriginal and Torres Strait Islander).
- The Galiwin'ku Hub has been supporting DriveSafe NT with LLN support to those that need it to assist with paperwork and understanding of concepts to gain photo identification.
- The Ramingining Hub has been supporting a number of students in the community to work through their training courses. Jason Gaykamangu, Supervisor of the Green Army, (an activity generated income initiative) has been attending regularly to complete his Certificate II in Community Services.



PICTURED FROM LEFT:
TARA MUNYARRUN
AND CHRISTINE
DHURRKAY



CHRISTINE
DHURRKAY

YOUNG RISING STAR

"My name is Christine Dhurrkay (Banadijan is my Yolŋu name). Everyone refers to me as Nyick Nyick. I come from the Wangurri Clan in Dhalinbuy, East Arnhem, which is my father's side. My mother's clan is Galpu in Naypinya, East Arnhem. My moiety is Yirritja and my clan flag is green. I work for ALPA Higher Education Nhulunbuy as a Yolŋu Education Mentor. I chose to work here and do this djama because my Grandmother, who was a famous interpreter and spent many years teaching in universities, is my role model.

As a proud Wangur woman, I, like most of my people, recognise that education is powerful for the next generation. Learning two worlds is something I have done for my entire life.

I love working with the Higher Education Hub as it gives me the opportunity to give back to my community in assisting and helping my people. My djama role is to provide bilingual support, cultural advice, LLN support and to assist the Higher Education Programs Co-ordinator in community, both on country and in the classroom. I am completing my Certificate II in Workskills at Charles Darwin University and after I complete this I will be enrolling into the Tertiary Enabling Program."

Nhama yalala,
Nyick Nyick (Christine Dhurrkay)



PICTURED FROM LEFT:
BRETT DOUST, NHULUNBUY
HUB COORDINATOR,
GAYLI YUNUPINGU,
PETER BRITTO
RSAS COMMUNITY
COORDINATOR

Nhulunbuy Hub – Gayli Yunupingu

Gayli Yunupingu had accessed the Higher Education Hub Nhulunbuy for support while undertaking training as part of the Hearing for Learning Initiative through Menzies School of Health Research.

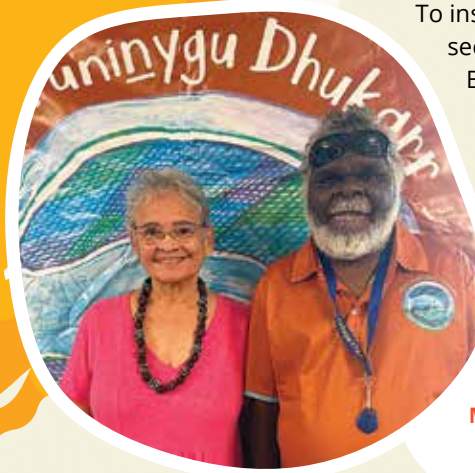
The Hearing for Learning initiative aims to integrate locally-based ear health project officers into existing services to assist Aboriginal and Torres Strait Islander children with ear and hearing problems.

The Hub assisted Gayli with completing her pre-enrolment documents along with LLN pre-screening to help identify and address any barriers for her to complete the training. Gayli successfully completed her Certificate II in ear and hearing clinical and education skills in August 2022.

The Galiwin'ku Careers Expo

The Galiwin'ku Careers Expo, a joint project by the Higher Education team, ALPA Community Development Program team and Shepherdson College, took place in March 2023, aiming to involve all community stakeholders on the island.

To inspire and foster aspirations among the attendees, particularly secondary students, we extended an invitation to Professor MaryAnn Bin-Sallik. As the first Indigenous woman to earn a doctorate from Harvard and the recipient of the Female Elder of the Year award in 2016, Professor MaryAnn served as the distinguished keynote speaker. Our intention was to use her presence to motivate students to pursue educational and employment opportunities with the assistance of the study hub's support services.



PICTURED FROM
LEFT: PROFESSOR
MARYANN AND DANNY
DANGADANGA

Galiwin'ku Hub – Michael Gumbula

Michael Gumbula accessed the Galiwin'ku Hub while studying Certificate II in Aboriginal and/or Torres Strait Islander Primary Health Care with Batchelor Institute of Indigenous Education. Michael works as a Supervisor for Aged Care and Disability Galiwin'ku, was nominated in the NT Health Professional of the Year Awards 2022 and won the Primary Health Care Support Person 2022. The Galiwin'ku Hub supported him with mentoring and tutoring support while he completed his qualification.



**MICHAEL GUMBULA
AND TRAINER UILEALEA
UILEALEA**

Ramingining Hub – Irene Malibirr

Irene Malibirr has been accessing the Ramingining Hub for support to complete her Certificate II in Retail Services. Irene had extra motivation as she wanted to complete the course before giving birth to her baby girl. Employed by the Ramingining Store and with the support of her Manager and the Hub Coordinator Cathy, Irene actively engaged in her training to complete before her baby was due. This qualification has not only enhanced Irene's skills but has also equipped her with the necessary expertise to excel in her role. Irene has become an inspiration to her colleagues at the store, encouraging them to pursue their own educational endeavours and contribute to the growth and success of the store.



**RAMINGINING
HUB – IRENE
MALIBIRR**

Yirrkalala Hub – Sioana Maymuru

Sioana started working on her Certificate III in Aboriginal and Torres Strait Islander Education during 2022. In the year since then, she completed seven units in Yirrkalala, moved out to a homeland where she continued her study and finished another unit, then moved back into Yirrkalala and recently finished her ninth unit.

We as ALPA Higher Education tutors are proud and delighted to be able to walk alongside someone who has overcome many obstacles, juggled many responsibilities, and has shown such independence, resilience and flexibility towards completing her qualification.

**YIRRKALA HUB -
SIOANA MAYMURU**





**L-R PETER GANAMBIRR
AND LEONIE
MALANYDJURAY**

Leonie Malanydjuray

"My name is Leonie Malanydjuray and I have completed my Certificate II in Retail Services and Certificate III in Retail while working at the ALPA Ramingining Store. I chose to work here and do my training because of my mum who worked for the ALPA store and is my role model. My mum really encouraged me to enrol and talked about how it would help me.

The training has helped me and given me a good understanding of my job, and I am helping people every day, which makes me feel good. It has helped me build confidence in problem solving, in talking to people, and has given me more understanding on how to explain things. I sometimes explain in Yolngu Matha and English so they understand. If people make mistakes, I support them and help them to understand."

ON-THE-JOB TRAINING

Shanice Gaykamangu

My name is Shanice Gaykamangu and I am an Aboriginal woman living at Waruwi, South Goulburn Island. I started working in retail to challenge myself, help my people and see how far I could go. I wanted to learn as much as possible about how the store operated, so I started training and successfully completed my Certificate II in Retail Services and Certificate III in Retail. It was not easy, but I wanted to prove to myself and my people that with determination we can do anything. I am now studying to achieve a Certificate IV in Retail Management while working at Ajurumu Store.



**HIGHER
EDUCATION TEAM
NHULUNBUY**

On-the-job Training – Tilly Stanley

Tilly has been working in the Hope Vale Store since 2013 and has been a superstar in all areas she has worked. I first met Tilly in 2018 while I was on the relief team. At the time she was working in the store and looking after the fruit and veg section. Today she is a takeaway superstar and keeps me fed well whenever I visit.

Since 2018 there has been a 25% increase in healthy prepared food sales at Hope Vale café. Tilly has been instrumental in achieving this change.

“One of my largest accomplishments during my training is, I was given the responsibility of being the Supervisor in the Hope Vale café.” - Tilly Stanley

Over this period, Tilly has focused on ensuring there are sandwiches, wraps and salads available for customers daily. Tilly has also highlighted opportunities that could increase their healthy takeaway sales, such as products to order to help prepare and present healthy takeaway options, advising the merchandise and nutrition teams of any issues with supply and products not scanning at the register, and addressing any areas of concern with her Store Manager.

Tilly ensures that high levels of food safety and cleaning standards are maintained within the business.

Lisa Robbins, Remote Retail Trainer, Queensland

**LISA ROBBINS
AND TILLY
STANLEY**



**FLORENCE
MARRYAKAMA
AND ELIZABETH
BULURRUMAWUY**



COMMUNITY ENGAGEMENT TEAM

ALPA's Community Engagement team helps to run community-based projects as well as supporting ALPA staff and members to engage effectively within ALPA's member communities.

ANDREW GURRUWIWI
BAND ON STAGE AT
THE MILINGIMBI
GATJIRRK FESTIVAL



ROMEO
GAYKAMANGU
LEADING THE
YELLOW NATION
BAND



Festivals

In October 2022, ALPA supported the Ramingining Bak'bididi and Milingimbi Gatjirrk music and culture festivals. Both festivals saw over 40 community members perform, and many hundreds of community members attend. It was a great effort by all ALPA support teams, including staff from our Corporate and Community Services teams. We would like to thank all other organisations for continuing to partner with us during these festivals.

These festivals continue to be a highlight for the performing arts in the community and often the only opportunity for bands to perform in their community. The Arafura Swamp Band and Yellow Nation Band, both launched through CDP, were highlights of the show, with other long-term bands such as Dubal, Side Camp Band, and Charlie Durrunga, also featuring on the line-up.

While funding remains to be secured for the festivals in 2023 and beyond, we plan to deliver the festivals based on overwhelmingly positive feedback from members and stakeholders.



MIYALK STUDENTS FROM
GAPUWIYAK AND GALIWIN'KU IN
DARWIN FOR WORK EXPERIENCE

ALPA Work Experience

In July 2022, we saw the Helpers Work Experience Program grow to 28 students compared with seven students in 2021. Students from Milingimbi, Ramingining, Galiwin'ku and Gapuwiyak schools flew to Darwin to be hosted by various organisations including ALPA, NAAJA, Karen Sheldon Catering, Crocosaurus Cove and ARDS.



Community Consultation

In 2023, the Community Engagement team conducted two rounds of comprehensive community consultations.

The Indigenous Skills Employment Program (ISEP) had more than 350 community members carefully consulted on the program design. The team was able to build a clear language literacy and numeracy program in conjunction with the Community Engagement team and Training department as part of their grant application.

**RAMINGINING BUNGUL
CLIP PRODUCTION
AT YATHALAMARA
OUTSTATION**



**KATH BOYNE AND
THE MILINGIMBI RSAS
TEAM COMPLETE ISEP
CONSULTATION**



Welcome Norman

In late 2022, Norman Daymirringu joined ALPA's Community Engagement Team.

With 17 years of experience in community engagement work, we are sure he'll be a great asset to our organisation.

In January 2023, Eddy Alder was appointed Community Engagement Manager. He will continue to support communities through the Community Care programs and offer support to Norman and Kath Boyne. Eddy will also coordinate the community engagement activities in Minjilang. The Community Engagement team has also continued supporting community members by administering the Community Care program.



**NORMAN AND EDDY,
ISEP CONSULTATION
WITH ELCHO BUTHAN
KITCHEN TEAM**

**NORMAN DAYMIRRINGU
WITH JIMMY MARRKULA
AND WIFE HELEN GUYULA,
AND DEPUTY CHAIRMAN
MICKEY WUNUNGURRA
(ON A RARE DAY OFF)**



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 Enterprises and Dinybulu Regional Services are jointly owned by ALPA with Traditional Owner family groups. Through these businesses, we aim to build local skills and jobs to support communities.





RULKU LODGE
TEAM



WELCOME KYLE NACARD

Kyle's reputation for implementing effective operational systems, transformational change and growth will assist our subsidiary businesses Rulku Enterprises, Dinybulu Regional Services, Manapan Furniture and Bukmak Constructions. Mr Nacard has also mentored small to medium-sized Aboriginal enterprises and says ALPA's motto of 'unity through enterprise' is what attracted him to the role.

"Everyone is enthusiastic, positive and driven. I want to understand the current projects at ALPA and how they are progressing to improve the quality of life for Aboriginal people. I want to explore opportunities with Yolngu and to help realise their business aspirations on their lands."

He also says that his focus is to be a key driver and influencer for creating responsible and enduring commercial enterprises that benefit Yolngu and communities across East Arnhem Land.



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 across East Arnhem Land.

Galiwin'ku New House Build and 'Room to Breathe'

Bukmak Constructions continues to deliver outcomes for communities. In 2022-23, Bukmak completed 14 newly built houses and the extension of nine existing dwellings (Room to Breathe) across Galiwin'ku, delivering essential housing development within community. By providing remote construction services to our East Arnhem communities, families have benefited from the reduction of overcrowding with an improved level of amenity and quality within the homes. Another core focus in the Bukmak mission is to provide accessible employment and training pathways for local Yolŋu people within the construction industry, and Bukmak is proud to report that for three months in a row last year, Yolŋu employee attendance was over 45%, with the highest attendance reporting in October 2022 at 54%. In December 2022, Bukmak entered a new phase of the contract, which includes the construction of 24 new homes, 20 of which are to be built in the newly developed subdivision, Buthan. These new works reflect another step forward in project delivery, offering employees more rich opportunities to gain invaluable hands-on, practical, construction skills.



Jacob Wunungmurra

Bukmak is thrilled to celebrate the six-year work anniversary of one of our most committed employees, Jacob Wunungmurra. Jacob began with Bukmak in March 2017 and is one of our longest serving Yolŋu workers.



L-R JACOB
WUNUNGMURRA
AND SCOTT
PASCOE

“I wanted to work with the Bukmak workers and learn something new. I like roofing, carpentry, fencing and picking up stuff from site, also keeping an eye out for hazards”.

Jacob Wunungmurra

Working Through the Wet

Bukmak Constructions works in rain, hail and shine, and this wet season was no different. While the consistent wet weather poses added logistics and time pressures for the team, where there is a will, there is a way.

The 2022-23 wet season was the sixth highest on record and the wettest since 2010-11.

Over a period of 24 hours Galiwin'ku received 161mm on 6 March.



Safety in Construction with Bukmak

As safety remains a top priority in everything Bukmak Constructions does, the team welcomed James Twigg, Bukmak's Safety and Community Engagement Officer, based in Galiwin'ku. James is a valued addition to the team, providing effective and constant support on all safety matters. Under the guidance of James, ALPA monthly Toolbox Talks are presented to the team in addition to contract specific Toolbox Talks, which reinforce important safety measures and situations relevant to the Galiwin'ku site. It is through these initiatives and dedication to safety in all Bukmak activities that real progress and improvements to site and team safety can be made.



Indigenous Participation and Training

Indigenous participation continues to grow in Bukmak, with 17 Yolŋu employees working in Galiwin'ku. Bukmak continues to collaborate with the Galiwin'ku community to support independence and build employment pathways for locals to enter the construction Industry. By engaging with ALPA CDP and the Galiwin'ku local school Shepardson College during 2022-23, Bukmak successfully gained the employment of seven additional Yolŋu staff, two of whom were directly employed following the conclusion of their year 12 education.

Our vision is to create an environment where Yolŋu team members are wanting to further their trade skills and education, which can be supported through qualified supervisor/mentoring programs directly in community. Bukmak is conscious of our Yolŋu employees' cultural and contextual learning styles, which require alternative models of teaching that are different to the Balanda way of education.



“Yolŋu people learn by watching, getting confidence, then undertaking progressive steps of engagement - that is how we learn, this now is ALPA and Bukmak's approach to training.”

Bukmak Chairperson, Micky Wunungmurra



ALPA Staff Housing and Milingimbi Store Refurbishment

In September 2022, Bukmak commenced the construction of turn-key solutions in the delivery of housing for ALPA community trainers. The completion of these projects will benefit Ramingining and Milingimbi by enabling trainers to live and work in community, providing essential upskilling, which supports the progress of economic and employment outcomes for community members. Bukmak further delivered positive outcomes in Milingimbi through a full ALPA store renovation. The Milingimbi Store hadn't seen major capital improvements for over 20+ years and Bukmak was proud to provide construction services to give the essential establishment a significant refurbishment.



**RAMINGINING
LOGISTICS HUB**

Looking into the Future

Bukmak Constructions has implemented a new business structure that saw Steve Roberts appointed as Bukmak Commercial Manager to allow for the business to grow into its full potential under his extensive construction experience and expertise. Steve has been pivotal in seeking opportunities for Bukmak to provide construction services to remote communities across East Arnhem Land. He also continues to be an avid spokesperson regarding training outcomes for Yolŋu employees, advocating for skills-based accreditation recognised through the physical and practical demonstration of learning. Bukmak understands that the Balanda way of learning does not always work for Yolŋu, and this is something that can and should be changed so that Yolŋu can be recognised for the strong learning that happens on-site every day.

Logistics and Operations

Ever wondered what it's like to run large-scale construction projects on a remote island? Our team are constantly performing highly coordinated logistics that are subject to change at any given time. This team organisation is no better displayed than through the barge runs that deliver our required building materials. Originally using a barge with a 350 tonne capacity, Bukmak has increased the challenge by opting for a larger vessel known as a dumb barge, which can carry a whopping 2,000 tonne delivery. The reality of such a shipment requires large manpower and takes days to unload. During these operations, Bukmak Site Manager Scott Pascoe continues to pass on his construction and logistics knowledge to the local Yolŋu men. No challenge is too great for our team when delivering projects for our communities.



MANAPAN
65,000 years in the making

MANAPAN

Manapan Furniture continues to capture the admiration of people far and wide where Yolŋu people, stories, land, and culture are celebrated through inspirational timber furniture. In the humble workshop shed on the coast of Milingimbi, breathtaking timber pieces are crafted and tell rich stories of the land and people where it was built. The last year saw Manapan continue to share its story across the country, deliver ongoing local training and employment pathways, collaborate with esteemed organisations and innovate new design initiatives that prove to be a success.



BULABULA WEAVERS, MARGARET DJARRBALABAL MALIBIRR, SYLVIA GURRALPA, LISA GURRALPA, DAPHNE BANYAWARRA AND CECILY MOPBARRMBRR WITH ASSISTANCE FROM EVONNE MUNUYNGU, SHIRLEY BANALANYDJU, GLADYS WOMATI, MARY MATJANDATJPI, KIRSTEN NGALMAKU, MARY RRIKILI, BETTY MATJARRA AND REYNELLE NULLA TO CREATE THIS WOVEN FEATURE

Cartier Weave

Manapan Furniture and Bula'Bula Arts in Ramingining partnered together to produce a custom, woven and wooden wall feature, which is now housed in the new Cartier flagship boutique at 388 George Street, Sydney.

Constructed within a very tight timeline our weavers and craftsman successfully had this opulent piece shipped from Milingimbi all the way to Sydney to be installed at the Cartier opening, attended by several thousand guests.



The NTIBN Support Manapan

The **Manapan Furniture** team was entrusted with crafting a full suite of furniture for the **Northern Territory Indigenous Business Network's (NTIBN)** newly constructed Employment Hub. Ranging from coffee tables and high tables, there were 15 pieces in total with the starring piece a large boardroom table.

The team was challenged with creating a table that complemented the room's irregular shape and subsequently produced an innovative boardroom table design inspired by Milingimbi Island.

Four craftsmen spent over 300 hours planning and crafting this imaginative piece at Manapan's workshop on Milingimbi Island in East Arnhem Land. Surrounded by Darwin stringybark timber is a striking blackbutt carving feature that symbolises the six distinct regions of the Northern Territory: Darwin, Top End, East Arnhem, Big Rivers, Barkly and Central Australia.



Manapan on the ABC

Recently Manapan hosted the ABC's *Landline* program on Milingimbi to experience the Manapan Story. Like everyone who sees a piece of our exquisite furniture, the ABC crew were amazed with our story.



Scan here
to watch
the story



SCAN ME



Exhibition at Aboriginal Bush Traders

Manapan was excited to be the centrepiece of the Bukmak Miny'tji Manapanmirrnha (Bringing All Art Together) exhibition, which showcased our talents from November until February at Aboriginal Bush Traders in Darwin City.

Bukmak Miny'tji Manapanmirrnha celebrated the artistry and craftsmanship of Yolŋu and Bining artists and furniture makers from Ramingining, Gapuwiyak, Galiwin'ku, Minjilang and Milingimbi.

To mark 50 years of ALPA, artists from ALPA's five member communities were commissioned to create pieces that represent their Yolŋu and Bining culture, stories and the industrious period of enterprise and ingenuity across Arnhem Land.

Exhibition pieces include furniture incorporating traditional and contemporary storytelling and design, upcycled metal sculptures, paintings and ceremonial film. Manapan produced five special pieces for this exhibition.



Manapan Academy

The Manapan Academy continues to operate and provide opportunities for Yolŋu men to upskill and learn about Manapan. This year we saw two students complete a 26-week work placement to learn new skills and be encouraged to pick up advanced work skills.



DINYBULU REGIONAL SERVICES



- 2022-23 saw an increase in average occupancy of 22% at the lodge. Rooms were in high demand and were consistently maintained by the committed housekeeping staff who managed the constant stream of visitors. Housekeeping staff were provided with training through CDP to upskill and reinforce valuable job training that allowed Dinybulu Lodge to thrive during these busy times.

- Last year we welcomed Tammi Booker as the new Dinybulu Regional Services Manager. Responsible for overseeing the lodge, mechanical workshop, homelands and labour hire services, Tammi has seamlessly entered the role, providing strong support and leadership for the long-term Yolŋu team in Ramingining.



- Dinybulu Regional Services is proud to announce that the Homelands Services team was 100% Yolŋu run this year, providing essential services to five outstations, Garanydjirr, Yathalamarra, Wulkabimirri, Ngangalala and Galawdjapin.
- Congratulations to Scott Gaykamangu who achieved his five years of service award – Manyak Djama (great work) Scott!
- The homelands team assisted residents in purchasing and installing over 20 new ovens and stove tops this year.

Mechanical Workshop

The Dinybulu Mechanical Workshop is very grateful to have James Burrumbal, a star and committed team member. Despite labour shortages that challenged the workshop, James persevered to keep the site open by offering all tyre repairs and battery-related services. James has been with Dinybulu Workshop since 2014 and continues to offer his services every day, working closely with subcontractor and employed mechanics. Dinybulu has now secured two full-time mechanics who will be based in Ramingining and both team members are looking forward to joining the team in June 2023.

Dinybulu Logistics Hub

Dinybulu Regional Services is extremely excited to announce the construction of the Ramingining Logistics Hub. The hub will be a positive addition to the community by providing all barge freight collection services to the community. Community members will be able to collect freight from the hub instead of travelling independently to the barge landing to collect their goods. This will save hours of driving time as, especially during the wet season, access to the barge landing is limited and sometimes impassable by standard vehicles. The Logistics Hub will also reinforce community safety, as locals will no longer need to travel the barge road during unsafe conditions.



Aerodrome

Did you know, Dinybulu Regional Services is the sole provider of Aerodrome Reporting Officers in Ramingining? Responsible for ensuring the airstrip is kept safe and the runway is always clear, daily pre-checks and upkeep are performed by team members. Providing this service also makes Dinybulu responsible for after-hours emergency landings, such as medical callouts or emergency landings. **More than 30 call outs have been recorded this year.**

RULKU ENTERPRISES

Rulku Lodge experienced growth with the Rulku Family Trust opting to increase their share in the business by a further 5%, showing a strong commitment and confidence in Rulku Enterprises.



Rulku Lodge remains committed to training and employment outcomes for community members in Milngimbi. Housekeeping training was provided to employees through a CDP program, where individuals extended their knowledge base by learning meaningful and practical skills to use at work. Rulku continues to offer employment opportunities across the Rulku Enterprises and encourages all interested in visiting the lodge to learn more.

Thank You Josephine Baker

The team says farewell and thank you to Rulku Lodge Manager Josephine Baker. Over the last two years Josephine has led by example and supported her team to provide the best visitor experiences at the lodge. Josephine was not only a positive and committed manager for Rulku, but an inspiring example of dedication, having worked her way up to become manager.

Under Josephine's leadership and guidance, Rulku Lodge ran as a 100% Yolŋu operated business in Milngimbi. Josephine has been an integral part of lodge operations and improvements and she will be missed by all. Thank you, Josephine, and best of luck for the future.

JOSEPHINE
BAKER



KEY ACHIEVEMENTS

- Rulku Lodge upgraded its accommodation services by adding five ensuites to existing single rooms.
- Opening of commercial kitchen to facilitate CDP fisheries program.
- CCTV cameras were installed across the site, aiding in the management of security and safety at the Lodge.
- Starlink satellite system installed bringing reliable, high-speed internet and WiFi.
- Four job vacancies filled across yard maintenance, labour hire services and housekeeping roles.



THANK YOU FOR YOUR SERVICE!

ALPA would like to thank resigning Directors Keith Lapulung Dhamarrandji, Rose Wurrguwurrngu and Isobel Lami Lami for their contribution to our Board over their tenures.



Keith Lapulung Dhamarrandji

Keith Lapulung Dhamarrandji played a major role for ALPA over the years as a Director representing Milingimbi since 2007. He was also former Chairperson of our subsidiary business Manapan Furniture. He now holds a Board of Directors position with Manapan. Mr Dhamarrandji has always been vital in implementing major activities that ALPA has funded, such as the annual Gatjirrk festival on Milingimbi, and continues to inspire music and arts activities in East Arnhem Land. We wish him well in his endeavours as President of the East Arm Regional Council.



Rose Wurrguwurrngu

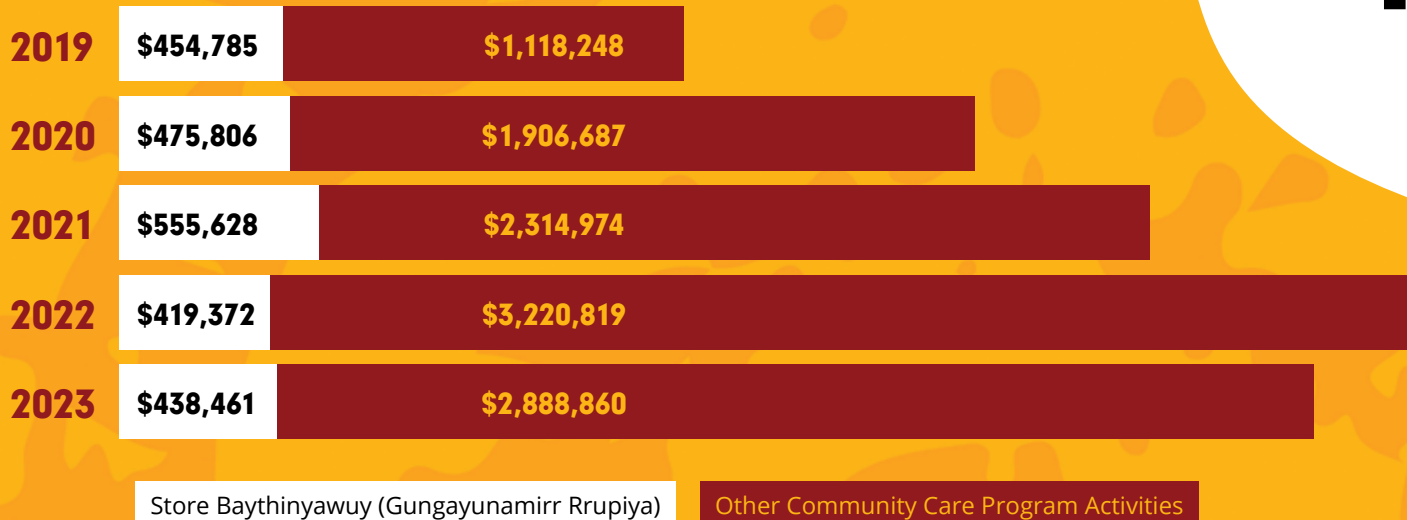
Rose Wurrguwurrngu has represented Ramingining as an ALPA Director since 2013. Rose started at ALPA as a member of the retail store team and showed strong leadership skills, eventually gaining her vote from the traditional landowners to represent them as an ALPA Director. She's always been a strong ambassador for our stores and her Ramingining community. She has always been generous with her culture and knowledge and helping mentor young ones to pursue a career at ALPA. We wish her all the best and thank her for her service to our Board and communities.



Isobel Lami Lami

Isobel Lamilami has been a strong advocate for her community of Minjilang/Croker Island. The smallest location of ALPA's member communities, Isobel always made sure that Minjilang was held in equal respect. Isobel served as Director since 2017 and has resigned to focus on her family and health. We wish her the very best in her future success.

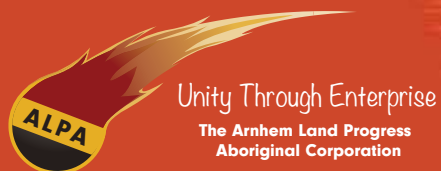
Community Care Program Funds



ALPA Operating Surplus



FINANCIAL OVERVIEW



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GUMURR'MANYDJI MANAPANMIRR DJÄMA

Making successful business together

An educational resource sharing stories of Yolŋu enterprise, culture, language and ingenuity. Beautifully curated and easy to navigate, we invite you to explore the past 50 years of the Arnhem Land Progress Aboriginal Corporation (ALPA) and enjoy the resources we have created.



To access the Gumurr'manydji Manapanmirr Djäma gallery and download the educational resources use this QR code.