



CAPE YORK  
PARTNERSHIP

# 2025 IMPACT AND EMPOWERMENT REPORT





# CAPE YORK PARTNERSHIP



**CAPE YORK INSTITUTE**  
FOR POLICY & LEADERSHIP



**CAPE YORK SOLUTIONS**



**DJARRAGUN COLLEGE**



**CAPE YORK INSTITUTE LEADERSHIP ACADEMY**



**CAPE YORK EMPLOYMENT**



**BAMA SERVICES**



**CAPE YORK TIMBER**



**DJARRAGUN COLLEGE**



**PAMA LANGUAGE CENTRE**



**Ngak Min HEALTH**



**CAPE YORK LEADERS PROGRAM**



**SCHOOL TO JOBS**



**CAPE YORK GIRL ACADEMY**



**PAMA FUTURES**



**O-HUB**



**BIRRAAL RESTAURANT**



Aboriginal and Torres Strait Islander people are advised that this publication may contain images, names and links to footage of people who have passed away.

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# YALADA

## 2025 marked 30 years of impact and empowerment for Cape York Partnership.

It's a major milestone, but it's a journey that started long before us. We simply continue to walk with our people and communities along the path laid out by our Elders. It's on their shoulders that we stand and it's in their vision we follow for a more equitable and just Australia.

2025 also marked 20 years of one of our most successful initiatives, the Cape York Leaders Program and its 634 scholarship recipients. At its core, the program is about creating opportunity. Opportunity that is structured and matched with high expectations. The results are clear: they graduate high school, move into employment and break the cycle.

The year also saw the launch of a new reform framework based on what we know works. We call it the Personal Responsibility and Opportunity Agenda. The PRO Agenda sets out guaranteed access to opportunities, fosters personal and family responsibility and supports pathways to long-term social and economic empowerment. Responsibility + Opportunity = Capability

In this Impact and Empowerment Report you'll see what the PRO Agenda looks like in action.

It's the 300+ Indigenous staff given a chance by Bama Services. It's keeping ancestral language alive through new media. It's a full health check for each and every Djarragun boarder by Ngak Min Health. It's the 1,800 customers of Mayi Market and the 1,200 users of the digital Pama Platform.

It is reflected in the fierce love that mothers, aunties and grannies have for their children. Women account for 98% of scholarship applications, 80% of Mayi Market orders, and \$5 million of the \$6 million contributed to education savings accounts.

These results give us confidence that we know how to close the gap on the ground. What we need now is scale. We all have a responsibility to do more – to grow these programs and reach more people in Cape York and Australia.

Despite these phenomenal outcomes, we are constantly expected to do more with less. Securing and sustaining investment, particularly from government, is increasingly difficult. Expectations across Cape York remain, justifiably, high. We are known for our innovative solutions, but we need those in power to engage and support what works.

In spite of this, we continue to fight for every dollar. We fight for our people. When I look at young Michael on page 44 – blazer on, ambition in his eyes, culture in his bones, I have hope for the future. But will he stand alone – or stand among many?

For the love of our children, I ask you to stand with us.

Yalada



# OUR VISION

⚡⚡ To empower the people of Cape York Peninsula to have the capabilities to choose a life they have reason to value.

*Adapted from Amartya Sen*

# WHY OUR WORK MATTERS

Cape York's remote and discrete Indigenous communities are amongst the most economically and socially disadvantaged in Australia. Our region has unacceptably high unemployment, low digital literacy, a spiralling health crisis, a lack of educational opportunities, damaging welfare dependency and ancestral languages on the brink of disappearing.

But there is also a deep-rooted strength in its people who continue to strive for a better life against the odds. Our contribution to our national history, culture and identity should not be understated and is well worth fighting for.

Our work matters because our people – our Pama – matter.

# OUR AGENDA

Cape York Partnership is a non-profit organisation empowering Indigenous families and communities to strive for lives of value, freedom and prosperity.

We are part of the community, working alongside our people to close the gap and break the cycle of disadvantage. This work includes creating pathways to all forms of education, meaningful employment opportunities, leadership

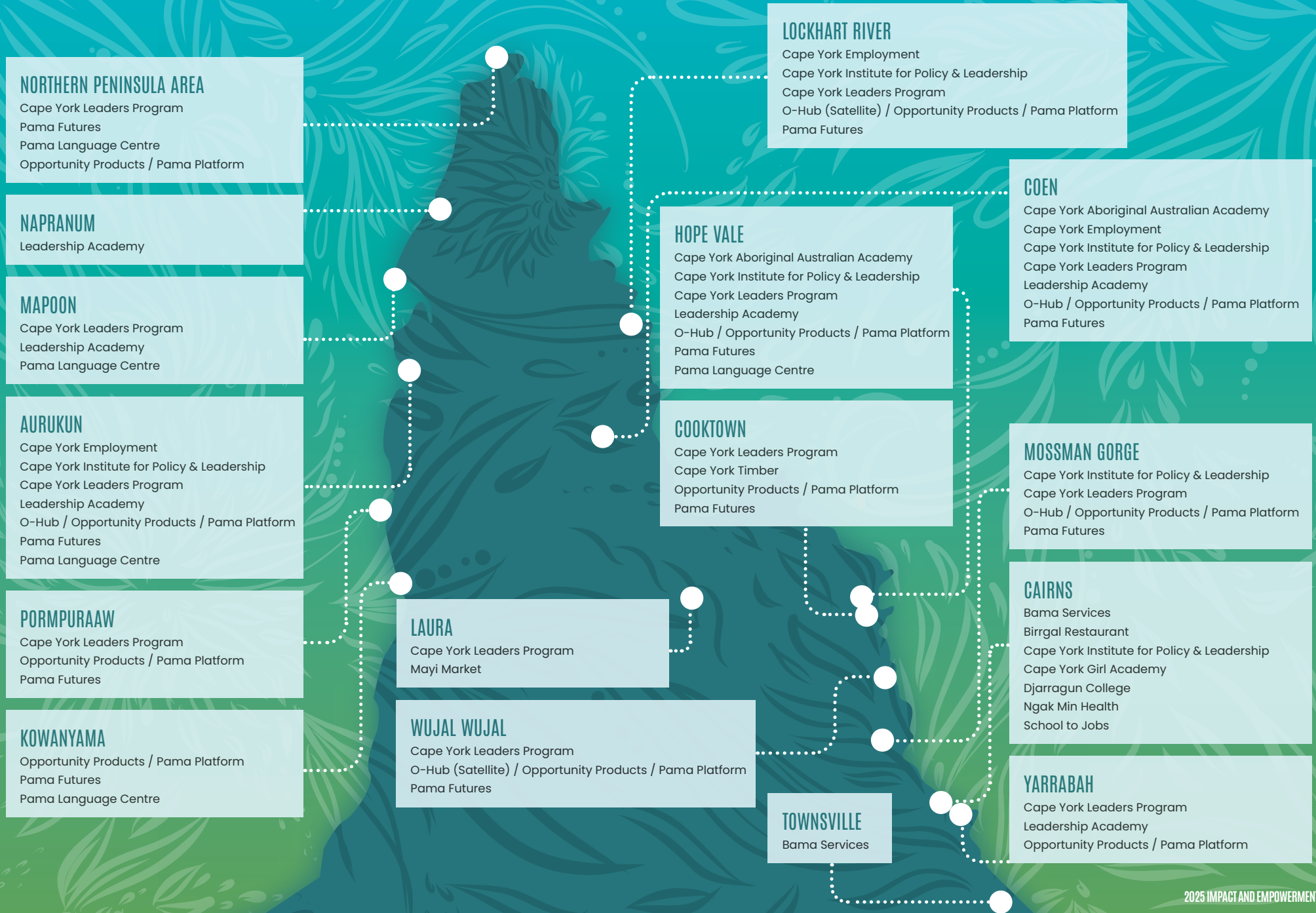
development, cultural preservation and healthcare. We also lead important policy reforms on a local and national level to drive change and turn ideas into action.

While we are experts in social disadvantage, all our initiatives are co-designed with the people of Cape York so they can lead the changes they need for their families to prosper. We provide a hand up, not a hand out.



# OUR FOOTPRINT

This map highlights the extensive reach of our efforts throughout Cape York as we walk together towards empowerment.



# PRIORITY AREAS



## POLICY AND LEADERSHIP

Cape York Institute  
for Policy and Leadership  
Leadership Academy  
Pama Futures



## LANGUAGE AND CULTURE

Pama Language Centre



## EDUCATION

Djarragun College  
Cape York Girl Academy  
Cape York  
Leaders Program  
Cape York Aboriginal  
Australian Academy  
Ngak Min Health  
Birrgal Restaurant



## PATHWAYS AND JOBS

Cape York Employment  
Bama Services  
School to Jobs  
Cape York Timber



## FAMILY EMPOWERMENT

O-Hub  
Pama Platform  
MPower  
Homelands  
Bayan  
Mayi Market  
READY SET GO  
Wise Buys  
Personal Saver

# CLOSING THE GAP

Our work is guided by generations of strong and pragmatic Leaders. Through regular forums and summits, these Leaders develop and continue to refine the Pama Futures Cape York Agenda and the 18 capabilities needed to close the gap on widespread inequalities.

To address this agenda and build capability, we focus our work on five development areas and their 18 capabilities. This is where we can achieve the greatest impact while aligning with our theory of change – responsibility plus opportunity will build the capabilities of our people.

## FAMILY DEVELOPMENT



LIFELONG HEALTH



EFFECTIVE EDUCATION



STRONG FAMILIES



SAFE HOMES

## COMMUNITY DEVELOPMENT



BOYS EMPOWERMENT



GIRLS EMPOWERMENT



SOCIAL NORMS AND JUSTICE



SOCIAL AND CULTURAL CAPITAL

## ECONOMIC DEVELOPMENT



WORK



ENTERPRISE AND INDUSTRY



MARKETS



TRIBAL WEALTH



INFRASTRUCTURE

## CULTURAL DEVELOPMENT



LAND AND SEA RIGHTS



STEWARDSHIP OF LAND



ANCESTRAL LANGUAGES

## POLITICAL DEVELOPMENT



LEADERSHIP AND GOVERNANCE



RECOGNITION

# 2025 SNAPSHOT



## POLICY AND LEADERSHIP



CAPE YORK  
INSTITUTE  
FOR POLICY & LEADERSHIP

**3 POLICY SUBMISSIONS**  
**3 CORPORATE PARTNERSHIPS**

INVESTED IN  
**95**  
LEADERS



CAPE YORK  
INSTITUTE  
FOR POLICY & LEADERSHIP

LEADERSHIP  
ACADEMY



**PAMA FUTURES**

**\$105M**  
**IN GRANT FUNDING**  
REVIEWED BY CAPE YORK CHANGE MAKERS  
THROUGH JOINT DECISION MAKING



## LANGUAGE AND CULTURE



PAMA  
LANGUAGE  
CENTRE

**21**  
**NEW LANGUAGE CHAMPIONS**  
JOINING ANCESTRAL  
LANGUAGE ACTION TEAMS

**10**  
**LANGUAGE ENGAGEMENT WORKSHOPS**  
DELIVERED



## EDUCATION



CAPE YORK LEADERS PROGRAM

**700**  
HOURS OF ALUMNI GIVE BACK HOURS

**100%**  
YEAR 12 GRADUATION RATE

**34**  
YEAR 12 GRADUATES



DJARRAGUN COLLEGE



CAPE YORK GIRL ACADEMY



Ngak Min HEALTH

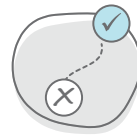
**4253**  
EPISODES OF CARE

**86.9%**  
INCREASE

**168**  
STUDENTS ENROLLED



Cape York Aboriginal Australian Academy  
Get ready. Work hard. Be good.



## PATHWAYS AND JOBS



CAPE YORK EMPLOYMENT

**768**  
JOB SEEKERS SUPPORTED

**23**

EMPLOYMENT PARTNERS ENGAGED

**UP FROM 8**



SCHOOL TO JOBS



BAMA SERVICES

**\$5M**  
TOTAL VALUE OF WORKS DELIVERED IN 2025



CAPE YORK TIMBER

**\$1876M<sup>3</sup>**  
HARVESTED IN 2025

**120**

JOBS CREATED THROUGH CYP ECOSYSTEM

**18%**  
INCREASE



CAPE YORK PARTNERSHIP



## FAMILY EMPOWERMENT

**1193**  
TOTAL USERS

**13%**  
INCREASE

+

**\$4.9M**  
TOTAL CONTRIBUTED

**5.6%**  
INCREASE



pama  
A lifelong opportunity



readysetgo



O-HUB

**13440**  
INTERACTIONS

**17.8%**  
INCREASE



mayi market

**76**  
CHRISTMAS HAMPERS SOLD

**90%**  
INCREASE

**1323**

YOU AND YOUR MONEY ASSESSMENTS COMPLETED

**46%**  
INCREASE

mpower



homelands



bayan

**\$73K**  
CONTRIBUTED

**30.4%**  
INCREASE



personal saver



wise buys

**\$442K**  
CONTRIBUTED

**36.6%**  
INCREASE



## CAPE YORK PARTNERSHIP MARKS 30 YEARS OF INDIGENOUS-LED REFORM

In November 2025, Cape York Partnership marked 30 years of Indigenous-led reform with a landmark gala dinner at the Art Gallery of New South Wales, bringing together more than 200 Cape York leaders, families,

students, partners and supporters to celebrate a shared legacy and renew the call for change.

The evening honoured the Elders, reform leaders and communities whose

vision has shaped one of Australia's most influential Indigenous reform movements. From performances by Red Dirt Band and students from the Cape York Aboriginal Australian Academy, to reflections from leaders and partners,

the night captured both the pride of the past and the urgency of the future.

Speakers included Her Excellency the Governor-General Sam Mostyn AC Prime Minister Anthony Albanese via pre-



recorded video, Cape York Institute for Policy and Leadership CEO Kirsty Davis and Group CEO Fiona Jose. All those who spoke reinforced a central message: when responsibility is matched with real opportunity, communities build lasting capability. Over three decades,

we have shown that reform works when it is grounded in culture and focused on practical outcomes in education, leadership, family wellbeing and economic participation.

The gala was also a platform to introduce the next phase of the

Cape York Agenda – the Personal Responsibility and Opportunity Agenda. The PRO Agenda is a reform designed to guarantee that when families take responsibility, they are met with genuine pathways to succeed.

Our message is clear: the gap can close

within a generation and it is our duty to scale and deliver what we know works so the gates of opportunity open for all, not just a lucky few.



**LEARN MORE**



**CAPE YORK  
INSTITUTE**  
FOR POLICY & LEADERSHIP

Since its inception, Cape York Institute for Policy and Leadership (CYIPL) has driven advocacy and change for First Nations peoples, championing self-determination and empowerment.

CYIPL's work spans policy reform, leadership development, innovation, language preservation and economic empowerment. Our Policy and Innovation team pushes for systemic reforms led by Indigenous voices. The Leadership Academy equips Change Makers with the skills to drive transformation. Pama Language Centre preserves and revitalises Indigenous languages. Pama Futures enables champions and Change Makers from across Cape York to drive reforms and influence government with a seat at the decision-making table.

At the heart of our work are Indigenous leaders shaping their communities' futures. We believe effective policy must be driven by those it impacts most. By amplifying these voices, CYIPL ensures policy is culturally grounded and practically effective, empowering First Nations people to lead and thrive on their own terms.

 [LEARN MORE](#)

 FOCUS AREA	 CAPABILITIES			
 <p>POLICY AND LEADERSHIP</p>	 <p>LEADERSHIP AND GOVERNANCE</p>	 <p>EFFECTIVE EDUCATION</p>	 <p>SOCIAL AND CULTURAL CAPITAL</p>	 <p>ENTERPRISE AND INDUSTRY</p>
 <p>THE GLOBAL GOALS For Sustainable Development</p>	<p>4 QUALITY EDUCATION</p> 	<p>10 REDUCED INEQUALITIES</p> 	<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	



# CYIPL YEAR IN REVIEW

2025 was a landmark year for CYIPL as we launched a disciplined reform agenda rooted in personal responsibility, real opportunity, and Indigenous-led solutions. The Personal Responsibility and Opportunity (PRO) Agenda is a policy framework designed to close the opportunity gap in one generation by aligning individual responsibility with guaranteed opportunities in education, employment and economic participation. It recognises that responsibility alone is insufficient if people do not have access to meaningful opportunities, just as opportunity alone will not lead to change without expectations of personal responsibility.

Our work on gambling addiction is focused on exposing the disproportionate harm experienced in First Nations communities and raising awareness of how vulnerable regions are being targeted, with higher concentrations of poker machines despite limited access to essential services. We advocate for stronger accountability of regulatory bodies to ensure they act to protect families and children from the systemic risks and entrenched harm caused by gambling, rather than allowing these inequities to persist.

Beyond Australia, CYIPL strengthened Pacific partnerships through a reciprocal exchange with Vanuatu's Malvatumauri Council of Chiefs. The partnership fostered shared learning on family empowerment, governance, education, cultural authority and economic participation, emphasising the importance of Indigenous-led reform across the region.

Nationally, CYIPL has continued to influence reform through the Empowered Communities platform. Our contributions to the Families and Children Activity Review have reinforced the need for genuine shared decision-making, a strengthened early years system and a relentless focus on Year 12 completion as the gateway to generational change.

In parallel, CYIPL has led critical legal and policy advocacy through a regional response to the Australian Law Reform Commission's Future Acts Review. This work has called for structural reform to restore the original intent of the Native Title Act 1993 (Cth) and to ensure that Traditional Owners are not confined to cultural recognition alone, but can exercise real economic power and secure just outcomes from development on their land.

**3**  
POLICY  
SUBMISSIONS

**3**  
CORPORATE  
PARTNERSHIPS  
TO SHAPE REFORM

**2**  
FORUMS HOSTED  
FOR REGIONAL CHANGE  
MAKERS

**1**  
THINK TANK EVENT  
EMPOWERING THE  
BOTTOM MILLION



# A FRAMEWORK FOR GENERATIONAL CHANGE

The Personal Responsibility and Opportunity PRO Agenda represents the next chapter in the long-standing Cape York Agenda—our original blueprint set by our old people in the late 1980s and 1990s, which remains unchanged in its vision of reclaiming responsibility, restoring social norms and securing real opportunity for our people in contemporary Australia.

What has evolved over more than three decades is not the vision, but the strategy. From Cape York Welfare Reform, which first matched responsibility with opportunity through mechanisms such as the Family

Responsibilities Commission and Opportunity Hubs, to Cape York Agenda 2.0 and the Pama Futures phase, embedding structural reform through Empowered Communities, each step has built on the same theory of change.

The PRO Agenda now carries this work forward by seeking to hard-wire responsibility and guaranteed opportunity into legislation through the proposed PRO Act. Central to this model is the recognition that education—particularly Year 12 completion—is the strongest driver of improved employment, income, health and justice outcomes. Drawing on decades

of experience in Cape York, we now better understand the dynamics of intergenerational poverty and why Closing the Gap efforts have struggled to deliver sustained change.

At the heart of this is the Opportunity Gap (OGap)—a deficit in access to real opportunities experienced by individuals and families trapped in cycles of economic disempowerment and welfare passivity. While responsibility remains essential, the Opportunity Gap is the primary barrier to building capability, choice and empowerment. It spans key life domains of health and wellbeing, education, jobs,

home and money, where the absence of genuine pathways prevents individuals from acting on responsibility.

Current policy settings and expenditure have not addressed this gap. Passive welfare systems and approaches that focus on equality of outcomes—rather than enabling access to opportunity—continue to fail. The PRO Agenda responds to this by reframing disadvantage as a structural failure of systems, not individuals, and by establishing a clear principle: responsibility must be matched with guaranteed opportunity if we are to achieve real and lasting change.

# PROTECTING FAMILIES, ENDING PREDATORY HARM

Gambling harm is not an issue of individual weakness – it is a structural failure that targets vulnerable communities and entrenches disadvantage. CYIPL is working with the Alliance for Gambling Reform to highlight the predatory behaviour that regulatory authorities have allowed to creep into Indigenous communities, targeting and destroying vulnerable families.

An Australian Institute report released in November 2025 confirmed what communities have known for years – areas with higher Aboriginal and Torres Strait Islander populations are oversupplied with poker machines and experience significantly higher per-person losses. In areas with more than 10% Indigenous population, there is one poker machine for every 99 people, compared to one for every 148 people in other parts of the country.

In Cape York, where Indigenous populations exceed 50% in many communities, the concentration is even more stark. Towns such as Mossman, Weipa and Cooktown have machine-to-population ratios far above the national average. These machines are placed where employment is scarce, health services are stretched and families are working hard to build stability.

Through our Opportunity Hubs and financial capability programs, we see the hidden damage: whole pay packets withdrawn and lost, reliance on payday lenders, increased family conflict and children going without. Every dollar lost to gambling is a dollar taken from food, education, housing and wellbeing. We reject the narrative of

“gamble responsibly” when machines are deliberately engineered with psychological hooks and concentrated in disadvantaged communities. Governments and corporations currently co-profit from these losses while framing harm as personal failure.

If governments are serious about Closing the Gap – reducing suicide, incarceration and the 20-year life expectancy gap – they must reduce reliance on gambling revenue and end policies that allow vulnerable families to subsidise state budgets.

This is about protecting children, restoring accountability and ensuring opportunity is not undermined by predatory harm.

CYIPL’s focus is to drive structural reform that protects families and removes the conditions that allow gambling harm to take hold. This includes advocating for stronger regulatory controls on machine density and placement, transparency in government reliance on gambling revenue, and policy settings that prioritise the safety and wellbeing of vulnerable communities over profit. At the same time, we are working to strengthen financial capability, personal responsibility and family stability, ensuring that individuals are supported to make strong decisions within systems that do not set them up to fail.

Our objective is clear: strong families, safe and prideful homes, and communities where opportunity is protected—not eroded—by the systems around them.



# STRENGTHENING PACIFIC PARTNERSHIPS

In 2025, CYIPL strengthened Pacific partnerships through a two-way exchange with Vanuatu's Malvatumauri Council of Chiefs, hosted at the Australian Government's request. The exchange recognised our leadership in family empowerment, governance reform and co-designed community development. It created a respectful space for shared learning centred on culture, responsibility and self-determination.

In August, a Cape York Partnership delegation travelled to Port Vila. The delegation was accompanied by the Australian High Commission in Vanuatu and met with local

organisations, including the Vanuatu Association of NGOs, Vanuatu Women's Centre, Youth Challenge Vanuatu and travelled to school sites. The visit explored the existing systems shaping families in Vanuatu – across education, community governance, service delivery and cultural authority – and considered how these settings influence opportunity, accountability and wellbeing. Visits to schools on Efate and Santo examined educational approaches and the potential for collaboration. A meeting at the Malvatumauri's main Nakamal established the foundation for a reciprocal study tour to Cape York.

In September, the Malvatumauri Council of Chiefs, supported by the Australian High Commission, visited Gimuy (Cairns) and Cape York. CYIPL facilitated discussions focused on practical priorities central to community empowerment – health, education, language, family responsibility, food security and economic participation. Chiefs met with community leaders and engaged directly with solutions designed by Traditional Owners across the Peninsula. They observed Direct Instruction at Hope Vale School, examined the role of the Family Responsibilities Commission,

explored empowerment initiatives through the Pama Platform and connected with landholders and local enterprise Mula Honey.

The exchange reaffirmed CYIPL's mission to advance Indigenous-led reform and culturally anchored leadership. By strengthening nation-to-nation ties and sharing approaches that support families, build capability and strengthen accountability, the partnership establishes a platform for long-term collaboration that empowers communities in both Cape York and Vanuatu.



[READ MORE](#)



# REFORMING THE FUTURE ACTS REGIME

In March and July 2025, the Cape York Regional Organisations, which include CYIPL, lodged two submissions to the Australian Law Reform Commission's Review of the Future Acts Regime, calling for structural reform to restore the economic dimension of native title.

The March submission, "Title Rich, Dirt Poor", argued that after the Native Title Act, Native Title holders remain excluded from economic participation. It identifies systemic failures in jurisprudence, procedural protections and the Right to Negotiate. The submission contends that native title has been reduced to cultural recognition stripped of economic power and calls for

legislative reform to realign it with its common law foundations. The July submission, Instating Economic Justice in the Future Acts Regime, proposed a statutory Native Title Future Fund that would provide royalty-equivalent payments, recognition, and resourcing for Native Title Management Plans. The idea is to create "Investment-Ready" tenure, long-term resourcing of Prescribed Bodies Corporate, and ensure that Indigenous Land Use Agreements are the only valid evidence of Free, Prior and Informed Consent. The fund will allow First Nations landholders to participate fully in development opportunities, while maintaining the protection of native title rights and interests.



# OUR RESPONSIBILITY TO THE NEXT GENERATION

CYIPL contributed to the Empowered Communities (EC) submission to the Department of Social Services' review of Families and Children Activity programs. Our submission outlines a tested, Indigenous-led model for strengthening outcomes for children, youth and families.

Over eight years, EC has worked in partnership with government to influence more than \$300 million in funding decisions through locally convened community conversations and panels, improving accountability, reducing duplication and redirecting resources to higher-performing providers.

Our position argues that genuine shared decision-making must extend beyond consultation to involve stakeholders at every stage of the program lifecycle — from design and funding allocation to evaluation.

The submission also reinforces the importance of early years reform, parental responsibility and Year 12 completion as powerful drivers of generational change. Practical examples, such as Student Education Trusts, demonstrate that when infrastructure supports responsibility, families invest in their children's futures.



# JUSTICE REINVESTMENT

In 2025, the Hope Vale Justice Reinvestment (JR) Project moved from consultation and data collection to active co-design and early implementation of a community-driven Local Justice Strategy. Guided by a strong and consistent group of local Hope Vale Change Makers, the project focused on giving local voices a central role in identifying the root causes of justice system contact and developing culturally grounded solutions.

Extensive data collection was completed in early 2025 and community members identified priority life-course areas: Jiirraanh Business (Men), Ngaanthu Business (Women),

Youth (Yarra-Ngay Gurra Gabiirr Gabiirr), Family and Early Childhood, and Local Service Providers.

This work has shifted toward primary prevention, focusing on addressing the root causes of justice system contact by strengthening families, rebuilding social norms and re-engaging young people. Through working with JR Change Makers, priorities have been translated into practical, capability-building initiatives such as a Men's Shed, Women's Group, Youth Centre and enhanced early childhood supports. These initiatives are designed not as standalone activities, but as integrated responses that build family

capability, restore positive norms and address youth disengagement, with clear short, medium and long-term outcomes linked to reducing justice involvement.

The project has demonstrated adaptable, community-led governance throughout the year. In response to local feedback, the original Governance Group transitioned into a broader 'JR Change Makers' model. This approach is underpinned by Indigenous Data Sovereignty principles, ensuring that data is used in culturally appropriate ways to inform decision-making and track progress against community-defined outcomes.

Implementation of the Local Justice Strategy commenced in late 2025, with a focus on early, visible interventions that build trust and connection. The Community Connect BBQ was established as a circuit-breaking initiative, creating regular forums for engagement between community members, Queensland Police and local service providers. In parallel, the development of the People's Action Fund (PAF) – a locally designed mechanism to resource community-led solutions – has been progressed with JR Change Makers, with a trial phase scheduled for 2026.



# PAMA FUTURES

Pama Futures is Cape York's implementation of the national Empowered Communities reform agenda. Funded by the National Indigenous Australians Agency, it is grounded in the core principles of empowerment, development and productivity and is designed to reshape how government works with Indigenous Cape York so decisions are led by those most affected.

At the centre of the model are First Nations community leaders, the Change Makers, who champion reform on the ground. The Pama Futures team builds Change Maker capability through mentoring and coaching, data interpretation, facilitation and structured surveys that inform Community Development Plans. These plans provide a practical platform for negotiating stronger partnerships with government and improving accountability of services.

Under the Cape York Pama Futures umbrella, two interdependent functions drive this work: the Empowered Communities backbone and Joint Decision Making. Joint Decision Making is a foundational mechanism for shared authority and accountability, supporting communities to influence investment decisions and align funding to local priorities.

 [LEARN MORE](#)

 FOCUS AREA	 CAPABILITIES				
 POLICY AND LEADERSHIP	 LEADERSHIP AND GOVERNANCE	 EFFECTIVE EDUCATION	 SOCIAL AND CULTURAL CAPITAL	 ENTERPRISE AND INDUSTRY	
 THE GLOBAL GOALS <small>For Sustainable Development</small>	<b>4</b> QUALITY EDUCATION 	<b>10</b> REDUCED INEQUALITIES 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 		

# PAMA FUTURES YEAR IN REVIEW

In 2025, Pama Futures continued to strengthen Cape York's community-led reform agenda, ensuring that the voices of local champions and Change Makers are amplified and shaping the decisions that matter.

The Cape York Change Makers Forum brought together more than 80 participants and reinforced a clear message: Year 12 completion is the key driver of long-term employment, health and wellbeing, and responsibility must be matched with real opportunity.

This momentum translated into tangible reform through Joint Decision Making (JDM) – the mechanism through which community priorities are directly influencing investment and service delivery. Joint Decision Making processes in Coen and Lockhart River supported communities to assess early years programs, identify gaps and shape recommendations grounded in local priorities. In Hope Vale, new capability-building roles, strategic planning and unprecedented access to state investment data opened a pathway toward a Local Development Plan. In Mossman Gorge, a major governance shift created a new partnership table to align health and development priorities under community leadership.

Across the region, Pama Futures strengthened its critical backbone role for Empowered Communities and deepened collaboration with the Thriving Queensland Kids Partnership.

Together, this work is helping build a reform architecture that shifts decision-making closer to communities and supports guaranteed opportunities for Cape York children and families.

**\$105M**  
FUNDING ASSESSED  
BY PAMA

**27**  
NEW JOBS  
CREATED

**2**  
CHANGE MAKER  
FORUMS

**105**  
FORUM  
ATTENDEES





# CHANGE MAKERS FORUM BUILDS EDUCATION REFORM

Pama Futures strengthened Cape York's community-led reform agenda in 2025 by bringing Change Makers together to set direction on shared priorities. A key milestone was the March Cape York Change Makers Forum, which brought together more than 80 Change Makers from across Cape York for three days and built on reform campaigns launched more than 30 years ago by older people and leaders.

The Forum focused on key priorities: strong family foundations, early years development, education, and job pathways. All in attendance agreed that Year 12 completion is the powerhouse outcome that drives employment, income, health and wellbeing. Change Makers also emphasised that responsibility must be matched with opportunity if outcomes are to shift at scale.

The strongest message was consistent: dissatisfaction with education outcomes and a demand for accountability for learning, not attendance alone. In response, Pama Futures moved quickly from discussion to evidence-informed action. The team commenced structured surveys and community consultations to assess awareness of existing education programs, satisfaction and dissatisfaction, gaps in provision, and community-defined priorities for reform.

This work identified six focus areas for improving educational attainment: a strong and responsive school program, capable leadership, rebuilding and enforcing social norms, parental responsibility supported by the Family Responsibilities Commission, a student case management system in every community and active accountability from agencies.

Together, the Forum and follow-on consultation advanced Pama Futures' mission to shift decision-making closer to communities by building capability and creating a collective reform mandate led by those most affected.

# LOCAL JOINT DECISION MAKING STRENGTHENS ACCOUNTABILITY

Pama Futures is strengthening local decision-making by supporting communities to use Joint Decision Making (JDM) as a practical mechanism for accountability and improved investment. In 2025, this work progressed through locally led JDM processes in Coen and Lockhart River, each focused on early years priorities and the foundations for long-term educational outcomes.

In March 2025, Coen Change Makers participated in their first local JDM process, marking a significant step toward reactivating community-led reform in one of Cape York's original reform communities.

The session focused on recommendations for the local kindy program, reflecting a clear commitment to strengthening early childhood education and ensuring services respond to local needs and expectations.

Lockhart River also participated in its first local JDM process in March

2025. The local process assessed the Puuya Foundation Early Years Parenting Program and generated recommendations to strengthen this vital work and sharpen the community's education focus.

This was supported by mentoring, coaching and other capability-building tools provided through Pama Futures' ongoing partnership with local leaders.

These local processes sit within a broader reform program that includes targeted capability building and the facilitation of multiple JDM committees across the region, including local early years JDMs and Cape-wide JDM processes.

By building confidence, skills and shared authority at the local level, Pama Futures is enabling communities to define what works, identify gaps and influence how investment decisions are made, shifting power toward community-led solutions that strengthen families and early learning.





## BUILDING CAPABILITY IN HOPE VALE

In 2025, Pama Futures worked alongside Hopevale Congress Aboriginal Corporation (HCAC) to develop its 2025–2030 Strategic Plan, supporting a shift toward stronger governance, leadership and economic development. The Strategic Plan sets a clear pathway to manage land and sea rights so the people of Hope Vale can deliver social, cultural and economic outcomes, grounded in the vision of Elders and community priorities. It strengthens governance, planning and decision-making structures to support accountable management of land, agreements and investments. The Strategic Plan also prioritises jobs, land and economic development, with a focus on local employment, enterprise growth and leveraging agreements to increase economic participation for bama.

Separately, three capability-building positions were established in Hope Vale to strengthen local leadership, advance Justice Reinvestment and build the data and evidence base for education Joint Decision Making. These roles are enabling more informed, locally driven investment decisions.

A key milestone followed when the Hope Vale Mayor shared state investment data with CYIPL — the first instance of this level of transparency in Australia. This has created a pathway toward a Local Development Plan and a Local Negotiation Table involving Change Makers, Council and HCAC.

Hope Vale is demonstrating how strengthened local leadership, supported by clear structures and data, can translate land rights into practical economic and community outcomes.

## GOVERNANCE SHIFT CREATES A PARTNERSHIP TABLE

In 2025, Pama Futures supported Mossman Gorge leadership to progress a locally driven reform agenda through the development of its Community Development Plan.

A key outcome has been the design of a Sport, Recreation and Healthy Eating Strategy, shaped through extensive co-design with community. One-on-one conversations, focus groups and on-Country engagement ensured the strategy reflects the priorities, experiences and aspirations of Mossman Gorge.

This process highlighted strong motivation for change, alongside barriers including trauma, shame, disconnection and limited access to consistent opportunities. The strategy responds by placing community voice, cultural strength and evidence at the centre of both problem definition and solution design.

A significant governance shift has strengthened this work. Apunipima Cape York Health Council formally recognised Bamanga Bubu Ngadimunku Aboriginal Corporation (BBNAC) as the lead governance body for Mossman Gorge. This enabled the establishment of a partnership table bringing together Change Makers, BBNAC, Apunipima and other stakeholders to align effort and investment around community priorities.

The strategy is grounded in identity, connection to country and the strength of families, recognising culture as a driver of health and wellbeing. It is also underpinned by evidence, addressing challenges such as chronic disease and systemic barriers to participation.

Together, this work is shifting Mossman Gorge toward a more coordinated, community-led approach to improving health, wellbeing and opportunity.





# COLLABORATION FOR OUR CHILDREN

Cape York plays a critical role as a regional node within the Thriving Queensland Kids Partnership (TQKP), bringing place-based capability built through the Pama Futures work. Through decades of reform, Cape York has developed practical approaches to strengthening families, building local leadership and aligning investment to community priorities. This experience positions the region to both contribute to and learn from other nodes, sharing tested models such as Joint Decision Making, community-led governance and capability-building frameworks. As a node, Cape York is not only delivering locally but helping to inform how systems can shift across Queensland

— ensuring that at its core reform is developed from community voice, builds capability and delivers better outcomes for children and families.

Importantly, TQKP has created a formal interface with Queensland Government agencies, strengthening alignment between Cape York's Regional Development Agenda and state policy priorities. This engagement has supported more direct dialogue with departments, philanthropic partners and cross-agency stakeholders. It positions Cape York as a mature, reform-ready region and reinforces Pama Futures' role as a trusted partner in advancing family empowerment and systems change across Queensland.

## BUILDING LOCAL LEADERSHIP

In 2025, Pama Futures strengthened its role as the backbone of Empowered Communities for Cape York, advancing the regional development agenda. Communities confirmed six interconnected priorities – Education, Health and Wellbeing, Jobs and Pathways, Justice and Safety, Land and Economic Development, with Language and Culture integrated across all reform areas.

Across six priority communities, Mossman Gorge, Hope Vale, Aurukun, Wujal Wujal, Lockhart River and Kowanyama, Pama Futures focused efforts on building local champions and Change Makers to inform community development priorities

and take their place at leadership tables. Despite funding constraints from July 2025, the backbone sustained regional coordination, strengthened partnerships with NIAA and Queensland Government and trialled new capability tools, such as the Learning Canvas.

Pama Futures continues to build local authority, align investment with community priorities, and drive a generational reform agenda where responsibility is matched with guaranteed opportunity.

A community development plan has been built in Mossman Gorge and is in progress, led by local champions and Change Makers in Aurukun, Hope Vale and Kowanyama.





**CAPE YORK  
INSTITUTE**  
FOR POLICY & LEADERSHIP

**LEADERSHIP  
ACADEMY**

For two decades, the Cape York Leadership Academy has backed First Nations people with learning and development pathways that build capability, open doors to meaningful employment and strengthen opportunities for leadership and cultural preservation. It is a practical expression of our long-standing commitment to empowerment through investing in our people.

Leadership Academy alumni can be found across the nation leading change in prominent roles, including doctors, lawyers, mayors, CEOs and other high-profile leadership positions. Their achievements reflect a simple truth that guides the Academy's work: natural leadership thrives within our communities and, with the right support, it can grow into lasting impact.

The Leadership Academy continues to invest in the skills and capabilities of First Nations people in Cape York and across Australia, equipping them to tackle future challenges and drive social change.

**FOCUS AREA**

**CAPABILITIES**



POLICY AND LEADERSHIP



LEADERSHIP AND GOVERNANCE



EFFECTIVE EDUCATION



SOCIAL AND CULTURAL CAPITAL



ENTERPRISE AND INDUSTRY



THE GLOBAL GOALS  
For Sustainable Development

**4** QUALITY EDUCATION

**10** REDUCED INEQUALITIES

**8** DECENT WORK AND ECONOMIC GROWTH

# LEADERSHIP ACADEMY YEAR IN REVIEW

In 2025, The Leadership Academy advanced First Nations leadership by building capability, confidence and purpose with a focus on identity, culture and community responsibility. A key milestone was the second year of the corporate offering of the Indigenous Leadership Development Program (ILD), delivered for Woodside Energy in Boorloo (Perth). Through Lead Self, Lead Team and Lead Change, participants built personal skills, confidence and agency, identified the legacies they wish to create, and mapped practical steps to achieve them.

The Skills to Lead programs supported emerging community leaders from Aurukun, Napranum, Weipa and Cairns through staged development in self-leadership, workplace readiness and leading change. Participants gained practical skills in communication, team management, project planning, resume development and interview preparation. The workshops were enhanced by On Country learning experiences in the region.

Women's voices shaped the next phase of reform through the Jalbu Jalbu Workshops as they informed the Personal Responsibility and Opportunity PRO Agenda.

The Leadership Academy also enhanced organisational capability in partnership with McKinsey and Company's A2E Lead program, embedding problem-solving, collaboration and accountability within Cape York Partnership and its associated entities.

The year concluded with the launch of the Aspire Leadership Program, which set trainees and new employees under the CYP umbrella on a 24-week training pathway extending into 2026.

95

NEW LEADERS  
INVESTED IN

24

PARTNER  
ORGANISATIONS AND  
COHORTS SUPPORTED

74%

SKILLS TO LEAD  
PARTICIPANTS  
PARTICIPATED IN STUDY,  
EXPANDED OR GAINED  
NEW ROLES

5

PROGRAMS  
DELIVERED



# FOUR-TIER LEADERSHIP PATHWAY

# 2025

## 25 EVERYDAY LEADERS

## 13 ASPIRE LEADERS

## 15 EXCEL LEADERS

## 23 JALBU JALBU LEADERS

## 25 CORPORATE LEADERSHIP ALUMNI ACROSS TWO YEARS



**REGIONAL WINNER & STATE FINALIST**  
COMMUNITY INITIATIVE  
QUEENSLAND TRAINING AWARDS 2025

### TIER 1 EVERYDAY LEADERS

**Building the foundation of leadership in community**

This entry-level program identifies and supports emerging leaders across families, community groups and entry-level roles. Participants are often school leavers, volunteers, or those re-entering the workforce.

### TIER 2 ASPIRE LEADERS

**Developing capability and pathways for future leaders**

A 12-month structured development pathway for individuals beginning their careers and demonstrating leadership potential. Aspire Leaders are supported to step into more defined leadership roles with purpose and direction.

### TIER 4 ELEVATE LEADERS

**Preparing the next generation of executives**

An 18-month executive pathway for high-performing leaders, managers and business owners identified as future senior leaders. Elevate Leaders are prepared to step into senior executive and CEO roles, influencing systems and shaping regional and national agendas.

### TIER 3 EXCEL LEADERS

**Strengthening leaders to drive change and lead teams**

An advanced 12-month leadership journey for professionals moving into management and leadership roles. Delivered in partnership with McKinsey & Company (A2E program), individuals are equipped to lead at a higher level across organisations and communities.

### WOMEN'S LEADERSHIP JALBU JALBU

**Elevating the strength of First Nations women**

Jalbu Jalbu is a powerful and growing network of First Nations women leaders shaping change across families, communities and systems. Jalbu Jalbu responds to real community challenges – bringing women together through forums and shared learning to lead solutions.

### CORPORATE LEADERSHIP

**Connecting Cape York leadership with national and global systems**

Leadership Academy partners with corporate and government organisations to deliver programs that build cultural capability, develop First Nations talent and create pathways between community leadership and national influence, enabling leaders to operate confidently across worlds.

# SECOND WOODSIDE PROGRAM BUILDS CAPABILITY

The Leadership Academy invests in First Nations talent by building the skills and confidence leaders need to create change in workplaces and communities. In 2025, that mission was progressed through the second Indigenous Leadership Development Program (ILDP) delivered with Woodside Energy in Boorloo (Perth).

Across Lead Self, Lead Team and Lead Change, participants explored how to lead with purpose, grounded in identity and culture. Across a series of three workshops, participants learned about the different aspects that make up a leader and how to become one, while staying grounded and connected to themselves and their culture.

The second year of the ILDP program focused on exploring First Nations leadership within the Western Australian context, providing participants with the opportunity to understand how local leaders have shaped teams, driven outcomes and led meaningful change within their communities and organisations. Through this engagement, participants gained insight into leadership grounded in culture, responsibility and connection to place. The program culminated in a final workshop panel featuring Cape York Partnership Group CEO Fiona Jose and Sharon Reynolds, Woodside Energy's Head of First Nations and Human Rights, who shared their

leadership journeys and perspectives. Their reflections reinforced the importance of influence, authenticity and strong connections to community in leading reform that is both locally grounded and system-shaping.

Facilitated by Cape York Institute for Policy and Leadership Head of Strategy and Partnerships Jim Davis, the program provided space for participants to identify the legacies they want to create and map practical pathways to achieve them.

Participants highlighted the ILDP as transformative because it begins with deep self-understanding rather than a set formula – as reflected by Woodside operator Tara Beattie.

“A lot of the other leadership programs that I’ve been through are pretty much you’ve got A, B, C, D this is what you follow and that’s it,” she said. “Whereas this leadership course is actually understanding who you are as well – what are your passions and what drives you.”

Participant Daniel Farmer shared that the program gave him the confidence to step decisively from informal influence into formal leadership – successfully leading both Indigenous and non-Indigenous teams with clarity, credibility, and a genuine sense of permission to lead.



[READ MORE](#)

# WALKING TOWARDS A FUTURE OF SUCCESS

Following on from the northern series of workshops, the Leadership Academy's Skills to Lead 2025 Cairns program built the next generation of confident, capable and culturally grounded First Nations leaders through three stages of development: lead self, lead others, and lead change.

Workshop One focused on self-leadership and wellbeing, including sessions with Ngak Min Health and sleep research facilitators from the University of the Sunshine Coast. Participants explored mindfulness

and cultural identity, using reflection to connect values, beliefs and cultural roots to how they lead.

Participant Jaylen reflected on the messaging from Leadership Academy Manager, Floria King-Smith, that today's youth needed to put their hands up and lead. "That really stood out to me. I've now been using that saying personally. It means a lot, especially coming from a community in Cape York. That saying goes a long way, it breaks the cycle."

Workshop Two shifted to future pathways and workplace readiness. Participants developed values-based resumes, practised networking and interview skills and completed mock interviews supported by staff from the Cairns Convention Centre.

Workshop Three centred on leading change, communication and influence. Participants heard from Pama Platform staff on money management support, explored governance and tested teamwork through practical activities. An

on-Country trip to Fitzroy Island provided space to reflect on growth and recognise achievement, reinforcing the Leadership Academy's mission to invest in First Nations leadership and empower participants to shape their futures.

The program engaged 14 participants from Western Cape communities, with all entering the workforce, increasing part-time hours or advancing further career opportunities.

 [READ MORE](#)



## FORGING FUTURE LEADERS

In 2025, the Leadership Academy's Skills to Lead program supported First Nations people from Aurukun, Napranum and Weipa to grow into confident, purposeful leaders. The Skills to Lead program aims to develop a new generation of leaders who are deeply connected to their culture and committed to creating positive change through community leadership.

"I feel like leadership in its nature must come from a genuine place. It's also important just within my relationship with myself, how I live my life and how I work and how I lead myself through

each day and through what I value, and then through how I act on those values," Program participant Ebony Doyle said.

Throughout the program, participants developed practical leadership skills, including communication, team management and project planning. They were also exposed to an On-Country experience in Mapoon where they learned about the missionary era of the region, the history of Captain Cook and the impact of the Stolen Generations.



READ MORE

## SHAPING THE NEXT CHAPTER OF REFORM

The Jalbu Jalbu Workshop, held in December 2025, brought together female Change Makers from across Cape York to inform the next phase of the Personal Responsibility and Opportunity (PRO) Agenda. The gathering recognised the central role of women as leaders of reform – mothers, aunts and grandmothers whose responsibility for family and children has consistently driven change across the region.

Over two days, participants reflected on more than two decades of reform, examining what has worked, where progress has stalled, and what must come next. A strong focus emerged on the need to move beyond systems that manage disadvantage, toward structures that guarantee opportunity when responsibility is taken. Women shared lived experience of raising children, supporting families and

navigating systems that too often fail to provide clear pathways in education, employment and wellbeing.

The workshop reinforced key lessons: responsibility remains foundational, but must be matched with real, structured opportunities across each life stage. Participants contributed to shaping the concept of a "staircase" of capability—from early childhood through to employment—grounded in practical pathways that families can access and trust.

Jalbu Jalbu affirmed that the next chapter of reform must be led by local Change Makers and Champions, with their leadership continuing to shape policy, strengthen families and drive lasting social change across Cape York.



# BUILDING STRONG PATHWAYS

Leadership Academy's Aspire Leadership Program commenced in 2025 to strengthen leadership and employment pathways for trainees, apprentices and new Bama Services employees. Delivered over 24 weeks, the program exposes the participants to core leadership qualities and is delivered through weekly face-to-face sessions. The first phase focused on building resilience, professionalism, workplace readiness, and reflective peer learning as the basis for effective leadership.

"Before this program, I thought leadership was mainly about having the answers but I have learned that it starts with knowing myself," Program participant and CYP trainee Solace Barnaby said. "How I respond under pressure, how I communicate, and what I'm accountable for. I'm more confident speaking up, clearer on workplace expectations and better at staying steady when things get challenging."

The participants will continue on with the rest of the program in 2026.



## BUILDING CAPABILITY AT SCALE

During 2025, Cape York Partnership engaged the Leadership Academy to strengthen the organisation's capabilities through the McKinsey Ability to Excel (A2E) leadership program. This resulted in members of the organisation developing the skills, systems and leadership required to strengthen leadership and navigate workplace complexities and leadership hurdles more effectively, by providing a structured identification and skill network to lean on.

"Before engaging in the A2E program, I did not have a name for some of the leadership principles that I saw other members of the organisation use. Through the program, I was able to clearly identify the use of certain leadership models and better

understand my coworkers and better navigate challenges using what I learned," Tessa Bulsey said.

The Leadership Academy is closing critical capability gaps by investing in rigorous leadership development and building sustainable internal delivery capability. By accrediting staff as in-house trainers, CYP not only strengthens its long-term execution capacity but deepens its partnership with McKinsey & Company in delivering the A2E program. This approach embeds the essential skills and mindsets required to lead with discipline, drive performance, and sustain transformational change at scale — ensuring capability is owned, lived, and continuously strengthened from within.





## PAMA LANGUAGE CENTRE

Cape York Peninsula is a global hotspot of language diversity. Each of our 149 Paman languages is the cultural inheritance of a people, carrying the knowledge and stories of our ancestors that connect us to lands and waters. Pama Language Centre (PLC) was established to work with our language communities to rebuild capacity to transmit, teach and create in our languages, to ensure that the ancestral languages of Cape York Peninsula will flourish as living languages.

PLC's multidisciplinary language revitalisation team works with First Nations language champions to record, revive, revitalise and maintain the ancestral languages of Cape York Peninsula.

Using contemporary and traditional approaches, PLC builds innovative, scalable projects with language community ownership.

This work is ensuring continuity for the language nations of Cape York. This work is also urgent, with much linguistic detail remaining to be recorded and many language communities in need of support.

 [LEARN MORE](#)

### FOCUS AREA



NATIONAL STRUCTURAL REFORM

### CAPABILITIES



ANCESTRAL LANGUAGES



EFFECTIVE EDUCATION



STRONG FAMILIES



THE GLOBAL GOALS  
For Sustainable Development



# PLC YEAR IN REVIEW

In 2025, Pama Language Centre (PLC) continued its mission to record, revitalise and maintain Cape York ancestral languages by supporting language champions to create practical resources that keep languages visible and in use.

PLC completed key deliverables under the Language for Life collaboration with Ngak Min Health, including the Wik Mungkan Circle of Security interactive poster and the children's animation – *Jonah and Gavin's Long Walk on Country*.

Language reclamation for the Oko Wurriima language of the Flinders Islands remained a significant focus. PLC continued transcription and analysis of Anthropologist Peter Sutton's 5,000 pages of handwritten field notes. Once this process is complete, a dictionary, and a suite of high-quality learning resources for the Oko Wurriima language will be created. A short film based on Johnny Flinders' 1974 Land Rights statement in Oko Wurriima was produced and the first interactive language lesson was delivered.

In the NPA, the Ely Trust-funded language revitalisation activities delivered children's picture books in two ancestral languages for which there are no previously published books and advanced a children's immersion YouTube series in Injinoo Ikya and Mpakwithi.

PLC also advanced innovation in scalable online ancestral language education through a Guugu Yimithirr online classroom pilot, co-delivered with language expert Lillian Bowen, with lesson templates adapted for additional Cape York Peninsula languages.

**12**  
LANGUAGE  
NATIONS RECEIVING  
SUPPORT IN 2025

**21**  
NEW LANGUAGE  
CHAMPIONS JOINING  
ANCESTRAL LANGUAGE  
ACTION TEAMS IN 2025

**36**  
LANGUAGE  
LESSONS DELIVERED  
IN 2025

**10**  
LANGUAGE  
ENGAGEMENT  
WORKSHOPS  
DELIVERED

**19**  
LESSONS, BOOKS AND  
LANGUAGE LEARNING  
RESOURCES PUBLISHED

**5**  
ANCESTRAL LANGUAGE  
FILMS AND SONG CLIPS  
PRODUCED

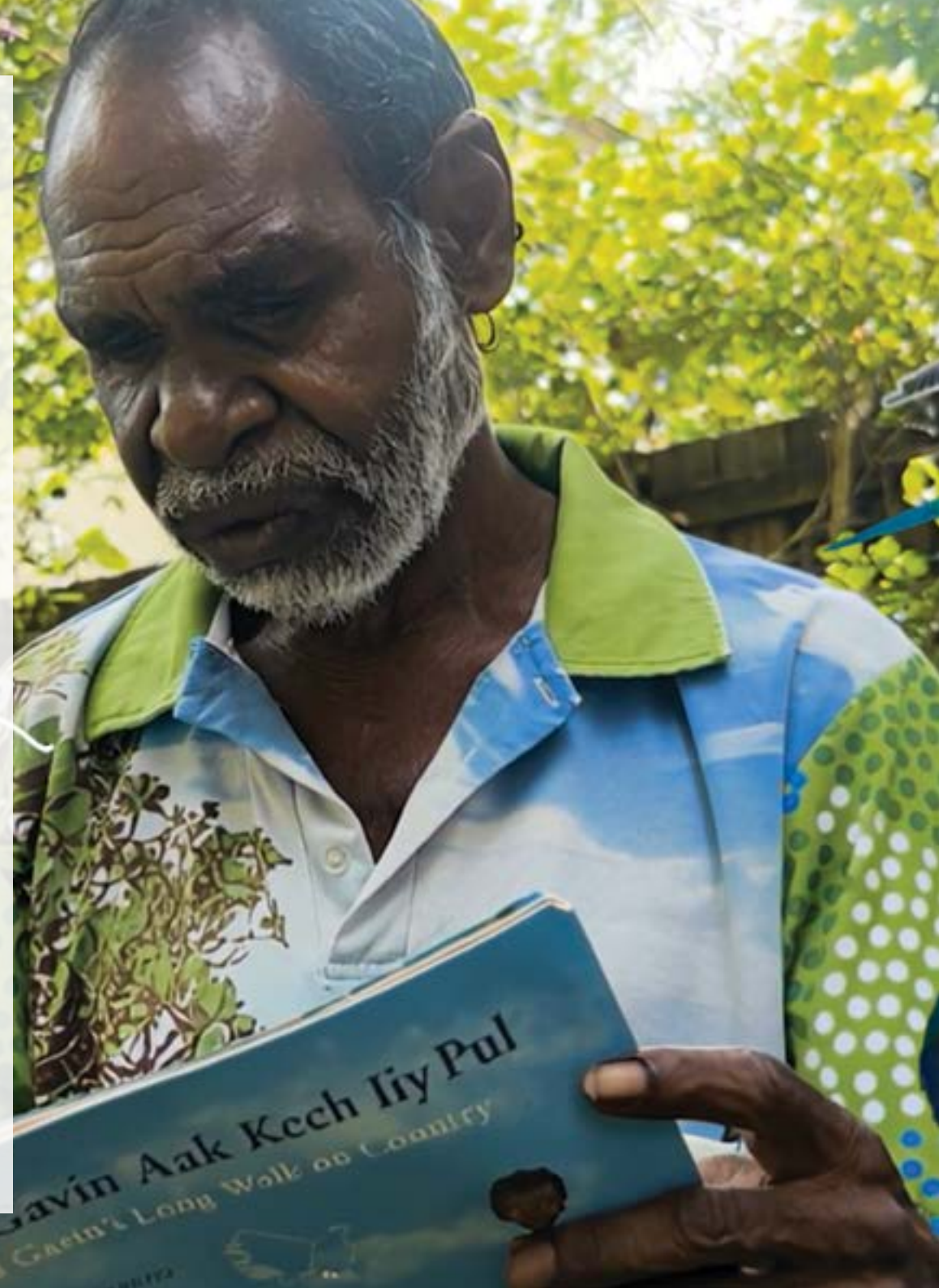
# WIK MUNGKAN BROUGHT TO THE NEXT GEN

Jonah and Gavin's Long Walk on Country brings the Wik Mungkan language to life for children through a new animated film that celebrates friendship, community values and the importance of relationship to Country. This was delivered through the Language for Life Youth Health and Wellbeing collaboration, created by Pama Language Centre in collaboration with the Wik Kath Min Aurukun Good Stories Project. The animated film is based on Jonah Yunkaporta's (pictured) children's picture book of the same name with its illustrations by Louise Limerick and the children of Aurukun State School. With narrative and characters voiced by the Yunkaporta family, this animation is the first children's film in Wik Mungkan language.

Collaborative projects of this kind are a key feature in Pama Language Centre's approach to work with language communities to keep ancestral languages rich and viable. Both the creative process and the outputs of film and animation projects create accessible and relevant opportunities for intergenerational transmission. They give children opportunities to hear and learn their ancestral language in formats that fit contemporary life, while providing all generations with an opportunity to collaborate in creating a high-quality creative output of which they can be truly proud.

By pairing language with story, culture and positive messages, the film supports language learning and cultural identity, reinforces community values and helps young people connect with Elders' knowledge.

Wik language experts continue to guide and contribute to this work, a practical step in revitalising Wik Mungkan and ensuring the next generation can grow up hearing, speaking and valuing their ancestral language.



# LANGUAGE REVITALISATION STRENGTHENED

Across the Northern Peninsula Area (NPA), Pama Language Centre works with language champions to revitalise ancestral languages, through collaborative development of resources that make language visible, usable and shareable. Ely Trust funding has enabled an intensive period of work in Bamaga and New Mapoon, developing books and ebooks, song clips, interactive posters, and early childhood immersion YouTube series for NPA languages.

The delivery included an Injinoo Ikyia singing workshop in Bamaga, led by internationally renowned soprano Sonia Anfiloff, providing young community members with professional training in singing in their ancestral languages. A writing and illustrating workshop in Cairns produced new texts in Mpakwithi, Injinoo Ikyia and Tjungundji. For Injinoo Ikyia and Tjungundji, these are significant milestones, with no published texts previously available. For Mpakwithi, the writer-illustrator project supported intergenerational transmission with Susan Kennedy's daughter Jade and nephew Benjamin joining the family storytelling and illustration collaboration.

Production has continued on three episodes of the Injinoo Ikyia immersion series, Utiny Ulumu, and two new episodes of the Mpakwithi series, Tava Ghwa. Interactive beginner lessons have been developed using online lesson templates to support in-person language intensives. A short Injinoo Ikyia animated film about the foundation of Injinoo, based on interviews recorded in the early 1990s, has progressed through an initial cut.

Ely Trust work has also progressed revitalisation outputs for Anguthimri, Dulhunty-Atambaya, and Angkamuthi, including picture book development and interactive online lessons.

By investing in language champions and producing resources families can return to, Pama Language Centre is strengthening identity and language learning, ensuring NPA languages remain rich and viable.





# ONLINE CLASSROOM PILOT BUILDS LEARNING

Pama Language Centre is trialling an approach to First Nations language education through the Cape York Languages Curriculum Project and a Guugu Yimithirr online classroom pilot. Developed with Cape York language experts, the model supports consistent delivery of high-quality P-12 language curricula.

The pilot course, delivered via an online teaching platform, is underway with four new beginner students and is co-delivered with Guugu Yimithirr language expert Lillian Bowen. Lesson templates created for Guugu Yimithirr are now being applied to three additional languages: Injinoo Ikya, Mpakwithi and Oko Wurriima.

This work advances Pama Language Centre's mission by pairing storytelling and language community expertise with contemporary delivery tools and the most up-to-date language pedagogy. This approach expands access for learners who cannot always attend in-person programs and for diaspora families and language communities that lack access to village-based programs. It creates reusable teaching resources that can be adapted to a wide range of language situations and needs.

# WIK MUNGKAN BROUGHT TO EVERYDAY WELLBEING

Behind the Language for Life project lies a growing body of evidence showing a critical link between language engagement and health outcomes for First Nations people.

Pama Language Centre's Language for Life collaboration with Ngak Min Health links language revitalisation with practical information on wellbeing. Outputs include multilingual Language for Life posters and interactive flipbooks designed to raise awareness of health conditions, prevention, treatments, wellbeing and healthy living.

The collaboration is also translating the Department of Education's Brain Break Bops – a series of mindfulness songs and activities used in classrooms – into the ancestral languages of Cape York Peninsula. The first song has been recorded in Guugu Yimithirr and a recording of the same song in Wik Mungkan has also been completed, with Injinoo Ikya and Mpakwithi recordings and film clips to follow in 2026.

By increasing the visibility of ancestral languages in high-use settings such as clinics, homes, and classrooms, Language for Life aims to normalise language use, while supporting ancestral language literacy and intergenerational transmission.



**Communities with strong Indigenous language continuity have been shown to experience youth suicide rates up to six times lower than those where language transmission has been lost.**

— Xavier Barker, Linguist/Ancestral Language Facilitator

## Ngamp ma' pathatham ngamparakam a' wik wuut mangkantam a' wik kath a' malpa pi'amp kemp ngang minak.

**1**  
Puk manyiyangan pam a' wanch koonminam pi'ayn. Ngamp wiyimam wik wa'a'ayn wee'an nath kaangk pam a' wanch puk alangan ngangkangan pi'ayn yipimam wik wa'a'owant, yipimam nunangan ma'pathathayan.

**1**  
Puth wanch iinganangan ke' mungkan ngak karangk ya'a' a' wuk way, minih minan apa' a' ngak yipimam kemp minaka.

**1**  
Ngamp koonh minam pi'amp. Ngamp puk ngamparaman ma' aathamp koonminam pi'ayn. Ngamp koonh an pi'amp thayanam a' mininik yaamakam. Anpuh ngamp puk manyiyak may ngak tha'a' min ke'a' coca cola an thee' amp a' may tha'a' min yit mungkan anyia puth koonhan wayamow a' ontan wuwok. Ngantam ngeeyan ngeeyan ngamam Kamangam pekam. Koonhan pungan ngathiyangam a' ngap' an unathow ke'a' weep wunan ngulan. Ngak poch min pi'anam tapam mungkan. Ya' patham may tha'a' min a' may ngak tha'a' min. Niyon koonh niyantam a' koonh puk manyiyantam mee' pathathow Dentistalangan ma' kuumah kepan thee'ow.

**1**  
Kemp umpanan thathimp ananiya kankanam, ana nint thathin. Wench tha'a' kemp pekpekam anyia kankanam nint ke'a' thathin. Ngamp mee'pathathamp ngamparakam a' weechan wench tha'a'an minam pi'on kemp pekpekam.

**1**  
Ngang wayan kuanh kony yuwok a' pek aakak, a' puth ngeenam ma' a' tha'an ke'a' pikana. Ngangkang minam thee'ana mankul a' ngang wayan ke'a' iyan.

**1**  
Kampangan mee'aathayn a' ma' aathayn yipimam ke'a' weechow iingyuantan pi'anam. Pam a' wanchangan ma' yumpayn aparakan puk manyiy akan, wanchintha, wuut ngamparaman a' ngampam. Diabetes, a' chilik-thok, a' ngang iingyuant, a' kangom iingyuant, a' iingyuant yukway.

**1**  
Puk nungkarakanan wik ngeeyan ngeenam wa'a'ayn. Wiy nint ngaantam ngeeyan ngeenam mankul wunan pukam a' ke' pilkow yimanangan. Ana puth than ngeenam pukam wayamanantan a' a' Thana pukam kucheek weechan ay?

**1**  
Nint ngantam ngeeyan ke'a'athangam. Nintan ma'aathian kampan a' nungkarakanan thamp. Nil ngeen gambing, a' ngak wayan a' chilik wayan a' jolpuyuan gam a' wanch wiy wiyantam iiyayn anyia puth ngang way umpanan kampan.

**1**  
Pam a' wanchangan ma' yumpayn aparakan puk manyiy akan, a' wanchintha, a' wuut ngamparaman, a' ngamparakam.

**1**  
Ngangk minan yaarkathamp a' kaa' min iyamp. Kath a' pip a' piny a' kaalangan ngang min a' kaangk wunoyn puk thantamak. Puk manyiy ngang nichlicham iiyayn wanchintha a' wuut mangkantam thamp.

**1**  
Kul'an ngench thayan ngampar. Ngampant puth kemp minam pi'amp ku'an. Noyan Vet'an puth in pi'anamp, ngampam engkampant ku'an ma' kaa' yumpow. Ku'angim wiy iingyuant thok pi'anant a' thuyak ku'antam thangng ngang ku'antam, a' ngamp ku' ngamparamantan, thawom yoon wunoyn yipimam thanan yampang ke'a' wunayn.

**This is an interactive augmented reality language resource.** To access Guugu Yimithirr audio recordings and augmented reality features of this poster follow these steps:

**Ready**  
Be ready to use the resource.

**ZAP THIS BOX**  
For a short video showing how to use this resource.

**Aim**  
Be able to use the resource.

**Zap**  
Watch the video.

**TITLE:** Clang for each other and keeping our connection with our ancestors, our stories, our languages and our culture leads to better of well and strong.

**1:** Every child needs to have good friends who play games in their family, someone they can talk to, and all their buddies to support them and love and care for when they need help.

**2:** When the language is difficult to digest, only good nutritious food and water to prepare our bodies for the life.

**3:** We need to take care of our health. We need to take care of our children's health. We need to keep our health healthy and strong for our whole lifetime. How can the children support drink like Coca Cola and all their fast sugars? The health will not decay themselves. Health has been seen in people who are from the top. No sugary drinks and sweetie things. Your health will be always best if you have the healthiest food.

**4:** It is very important to have good friends to love, marriage and treat chronic disease. Some conditions that may not be cured from the doctor, smoking, heart disease, kidney disease, and cancer.

**5:** We need to take responsibility for organizing regular health checks and vaccinations for our children, for our, and people and for ourselves.

**6:** Our dogs are important to us. We need to make sure they are healthy too. If we have a dog in the community we need to have to come and give health checks for our dogs. Dogs can carry diseases and parasites that can infect us, and we should not let our dogs sleep on our beds.

**7:** Take care of your family by taking care of yourself. It is to be a friend. Be a good partner such as gambling, drinking, using drugs and having unprotected sex will hurt the people you love.

**8:** Drive respect and kindness. Mums, dads, cousins and aunts needs to love and respect the children. Children need to learn to be kind and respectful of their elders too.

**9:** Listen to what your children are trying to tell you. Try to understand what is going on in their lives and think about why they are behaving in an angry or sad way. Only the language! As they reach:

**10:** Send your anger and sorrow to the sky or into the ground and through your body and mind. Never take it out on yourself or the people around you. Learn to breathe through your anger and frustration.

**11:** A lot on your skin is real and you can see it. A hurt that is not visible but very real pain. We need to take care of ourselves to heal our wounds and we need to take care of the way we feel inside too.

**1**  
Kampanangan mee'aathayn a' ma' aathayn yipimam ke'a' weechow iingyuantan pi'anam. Pam a' wanchangan ma' yumpayn aparakan puk manyiy akan, wanchintha, wuut ngamparaman a' ngampam. Diabetes, a' chilik-thok, a' ngang iingyuant, a' kangom iingyuant, a' iingyuant yukway.

**1**  
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**1**<



## NHULU NGATHU GUDAA - HE'S MY DOG

Nhulu Ngathu Gudaa is a cool song about a cool dog in a cool language. Meet Jupiter, a Bull Terrier with no survival instincts. Composed (drawn) and sung in the Guugu Yimithirr language of Eastern Cape York Peninsula by Pama Language Centre Guugu Yimithirr language student Yindilin Pearson.

*Nhayun gunbu "Nhulu Ngathu Gudaa" gunbu dabaar gudaangu dabaangu. Nhayun gunbu Guugu Yimithirbi, guugu dabaar buthuun-gu! Nhundu Jupiter dumu waamila, nhulu gudaa gaari wawuthirr waathinu! Yindilin Pearsonngun nguumbaarrngay gurra gunbu balgay, galmba nhulu gunbu gundaandal Guugu Yimithirbi, nhayun guugu Bamaal yirrgaala naga Cape York Peninsulawi.*



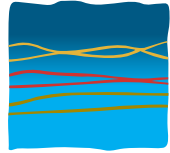
## OKO WURRIIMA RECLAMATION CONTINUES

Pama Language Centre is working with the Oko Wurriima Language community to reclaim their ancestral language, once spoken by the people of Flinders Island and Cape Melville. The team has begun transcribing and analysing Anthropologist Peter Sutton's 5,000 pages of handwritten field notes, which will inform the development of dictionaries, grammar and teaching materials. A short film based on Johnny Flinders' 1974 Land Rights statement has been produced as an immersive resource. The first interactive lesson has been delivered as part of ongoing teacher training, with the next in development.



## LANGUAGE WORKSHOPS BUILD CAPABILITY

Workshops remain central to Pama Language Centre's delivery, bringing language champions, learners and partners together to build skills and create resources. In 2025, PLC supported Wik Mungkan experts through activities, including a Wik Mungkan Birds research and recording workshop that developed content for a new edition of the Wik Mungkan Birds book. PLC also progressed the Cape York Languages Curriculum Project through workshops with education stakeholders and language champions. Translation and recording activities were delivered, including a Cairns workshop featuring Wik Mungkan trainee language expert Keziah Yunkaporta.



## CAPE YORK LEADERS PROGRAM

Cape York has limited secondary schooling options for Indigenous students seeking higher education and to reach their potential. Cape York Leaders Program (CYLP) addresses this barrier by providing a supported pathway to quality secondary and tertiary education.

Since 2005, CYLP has awarded 634 scholarships to young Indigenous Leaders through a competitive recruitment process. Scholarships support students to attend high-performing boarding schools in Queensland and tertiary institutions across Australia. This investment is paired with a comprehensive support and skills-building program that helps students succeed while studying away from home, stay connected to culture and community and develop the confidence to lead.

We know how to close the gap. The success of this program is evidence of what works. By increasing Year 12 completion and supporting positive post-school outcomes, CYLP delivers measurable progress on closing the education and income gaps. CYLP Leaders graduate with the skills, resilience and sense of responsibility to succeed in their own lives, while also serving as role models and leading change in their communities and beyond.

 [LEARN MORE](#)

### FOCUS AREA



EDUCATION

### CAPABILITIES



EFFECTIVE EDUCATION



GIRLS EMPOWERMENT



BOYS EMPOWERMENT



LEADERSHIP AND GOVERNANCE



THE GLOBAL GOALS  
For Sustainable Development

4

QUALITY EDUCATION



10

REDUCED INEQUALITIES



17

PARTNERSHIPS FOR THE GOALS





# CYLP YEAR IN REVIEW

2025 marked the 20th anniversary of Cape York Leaders Program, with events held across Queensland to celebrate 20 years and 634 scholarships. The milestone shows the long-term impact of sustained investment in education, leadership and opportunity in closing the education and income gaps.

In 2025, CYLP provided 23 new scholarships for secondary

education. Applications continue to far exceed funded scholarships available, with 82 applications received for the 23 new scholarship positions awarded.

The year began with the Annual Camp on the Gold Coast, bringing Leaders together to build connection, set expectations and strengthen leadership capability. Throughout the year, students received strong wrap-

around support while studying away from home, with Student Support Officers maintaining strong links to families, culture and community.

Leadership and giving back remained central to the program. In 2025, students and alumni contributed more than 700 hours of give back through tutoring, event supervision and leadership sessions. These contributions ensured knowledge,

experience and cultural leadership were passed on to the next generation, while reinforcing the attributes of a CYLP Leader.

A major highlight towards the end of the year was the 2025 Graduation, celebrating 11 secondary and four tertiary graduates as they transitioned into university study, apprenticeships, vocational training and employment.

**139**  
SCHOLARS  
IN 2025



**634**  
SCHOLARSHIPS  
SINCE  
INCEPTION

**100%**  
YEAR 12  
GRADUATION  
RATE

**23**  
NEW STUDENTS  
IN  
2025

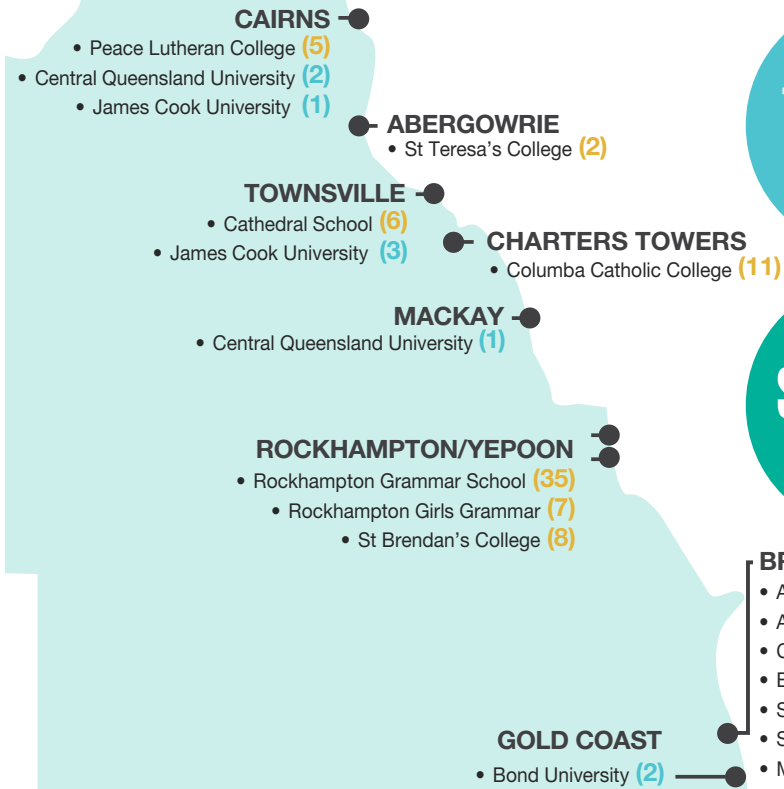
**465+**  
ALUMNI

**100%**  
INDIGENOUS  
STAFF

**700**  
HOURS OF  
GIVE BACK

# PARTNER INSTITUTIONS AND HOME COMMUNITIES

## QUEENSLAND INSTITUTIONS



### 2025 STATS

TOTAL SECONDARY  
117

TOTAL TERTIARY  
22

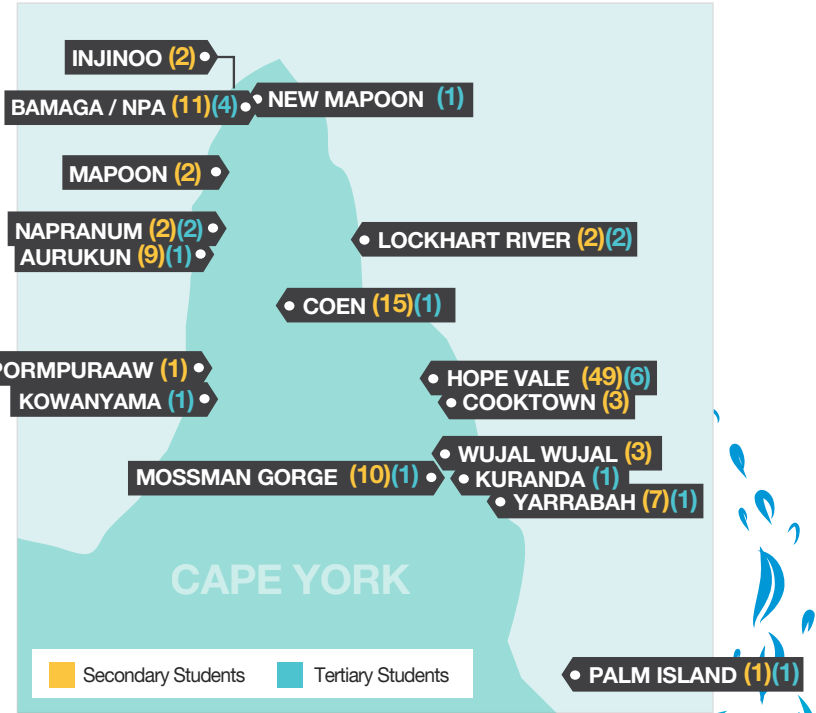
TOTAL STUDENTS  
139 4.5% INCREASE

### BRISBANE

- Anglican Church Grammar School (3)
- Australian Catholic University (1)
- Clayfield College (3)
- Brisbane Boys College (8)
- Stuartholme School (5)
- St Peters Lutheran College (13)
- Marist College Ashgrove (11)
- Queensland University of Technology (8)
- University of Queensland (1)

Secondary Students Tertiary Students

## HOME COMMUNITIES



Secondary Students Tertiary Students

## INTERSTATE INSTITUTIONS

- Deakin University (2)
- International College of Hotel Management (1)

THANK YOU TO OUR PARTNERS



National Indigenous Australians Agency

LEE Ming Tee FOUNDATION





## A PARENT'S CALL FOR MORE SCHOLARSHIPS

Patricia "Patti" Yusia has lived the Cape York Leaders Program journey across two generations and speaks first as a parent and grandmother who has seen opportunity reshape what her family believed was possible. Two of her daughters, Tallisa and Ugari, were early scholarship recipients and six grandchildren have followed, with two currently in Year 10.

"The scholarship was the best thing for my kids," Patti said. "It opened the door not just to boarding school,

but to leadership camps and new networks. It changed my children's and my grandchildren's perspective."

She knew sending them away would be hard, but felt the alternatives were harder. Patti also emphasised family commitment. "For the scholarship to be successful, it has to be a partnership: the student, the program and the family." Her message is clear. "We need four or five times more scholarships than we have now... it's the whole Cape that benefits."

## PATHWAYS WITH PURPOSE

Charanti and Shaylee are twins with connection to Napranum and both are at university on a tertiary scholarship, pursuing health careers they intend to take back home. Their paths are different, but their purpose is shared: to strengthen health outcomes for their community by being trusted, culturally grounded professionals.

Charanti is studying a Bachelor of Public Health at QUT. Her passion grew from family responsibility. During semester breaks she returned to Yarrabah to work at Gurriny, an Aboriginal community-controlled

health service, where she saw how trust shapes engagement. "I was surprised by how many youths are reluctant to come in," she said. "They struggle to build rapport. I want to break those barriers down."

Shaylee is studying midwifery and traces her calling to learning about Muriel Stanley, the first Indigenous midwife from Yarrabah. She wants to be a dependable professional for women who need culturally safe care. "Some women in Yarrabah don't engage as much with appointments. I want to help change that," she said.





# 20 YEARS OF MEANINGFUL PATHWAYS

In 2025, Cape York Leaders Program (CYLP) reached a defining milestone: 20 years of backing Cape York youth to complete Year 12 and transition into tertiary study, training and meaningful work. For remote Cape York communities where secondary options are limited and pathways are almost non-existent, CYLP has proven a simple, powerful truth: when opportunity is matched with long-term support, young people thrive. The result is more First Nations graduates, stronger post-school outcomes and a growing cohort of leaders who are closing the education and income gaps and returning value to their families and communities.

To mark the anniversary, CYLP held celebration events in Rockhampton, Townsville, Brisbane and Cairns. Each gathering brought together current students, alumni, families, partner schools and supporters to recognise what two decades of support has built. These events served as a visible measure of a program that has endured and succeeded, backed by a framework and support system that has refused to accept that geography should decide a child's future.

Secondary Leader Riley was inspired to hear from CYP Group CEO Fiona Jose at the Brisbane celebration. "Hearing

Fiona talk has been really eye-opening knowing what this scholarship has done. It gives people from communities a lot of reassurance that we do have a future out there," she said.

Secondary Leader Shakarnie Creek was proud to be part of the celebrations. "The 20<sup>th</sup> anniversary actually means a lot. It means that people care about us," she said.

CYLP has created a culture of aspiration and responsibility that travels with students into boarding schools, tertiary campuses and workplaces and then

flows back home through mentorship, role modelling and the give-back program. The celebrations honoured those journeys and reinforced the next step: scale. Demand continues to exceed funded placements, and every missed scholarship is a missed opportunity to nurture a future lawyer, judge, doctor, or engineer – a Cape York leader.

CYLP's 20-year milestone is proof of what is possible and a call to extend that opportunity to more Cape York young people for generations to come.







## CAMP PREPARED LEADERS FOR YEAR AHEAD

The 2025 Cape York Leaders Program Annual Camp brought students from across Cape York to Tallabudgera on the Gold Coast in January for five days of leadership, connection and challenge. Students built confidence through body boarding, high ropes, a big swing and rock climbing.

Elise from Coen shared how much she enjoyed being encouraged to try new things and perform on stage.

“My favourite thing about the camp was doing the talent shows with

people you don’t really know. You’re coming together to get to know each other more,” she said.

Goal setting and leadership sessions with Student Support Officers prepared students for the year ahead at boarding school. The 2025 CYLP Annual Camp was a perfect blend of adventure, leadership and fun, with students walking away feeling empowered, connected and ready to take on the school year.



[READ MORE](#)

## A BRIGHT SPARK OF BAMAGA

Michael is building his future with purpose with Cape York Leaders Program. The Bamaga-born Year 10 student joined CYLP in Year 9 after his mum urged him to aim high. Moving to Marist College Ashgrove was a big step but after a few weeks, he settled into boarding and is now thriving in hands-on subjects like engineering and construction.

“You’re in a workshop, welding, making a mechanical trolley... it’s fun to make something you can see,” he

explained. That interest, in building, has also shaped his career goals. “My dad’s family does carpentry and concreting.”

Michael is working towards becoming one of the first electricians from his hometown. With CYLP support, he has lifted his maths confidence and grown in self-discipline and responsibility. “If I became a sparky, I’d go back to Bamaga and help out,” he said.



[READ MORE](#)



# GARGUN REPORT CONFIRMS LONG-TERM IMPACT

An analysis by Gargun in 2025 provided an assessment to date of Cape York Leaders Program and its long-term impact on young people from remote Indigenous communities. Drawing on two decades of program data, the report examined how structured opportunities, mentoring and high-quality education pathways influenced outcomes in schooling, employment

and income across Cape York. The findings showed evidence of sustained change through long-term investment in capability and leadership and how CYLP contributes to closing the gap. "CYLP changes trajectories. It equips students with the key educational capability needed – Year 12 success – to close the gap in a single generation," the report said.

The report by Gargun gives us a clear direction for the way forward. It shows that the task ahead is to reinforce and expand what is already working. "This independent review has found that CYLP is delivering outcomes that have eluded policy for decades... the program is achieving higher educational engagement and outcomes, stronger leadership capability, and a growing

culture of aspiration across Cape York." Growing demand and increasingly complex student needs require stronger systems and infrastructure to match the model's strength.

To read the full report you can head here.





## THE GOOD GRIND

Encouraged from an early age by his Nan, CYLP alumni Chris Cavanagh graduated as a dentist after more than a decade of study. As the eldest of nine, he balanced raising siblings, supporting his own family and working multiple jobs. A CYLP tertiary scholarship provided vital support. "At first it was the financial support... but what stuck with me were the check-ins," he said. Now, Chris is focused on supporting the next generation. "I just want to keep the fire going."



## AN EYE ON DESIGN

In 2025 El'leija finished Year 12 at Stuartholme in Brisbane after joining CYLP in Year 7 and has now set her sights on a Bachelor of Architectural Design. The decision to pursue this challenging degree was sparked after a University of Queensland STEM camp broadened her ambitions and strengthened her confidence in what came next. Her brother, Chasten is also a CYLP graduate and her younger sister, Annie, will start her CYLP journey in 2026. El'leija described the program as "very enjoyable" and said, "They taught me a lot and gave me strong support."

 [READ MORE](#)

## A HEART FOR CARING

From an early age, Kishtarna has put others first. Compassion and care come naturally to her, shaping both her daily life and her future goals.

Growing up in Mossman Gorge as the eldest sibling, Kishtarna was always close to her sisters. When her youngest sister was born, she stepped up to help with dressing, soothing and caring for her.

Now in Year 8 at The Cathedral School in Townsville and part of CYLP, that caring instinct has grown into a career goal: becoming a paediatric or neonatal nurse.

"I've always looked after my little sisters," she said. "And I realised – I want to do that for others too."

Inspired by her Aunt Karina, a former CYLP scholar, Kishtarna joined the program and although leaving home was difficult, support from CYLP staff, mentors and friends helped her settle in. Now, she is embracing new opportunities and working toward a meaningful future in care.

 [READ MORE](#)



## FINDING HER FEET AT BOARDING SCHOOL

Zeikera, with ties to Wujal Wujal and Hope Vale, is studying at St Peter's Lutheran College in Brisbane through a CYLP scholarship. Following her older brother, who is now on a tertiary scholarship, she is finding her place in a larger school community. "I have a lot of people here who feel homesick sometimes and we can just talk to each other about it," she said. CYLP staff also provided her with wrap-around support to ease the transition from community to the big city. With CYLP support, she has settled in and is enjoying Science and HPE while having a clear goal in mind: "I've always wanted to be a marine biologist."

 [READ MORE](#)



# 2025 GRADUATES

In 2025, CYLP celebrated 11 secondary and four tertiary graduates. Graduates and families gathered in Cairns for the annual Graduation Dinner, highlighting Year 12 completion as a key driver of closing the gap in education, employment and life outcomes. Secondary graduate Jeriah Cannon said, "Every moment has helped me grow into the person I am today." Tertiary graduate Kieron Saunders said, "I did it, Nan! I became the first in my family to complete university."



TERTIARY

**Koreena Minniecon**  
Mossman Gorge/Wujal Wujal  
Studying Business  
(Hospitality Management)



TERTIARY

**Kieron Saunders**  
Hope Vale  
Masters of Games and  
Interactive Environments



TERTIARY

**Rikisha Phineasa**  
Bamaga / Saibai  
Bachelor of Laws and Arts  
JCU Townsville



TERTIARY

**Dr Assan Sam**  
Palm Island  
Studied Medicine



SECONDARY

**Harper Seagren**  
Cooktown  
Automotive  
Apprenticeship



SECONDARY

**Clifford Ambrym**  
Yarrabah/Hope Vale  
Working in Construction



SECONDARY

**Jeriah Cannon**  
Mossman Gorge  
Jabalbina Ranger Trainee



SECONDARY

**El'leija Creek**  
Yarrabah/Coen  
Studying Architecture



SECONDARY

**Shakarnie Creek**  
Coen  
Studying Business



SECONDARY

**Blake Deemal-Woibo**  
Hope Vale  
Teacher Aide



SECONDARY

**Jaleighra Deeral**  
Hope Vale  
Investigating Career  
Opportunities



SECONDARY

**Wunjun Mclean**  
Hope Vale  
Investigating Career  
Opportunities



SECONDARY

**Guomoy Murphy**  
Hope Vale  
Removalist



SECONDARY

**Phoenix Nuggins**  
Hope Vale  
Cultural Arts Centre



SECONDARY

**Mya Ropeyarn**  
Bamaga  
Deferred Bachelor of Art



## DR ASSAN'S LEGACY

In 2025, the Cape York Leaders Program lost tertiary scholar Assan Sam, a proud Bwgcolman man from Palm Island who was less than a year from becoming a doctor. He was posthumously awarded a Bachelor of Medicine, recognising his commitment to improving First Nations health. Driven to provide culturally safe care, Dr Assan mentored younger students and encouraged them to back themselves. His words and actions leave a lasting legacy, continuing to inspire First Nations young people to pursue change and take responsibility for their futures.



Education is the foundation for opportunity, stability and long-term prosperity for Indigenous children and their families. Djarragun College exists to ensure young people can access high-quality schooling and the support they need to stay engaged, complete Year 12 and step into strong futures.

Djarragun is a leading Indigenous educational institute operating two campuses – Djarragun College campus at Gordonvale and Cape York Girl Academy in Wangetti, as well as the Birrgal training restaurant. The Djarragun College campus provides education from Prep to Year 12, including boarding options for students from Cape York communities, the Torres Strait, Yarrabah, Cairns and beyond. Cape York Girl Academy supports young women in Years 7 to 12, including young Indigenous mothers and their children and teenagers at risk, enabling them to continue their education in a culturally safe environment designed around their circumstances.

 FOCUS AREA	 CAPABILITIES		
 <p>EDUCATION</p>	 <p>EFFECTIVE EDUCATION</p>	 <p>GIRLS EMPOWERMENT</p>	 <p>BOYS EMPOWERMENT</p>
 <p>THE GLOBAL GOALS For Sustainable Development</p>	<p>4 QUALITY EDUCATION</p> 	<p>10 REDUCED INEQUALITIES</p> 	

# DJARRAGUN COLLEGE YEAR IN REVIEW

Djarragun College's year reflected strong momentum in leadership, culture, wellbeing and pathways, with students supported to grow and succeed.

Attendance remained a key strength, with 75.1% at Djarragun College Gordonvale campus and 94.2% at Cape York Girl Academy (CYGA), combining for an average attendance of 84.7% across both campuses.

A major milestone was the opening of Wanggulay, the new boys' boarding house at the Gordonvale campus. Built to accommodate up to 77 students, it provides a modern, safe and culturally affirming home that supports both independence and connection through private rooms, shared recreation spaces and yarning areas for mentoring and belonging.

Culture and community were celebrated through the annual Tribalmania event, where students showcased art, performance and hospitality through a catered exhibition and cultural dance.

Hands-on learning translated into strong outcomes, with the Year 12 cohort awarded 156 nationally recognised certifications, including 68 full qualifications and 88 Statements of Attainment.

The year culminated in a celebration of achievement, with 34 graduates – 31 from Djarragun College Gordonvale campus and 3 from CYGA – recognised for their growth, pride and readiness for what comes next.

**429**  
UNIQUE STUDENTS ENROLLED

**394**  
UNIQUE STUDENTS AT GORDONVALE CAMPUS

**35**  
UNIQUE STUDENTS AT CAPE YORK GIRL ACADEMY

**34**  
YEAR 12 GRADUATES

**84.7%**  
ATTENDANCE ACROSS BOTH CAMPUSES

**156**  
CERTIFICATES AWARDED FOR VET COURSES





# CREATIVE ARTS RECOGNITION

Djarragun College art students achieved outstanding success at the 2025 QATSIF Creative Arts Competition, taking home recognition that has never before been seen in the College's history.

The annual competition celebrates the artistic excellence of Aboriginal and Torres Strait Islander students from Years 7 to 12 across Queensland and this year marked Djarragun College's strongest result to date, with students from the Certificate III in Aboriginal and Torres Strait Islander

Cultural Arts receiving five first-place awards, two second places and two third places across multiple year levels and art forms.

Peter achieved first and second place in Year 11 drawing, first place in sculpture and wood relief carving, and two awards in acrylic painting. Holly received first place for Year 12 sculpture and second place for acrylic painting. Eileen earned first place in Year 12 printmaking, while Tarek received third-place awards for painting and sculpture.



# STUDENT LEADERS STEP FORWARD

Djarragun College marked the start of the 2025 school year by formally inducting its student leaders, recognising those who will guide and represent the College community. The Leadership Induction brought senior students together to acknowledge the responsibility and trust placed in those selected to lead by example across academic, cultural and boarding life.

Each leadership role plays a vital part in shaping the student experience. Academic, Culture, Transition, Boarding and House Captains work alongside the College Captain and Vice-Captain to support learning,

strengthen cultural identity, welcome new students and build a positive, inclusive school environment.

College Captain Ziair, supported by Vice Captain Elekana, said leadership was about courage and encouragement. "A good leader is someone who leads, not follows," she said. "Leadership isn't about being perfect. It's about making sure everyone feels comfortable in their own learning journey."

With the induction complete, Djarragun College's 2025 leaders stepped into their roles with confidence, optimism and a shared commitment to serving their peers.

# HOME, CULTURE, FUTURE

The opening of Wanggulay, Djarragun College's new boys' boarding house at the Gordonvale campus, marked a significant milestone for families seeking access to quality secondary education. Housing up to 77 students, Wanggulay represents a long-term investment in the future of young Indigenous men by strengthening cultural identity, wellbeing and pathways to learning and leadership.

For many families, schooling has meant sending their children far from Country and community. Wanggulay helps bridge that distance by providing a modern, safe and culturally affirming home away from home, integrated with Djarragun's wraparound support and expectations for student growth. Named for the white-crested cockatoo, Wanggulay reflects the values of respect, responsibility and relationship, and reinforces that education and identity can be strengthened together.

The boarding house has been designed to support both independence and connection. Each student has a private room with an ensuite, creating personal space that fosters dignity, self-respect and routine. Shared areas include recreation spaces, TV and games rooms and outdoor yarning fire pits, places intentionally built for conversation, mentoring and community building. These spaces recognise that strong relationships and belonging are foundational to success in learning and in life.

"Wanggulay sets a new benchmark for Indigenous boarding," Executive Principal of Djarragun College Dr Michael Barton said. "Every aspect of this facility was designed to honour culture, build confidence and promote wellbeing."

By expanding capacity and improving boarding quality, Djarragun strengthens educational access for remote communities and provides a clear pathway for boys to complete school in an environment that understands them, challenges them, and believes in their potential.

“  
**I made friends from all over the Cape, NT and the other Islands and they're like brothers and sisters now**

Ali, Year 12 2025



# PATHWAYS TO SUCCESS

With a strong focus on hands-on learning and practical pathways, Djarragun College's Vocational Education and Training program and Academies of Excellence turned learning into real-world opportunities.

In 2025, Year 12 students completed a total of 1,191 units of competency, demonstrating strong VET delivery outcomes. These unit completions resulted in 52 nationally recognised qualifications awarded by Djarragun College and a further 16 awarded through third-party providers. In addition, 76 Statements of Attainment were issued by the College and 12 by third-party providers.

Hospitality students developed their kitchen and service skills through Djarragun's own Birrgal Restaurant, completing many hours of training towards formal qualifications and delivering multiple formal functions throughout the year. Training also translated into work, with Wellington securing a school-based apprenticeship with KFC and students completing placements in the school dining hall.

Two cohorts commenced the Marine Boat Licence course for the first time and 15 students passed the Learner Licence written test on campus.

Career exposure grew through visits to Norweld's fabrication workshops, briefings from John Holland on construction pathways, and a tour of the new boys' boarding house to learn worksite expectations.

Health and care pathways advanced with Jaykitta Davidson joining Deadly Start, while Mable commenced paid early childhood work in Yarrabah after completing their Certificate III. Across the Academies, artists achieved the College's strongest results to date at QATSIF, and athletes joined representative trials and an AFL coaching clinic.




# CULTURE ON CAMPUS: TRIBALMANIA

Djarragun College welcomed families and the wider community to campus for Tribalmania in September, a NAIDOC Week celebration of art, culture and learning. The annual Arts and Hospitality Academy Day showcased student talent and strengthened connections between the College and community.

Across campus, visitors and students participated in hands-on activities, including cupcake making, boomerang painting, face painting, clay sculpting, hair art, damper making, bead making, mask painting, and a photo booth. Uncle Ray and the Torres Strait dancers once again took the stage, impressing the audience along with other cultural performers. Hospitality students

prepared and served food throughout the day, while arts students transformed shared spaces into a gallery of cultural works, many of which were purchased by community organisations, families, staff and visitors.

Dean of the Academy of Creative and Performing Arts Noel Mason said the day reflected sustained learning. "Today is a celebration of art and culture," he said. "It's 12 months worth of work for each of the students and it ties in beautifully with our NAIDOC Week." Year 11 student Peter Levi said, "I want to share my culture with everyone." The day closed with Aboriginal and Torres Strait Islander dancing.

 [LEARN MORE](#)



# STANDING TOGETHER IN SUCCESS

34 Graduates from Djarragun College and Cape York Girl Academy came together for a shared Presentation Day and Graduation Ceremony celebrating unity, pride and achievement. Held at the Pullman Cairns International, the November event brought together students, staff and families from communities across Northern Australia and the Torres Strait to recognise the strength, effort and determination of every student who stepped onto the stage.

This was the first time Djarragun College and Cape York Girl Academy celebrated Presentation Day together. The ceremony honoured academic achievement, leadership and personal growth and reinforced the role of community in each student's journey.

Cape York Partnership Group CEO Fiona Jose, Federal Member for Leichhardt Matt Smith MP and State Member for Mulgrave Terry James MP joined the celebrations and assisted with presenting awards, adding to the sense of occasion and the importance of recognising young people who have worked hard throughout the year.

Djarragun College has supported more than 1,000 graduates from 36 language groups. Year 12 completion remains one of the strongest levers for closing the gap because it turns aspiration into option. Each student recognised on the day did so with stronger skills, greater confidence, and clearer pathways to further training, university or meaningful employment.





# NIGHTS OF PRIDE AND CELEBRATION

Year 12 Graduates from both campuses arrived at their respective formals to cheers and applause on the red carpet as families captured photos, shared hugs and marked a milestone years in the making. The annual formals were a night to remember both for those making the walk down the red carpet and for those family members looking on.

Inside, the formals reflected the Djarragun spirit of connection and shared achievement. With music and dancing, students paused to celebrate their journey and the opportunities Year 12 completion creates.

[LEARN MORE](#)



## PRIDE UNDER PRESSURE

Djarragun College students took to the basketball court at the Canendo Cup in Yarrabah over several nights, showing strong teamwork, determination and sportsmanship. While the teams narrowly missed a place in the Grand Final, they played with confidence and composure, delivering an impressive number of three-pointers and responding well under pressure. Kassarn was recognised as Players' Player after drawing heavy defensive attention, at times being guarded by up to four players, and still demonstrating skill and maturity throughout the competition.

## SERVING SUCCESS AT THE SHOW

At the 2025 Cairns Show, Cape York Girl Academy Senior Hospitality students' cooking drew a big crowd. Over three demanding days, they ran a Food Van and a Coffee Van, thriving in the fast-paced environment. From menu planning to six-hour shifts, they showed leadership, teamwork and commitment. They served more than 120 kilograms of chicken and vegetables, sold out almost everything, and impressed the public with their confidence and professionalism, adapting to challenges with resilience, energy, and genuine joy.



## YOUNG VOICES RISING

In Week 5 of 2025, eight Year 5/6 students represented Djarragun College at the Junior Indigenous Youth Parliament in Canberra, marking the College's first participation in the event. The parliament brought together 92 young members from across the country. Students delivered thoughtful speeches on Indigenous sports people and issues affecting Indigenous and non-Indigenous youth in the Cairns area. Despite their nerves, they spoke with confidence, pride and respect, demonstrating strong emerging leadership.

## CHAMPIONS ON THE FIELD

Djarragun College's NFL Flag teams delivered a standout year, with the Under 15 side crowned North Queensland champions and the College becoming the first school to hold both Under 12 and Under 15 state titles. For Primary students, the program also opened new horizons. After winning the Cairns competition and qualifying among only 10 teams nationally, the Year 5/6 team travelled to the Gold Coast for the National Championships. With Coach Brodie's lunchtime training culture, students built discipline, confidence and pride through sport.





Ngak Min Health provides comprehensive and culturally appropriate primary health care to the students of Djarragun College and their families. The burden of disease for Indigenous Australians is more than twice that of non-Indigenous Australians. The major causes for this gap include mental health, cardiovascular disease and chronic illnesses. Since 2019, Ngak Min has sought to close this gap by providing preventative, early intervention, chronic and complex services, and support. The clinic's location on the Djarragun College grounds in Gordonvale eliminates a barrier to access.

This unique integrated approach encourages positive health-seeking behaviours and attitudes. Ngak Min Health holds Royal Australian College of General Practitioner (RACGP) Australian General Practice Accreditation Limited (AGPAL).

 FOCUS AREA	 CAPABILITIES		
 <p>EDUCATION</p>	 <p>LIFELONG HEALTH</p>	 <p>EFFECTIVE EDUCATION</p>	 <p>STRONG FAMILIES</p>
 <p>THE GLOBAL GOALS For Sustainable Development</p>	<p>3 GOOD HEALTH AND WELL-BEING</p> 		<p>17 PARTNERSHIPS FOR THE GOALS</p> 

ACCREDITATIONS



RACGP  
Royal Australian College  
of General Practitioners



# NGAK MIN HEALTH YEAR IN REVIEW

In its seventh year, Ngak Min Health's unique model continued to deliver comprehensive healthcare to students at Djarragun College, demonstrating the impact of a school-based clinic. Throughout 2025, the clinic delivered 4,253 episodes of care, completed 220 health checks and provided 836 counselling sessions. The dedicated team supported 520 active clients, including 153 new clients. All Djarragun boarding students completed their '715' annual health checks.

Locating the clinic on school grounds removed key barriers to care, enabling early intervention, prevention and ongoing management of complex and chronic conditions. Ngak Min Health coordinated and chaperoned 252 external specialist appointments, completed 26 psychometric assessments, supported 46 paediatric consultations and 65 dietitian appointments, and facilitated 11 rheumatic heart disease specialist visits.

Beyond clinical care, Ngak Min Health provided holistic, wrap-around support that integrates physical health, mental health, social and emotional wellbeing, nutrition and cultural safety within a trusted team. This approach strengthened student attendance, learning readiness and long-term wellbeing.



EVERY  
**\$1.00**  
INVESTED CREATED  
**\$4.50**  
IN SOCIAL VALUE

Applying conservative Social Return on Investment values, including avoided hospitalisations, reduced absenteeism and improved mental health outcomes, every dollar invested in Ngak Min Health is estimated to generate approximately \$4.50 in social value. This highlights the critical role of community-led, school-based healthcare in Closing the Gap through improved health and education outcomes.

**220**  
715 HEALTH  
CHECKS

**4253**  
EPISODES  
OF CARE

**836**  
COUNSELLING  
SESSIONS

**520**  
ACTIVE CLIENTS  
IN 2025

**153**  
NEW CLIENTS

# LONG-TERM COUNSELLING OUTCOMES

## CASE STUDY

Jordan\* is a 17-year-old First Nations young person who has lived in out-of-home care since the age of five. They began engaging with Ngak Min counselling services in 2022 and attended sessions consistently through to October 2025. Life experiences included early childhood trauma, the loss of a parent and multiple boarding school transitions. These experiences, alongside diagnoses of Foetal Alcohol Spectrum Disorder and ADHD, contributed to challenges with emotional regulation, concentration, self-esteem, peer relationships and classroom engagement. Counselling support was introduced to provide emotional stability, build coping strategies and support personal development during a critical stage of adolescence.

Through regular individual counselling sessions, Jordan worked on emotional regulation, trauma processing and self-understanding using trauma-informed and strengths-based approaches. Sessions included psychoeducation around attachment styles, healthy boundaries and self-esteem, alongside narrative therapy to help reframe early life experiences. Support also extended to managing school-related stress, social pressures and transition planning. They were supported through collaboration between counselling, school and care teams to ensure consistent emotional and behavioural support.

Over time, Jordan demonstrated significant growth in emotional regulation, self-awareness and confidence. They developed insight into attachment patterns and relationship dynamics, allowing healthier social choices and reduced emotional distress. Qualitative feedback indicated reduced anxiety, improved decision-making and stronger emotional stability. Jordan's progress highlighted the importance of long-term, consistent engagement, relational safety and strengths-based practice in supporting positive outcomes for young people with complex trauma histories.

\*Name changed for privacy.





## CARE THAT COMES FULL CIRCLE

Ten years ago, Ngak Min's Aboriginal Health Worker and Registered Nurse Jayrahni Nicholls walked into her first health placement as a shy Year 11 student. Standing beside her was Aunty Deslie Dempsey, a respected Indigenous Health Practitioner who took her under her wing.

In 2025, they worked together again, this time at Ngak Min Health but the roles were reversed. Aunty Deslie was completing her First Nations Immunisation Course, with Jayrahni as her supervisor.

"If it wasn't for Aunty Deslie back then, I don't think I'd be where I am today," Jayrahni says. "I come to work

wanting to do a job that would make her proud."

Aunty Deslie remembers the young trainee who asked questions and wanted to learn. She sees that same care and confidence now. "She gives people comfort. Everybody feels safe with her," she says.

For Ngak Min Health, this is what strong community controlled care looks like. Knowledge passed on. Confidence built. Two generations growing capability together, so clients receive care that is trusted and grounded in culture.



## A PRESCRIPTION FOR LEARNING

Before becoming the go-to paediatrician at Ngak Min Health, Dr Angela dedicated her career to supporting young people.

"I've always been drawn to working with young people," Dr Angela said. "There's something really special about helping them find their strengths and feel confident in who they are."

Throughout 2025, Dr Angela completed 46 full paediatric consults supporting students with a wide range of health needs, most commonly developmental and

behavioural concerns. Her approach is practical and tailored, working closely with teachers, families and other health professionals. "Every child learns differently, and it's our job to figure out what learning system works best for them," she said. "It's all about helping each student succeed in a way that works for them."

Cultural respect is also central to her work. "I'm here to be of service," she said, emphasising listening, trust and partnership to ensure students felt safe, supported and confident.



# SHORTER WAITS, STRONGER SUPPORT

Ngak Min Health significantly reduced long wait times for psychological assessments at Djarragun College, helping students and families access earlier support. One day a week, psychologist Nicholas Chizzoni worked on site, providing assessments and therapy for students with autism, ADHD, anxiety and learning challenges. Since mid-2024, wait times have dropped from more than a year to under six months, with 26 full psychometric assessments completed in 2025.

“  
In that short time, we’ve made a huge difference. That’s a big deal for families.

— Nicholas Chizzoni

Working closely with Ngak Min Health clinicians, social and emotional wellbeing counsellors and paediatricians, Nicholas took a holistic approach grounded in trust and understanding. “We make sure every child and family know they’re not just a diagnosis – they’re a person with a story that matters,” he said.

By delivering care on campus, Ngak Min Health helped ensure students felt safe, supported and understood.



CASE  
STUDY

## COORDINATED CARE

Alex\* is a First Nations boarding student at Djarragun College who presented to Ngak Min Health with jaundice and other concerning symptoms. Blood tests conducted showed severe hepatitis, prompting hospital admission and a diagnosis of autoimmune hepatitis.

Following diagnosis, Ngak Min Health coordinated ongoing care through regular clinic appointments, medication reviews, immunisations and blood tests. Unsafe medications were identified and ceased, and social and emotional wellbeing support was engaged. Care also

included management of acute severe tonsillitis exacerbated by immune suppression.

Much of the coordinated care was not covered by Medicare, highlighting the critical role of Ngak Min Health in addressing gaps in the health system.

Alex’s blood levels are now stable and the condition is well controlled. Long-term, high-dose medication is required to prevent liver failure, making an ongoing, trusted relationship with Ngak Min Health essential.

\*Name changed for privacy.



## GOOD FOOD. STRONG BODIES.

As the on-site dietitian at Ngak Min Health, Dorothy Richmond helped students build practical, lifelong healthy eating habits. In 2025, she delivered 65 dietitian consultations for students experiencing food insecurity, low energy, weight concerns and increased risk of preventable conditions such as diabetes and obesity. All 220 students who underwent a health check also received a blood glucose level check, ensuring every young person was screened for early signs of diabetes.

"I teach students how to make good food choices that will help them feel

better and stay healthy," Dorothy said. "It's not about strict diets – it's about knowing what our bodies need."

Every second Monday, Dorothy worked directly with students, offering individual support, simple meal plans and practical cooking advice. She also incorporated First Nations ingredients, connecting nutrition with culture and everyday life.

"Food doesn't have to be a mystery," she said. "The more we talk about it, the more they'll understand."



## CARE LED BY COMMUNITY

Ngak Min Health was proud to receive the Aboriginal and Torres Strait Islander Peoples Award at the 2025 Open Minds Queensland Mental Health Awards.

Ngak Min Health's Chairperson, Audrey Deemal accepted the award on behalf of a committed local team delivering culturally grounded, holistic mental health care in Cape York.

This recognition affirms our mission to strengthen social and emotional wellbeing through connection, culture and community leadership, alongside partners like Djarragun College.



## SHARED LEARNING

On Gimuy Country in Cairns, Ngak Min Health joined Djarragun College at the Closing the Gap on Indigenous Health Forum in August to share findings on what works when communities lead their own health solutions.

Presenting both data and lived experience, the team highlighted its unique model that continues to demonstrate powerful outcomes.

General Manager Charmaine Nicholls said, "When our young people are healthy, they have the freedom to learn, grow and choose the future they want."



# MEET OUR PRACTITIONERS

Ngak Min Health is a team of dedicated healthcare and wellbeing professionals who share our values and believe in the work we do. Many weave their time at Ngak Min Health alongside other clinical roles, contributing their expertise because they see the value in this model of care and want to improve the lives of the students we support each day.



Dr Gemma Bylos  
General Practitioner



Dr Jenny Chandler  
General Practitioner



Jayrahni Nicholls  
Aboriginal Health Worker  
and Registered Nurse



Dr Bharat 'Baz' Gadhvi  
General Practitioner



Dr Kate Murray  
General Practitioner



Georgina Triantaflov  
Registered Nurse



Anne-Marie Houston  
Social and Emotional  
Wellbeing Counsellor

## PARTNERS



As a long-time supporter, Gilbert + Tobin proudly stands alongside Ngak Min Health to address the health inequalities for First Nations people and contribute to the betterment of Indigenous communities. They recognise the profound importance of the health services provided by Ngak Min Health and support the meaningful impact of this work.



With shared values and a mission for caring for people, KINNECT has been a strong supporter of Ngak Min Health. Their donations have helped purchase a mobile diagnostic as well as helping to fund two therapeutic spaces, where students can gather for individual and group counselling.



With St. George Foundation supporting our pilot Pathways to Wellbeing and Resilience program, we were able to roll out a comprehensive, culturally appropriate counselling initiative to foster resilience and mental wellbeing. The program will have a lasting positive impact on the social and emotional health of Djarragun College students.



A FRRR Strengthening Rural Communities grant supported projects that built connectedness and wellbeing. Under Wellbeing and Resilience: Safeguarding Vulnerable Communities, Ngak Min used the grant to improve student immunisation access and health equity by procuring mobile refrigeration units for vaccine transport.



Let's Yarn About Sleep and Ngak Min Health partnered to deliver a program dedicated to advancing sleep health within our school community. Recognising sleep as a crucial element in overall wellbeing, our approach focuses on providing culturally responsive tools and knowledge to improve sleep for young people.



## Cape York Aboriginal Australian Academy

Get ready. Work hard. Be good.

Cape York Aboriginal Australian Academy (CYAAA) was established in 2010 to address historically low attendance and academic performance among Indigenous children in remote communities. Operating in Coen and Hope Vale, the Academy is a unique partnership between Good to Great Schools Australia and the Queensland Department of Education.

By providing an extended school day and employing Direct Instruction (DI) and Explicit Direct Instruction (EDI), CYAAA ensures students benefit from focused teaching, regular attendance, and accelerated learning. With a strong emphasis on safety, health and well-being, it cultivates positive learning environments and fosters essential life skills.

CYAAA empowers a new generation to excel in both traditional and contemporary worlds, balancing cultural identity with 21st-century skills and laying a foundation for lifelong success.

FOCUS AREA	CAPABILITIES		
 EDUCATION	 EFFECTIVE EDUCATION	 GIRLS EMPOWERMENT	 BOYS EMPOWERMENT
 THE GLOBAL GOALS For Sustainable Development	<b>4</b> QUALITY EDUCATION 	<b>10</b> REDUCED INEQUALITIES 	<b>17</b> PARTNERSHIPS FOR THE GOALS 



# CYAAA YEAR IN REVIEW

In 2025, Cape York Aboriginal Australian Academy (CYAAA) enrolled 168 Indigenous students across its Coen and Hope Vale campuses – 33 in Coen and 135 in Hope Vale – an increase from 147 students in 2024. Coen commenced the year with strong attendance of 86.1% in Term 1, while Hope Vale recorded 66.6% for the same period. Overall annual attendance for the year was 76.25% at Coen and 64.95% at Hope Vale. Contributing factors to lower attendance included extended family absences, community disruptions and delayed post-holiday returns.

In response, CYAAA initiated Family Responsibilities Commission-facilitated home visits, fostering constructive dialogue with parents and caregivers on the importance of consistent attendance. Referrals were also made to regional support teams where required.

To address these challenges, CYAAA strengthened its Positive Behaviour Interventions and Supports (PBIS) framework, ensuring each campus remained a safe and supportive learning environment. Community School Improvement Partnership (CSIP) meetings enabled local stakeholders to co-design solutions, reinforcing the Academy's commitment to collaboration.

These efforts reflect CYAAA's belief in every child's capacity to succeed. By prioritising strong relationships, community engagement and high expectations, CYAAA is positioned for sustained improvements.

**168**  
STUDENTS ENROLLED  
IN 2025

**33**  
STUDENTS ENROLLED  
AT THE COEN CAMPUS

**135**  
STUDENTS ENROLLED  
AT THE HOPE VALE  
CAMPUS

**86%**  
ATTENDANCE RATE  
FOR TERM 1  
AT COEN





## HEALTHY START TO THE DAY

Fuelling growing bodies is essential to learning, engagement and wellbeing. At the Hope Vale Campus, a daily breakfast program helps create a welcoming start to the school day, ensuring every student begins well-nourished and ready to learn, with improved concentration and sustained energy in the classroom. Delivered in partnership with local community organisations, the initiative reflects a strong shared commitment to student wellbeing, positive school culture and improved attendance.



## FAMILY ENGAGEMENT

Hope Vale and Coen campuses hosted a range of family-focused events throughout the year, including Meet Your Child's Teacher, International Women's Day, Mother's Day, Father's Day, Grandparents Day and Under 8's Week, all with strong family participation. These events created welcoming opportunities for families to connect with their child's learning and build positive relationships with the broader school community. Together, these initiatives strengthened engagement and a shared commitment to positive educational outcomes.

## HOBBY CLUB INSPIRES MINDS

Hobby Club was introduced at CYAAA in 2025 to provide students with the opportunity to explore new fields of interest. By fostering their passion for a new activity, the well-attended program helped develop students' love of learning and greater engagement in their educational journey.

The program was coordinated by the Every Child is Special Coordinator four afternoons of every week, offering free classes on film making, creative music, band club, arts and crafts, Lego construction, swimming club and drama.



## STRENGTHENING PARTNERSHIPS

CYAAA continued to strengthen partnerships with parents, families and communities to support children's education through collaboration and shared responsibility. Across campuses, Community School Improvement Partnership (CSIP) meetings provided a formal forum for families and school leaders to review priorities, share school data, meet new staff and discuss upcoming events. Importantly, these sessions prioritised listening to and applying community feedback, ensuring local voices shape approaches to student attendance, wellbeing and engagement.



# SUPPORTING THE TRANSITION

Commencing in Year 4, CYAAA prioritises early, structured preparation for secondary school and boarding pathways. By Year 6, students participate in practical workshops to build readiness and confidence. In Semester 1, Coen and Hope Vale campuses worked with Cape York Leaders Program and the Department of Education's Transition Support Office to support families with planning for 2026. Of the 23 Year 6 CYAAA students, all students secured a Year 7 place across a range of schools with 11 receiving a CYLP scholarship to highly regarded boarding schools across Queensland, including Lindsay (right).



# CULTURE AND COUNTRY

Music and cultural experiences play a vital role in student engagement at CYAAA. Students from Coen and Hope Vale participated in the semester 2 Band Camp, culminating in a performance at the Yarrabah Music and Cultural Festival, where they proudly represented their school and community. In Hope Vale, Years 4–6 students attended a Culture Camp at Normanby Station, participating in cultural activities such as spear making, fishing and cooking that strengthened identity, independence and confidence.



# CELEBRATING ATTENDANCE AND ACHIEVEMENT

At CYAAA, regular school attendance is recognised as fundamental to student success and is actively celebrated to strengthen engagement and motivation. Attendance is acknowledged alongside effort, character and learning, reinforcing the importance of showing up, participating and belonging to the school community. Students receive weekly certificates recognising attendance, academic achievement and character strengths such as resilience, kindness and commitment to learning. A standout example for attendance was Miss Mel's Year 3 class at the Hope Vale campus.

To further encourage participation, the Hope Vale campus had Fun Fridays, using themed days and incentives to boost attendance on this traditionally lower-attendance day. Classes achieving full attendance for the week are rewarded with a Friday afternoon pool visit, creating positive momentum and a culture that values consistency and engagement.

Attendance is also celebrated at end-of-term and end-of-year awards nights, with awards sponsored by the Family Responsibilities Commission.



## CAPE YORK EMPLOYMENT

With no labour market, community members can find themselves in the grips of passive welfare, which can strip away purpose and self-worth. Cape York Employment (CYE) works throughout the Cape and Far North to create pathways to meaningful employment, provide access to training, improve job readiness and address barriers. CYE takes an innovative approach to job creation in its regions of Aurukun and Coen (Region 60) and Lockhart River (Region 56). We leverage our funding and collaborate with jobseekers to create meaningful jobs that benefit the broader community. This successful approach is unique to Queensland and is helping to shape policy throughout Australia. CYE is also a pioneer in youth job creation. Through initiatives like School to Jobs, on page 78, we are tackling the crucial gap in transitioning students into jobs.

### FOCUS AREA



PATHWAYS AND JOBS

### CAPABILITIES



WORK



SOCIAL NORMS AND JUSTICE



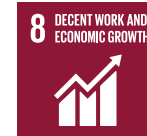
STRONG FAMILIES



THE GLOBAL GOALS  
For Sustainable Development



1 NO POVERTY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

# CYE YEAR IN REVIEW

In 2025, Cape York Employment (CYE) continued its focus on creating meaningful jobs, leading the way with the School to Jobs initiative supporting young people to transition from school into work. CYE also delivered the National Indigenous Australians Agency (NIAA) Community Development Program (CDP) in Region 56 (Lockhart River) and Region 60 (Aurukun and Coen), working directly with communities to design and create local jobs where no labour market exists. This community driven model resulted in 75 people from Aurukun, Coen and Lockhart River taking on real, locally designed jobs.

In 2025, CYE created 46 new jobs and introduced a strengthened jobs support framework focused on individual case management. This has led to stronger employment outcomes, higher job retention and smoother transitions into other meaningful roles. CYE also supported more than 750 CDP job seekers, including 115 people in paid employment, through regular appointments, activities and job placement support.

In November, the Region 60 CDP contract for Aurukun was not renewed for 2026; however, CYE is proud of its 12-year contribution to Aurukun, during which more than 100 people gained employment opportunities and over 24 Joint Services events were delivered across four years. We continue to support the Aurukun community through our O-Hubs and the Services Australia contract.

**75**  
PEOPLE TAKING  
ON REAL, LOCALLY  
DESIGNED JOBS

**768+**  
JOB SEEKERS  
SUPPORTED

**46**  
COMMUNITY  
PROJECT JOBS

**6**  
JOINT SERVICES  
EVENTS HELD

**350+**  
COMMUNITY MEMBERS  
SUPPORTED BY  
JOINT SERVICES

# CREATING JOBS WHERE NO MARKET EXISTS

In Aurukun, Coen and Lockhart River, where there is little to no active labour market, CYE demonstrated that creating real jobs and reinvesting back into local people is the strongest pathway to dignity and empowerment.

From 2022 to the end of 2025, CYE created 46 new jobs across these communities. They were not driven by contractual requirements, but because community members said they wanted to work, contribute and build something for their families.

Reflecting on 15+ years of deep listening and long-standing relationships on the ground, this unique approach was shaped by community priorities and delivered by local staff. No FIFO workforce, no imported model – local people working to support their own communities. Revenue that could have been extracted as profit was reinvested into creating more jobs, training and opportunity, reflecting a service model grounded in community trust.

Each of the 46 roles responded to a practical community need while aligning with people's skills and interests.

Yard Crews became a visible and valued presence in the communities – maintaining lawns for Elders and improving the safety and presentation of community spaces. Their work was immediate and tangible, strengthening pride, routine and shared responsibility.

"I appreciate what they've done," Lockhart River Elder Lorraine Clarmon said. "It's lovely that they show their respect back for the community. They really do a good job."

Angus Kerindun's role as a Yard Crew member in Aurukun quickly led to a leadership role supervising his team while maintaining community spaces in the community he loves. "If you do something positive for the community, you will receive respect from the community in return," Angus said.

In Coen, Caitlyn Collins-Jones contributed in practical ways through her role as a cleaner and Mayi Market assistant at the local O-Hub, strengthening her connection to community. "I have a heart for helping others," she said. "I feel so proud of myself being able to work in a space that focuses on community."

Other roles addressed critical service gaps. In Aurukun, Gerald Pootchemunka started with Cape York Employment as a bus driver, transporting community members to appointments. This job built the skills that secured him a job with Chivaree Aged Care, supporting Elders across the community and delivering their refurbished mobility devices. "My time with Cape York Employment helped me realise what I need to do next is to serve my Elders." His pathway shows how targeted, community-based roles can create real opportunities for people

to move into sustained employment aligned with their values.

Since opening in 2022, the Aurukun Op Shop has employed four local staff and provides low-cost essentials in a community where living costs are high. "I like working here because I like to help with supervising and talking with people," said Judith Ngakyunkwokka. The Op Shop builds practical skills and provides income while meeting a community need.

A Women's Art Centre featured on page 74 turned into a thriving microenterprise.

For many participants, these roles marked their first experience of structured employment, regular income and financial independence. They built confidence and created pathways that had not previously existed.

Ensuring the employees were job ready required coordinated support. CYE's Joint Services events brought together multiple services and agencies in one place – enabling people to access identification, licences, financial services and other requirements needed to enter the workforce. In remote communities where distance and access create barriers, this approach enabled people to become job ready in a practical and achievable way.

This success provided clear evidence of what works and has even informed national policy by shaping the

new Remote Jobs and Economic Development (RJED). It shows that job creation in remote communities, while extremely complex, is achievable when programs are flexible, community-led and properly resourced.

At the same time, this work highlights the impact when proven approaches are disrupted. Following the loss of the Remote Area Employment Service (RAES) tender in Aurukun, CYE was forced to issue redundancies to the people in the roles they had created. These were our local people, families and livelihoods. The loss has been felt heavily across the communities. The jobs matter but the people in them matter more.

CYE's employment model has delivered jobs through service linked employment at a substantially lower cost than current program benchmarks. This highlights the efficiency of locally embedded, service driven models in generating employment while sustaining essential community services. For policymakers, the lesson is clear – effective remote employment models must account for complexity, invest in local capability and support integrated service delivery.

For community, this work reflects the strength, capability and leadership of local people when given the opportunity to work on their own terms, in their own place.



# ARTFUL EMPLOYMENT

Margo Koonutta's journey with Cape York Employment shows how the right employment pathway can strengthen individual confidence while contributing to community life.

A proud artist from Aurukun, Margo stepped into a paid role as Art Centre Assistant at Akay Koo'oilu Women's Art Centre. Margo's connection with the Art Centre began through the Community Development Program. What started as work experience soon became a place of belonging. It allowed her to build skills, contribute each day and stay grounded in her cultural identity. Over time, her passion for pottery grew and she became a trusted and valued part of the Centre's daily work.

With support from Cape York Employment's Workforce Development Program, funded by the National Indigenous Australians Agency, Margo transitioned into paid employment. In 2025, she contributed across creative production and community engagement. She created bowls, vases and sculptural pieces, and supported workshops that bring women together through shared creativity and connection.

After the loss of her partner, art became an anchor. "When I come in, I keep myself busy with my art," Margo says.

“

**I like coming in from Monday to Friday. It keeps me busy all the time.**

————— Margo Koonutta

Margo's work draws inspiration from the wetlands around Aurukun. Water lilies feature strongly, representing the three swamps near her home. Each piece carries stories of place, memory and identity.

Her story reflects what Cape York Employment works toward. Practical pathways into real jobs that build confidence, support economic participation and allow people to shape their own futures while strengthening community and culture.



# FROM LOCAL ROOTS TO REACH

For more than a decade, Rachell has helped shape Cape York Employment into a trusted, community-grounded organisation creating real pathways to work across the Cape.

Rachell joined CYE in 2014, bringing cultural connections to Djungan Country around Burketown and Doomadgee, and to Ugar in the Torres Strait. At the time, the Cairns office was a two-person operation. Rachell handled administration and supported jobseekers' day to day, helping people stay engaged and on track.

In 2025, CYE employed more than 58 staff across compliance, workforce development, site supervision and leadership roles. The organisation supported jobseekers across Aurukun, Coen and Lockhart River, working alongside communities to build long-term employment pathways in some of the most remote parts of Cape York.

Much of Rachell's work focused on the practical systems that make employment possible. This included helping people access identification, organising training and coordinating the support needed to move from job seeking into work. Removing these barriers allows people to take up opportunities, earn an income and support their families.

A key initiative she has supported for many years is Joint Services, which brings government agencies into communities to deliver services face to face. The approach strengthened relationships with jobseekers, community members and stakeholders, while reducing the burden on individuals who would otherwise need to travel long distances to access support.

In 2025, Cape York Employment supported more than 750 jobseekers and over 200 community members through Joint Services. From two staff to a region-wide team, Rachell's journey reflects CYE's mission in action: building capability, creating opportunity, and supporting community-led progress across Cape York.



[READ MORE](#)



# Akay Koo'oilala Women's Centre



Aurukun  
Shire Council

## BUILT BY WOMEN

A road bends quietly off Aurukun's Kang Kang Road, easy to miss if you don't know it's there. A large shed sits back from the track, open to the breeze. Inside, the air moves gently. It lifts the edge of a canvas and carries the smell of tea. Nothing feels rushed.

This place – the Women's Art Centre – was named after Akay Koo'oilala, a respected Elder and artist whose life was deeply connected to Aurukun. Her legacy sits quietly in the space: in the sharing of knowledge, in

the strength of women creating together and in the continuation of culture through art.

It began as a place to gather. Women came for a break from home, for company, for something to do.

"It's boring at home, I like to come to the art centre to have a break from home." The kettle was always on. Some picked up brushes for the first time. Others watched and learned. It was a safe space where creativity and wellbeing came together.

At first, it was simply an activity, but Cape York Employment didn't treat it as just that. They paid attention. They listened. They saw what was emerging.

When the first paintings began to sell, CYE recognised something more than participation. They saw the early signs of value, demand and capability.

One woman recalled, "I didn't feel like I was an artist until people started saying they liked my work and then someone bought one of my paintings."

The money went straight to her, no middleman. Here, if you made something and someone valued it, you were paid. Directly. Fairly.

CYE could have kept the centre as a program and something that women attended, something that ended when funding did. Instead, they made a deliberate choice to support what the women were building and allowed it to grow into something of their own.

More women came. They sat together, sharing skills and encouraging each other to keep



going. Confidence grew, not through instruction but through doing, earning and being recognised. CYE stood alongside, providing support where it was needed, but not taking ownership.

Soon, a kiln arrived, and pottery took hold. Clay became bowls, vessels and even miniature Aurukun dogs. Pieces were fired, finished and placed on display. As word spread, interest grew beyond the community.

Visitors arrived, and with them came larger opportunities. Commissions followed – orders that required consistency, collaboration and time. One request came through for well over 300 small bowls. The women worked together to complete it,

shaping, firing and finishing each piece. It was steady work, shared across many hands with returns going directly back to the artists.

The model remained simple: create, share, sell. What changed was the intent behind it.

Rather than managing an activity, Cape York Employment supported the conditions for a microenterprise to emerge and one that was shaped by the women, driven by their creativity and grounded in their culture.

Over time, the centre became more than a place to gather. It became known as a place of income, ownership and possibility. Women earned their own income through their work, setting their

own pace and direction. They were no longer participants. They were artists, contributors and decision-makers in something they have created together. This is what it looks like to grow real jobs.

Cape York Employment created the employment needed to sustain it. Roles like Margo's (story on page 72) became part of the centre's daily rhythm – supporting operations, organising materials and keeping the space open and running. This is what made the difference. What stands in that open shed today is not just an art centre.

When CYE lost the employment contract for Aurukun in November 2025, that commitment did not change. The kiln remained.

The equipment stayed. The foundations the women had built were not taken away.

CYE actively encouraged the incoming provider to continue supporting the microenterprise because this was never about ownership of a program. It was about our people.

There was no contractual obligation for CYE to do this; but these are our people. Their success, their income and their opportunity matter beyond any contract. The continuation of this enterprise is critical not just for the women involved, but for the long-term growth of our region.

Akay Koo'oila would be so proud of what the women created.



## BRINGING SERVICES TOGETHER, MAKING PROGRESS POSSIBLE

In the remote communities of Cape York, accessing essential services can be hard work. Distance, long waits and unreliable internet often turn simple tasks into ongoing barriers. Joint Services responds by bringing multiple services into one place, at one time, so people can get things done face to face.

Cape York Employment's Joint Services initiative shows how coordinated, community-focused support can achieve practical results.

Community members work with CYE staff to sort licences, identification, employment pathways and referrals. Many also chose to look after their

health during the same visit, accessing vaccinations and advice without needing to make another trip. Trusted local leaders help create a space that feels safe and respectful, while visiting providers work alongside community-based teams.

The impact is immediate. Paperwork is resolved, confidence grows and young people take clear steps from school toward work. When services listen, collaborate and show up in person, barriers fall away. Joint Services strengthens health, employment and independence by making access easier and supporting people to choose lives they have reason to value.

## BUILDING SKILLS, OPENING DOORS

Lutonya set a clear goal and worked steadily toward it. As a Heavy Machinery Operator on the Peninsula Development Roads project, he continued building his skills and, in September, approached Cape York Employment for support to gain his Heavy Rigid licence. CYE coordinated his training through Cairns Truck School, and he successfully passed his HR test in Cairns. This qualification strengthens his current role and opens the door to future career opportunities.



## RIO TINTO FOCUS ON ENTRY-LEVEL MINING ROLES

Cape York Employment supported job seekers in Aurukun to explore entry-level mine operator roles with Rio Tinto at Amrun. A local drop-in session was followed by a site visit, with CYE providing PPE and boots so participants were work-ready. Zantack, one of the attendees, said the experience confirmed his interest in a role at Amrun when an opportunity arises. These partnerships matter because they turn interest into real pathways to jobs and long-term economic security for Cape York people.

“

**I'd be very interested in a role in the mines if the opportunity comes up.**

Amrun



# REAL PEOPLE REAL JOBS

Here are the faces of just a few Cape York residents who have secured a real job through our jobs creation initiative.

Ongoing intensive mentoring and support from the CYE Job Support team ensures that any barriers that may impact on work attendance are addressed.

This support is a key reason why there are greater retention rates and a waiting list of people wanting to be a part of the project.





# SCHOOL TO JOBS

Only 58% of young Indigenous people aged 15 to 24 are engaged in employment, education or training, with participation falling further in remote areas. In and around Cairns, the support young people receive before and immediately after high school can shape whether they build long-term careers or become reliant on welfare.

School to Jobs (S2J), an initiative of Cape York Employment since 2021, has addressed this challenge by helping young people move into meaningful employment through partnerships with local businesses. S2J connects students and graduates from Djarragun College, Cape York Girl Academy and Cape York Leaders Program with employment opportunities, workplace support and industry experience that strengthens skills, builds confidence and supports long-term economic independence.

 FOCUS AREA	 CAPABILITIES			
 PATHWAYS AND JOBS	 EFFECTIVE EDUCATION	 GIRLS EMPOWERMENT	 BOYS EMPOWERMENT	 STRONG FAMILIES
 THE GLOBAL GOALS For Sustainable Development	 4 QUALITY EDUCATION	 10 REDUCED INEQUALITIES	 8 DECENT WORK AND ECONOMIC GROWTH	

# SCHOOL TO JOBS YEAR IN REVIEW

Throughout 2025, School to Jobs (S2J) supported 117 young people from Djarragun College, Cape York Girl Academy and the Cape York Leaders Program with practical and tailored assistance. This included leadership and financial literacy education, resume development, support with job and apprenticeship applications and transport to training, interviews and work opportunities. The program also assisted participants to obtain driver licences and white cards.

Across the year, 52 young people moved into employment or education. Of those engaged in transitional planning, 44 secured employment outcomes and eight commenced tertiary study. This represents a 44% success rate, an improvement from 27% the previous year. Weekly coaching sessions provided consistent support, with additional guidance in Term 4 as Transition Plans were refined.

S2J strengthened pathways into employment by partnering with 23 employers, significantly increasing opportunities from 2024. Collaboration with Cape York Institute and Ngak Min Health, along with access to the Pama Platform, supported financial capability and workplace readiness.

Transport and logistical support remained essential. This included transport to training, interviews, work experience and employment, assistance with uniforms and job-readiness requirements, support with applications, interview preparation and attendance at key events.

**117**  
YOUNG  
PEOPLE  
SUPPORTED

**23**  
EMPLOYMENT  
PARTNERS  
ENGAGED



**52**  
YOUNG PEOPLE  
EARNING  
OR LEARNING

**44**  
EMPLOYED  
WITH  
PARTNERS

**44%**  
SUCCESSFUL  
EMPLOYMENT  
OUTCOME RATE





# TURNING PLANS INTO PATHWAYS

The inaugural Pathways to Success Conference gave Year 12 students from Djarragun College and Cape York Girl Academy dedicated time and support to think seriously about life after school and the future they want to build.

Delivered by School to Jobs, the two-day conference brought together 37 senior students to focus on what comes next: work, training, further study, and the responsibilities that come with independence. The approach was practical and personal, grounded in the belief that meaningful work shapes more than income. It builds confidence, strengthens families, and contributes to

safer, more stable communities.

From the opening session, students were encouraged to see planning as an act of self-respect. School to Jobs staff Karl and Sammy emphasised that asking the right questions early helps young people take control of their choices and move forward with purpose.

“You don’t have to have every answer today, but you do need to start asking the right questions,” said Karl Adams.

Across the conference, students built skills and knowledge to step confidently beyond school. Sessions covered

resilience, essential systems such as MyGov and Medicare, and how education links to real employment opportunities. A strong focus on apprenticeships and traineeships highlighted pathways to long-term careers and practical independence.

Students met with culturally appropriate employment partners who respond to the needs of First Nations young people. Hands-on workshops in writing resumes, job applications, and interview techniques prepared students for real workplaces, while Djarragun College alumni shared their experiences and students spoke openly about their goals.

One hopes to become a carpenter and build his own home. Another is preparing to begin a nursing degree.

“**My dream job would be a carpenter so that hopefully I can build my home one day**

———— Participant: Robert.

The conference closed with action planning, turning ideas into clear next steps, supported year-round by School to Jobs mentoring and guidance.

 **LEARN MORE**

# JOB READY YOUNG WOMEN

The School to Jobs (S2J) team has been working closely with students at Cape York Girl Academy, delivering structured Job Readiness sessions each week. The work is grounded in a clear purpose. Young people need time, guidance and practical support to prepare for life after school and starting earlier matters. As School to Jobs Manager Karl Adams observed, "Early exposure gives students the space to build confidence before the pressure of leaving school sets in."

Through S2J, early intervention Job Readiness sessions were identified

as critical for senior Cape York Girl Academy students. The aim was both simple and ambitious: to prepare young women to transition from school into employment with confidence, capability and a clear sense of direction. The approach was piloted with strong outcomes and positive feedback from students, confirming the value of investing in job readiness while young women remain engaged in their education.

Across the pilot, S2J delivered 28 weekly Job Readiness sessions built around understanding

individual interests and strengths, career identification and preparation, work readiness and engagement, and transition preparation. Together, these sessions created a structured pathway that supported self-understanding, exploration of employment options and the development of practical workforce skills.

The impact was clear. Confidence grew as our female students began to see employment as achievable and within their control. Sixteen students participated in

the sessions, 14 completed work experience placements, and three achieved successful employment outcomes.

At its core, this work is about more than jobs. It is about building capability and choice. By supporting young women to understand their strengths, prepare for work and navigate the transition from school to employment, S2J is helping students take ownership of their futures and move towards lives they have reason to value.

**“ When students can see a pathway, they are far more willing to step forward**

— Karl Adams



## RECOGNITION OF LASTING IMPACT

In 2025 School to Jobs was recognised as the 'Community Training Initiative of the Year' at the Queensland Training Awards – Tropical North Region, alongside Cape York Institute's Skills2Lead and Aspire programs.

The award recognises the lasting impact of supporting young people early, mentoring them well and connecting them to real jobs. Purposeful work can change how a young person sees themselves, strengthening families, contributing to safer communities and opening doors to futures they have reason to value.

School to Jobs walks alongside young people as they transition from school

into the world of work, providing mentoring, real-world experience and practical support that build purpose, stability and pride.

“**This recognition belongs to the young people who show up and keep going, and to the communities and employers who support them. When young people are connected to real work early, the impact lasts.**

————— Karl Adams



## CREATING FUTURES THROUGH PARTNERSHIPS

School to Jobs is built on relationships that create real employment, offering young people pride, purpose and stronger families. Through its partnership with Gurriny Yealamucka Health Service, the program advanced a long-term goal to strengthen the local Aboriginal health workforce. By listening first and planning carefully, three young women, Shanille, Ava and Amazon, transitioned from school into Health Worker traineeships, gaining qualifications while working in their own community, ensuring culturally informed care stays close to home.

At Hartley's Crocodile Adventures,

Cape York Girl Academy students Maree and Vivienne gained exposure and confidence through work experience. Maree found strengths in customer service, while Vivienne built resilience through early starts and hands-on animal care. Both learned responsibility, teamwork and consistency.

These partnerships show how early mentoring and support into apprenticeships and traineeships create genuine pathways into meaningful work, building self-belief, stronger families and safer communities.



[READ MORE](#)



## JOURNEY FOR A BRIGHT FUTURE

While waiting to formally graduate from Cape York Girl Academy, Vivianne took the next step on her School to Jobs pathway by joining the Aboriginal Health Coach Program in Walangeri (Yarralin, NT). Through this role, she is helping to promote wellbeing and resilience among Aboriginal families by delivering culturally appropriate health education within the community.

By guiding students into meaningful local employment, School to Jobs supported Vivianne with application writing, interview preparation and personalised mentoring, helping her build confidence, purpose and a strong foundation to contribute to the health and wellbeing of her community.



## SKILLS FOR IMPACT ON COUNTRY

Jaylen has taken a strong step forward on his School to Jobs pathway, showing how training can lead directly to meaningful employment.

After successfully completing the Skills2Lead Program with the Cape York Institute Leadership Academy, Jaylen is now employed as a Reef Intervention trainee with the Reef Cooperative. In this role, he is gaining valuable

experience in marine conservation and management. Jaylen's achievements highlight the strong role School to Jobs played through resume and application support, transport assistance and confidence-building guidance, helping him move into meaningful employment that contributes to caring for Country and the environment.

## FROM SCHOOL TO THE KITCHEN

Vellington's story shows how School to Jobs helps young people transition from learning into meaningful employment. With this support, he began a school-based chef traineeship at Djarragun College, developing practical skills in the college kitchen and gaining valuable workplace experience through casual shifts at KFC. Employers consistently value the training environment that fast-paced kitchens like KFC provide. As he enters Year 12 in 2026, Vellington demonstrates how commitment, guidance and real-world experience can build strong, positive futures.



## GROWING COMMUNITY FUTURES

Leurline's story reflects the power of education paired with real opportunity. A recent graduate of Djarragun College, she completed the practical placement for her Certificate III in Early Childhood Education and Care at 'Child's World Early Learning Centre' in Cairns, supported by School to Jobs. Her commitment quickly stood out. She was offered part-time work during school holidays and, after graduating, secured ongoing employment at 'Yarrabah Daycare', where she has since been promoted to team leader. Leurline is building skills, confidence and leadership that strengthen her community and the future of early childhood education.



# OUR VALUED EMPLOYER PARTNERS

School to Jobs has a team of valued Employer Partners, whose ongoing support plays a vital role in helping students transition from school into meaningful employment. Their active involvement creates important opportunities for young people and contributes to stronger community outcomes.

We also acknowledge the generous contribution of senior corporate executives from outside Cairns who freely give their time, expertise and leadership to support this initiative. Their commitment strengthens the impact and continued growth of School to Jobs for the benefit of our young people.

Support from the Tim Fairfax Family Foundation (TFFF) and the Scully Fund has been pivotal in advancing School to Job's work. This investment has enabled the organisation to test and demonstrate a model that responds to a significant and growing need in the Cairns region, creating meaningful pathways for young people to take up employment and build long-term, sustainable livelihoods.



Bama Services  
Biosecurity  
Cairns Brothers  
Cairns Cars  
Cairns Convention Centre  
Cape York Employment  
Community Enterprise Queensland  
Djarragun College  
Ellis Beach Bar & Grill  
Glencore  
Good to Great Schools  
Gurriny Yealamucka Aboriginal Health Service  
Hartley's Crocodile Adventures  
MiHaven  
Pit Diesel Services  
QLD Health  
Rio Tinto  
Scully Fund  
Savannah Campers  
Tablelands Garden and Landscape Solutions  
Tim Fairfax Family Foundation  
Total Food Network  
Yarrabah Aboriginal Council  
Youth Hostels Association



# BAMA SERVICES

Without meaningful employment, people can often find themselves in the crippling grip of passive welfare and low self-worth, leading to damaging social and health problems. As an award-winning social enterprise, Bama Services aims to break this cycle by providing genuine opportunities to access the real economy.

Bama Services is a 100% Indigenous-owned landscape, maintenance, small-scale construction and cleaning contractor based in Cairns. Since 2010, Bama has employed 300+ Indigenous staff and remained commercially competitive while focusing on providing entry-level jobs.

We encourage staff to complete relevant trade qualifications while working and look after their wellbeing with a holistic and award-winning Support and Wellbeing Program. Bama builds people.

 [LEARN MORE](#)

FOCUS AREA	CAPABILITIES			
 PATHWAYS AND JOBS	 WORK	 EFFECTIVE EDUCATION	 INFRASTRUCTURE	 ENTERPRISE & INDUSTRY
 THE GLOBAL GOALS For Sustainable Development	 3 GOOD HEALTH AND WELL-BEING	 8 DECENT WORK AND ECONOMIC GROWTH	 11 SUSTAINABLE CITIES AND COMMUNITIES	



**ACCREDITATIONS**  
ISO Integrated Management System (IMS)



**AFFILIATIONS & REGISTRATIONS**

**QSEC** Queensland Social Enterprise Council



**QUEENSLAND BUILDING AND CONSTRUCTION COMMISSION**





# BAMA SERVICES YEAR IN REVIEW

In 2025, Bama Services strengthened its impact by combining employment pathways with high-quality delivery and targeted support. The business employed 104 staff across the year with 40 new staff members previously unemployed. Bama ended the year with 74% Indigenous staff.

Bama delivered more than \$5M in works across 2025, reinforcing capability through high-profile contracts and complex delivery. Bama completed works at JCU's Cairns Tropical Enterprise Centre (Yeinie Building) within a tight construction window and client feedback was strong, including a request to extend maintenance into 2026. In Townsville, Bama's landscape maintenance at Lavarack Barracks was formally commended by Downer as a benchmark for on-site standards. Growth continued through QBuild and Cairns Regional Council packages, translating into an increase in staff positions to fulfil the contracts. This included the recruitment and retention of eight new permanent team members. Specialist crews maintained steady work flows through hydromulch delivery and the Kuranda Range gabion works project.

Bama's cleaning arm continued works throughout the year with contracts for QBuild and Brady Marine Civil services. New contracts were secured in the latter half of the year with work to commence in 2026.

Staff wellbeing remained central, as they were supported by weekly sessions and 109 case management touch points.

Bama Services' operations in Townsville were halted in September after the company's landscape maintenance arrangement with Downer's Management was cancelled due to contract uncertainty.

**28**  
NEW EMPLOYEES  
IN 2025

**109**  
CASE MANAGEMENT  
TOUCH POINTS

**40**  
STAFF WERE  
UNEMPLOYED OR  
ON WELFARE BEFORE  
COMMENCING  
WITH BAMA

**74%**  
INDIGENOUS STAFF  
AT END OF 2025

**\$5M+**  
TOTAL VALUE  
OF WORKS DELIVERED  
IN 2025

# NEVER A BAD DAY AT BAMA

After joining Bama Services 18-year-old labourer Harry has “never had a bad day” at the office, quoting the work environment, workmates and culture as major factors towards his eagerness to get out of bed for work every day.

Working with the Garden Maintenance team, he spends his days outdoors maintaining gardens by sweeping, hedging, trimming trees and operating a range of machinery across large council sites, including parks and gardens and roads from Smithfield to Palm Cove, among other areas across Cairns. While Harry had some experience with other industries, including carpentry, he had never worked in landscaping before. He said the structured, professional environment at Bama Services helped him adjust quickly. “You’ve got early starts, you’ve got to be prepared, there’s a lot of safety involved,” he said.

“

## Bama is the best place to learn.

————— Harry

Harry values the positive culture at Bama Services, saying it is the best work environment he has experienced. “I can come in and be happy and be myself,” he said. “I’ve never had a bad day here.” He believes the pace of the work, especially on large sites, helps new workers build resilience, confidence and a strong work ethic.

All these aspects combine to provide the perfect working environment and according to Harry, the perfect first job.

Since starting, Harry has learned new skills in landscape maintenance, machine operation and workplace safety. He is excited to continue developing his skills and Bama is prepared to support him every step of the way. “I’d like to get licences like a HR licence when I can,” he said. “It just shows to an employer that you have it and that you can do the work and stick to something.”

# JCU WORKS BOOST BAMA

Bama Services helped shape the public face of JCU's new Cairns Tropical Enterprise Centre (Yeinie Building), delivering the landscaping that now frames the building and welcomes visitors. Contracted in July 2025, Bama completed the landscaping construction by September, building garden beds, pathways and associated external works.

For Bama, the project was a valuable, high-visibility opportunity to demonstrate capability on a specialised landscape site and strengthen confidence with future

clients and was of particular interest as it followed on from Bama's work to the Cairns Convention Centre in 2024.

"Following the completion of these works I was able to present our finished works to new clients and show the high level of completion and attention to detail that we can deliver," Bama Services Operations Manager Jono Coker said. "This is an important aspect to be able to show future clients that we can in fact complete your projects, with a very high standard finished result."

Bama Services remained flexible throughout the delivery of this project by adjusting to changes within the design. Bama's crews were able to maintain progress across irrigation, concrete, edging, soil preparation, turf, planting and mulching. Like many other buildings of its kind across Cairns, native plants were selected due to their suitability to the climate and soil conditions.

One of the most technically challenging tasks was installing large prefabricated concrete planter beds to two balconies. The

team had to pre-cut drainage holes to fit precisely over existing pipes, keep all planters aligned with minimal tolerance, and use a manual gantry crane due to balcony barriers.

At peak delivery, Bama had eight crew on site, creating work during a quieter maintenance period and building construction and landscaping skills across the team. Client feedback has been strong with JCU praising the crew and awarding an ongoing maintenance contract into 2026.



## STEADY WORK AND A STRONG FUTURE

For the past two years, Bama Services has been a steady and positive part of Stephen Pichler's life. Starting out in landscaping, he has built his experience from the ground up, beginning with mowing lawns, maintaining gardens and caring for green spaces across Gordonvale, Edmonton and Smithfield. Over time, his reliability and strong work ethic were recognised, and in 2025 he stepped into a supervisor role.

Now as a supervisor, Stephen helps coordinate teams, moves between sites when support is needed and takes responsibility for maintaining parks, housing areas and major council spaces. Along the way, Bama Services has supported his growth through training opportunities,

including forklift licences and other workplace certifications.

"Bama Services is a great workplace and they provide us with so much training and opportunities," Stephen said. "When you start out all of the supervisors make sure you know what is going on and teach you so you stay safe when working."

What stands out most to Stephen is the sense of trust and respect. Being given responsibility, working with supportive leaders and having access to wellbeing sessions have made a real difference. The work is physical, rewarding and meaningful, and Stephen takes great pride in helping keep community spaces clean, safe and beautiful.



## CLIENT COMMENDATION FOR LAVARACK BARRACKS

Bama's garden maintenance work at Lavarack Barracks in Townsville shows what capability and pride look like on a Defence contract. In early 2025, Downer praised the quality of Bama's ongoing landscape maintenance, even using Bama's

areas to demonstrate the standard expected on-site.

That recognition reflects the leadership of Bama's supervisors and the discipline of crews who deliver consistent results day after day.



## INSTILLING PRIDE IN OUR TEAM

Bama Services recognises its employees regularly through the Pride of Place awards. These awards recognise three different but key aspects of the business. Pride of Place, Pride of Person and Pride of Plant each recognise a worker's commitment and respect for their workplace, themselves and others, and the plants and equipment. By acknowledging a team member's hard work and commitment to these values Bama is able to reinforce positive ideals and ensure they continue through all aspects of work.



## WELLBEING REMAINS A STRONG FOCUS

Bama Services believes keeping a job is as important as getting one. Many staff come to Bama for their first experience of structured work, so support, guidance and expectations are essential. Bama's award-winning Support and Wellbeing Program helps team members navigate personal, social and economic challenges so they can maintain employment and reach their potential.

Every Tuesday the crews return from site for the sessions and build teamwork, mateship and personal development. These group sessions are backed by individual case

management, providing tailored support when it's needed most.

Bama employees taking part in the weekly sessions gain skills and insight that enable them to better do their jobs and be aware of potential dangers. Morning routines, maintaining relationships with clients and awareness of dangerous fauna were among the topics.

This year, the Support and Wellbeing team made 109 case management touch points that helped staff stay connected. By combining real work with real support, Bama strengthens attendance, safety and long-term stability.



## STRONGER FAMILIES THROUGH BAMA CLEANING

Bama Services' cleaning arm continued a steady stream of work for 12 employees as they delivered on contracts throughout Cairns.

Since its establishment in 2024 through a grant from the Lord Mayor's Charitable Foundation, now the Greater Melbourne Foundation, Bama has employed a total of 24 young women and provided them with practical cleaning skills, formal cleaning qualifications, access to a support and wellbeing program and Cape York Leadership Academy's Aspire program.

Key cleaning contracts maintained QBuild, Brady Marine Civil and other

professional offices across the city. Momentum began to build in the second half of the year as Bama secured new contracts with Kubota alongside contracts for corporate spaces, pointing to a strong development of the service in 2026.

The 12 staff supported by the cleaning arm of Bama Services are not only provided with secure employment but other opportunities including skill development and workplace training that leads to increased confidence and personal growth. Outcomes that bleed into the overall health of their families and their financial independence and stability.

# HYDROMULCH HITTING THE MARK

Bama's Hydromulch teams continued a steady workflow across 2025, building their capability through consistent high-level delivery. Hydromulch services remained in demand, supported by repeat engagements and new client enquiries.

Hydromulching is a revegetation and erosion control technique that uses a high-pressure hose to spray a slurry of water, seeds, fertiliser soil conditioners and fibre mulch onto soil.

The jobs were carried out by a crew of two full-time employees who, over the year, applied 245,624 square metres of Hydromulch at various job sites from Townsville to Mossman and as far west as Chillagoe.



# COMPLEX WORKS DELIVERY

Bama's work on the Disaster Recovery Funding Arrangements (DRFA) Kuranda Range Gabion Works project demonstrated how Indigenous employment can be sustained through complex, high-accountability infrastructure delivery.

In 2025, Bama completed early sites with gabion installation. The engineered wire mesh cages filled with rocks

provide erosion control. The project has required disciplined planning, strong safety performance around the busy road and tight coordination with the head contractor.

For Bama staff, the contract strengthened practical skills in work delivery, strengthened job stability and advanced Bama's mission of moving people into skilled work in the economy.



# EXPANSIONS THROUGH QBUILD AND LOCAL COUNCIL

In 2025, Bama Services secured ongoing maintenance and renovation packages with QBuild, which directly translated into local jobs, on-site skills and renewed work with major clients.

For QBuild, Bama secured maintenance contracts for several multi-unit dwellings, including the Social Indigenous portion, with a total work valuation of over \$1.5m.

Bama also secured a maintenance Package for State Primary and Secondary Schools at Yarrabah, a renovation package at Stanley Street and a TAFE Marine College maintenance package.

"These contracts create meaningful employment and pathways for local people," Bama Services Operations Manager Jono Coker said. "Acquiring these contracts has allowed us to recruit and retain eight new permanent team members, building their skills and reliability so Bama can continue delivering for clients across the region."

Bama secured Cairns Regional Council's waste resources herbicide application work and secured both the Argentea and Paradise Palms sites.



## CAPE YORK **TIMBER**

Established in 2013, Cape York Timber (CYT) produces high-quality, sustainably sourced Australian hardwood products while providing long-term employment and training opportunities for local First Nations people across Cape York. CYT sustainably and selectively harvests Australian hardwood and operates a commercial timber mill in Cooktown. Finished products include architectural and structural timber for residential construction.

Since milling operations commenced, CYT has employed and trained 49 Indigenous men and women, accounting for 73% of the total workforce over the years. CYT supports family empowerment through stable, locally based employment that strengthens household income, skills development and connection to community. Employment close to home enables people to remain engaged with family, culture and place.

FOCUS AREA		CAPABILITIES	
 PATHWAYS AND JOBS	 WORK	 ENTERPRISE & INDUSTRY	 STEWARDSHIP OF LAND
 THE GLOBAL GOALS For Sustainable Development	 8 DECENT WORK AND ECONOMIC GROWTH	 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	 15 LIFE ON LAND



# CAPE YORK TIMBER YEAR IN REVIEW

During 2025, Cape York Timber (CYT) completed a full harvesting season across all three local hardwood species: Darwin Stringybark, Melville Island Bloodwood and Cooktown Ironwood. This has strengthened supply certainty and supported operational readiness for the next phase of activity.

CYT worked with a locally based partner and completed mill preparations for the 2026 harvest season. This next step will support local processing and value-adding, creating additional employment and training opportunities while maintaining a strong focus on sustainability and community benefit.

Looking ahead, CYT remains focused on steady, community-driven growth grounded in responsible land management and economic participation. Through ongoing operations and the reopening of the mill, CYT will continue to contribute to family empowerment by supporting reliable employment pathways and stronger links with industry.

**1876M<sup>3</sup>**  
HARVESTED IN 2025



## O-HUB

Cape York Partnership knows individuals and families are the key agents of change in their move from passive welfare to self-reliance and economic prosperity.

The Opportunity Hubs (O-Hubs) are community centres designed to empower families of Cape York to take control of their lives through a suite of Opportunity Products, including MPower, Wise Buys, Mayi Market, Homelands, Bayan, READY, SET and GO. Our web-based Pama Platform is progressively expanding its offering to provide online access to these Opportunity Products, while building digital literacy.

Located in Aurukun, Coen, Hope Vale and Mossman Gorge, the centres are proudly staffed by 93% local Indigenous employees who understand their community and the people they support. Our new mobile O-Hub trucks extend these services and products to Cape York communities without a permanent O-Hub, including Lockhart River and Wujal Wujal.

O-Hubs have become part of the fabric of each community they support – a one-stop-shop of empowerment and community connection.

### FOCUS AREA



FAMILY EMPOWERMENT

### CAPABILITIES



STRONG FAMILIES



SOCIAL NORMS AND JUSTICE



LIFELONG HEALTH



MARKETS



THE GLOBAL GOALS  
For Sustainable Development



1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING



10 REDUCED INEQUALITIES

# O-HUB YEAR IN REVIEW

Throughout 2025, O-Hubs worked alongside families across Cape York to build capability and expand access to meaningful opportunities through our suite of Opportunity Products. This work supported confident decision-making, stronger routines and greater control over financial and life pathways.

Local leadership and employment remained central with 93% Indigenous staff. O-Hubs are led and staffed by community members, strengthening trust, cultural authority and continuity. In 2025, this was reinforced through the appointment of locals Joanne Bowen and Stephanie Tamwoy as O-Hub Managers at Hope Vale and Aurukun O-Hub respectively.

O-Hubs played a key role in case coordination, working with families and partners to navigate complex systems. Key examples included the Coen team coordinating education, health and family services for children in kinship care, and collaboration with community organisations to improve aged care and disability pathways for Elders in Mossman Gorge.

In June, the Hope Vale O-Hub commenced its Centrelink Agent contract, strengthening local access to financial and self-management pathways.

A major milestone was the introduction of the mobile O-Hub truck, extending reach and enabling direct community engagement. The mobile O-Hub made its inaugural trip in September and supported participation in Joint Services days, NAIDOC celebrations and Open Days. With continued demand, the mobile O-Hub will expand to three trucks in 2026, further strengthening access and family capability across Cape York.

Throughout the year, O-Hubs hosted many visiting stakeholders, sharing the O-Hub model, Opportunity Products and Pama Platform.

**3200**  
CURRENT  
O-HUB MEMBERS

**13,440**  
INTERACTIONS  
ACROSS O-HUBS  
IN 2025

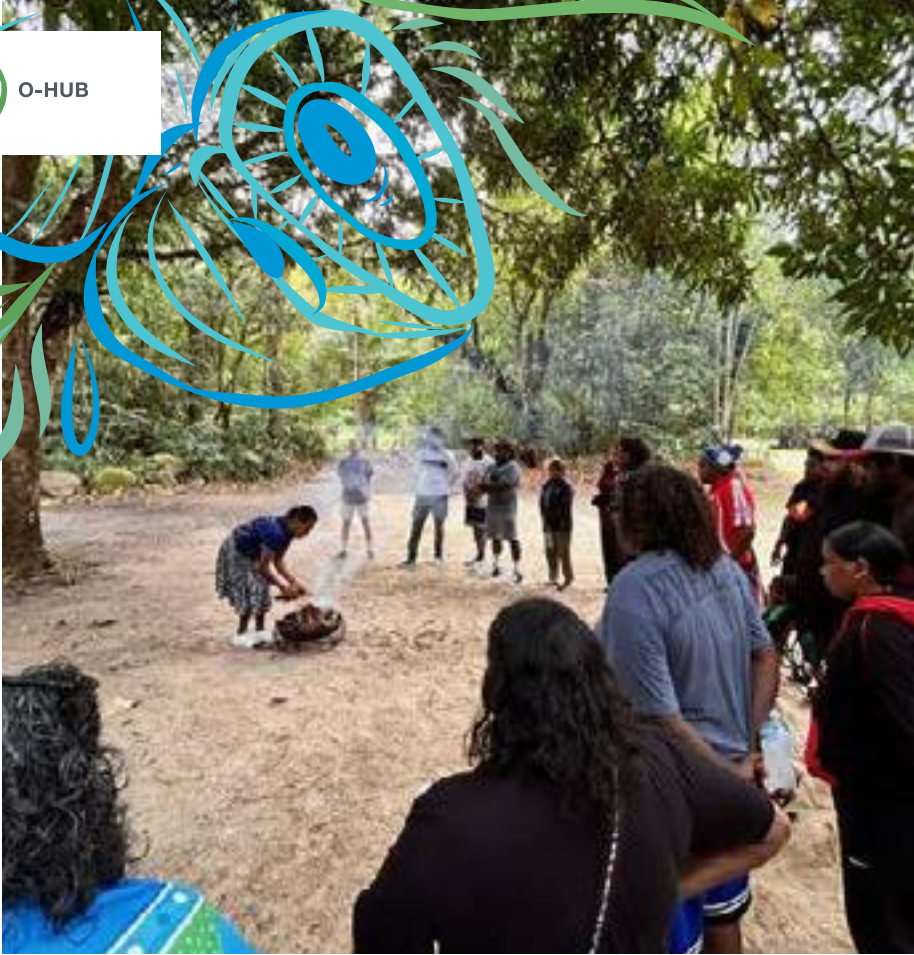
↑  
**17.8%**  
INCREASE

**\$1.1M**  
TOTAL SAVINGS IN 2025  
ACROSS OPPORTUNITY  
PRODUCTS

↑  
**\$100K**  
INCREASE

**93%**  
INDIGENOUS  
STAFF IN COMMUNITY  
ROLES





## CULTURE MEETS OPPORTUNITY

Mossman Gorge O-Hub was honoured to welcome a group of young leaders from the Tri-State NPY Lands and NPY Empowered Communities. Set among rainforest and river, and grounded by a Welcome to Country, the gathering created a powerful space to share the story of the O-Hub and Pama Platform.

Together, they explored how families are using Opportunity Products and digital platforms to take greater control of their lives and futures.

Seeing these tools in action, with culture and Country shaping the conversation, reinforced what is possible when communities are supported to lead their own pathways forward.

The visit was a time for shared reflection and exchange. The groups spoke openly about lessons learned, listened to each other's aspirations, and strengthened their collective ambition to see opportunity reach further. Not only across the Cape, but across Country.



## THE JELLY BEAN BUDGET

With the help of the O-Hub, budgeting became a hands-on lesson in capability and choice at Cape York Girl Academy. The O-Hub team introduced students to Pama Platform's digital tools for budgeting and resume building. Using jelly beans as money, the girls planned their needs and wants, learning how everyday decisions shape futures. These moments matter. They learnt that the O-Hub creates safe, practical spaces where young people can build financial skills early.



## GROWING FUTURES

Makaysha's 2025 Dux award was a proud moment for her and her family, strengthened by the Hope Vale O-Hub's sponsorship and long-term support. The O-Hub has walked alongside her family for years, beginning with the early decision to open a SET account, an investment now helping her prepare for boarding school.

Her family's commitment to reducing financial pressure and building capability has created the conditions for her success. We are incredibly proud of Makaysha's achievements and look forward to watching her pursue her goals with confidence.

# CONNECTING PEOPLE TO OPPORTUNITY

In March 2025, Energy Australia generously donated iPhones to Cape York Partnership. Karina from Energy Australia's Cairns office personally delivered the devices. These phones were used as incentives across several community programs,

helping participants develop digital skills, strengthen social connectedness and build personal capability.

Recognising that access to technology is essential for creating opportunities, this donation enabled

community members to stay engaged, informed and connected for education, employment or everyday life. Investing in technology is investing in the long-term strength of our communities and helps close the digital divide.



## OFFICE-READY WITH THREAD TOGETHER

Starting your first full-time job is a major milestone and O-Hub Trainee William has stepped into it with confidence. Each day, he arrives looking smart and professional, ready to represent himself and his community with pride.

This step was made a little easier with the support of Thread Together, who provided high-quality workwear so he was prepared for the workplace.

Having access to the right clothing has taken significant pressure off William, allowing him to focus on learning his role, building his skills and settling into full-time work.

William said that Thread Together has really helped him feel office-ready by providing clothes that make him feel more confident and included.



# OPPORTUNITY PRODUCTS

A key component of O-Hub's ongoing community empowerment is our range of Opportunity Products. These products were designed along with our communities to address challenges they highlighted as essential to overcome.

Each product is offered at no cost and is built to foster confidence and self-determination. They are practical tools that encourage financial independence, informed decision-making and positive behavioural change. This is not service delivery. We are part of the community, working alongside families to build practical opportunities that respond to the challenges, priorities and aspirations we share.

For many Cape York families, the impact of Opportunity Products has been multi-generational with families progressing in education, securing jobs, achieving savings goals and even making home ownership a reality.

With the right investment, these products can expand nationwide, and as more families participate, the ripple effect will transform educational, employment and health outcomes for all Australians.

Here you'll find high-level impacts of each of the Opportunity Products. More details on these products, including stories of empowerment are featured on the following pages.

AVAILABLE AT:



O-HUB



**\$263K**  
CONTRIBUTED  
IN 2025



READY, SET and GO provide a secure and affordable way for families to support their children's early years, education, ongoing development and employment.



HOUSING

\$73K  
CONTRIBUTED  
IN 2025



Bayan supports individuals on their home ownership journey while Homelands allows family members to collectively contribute to property-related expenses.



GOALS

\$442K  
CONTRIBUTED TO  
PERSONAL SAVER IN 2025



Personal Saver helps individuals save for goals through regular contributions, such as buying a car or holiday. Wise Buys provides budgeting support and guidance so members can make affordable, informed purchases.



FINANCIAL LITERACY

703  
FINANCIAL COUNSELLING  
SESSIONS



Mpower supports individuals to regain control of their finances through guidance from financial capability consultants



FOOD SECURITY

3623  
BOXES  
PROVIDED



Mayi Market provides quality, fresh food and groceries to remote communities to combat high prices and promote healthy eating.



Covering three stages of life — READY (0–5 years), SET (6–25 years) and GO (26+ years) — these Opportunity Products support Cape York families to plan and save for key life and education milestones. Through regular contributions, families are better able to support educational needs, build school readiness and help young people prepare for meaningful employment. With 24/7 access via the Pama Platform, READY, SET and GO foster a strong educational foundation and act as powerful enablers, shifting social norms, improving health outcomes and increasing school attendance.

READY, SET and GO is now a well-established and widely used part of the Cape York education system. In 2025, 133 new accounts were opened, bringing the total to 1,171. Families have contributed \$4.9 million overall, including \$263,000 saved during the year. These savings are being actively used, with \$253,000 spent in 2025 alone and \$3.1 million spent in total. The funds support early childhood and health needs, schooling and extracurricular activities, and the costs of entering the workforce, helping turn intentions into practical outcomes for young people and their families.

1171  
OPEN ACCOUNTS  
(133 NEW)

\$4.9M  
TOTAL CONTRIBUTED  
TO DATE



\$263K  
CONTRIBUTED  
IN 2025

\$253K  
IN PURCHASES  
MADE IN  
2025



**READY (0-5 YEARS)**

Helps parents, carers, and family members with expenses related to raising a young child.

**SET (6-25 YEARS)**

Helps parents, carers, and family members to support the child's education costs.

**GO (26+ YEARS)**

Supports individuals in their own lifelong development, where money contributed is used to support their goals.

# SCHOOL-READY AND SET TO SUCCEED

Across Cape York, the cost of education can place real pressure on families. The SET Opportunity Product eases that pressure by helping families plan ahead, save steadily and ensure children have everything they need to focus on learning. When students are prepared, they are more confident, settle faster and have higher school attendance.

Zaina started her first year at boarding school feeling ready and excited. Her mum signed up to the SET Opportunity Product years earlier, allowing her to plan ahead and cover essentials, such as bedding and toiletries. Haji also arrived at boarding school well prepared. Using the SET his mum had opened, she covered the cost of bedding, casual clothes and key appliances. These expenses can quickly add up but having savings in place reduced stress and helped these students settle in happily from the start.

Kishtarna (pictured) is beginning another year at boarding school organised and confident, backed by her parents' dedication to saving through SET. She starts each year prepared and ready for success.

From Coen to Brisbane, Douglas is a proud Year 8 boarding student. His mum, Lucretia, signed up to SET when he was just four months old, using small, regular contributions to manage school costs. Douglas hopes to finish Year 12, follow his father into construction and ship work, and inspire others back home.

Closer to home, SET supports everyday school readiness for Eliza and Ellis. Their mother's commitment to saving has covered daycare fees, dance classes, school uniforms and other essentials.

Together, these stories show how SET supports school readiness, strengthens belonging and contributes to improved school attendance.





## GETTING SET FOR SCHOOL AND BIG DREAMS

When Briella started boarding school in Brisbane in 2025, it marked more than a change of classroom. It was a deliberate step towards a future her family had been planning for since she was young.

That planning began in 2015, when Briella's mum, Jodie, signed up to the SET Opportunity Product with the simple and practical goal of supporting Briella's education as her needs grew.

Over the years, Briella's SET has helped pay for school supplies, photos, boarding school costs and scholarship co-contribution fees. Each expense served a clear purpose:

keeping Briella engaged, supported and moving forward at school.

Now on a Cape York Leaders Program scholarship, Briella is settling into boarding school and hopes for a career that allows her to travel the world.

For Briella, SET has built confidence, capability and the freedom to focus on her education.

**“If you don't have an education, you don't have a job!**

— Briella

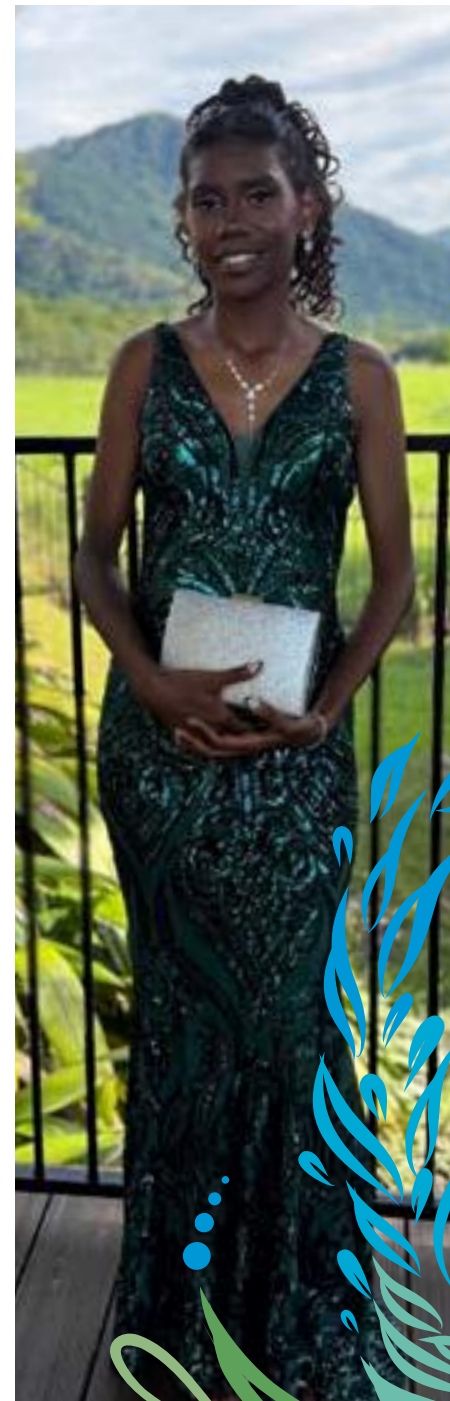
## BUILDING PATHWAYS TO GRADUATION

We were pleased to see our education Opportunity Products helping families celebrate key learning milestones, as reflected in the journeys of Ashandra and Shaun—both demonstrating the power of early planning and committed family support.

Ashandra (pictured) celebrated her Year 12 graduation in 2025. Her family opened a SET when she was six, which over time supported uniforms, tuckshop, learning supplies and books. Most recently, the account helped cover tickets for her formal and graduation celebrations, allowing Ashandra to mark these achievements alongside her family with pride.

Shaun reached his own graduation milestone after years of schooling. A SET was opened in his early years, and with consistent contributions, those savings later supported his high school graduation, enabling him to participate and celebrate this important moment.

READY, SET and GO Opportunity Products support outcomes like these by helping families plan ahead and remove barriers, ensuring students can reach key milestones prepared and proud.





## SET SUPPORTING PATHWAYS TO EMPLOYMENT

Daraysha is stepping confidently into her future. As a Year 11 student at Cooktown State School, she is gaining real-world experience through a school-based traineeship in health. When she needed specific workwear and footwear to begin, her SET account was there to help.

Access to savings in her SET account – opened by her father in 2019 – meant she could purchase what she needed locally in Cooktown, without delay or financial strain. Having these

essentials in place allowed Daraysha to start her placement prepared, confident and focused from day one.

Her father, Darren, said the support came at a critical time, particularly while he works FIFO. “She’s on her second week and she loves it.”

By removing practical barriers at the moment opportunity presents itself, SET helps students stay engaged, build confidence and take real steps towards employment and independence.

## BEFORE THE FIRST BELL

Thanks to READY, Carina was able to purchase essential kindy items for her daughter, Sakura, including a new bag, hat and lunch bag. Sakura was excited to receive her items and proudly showed them to her friends at kindy. Having already used SET to support Sakura’s older brother, Jase, from an early age – covering his school and extra-curricular needs – Carina understood how important it was to be organised and prepared from the start.

“**I love having READY and SET to help me purchase kindy and school essentials.**

Carina



## READY TODAY, SET FOR TOMORROW

When Natasha was at school, her grandparents opened a SET to help cover education expenses. Now, Natasha is carrying that legacy forward by signing her twin daughters, Azalea and Scott-Lynn up to READY. Her regular savings will cover the costs of those early years as well as get a head start on saving for their schooling. By starting early, Natasha will be prepared for essential costs and key milestones along their schooling journey.

“**I didn’t want to wait until they had started school.**

Natasha





Access to secure housing underpins the wellbeing, independence and long-term prosperity of Cape York families. As aspirations grow for home ownership alongside restored control over traditional lands, so too does the need for disciplined saving and the responsibility of managing ongoing financial obligations.

The Homelands Opportunity Product – co-designed with local families and communities supports collective saving for land-related costs agreed through Family Agreements, including council rates, surveys and building expenses. Complementing this, Bayan is a dedicated home deposit Opportunity Product empowering

individuals to steadily build savings towards owning their own home. Supported by regular contributions and O-Hub coaching, participants strengthen their financial capability and confidence.

In 2025, Homelands recorded strong growth with \$33,000 saved during the year, bringing total

contributions to \$240,000. Payments of \$40,000 were made in 2025 lifting total disbursements to \$190,000 directly supporting land security and housing outcomes. Bayan maintained 21 active accounts with \$39,000 contributed in 2025, a 50% increase on the previous year with total contributions reaching \$169,000.

## HOMELANDS

**\$33K**  
SAVED  
IN 2025



**\$240K**  
CONTRIBUTED  
TO DATE

**\$40K**  
SPENT  
IN 2025



**\$190K**  
PAYMENTS  
TO DATE

## BAYAN 18+ YEARS

Prepares individuals (aged 18+) for home ownership, contributing to a home deposit as the first step.

**21**  
OPEN ACCOUNTS  
(2 NEW)

**\$169K**  
CONTRIBUTED  
TO DATE

**\$39K**  
CONTRIBUTED  
IN 2025



## SAVING TO CARE FOR COUNTRY

Kulki Bubu in Cape Tribulation has been cared for by one family for many years. In 2021, they opened a Homelands account to manage the ongoing costs of caring for their land. The account allows family members to contribute small, regular amounts, ensuring funds are ready when rates and bills arrive. This removes stress and prevents the costs falling on one person. Beyond covering the bills, the account strengthens shared ownership and responsibility, helping protect Kulki Bubu for current and future generations.

## KEEPING THE FAMILY HOME STRONG

Seppi and her family take pride and comfort in a home their parents worked to build. What began as a dream is now a shared commitment. Through contributions to their Homelands account, Seppi and her siblings are keeping the family home secure for generations. Saving together covers essentials like water and council rates, costs they could not manage alone. "Contributing is not a burden," Seppi says.

“

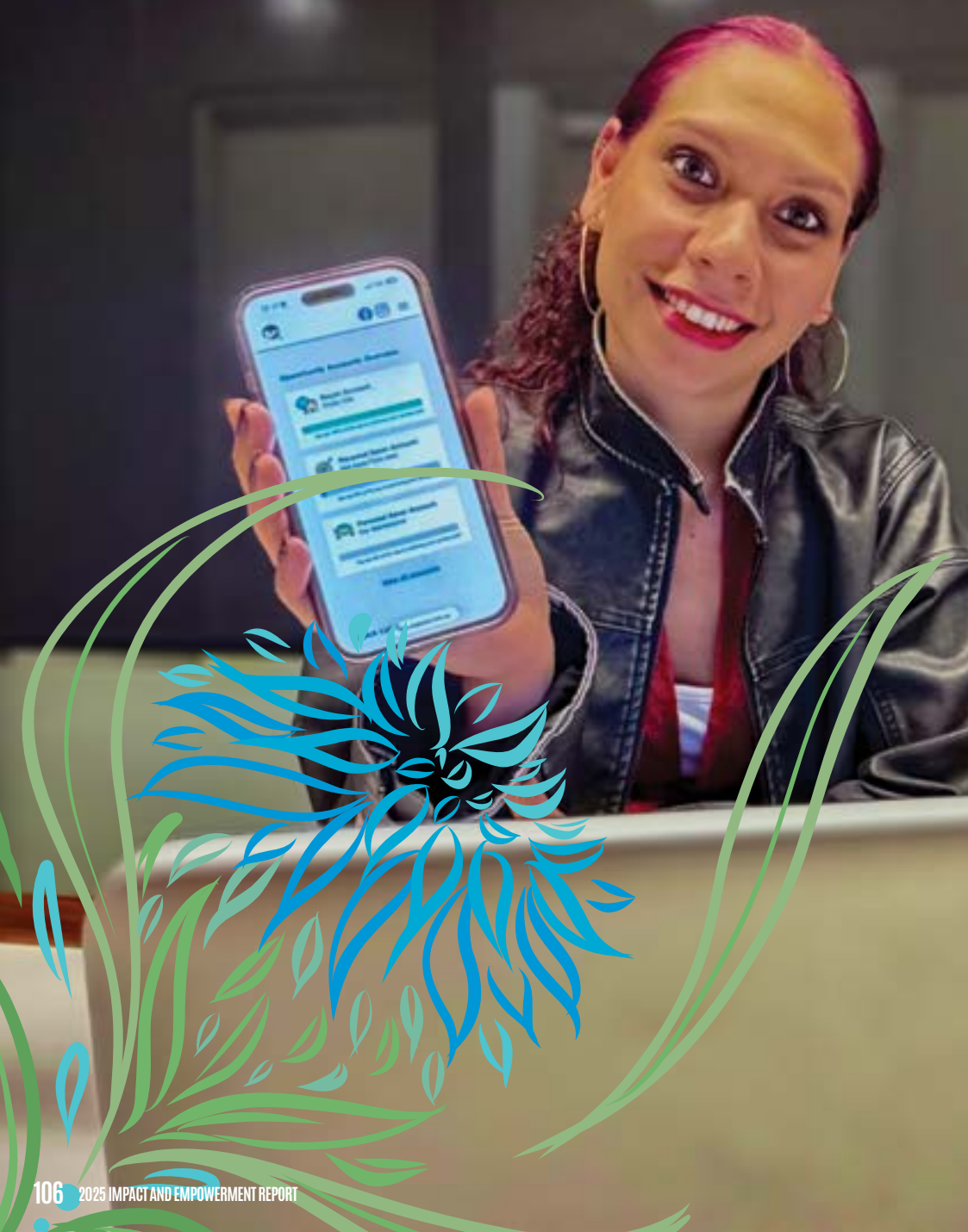
**It eases stress, brings peace of mind and protects the place where the family comes together.**

————— Seppi



## LOOKING AFTER PANAMUNJI

In August 2025, Tim and Elaine used savings from their Homelands account to purchase a small mower to help maintain their 8-acre property, Panamunji, in Hope Vale. Committed to caring for their land, they plan to upgrade to a ride-on zero turn mower in the future. By October, Tim added a petrol blower. Living beside a river with horses and cattle nearby, keeping the area clear reduces the risk of snakes and protects their family and the surrounding country.



# A CLEAR PATH TO HOME OWNERSHIP

Shobi knew she wanted to buy her own place one day but didn't know where to start. So, when she first heard about the Bayan Opportunity Product at the Mossman Gorge O-Hub, it sounded promising.

With support from the O-Hub team, Shobi completed a budget and gained a clear understanding of what she could realistically save each week. She soon realised that small, regular contributions could turn home ownership into an achievable goal.

Before Bayan, home ownership felt distant. Since signing up, Shobi has developed strong money management skills. She budgets, tracks spending and adjusts her contributions as needed. Bayan's locked savings structure helped her stay disciplined.

"I get excited when I check my balance on Pama Platform and see how it's grown and earned interest," she said.

“

**I've now reached my deposit goal and have started looking for that perfect place.**

——— Shobi

Reaching her goal shows that her long-term saving plan worked and home ownership is now within reach.



Personal Saver and Wise Buys continue to support Cape York individuals and families to build financial security, confidence and independence through practical saving and informed spending. Personal Saver enables adults to set and work towards meaningful financial goals – from purchasing a vehicle to covering family

milestones or household improvements – through structured savings and ongoing support from O-Hubs. Wise Buys complements this by providing tailored budgeting advice and purchasing guidance, helping community members distinguish between needs and wants and secure value for money on essential goods and services.

In 2025, Personal Saver experienced strong growth, with 357 open accounts – including 102 new accounts – actively supporting community members. A total of \$442,000 was contributed during the year, representing a 36.6% increase and bringing total contributions to \$968,000. Payments of \$430,000 were made in 2025

– an 81.8% increase – directly supporting participants to achieve their savings goals. Wise Buys delivered 208 consultations – a 9% increase – with \$2.6 million spent to date, and 68% of purchases meeting essential needs, demonstrating steady and responsible decision-making.

**PERSONAL SAVER 18+ YEARS**

Supports individuals (aged 18+) to contribute to their own specific savings goal, such as a car or holiday.

**WISE BUYS 18+ YEARS**

Support is provided to members to get value for money when purchasing household goods and services.

**357**  
OPEN ACCOUNTS  
**102**  
NEW IN 2025

**\$968K**  
CONTRIBUTED  
TO DATE

**\$442K**  
CONTRIBUTED  
IN 2025

**36.6%**  
INCREASE

**\$430K**  
PAYMENTS  
IN 2025

**81.8%**  
INCREASE

**208**  
WISE BUYS  
CONSULTS

**9%**  
INCREASE

**\$2.6M**  
SPENT  
TO DATE

**68%**  
OF PURCHASES  
HAVE BEEN  
A NEED VERSUS  
A WANT



## IN THE DRIVER'S SEAT WITH PIECE OF MIND

Nakita has been steadily saving with her Personal Saver to go toward her car expenses. With her savings, she has paid for car repairs, a service, new tyres and her car registration, each time with funds ready. This approach means Nakita can avoid financial stress, stay in control and plan ahead without relying on credit or last-minute solutions. For her, saving is about peace of mind, independence and the confidence to handle life's challenges with ease.

*"I'm so glad I started saving for my car. No stress."*

## BACKING A FAMILY VISION THROUGH SAVING



Jasmine used her Personal Saver to fund her flights from Cairns to Darwin to attend the NT Aboriginal Tourism Forum. The forum brought together Indigenous tourism operators and emerging entrepreneurs, with guest speakers sharing their business journeys. By planning and saving in advance, Jasmine removed financial barriers to participation and accessed learning, networks and inspiration that strengthen her capacity to support her family's emerging tourism venture.

*"We were motivated and inspired, which gave us more determination to continue establishing our tourism venture."*

## FROM FINANCIAL INDEPENDENCE TO NRL MAGIC

Leonard's decision to open a Personal Saver was about gaining control, confidence, and following his passion. By setting up employer deductions and receiving budgeting support through regular financial yarns with O-Hub staff, he built a system that made saving stress-free. This financial stability gave Leonard the freedom to plan and enjoy experiences like the NRL Magic Round without worry. More importantly, it empowered him to think ahead, make informed choices, and feel confident about future opportunities. For Leonard, saving meant independence, reduced financial stress, and the ability to turn dreams into reality.



## TURNING SAVINGS INTO FREEDOM

Jayson used his Personal Saver to build momentum through achievable goals, first saving for items that improved his day to day life, including a scooter that increased his independence and mobility. With support from the O-Hub team, these early savings successes helped strengthen his confidence and discipline. The structured, goal-based product continues to support Jayson as he now sets his sights higher, saving steadily toward a planned trip to Japan.





## mayi market



Access to nutritious, affordable food is essential to improving health and wellbeing in remote Cape York communities. Many families face the reality of fresh food and essential items costing up to three times more than in regional centres, often for lower quality produce. This food insecurity drives reliance on poorer nutritional options that contribute to chronic health conditions.

Since 2020, Mayi Market has addressed these challenges as a social enterprise providing quality, fresh food at fair prices. The fortnightly service delivers to local O-Hubs and community collection points to support remote families.

In 2025, Mayi Market strengthened food security through reliable deliveries to Coen, Hope Vale, Wujal Wujal, Mossman Gorge, Aurukun and Laura.

During wet season road closures, Mayi Market coordinated airlifts to deliver 1,280 kg of essential food to Coen. The launch of the new Mayi Market website improved accessibility and personalised accounts. Across the year, 3,623 boxes were provided, 189 new customers ordered, \$384,000 of food was purchased and 76 Christmas hampers were sold, reinforcing Mayi Market's role in strengthening community wellbeing and food security.

Despite this impact, Mayi Market was unable to access the Queensland Government freight subsidy, with its innovative approach not meeting strict conventional bricks and mortar requirements.

**3623**  
BOXES  
PROVIDED

**189**  
NEW  
CUSTOMERS

**\$384K**  
OF FOOD  
PURCHASED

**76**  
CHRISTMAS  
HAMPERS  
SOLD





## COORDINATED EFFORT FOR COEN

During wet season road closures, a coordinated resupply effort ensured the Coen community continued to have access to essential food. Mayi Market worked alongside Cook Shire Council, Daintree Air, Lama Lama Rangers, Queensland Police Service and Emergency Services to deliver vital supplies by air.

A total of 1,280 kilograms of fresh, frozen and dry goods were airlifted into Coen, helping maintain consistent access to affordable and

nutritious food during a challenging period. This collaboration ensured the community remained connected and supported while ground access was unavailable.

This successful resupply reflects the importance of strong partnerships and shared commitment when responding to challenges. This effort showcased Mayi Market's commitment to improving food security for remote Cape York communities.



## KEEPING REGULARS WELL SUPPLIED

Josh is a regular Mayi Market customer who relies on the service for essential food while living and working in remote Cape York. While preparing for several months of work in Coen, he visited the local O-Hub to restock everyday groceries.

As the Wet Season approached, Josh continued accessing supplies through Mayi Market at the Coen O-Hub, valuing the certainty of a trusted local food service offering healthy food at Cairns price.



## MEETING JENNY WHERE SHE LIVES

With the introduction of online personalised accounts in 2025, Mayi Market customers can now enjoy 24/7 access to their accounts and real-time credit monitoring. This new functionality has allowed Elder Jenny Lawrence to explore the online shop more independently.

Thanks to the improved website features, Jenny can easily place her fortnightly food orders using an iPad or computer without having to come into the O-Hub for assistance.



## MERRY MAYI MARKET CHRISTMAS

In the lead up to Christmas, Granny Doris was one of 76 customers to order a Christmas Hamper from Mayi Market. She wanted to stock up so she could share good food with her family and community during the festive season. Having enough quality food to enjoy together mattered to her deeply, and it was heartening to see the happiness this brought. Granny Doris has been a loyal Mayi Market customer since 2022 and continues to encourage others to try it out for its quality, affordability and ease to order.



## ONE LESS THING TO WORRY ABOUT

After shopping with Mayi Market several times, Antoinette chose to set up a Centrepay deduction to automatically pay for her groceries via subscription. This meant that when the truck arrived in her hometown of Aurukun, she knew her order was already paid for, removing the stress of finding the money or missing out.

Through Mayi Market, Antoinette can reliably access affordable fresh fruit and vegetables, meat, eggs, tinned goods and washing powder, giving her peace of mind and practical support for her family.

## CLOSER TO HOME

Mary and Jamilla were thrilled to stock their cupboards after Mayi Market truck's fortnightly visit to Hope Vale. Thanks to this convenient service, they no longer need to make the 46-kilometre trip to the nearest township for essential groceries.

Access to fresh, affordable food and groceries is no longer an issue for Mary and Jamilla with their orders being delivered straight to their local community O-Hub.



## FRESH FOOD YOU CAN COUNT ON

Dianne, one of our valued customers from Aurukun, has been a committed Mayi Market subscriber for more than a year. Her dedication to providing her family with fresh food is clear in every order. Upon purchasing a Medium Meat Box for the first time she was delighted to find a bonus dozen eggs included.

By subscribing to Mayi Market, Dianne ensures her household has consistent access to fresh groceries, quality meats and essentials.





MPower is an Opportunity Product designed to strengthen financial capability and confidence across Cape York communities, where remoteness, low socio-economic conditions and different cultural approaches to money can create barriers to financial security. Delivered through O-Hubs, MPower’s financial capability consultants

work alongside individuals and families to build practical skills in budgeting, debt management, banking access, wealth creation and thoughtful purchasing. Members are supported to understand their financial situation and develop a practical plan to achieve their personal goals, gaining the confidence needed to participate in the modern

Australian economy.

In 2025, MPower supported 1,054 unique members through O-Hubs, delivered 703 financial counselling sessions (up 9.5%), and welcomed 88 new members. Financial literacy engagement increased significantly, with 1,323 “You & Your Money” assessments completed, a

46% rise. These efforts led to measurable outcomes, with 29% of members improving their financial resilience and 22% strengthening their financial knowledge, alongside increased use of budgeting, coaching and money management tools as members built confidence to manage their finances and plan towards personal goals.



**1054**  
UNIQUE  
MEMBERS USING  
SELF-SERVICE



**88**  
NEW MEMBERS  
IN 2025

# FINANCIAL LITERACY AND MANAGEMENT SUPPORT

MPOWER members visit their local O-Hub to talk to staff about their needs and are directed towards the appropriate support to improve their financial literacy and behaviour. Below is a breakdown of the different areas of support members received.

## YOU & YOUR MONEY ASSESSMENT

1323

you and your money assessments completed



29%

of members have improved their financial resilience

22%

of members have improved their financial knowledge

## BUDGET

Members were supported in drafting a personal budget to better manage their income and expenses.

152 budgets created



## MONEY MANAGEMENT TOOLS

Members were supported around budgeting, debt reduction, internet/ phone banking, loans, payments and wealth creation.

109 tools accessed



## COACHING

Members are supported to understand their financial situation and develop a practical plan to achieve their personal goals.

164 coaching sessions



## FINANCIAL COUNSELLING

A Financial Counsellor provides information, support and advocacy around a member's financial needs.

703 financial sessions



# POWERING UP HOPE VALE

Our MPower team at the Hope Vale O-Hub partnered with Ergon Energy and worked directly with community to review residential power boxes and support households facing energy-related challenges. Several power boxes were identified as faulty and in need of upgrade, while several community members required assistance with outstanding Ergon Energy debts.

A key focus of the engagement was supporting members to address energy debt and regain control of their household expenses. Through face-to-face sessions and practical support, the team worked with each member to identify a clear path forward for their unique situation.

MPower member Maria came to the O-Hub seeking help with a \$1,000 Ergon debt. With support from the team, Maria quickly reduced her debt to \$400. MPower then worked closely with Janice from Ergon Energy and created a plan to pay the remaining balance. They also arranged a new meter box with a linked orange card, to ensure more reliable and manageable power access going forward.

For Maria, the support brought a strong sense of relief, eased the financial pressure and restored her confidence in managing her power costs. This outcome reflects the importance of accessible, trusted support that helps community members take meaningful steps towards financial stability.





# FROM BUDGET TO BOARDING PASS

Aaron visited the Mossman O-Hub to receive support from the MPower team in setting up a budget to clearly show how much he could start saving towards a holiday.

By working through his budget, Aaron took control of his finances and created a clear, practical plan to turn his travel goals into reality. With a better understanding of his income and expenses, he now has a roadmap to save for flights, accommodation and activities.

“This has really helped me see where my money is going and how I can start putting something aside for a holiday,” Aaron said. “Now I know what I need to do to make it happen.”

At MPower, financial goals are at the heart of what we do, but looking at the bigger picture is just as important. It’s about providing the right support and tools for people to take control of their future.

With travel back on the cards, Aaron is excited about the opportunity to explore the world and is currently deciding on his first overseas destination, with a few dream locations in mind.



## BUILDING DIGITAL CAPABILITY

At MPower, we focus on strengthening our MPower members' IT skills and confidence so they can manage essential tasks independently. By learning directly from local staff, members build practical life skills, such as using a computer or digital device, that support greater control over their finances and everyday decisions.

Harry visited the O-Hub seeking MPower assistance with his online banking account. On this occasion, he wanted to take an important step forward by using a computer on his own. With support from local staff, Harry learned how to operate the computer and successfully access his online banking account. This experience gave him a sense of confidence and empowerment, reinforcing his ability to manage his finances independently.



## SUPPORT WHEN IT MATTERS MOST

Brendan visited the Hope Vale O-Hub to get help resetting access to his online banking. Managing online banking issues can be stressful, especially when trying to fix them by phone. Brendan knew the local O-Hub was the best place to go for support.

An MPower staff member assisted Brendan by contacting his bank's Indigenous Team. With their help, Brendan was able to reset his online banking password and successfully complete the bank transfer he needed to make.

The in-person support provided by the MPower team proved invaluable, during a situation that can be confusing and stressful to manage alone. By facilitating contact with Brendan's bank and staying with him throughout the process, MPower helped reduce frustration, save time and ensure the issue was resolved correctly. As banking becomes increasingly digital, this in-person support highlights the importance of trusted local assistance in supporting communities to build digital literacy and confidently engage with digital banking.



# PRACTICAL SUPPORT THAT MAKES A REAL DIFFERENCE

Deanne is an MPower member who regularly visits the Coen O-Hub to independently manage her Centrelink requirements. Using the self-service desks conveniently located within the hub, Deanne reports her recent income online through the MyGov portal and checks the date of her next reporting period. Access to MPower tools at the Coen O-Hub enables Deanne to complete these essential tasks efficiently, reducing the need to spend time on hold waiting to speak with a Centrelink officer on the phone.



## TAKING EVERY OPPORTUNITY

MPower supports members to build practical money management skills for everyday moments. Jacob took the opportunity to complete a budget while waiting for his mum at the Hope Vale O-Hub. Mapping out his spending

helped him understand where his money was going and where he could save. He is now planning to open a Pama Personal Saver account, with a goal to buy garden tools, taking small steps towards future goals.



## DREAMS TAKE FLIGHT

Mossman Gorge staff proudly delivered their first Dreams 2 Actions workshop, marking an important step in supporting women to build stronger, more confident futures. The workshop was held outdoors beneath the trees, creating a calm and welcoming space that encouraged open conversation, connection and reflection.

Dreams 2 Actions is a six-week program designed to support members to grow their financial confidence, set meaningful and achievable goals, and take practical steps towards a more secure future for themselves and their families. Through the program, participants developed their own vision and dream boards, helping them clearly define what they want to work towards.

In addition to the group workshops, participants also attended individual sessions tailored to the personal goals they set for themselves. Together, these sessions aimed to turn aspirations into action, empowering participants with the skills, confidence and clarity needed to move forward with purpose.



As more services move online, ensuring remote Cape York communities can participate confidently in the digital economy remains critical. Launched in 2021, the Pama Platform is a web-based, community co-designed tool that supports users to manage money, build life skills and engage with services in one accessible place. Pama provides 24/7 access to budgeting tools, savings tracking across Opportunity Products, a resume builder, document storage and a community calendar. By completing tasks, users build digital literacy while earning points toward real-world rewards, like Pama t-shirts.

In 2025, Pama continued to grow as a trusted digital platform, with 1,193 active users, including 140 new sign-ups. Engagement remained strong, with 34,330 Pama Points earned and 186 budgets completed. Users regularly tracked savings, built resumes and securely stored documents.

Pama supported community-based initiatives, including matched funding through the Hope Vale Justice Reinvestment Program and digital support for the Wubul Dandi health program in Mossman Gorge. Platform development progressed steadily, with new sections detailing Opportunity Account benefits and safeguards, and significant progress was made toward enabling users to open Opportunity Accounts fully online.

**1193**  
TOTAL  
USERS  
**13%**  
INCREASE

**140**  
NEW USERS

**186**  
QUICK & DETAILED  
BUDGETS COMPLETED

**2351**  
NUDGES SENT TO  
**1035**  
USERS

**34,330**  
PAMA POINTS  
EARNED





## INNOVATING FOR IMPACT

The Pama Platform team was honoured to take part in the First Nations Innovators event at the Tropical Innovation Festival, with a strong focus on purpose and impact. At their expo stall, they showcased the Pama web-app and yarned with community members about how practical digital tools can support everyday needs, from managing money to planning for the future. The event highlighted how technology and creativity, when shaped by culture, can support future-focused solutions led by First Nations knowledge, leadership and self-determination.



## CLINTON'S JOB-READY JOURNEY

Clinton from Aurukun wanted to apply for jobs but hit a common barrier: he couldn't find his old resume. After a yarn with the O-Hub team, he signed up to Pama Platform and used the resume builder to create a new, job-ready resume tailored to his strengths and experience. Completing his resume also earned him Pama Points, which he redeemed for a deadly Pama shirt. With a resume in hand and a boost in confidence, Clinton was ready to start applying for new jobs and take the next step in his journey.

## ANDREW'S BUDGET BREAK-THROUGH

Andrew visited the Mossman Gorge O-Hub with the simple goal of saving a little more each fortnight. With guidance from the team, he logged into Pama and mapped out his income and expenses using the Pama Detailed Budget. Looking over this completed budget on Pama, he spotted non-essential expenses and found smart ways to save. Those small changes made a big impact, as he restructured his financial commitments and boosted his Pama Personal Saver contributions. With the Pama budgets always just a click away, Andrew can check in anytime, stay on track and keep building his savings with confidence!



## INSPIRING THE NEXT GENERATION OF LEADERS

Our team had the opportunity to present to the Leadership Academy's 'Skills to Lead' cohort, showcasing how the Pama Platform and Opportunity Products empower young people to take control of their futures. From budgeting support with Pama Platform and MPower to the benefits of Personal Saver and GO, these tools are there to help the next generation stay on track with their goals. The session sparked action with several signing up to Personal Saver and two reached out for help to plan budgets so they could start saving for a car.





**CAPE YORK  
PARTNERSHIP**