

Generation T

Australian Indigenous Leadership Centre

Annual Report 2017-18



COMING TOGETHER AS ONE TO ACHIEVE GREATNESS
RESPECTING OUR CULTURE PAST AND PRESENT
TO BE STRONG INFLUENTIAL LEADERS OF TOMORROW

The Australian Indigenous Leadership Centre would like to acknowledge our primary supporters for 2017-18.



Special thanks to the AILC Board, Alumni family, and the facilitators, trainers, staff, and supporters who make the amazing work we do possible.

Australian Indigenous Leadership Centre Ltd

Po Box 186
Curtin
ACT 2605
Australia
P (02) 6251 5770
E ailc@ailc.org.au
ailc.org.au

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Generation T: Transformation within a generation

RTO 88105

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Growing Leaders: what we do

Developing the next generation of Indigenous leaders to lead our mob today and into the future.

The Australian Indigenous Leadership Centre (AILC) is a not-for-profit training organisation that offers accredited and non-accredited courses in leadership skills, business governance and diversity mentoring.

As the peak body for Indigenous leadership in Australia, we are committed to embedding cultural and traditional values into Indigenous leadership practice. Our comprehensive, culturally-safe leadership pathways are complemented by innovative support networks and tools.

Based in Canberra, the AILC has extensive experience in the delivery of learning programs across the country to deliver them where they are most needed. As the only accredited Indigenous training organisation in Australia our courses lead to proven employment progression.

A not-for-profit organisation, owned, controlled and primarily staffed by Indigenous Australians, the AILC is funded by the Department of Prime Minister and Cabinet (PM&C) and supported by partnerships from public and private sector organisations and individual donations.

Feedback from course participants continually repeats the same message; "This leadership training has been life-changing for me."

AILC courses unlock opportunities for Indigenous people of all ages to develop their careers and expand the ways they contribute to the community. Our courses and assessment tasks allow for a wide range of skill sets, learning styles, interests and preferred means of cultural expression.

The AILC liaises with groups across Australia to ensure our courses remain relevant and effective. Through our networks we stay abreast of local, regional and national issues and use that knowledge

to innovate in the delivery of Indigenous leadership and governance.

With an Alumni network of more than 3,000 Indigenous Australians, the AILC has well and truly established itself as the nation's leading provider of specialised Indigenous leadership and governance training.

Our Vision

Australia's First Peoples leading, connecting and influencing positive change for the benefit of all Australians.

Our Mission

To develop leadership through cultural values, knowledge and wisdom to empower Australia's First Peoples.

Our Values

We hold the following values important to our business:

- Cultural Safety and Respect
- Cultural Authenticity and Integrity
- Thought Leadership
- Diversity
- Courage
- Innovation
- Excellence

Our three key priority areas

Priority 1: Enable and Empower Australia's First Peoples leadership

Priority 2: Build Relationships and Strategic Alliances

Priority 3: Strengthen and Sustain our Organisation



Top: IYMP Certificate II in Indigenous Leadership students from Townsville created this mission statement artwork. Above: Students love our trainers so much they create awards to present to them! Troy Kuhl presents AILC trainer Clinton Scott-Knight with a symbolic award of thanks.

Message from the **Chair**

This has been a year of necessary change within the AILC, which has involved resetting our focus and organisational structure to deliver quality learning outcomes for our Aboriginal and Torres Strait Islander brothers and sisters.

During the year, we have followed through with numerous opportunities to secure our future prosperity and growth. Crucial to this change, we have appointed Robyn Forester as our CEO and have undertaken a new Strategic Plan with the support of Moreton Consulting. Our strategic plan has been based on evidence and data provided by an organisational scan and health check. We have also accepted a two year funding proposal from the Department of Prime Minister and Cabinet which will ensure we can continue fostering the leadership and knowledge of Indigenous Australians.

It has been another year of sound economic performance here at the AILC, with our third party financial auditors finding no non-compliance issues within our certified courses. Regular reviews and continual improvements to our procedures will ensure our financial policies remain strong. The addition of three new Board Committees – the Governance and Performance Committee, the RTO operations Committee and the Communications and Marketing Committee, will join the existing Audit and Risk Committee. Together these have been created to increase the focus and accountability of the Board and to maximise the strength of the AILC body.

By engaging a part-time Company Secretary, Mr Mike Willoughby, the AILC is working to solidify the Board's legal and governance practices. We are confident that with strong standards the AILC can increase the efficiency of the Board.

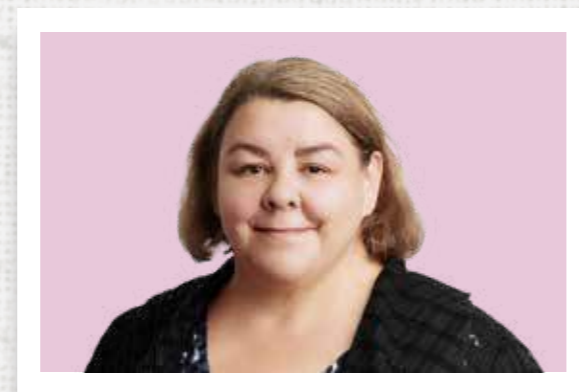
Along similar lines, amendments made to the AILC Constitution will ensure it reflects modern best practice and meets the needs of the organisation. Through our Partnership Strategy, the AILC is investing in greater efforts to engage and identify new clients, create new learning products and increase our independence from Government funding.

Released soon, our Prospectus aims to better inform and engage our alumni, clients and investors about the value of working with the AILC. We are also deepening our relationship with key Indigenous stakeholders and leaders, exploring how we can best use them as potential deliverers and proponents of the AILC.

As evident from our delivery of a record number of courses this year, we are committed to improving the capabilities of Indigenous Australians. We will continue to grow the reach of our learning delivery team as well as the courses on offer.

Thank you to the Board Directors for your effective oversight and guidance during the year and for your co-operation and dedication to stakeholder engagement. Directors Jason Mifsud and John Paul Janke have been reappointed at this year's AGM and on behalf of the Board, I would like to thank CEO Robyn Forester and COO Lisa Sarago, for their commitment and hard work throughout the year. We are grateful for their work in carefully and respectfully reshaping the organisation, building staff morale and engaging with the AILC's operations.

Looking to next year, we will continue to grow and cement our place as the foremost and sole provider of accredited Indigenous Leadership courses. Here at the AILC we are also confident on the progress we have made to date and strength of our organisation in the years ahead.



Cath Brokenborough

Chairperson of the Board
Australian Indigenous Leadership Centre

Message from the **CEO**

It has been an honour to lead the AILC into a new era. After 28.5 years in Government moving to the Not-for-Profit – Registered Training Organisation sector presented a great opportunity to use my expertise and skills that had been somewhat restrained by the rigor of red tape and government policy.

The ability to be innovative and creative in supporting our community was an opportunity I grabbed with both hands. Having watched the organisation's achievements from the sidelines for many years, stepping into the CEO position is one that I take on with pride.

During the second half of 2017-18 we saw an increase in our course delivery across the full breadth of the country with 340 people joining our Alumni.

The year, although rewarding, has come with many challenges. Firstly rebuilding the organisational health to ensure we have the right people, in the right place, at the right time. I am pleased to say we have created a professional team of employees who are committed to growing our business, providing quality training and support to ensure our completion rates are high.

During the second half of 2017 -18 we saw an increase in our course delivery across the full breadth of the country with 340 people joining our Alumni. We have provided many opportunities for Aboriginal and Torres Strait Islander people to participate in training programs that are not offered elsewhere. We have also provided opportunities for non-Indigenous people to participate in programs that are delivered in a culturally safe and appreciative environment.

I have certainly covered some kilometres attending end-of-course celebrations, delivering presentations, chasing business and securing contracts. We have forged a number of new partnerships with many organisations from Government Agencies, Corporations and the Non-Government Sectors and continued to work closely with many agencies in supporting the leadership development journeys of their Aboriginal and Torres Strait Islander cohorts. We have added new programs to our scope and

are currently developing new programs including Indigenous Entrepreneurship, Life Coaching and Peer Research.

During a time of government cutbacks, we secured a two-year funding agreement from the Department of Prime Minister and Cabinet, but there has been a range of conditions attached to this funding which we are still working our way through. However, this will not affect the quality of our service.

I am grateful for the opportunity that Cath Brokenborough and the Board have bestowed on me to continue to lead the AILC going forward as we work toward securing our future, increasing our profile and being recognised as the lead RTO supporting the educational aspirations of both Aboriginal and Torres Strait Islander people and all Australians within the vocational education sector.



Robyn Forester

Chief Executive Officer
Australian Indigenous Leadership Centre

Training *overview*

In the financial year of 2017-18 AILC planned and delivered more than double the number of courses than in previous years. A total of 17 accredited courses across various locations were delivered under the PM&C funded program. This is more than double the delivery in previous funding programs and were comprised of the following:

10412NAT Certificate II in Indigenous Leadership	5
10413NAT Certificate IV in Indigenous Leadership	8
52776WA Certificate IV in Leadership & Mentoring	3
BSB41915 Certificate IV in Business (Governance)	1

AILC delivered 5 non-accredited workshops during this financial year.

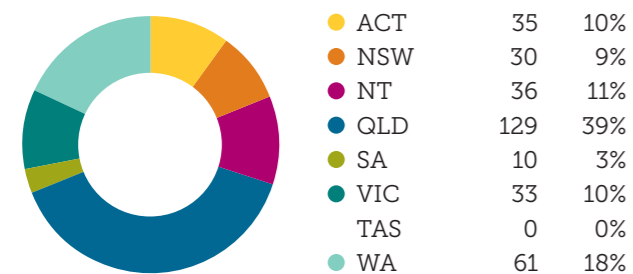
Fee-for-service courses:

Evidence shows awareness and interest in our courses increased in the locations courses were being delivered and generated subsequent requests for fee-for-service quotes. There was a significant increase in requests for fee-for-service courses to 32 quotes in the 2017-18 financial year. Of these 32 quotes, 20 were requested following the recommencement of course delivery within those geographical locations.

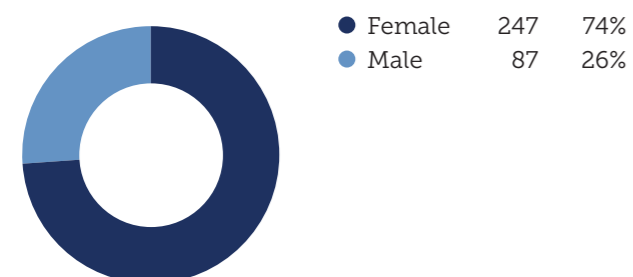
Overall course statistics 2017-18

Students enrolled	334
Completed	88%

Geographical

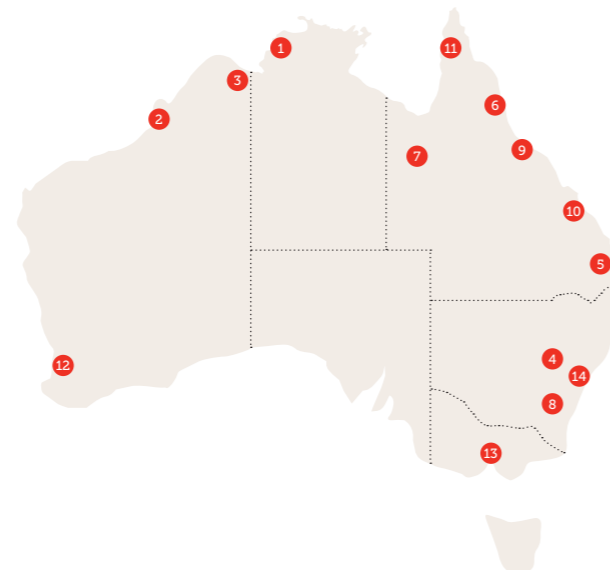


Gender



Course delivery locations

1. Darwin
2. Broome
3. Kununurra
4. Dubbo
5. Brisbane
6. Cairns
7. Mt Isa
8. Canberra
9. Townsville
10. Rockhampton
11. Aurukun
12. Perth
13. Melbourne
14. Newcastle



Top: Graduates are all smiles at end of course celebrations. Above: AILC provides accredited and non-accredited training to build and support Indigenous leaders and mentors.

Former AILC student steps into

AILC trainer role

Alumni Profile

Timmy

AILC Trainer

Having completed our Certificate IV in Indigenous Leadership, Timmy commenced as a trainer with the AILC and wants to connect more Indigenous people with their history and heritage.

Since undertaking our course, Timmy has also worked with the Don Dale Youth Detention Centre in the Northern Territory running midnight basketball in a site otherwise associated with punishment. Timmy believes the activity gives children something to look forward to, an outlet to express themselves and a positive space for social interaction.

"Leadership is not about being above someone – leadership is for everyone, every day." Timmy

Timmy has also worked for the Aboriginal Medical Services Alliance Northern Territory (AMSANT) improving the retention rates of Indigenous people within health industries. In his role there as Indigenous Leadership Program Officer, Timmy was passionate and optimistic about ensuring Indigenous people achieve good well-being.

Timmy is confident the knowledge he gained from the course enables him with *"the skills to support the leadership capabilities in everyone."*

Describing the leadership course as 'a necessity', Timmy has since conducted his own presentations for Aboriginal and Torres Strait Islander people, addressing the importance of having a voice and inspiring others in Aboriginal communities.

Timmy was a clear pick as a trainer for us at the AILC with his commitment to supporting Indigenous communities, building better relationships and the belief that everyone has leadership qualities within them.

Timmy, a former student of our Certificate IV in Indigenous Leadership became a Trainer with the AILC this financial year.



Building community

within the workplace

Alumni Profile

Bunyarra Jones

Aspiring Indigenous Liaison Officer, Australian Defence Force

Bunyarra decided to undertake the AILC's Certificate IV course in Indigenous leadership as an opportunity to build the skills and capabilities needed to progress within the Defence force. Bunyarra wishes to be an Indigenous Liaison officer which would support the integration, recognition and understanding of Indigenous people within Defence.

Even prior to completing the course, Bunyarra spoke proudly of how she used the interval between sessions to put posters up in her workplace, informing and raising awareness of upcoming events important to her Indigenous community.

While always feeling proud of her Aboriginal culture, Bunyarra said that before undertaking the AILC's course in Leadership, she felt unable to engage her non-Indigenous colleagues about the importance of her identity through dialogue.

Bunyarra insists the course empowered her to take on a leadership position. "I'm ready for what's to come. I wasn't sure at first whether I could step into the role of an Indigenous Liaison officer, but now I know I can and I want this."

Now, Bunyarra feels comfortable sharing and discussing her Indigeneity with non-Indigenous colleagues and how to best bridge the gap when differences arise. An example of this which comes to mind for Bunyarra is the smoking ceremony, which she is now excited to encourage non-Indigenous people to attend.

Bunyarra said a highlight of participating in the Cert IV in Indigenous Leadership course was the networking opportunities and developing connections with more of her fellow Indigenous peoples.

Coming into the Defence Force at a mature age also motivated Bunyarra to actively seek out opportunities in leadership. It has fuelled her desire to give back to her Indigenous community and bridge the gap between the knowledge her own mob has around Indigenous culture compared with non-Indigenous people.

Bunyarra is uneasy about the negative connotations associated with Indigeneity, namely, that drug or alcohol related issues experienced by some individuals seem to be embedded in the perception of Indigenous peoples as a whole.

Bunyarra speaks of this dialogue as *"a realisation that if we as Indigenous people want others to understand our culture, we need to be the ones to inform them, we need to be doing more to highlight why our customs, culture and values have so long been overlooked."*

Bunyarra believes the time between study blocks allowed her many good opportunities to reflect and look back on the knowledge learned. She said this self-reflection confirmed in her own mind that she was ready to step into a leadership role.



10412NAT Certificate II in Indigenous Leadership



Sponsored by the Department of Prime Minister and Cabinet (PM&C)

The 10412NAT Certificate II in Indigenous Leadership provides participants with an introduction to the key elements of Indigenous leadership in Australia and builds upon the capacity of emerging Indigenous Australians to lead.

This nationally accredited course was delivered in partnership with the PM&C six times in 2017-18. A total of 113 students enrolled in PM&C funded placements and 103 certificates were granted.

Core Units

VU21059 Develop leadership skills as a member of an Indigenous community

SITXCOM201 Show social and cultural sensitivity

BSBCMM201A Communicate in the workplace

BSBCUS201B Deliver a service to customers

BSBWOR202A Organise and complete daily work activities

CUFRES201A Collect and organise content for broadcast or publication

CHCNET301D Participate in networks

Elective Units

CHCCS211B Prepare for work in the community sector

PSPGOV3201B Work in a public sector environment

BSBIND201A Work effectively in a business environment



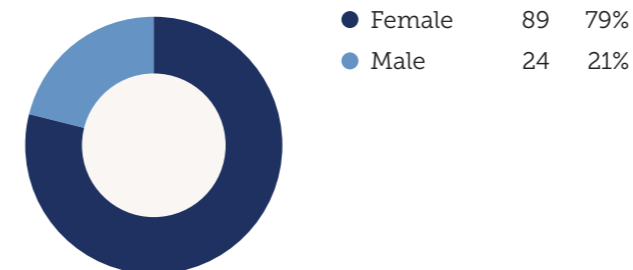
Above: Certificate II in Indigenous Leadership students in Broome.

Left: AILC delivered the Certificate II in Indigenous Leadership course to a group in Aurakun, Queensland.

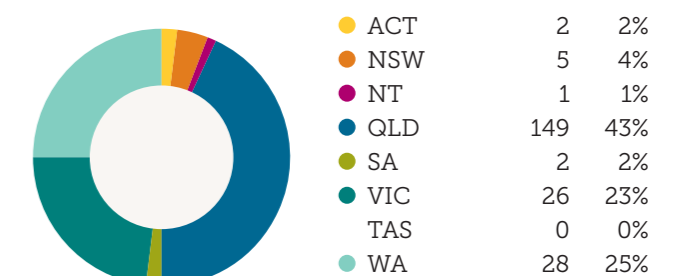
Enrolment 113

Course completion 103 91%

Gender

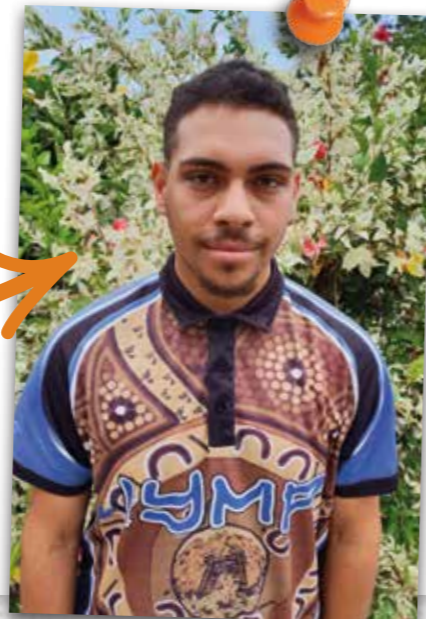


Geographical spread of enrolled students



Creative

leadership



Alumni Profile

Nathan

An Indigenous man encouraging youth to embrace creative outlets

Nathan is passionate about empowering youth within the Indigenous community and the importance of spreading hope and vision into younger generations. By participating in the AILC's Certificate II in Indigenous Leadership, Nathan felt he could better communicate with his mob and articulate his own experience as a means to support others.

Coming from what Nathan describes as a "dreadful situation; the youth in my community sit around and get caught in drug and alcohol problems," he highlights how important it is to be a leader, to remain upbeat and encouraging of others.

Nathan thinks highly of the vision statement for his course, created by all students in the Cert II as a guiding principle for being a leader. The idea of being open, honest and expressive was a big take away for Nathan in the course.

"Being a good leader also requires you to be yourself, to have the courage, independence and endurance to be something bigger and better." Nathan

With his love for art, Nathan has been producing creative works within his community and is increasingly working to get youth involved. A significant problem Nathan sees in his community is that "young people are not fulfilling their potential and experience drug and alcohol problems when there is no will to change."

Through art, especially graffiti art, Nathan believes young people have a good opportunity to express themselves. One potential project he would like to get youth involved in is creating a mural 'we do not do drugs' to build momentum and really engage the young people in his Indigenous community with positive behaviours.

Prior to undertaking the Cert II in Indigenous leadership, Nathan had limited experience in

leadership citing "only a couple activities I'd done in school." After the course, Nathan now feels he has the energy and the skills, knowledge and understanding to empower incoming generations of Indigenous people through art.

One of his key motivations to involve Indigenous youth in art projects is that "cultural art can allow individuals to express themselves, how they feel, any emotions and the telling of a new story which can be an important way to show cultural identity, ethnicity and racial difference."

In terms of being able to track his own personal development, Nathan feels he can be a backbone for others and that the AILC's course has given him the strength and resilience to overcome personal conflicts, deaths in the family and resolve tensions. Staying upbeat, Nathan is working toward engaging more youth in Indigenous art and is motivated toward promoting positive change within his community.



Artwork is created by each class based on the mission statement they develop. This is from the IYMP Certificate II in Indigenous Leadership group in Cairns.

Front

runner



Alumni Profile

Jikola

Marathon runner and exercise coach

Jikola completed the AILC's Certificate II in Indigenous Leadership which focuses on building capacity within Indigenous Australians to lead and commence future management roles.

For Jikola, the course really complimented his involvement in marathon running, equipping him with the skills and drive to pursue his interests. While presently a marathon runner, Jikola intends to establish his own running group specifically for Indigenous Australians. The insights into how to communicate and be a leader are skills Jikola is grateful for and hopes to integrate into his role as a trainer.

Marathon runner and future sports trainer Jikola gained valuable insight into leadership and communication skills while participating in the Cert II in Indigenous Leadership Course.

Back in his community/country in the inner West of Melbourne, Jikola feels he 'already has a sense of connection' with his mob and would be able to establish a running group within his local community. Jikola considers community fitness incredibly important and "a way to inspire hope and confidence in young people."

In addition to establishing his own training programs, Jikola is also undertaking a Diploma in Sports Development and hopes to pursue a career in that field. He also has a long term goal to develop further training programs for Indigenous people beyond his immediate community.



Jikola completed AILC's Cert II in Indigenous Leadership and is a marathon runner who plans to establish his own sports training programs.

10413NAT Certificate IV in Indigenous Leadership



Sponsored by the Department of Prime Minister and Cabinet (PM&C)

The 10413NAT Certificate IV in Indigenous Leadership builds upon existing highly developed leadership skills, working to further develop the underlying knowledge of Indigenous leadership.

This nationally accredited course was delivered in partnership with the PM&C seven times in 2017-18. A total of 160 students enrolled in PM&C funded placements and 134 certificates were issued.

Core units delivered

VU21051 Work with Indigenous community members to develop mentoring skills

VU21060 Investigate government structures and decision-making processes

VU20942 Investigate the influence of Indigenous history on the current environment

VU21048 Complete a basic community project with support

HLTHIR404D Work effectively with Aboriginal and/or Torres Strait Islander people

RIILAT401D Provide leadership in the supervision of Indigenous employees

CHCCD509C Support community leadership

CHCCS400C Work within a legal and ethical framework

PUACOM012B Liaise with media at the local level

PUACOM007B Liaise with other organisations

BSBCMM401A Make a presentation

BSBREL401A Establish networks

BSBWOR403A Manage stress in the workplace

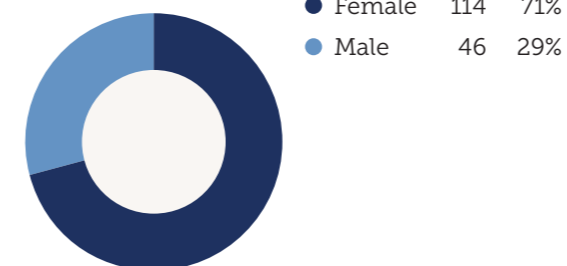
BSBATSIC412A Maintain and protect cultural values in an organisation



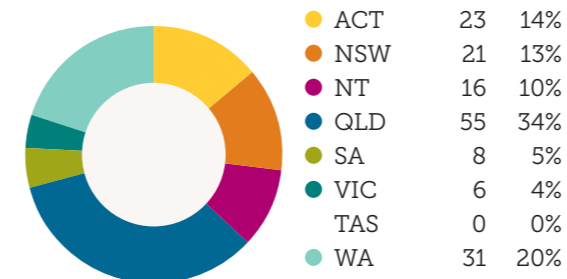
Enrolment 160

Course completion 134 84%

Gender



Geographical spread of enrolled students



Top: Students from Brisbane celebrate at the end of their Certificate IV in Indigenous Leadership course.

Above: Mt Isa graduates from Certificate IV in Indigenous Leadership.

A vision with purpose

Alumni Profile

Kiara IYMP



Kiara undertook a Certificate II and Certificate IV in Indigenous leadership at the AILC because she wants to be a mentor for younger generations of Indigenous people within her community. At the time of completing the AILC's courses, Kiara was also undertaking the Indigenous Youth Mobility Pathway (IYMP) program which aims to equip young people with the skills, training and education they need to gain employment.

Kiara identifies the opportunity to learn about different types of leaders, for instance, distinguishing between a directive and non-directive leader as helpful and felt that the vision statement constructed by her cohort provided her with a clearer sense of direction. The vision statement is a component of each AILC course and is done by all students together early on in the program to capture a representation of Indigenous culture.

Kiara recalls the vision statement created in her class as being an important mark of unity. "We come together as one to learn together with Indigenous people."

When reflecting on what she's gained from the course, Kiara cites feeling more confident and developing the communication skills needed to encourage others within her Indigenous community to pursue their desires.

Kiara is committed to using her new skills in the workplace and community.

52776WA Certificate IV in

Leadership & Mentoring



Sponsored by the Department of Prime Minister and Cabinet (PM&C)

The 52776WA Certificate IV in Leadership & Mentoring guides Indigenous and non-Indigenous people to take on professional leadership and mentoring roles supporting Indigenous people to effectively work and achieve their aspirations – in their workplaces and communities.

This nationally accredited course was delivered in partnership with the PM&C three times in 2017-18. A total of 40 students enrolled in PM&C funded placements and 39 certificates issued.

AILC provided the Certificate IV in Leadership and Mentoring course to staff employed at Larrakia Nations and they achieved a 100% completion rate.

Core units delivered

LWADEV401A Manage own professional development

LWAWOR401A Examine workplace ethics

LWAMEN401A Explore mentoring principles

LWAMEN402A Mentor others

Elective units delivered

BSBLDR401 Communicate effectively as a leader

BSBWHS401 Implement and monitor WHS policies, procedures and programs to meet legislative requirements

BSBLED805 Plan and implement a mentoring program

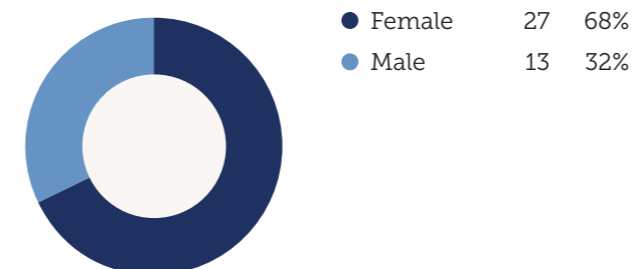
PSPGEN048 Support workplace coaching and mentoring



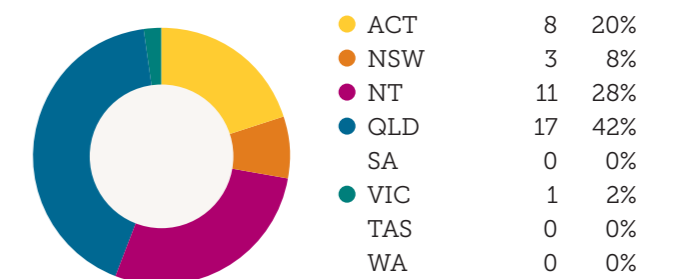
Enrolment 40

Course completion 39 98%

Gender



Geographical spread of enrolled students



Top: Students from the pilot course in Leadership and Mentoring created this artwork as a symbol of their mission statement. Above: The pilot group for AILC's Certificate IV in Leadership & Mentoring was held in Canberra this financial year.

BSB41915 Certificate IV in

Business (Governance)

Sponsored by the Department of Prime Minister and Cabinet (PM&C)

The BSB41915 Certificate IV in Business (Governance) introduces the key elements of operating in Aboriginal and/or Torres Strait Islander organisations and the capacity of Indigenous Australian leaders to affect governance.

This nationally recognised qualification was delivered in partnership with the PM&C once in 2017-18 with 20 students enrolled and 19 completing the course.

Core units delivered

BSBATSIC412 Maintain and protect cultural values in the organisation

BSBATSIL411 Undertake the roles and responsibilities of a board member

BSBATSIL413 Review and apply the constitution

BSBATSIM417 Implement organisational plans

BSBATSIM419 Contribute to the development and implementation of organisational policies

BSBATSIM418 Oversee financial management

BSBATSIM416 Oversee organisational planning

BSBATSIL408 Manage a board meeting

Elective units delivered

BSBATSIL412 Participate effectively as a board member

BSBATSIM414 Oversee the organisation's annual budget

BSBATSIW416 Obtain and manage consultancy services

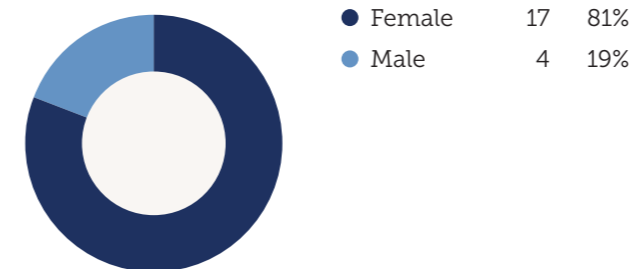
BSBATSIC411 Communicate with the community



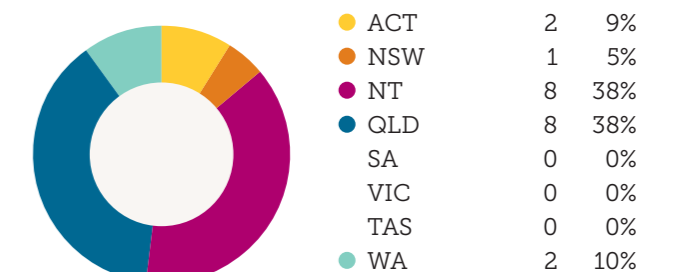
Enrolment 20

Course completion 19 90%

Gender



Geographical spread of enrolled students



Left: Melisa Anderson is all smiles at end of course celebration.

Above: Collin Messa, Michael Mills and David Bosun completed AILC's Certificate IV in Business (Governance) in Darwin.

highlights



Staff achievements

AILC's ability to deliver exceptional service in the training industry depends on how good our employees are. We are proud of the high quality staff our organisation employs. As an RTO we believe in lifelong education and our staff practice what they preach by continuing their own studies. The following staff completed further education during this financial year:

- Corporate Operations Officer Lisa Sarago completed her Masters in Business Administration (MBA).
- Quality and Compliance Manager Katrina Prgomet achieved a dual Diploma in Vocational Education and Training, and Training, Design and Development.
- Three staff members completed a Certificate IV in Training and Assessment (TAE): Lisa Sarago, Mitchell Smith and Alinta Batten.

Course Delivery

We have increased delivery of accredited and non-accredited courses to Indigenous people in remote, rural, urban and metropolitan areas.

Record number of courses delivered in 2017-18 with service delivery more than doubled.

Other successes achieved by AILC this financial year:

- Broadened geographical reach into remote locations such as Kununurra, Aurukun, NPY lands;
- Delivered to more than 15 different locations ranging from remote, rural and urban communities;
- Targeted a broader range of industries which varied from sporting institutes, regional primary health service providers, regional leadership bodies, and land management organisations;
- More than doubled our service delivery, conducting 17 courses across Australia;
- Maintained a high success rate of completion of approximately 82%, which is significantly higher than that of the VET sector;
- Delivered to almost double the number of target places for training totalling more than 360 participants;
- Successfully piloted the Certificate IV in Leadership and Mentoring course in Canberra; and
- Successfully implemented a place-based pathway delivery for a remote location, delivering non-accredited workshops, Certificates II and IV in Indigenous Leadership.



AILC's COO Lisa Sarago (pictured left) completed her MBA. Katrina Prgomet (pictured right) completed a dual Diploma.



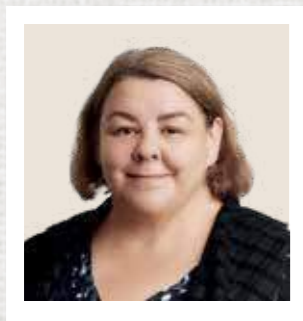
Top: Book author Eddie Watkins, AILC CEO Robyn Forrester, AILC student Darren Knight and guest speaker Steven Oliver at the Brisbane Cert IV in Indigenous Leadership end of course celebration.

Above and right: AILC delivered Certificate II in Indigenous Leadership for Indigenous Youth Mobility Program (IYMP) in Cairns, Townsville and Rockhampton (pictured) sites with a 100% completion rate.



Board of directors

New board members appointed this financial year



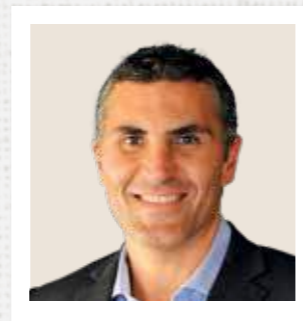
Cath Brokenborough – Chair
BA, Dip (OHS, Environment, Training and Assessment), GAICD

Cath Brokenborough is a proud Wiradjuri woman and currently the Executive Lead, Indigenous Engagement and Reconciliation at Lendlease, where she provides strategic advice and leadership in the development and implementation of the company's Elevate Reconciliation Action Plan. Cath has 28 years of construction and property industry management experience including construction, risk, environment, heritage and safety management, skills and competency course development, management and delivery, and mentoring women and Indigenous Business people in the industry. Cath was appointed as the new Chairperson following Charles Prouse's departure in July 2017.



John Paul Janke – Deputy Chair

John Paul Janke is from Wuthathi Country on Cape York Peninsula and from Murray Island in the Torres Strait. He has worked as a journalist in Aboriginal and Torres Strait Islander Affairs for nearly three decades – developing, initiating and implementing a wide range of communication and media strategies, solutions and materials. He is currently the Communications Director for RORK Projects in Canberra. John Paul was appointed Deputy Chairperson in July 2017.



Jason Mifsud – Director

Jason Mifsud is a proud member of the Gunditjmarra nation in South West Victoria and for the past twenty years has been leading cultural transformation across numerous sectors in Aboriginal Affairs. Recognised as one of Australia's top ten emerging leaders in 2010 Jason addressed the United Nations on Cultural Affairs in 2011. As the Executive Director for Aboriginal Victoria, Jason led the whole-of-government Aboriginal Affairs reform agenda between the Victorian Government and Victorian Aboriginal community. A former AFL player and coach, Jason was the first senior Adviser on Indigenous and Multicultural Affairs for the Australian Football League (AFL) overseeing significant reach, growth and impact and was pivotal in establishing the AFL Indigenous Advisory Council in 2014.



Karen Mundine

Karen Mundine is from the Bundjalung Nation of northern New South Wales. As the CEO at Reconciliation Australia, Karen brings to the role more than 20 years' experience in community engagement, public advocacy, communications and social marketing campaigns. She holds a Bachelor of Arts in Communications from the University of Technology, Sydney, and is on the Board of the Gondwana Children's Choirs, including the Gondwana Indigenous Children's Choir.



Aaron Clark

Aaron is a proud descendant from the Tjap Whurrung people of the Gunditjmarra nation. Raised in south west Victoria at the Framlingham Mission, Aaron is currently the Director of the Korin Gamadji Institute (KGI) alongside the Richmond Football Club. Throughout the past 15 years, Aaron has held a range of positions across the community control sector in health, cultural heritage/land management and Education. In 2017 Aaron was selected to be a part of the inaugural Emerging Indigenous Executive Leadership program, delivered by the Australian Graduate School of Management University Of New South Wales. This year Aaron was a part of the Australian Delegation to the United Nations Permanent forum on Indigenous Issues, where he presented on the topics of youth and leadership.



Phillipa McDermott

Phillipa McDermott is a Wakka Wakka and Mulinjali woman from the North Coast of New South Wales. Phillipa has a BA in Communications from UTS. Phillipa has worked as a radio broadcaster and was board member and chairperson of Koori Radio in Sydney's Redfern from 1995-2000. Phillipa has headed the ABC's Indigenous Employment and Diversity Program since August 2013.



Prof Peter Radoll

Professor Radoll is a descendant of the Anaiwan people of NSW and has extensive experience in senior management in Indigenous higher education. He currently holds the position of Dean for Indigenous leadership and strategy at the University of Canberra. Professor Radoll, who was a motor mechanic for 11 years before taking up tertiary study, and has Bachelor and Master Degrees in Information Technology from the University of Canberra. He also holds a PhD from the Australian National University which focused on the factors affecting the adoption of information and communication technologies in remote and urban Australian Indigenous households.



AILC's Board of Directors meets at our national headquarters in Canberra.

Appendix

financials

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Financial Statements

For the Year Ended 30 June 2018

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

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For the Year Ended 30 June 2018

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Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Directors' Report

For the Year Ended 30 June 2018

The Directors present their report on Australian Indigenous Leadership Centre Limited (the Company) for the financial year ended 30 June 2018.

Directors

The names of the Directors in office at any time during, or since the end of, the year are:

Names

Cath Brokenborough	Appointed on 1 July 2017
John Paul Janke	Appointed on 1 July 2017
Jason Mifsud	Appointed on 15 September 2017
Karen Mundine	Appointed on 22 September 2017
Prof. Peter Raddoll	Resigned on 24 November 2017
Aaron Clark	Resigned on 24 November 2017
Phillipa McDermott	Resigned on 12 July 2017
Prof. Thomas Calma AO	
Jason Glanville	
Charles Prouse	

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Company Secretary

Michael Willoughby held the position of Company Secretary at the end of the financial year:

Michael Willoughby (FGIA) has been the Company Secretary since February 2018.

Principal Activities

The principal activities of the Company during the financial year were the promotion and development of Indigenous leadership and the delivery of accredited and non-accredited indigenous leadership courses in Australia.

The Company is a registered training organisation providing a unique suite of accredited courses in Indigenous leadership and governance, as well as non-accredited short courses in leadership, cultural awareness and mentoring.

The Company aims to foster and nurture the next generation of Indigenous leaders by:

- Delivering high quality programs that equip Indigenous leaders with skills, knowledge and opportunities in leadership and governance;
- Connecting and supporting Indigenous leaders by linking them with mentors in their chosen fields and by providing opportunities to network and to learn from other graduates;
- Researching what makes effective leadership in an Indigenous context, so that deeper knowledge and understanding can be reached about how to support Indigenous people to move forward and tackle current disadvantages;
- Creating a national 'space' that encourages conversation and learning about what makes effective Indigenous leadership;

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Directors' Report For the Year Ended 30 June 2018

Principal Activities (continued)

- Promoting the value of fostering Indigenous leadership as a key strategy for addressing the issues that confront Indigenous communities today; and
- Raising the profile of the value and positive impact of Indigenous leaders across Australia.

The Company is funded by fee for service courses, course sponsors (government departments, companies and not-for-profit organisations) and from grants and donations. Most courses are sponsored, so that Indigenous students are able to attend at no cost.

No significant changes in the nature of the Company's activities occurred during the financial year.

Members' Guarantee

The Company is a company limited by guarantee. In the event of, and for the purpose of winding up of the Company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$300 for members that are corporations and \$300 for all other members, subject to the provisions of the Company's constitution.

Operating Result

The Company has reported an operating surplus of \$62,910 (2017: surplus of \$158,987).

Future Developments and Results

The Vision - For Aboriginal and Torres Strait Islander Peoples to excel in leadership for the benefit of all Australians.

The Company is Australia's pre-eminent provider of Indigenous leadership training, addressing the tremendous unmet need for Indigenous leadership education. The Company aims to be recognised as the leading authority on Indigenous leadership in Australia, lending expert advice on Indigenous leadership to government, large corporations and communities.

The Company continues to set the benchmark for Indigenous education quality, delivering tailored, evidence-based programs. The curriculum is enhanced through an action learning framework, informed by our students and the wider community.

We continue to review and assess the needs of the Australian people, adding to, and amending our courses to ensure they remain current and relevant to current issues faced by Indigenous Australians.

The Company continues to facilitate transformational change in delivering solutions for all Australians and mobilising leaders to inspire social and political change.

The Company aims to deliver courses to a minimum of 500 individuals each year by 2020. This includes both accredited and non-accredited training. The goal is that 60% of these individuals undertake an accredited course. If the Company graduates 300 Indigenous leaders nationally each year, we will build a critical mass of leaders able to inspire and mobilise a generation.

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Directors' Report For the Year Ended 30 June 2018

Directors' Information

Cath Brokenborough

Qualifications and experience

Chairperson

BA, Dip (OHS, Environment, Training and Assessment), GAICD.

Cath Brokenborough is a proud Wiradjuri woman and currently the Executive Lead, Indigenous Engagement and Reconciliation at Lendlease, where she provides strategic advice and leadership in the development and implementation of the company's Elevate Reconciliation Action Plan. Cath has more than 28 years of construction and property industry management experience including construction, risk, environment, heritage and safety management, skills and competency course development, management and delivery, and mentoring women and Indigenous Business people in the industry.

John Paul Janke

Qualifications and experience

Deputy Chairperson

John Paul Janke is from Wuthathi Country on Cape York Peninsula and from Murray Island in the Torres Strait. He has worked as a journalist in Aboriginal and Torres Strait Islander Affairs for nearly three decades, developing, initiating and implementing a wide range of communication and media strategies, solutions and materials. He was the Director of Public Program in the Public Engagement Program at AIATSIS in Canberra. He is currently co-owner of Rork Projects, a national Indigenous fit-out and refurbishment company, and the co-host of NITV's flagship news and current affairs show 'The Point'. He is also Co-Chair of the National NAIDOC Committee, an Expert Advisory Panel member for the Diversity Council of Australia and an Ambassador for Mayi Kuwayu - a national study of Aboriginal and Torres Strait Islander wellbeing.

Jason Mifsud

Qualifications and experience

Jason Mifsud is a proud member of the Gunditjmarra nation in south west Victoria and for the past twenty years has been leading cultural transformation across numerous sectors in Aboriginal Affairs. Jason is the Managing Director of Mifsud Consulting, is a Harvard Business School Alumni, Chair of the Melbourne Grammar Indigenous Advisory Committee, a member of the NAB Indigenous Advisory Group, a member of the Telstra Indigenous Advisory Board, and Chair of the Eastern Marr Aboriginal Corporation. He is Director of the Victorian Federation of Traditional Owner Corporation, and a member of the AFL Indigenous Advisory Council. In 2010 Jason was recognised as one of Australia's top ten emerging leaders and in 2011 addressed the United Nations on Cultural Affairs.

Karen Mundine

Qualifications and experience

Karen Mundine is from the Bundjalung Nation of northern NSW. As the CEO at Reconciliation Australia, Karen has more than 20 years' experience in community engagement, public advocacy, communications and social marketing campaigns. She holds a Bachelor of Arts in Communications from the University of Technology, Sydney, and is on the Board of the Gondwana Children's Choirs, and is a member of PWC Diversity Advisory Board.

Prof. Peter Radoll

Qualifications and experience

Professor Radoll is a descendant of the Anaiwan people of NSW and has extensive experience in senior management in Indigenous higher education. He currently holds the position of Dean of Aboriginal and Torres Strait Islander Leadership and Strategy at the University of Canberra. Professor Radoll, who was a motor mechanic for 11 years before taking up tertiary study, has a Bachelor and Master Degrees in Information Technology from the University of Canberra. He also holds a PhD from the Australian National University which focused on the factors affecting the adoption of information and communication technologies in remote and urban Australian Indigenous households.

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

**Directors' Report
For the Year Ended 30 June 2018**

Directors' Information (continued)

Aaron Clark

Qualifications and experience Aaron is a proud descendant from the Tjap Whurrung people of the Gunditjmarra nation. Raised in south west Victoria at the Framlingham Mission, Aaron is currently the Director of the Korin Gamadji Institute (KGI) alongside the Richmond Football Club. Throughout the past 15 years Aaron has held a range of positions across the community control sector in health, cultural heritage/land management and Education. In 2017 Aaron was selected to be a part of the inaugural Emerging Indigenous Executive Leadership program, delivered by the Australia Graduate School of Management University of New South Wales. Most recently Aaron presented at the United Nations permanent forum on Indigenous issues in New York with The National Congress of Australia's First Peoples.

Phillipa McDermott

Qualifications and experience Phillipa McDermott is a Wakka Wakka and Mulinjali woman from the North Coast of NSW. Phillipa has a Bachelor of Arts in Communications from the University of Technology Sydney. Phillipa has worked as a radio broadcaster and was Board member and Chairperson of Koori Radio in Sydney's Redfern from 1995-2000. Phillipa has headed the ABC's Indigenous Employment and Diversity Program since August 2013. Under her leadership the ABC has for the first time reached and moved beyond their 2% Indigenous employment target currently at 2.6% with a new stretch target set this year of 3% employment by 2018.

Prof. Thomas Calma AO

Qualifications and experience Professor Tom Calma is an Aboriginal elder from the Kungarakan tribal group and a member of the Iwaidja tribal group in the Northern Territory. He joined the AILC Board in 2009 and served as Chair from 2011-2014. Professor Calma is Chancellor of the University of Canberra, a former Social Justice and Race Discrimination Commissioner and Senior Diplomat and has been involved in Indigenous affairs at a local, community, and state, national and international level. He has worked in the public sector for over 40 years and was awarded an Order of Australia, General Division (AO) in 2012. Resigned on 24 November 2017.

Charles Prouse

Qualifications and experience Charles Prouse is a Nyikina man from Derby, in the Kimberley region of Western Australia. Charles has been an AILC Board member from August 2002 to 2009 and again in 2011. He was appointed to the role of Chair in October 2014. He served as the CEO of Supply Nation and prior to that CEO of the National Aboriginal Sporting Chance Academy (NASCA) in Redfern. Charles is also on the Board of The Benevolent Society. He has a Bachelor of Science in Geographic Information Systems. Charles completed the AILC Certificate II in Indigenous Leadership in Adelaide in November 2001. Resigned on 12 July 2017.

Jason Glanville

Qualifications and experience Jason Glanville is a member of the Wiradjuri peoples from south-western NSW and previously was the inaugural CEO of the National Centre of Indigenous Excellence (NCIE) based in Redfern. Jason is Chair of the Australian Indigenous Governance Institute and is a Trustee of the Australian Museum and a member of the editorial board for the Journal of Indigenous Policy. Jason was a member of the Steering Committee for the creation of the National Congress of Australia's First Peoples. Resigned on 24 November 2017.

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

**Directors' Report
For the Year Ended 30 June 2018**

Meetings of Directors

During the financial year, 5 meetings of Directors and 5 meetings of the Audit and Risk Committee were held. Attendances by each Director during the year were as follows:

	Directors' Meetings		Audit and Risk Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Cath Brokenborough	5	5	5	4
John Paul Janke	5	5	3	2
Jason Mifsud	5	2	3	2
Karen Mundine	4	3	-	-
Prof. Peter Radoll	4	4	4	4
Aaron Clark	3	2	-	-
Phillipa McDermott	3	3	-	-
Charles Prouse	1	1	-	-
Prof. Thomas Calma AO	3	3	-	-
Jason Glanville	3	-	2	-

Auditor's Independence Declaration

The auditor's independence declaration in accordance with Subdivision 60-40 of the Australian Charities and Not-for-profits Commission Act 2012, for the year ended 30 June 2018 has been received and is attached to this report.

Signed in accordance with a resolution of the Board of Directors:

Director: 

Dated: 21/11/18

Canberra, ACT

**Auditor's Independence Declaration
Under Subdivision 60 - 40 of the Australian Charities and Not-for-profits
Commission Act 2012
To the Directors of Australian Indigenous Leadership Centre Limited**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2018 there have been no contraventions of the auditor independence requirements as set out in any applicable code of professional conduct in relation to the audit.



Nexia Duesburys (Audit)
Canberra, 2 November 2018



R C Scott
Partner



Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

**Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2018**

	Note	2018 \$	2017 \$
Revenue			
Grant funding		2,315,422	1,972,361
Fee for service		387,124	460,549
Interest		8,807	8,930
Other income		42,584	23,497
		2,753,937	2,465,337
Expenses			
Administrative expenses		87,490	74,682
Conference expenses		204,273	120,427
Contractor costs		16,169	33,214
Course material expenses		50,111	66,497
Depreciation and amortisation expense		17,011	29,920
Employee benefits expenses		1,071,017	1,130,142
Facilitator/trainer costs		675,215	391,893
Finance expenses		46,723	60,355
Graduation costs		48,720	24,133
IT and communication		98,935	46,058
Marketing and promotional expenses		37,960	52,815
Meeting and travel expenses		72,387	69,471
Professional fees		137,476	124,222
Staff travel and accommodation		120,071	65,730
Student travel and accommodation		2,577	3,888
Sundry expenses		4,892	12,903
		2,691,027	2,306,350
Surplus before income tax		62,910	158,987
Income tax expense	1(a)	-	-
Surplus for the year		62,910	158,987
Other comprehensive income for the year		-	-
Total comprehensive income for the year		62,910	158,987

The accompanying notes form part of these financial statements.

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

**Statement of Financial Position
As At 30 June 2018**

	Note	2018 \$	2017 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	2	503,305	898,213
Trade and other receivables	3	301,722	94,110
Other assets	4	86,276	123,292
TOTAL CURRENT ASSETS		891,303	1,115,615
NON-CURRENT ASSETS			
Plant and equipment	5	66,414	54,972
TOTAL NON-CURRENT ASSETS		66,414	54,972
TOTAL ASSETS		957,717	1,170,587
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	6	198,683	189,532
Employee benefit provisions	7	44,200	16,700
Other liabilities	8	172,494	480,725
TOTAL CURRENT LIABILITIES		415,377	686,957
NON-CURRENT LIABILITIES			
Employee benefit provisions	7	2,000	6,200
TOTAL NON-CURRENT LIABILITIES		2,000	6,200
TOTAL LIABILITIES		417,377	693,157
NET ASSETS		540,340	477,430
EQUITY			
Retained earnings		540,340	477,430
TOTAL EQUITY		540,340	477,430

The accompanying notes form part of these financial statements.

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Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

**Statement of Changes in Equity
For the Year Ended 30 June 2018**

2018	Retained Earnings \$	Total \$
Balance at 1 July 2017	477,430	477,430
Surplus for the year	62,910	62,910
Balance at 30 June 2018	540,340	540,340
2017		
	Retained Earnings \$	Total \$
Balance at 1 July 2016	318,443	318,443
Surplus for the year	158,987	158,987
Balance at 30 June 2017	477,430	477,430

The accompanying notes form part of these financial statements.

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Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Statement of Cash Flows
For the Year Ended 30 June 2018

	2018	2017
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from government grants & other customers	2,603,148	2,947,599
Payments to suppliers and employees	(2,978,024)	(2,694,341)
Interest received	8,807	8,930
Net cash provided by/(used in) operating activities	<u>(366,069)</u>	262,188
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from sale of plant and equipment	62	-
Payments for plant and equipment	(28,901)	(11,998)
Net cash provided by/(used in) investing activities	<u>(28,839)</u>	(11,998)
Net increase/(decrease) in cash and cash equivalents held	(394,908)	250,190
Cash and cash equivalents at beginning of year	898,213	648,023
Cash and cash equivalents at end of financial year	2 <u>503,305</u>	898,213

The accompanying notes form part of these financial statements.

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Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Notes to the Financial Statements
For the Year Ended 30 June 2018

1 Summary of Significant Accounting Policies

Basis of preparation

The financial statements of Australian Indigenous Leadership Centre Limited (the Company) are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements of the Australian Accounting Standards Board and the Australian Charities and Not-for-profits Commission Act 2012.

The Company is a not-for-profit public company limited by guarantee, incorporated in the Australian Capital Territory under the Corporations Act 2001. The financial statements are presented in Australian dollars which is the Company's functional and presentation currency. The amounts presented in the financial statements have been rounded to the nearest dollar. The financial statements cover the Company as an individual entity.

A number of new or revised Australian Accounting Standards are effective for the first time in the current financial year. These standards have had no material impact on the Company.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

The financial statements were authorised by the Directors on the date of signing the attached directors' declaration. The Directors have the right to amend and re-issue the financial statements after they are issued.

The following is a summary of the material accounting policies adopted by the Company in the preparation of the financial statements. Unless otherwise stated, the accounting policies adopted are consistent with those of the previous year.

Accounting policies

(a) Income tax

No provision for income tax has been raised as the Company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

(b) Plant and equipment

Plant and equipment are measured on the cost basis less depreciation and impairment losses. Cost includes expenditure that is directly attributable to the asset.

Where a revaluation has been performed, any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the re-valued amount of the asset.

The carrying amount of plant and equipment is reviewed at the end of the reporting period by the Directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

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Notes to the Financial Statements
For the Year Ended 30 June 2018

1 Summary of Significant Accounting Policies (continued)

(b) Plant and equipment (continued)

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation reserve and recognised in other comprehensive income. Decreases that offset previous increases of the same asset are charged against fair value reserves and recognised in other comprehensive income. All other decreases are charged to the profit or loss.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of the reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the profit or loss. When re-valued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

Depreciation

The depreciable amount of all fixed assets and capitalised leased assets, is depreciated on a straight-line and diminishing value basis over the asset's useful life to the Company commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of fixed asset	Depreciation rate
Furniture, fixtures and fittings	10%-25%
Office equipment	10%-67%
Software	40%
Motor vehicles	12.5%-13%

(c) Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the Company are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a diminishing value basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

Notes to the Financial Statements
For the Year Ended 30 June 2018

1 Summary of Significant Accounting Policies (continued)

(d) Financial instruments

Recognition

Financial instruments are initially measured at cost on trade date, which includes transaction costs, when the related contractual rights or obligations exist. Subsequent to initial recognition these instruments are measured as set out below.

Financial assets at fair value through profit or loss

Financial assets are classified at 'fair value through profit or loss' when they are either held for trading for the purpose of short-term profit taking, or when they are designated as such by management and within the requirements of AASB 139 Financial Instruments: Recognition and Measurement. Derivatives are also categorised as held for trading unless they are designated as hedges. Realised and unrealised gains and losses arising from changes in the fair value of these assets are included in the profit or loss in the period in which they arise.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost using the effective interest rate method.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Company's intention to hold these investments to maturity. They are subsequently measured at amortised cost.

Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They are reflected at fair value. Unrealised gains and losses arising from changes in fair value are recognised in other comprehensive income and accumulated in the investment revaluation reserve.

Financial liabilities

Non-derivative financial liabilities are subsequently measured at amortised cost, comprising original debt less principal payments and amortisation.

Fair value

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm's length transactions, reference to similar instruments and option pricing models.

Notes to the Financial Statements
For the Year Ended 30 June 2018

1 Summary of Significant Accounting Policies (continued)

(d) Financial instruments (continued)

Impairment

At the end of each reporting period, the Company assesses whether there is objective evidence that a financial asset has been impaired through the occurrence of a loss event. In the case of available-for-sale financial instruments, a significant or prolonged decline in the value of the instrument is considered to indicate that an impairment has arisen. Impairment losses are recognised in the profit or loss.

(e) Impairment of non-financial assets

At the end of each reporting year, the Company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of profit or loss and other comprehensive income.

Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

(f) Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based upon historical data.

(g) Provisions

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

(h) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less which are convertible to a known amount of cash and subject to an insignificant risk of change in value, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

Notes to the Financial Statements
For the Year Ended 30 June 2018

1 Summary of Significant Accounting Policies (continued)

(i) Revenue

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

Revenue from the sale of goods is recognised at the point of delivery.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets. Where interest is earned on grant funds and must be used for the purposes set out in the relevant grant agreement, then the interest is recognised as unexpended funds until such time as the grant conditions have been met.

Grant revenue is recognised in the statement of profit or loss and other comprehensive income when the Company obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the Company and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before the Company is eligible to receive the contribution, the recognition of the grant as revenue is deferred until those conditions are satisfied.

When grant revenue is received whereby the Company incurs an obligation to deliver economic value back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered, otherwise the grant is recognised as income on receipt.

All revenue is stated net of the amount of goods and services tax (GST).

(j) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the statement of financial position are shown inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(k) Comparative figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

Notes to the Financial Statements
For the Year Ended 30 June 2018

1 Summary of Significant Accounting Policies (continued)

Critical accounting estimates and judgments

The Directors evaluate estimates and judgments incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Company.

The Directors do not believe that there were any key estimates or key judgments used in the development of the financial statements that give rise to a significant risk of material adjustment in the future.

2 Cash and Cash Equivalents

	2018	2017
	\$	\$
Cash on hand	837	-
Cash at bank	502,468	898,213
	<u>503,305</u>	<u>898,213</u>

3 Trade and Other Receivables

	2018	2017
	\$	\$
Trade receivables	193,360	8,085
GST receivable	8,597	41,598
Other receivables	99,765	44,427
	<u>301,722</u>	<u>94,110</u>

4 Other Assets

	2018	2017
	\$	\$
Accrued income	-	113,182
Prepayments	86,276	8,073
Other assets	-	2,037
	<u>86,276</u>	<u>123,292</u>

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Notes to the Financial Statements
For the Year Ended 30 June 2018

5 Plant and Equipment

	2018	2017
	\$	\$
Furniture, fixtures and fittings		
At cost	15,463	19,857
Accumulated depreciation	(7,557)	(10,426)
	<u>7,906</u>	<u>9,431</u>
Motor vehicles		
At cost	54,016	28,062
Accumulated depreciation	(10,570)	(7,044)
	<u>43,446</u>	<u>21,018</u>
Office equipment		
At cost	50,099	59,822
Accumulated depreciation	(35,037)	(35,299)
	<u>15,062</u>	<u>24,523</u>
Software		
At cost	3,303	28,685
Accumulated depreciation	(3,303)	(28,685)
	<u>-</u>	<u>-</u>
	<u>66,414</u>	<u>54,972</u>

Movements in Carrying Amounts

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial year:

	Furniture, fixtures and fittings	Motor vehicles	Office equipment	Software	Total
	\$	\$	\$	\$	\$
Year ended 30 June 2018					
Balance at the beginning of year	9,431	21,018	24,523	-	54,972
Additions	-	25,954	2,947	-	28,901
Disposals	(13)	-	(435)	-	(448)
Depreciation expense	(1,512)	(3,526)	(11,973)	-	(17,011)
Balance at the end of the year	<u>7,906</u>	<u>43,446</u>	<u>15,062</u>	<u>-</u>	<u>66,414</u>

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Notes to the Financial Statements
For the Year Ended 30 June 2018

6 Trade and Other Payables

	2018	2017
	\$	\$
Trade payables	186,961	127,112
Other payables	11,722	62,420
	<u>198,683</u>	<u>189,532</u>

7 Employee Benefit Provisions

	2018	2017
	\$	\$
CURRENT		
Provision for annual leave	<u>44,200</u>	<u>16,700</u>
NON-CURRENT		
Provision for long service leave	<u>2,000</u>	<u>6,200</u>

8 Other Liabilities

	2018	2017
	\$	\$
Income in advance	<u>172,494</u>	<u>480,725</u>

9 Leasing Commitments

Operating Lease Commitments

The Company's future minimum operating lease payments are as follows:

	2018	2017
	\$	\$
Payable - minimum lease payments:		
- not later than one year	26,147	26,105
- between one year and five years	48,097	75,131
	<u>74,244</u>	<u>101,236</u>

The operating lease commitments relate to the leasing of the Company's premises and photocopier.

Notes to the Financial Statements
For the Year Ended 30 June 2018

10 Financial Risk Management

The Company's financial instruments consist mainly of deposits with banks, short-term investments, and accounts receivable and payable.

The accounting policies and terms and conditions of each class of financial asset and financial liability at the end of the reporting period are consistent with those regularly adopted by businesses in Australia.

The totals for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

		2018	2017
		\$	\$
Financial Assets			
Cash and cash equivalents	2	503,305	898,213
Loans and receivables	3	293,125	52,512
Other financial assets	4	-	113,182
Total financial assets		<u>796,430</u>	<u>1,063,907</u>
Financial Liabilities			
<i>Financial liabilities at amortised cost:</i>			
- Trade and other payables	6	198,683	189,532
- Other liabilities	8	172,494	480,725
Total financial liabilities		<u>371,177</u>	<u>670,257</u>

Net fair values

Financial assets and financial liabilities are carried at their net fair value at the end of the reporting period. The carrying values of financial assets and financial liabilities approximate their net fair values due to their short term maturity or market interest rate.

11 Members' Guarantee

The Company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$300 each towards meeting any outstandings and obligations of the Company.

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Notes to the Financial Statements

For the Year Ended 30 June 2018

12 Related Party Transactions

Key management personnel is defined by AASB 124 "Related Party Disclosures" as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director of the entity.

The aggregate remuneration of key management personnel during the year is as follows:

	2018	2017
	\$	\$
Total key management personnel compensation	<u>340,136</u>	<u>321,596</u>

The Company has paid insurance premiums of \$1,550 (2017: \$1,550) for Association Liability insurance which incorporates directors' and officers' liability insurance, and is included in the above figures.

13 Contingent Liabilities and Contingent Assets

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2018 (30 June 2017: None).

14 Events After the End of the Reporting Period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

15 Economic Dependence

The Company is dependent on the Department of Prime Minister & Cabinet for the majority of its revenue used to operate the Company.

16 Company Details

The registered office and principal place of business of the Company is:

Australian Indigenous Leadership Centre Limited
245 Lady Denman Drive
Canberra ACT 2601

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Directors' Declaration

The Directors of Australian Indigenous Leadership Centre Limited (the Company) declare that:

1. The financial statements and notes, as set out on pages 7 to 20, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and;
 - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and other mandatory professional reporting requirements; and
 - b. give a true and fair view of the financial position as at 30 June 2018 and of the performance for the year ended on that date of the Company.
2. In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director: 

Dated: 2/11/18

**Independent Auditor's Report
To the Members of Australian Indigenous Leadership Centre Limited**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Australian Indigenous Leadership Centre Limited (the Company), which comprises the statement of financial position as at 30 June 2018, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial statements of the Company, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

- (i) giving a true and fair view of the Company's financial position as at 30 June 2018 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's responsibility for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The directors are responsible for the other information. The other information comprises the information in the Company's directors' report for the year ended 30 June 2018, but does not include the financial statements and the auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of the other information we are required to report that fact. We have nothing to report in this regard.

Directors' responsibility for the financial statements

The directors of the Company are responsible for the preparation of the financial statements that give a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the directors determine is necessary to enable the preparation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A further description of our responsibilities for the audit of the financial statements is located at The Australian Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



Nexia Duesburys (Audit)
Canberra, 2 November 2018



R C Scott
Partner



Mission statement artwork created by IYMP Certificate II in Indigenous Leadership students in Rockhampton.

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