

Annual Report

2018-19 Australian Indigenous Leadership Centre



This artwork was created by
Yuin woman, Misha Wraight.

The Australian Indigenous Leadership Centre would like to acknowledge our primary supporters for 2018-19.



Australian Government



Australian Government
Department of Defence



Australian Government
Department of Human Services

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

Particular thanks to those who have given their time to be profiled in this publication, including Attika Edgar, Misha Wraight, Darren Johnson-Reid and the alumni from the Department of Human Services Certificate IV in Indigenous Leadership especially Luke Redward and Chelsea Johnson.

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Published by the Australian Indigenous Leadership Centre

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Author: Rebecca Harnett

Photography: Sourced by the AILC

Design: Smarta by Design

Cover: The artwork on the front cover is created by Misha Wraight. Misha is a Yuin woman born in Nowra and from the Jerrinja community in Culburra, NSW. Misha is an alumni and her profile is pictured on page 8.

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Foundations for

growth

Created by Indigenous people, for Indigenous people.

The AILC was founded by Indigenous leaders in recognition of the importance of leadership in driving sustainable change in Indigenous communities. The importance of Indigenous Leadership and Governance is now recognised across Australia; and actively supported by many of the nation's leading corporations. The AILC operates a unique model of place-based education, taking programs across Australia so that courses can be delivered where they are most needed. The AILC remains a not-for-profit company owned and controlled by Indigenous Australians.

Built on the core values of Cultural Safety & Respect, Cultural Authenticity & Integrity, Thought Leadership, Diversity, Courage, Innovation and Excellence – the AILC continues to enable Indigenous Australians of all ages to develop their careers and expand the ways they contribute to the community. In doing so the AILC unlock opportunities for current and future Indigenous leaders across the country. It is with a strong commitment to delivering a premier service built on solid foundations that the AILC will achieve its long-term goals for Aboriginal and Torres Strait Islanders.

The AILC is the peak body for Indigenous leadership, committed to embedding cultural and traditional values in Indigenous leadership practice. Our comprehensive, culturally safe leadership pathways are complemented by innovative support networks and tools.

The AILC has extensive experience in the delivery of culturally safe, place-based learning that leads to proven employment progression. Funded by the Department of Prime Minister and Cabinet, our unique place-based delivery model ensures we are able to deliver our training where it is needed most.

With an Alumni network of more than 2,500 Indigenous Australians, the AILC has well and truly established itself as the nation's leading provider of specialised Indigenous leadership and governance training. The amazing work we do is part of our ongoing commitment to developing the next generation of Indigenous leaders to lead our mob today and into the future.

I went into the course with an idea of how I would be a leader, by the first block my thinking had shifted on what a leader has to be. The knowledge in what was shared during the course had changed my perspective of leading.

The AILC continues to provide culturally informed programs and courses to Indigenous people all over the country. The demand for courses continues to be high and our alumni are our biggest marketing tool. We continue to build robust partnerships with organisations around the country to work together to deliver place-based programming and grow the scope of the organisation beyond one stream of funding.

The AILC is committed to providing opportunities for all. We work to ensure our courses are inclusive and accessible for Aboriginal and Torres Strait Islander people throughout the country by providing fully and partially funded places.

The AILC liaises closely with communities and organisations across Australia to ensure our courses remain relevant and effective. Through our network of personal contacts and close relationships with many of our Alumni, the AILC keeps close tabs on local and regional issues, striving for new ways to deliver improvements in Indigenous leadership and governance.

Our Vision

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

Our Mission

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



Top: Introduction to Indigenous Leadership in Darwin.
Bottom: Lead Trainer Timmy Duggan from Darwin presenting at the *Tackling Indigenous Smoking* conference in Alice Springs.

Message from the

Chair

This year saw ongoing necessary change to the structure of the organisation and a freshening of our course products. The organisation was audited by the Australian Skills Quality Authority, the body that oversees the Australian vocational training quality frameworks to ensure national consistency in registering and monitoring Registered Training Organisations such as the AILC, and the enforcement of quality standards.

No material issues were identified and minor issues that were identified were quickly closed out by the AILC team so that we are assured that we continue to deliver quality learning products and outcomes for our First Nations brothers and sisters.

During the year, we have followed through with numerous opportunities to partner with other First Nations owned and managed businesses and organisations in order to collaborate on new course delivery and secure our future prosperity and growth. This Partnership Strategy aims to identify new clients, create new learning products, share resources with like-minded organisations and increase our independence from Government funding.

Our CEO Robyn Forester continues to drive strategy and bring the AILC employees closer together and I would like to thank her and the employees who worked so hard this year and backed each other up, and who continue to believe in and commit to the organisation and what it stands for – this in itself is an act of self-determination.

It has been another year of sound economic performance here at the AILC, with our third-party financial auditors finding no non-compliance issues. Regular reviews and continual improvements to our procedures, processes and learning products will ensure our finances remain strong.

Three Board Committees met regularly in between our standard Board meetings to oversee and advise management on performance and compliance – the Governance and Performance Committee, the RTO Operations Committee and Audit and Risk Committee were chaired by Directors Karen Mundine, Jason Mifsud and Peter Radoll, and I would like to thank them for their extra commitment and expertise in guiding this work.



I would also like to thank our part-time Company Secretary, Mr Mike Willoughby, for his efforts to support the Board's legal and governance practices. We are confident that with strong standards the AILC can continue to increase the efficiency of the Board.

Together we have increased the focus and accountability of the Board in order to maximise the strength of the AILC.

We remain committed to improving the capabilities of First Nations Australians. We will continue to grow the reach of our learning delivery team, the flexibility in learning delivery methodologies as well as the type and number of courses on offer.



Cath Brokenborough
Chairperson of the Board
Australian Indigenous Leadership Centre

Message from the

CEO

The 2018–19 year has been a year of redevelopment and growth. It has also been a year that threw us many challenges and these challenges did slow our ability to be able to deliver accredited training at the same pace we have done in the previous years. But we continued to have many successes with many more graduates joining our Alumni. But as they say, "what doesn't kill us make us stronger". These challenges provided us with the perfect opportunity to sit back and reflect on the AILC's purpose and vision moving into the future to develop a refreshed and renewed strategic plan for the organisation.

Building on the successes from the previous financial year we took the time to reflect, revise and refresh our course content. Ensuring that what we were offering our students was to a high standard meeting the requirements of the Australian Quality Framework. We continue to be the only Registered Training Organisation in the country offering a nationally recognised qualification in Indigenous Leadership and because of this we continue to develop content that is not only unique, culturally appropriate and meaningful but accessible to all. We continue to pride ourselves on being "By Indigenous – For Indigenous" as a practical demonstration of true leadership in action. I thank and acknowledge all those who have assisted us along this journey.

I am grateful for all those who continue to be dedicated and committed to championing the aspirations and goals of the organisation and that of our students. In particular, I acknowledge the AILC Board and our Chair Cath Brokenborough; the AILC staff; the many trainers and facilitators and all the partners and supporters. I also thank the Department of Prime Minister and Cabinet whom provide value funding to ensuring that educational development opportunities in leadership, governance and mentoring are accessible to all Aboriginal and Torres Strait Islander people nationally.

As we move into a new financial year, we look forward to what the future holds and the pathways that continue to lead us all on our leadership journey.



Robyn Forester
Chief Executive Officer
Australian Indigenous Leadership Centre

Training overview

The Australian Indigenous Leadership Centre had one qualification and four accredited courses on scope in 2018-19, which included:

10412NAT Certificate II in Indigenous Leadership	0
10413NAT Certificate IV in Indigenous Leadership	5
BSB41915 Certificate IV in Business (Governance)	0
PSP40416 Certificate IV in Government Investigations	0

Non-accredited workshops delivered by The AILC during this financial year

Accredited courses delivered by The AILC during this financial year

Courses funded by the Department of Prime Minister and Cabinet

Courses delivered in a fee-for-service capacity

Fee-for-service courses:

Department of Defence

The AILC has an ongoing agreement to deliver the Certificate IV in Indigenous Leadership to employees from the Department of Defence and other members of the Australian Public Service (APS). Two courses were run in Canberra this financial year, with a total of 46 students enrolling.

Department of Human Services

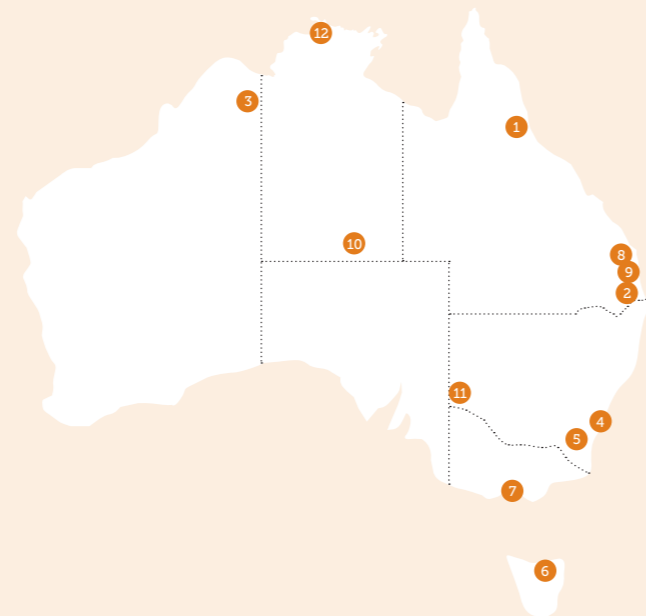
The AILC worked with the Department of Human Services to deliver a Certificate IV for their Indigenous employees. The department then intentionally delivered two Diversity Mentoring workshops for non-Indigenous employees. A total of 11 students enrolled in this course.

Department of Prime Minister and Cabinet funded course completion rate:

Completed	136
Enrolled	57
Completed	53
Completion rate of	92.98

Course delivery location map

1. Cairns
2. Brisbane
3. Kununurra
4. Sydney
5. Canberra
6. Launceston
7. Melbourne
8. Hervey Bay
9. Gold Coast
10. Alice Springs
11. Broken Hill
12. Darwin



Top: Students from the Australian Public Service graduate with Certificate IV Indigenous Leadership
Above: Students from the Introduction to leadership program in Gold Coast

Family
inspires

leadership

Alumni Profile:

Misha Wraight, AILC graduate

The artwork on the front cover is created by Misha Wraight. Misha is a Yuin woman born in Nowra and from the Jerrinja community in Culburra, NSW.

"This painting represents my family - siblings, parents, nieces and nephews and how we are all connected. They are the reason why I want to be a future Indigenous leader"

Misha completed the AILC's Certificate IV in Indigenous Leadership in Brisbane, 2018, and currently works with Indigenous Business Australia as a Support Officer a role she has enjoyed for almost 4 years.

Misha said the course has had a great impact on her professional career development, "The course has given me the skills and confidence to seek out leadership roles within my team. My new confidence is getting me great feedback from management during my yearly Performance Assessment discussions. I also think the course has given me the motivation to speak up when I have valuable input on our team projects. I've also had the confidence to seek out a mentor relationship with senior Indigenous colleagues within the organisation. I'm pleased to have this support as I move up in my career."

Misha said that she found the course environment a safe space and valued the connections and relationships that she built on the course, "I valued the culturally appropriate space to learn in. The people I met in the course - both the participants and AILC staff were incredible and I truly valued the sharing of each of our stories and how much we wanted to lift our mob up and create a better life for ourselves and our communities. It's unlike any course I've ever done before."

The AILC strive to create material that is culturally robust and delivered in a person-centred way.

"I would 100% recommend this course and AILC to others. The way AILC has set up the delivery of the course and the trainer I had during my course proves that cultural sensitivity and appropriateness is very important to them. The course material is relevant to mob, delivered in a way that supports the participant, no matter what background they come from. My trainer, Clinton Scott-Knight, was incredible. He was patient but also challenged me to push myself outside my comfort zone which I truly appreciated."



Top: Misha portrait

Above: Misha on her graduation day, Brisbane 2018

Expanding our reach

After 20 years in the Nation's capital, the AILC has opened an office in Darwin. The AILC made the decision to establish a base in Darwin in 2014.

Past AILC Chair Tom Calma said "we realise that if we are to build a generation of Aboriginal people capable of changing the future, capable of lifting their contribution to workplaces, to communities and to families, we need to rapidly grow the number of leaders that we can train" Current CEO Robyn Forester feels that it is critical to provide a presence in other states and territories that provide broader

opportunities to engage with communities. She said that the AILC is moving forward and prioritising relationships with communities nationally.

"We want to be available to our communities and work to continue to build leaders all over our nation to ensure First Nations peoples voices are heard at all levels"

The office is located at Charles Darwin University Campus in Casuarina.



Above: Darwin Trainer and Manager Timmy Duggan and Program Leader Jayden Oakley.

Working together to invest in

future leaders

The Aboriginal Medical Services Alliance Northern Territory (AMSANT) and the AILC have worked together to develop the Regional Leadership Workshop Project. The project has been jointly developed by both organisations and in May 2019 AMSANT and the AILC formalised the project through signing a Memorandum of Understanding (MoU).

AMSANT is the peak body for Aboriginal community controlled primary health services in the Northern Territory of Australia. AMSANT has a strong history in investing in their staff to develop expertise and work to prepare the next generation of leaders. The organisation has invested in leadership programs

since 2006 and recently entered into a partnership with the AILC to facilitate the delivery of regional leadership workshop centred on the aspirations of Aboriginal Community Controlled Health Services (ACCHS) which meet the needs of and benefit individuals, the services, communities and the sector.

Goal:

The project will contribute to the successful leadership development of Aboriginal Community Controlled Health Service's Aboriginal Health workforce.

Outcome:

Strong Aboriginal leadership who will confidently work towards redressing inequalities that exist in modern Australia – inequalities of health access and equity, health outcomes, education, training, housing, job opportunities and commerce.



Above: AILC CEO Robyn Forester signing the MOU with CEO of AMSANT John Paterson

Seeing the big

picture

Alumni Profile:

Darren Johnson-Read, AILC graduate

"I see leadership styles like pieces of a Tetris game, some pieces fit better than others."

Darren Johnson-Reed, graduate of the AILC's Certificate IV in Indigenous Leadership.

Darren said the course taught him about different styles of leadership and it's not a one size fits all approach "I learned about ways to be an effective leader and that no style of leadership is better than the other. There are some leadership styles better suited to a particular situation and that can be applied to how you conduct yourself in your career or personal life."

Born in Tennant Creek and raised in Alice Springs, Darren's mob is Warumunga and Butchulla. He did most of his schooling in Adelaide to be closer to his grandparents and now lives in Adelaide and is working with the Australian Taxation Office as part of the 2019 Evergreen cohort. Darren says the program which is specifically designed for Aboriginal and Torres Strait Islander people to enter the ATO has been really supportive

"It's a very supportive workplace and the program itself is a good way to get your foot in the door of government work"

Darren says the Certificate IV taught him about communication and negotiation "I have been able to use the knowledge I gained from the course to better negotiate positions in interviews and jobs. To have the confidence in speaking my mind in workplace situations that need addressing in a calm and collected manner. Something I could not see myself doing before."

"I believe it was a necessary part of me breaking through what many see as difficult or uncomfortable in getting me to talk about issues that need addressing around feelings, confidence and general struggles that many Aboriginal and Torres Strait Islanders suffer through today."

Darren says that as a fair skinned Aboriginal man he has experienced issues of acceptance that has led to not feeling valued. He is keen to support others who are going through the same experience "I am a fair skinned aboriginal man and I am in a position where I see a lot of younger Aboriginal and Torres Strait Islanders individuals in and that is, I was not raised in my culture. Whether it be from the environment we were raised in, whether we were not accepted for how we looked, depression or general feeling of low self-worth. It is a disconnection that happened, and the course was a driver in letting me see my strengths and where best to apply them. I can use my learnt skills to lead by example and to guide others in finding themselves the same as I did."

Darren is a public servant by day, but don't let that fool you – he is in an Aboriginal heavy metal band called Monotony is Misery (MisM) and plays the electric guitar. He met his now bandmates when they were all students at the Centre for Aboriginal Studies in Music (CASM) at the University of Adelaide. "My hobbies are defiantly towards the more creative side of life like gaming, music and art"

Darren sees leaders as seeing all the pieces in a big picture and willing to make difficult decisions for the greater good.



Darren (R) with his band MisM

10413NAT Certificate IV in Indigenous Leadership



Sponsored by the Department of Prime Minister and Cabinet

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 Department of Prime Minister and Cabinet 5 times in 2018-19. A total of 24 students enrolled in Department of Prime Minister and Cabinet funded placements.

The Units of Competency for the qualification is listed below

- | | |
|---|--|
| BSBCM401A Make a presentation | BSBWOR403A Manage stress in the workplace |
| HLTHIR404D Work effectively with Aboriginal and/or Torres Strait Islander People | CHCCD509C Support community leadership |
| RIILAT401D Provide leadership in the supervision of Indigenous Employees | CHCCS400C Work within a relevant Legal and Ethical framework |
| VU20942 Investigate the influence of Indigenous History on the current environment | PUACOM012B Liaise with media at a local level |
| VU21048 Complete a basic community project with support | BSBREL401A Establish networks |
| VU21051 Work with Indigenous Community Members to develop mentoring skills | PUACOM007B Liaise with other organisations |
| BSBATSIC412A Maintain and protect Cultural values in the organisation | VU21060 Investigate government structures and decision-making processes |



Above: Participants from Certificate IV Indigenous Leadership in Canberra
Right: Dubbo Introduction to Indigenous Leadership participants

Course completion	54%
Geographical spread of enrolled students	WA 100%
Gender	



"This course was successful, engaging, powerful, rich and transformative"

"Incredible, I feel that I have learnt so many valuable life skills that I will be able to use at work and home"

Participants 2018 Cert IV

Community project

As part of Certificate IV in Indigenous Leadership – students are tasked with completing a community project as a part of the main assessment. The Community Project allows participants to implement learnings and theory from Certificate IV into a practical project. Examples of community projects include NAIDOC Week Events, Community BBQs or sporting and fundraising events.

10 students who were departmental employees from various divisions undertaking Certificate IV in Indigenous Leadership formed a committee to enable them to undertake the assessment and community project as part of their course. The committee was named the Indigenous Inspirations and they were committed to contributing to Closing the Gap initiatives by improving access to services and opportunities for Aboriginal and Torres Strait Islander peoples, matching those enjoyed by all Australians.

The vision of the committee was “Indigenous Leaders inspiring for future generations to follow in our footsteps”

The Indigenous Inspirations decided to work with a small community in the Northern Territory. Santa Teresa also known as Ltyentye Apurte is located approximately 85kms from Alice Springs and is accessible by unsealed road (insert map of NT and highlight Santa Teresa). One of the course participants had recently had the opportunity to visit Santa Teresa. During the visit, the community had spoken about a current opportunity they had to expand the community garden. The plan included growing fruit and vegetables with a section for bush medicine plants. However, the challenge the community faced was access to fresh water and the current supply of bore water was not optimal for produce gardening.

The local school led the community garden project with involvement from the children from Santa Teresa. The project was also being assisted by the Community Development Employment Project (CDEP) participants. Community members wanted to purchase a large water tank and guttering to combat the issue of being able to access fresh water for the garden.

The Indigenous Inspirations Committee (IIC) in consultation with the community of Santa Teresa aimed to raise \$4,900 to contribute to the purchase of a water tank, guttering and a water pump.

Project Mission Statement

To work collaboratively together to raise funds to assist an Indigenous community with funds which will help improve the economic, health and social situation for the members. Of the community and bring awareness to staff of the challenges faced in Aboriginal and Torres Strait Islander communities.

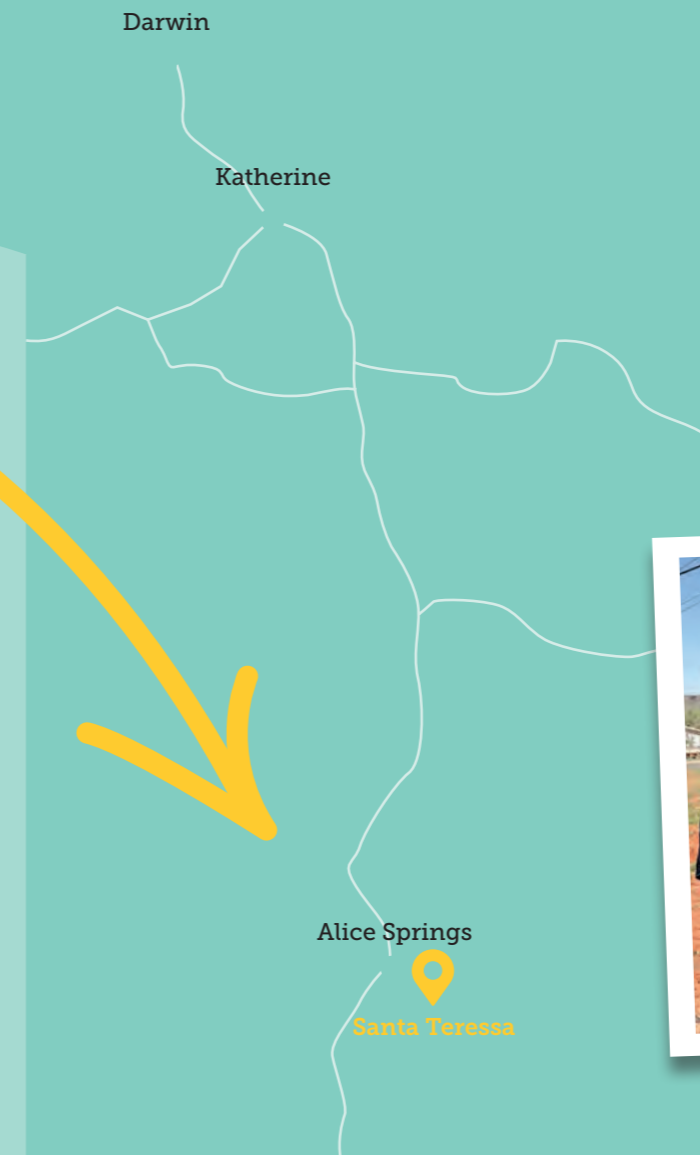
- Students hold meetings.
- Work within a project team.
- Understand conflict management strategies.
- Incorporate project planning work.
- Develop a feedback tool to evaluate the work.

The Community Project encompasses other Certificate IV units including:

- Make A Presentation.
- Build and Maintain Effective Relationships.
- Liaise with Media.
- Establish Networks.

The project was successful in raising the funds. The group exceeded the target and the Santa Teresa community advised that the excess funds will be used to purchase the concrete slab. The impact of the project was significant, involving the whole community to progress the garden.

As part of the community project the group reported on their progress including key outcomes such as opening the bank account, creating a flyer and holding committee meetings. The committee also reported on issues they experienced during the project such as job changes for committee members and limited time to undertake fundraising activities due to work schedules.



“Indigenous Leaders inspiring for future generations to follow in our footsteps”



The Santa Teresa community project students

Strong leadership = effective governance

Alumni Profile:

Attika Edgar, Project Officer, Aarnja

Alumni Attika Edgar is a Karajarri and Yawuru woman who has lived all her life in the tropical paradise of Broome (traditionally known as Rubibi by the Yawuru people) in the Kimberley region of Western Australia. Attika has spent a large part of her career working to make change for people in the region. She has been working for Aarnja for more than 6 years, they are the regional body for all the mob in the Kimberley and they work hard to empower their people to be strong and to work to create innovative and sustainable opportunities for all the Kimberley mob. Recently Attika was promoted to the position of Project Officer for the Strategy and Engagement Unit.

Attika completed a Certificate IV in Business Governance. She would travel from Broome to Darwin to attend the blocks even though at the time both her children were small, she was working full-time and had other family commitments. Although juggling everything was sometimes challenging, Attika says that the course really changed her outlook and understanding of governance.

"Completing this course has encouraged me to acknowledge the importance of Governance and how and why we can be better as a Nation and strive for a bright and healthy future for us as individuals, families and businesses."

Attika said that the course enabled her to experience a deeper learning not only about governance but leadership,

"I learnt new practices and developed my interpersonal skills including Governance practices, leadership and networking."

Attika had developed an interest in governance and leadership after attending the Straight Talk program, which connects Aboriginal and Torres Strait Islander women to the political system. Attika went on to

work as the Project Officer on the regional Straight Talk in Broome and at the same time completed her certificate IV. Attika said that women having a deeper understanding of leadership, governance and the political system is key to change. "Having these tools and skills enables women to speak out, to open the door and to gather ideas and strategies to make the changes we want for ourselves and our community. I'm committed to women gaining leadership skills and self-educating while finding a platform to ensure their voice is heard."

Attika also says its critical to exercise her cultural traditions that keep her health and wellbeing strong

"I love to exercise my cultural traditions by spending time with family on country, fishing, camping, bush fruit picking, yarning and laughing."

"Having leaders in your community that you admire and who can provide mentorship is also key"

Attika said. Janine Dureau who used to be the CEO of Aarnja is one such leader.

"I strongly admire Janine for her Leadership skills and commitment to bettering her community in all of the work she has done to make change."



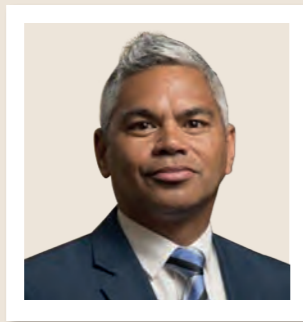
Top: Attika with her girls
Middle: Attika at her AILC graduation in Darwin
Above: Attending Straight Talk in 2016 in Canberra

Board of directors



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 30 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 – 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 and co-host of The Point, NITV's flagship current affairs program.



Karen Mundine

Karen Mundine is from the Bundjalung Nation of northern New South Wales. As the Deputy 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.



Phillipa McDermott

Phillipa 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. 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. Peter Raddoll

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.



Jason Mifsud

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.



financials

Australian Indigenous Leadership Centre Limited
ABN: 68 091 455 551

Financial Statements

For the Year Ended 30 June 2019

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

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Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Directors' Report

For the Year Ended 30 June 2019

The Directors present their report on Australian Indigenous Leadership Centre Limited (the Company) for the financial year ended 30 June 2019.

Directors

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

Names

Cath Brokenborough	
John Paul Janke	Resigned on 9 September 2019
Jason Misfud	Resigned on 1 May 2019
Karen Mundine	
Prof. Peter Radoll	
Aaron Clark	
Phillipa McDermott	

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 (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;
- 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.

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Directors' Report For the Year Ended 30 June 2019

Principal Activities (continued)

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. However, our current contract through the Department of Prime Minister and Cabinet mandated a requirement for some students to financially contribute to the cost of their training. To date no students have been required to pay however, under this contract there is no guarantee that all students will receive fully funded places.

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 deficit of \$499,085 (2018: surplus of \$62,910).

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 300 individuals each year by 2020. This includes both accredited and non-accredited training. The goal is that 50% of these individuals undertake an accredited course. If the Company graduates 250 Indigenous leaders nationally each year, we will build a critical mass of leaders able to inspire and mobilise a generation.

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Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

Directors' Report For the Year Ended 30 June 2019

Directors' Information

Cath Brokenborough	Chairperson
Qualifications and experience	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.
John Paul Janke	Deputy Chairperson
Qualifications and experience	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. Resigned on 9 September 2019.
Jason Mifsud	
Qualifications and experience	Jason Mifsud is a proud member of the Gundiṯimara nation in south west Victoria and for the past 20 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 was 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. Resigned on 1 May 2019.
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 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.

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Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

**Directors' Report
For the Year Ended 30 June 2019**

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. More 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 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.

Meetings of Directors

During the financial year, 6 meetings of Directors and 3 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	6	6	3	3
John Paul Janke	6	5	-	-
Jason Misfud	5	3	2	1
Karen Mundine	6	6	-	-
Prof. Peter Radoll	6	5	3	3
Aaron Clark	6	5	-	-
Phillipa McDermott	6	5	-	-

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

**Directors' Report
For the Year Ended 30 June 2019**

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 2019 has been received and is attached to this report.

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

CATH BROKENBOROUGH

Director: 

Dated: 29/11/19

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 2019 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, 29 November 2019



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 2019

	2019	2018
Note	\$	\$
Revenue		
Grant funding	1,244,613	2,315,422
Fee for service	267,432	387,124
Interest	2,439	8,807
Other income	213	42,584
	1,514,697	2,753,937
Expenses		
Accounting and audit fees	107,144	46,448
Administrative expenses	107,668	87,490
Compliance costs	76,881	27,250
Conference expenses	32,172	204,273
Contractor costs	14,911	16,169
Course material	24,864	50,111
Depreciation and amortisation expense	14,680	17,011
Employee benefits expenses	1,135,225	1,071,017
Facilitator/trainer costs	191,876	706,892
Finance expenses	1,876	275
Graduation costs	-	48,720
IT and communication	33,874	40,008
Marketing and promotional expenses	46,505	37,960
Meeting and travel expenses	66,977	72,387
Professional fees	132,305	137,476
Sundry expenses	1,849	4,892
Travel and accommodation	24,975	122,648
	2,013,782	2,691,027
(Deficit)/ surplus before income tax	(499,085)	62,910
Income tax expense	1(b) -	-
(Deficit)/ surplus for the year	(499,085)	62,910
Other comprehensive (loss)/ income for the year	-	-
Total comprehensive (loss)/ income for the year	(499,085)	62,910

The accompanying notes form part of these financial statements.

**Statement of Financial Position
 As At 30 June 2019**

	Note	2019 \$	2018 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	2	2,151,299	503,305
Trade and other receivables	3	26,799	301,722
Other assets	4	16,188	86,276
TOTAL CURRENT ASSETS		2,194,286	891,303
NON-CURRENT ASSETS			
Plant and equipment	5	53,288	66,414
TOTAL NON-CURRENT ASSETS		53,288	66,414
TOTAL ASSETS		2,247,574	957,717
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	6	257,065	198,683
Employee provisions	7	50,800	44,200
Other liabilities	8	1,892,954	172,494
TOTAL CURRENT LIABILITIES		2,200,819	415,377
NON-CURRENT LIABILITIES			
Employee provisions	7	5,500	2,000
TOTAL NON-CURRENT LIABILITIES		5,500	2,000
TOTAL LIABILITIES		2,206,319	417,377
NET ASSETS		41,255	540,340
EQUITY			
Retained earnings		41,255	540,340
TOTAL EQUITY		41,255	540,340

The accompanying notes form part of these financial statements.

**Statement of Changes in Equity
 For the Year Ended 30 June 2019**

2019	Retained Earnings \$	Total \$
Balance at 1 July 2018	540,340	540,340
Deficit for the year	(499,085)	(499,085)
Balance at 30 June 2019	41,255	41,255
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

The accompanying notes form part of these financial statements.

Australian Indigenous Leadership Centre Limited

ABN: 66 091 455 551

Statement of Cash Flows
For the Year Ended 30 June 2019

	2019	2018
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from government grants & other customers	3,845,533	2,603,148
Payments to suppliers and employees	(2,198,424)	(2,978,024)
Interest received	2,439	8,807
Net cash provided by/(used in) operating activities	<u>1,649,548</u>	<u>(366,069)</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from sale of plant and equipment	-	62
Payments for plant and equipment	(1,554)	(28,901)
Net cash provided by/(used in) investing activities	<u>(1,554)</u>	<u>(28,839)</u>
Net increase/(decrease) in cash and cash equivalents held	1,647,994	(394,908)
Cash and cash equivalents at beginning of year	503,305	898,213
Cash and cash equivalents at end of financial year	<u>2,151,299</u>	<u>503,305</u>

The accompanying notes form part of these financial statements.

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Australian Indigenous Leadership Centre Limited

ABN: 66 091 455 551

Notes to the Financial Statements
For the Year Ended 30 June 2019

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) New and Amended Accounting Policies Adopted by the Company

The Company has adopted all of the new, revised or amended accounting standards and interpretations issued by the Australian Accounting Standards Board that are mandatory for the current reporting period. The adoption of these Accounting Standards and Interpretations did not have any material impact on the financial performance or position of the Company in either the current or prior financial reporting periods.

AASB 9: Financial instruments

The Company applied AASB 9 (as revised in July 2014) and the related consequential amendments to other AASBs from 1 July 2018. New requirements were introduced for the classification and measurement of financial assets and financial liabilities, as well as for impairment and general hedge accounting. AASB 9 replaces the previous requirements of AASB 139.

There were no financial assets/liabilities which the Company had previously designated as fair value through profit or loss under AASB 139 that were subject to reclassification/elected reclassification upon the application of AASB 9. There were no financial assets/liabilities which the Company has elected to designate as at fair value through profit or loss at the date of initial application of AASB 9.

The adoption of AASB 9 has resulted in the reclassification of financial assets and financial liabilities as outlined in the following table, but has not resulted in any impacts on the financial position, profit or loss, other comprehensive income or total comprehensive income of the Company in the current or previous years.

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Notes to the Financial Statements
For the Year Ended 30 June 2019

1 Summary of Significant Accounting Policies (continued)

(a) New and Amended Accounting Policies Adopted by the Company (continued)

Classification and measurement of financial assets and financial liabilities

Reference should be made to note 1(e) for details of the new accounting policy for the classification and measurement of financial assets and financial liabilities.

Impairment

In relation to the impairment of financial assets, AASB 9 requires an expected credit loss model as opposed to an incurred credit loss model under AASB 139. The expected credit loss model requires the entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. In other words, it is no longer necessary for a credit event to have occurred before credit losses are recognised.

The following table represents the classification and measurement of financial assets and financial liabilities under AASB 9 and AASB 139 at the date of initial application, 1 July 2018:

	Original measurement category under AASB 139	New measurement category under AASB 9	Original carrying amount under AASB 139	Adjustment recognised under AASB 9	New carrying amount under AASB 9
Cash and cash equivalents	Loans and receivables	Financial assets at amortised cost	503,305	-	503,305
Trade and other receivables	Loans and receivables	Financial assets at amortised cost	293,125	-	293,125
Trade and other payables	Financial liabilities at amortised cost	Financial liabilities at amortised cost	198,683	-	198,683

(b) 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.

Notes to the Financial Statements
For the Year Ended 30 June 2019

1 Summary of Significant Accounting Policies (continued)

(c) 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.

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%
Motor vehicles	13%
Office equipment	10%-67%
Software	40%

Notes to the Financial Statements
For the Year Ended 30 June 2019

1 Summary of Significant Accounting Policies (continued)

(d) 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.

(e) Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument. For financial assets, this is the equivalent to the date that the Company commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs, except where the instrument is classified "at fair value through profit or loss", in which case transaction costs are expensed to profit or loss immediately. In most circumstances trade receivables are initially measured at the transaction price.

Classification and subsequent measurement

Financial instruments are subsequently measured at either fair value or amortised cost using the effective interest rate method. The subsequent measurement depends on the classification of the financial instrument as described below.

Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

The effective interest method is used to allocate interest income or interest expense over the relevant period.

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Financial assets that meet the following conditions are subsequently measured at amortised cost:

Notes to the Financial Statements
For the Year Ended 30 June 2019

1 Summary of Significant Accounting Policies (continued)

(e) Financial instruments (continued)

- the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets that meet the following conditions are subsequently measured at fair value through other comprehensive income (FVTOCI):

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

By default, all other financial assets are subsequently measured at fair value through profit or loss (FVTPL).

Despite the above, the entity may make the following irrevocable election/designation at initial recognition of a financial asset:

- the Company may irrevocably elect to present subsequent changes in fair value of an equity instrument in other comprehensive income if certain criteria are met; and
- the Company may irrevocably designate a financial asset that meets the amortised cost or FVTOCI criteria as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method or at FVTPL.

Impairment of financial assets

The Company recognises a loss allowance for expected credit losses on financial assets that are measured at amortised cost or at FVTOCI. No impairment loss is recognised for investments in equity instruments. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial asset.

The Company recognises lifetime expected credit losses for trade receivables. The expected credit losses on these financial assets are estimated based on the entity's historical credit loss experience adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current as well as the future direction of conditions at the reporting date, including time value of money where appropriate.

Notes to the Financial Statements
For the Year Ended 30 June 2019

1 Summary of Significant Accounting Policies (continued)

(f) 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.

(g) 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.

(h) 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.

(i) 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 2019

1 Summary of Significant Accounting Policies (continued)

(j) 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).

(k) 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.

(l) 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 2019

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

	2019	2018
	\$	\$
Cash on hand	347	837
Cash at bank	2,150,952	502,468
	<u>2,151,299</u>	<u>503,305</u>

3 Trade and Other Receivables

	2019	2018
	\$	\$
Trade receivables	12,711	193,360
GST receivable	-	8,597
Other receivables	14,088	99,765
	<u>26,799</u>	<u>301,722</u>

4 Other Assets

	2019	2018
	\$	\$
Prepayments	16,188	86,276

Notes to the Financial Statements
For the Year Ended 30 June 2019

5 Plant and Equipment

	2019	2018
	\$	\$
Furniture, fixtures and fittings		
At cost	15,463	15,463
Accumulated depreciation	(8,612)	(7,557)
	<u>6,851</u>	<u>7,906</u>
Motor vehicles		
At cost	54,016	54,016
Accumulated depreciation	(17,452)	(10,570)
	<u>36,564</u>	<u>43,446</u>
Office equipment		
At cost	51,653	50,099
Accumulated depreciation	(41,780)	(35,037)
	<u>9,873</u>	<u>15,062</u>
Software		
At cost	3,303	3,303
Accumulated depreciation	(3,303)	(3,303)
	<u>-</u>	<u>-</u>
	<u>53,288</u>	<u>66,414</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 2019					
Balance at the beginning of year	7,906	43,446	15,062	-	66,414
Additions	-	-	1,554	-	1,554
Depreciation expense	(1,055)	(6,882)	(6,743)	-	(14,680)
Balance at the end of the year	<u>6,851</u>	<u>36,564</u>	<u>9,873</u>	<u>-</u>	<u>53,288</u>

Notes to the Financial Statements
For the Year Ended 30 June 2019

6 Trade and Other Payables

	2019	2018
	\$	\$
Trade payables	16,948	159,809
Accrued expenses	51,513	27,152
GST payable	167,019	-
Other payables	21,585	11,722
	<u>257,065</u>	<u>198,683</u>

7 Employee Provisions

	2019	2018
	\$	\$
CURRENT		
Provision for annual leave	<u>50,800</u>	<u>44,200</u>
NON-CURRENT		
Provision for long service leave	<u>5,500</u>	<u>2,000</u>

8 Other Liabilities

	2019	2018
	\$	\$
Income in advance	<u>1,892,954</u>	<u>172,494</u>

9 Leasing Commitments

Operating Lease Commitments

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

	2019	2018
	\$	\$
Payable - minimum lease payments:		
- not later than one year	27,466	26,147
- between one year and five years	<u>38,618</u>	<u>48,097</u>
	<u>66,084</u>	<u>74,244</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 2019

10 Financial Risk Management

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

The carrying amounts for each category of financial instruments, measured in accordance with AASB 9: Financial Instruments as detailed in the accounting policies to these financial statements, are as follows:

	2019	2018
	\$	\$
Financial Assets		
<i>Financial assets at amortised cost:</i>		
Cash and cash equivalents	2 2,151,299	503,305
Trade and other receivables	3 <u>26,799</u>	<u>293,125</u>
Total financial assets	<u>2,178,098</u>	<u>796,430</u>
Financial Liabilities		
<i>Financial liabilities at amortised cost:</i>		
Trade and other payables	6 <u>90,046</u>	<u>198,683</u>
Total financial liabilities	<u>90,046</u>	<u>198,683</u>

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.

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:

	2019	2018
	\$	\$
Total key management personnel compensation	<u>357,927</u>	<u>340,136</u>

The Company has paid insurance premiums of \$1,775 (2018: \$1,550) for Association Liability insurance which incorporates directors' and officers' liability insurance, and is included in the above figures.

Australian Indigenous Leadership Centre Limited

ABN: 68 091 455 551

**Notes to the Financial Statements
For the Year Ended 30 June 2019**

13 Contingent Liabilities and Contingent Assets

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2019 (30 June 2018: 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 22, 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 2019 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: 29/11/2019.

**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 2019, 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 2019 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 2019 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.

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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, 29 November 2019



R C Scott
Partner

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*"The power to greatness
starts with our culture standing strong
together building proud influential leaders."*

