



ANNUAL REPORT

2016



2016 Northern Mallee Leaders Program Highlights

Twenty one people participated in the 2016 Northern Mallee Leaders Program. Participants ranged in age from 23 to 51 years and represented areas such as Mildura, Red Cliffs, Merbein, Wentworth, Robinvale, Gol Gol and Werrimull.



1. Canberra 2016

His Excellency General the Honorable Sir Peter Cosgrove AK MC (retd) Governor-General of the Commonwealth of Australia (centre) and 2016 participants Danny Barnes and Sharon Smith.

4. Graduation 2016

Alumni committee member Narelle Tomlinson, 2016 Graduate Apo Irumva, NML Inc Committee of Management Chair Rebecca Wells and Executive Officer Jenny Grigg.



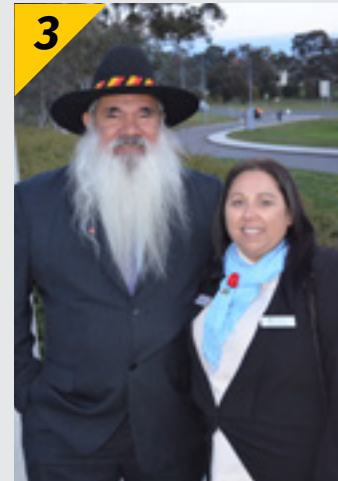
2. Melbourne 2016

Participants visit a variety of venues in Melbourne including the Sentencing Advisory Council, Abbotsford Convent, and the Melbourne Wholesale Markets (pictured).



5. Canberra 2016

Participants of the 2016 Northern Mallee Leaders program travelled to Canberra to gain insight into topics including Australian Federal Politics, Australian History and Indigenous Culture.



3. Canberra 2016

2016 Northern Mallee Leadership Program Participant Ada Peterson was selected to lay a wreath during a ceremony at the War Memorial in Canberra where she met Senator Pat Dodson.

6. Ouyen 2016

The 2016 participants of the program travelled to Ouyen to develop an understanding of a variety of community projects including the Roxy Theatre Redevelopment.

6



Contents

- 02 2016 NMLP Highlights
- 04 About the NMLP
- 05 Letter from the Chair
- 06 Executive Officer's Report
- 09 Min's Story
- 10 Belinda's Story
- 11 2016 Committee of Management
- 12 Nardia's Story
- 13 Jackie's Story
- 14 Financial Reports

“An amazing journey enriching my life - with new found friendships, personal growth and a deeper understanding of our Community”.

- Elvira Mazza, 2015 Alumni

This Annual Report has been developed in accordance with the Associations Incorporations Reform Act (Vic 2012) and provides information on the financial and non-financial performance of the Northern Mallee Leaders Program inc. The data provided within this report is for the information of key stakeholders of the program including participants, sponsors, funding bodies and supporting organisations. All questions and comments regarding this report should be directed to the Northern Mallee Leaders Inc. Executive Officer, Jenny Grigg at executive@NML.org.au or by phone 0427 438 111.

Acknowledgements: Photos supplied by Rod Robinson, Nardia Sheriff, Wayne Keyte, Min Poole, Jackie Heaysman, Rick Tomlinson and Phil Down. This report was prepared by The Knowledge Centre.

About the Northern Mallee Leaders Program

The Northern Mallee Leaders Program (NMLP) is the flagship of NML inc. and one of ten regional community leadership programs operating across Victoria to develop leaders for vibrant and sustainable communities. Our Program services north-west Victoria and includes the communities of the Mildura and Wentworth Local Government Areas and Robinvale.

The NMLP is an annual program (February to November)

which aims to develop the skills, knowledge, confidence and networks of participants to prepare and support them in active community, business and industry leadership roles.

The NMLP is tailored to meet the specific needs of the Northern Mallee region with participants being exposed to an experiential learning program that reflects the issues, challenges and opportunities of our region.



2016 Northern Mallee Leaders Program Participants at Red Cliffs during the Community Development program day.

Letter from the Chair

I have great pleasure in providing my 2016 Chairman's report for Northern Mallee Leaders Inc., to our members, partners, sponsors, graduates and stakeholders.

The last twelve months has seen significant steps of growth for Northern Mallee Leaders. In January we incorporated and became Northern Mallee Leaders Inc. I would like to take this opportunity to thank Community Leadership Loddon Murray and in particular Executive Officer Julie Slater, for all the guidance and support they've provided over the last four years as we re-established ourselves.

In May we welcomed Jenny Grigg to the new position of Executive Officer. I'd like to thank her for her leadership, commitment and all the work she has undertaken in the past year. She has quickly become an invaluable asset.

I'd like to thank Rodney Robinson, our Program Manager for the work he has done to ensure our participants have the best experiences that we can possibly provide to them. The success of this program is a credit to his dedication and commitment over the last twelve months.

In July we welcomed Paula Robinson to the new position of Alumni Program Manager. We now have 121 alumni and we are keen to continue to engage them. I'd like to thank Paula for her fantastic work this year in starting to bring our Alumni together.

I'd like to acknowledge and thank our Northern Mallee Leaders Committee of Management, who have provided support to the organisation and myself this year. This includes Melissa Amos, Ian Ballantyne, Laurence Burt, Louise Chapman, Mark Jenkins, Jenny Garrone, Glenn Stewart and Michelle Oates. I'd also like to formally thank Leonie Burrows, who after four years membership, resigned in August.

I'd like to thank our GOLD sponsors- Mildura Rural City Council, MADEC, Wentworth and District Community Bank Branch of the Bendigo Bank and the Hugh DT Williamson Foundation.



I'd also like to thank our sponsors, Community Leadership Loddon Murray, La Trobe University, Mallee Sustainable Farming Inc., i see, i hear, Freemans Victoria, Irymple Lions Club, Merbein and District Community Bank Branch of the Bendigo Bank and Visual Strategy Design.

I would also like to congratulate Bank Australia, Benetook Veterinary Clinic, Lower Murray Water Authority, Mildura Deakin Rotary Club and Suni TAFE, who financially supported participants through the program. And thanks also for the in kind support we received from Bob and Heather McNaught, Craig Biddiscombe, Crowe Horwath and Euston Club.

I'd like to also acknowledge the work of Victorian Regional Community Leadership Program's (VRCLP) Board and Chief Executive Officer, Katrina Baddeley. Our state body continues to grow in strength and we contribute through our representation on the board.

Finally, a special thank you to the State Government of Victoria for their continued support. This year we signed a four year funding agreement with Regional Development Victoria.

I'm privileged to see and hear firsthand the impact the program has on individuals and our wider community. I'd like to thank those that have freely given their time to contribute to our organisation. Without you all, none of this would be possible.

We hope that you'll continue to support the Northern Mallee Leadership Inc., as we in turn support our local community to grow and prosper.

Rebecca Wells

Rebecca Wells
Chair
Northern Mallee Leaders Inc.
Graduate Northern Mallee Leadership Program

Executive Officer's Report

Our achievements

NML Inc. became incorporated on 21 January 2016, the culmination of considerable work from a number of people who were passionate champions of leadership development for the community. The transition to autonomy was fully supported by the previous auspicing body for the Northern Mallee Leadership Program (NMLP), Community Leadership Loddon Murray (CLLM). Their ongoing support to our team post-transition was invaluable as NML Inc. became fully operational.

Through the fantastic support of MADEC, NML Inc. received significant funding from Regional Development Victoria to operate as the peak provider of leadership programs, products and services for the north-west of the State and southern NSW and a formal agreement with MADEC has been signed for a four-year term.

Governance

From its inception, NML Inc. was focussed on establishing a solid governance and systems framework captured through a suite of standard documentation including policies, procedures, guidelines, codes, business, strategic, risk and operational plans. Whilst these are part of a cycle of review and continuous improvement, many of the required documents are now well-applied. NML Inc. now has its own Rules of Incorporation.

By introducing a Strategic Conversation agenda item to all meetings, the Committee of Management members facilitate discussion on a range of issues and topics to fulfil its mission in "developing people in active business and community leadership roles"

NML Inc. is part of a network of ten organisations across Victoria under the umbrella of the Victorian Regional Community Leadership Programs (VRCLP). The Executive Officer by default becomes a member of the Board of VRCLP.

This year we undertook the development and trialling of a Client Relationship Management system (Salesforce) and an attached module (Social Suite)

to more effectively manage our stakeholder engagement. Eventually, Social Suite will provide a measurement tool of the social impact of NMLP and participant community projects.

Northern Mallee Leadership Program

Our flagship, the Northern Mallee Leadership Program (NMLP) was conducted for 21 participants over 24 intensive days with sessions provided by over 100 speakers to develop the skills, knowledge, confidence and networks of participants, and prepare and support them in active community and business leadership roles.

The program was tailored to meet the specific needs of the Mildura and Wentworth Local Government Areas. It involved structured workshops, speakers, tours and events over nine months, during which time participants were exposed to a number of opportunities, challenges and nuances of our expansive and diverse region. They met dignitaries, politicians – local, State and Federal, experts and media personnel. But most of all, they met each other, shared stories of hope, aspiration and endeavour- some which shocked, resonated, inspired and challenged comfort zones, values and beliefs and opened mindsets.

For participants, they built capacity, accessed resources, learnt new skills, and embarked on a learning journey that will have a profound impact on their community, whatever this may mean – a work team, a workplace, a Not-for-Profit, a sports club, a neighbourhood or town.

For businesses, it is now evident that NMLP will grow the capacity of staff, through a transfer of skills and experiences that the program offers. This enhances organisational culture. Evaluation and research demonstrates a heightened motivation of those who have undertaken the program to seek management and supervisory roles, challenge out of date work practices, demonstrate good governance and risk management.



121 Alumni

There are 121 Alumni of the Northern Mallee Leaders Program including the 21 people who graduated at the conclusion of 2016. The 2017 program has a further 23 confirmed participants.



76 Groups

76 local community groups are known to have been supported by program Alumni in roles such as Presidents, Committee members, Mentors and Volunteers. This number increases every year



23,000 Hrs

Preliminary data collection indicates that 121 Northern Mallee Leaders Program Alumni volunteering 4 hours per week equates to over 23,000 volunteer hours being contributed back into the community every year.



22,500 Km²

The Northern Mallee Leaders Alumni network incorporates participants from over 22,500 square kilometres including Mildura, Merbein, Red Cliffs, Robinvale, Wentworth, Gol Gol, and Werrimull.

Executive Officer's Report continued...

With broadened perspectives, attitudes and agreed behaviours workplaces can look forward to a more innovative and positive culture.

This year, a range of projects was undertaken by the cohort in areas such as family violence, volunteering, the natural environment, multiculturalism, mental health, indigenous and youth development. Our community can expect to see positive social change, economic growth and community development through an investment in this unique and fantastic program. Participants are provided specific skills development in public speaking, event management, dealing with the media, effective communication, problem solving, governance and group dynamics - just to name a few.

Our personal learning styles vary, and participants are encouraged to explore and define their own learning preferences and leadership styles in a supported environment, to challenge their beliefs and assumptions and those of others. Its confronting, risky and not always comfortable, but for those who completed the program, we know they now have a new-found self-belief and genuine willingness to assume new roles and tasks to make a difference in their community and workplace.

The program was continuously evaluated with feedback encouraged from stakeholders and participants. Then NMLP continues to release outstanding results which validate the impact on lives and communities.

Several program highlights this year included: The Vision of the Region Dinner where Peter O'Donnell, Southern Cross Farms, Erin Fush, Principal Werrimull P-12 and Ken Wakefield, Wakefields Transport gave inspirational foresights of our region to over seventy people. The trips to Melbourne and Canberra in conjunction with CLLM gave incredible access to the decision makers. Themed local days showcased the region, the opportunities and challenges, stimulating interest in seeking solutions and understanding the nuances of living and working in our region.

Scholarships provide financial support to enable minimal cost impost for participants. This year, Louise Hodgetts was awarded the Dennis Tricks scholarship, Cath Hall the Williamson Foundation and Alyshia, Davies was successful in gaining a Women in Governance Scholarship from ourcommunity.com.

A new partnership with Sunraysia Mallee Ethnic Community Council (SMECC) and Leadership Victoria provided the New and Emerging Leaders Program to twenty people from our culturally and linguistically Diverse community (CALD).

Executive Officer's Report continued...

In Melbourne, Ed O'Malley, CEO of the Kansas Leadership Centre USA provided training in his methodology of delivering leadership programs and then brought this workshop to Mildura.

Three people from NMLP stood for the Mildura Rural City Council elections and our congratulations go to Min Poole for her successful foray into local government, an outstanding achievement for a 2016 participant.

Alumni

By year end, NML Inc. now has 121 graduates and what a great group of diverse, highly skilled and confident graduates to build our regional leadership capacity! The Alumni Committee is formalised under a negotiated Terms of Reference. Under the guidance of Alumni Manager, Paula Robinson they are now ready to launch beyond establishment into activities and events for this member base.

Staff

Our NML Inc. team was established by June, just in time to attend the Community Leadership Australia (CLA) Launceston two-day symposium which proved an excellent introduction for new staff.

The VRCLP Conference in Bendigo was attended by all staff. Participation in these proceedings provided us with professional development, new networks, leadership concepts and program ideas to ensure what we offer is contemporary and authentic.

Staff

Our NML Inc. team was established by June, just in time to attend the Community Leadership Australia (CLA) Launceston two-day symposium which proved an excellent introduction for new staff.

The VRCLP Conference in Bendigo was attended by all staff. Participation in these proceedings provided us with professional development, new networks, leadership concepts and program ideas to ensure what we offer is contemporary and authentic.

I'd like to take this opportunity to thank our team, Rod Robinson, Program Manager who is such a great organiser, coach, confidant, facilitator and supporter to NMLP and each participant. Paula Robinson, Alumni Manager is the driver behind the inception and development of the Alumni network. She has taken to the task with such enthusiasm and professionalism and through her tenacious approach is now showing real outcomes for NMLP graduates and a jam-packed agenda of activities is assured post-inception.

For the 2016 NMLP participants, we thank you for your willingness to begin your leadership journey. It is your unique stories, mature attitudes, open minds and meta-visions that makes this such a successful and memorable year for NML Inc.



Jen Grigg
Executive Officer

Northern Mallee Leaders Inc. Staff



Jenny Grigg
Executive Officer



Rod Robinson
Program Manager



Paula Robinson
Alumni Program Manager

Min's Story - 2016 Participant

Councillor Min Poole participated in the Northern Mallee Leaders Program in 2016 after being actively involved in the Mildura and Ouyen communities for many years. "I'd heard fantastic reviews from previous participants and it was the right time in my life, work-wise and family-wise, to undertake the challenge," says Min.

Min's Community project involved partnering with Rotary Mildura, Red Cliffs Secondary and the Mildura Airport to run a Mindshop Excellence program with local youth. Despite Min needing to overcome several challenges to ensure the workshop's success, this program culminated in the secondary school students

analysing issues at the airport café and presenting their solutions to executives. One participant in the workshop was awarded a National Excellence Achievement Award by the Mindshop organisation.

During her participation in the Northern Mallee Leaders program, Min increased her regional and political knowledge and diversified her networks. The program strengthened her confidence so much that she was inspired to nominate as a candidate for the Mildura Rural City Council elections in 2016 along with fellow Northern Mallee Leaders Alumni Jo Rodda and Helen Healy. Min received significant community support and was successfully elected as a Councillor for a four year term.



Cr Min Poole 2016 Participant

"I'd heard fantastic reviews from previous participants and it was the right time in my life, work-wise and familywise, to undertake the challenge."

- Min Poole 2016 Participant

Belinda's Story - 2013 Alumni

Being a Part of the Northern Mallee Leaders Program gave Belinda courage, balance, a realisation of her worth, refined focus and an appreciation of diversity.

"What being a part of NMLP has done for me:

Courage: In my conservative farming community, I've kept any unpopular views to myself. Avoiding conflict, a higher goal than changing attitudes. After NMLP, in a social setting, I stood up for marriage equality. Whilst this moment in time may not change attitudes, I learnt; no one thinks less of me and they're happy to refrain from uninclusive language around me. One person later told me they agreed but didn't have the courage to admit it.

Balance: Our vision boards were a physical statement of our visions for our futures. Mine was so far from my daily life, I made drastic change. I Booked-In and Blocked-Out family time! I drew tents on my desk calendar and booked in family camping time. Instead of waiting for that elusive "free weekend" to materialise. We went camping 9 times that year (sometimes in the rain) and things have never been better.

Realised my worth: During NMLP, surrounded by people who challenged and have different experiences to me, I found my hidden strengths, those I don't exercise at work. I've since undertaken relief work in higher duty roles that I would have never dared before.

Refined focus: I have refined focus and can articulate my passion. "Everyone feeling connected to their community" I focus my energy (and valuable volunteer time) more specifically on directly addressing this.

Appreciation of diversity: I already prided myself on a healthy curiosity and interest in cultures and ways of life. NMLP taught me to go beyond politely inclusive and invest different relationships and improving my approachability. Specifically; I learnt to better engage with shy people. Very challenging for me but with great rewards. During the Northern Mallee Leaders Program I found my inner strengths!"

Belinda Fitzgerald, 2013 Alumni



Belinda Fitzgerald, 2013 Alumni, raising awareness for Neighbour Day as part of her community project.

“Oh the opportunities we miss by only hearing the louder voices!”

- Belinda Fitzgerald 2013 Alumni

2016 Committee of Management



Rebecca Wells (Chair)



Jenny Garonne



Jenny Grigg



Louise Chapman



Melissa Amos



Michelle Oates



Glenn Stewart



Laurence Burt



Mark Jenkins



Ian Ballantyne



Tom Crouch (Observer)

The Northern Mallee Leaders Inc would like to thank all new, retiring and continuing Committee of Management members for their dedication and support in providing strategic direction to the organisation during 2016. We acknowledge the contributions of the Committee of Management and look forward to working with the new committee in 2017.

Nardia's Story - 2009 Alumni

Nardia was accepted into the Northern Mallee Leaders Program in 2009, just months after relocating to Mildura. Although she didn't realise it at the time, a community leadership program was exactly what she needed to assimilate into her new home town.



Wanting to reconnect with her regional roots, Nardia relocated to Mildura with her husband at the end of 2008. Without a job and knowing only a handful of people, she threw herself into community life and within a month had become active in the Mildura Newcomers club and a founding member of the Mildura Dragon Boat Club. Two months later she had been accepted into the 2009 Northern Mallee Leaders Program.

Not only did the 2009 program provide an extensive overview and history of the Mildura region, it also proved to be an accelerated networking program, something which would hold her in good stead for many years after her participation.

Fortunate to have found a supportive and community-oriented employer, Nardia thrived in her new community and by the time she had finished the program, she was President of both the Mildura Newcomers and the Mildura Dragon Boat Clubs, a committee member of the Mildura Young Professionals Network and had established Trees

for Mum as her NMLP community project.

When funding for the Northern Mallee Leaders Program ceased at the end of the 2009 program, Nardia, along with a handful her peers, spent the following two years collecting and analysing data, lobbying politicians and community leaders and presenting the case for the continuation of a community leadership program, citing examples of outcomes and success stories after just two years of the program.

There is little doubt that Nardia's participation in the 2009 Northern Mallee Leaders Program established her reputation and opened many opportunities for her within community and business spheres. Proud of her contribution towards the reestablishment of the program in 2014, Nardia became vice chair of the inaugural NML Alumni Committee in 2016. She's currently travelling Australia with her husband and two children in a caravan, but plans to return to Mildura in November 2017 and jump straight back into community life.



Nardia Sheriff, 2009 Alumni with her daughters at Trees for Mum Day

Jackie Story - 2015 Alumni

Making the decision to apply for the Northern Mallee Leaders Program for 2015 was one of the best decisions that I have made and really was a life changer for me." Jackie Heaysman

"I found the program extremely rewarding. It increased my confidence and my community awareness. It has provided me with an insight into how I may be able to make a difference to my community. As a direct result of the program I took on a position on the Chances for Children Committee of Management and Marketing and Promotions Working Group."



"The Northern Mallee Leaders Program is unique and I don't believe that you will get these opportunities in any other program."

- Jackie Heaysman - 2015 Alumni.

The program has also had a positive impact on my professional life. I have applied for and was successful in obtaining a promotion. Prior to the program I wouldn't have had the confidence I was able to portray during my interview.

Although this program is promoted as a community leadership program I have found all of the skills that I gleaned have been transferrable into my personal and professional life. I have a better understanding and am more tolerant of other people, personalities and situations that I would once have found challenging. I am also more aware of my community and look for opportunities to be an active member.

The program gave me the opportunity to forge great friendships and exposed me to leaders and members of our community that I would not normally have had the opportunity to meet. Now that I am an alumni of the program I also get to attend events, workshops and other professional development opportunities organised by the alumni program manager and committee. So the opportunities, learning and networking continues." Jackie Heaysman - 2015 Alumni

“Volunteering in the community provides a sense of accomplishment and ‘giving back to the community. I realized it is up to ‘us’ to make our region a great place to live, work & play.”

- Elvira Mazza 2015 Alumni



Jackie Heaysman at the Tour De Murray Event she helped organise.

Special Purpose Financial Report for the Year Ended 31 December 2016 For Northern Mallee Leaders Inc.

ABN: 48 317 418 213

16	Statement of Operations and Other Comprehensive Income
17	Statement of Financial Position
	Statement of Changes in Members' Funds
18	Statement of Cash Flows
	Notes to the Financial Statements
24	Statement by Members of the Committee
25	Independent Auditor's Report
27	Compilation Report
28	Detailed Income Statement

Statement of Operations and Other Comprehensive Income

	Note	2016
Revenue	2	\$ 407,082
Total Income		\$ 407,082
Less: Expenses		
Administration expense		(\$ 13,912)
Employee expenses		(\$ 136,233)
Program expenses		(\$ 60,112)
Rent		(\$ 10,000)
Other expenses		(\$ 37,091)
Total expenses		(\$ 257,348)
Net surplus for the year		\$ 149,734
Other comprehensive income		-
Total comprehensive income for the year		\$ 149,734

Statement of Financial Position

	Note	2016
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	3	\$ 181,552
Trade and other receivables	4	\$ 2,373
TOTAL CURRENT ASSETS		\$ 183,925
NON CURRENT ASSETS		
TOTAL ASSETS		\$ 183,925
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	5	\$ 22,498
Other financial liabilities	6	\$ 398
Employee benefits liabilities	7	\$ 11,295
TOTAL CURRENT LIABILITIES		\$ 34,191
NON CURRENT LIABILITIES		
TOTAL LIABILITIES		\$ 34,191
NET ASSETS		\$ 149,734
MEMBERS' FUND		
Retained earnings		\$ 149,734
TOTAL MEMBERS' FUND		\$ 149,734

Statement of Changes in Members' Funds

	Accumulated Surplus	2016
Balance 1 January 2016	-	-
Surplus for the year	\$ 149,734	\$ 149,734
Balance 31 December 2016	\$ 149,734	\$ 149,734

Statement of Cash Flows

	Note	2016
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from:		
Government grants		\$ 178,571
Other sources		\$ 263,588
Interest received		\$ 1,144
Payments to suppliers & employees		(\$ 262,149)
Net cash provided by operating activities	12(b)	\$ 181,154
CASH FLOW FROM FINANCING ACTIVITIES		
Payment for borrowings		\$ 398
Net cash used in financing activities		\$ 398
Net Increase in cash held for the year		\$ 181,552
Cash and cash equivalents at beginning of year		-
Cash and cash equivalents at end of year	12(a)	\$ 181,552

Notes to the Financial Statements

NOTE 2: REVENUE

	2016
Participant fees	\$ 46,369
Funding received	\$ 178,571
Interest received	\$ 1,144
Sponsorships	\$ 20,275
Auspice received	\$ 132,170
Other income	\$ 28,553
	\$ 407,082

Notes to the Financial Statements Continued

NOTE 3: CASH AND CASH EQUIVALENTS

	2016
Cash at bank	\$ 181,552
	\$ 181,552

NOTE 4: TRADE AND OTHER RECEIVABLES

	2016
Accounts receivable	\$ 4,373
Provision for doubtful debts	(\$ 2,000)
	\$ 2,373

NOTE 5: TRADE AND OTHER PAYABLES

	2016
<i>Unsecured</i>	
Accrued expenses	\$ 6,366
Income in advance	\$ 2,200
GST payable	\$ 6,204
PAYG	\$ 7,728
	\$ 22,498

NOTE 6: OTHER FINANCIAL LIABILITIES

	2016
CURRENT	
Credit cards	\$ 398
	\$ 398

NOTE 7: EMPLOYEE BENEFITS LIABILITIES

	2016
CURRENT	
Provision for annual leave	\$ 11,295
	\$ 11,295

NOTE 8: CONTINGENT LIABILITIES

At 31 December 2016 the Committee is unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in this financial report.

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements is a special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Reform Act (Vic) 2012. The committee has determined that the association is not a reporting entity because there are no users who are dependent on its special purpose financial statements. The financial statements have been prepared on an accruals basis and are based on historic costs and do not

take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

(a) Income tax

The Association is a not for profit entity and is exempt from income tax under the Income Tax Assessment Act 1997.

(b) 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 expense. Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

(c) 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 and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

(d) Employee benefits

Provision is made for the Association's liability for employee benefits arising from services rendered by employees to the end of the reporting date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. 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. These cash flows are discounted using market yields on national government bonds with terms to maturity that match the timing of cash flows. Changes in the measurement of the liability are recognised in profit or loss. Employee benefits are presented as current liabilities in the statement of financial position if the Association does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date regardless of the classification of the liability for measurement purposes under AASB 119.

(e) Provisions

Provisions are recognised when the association 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. Provisions are measured at the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(f) Revenue

Revenue from the sale of goods is recognised at the point of delivery as this corresponds to the transfer of significant risks and rewards of ownership of the goods and the cessation of all involvement in those goods.

Revenue from the rendering of services is recognised upon the delivery of the service to the customers. Interest revenue is recognised using the effective interest rate method, which, for floating rate financial assets All revenue is stated net of the amount of goods and services tax (GST).

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

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

If conditions are attached to the grant which must be satisfied before it is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied. When grant revenue is received whereby the Association incurs an obligation to deliver economic value directly 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 to the contributor, otherwise the grant is recognised as income on receipt.

The Association receives non-reciprocal contributions of assets from the government and other parties for zero or a nominal value. These assets are recognised at fair value on the date of acquisition in the statement of financial position, with a corresponding amount of income recognised in the profit or loss unless the respective funding agreement expressly requires the mandatory return of funds should the Association breach the terms and conditions of the funding agreement. In these circumstances the funds are recognised as other current liabilities until funds are expended in accordance with the funding agreement.

(g) Trade and other payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

(h) Comparative figures

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

(i) Financial instruments

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

Classification and subsequent measurement

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or cost. Fair value represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted. The Association has recognised its financial instruments at the reporting date as follows:

(i) 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. They arise principally through the provision of goods and services to customers but also incorporate other types of contractual monetary assets.

After initial recognition these are measured at amortised cost using the effective interest method, less provision for impairment. Any change in their value is recognised in profit or loss.

The Association's trade and most other receivables fall into this category of financial instruments.

Discounting is omitted where the effect of discounting is considered immaterial.

Significant receivables are considered for impairment on an individual asset basis when they are past due at the reporting date or when objective evidence is received that a specific counterparty will default.

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES CONTINUED

The amount of the impairment is the difference between the net carrying amount and the present value of the future expected cash flows associated with the impaired receivable.

For trade receivables, impairment provisions are recorded in a separate allowance account with the loss being recognised in profit or loss. When confirmation has been received that the amount is not collectable, the gross carrying value of the asset is written off against the associated impairment provision.

Subsequent recoveries of amounts previously written off are credited against other expenses in profit or loss.

In some circumstances, the Association renegotiates repayment terms with customers which may lead to changes in the timing of the payments, the Association does not necessarily consider the balance to be impaired, however assessment is made on a case-by-case basis

(ii) Financial liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Borrowings are classified as current liabilities unless the Association has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Impairment

At the end of each reporting period, the Association assesses whether there is objective evidence that a financial instrument has been impaired. Impairment losses are recognised in profit or loss.

When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the entity recognises the impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the Association no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are discharged, cancelled or have expired. The difference between the carrying

value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

(k) Impairment

At the end of each reporting period, the Association 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 Where it is not possible to estimate the recoverable amount of an individual asset, the Association estimates the recoverable amount of the cash-generating unit to which the asset belongs.

(l) Critical accounting estimates and judgments

The Association evaluates 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 Association.

Key judgements

Impairment – The Association assesses impairment at the end of each reporting period by evaluating conditions and events specific to the Association that may be indicative of impairment triggers.

Going Concern

Northern Mallee Leaders Incorporated is dependent on the Regional Development Victoria and MADEC Australia for the majority of its revenue used to operate the organisation. At the date of this report, the Committee believes that the Regional Development Victoria and MADEC Australia will continue to fund the Association.

(m) New accounting standards for application in future periods

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The Association have decided against early adoption of these Standards, but does not expect the adoption of these standards to have any impact on the reported position or performance of the Association.

Notes to the Financial Statements Continued

NOTE 9: ECONOMIC DEPENDENCE

Northern Mallee Leaders Incorporated is dependent on the Regional Development Victoria and MADEC Australia for the majority of its revenue used to operate the organisation. At the date of this report, the Committee believes that the Regional Development Victoria and MADEC Australia will continue to fund the Association.

NOTE 10: EVENTS SUBSEQUENT TO REPORTING DATE

At the date of this report, the committee is unaware of any capital or leasing commitments, which have not already been recorded elsewhere in this financial report.

NOTE 11: CAPITAL COMMITMENTS

At 31 December 2016, the committee is unaware of any capital or lease commitments, which have not already been recorded elsewhere in this financial report.

NOTE 12: CASH FLOW INFORMATION

	2016
(a) Reconciliation of Cash	
Cash at bank	\$ 181,552
	\$ 181,552
(b) Reconciliation of Cash Flow from Operations with net surplus for the year:	
Net surplus for the year	\$ 49,734
Changes in Assets & Liabilities:	
(Increase) in receivables	(\$2,373)
Increase in creditors and accruals	\$ 22,498
Increase in provisions	\$ 11,295
Net cash provided by operating activities	\$ 181,154

NOTE 13: ASSOCIATION DETAILS

The principal place of business of the Association is:
Northern Mallee Leaders Incorporated
126-130 Deakin Avenue
Mildura Vic 3502

Statement by Members of the Committee

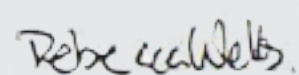
The Committee has determined that the association is not reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statement.

In the opinion of the Committee the financial report comprising the Statement of Operations and Other Comprehensive Income, the Statement of Financial Position, the Statement of Cash Flows and the notes to the financial statements:

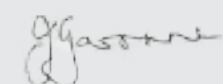
1: Present fairly the financial position of Northern Mallee Leaders Incorporated as at 31 December 2016 and of its performance for the year ended on that date in accordance with the requirements of the *Associations Incorporation Reform Act (Vic) 2012* ; and

2: At the date of this statement, there are reasonable grounds to believe that Northern Mallee Leaders Incorporated will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:



Committee Member



Committee Member

Dated on this 4 April 2017



Crowe Horwath Murray Darling
 8/15/17/18/19
 Member Crowe Horwath's franchise
 Australia
 100 Langford Avenue
 Melbourne VIC 3000 Australia
 PO Box 1142
 Melbourne VIC 3000 Australia
 Tel: +61 (0)3 9495 1100
 Fax: +61 (0)3 9495 1101
 Email: info@crowehorwath.com.au

Independent Auditor's Report to the Members of Northern Mallee Leaders Incorporated

Opinion

We have audited the financial report of Northern Mallee Leaders Incorporated (the Association), which comprises the statement of financial position as at 31 December 2016, the statement of operations and comprehensive income, statement of changes in members' funds 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 statement by the committee of management.

In our opinion, the accompanying financial report of the Company is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 31 December 2016 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the *Corporations Regulations 2001*.

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 Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and 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 report 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.

Responsibilities of the committee of management for the financial report

The directors of the Company are responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the needs of the members and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Company 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.

Crowe Horwath Murray Darling is a member of Crowe Horwath, a global network of member firms, each of which is a separate legal entity. Crowe Horwath is a member of the Crowe Horwath network, which is a global network of member firms, each of which is a separate legal entity.



Auditor's Responsibility for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is 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 report.

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

CROWE HORWATH MURRAY DARLING

Nick Walker
Partner

4 April 2017
Mildura



Crowe Horwath Murray Darling
401 High Street
Darling, Crowe Horwath International
A member of Crowe Horwath International
100 Longwood Avenue
Mildura VIC 3420 Australia
PO Box 1045
Mildura VIC 3420 Australia
Tel: 08 5322 4100
Fax: 08 5322 4430
www.crowehorwath.com.au

COMPILATION REPORT to the Members of Northern Mallee Leaders Incorporated

We have compiled the Detailed Income Statement for the year ended 31 December 2016 of Northern Mallee Leaders Incorporated. The specific purpose for which this special purpose financial statement has been prepared is to provide information relating to the performance of the association that satisfies the information needs of the Committee and members. Australian Accounting Standards and other mandatory professional reporting requirements have not been adopted in the presentation of the report.

The Responsibility of the Committee

The Committee is solely responsible for the information contained in the report stated above and have determined that the significant accounting policies adopted as set out in Note 1 are appropriate to meet their needs.

Our Responsibility

On the basis of information provided by the Committee of the association, we have compiled the report stated above in accordance with the significant accounting policies adopted as set out in Note 1 and APES 315: Compilation of Financial Information.

Our procedures use accounting expertise to collect, classify and summarise the financial information which the committee members provided in compiling the report stated above. Our procedures do not include verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

The report stated above was compiled exclusively for the benefit of the Committee and members of the Association. We do not accept responsibility to any other person for the contents of the special purpose financial statement.

CROWE HORWATH MURRAY DARLING

4 April 2017
Mildura

Detailed Income Statement

	2016
INCOME	
Participant fees	\$ 46,369
Funding received	\$ 178,571
Interest received	\$ 1,144
Sales	\$ 6,578
Philanthropy	\$ 12,000
Auspice received	\$ 132,170
Sponsorships	\$ 20,275
Alumni income	\$ 2,140
Events	\$ 7,835
	\$ 407,082
EXPENDITURE	
Advertising	\$ 7,832
Alumni	\$ 6,080
Bank charges	\$ 314
Doubtful debts	\$ 2,000
Dues and subscriptions	\$ 705
Employee expenses	\$ 136,233
Entertainment	\$ 159
Insurance	\$ 2,639
Miscellaneous	\$ 16,925
Office expense	\$ 7,902
Professional fees	\$ 224
Program expenses	\$ 60,112
Purchases	\$ 90
Rent	\$ 10,000
Staff expenses	\$2,802
Telephone and internet	\$2,384
Travel expense	\$ 947
	\$ 257,348
Net Surplus for the year	\$ 149,734



Proudly supported by:



Mildura Rural City Council



Northern Mallee Leaders Inc.

P.O. Box 10311,
Mildura,
VIC, 3502

Jenny Grigg, Executive Officer
0427 438 111
executive@nml.org.au
www.nml.org.au

