

# ANNUAL REPORT 2017



[nml.org.au](http://nml.org.au)



# 2017 Northern Mallee Leaders Program

The Northern Mallee Leaders Program (NMLP) develops capable, confident, knowledgeable and connected leaders for community organisations, businesses and industry sectors. Participants develop their personal leadership capabilities in order to step up to the challenges of leading in a dynamic regional location.



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## 1. Mildura, VIC

Participants of the program learn about the Media, Communication, Arts and Culture in Mildura, VIC

## 2. Lake Cullulleraine, VIC

Leadership and Personal Development opportunities begin at the opening retreat at Lake Cullulleraine, VIC

## 3. Canberra, ACT

Participants are provided with opportunities to understand our political landscapes and national issues in Canberra, ACT

## 4. Wentworth, NSW

Our regional economy and tourism is explored when participants visit Wentworth, NSW.

## 5. Melbourne, VIC

Participants visit Melbourne, VIC to learn about metropolitan communities, state issues and Social Justice.

## 6. Red Cliffs, VIC

Community Development and innovation is a key focus area as participants develop their own community projects.

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](mailto:executive@NML.org.au) or by phone 0427 438 111.

**Acknowledgements:** Photos supplied by Rod Robinson, Wayne Keyte, Jenny Grigg, Rick Tomlinson and Phil Down.

This report was prepared by The Knowledge Centre 0499 544 678 [www.theknowledgecentre.com.au](http://www.theknowledgecentre.com.au).

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**“ WOW! What a year, over a hundred guest speakers, dozens of site visits and some great friends made. This program has changed the way I look at our community...”**

- David McNabb, 2013 Alumni

# About the Northern Mallee Leaders Program

NML inc. is a key provider of leadership programs, products and services for the north-west of Victoria and Southern NSW.

Our Mission is “Developing people in active business and community leadership roles.”

NML Inc. is a member of VRCLP, a network of ten community organisations across Victoria, each providing flagship community leadership programs

that build the capacity and influence of a new class of leaders, meeting the issues, challenges, opportunities and demands of living and working in diverse regional communities.

Our Alumni are connected and seek a larger voice and role in strengthening their workplaces, organisations and community. NML Inc is building the capacity and capability of tomorrow for our future in a changing world!



**142**  
Alumni



**82**  
Community  
Groups  
Supported



**23,000**  
Volunteer  
Hours  
Provided  
Each Year



This map has been provided by VRCLP to illustrate the geographic distribution of the ten different Victorian Regional Community Leadership Programs across the state.

# Wayne's Story - 2017 Participant

Wayne Keyte had heard about the Northern Mallee Leaders Program and was ready to take the next step in leadership when he applied for the 2017 program.

Wayne had always had a community spirit but had been lacking in motivation to get back involved after starting a family. "You get a real sense of achievement from being involved in the community sector" says Wayne, "...more so than corporate business world."

Wayne's community project is to implement the 'OutsideTheLockerRoom' (OTLR) program in the Sunraysia area. This program aims to provide education and support at football and netball clubs to reduce the incidents of suicide and increase the mental health of members.

Wayne has now become a trained facilitator of the OTLR program which is set to make a positive impact in our community.



**“You get a real sense of achievement from being involved in the community sector.”**

- Wayne Keyte 2017 Participant

2017 Northern Mallee Leaders Program Participant  
Wayne Keyte and ex AFL star Jake Edwards

# Letter from the Chair

**On behalf of the Committee of Management, I would like to present the Chair's Report for Northern Mallee Leaders Inc's performance and activities for 2017.**

It's hard to believe it's only our second year of incorporation. It has been another successful year for our organisation and I would like to congratulate and thank the presenters, employers, sponsors, those that provided scholarships and in-kind support, the mentors, spouses, partners, families and friends that supported participants through the program. It's this type of engagement and support that is enhancing and bringing dividends to our community as a whole.

Northern Mallee Leaders Inc. have now delivered 142 graduates into our community. The Alumni of the program support over 80 groups in our community. We are developing leaders in the North West of Victoria and in turn, strengthening leadership across regional Victoria.

We are seeing our alumni nominate, take on positions and appointments on boards and committees at a local, state and national level, in a variety of community and business organisations. This includes ministerial appointments to Lower Murray Water, Mallee Regional Partnership, the Department of Health Services Advisory Committee, and boards and committees like Mallee Family Care, the Multicultural Youth Network and Chaffey Aged Care.

Our alumni have lead projects like Sunraysia Post Natal Depression Group, Cabaritia Community Inc. and Dads for Dads, sought and sourced funding for projects like the patient transfer station at the Mildura Airport and the Roxy Theatre, all of which is bringing community and business together, to make an ongoing impact on the social fabric and economic health of our region, which in turn

makes our region stronger and more resilient.

We know that the 3,500 alumni from the ten Victorian community leadership programs are creating a financial impact of \$28.3M across Victoria and they average fifteen hours of volunteering per month across state.

None of this would be possible without our dedicated staff, Executive Officer Jenny Grigg, Program Manager Rodney Robinson and Alumni Program Manager Paula Robinson. Their commitment and work to ensure our organisation continues to grow and that our participants and alumni have the best experiences that we can possibly provide to them is outstanding.

Further to this and on behalf of Northern Mallee Leader Inc., I must extend our heartfelt thanks and appreciation to Rod, who tendered his resignation at the end of 2017. We wish him all the best in his future endeavours.

In early 2018 Nardia Sheriff took on the role of Program Manager and Carrie Dichiera as Business Support Officer. We warmly welcome them to NML Inc. and look forward to working with them.

I would also like to also acknowledge the work of Victorian Regional Community Leadership Program's (VRCLP) Board and Chief Executive Officer, Katrina Baddeley. NML Inc. contribute to the organisation through representation on the board and involvement in events like the 2017 VRCLP Regional Summit in August, which I attended.

Thank you to my fellow Committee of Management



members for their dedication and commitment to their important roles in governing our organisation: Ian Ballantyne, Laurence Burt, Jenny Garrone and Mark Jenkins. This year we farewelled Glenn Stewart, Michelle Oats and Melissa Amos. I'd like to thank them all for all their work. Mid-year we welcomed Trevor Carter, Aleesha Davis and Jackie Heaysman to the committee.

Finally this will be my last formal report as Chair of the Northern Mallee Leaders Inc. After serving over five years as the Chair on the Committee of Management and Advisory Committee, I have

decided to retire from the committee. I wish incoming Chairman Ian Ballantyne all the best. I would like to take this opportunity to thank all those that have shared in and contributed to my leadership journey thus far and wish Northern Mallee Leaders Inc. every success in the future.

*Rebecca Wells*

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



2017 Northern Mallee Leaders Program Participants at Red Cliffs during the Community Development program day.



# Trudy's Story 2017 Participant

Trudy Scott was motivated to undertake the Northern Mallee Leaders program because of the opportunity to grow personally and professionally through the new experiences and opportunities provided by the program.

"It's a great chance to learn more about our community and how we can all work together to make things happen," says Trudy.

Trudy's community project aims to create an environment protected from weather at the Mildura Airport where patients can be transferred from vehicle to aircrafts.

This will improve patient privacy and comfort and allow a point of care for ill patients waiting for aircraft to arrive.

**“The Northern Mallee Leaders program is supported by great people who are willing to share their knowledge with us and help us to grow and reach new goals.”**

- Trudy Scott 2017 Participant

# Executive Officer's Report



NML continues to evolve through its mission in the provision of leadership programs, products and services for the north-west of the State and southern NSW businesses and communities. We strive to ensure we are “developing people in active business and community leadership roles”. During 2017 we were able to meet or progress all our strategic objectives. We increased our revenue from non-government sources by 16% and continue to strive to more financial sustainability as a not-for-profit organisation.

Under the stewardship of the Victorian Regional Community Leadership Programs (VRCLP), a network of ten leadership organisations across Victoria, NML is now supporting me as Chair of this peak body. This role is timely as we seek a further four years of funding commitment from the State Government to continue to add to the pool of 3500 graduates of flagship community leadership programs in Victoria. We invite our local supporters to engage in this process as it unfolds, and ensure there is a future for leadership development in the NML capture region.

This year we implemented a Client Relationship Management system, incorporating a bespoke tool that enables NML to collect, analyse and report on valuable data. This enables NML to measure the impact of the Northern Mallee Leaders Program and other community initiatives undertaken under the auspice of NML.

## Northern Mallee Leadership Program

Our flagship, the Northern Mallee Leaders Program (NMLP) was conducted for 21 participants over 24 intensive days with sessions provided by 125 amazingly talented speakers/facilitators resulting in a 95% completion rate! Over 120 people celebrated their success at the gala Graduation held in November.

NMLP is such an impressive platform for those who have taken that bold move in their leadership journey to develop their skills, knowledge, confidence and networks and prepare for more active community

and business roles. NMLP involves structured workshops, speakers, tours and events over nine months, during which time participants are exposed to a number of opportunities, challenges and nuances of this culturally diverse region and landscape.

The 2017 program featured a dynamic group of people with a 50/50 gender split. We were so impressed by their commitment, open and engaging sharing of life journeys, experiences and stories of resilience and endeavour. They were incredibly supportive of each other during the challenges of participation in a program that is both personally and professionally stimulating and provocative. Their feedback reflected their positive experiences. However we define community, be it our work team, workplace, club, neighbourhood or town, NMLP builds capacity in areas such as communication, event management, media liaison, public speaking, governance, project management, teamwork etc. These skills are invaluable in a voluntary and paid work capacity in a world overwhelmed by information, and fast-paced change especially in the way we communicate, interact and connect.

For businesses, it is increasingly apparent, though anecdotal at this point, that NMLP develops your people's aptitude and workplace contribution, enhancing organisational culture and productivity. Evaluation demonstrates that an adaptive leadership program such as NMLP motivates and inspires people to enthusiastically participate in more contemporary work practices and increasingly demanding roles and responsibilities.

This year, a range of projects was planned by the cohort in areas such as community events, an Airport based medical transfer station for Mildura, an online Arts portal and tackling complex issues such as mental health to name just a few. I am personally very much looking forward to the inaugural “Great Murray River Salami Festival” to be held at Euston on 13 October 2018, a unique NMLP initiative!

Over 70% of funding for these and other community projects to date is sourced from outside the region. It is proven that our personal learning styles differ. NMLP supports people to explore and define their own learning preferences in a supported environment. In 2017, we were amazed and delighted by one participant who used classical musical composition as a reflection medium for each program day!

This year for the first time, a small group of NMLP participants joined their compatriots from across the state to network, explore new practices and methodologies in advancing leadership capacity at the VRCLP Combined Program Day in Melbourne. We launched an International Program Day linking to four countries and a reflection of our globalism as a region.

Melbourne and Canberra ventures continue to be integral to the success of the program. Big issues and themes challenged us, such as homelessness, anti-terrorism, wholesale food marketing, water strategies to name a few. We were given access to our political leaders, policy makers, social activists, researchers, academics and story tellers stimulating lively discussion and new ideas. Who will ever forget Question Time in the Canberra Public Gallery as the theatre of national politics played out!

As the participants now launch into 'community activism', a term coined by our pragmatic and inspirational launch presenter, Ruth McGowan, we wish you well and encourage a life-long commitment to seek new proficiencies and community engagement.

### Key Events

At the Leadership Lunch, Jack Archer from the Regional Australia Institute delivered his perspective to 75 people on the bright future for regional Australia and International migration as a strategic growth initiative.

The Vision of the Region Dinner was a platform for Alan Saunders Agromillora, Melissa Hederics, Mayor Wentworth Shire Council and myself to share our insights, hopes and dreams for our region to an audience of over 50. All conveyed a positive future and challenged those present to adapt and create new narratives and solutions.

A number of scholarships and business sponsors provide financial support to enable minimal cost impost for participants for which we are extremely grateful. Jennifer Gadsden was awarded the Williamson Foundation scholarship. We thank our many supporters both financial and in-kind for their ongoing commitment to NMLP and recognition of its value to the development of our community.

In September, the VRCLP Combined Program Day was attended by program participants and staff for the first time. This brought our NMLP to a state-wide networking event as an optional activity and was an excellent day to meet other program participants in a very full and interesting agenda.

### Alumni

By years end, NML Inc. boasted 141 Alumni and what a notable group of diverse, highly skilled and confident graduates to build our regional leadership capability. 70% of our Alumni attended events and workshops, mentored and presented to the 2017 NMLP, and/or participated on the Alumni Committee. 25% participated in the Alumni survey and provided great insight into their engagement in the community and at work post-program.

### Staff

Many thanks to the NML staff. To Rod Robinson, Program Manager whom we have now farewelled, we thank you for the another successful NMLP under your guidance and direction, and wish you well for your future endeavours. Paula Robinson as Alumni Manager is leading the application of our new survey, data collection and analysis tool, along with implementing an array of learning opportunities and events for Alumni. She also seeks out graduates for the many Board and committee opportunities and encourages graduates to take that next step in their leadership development.

I acknowledge the support, governance and leadership of our Committee of Management and thank Rebecca Wells as out-going Chair. Her passion and commitment to developing local leadership is to be commended.



Jen Grigg  
Executive Officer

# Giovanni's Story - 2017 Participant

**Giovanni moved to Mildura from Italy in 2013 and quickly became an active member of our community. In 2015, he was involved as a chef for the Slow Food Mildura event and joined the committee shortly after.**

In 2016, Giovanni participated in the New and Emerging leaders program and began the Northern Mallee Leaders program in 2017.

Giovanni's community project focuses on education, youth and the environment. Together with Greening Mildura, Giovanni

organised a seed bombing event on the site next to the ecovillage.

By utilising drone technology, the project dropped native vegetation seeds in an attempt to recover land previously used as landfill. Giovanni's project is the first of its kind in Australia.



“This program was a great chance for me to improve my skills and create a larger network around me and my activities, I love the opportunity to meet the relevant stakeholders in the community as I really enjoy being engaged in what happens around me.”

- Giovanni Barbera, 2017 Participant

# 2017 Committee of Management

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.



**Rebecca Wells (Chair)**



**Jenny Garonne**



**Jenny Grigg**



**Jackie Heaysman**



**Trevor Carter**



**Aleesha Davis**



**Ian Bellentyne**



**Laurence Burt**



**Mark Jenkins**

## Northern Mallee Leaders Inc. 2017 Staff



**Jenny Grigg**  
Executive Officer



**Rod Robinson**  
Program Manager



**Paula Robinson**  
Alumni Program Manager

# Special Purpose Financial Report for the Year Ended 31 December 2017 For Northern Mallee Leaders Inc.

ABN: 48 317 418 213

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## Statement of Operations and Other Comprehensive Income

	Note	2017	2016
Revenue	2	\$ 323,550	\$ 407,082
Total Income		\$ 323,550	\$ 407,082
Less: Expenses			
Administration expense		(\$ 37,288)	(\$ 13,912)
Depreciation expense		(\$ 902)	-
Employee expenses		(\$ 155,999)	(\$ 136,233)
Program expenses		(\$ 71,791)	(\$ 60,112)
Rent		(\$ 9,091)	(\$ 10,000)
Other expenses		(\$ 21,516)	(\$ 37,091)
Total expenses		(\$ 296,587)	(\$ 257,348)
Net surplus for the year		\$ 26,963	\$ 149,734
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>\$26,963</b>	<b>\$ 149,734</b>

## Statement of Financial Position

	Note	2017	2016
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	\$ 170,460	\$ 181,552
Trade and other receivables	4	\$ 29,411	\$ 2,373
<b>TOTAL CURRENT ASSETS</b>		<b>\$ 199,871</b>	<b>\$ 183,925</b>
<b>NON CURRENT ASSETS</b>			
Property, plant & equipment	5	\$1,354	
<b>TOTAL NON CURRENT ASSETS</b>		<b>\$1,354</b>	
<b>TOTAL ASSETS</b>		<b>\$201,225</b>	<b>\$ 183,925</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	6	\$12,193	\$ 22,498
Other financial liabilities	7	\$ 959	\$ 398
Employee benefits liabilities	8	\$ 11,376	\$ 11,295
<b>TOTAL CURRENT LIABILITIES</b>		<b>\$ 24,528</b>	<b>\$ 34,191</b>
<b>NON CURRENT LIABILITIES</b>			
<b>TOTAL LIABILITIES</b>		<b>\$ 24,528</b>	<b>\$ 34,191</b>
<b>NET ASSETS</b>		<b>\$ 176,697</b>	<b>\$ 149,734</b>
<b>MEMBERS' FUND</b>			
Retained earnings		\$ 176,697	\$ 149,734
<b>TOTAL MEMBERS' FUND</b>		<b>\$ 176,697</b>	<b>\$ 149,734</b>

## Statement of Changes in Equity

	Accumulated Surplus	Total
<b>Balance 1 January 2016</b>	-	-
Surplus for the year	\$149,734	\$149,734
<b>Balance 1 January 2017</b>	<b>\$149,734</b>	-
Surplus for the year	\$ 26,963	\$ 26,963
<b>Balance 31 December 2017</b>	<b>\$ 176,697</b>	<b>\$ 176,697</b>

## Statement of Cash Flows

	Note	2017	2016
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
Receipts from:			
Government grants		\$ 178,571	\$ 178,571
Other sources		\$ 146,390	\$ 263,588
Interest received		\$ 3,630	\$ 1,144
Payments to suppliers & employees		(\$ 337,988)	(\$ 262,149)
<i>Net cash provided by operating activities</i>	13(b)	(\$ 9,397)	\$ 181,154
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Payments for property, plant & equipment		(\$ 2,256)	
<i>Net cash used in investing activities</i>		(\$ 2,256)	
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>			
Payment for borrowings		\$ 561	\$ 398
<i>Net cash used in financing activities</i>		\$ 561	\$ 398
Net Increase in cash held for the year		(\$ 11,092)	\$ 181,552
Cash and cash equivalents at beginning of year		\$ 181,552	-
Cash and cash equivalents at end of year	13(a)	\$170,460	\$ 181,552

## Notes to the Financial Statements

### NOTE 2: REVENUE

	2017	2016
Participant fees	\$ 42,573	\$ 46,369
Funding received	\$ 178,571	\$ 178,571
Interest received	\$ 3,630	\$ 1,144
Sponsorships	\$ 35,147	\$ 20,275
Auspice received	\$ 49,229	\$ 132,170
Other income	\$ 14,400	\$ 28,553
	\$ 323,550	\$ 407,082

## Notes to the Financial Statements Continued

### NOTE 3: CASH AND CASH EQUIVALENTS

	2017	2016
Cash at bank	\$ 170,460	\$ 181,552
	\$ 170,460	\$ 181,552

### NOTE 4: TRADE AND OTHER RECEIVABLES

	2017	2016
Accounts receivable	\$ 31,324	\$ 4,373
Provision for doubtful debts	(\$ 1,913)	(\$ 2,000)
	\$ 29,411	\$ 2,373

### NOTE 5: PROPERTY, PLANT & EQUIPMENT

	2017	2016
Computer equipment	\$ 2,256	-
Less accumulated depreciation	(\$ 902)	-
	\$ 1,354	-

### NOTE 6: TRADE AND OTHER PAYABLES

	2017	2016
<i>Unsecured</i>		
Accrued expenses	\$ 3,208	\$ 6,366
Income in advance	-	\$ 2,200
GST payable	\$ 2,541	\$ 6,204
PAYG	\$ 6,444	\$ 7,728
	\$ 12,193	\$ 22,498

### NOTE 7: OTHER FINANCIAL LIABILITIES

	2017	2016
CURRENT		
Credit cards	\$ 959	\$ 398
	\$ 959	\$ 398

### NOTE 8: EMPLOYEE BENEFITS LIABILITIES

	2017	2017
CURRENT		
Provision for annual leave	\$ 11,376	\$ 11,295
	\$ 11,376	\$ 11,295

### NOTE 9: CONTINGENT LIABILITIES

At 31 December 2017 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.

### (j) 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.

### (k) 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.

### (l) 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 10: 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 11: 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 12: CAPITAL COMMITMENTS

At 31 December 2017, the committee is unaware of any capital or lease commitments, which have not already been recorded elsewhere in this financial report.

### NOTE 13: CASH FLOW INFORMATION

	2017	2016
(a) Reconciliation of Cash		
Cash at bank	\$ 170,460	\$ 181,552
	\$ 170,460	\$ 181,552
(b) Reconciliation of Cash Flow from Operations with net surplus for the year:		
Net surplus for the year	\$ 26,963	\$ 149,734
<i>Non-cash flows in operating profit:</i>		
Depreciation	\$ 902	-
<i>Changes in Assets &amp; Liabilities:</i>		
(Increase) in receivables	(\$ 27,038)	(\$ 2,373)
(Decrease) in creditors and accruals	(\$ 10,305)	\$ 22,498
Increase in provisions	\$ 81	\$ 11,295
Net cash provided by operating activities	(\$ 9,397)	\$ 181,154

### NOTE 14: 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

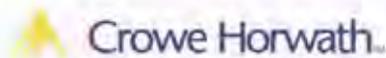


Committee Member

Dated on this 21 March 2018

## Detailed Income Statement

	2017	2016
<b>INCOME</b>		
Participant fees	\$ 42,573	\$ 46,369
Alumni Project Auspice	\$ 30,770	-
Funding received	\$ 178,571	\$ 178,571
Interest received	\$ 3,630	\$ 1,144
Sales	-	\$ 6,578
Local Government	\$ 10,147	-
Philanthropy	\$ 12,000	\$ 12,000
Auspice received	\$ 6,459	\$ 132,170
Sponsorships	\$ 25,000	\$ 20,275
Alumni income	\$ 780	\$ 2,140
Events	\$ 13,620	\$ 7,835
	\$ 323,550	\$ 407,082
<b>EXPENDITURE</b>		
Advertising	\$ 9,377	\$ 7,832
Alumni	\$ 27,911	\$ 6,080
Bank charges	\$ 182	\$ 314
Doubtful debts	-	\$ 2,000
Dues and subscriptions	\$ 3,521	\$ 705
Employee expenses	\$ 155,999	\$ 136,233
Depreciation expense	\$ 902	-
Entertainment	\$ 171	\$ 159
Insurance	\$ 2,783	\$ 2,639
Miscellaneous	\$ 205	\$ 16,925
Office expense	\$ 6,838	\$ 7,902
Professional fees	\$ 3,326	\$ 224
Program expenses	\$ 71,791	\$ 60,112
Purchases	-	\$ 90
Rent	\$ 9,091	\$ 10,000
Staff expenses	\$ 550	\$ 2,802
Telephone and internet	\$ 3,713	\$ 2,384
Travel expense	\$ 227	\$ 947
	\$ 296,587	\$ 257,348
<b>Net Surplus for the year</b>	<b>\$ 26,963</b>	<b>\$ 149,734</b>



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## INDEPENDENT AUDITOR'S REPORT to the members of Northern Mallee Leaders Incorporated

### Auditor's 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 2017, the statement of operations and other comprehensive income, the statement of changes in equity, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies, and other explanatory information, and the statement and report by members of the Committee.

In our opinion, the accompanying financial report of the Association has been prepared in accordance with *Association's Incorporation Reforms Act (2012)*, including:

- (a) giving a true and fair view of the Association's financial position as at 31 December 2017 and of its financial performance and cash flows for the year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and *Association's Incorporation Reforms Act (2012)*.

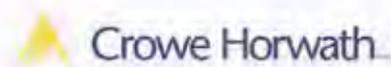
### Basis for Opinion

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 Association in accordance with the *Association's Incorporation Reforms Act (2012)* 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 the Association for the Financial Report

The Committee of the Association is responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Association's Incorporation Reforms Act (2012)*, and for such internal control as the Committee of the Association determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.



In preparing the financial report, the Committee of the Association is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Committee of the Association either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

#### **Auditor's Responsibilities for the Audit of the Financial Report**

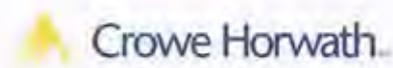
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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 this 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/Pronouncements/Australian-Auditing-Standards/Auditors-Responsibilities.aspx>. This description forms part of our auditor's report.

#### **CROWE HORWATH MURRAY DARLING**

Malcolm Matthews  
*Partner*

21 March 2018  
Mildura



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## COMPILATION REPORT to the Members of Northern Mallee Leaders Incorporated

We have compiled the Detailed Income Statement for the year ended 31 December 2017 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**

Malcolm Matthews  
Partner

21 March 2018  
Mildura



Get with the Program!  
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