

ANNUAL REPORT 2018



nml.org.au



2018 Northern Mallee Leaders

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.



1. Mildura, VIC

Our regional economy and tourism was explored with roundtable discussions followed by a visit to Mildura Airport

2. Melbourne, VIC

Participants visited Melbourne, to learn about metropolitan communities, state issues and social justice.

3. Red Cliffs, VIC

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

4. Lake Cullulleraine, VIC

Leadership and Personal development opportunities begin at the opening retreat at Lake Cullulleraine.

5. Canberra, ACT

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

6. Mildura, VIC

Participants of the program learn about the Media and Communication in Mildura.

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 NMLP 2018 Participants, Nardia Sheriff and Jamie Chynoweth.

This report was prepared by The Knowledge Centre 0499 544 678 www.theknowledgecentre.com.au.

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**“you’re never
ready for
leadership
opportunities
but take it”**

Geoff Dea

About the Northern Mallee Leaders Program

Northern Mallee Leaders Inc. (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!



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

Michelle Nicholas - 2018 Participant

Michelle Nicholas had heard about the Northern Mallee Leaders Program (NMLP) a number of times from colleagues at Mildura Rural City Council and when Michelle's manager suggested she have a look into the program, she decided to apply for the 2018 NMLP as an opportunity to stretch herself both personally and professionally.

The program allowed Michelle to build strong relationships with a dynamic group of people who were all committed to open discussion, sharing of life stories, experiences and endeavours which resulted in friendships forged to last a lifetime. Michelle was deeply impacted by her participation in the program, she felt that 'The confidence gained by pushing yourself outside of your comfort zone, by saying "yes" to opportunities, really gave me the opportunity to improve my skills, to grow and build a large network of support around me.'

For Michelle, the doors that the NMLP opens really is incredible, access to people and places that wouldn't have otherwise happened. The more you commit yourself, the more you give of your energy to the program, the more you receive back in relationships and connections.

As a part of Michelle's Community Project, she is currently working with two other participants of the 2018 NMLP to assist Murray Primary Health Network with the delivery of the Mildura Suicide Prevention Trial, an area close to her heart and a chance for Michelle to make a real difference to her community by improving local responses to suicide and laying the groundwork for future suicide prevention efforts state-wide.

"The confidence gained by pushing yourself outside of your comfort zone, by saying "yes" to opportunities, really gave me the opportunity to improve my skills, to grow and build a large network of support around me."

- Michelle Nicholas 2018 Participant



2018 Northern Mallee Leaders Program Participant
Michelle Nicholas with Nial Finegan, CEO EPA Victoria

Executive Officer's / Chairman's Report



During 2018, NML Inc. continued to innovate and resolutely fulfil its mission in providing leadership programs, products and services for the north-west of the State and southern

NSW businesses and communities. NML Inc. as the peak leadership development provider, seeks to realise its vision through "developing people in active business and community leadership roles". In 2018 we were able to meet or progress all our strategic objectives. Over the past two years we have increased our revenue from non-government sources and continue to strive to be more financially resilient as a not-for-profit organisation.

NML Inc. is represented on the Victorian Regional Community Leadership Programs (VRCLP) by Jen Grigg and we continued during 2018 to seek a further four years of funding commitment from the State Government to continue to add to the pool of now 3700 graduates of community leadership programs in Victoria. Our leadership development activities led by these flagship programs provides the human capital necessary for the successful growth of our regions from our local community organisations and sporting clubs to new major initiatives and projects.

NML Inc. is now utilising Social Suite as a key tool that enables us to collect, analyse and report on valuable data. This supports NML Inc. in measuring the impact of the Northern Mallee Leaders Program and other community initiatives and over time will be a valuable insight to levels and impact of not only leadership growth but volunteerism. Our data is fed into VRCLP data stream providing a state-wide impact measurement analysis.

Northern Mallee Leaders Program

Our flagship, the Northern Mallee Leaders Program (NMLP) was conducted for 21 participants over 24 intensive days with sessions provided by 150 amazingly talented speakers/facilitators resulting in a 95% completion rate! Over 130 people celebrated their success at the gala Graduation event held in November at the Quality Hotel Mildura Grand. These participants are now completing their community projects which is an important learning component of the program affording practical application of the personal and professional development skills and experiences along their leadership journey.

The 2018 program again featured a diverse and dynamic group. We were so impressed by their commitment, open and honest sharing of life's sometimes raw experiences, the challenges and opportunities that shape them as people and aspiring leaders. NMLP is both personally and professionally demanding and at times taxing but at the same time the feedback we receive is about the stimulation, the positive impact at work, home and in the community and those all-important "light-bulb" moments of affirmation or paradigm shift.

The word community conjures all imagery – is it our workplace or work team, a sporting club, not-for-profit organisations, service clubs, our street and neighbourhood or small town? Regardless of what we evoke as our community locale, NMLP builds capacity to make it a better space through skill development in building and working in teams, good governance, effective communication, project management and media liaison etc. These skills are invaluable for aspiring leaders in both voluntary and paid work capacity operating in dynamic settings and juggling busy lifestyles, home and family.

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 and builds a healthy and productive work environment and culture. NML Inc. is now utilising tools

to better evaluate the impact of our leadership programs and activities, to demonstrate a change environment as a result of building leadership capacity. We encourage all our graduates to be part of our long-term evaluation strategy through surveys and activities and through your continued connection to NML Inc., we will be able to demonstrate the true value and impact of NMLP beyond the anecdotal. Your stories, evidence and connection are critical to the sustainability of NML Inc.

“...the Northern Mallee Leaders Program was conducted for 21 participants over 24 intensive days with sessions provided by 150 amazingly talented speakers/ facilitators ...”

Melbourne and Canberra program elements continue to be a program focus that stretches participants beyond their realm of operation. It is on these trips that broad and challenging themes such as social justice, metropolitan communities, homelessness, anti-terrorism, wholesale food marketing, indigenous issues, water policy etc are considered. We were given access to our political leaders, policy makers, social activists, researchers, academics and story tellers stimulating lively discussion and new ideas.

As the participants now launch into further leadership roles and new responsibilities, to complete their community projects and develop a desired level of ‘community activism’, we wish you well and encourage a life-long commitment to seek new abilities and competencies. In particular, we look forward to hearing your stories of civic engagement and how you strive to make a difference in your community and our region.

Key Events

The Vision of the Region Dinner was a platform for Daryl Buckingham, CEO Mildura Regional Development, Geoff Dea, CEO SuniTAFE and Anne Mansell, CEO Australian Dried Fruit Association to share their insights, hopes and dreams for our region to an audience of over fifty people. This panel was optimistic about the region’s future in a changing environment and how our development is multi-faceted with so many areas inter-connected in determining a bright future.

A number of community and business scholarships, corporate and other sponsors provide financial support to enable minimal cost imposed for participants. NML Inc. is extremely grateful for this generous support, and demonstrated value of, and commitment to, the program. Dearne Amos was awarded the Williamson Foundation scholarship. We were excited to see Martin Carlson OAM,



The Vision of the Region Dinner
Daryl Buckingham, Geoff Dea and Anne Mansell

Continued on page 8

Chair of the Hugh Williamson Foundation Board join us for the Graduation dinner. 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.

The VRCLP Combined Program Day provided another networking and learning opportunity for program participants and staff as an optional activity. It was an excellent day to meet other program participants in a very full and interesting agenda for those who attended.

“Example is not the main thing in influencing others, it is the only thing”

- Albert Schweitzer

Alumni

By years end, NML Inc. boasted 161 Alumni, a diverse, highly skilled and confident group of graduates to build our regional leadership capacity.

The majority of our graduates attended 2018 NML Inc. events and availed themselves of the opportunity for new workshops, mentored or presented to the 2018 NMLP group, and/or participated on the Alumni Committee to lead the discussion on new learning opportunities and networking.



Belinda Fitzgerald (2013 Graduate)

Staff

Many thanks to the NML Inc. staff. To Nardia Sheriff, Program Manager, who stepped into the role and hit the ground running. We thank her for an extremely successful NMLP under her guidance and direction.

Nardia also undertook a special project to provide a suite of project management documentation underpinning the potential success of future programs. This was an extensive piece of work which she did with professionalism and expertise.

Our Alumni Manager, Paula Robinson is driving the organisation's capacity in the application of our new survey, data collection and analysis tool, Social suite, along with implementing an array of development opportunities and networking events for graduates. She also promotes many Board and committee opportunities and encourages graduates to take that next step in their leadership development. Carrie Dichiera was a welcome addition to our team bringing her extensive event coordination, administrative and organisational skills.

Our Committee of Management saw some new faces this year and continues to provide the organisational governance and leadership for NML Inc. activities. Financial sustainability still remains our biggest challenge along with gaining future government and non-government support to enable others in our community the same leadership development opportunities.



Ian Ballantyne
Chair



Jen Grigg
Executive Officer



2018 NMLP Participants Ben Beasy & Karen Chynoweth
laying a wreath at the Australian War Memorial

Dearne Amos - 2018 Participant

Making the decision to take part in the Northern Mallee Leaders program was a colossal step outside Dearne's comfort zone but was one which would go on to expand that comfort zone and show her just how much can be achieved in our local community.

Dearne already possessed passion for Ouyen and the surrounding areas and had been involved in several community groups and activities around the area. The program provided an invaluable education on all things involved in community leadership and helped to strengthen that passion.

The information and skills that Dearne took away from the Program are things she now finds herself often using or recalling in her current community roles, however the greatest gift the program bestowed to Dearne, was the belief that she was already a community leader and the self-confidence to embrace that role.

The Program was not without its challenges; it is a large commitment to make alongside the commitments of everyday life. It involved

big days, deep thinking and sometimes challenging subject matter but as Dearne stood at the graduation ceremony and confidently delivered the participants speech, she had a quiet moment of self-reflection where she realised just how much every hard moment was worth it.

Dearne's community project continues to change and evolve as her role in the community continues to do the same. She is currently working alongside Hands Up Mallee to help incorporate several projects in the Mallee Track region - one of those being a reading program targeted at the early years.

Dearne's involvement with the NMLP has affected her life in more ways than she can list, she is now finding 'that I am confidently putting my hand up for roles which I would have deemed myself unqualified for prior to the Program. I look forward to my future and realise that by taking part in this Program, a million doors of possibility have opened for me and I look forward to confidently stepping forward and exploring them.'



“a million doors of possibility have opened for me.”

- Dearne Amos 2018 Participant

2018 NMLP Participants Dearne Amos with Michelle Nicholas

2018 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 2018. We acknowledge the contributions of the Committee of Management and look forward to working with the new committee in 2019.



Ian Ballantyne
Chair



Trevor Carter APM
Deputy Chair



Mark Jenkins
Secretary



Racheal Fyfe
Chair - Fundraising
and Sponsorship
Committee



Jenny Garonne
Treasurer /
Chair Audit
Committee



Jackie Heaysman
Member



Aleesha Davis
Member



Louise Williams
MADEC Representative

Northern Mallee Leaders Inc. 2018 Staff



Jenny Grigg
Executive Officer



Nardia Sheriff
Program Manager



Paula Robinson
Alumni Program Manager



Carrie Dichiera
Business Support Officer



**“She really did believe
that the program
would be good for
me and that I would
be good for the
Program.”**

- Christian Larsen 2018 Participant

Christian Larsen - 2018 Participant

Christian was first made aware of the NMLP through Catherine McNabb (NML Alumni, 2015), “Every time we crossed paths. Catherine would ask. ‘Have you applied yet?’ Catherine really did believe that the Program would be good for me and that I would be good for the Program.” Thanks to Catherine’s insistence, towards the end of 2017, Christian decided to apply for the 2018 Program and found her recommendation to be ‘Spot On!’

Whilst participating, and upon completion of the program, Christian was provided with some fantastic opportunities and a number of doors have been opened for him that may not have occurred if not for the NMLP.

After time between work contracts, Christian began a new job during the Program year as an Electrician on the Karadoc Solar Farm Project. It was during this time that Christian applied for a position with Sunraysia and Murray Group Training (SMGT) as an Apprentice & Trainee Consultant, something he would not have considered possible before commencing the NMLP. Christian commenced his role at SMGT in January 2019 and has relished the opportunity to take his skill set down another path.

It is Christian’s firm belief that his success in his new employment field with SMGT is due in large part to the confidence that the Program provided him with and because of the high regard that the NMLP, and its participants, are given across in the wider community.

Christian would highly recommend, to anyone, to step out of their comfort zone and participate in the Northern Mallee Leadership Program.

Special Purpose Financial Report for the Year Ended 31 December 2018 For Northern Mallee Leaders Inc.

ABN: 48 317 418 213

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Statement of Operations and Other Comprehensive Income

	Note	2018	2017
Revenue	2	\$ 508,717	\$ 323,550
Total Income		\$ 508,717	\$ 323,550
Less: Expenses			
Administration expense		(\$ 25,186)	(\$ 37,288)
Depreciation expense		(\$ 542)	(\$ 902)
Employee expenses		(\$ 179,315)	(\$ 155,999)
Program expenses		(\$ 49,944)	(\$ 71,791)
Rent		(\$ 12,000)	(\$ 9,091)
Other expenses		(\$ 37,644)	(\$ 21,516)
Workshop Expenses		(\$ 181,001)	-
Total expenses		(\$ 485,632)	(\$ 296,587)
Net surplus for the year		\$ 23,085	\$ 26,963
Other comprehensive income		-	-
Total comprehensive income for the year		\$ 23,085	\$ 26,963

Statement of Financial Position

	Note	2018	2017
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	\$ 186,565	\$ 170,460
Trade and other receivables	4	\$ 59,065	\$ 29,411
TOTAL CURRENT ASSETS		\$ 245,630	\$ 199,871
NON CURRENT ASSETS			
Property, plant & equipment	5	\$812	\$1,354
TOTAL NON CURRENT ASSETS		\$812	\$1,354
TOTAL ASSETS		\$246,442	\$201,225
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	6	\$34,845	\$12,193
Other financial liabilities	7	\$ 848	\$ 959
Employee benefits liabilities	8	\$ 10,967	\$ 11,376
TOTAL CURRENT LIABILITIES		\$ 46,660	\$ 24,528
NON CURRENT LIABILITIES			
TOTAL LIABILITIES		\$ 46,660	\$ 24,528
NET ASSETS		\$ 199,782	\$ 176,697
MEMBERS' FUND			
Retained earnings		\$199,782	\$ 176,697
TOTAL MEMBERS' FUND		\$ 199,782	\$ 176,697

Statement of Changes in Equity

	Contributed Capital	Accumulated Surplus	Total
Balance 1 January 2017	\$55,330	\$94,404	\$149,734
Surplus for the year	-	\$26,963	\$26,963
Balance 1 January 2018	\$55,330	\$121,367	\$176,697
Surplus for the year	-	\$ 23,085	\$ 26,963
Balance 31 December 2018	\$55,330	\$ 144,452	\$ 199,782

Statement of Cash Flows

	Note	2018	2017
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts from:			
Government grants		\$ 227,596	\$ 178,571
Other sources		\$ 298,689	\$ 146,390
Interest received		\$ 3,318	\$ 3,630
Payments to suppliers & employees		(\$ 513,387)	(\$ 337,988)
<i>Net cash provided by operating activities</i>	13(b)	\$ 16,216	(\$ 9,397)
CASH FLOW FROM INVESTING ACTIVITIES			
Payments for property, plant & equipment		-	(\$ 2,256)
<i>Net cash used in investing activities</i>		-	(\$ 2,256)
CASH FLOW FROM FINANCING ACTIVITIES			
Payment for borrowings		(\$ 111)	\$ 561
<i>Net cash used in financing activities</i>		(\$ 111)	\$ 561
Net Increase in cash held for the year		\$ 16,105	(\$ 11,092)
Cash and cash equivalents at beginning of year		\$ 170,460	\$ 181,552
Cash and cash equivalents at end of year	13(a)	\$ 186,565	\$ 170,460

Notes to the Financial Statements

NOTE 2: REVENUE

	2018	2017
Participant fees	\$ 43,082	\$ 42,573
Funding received	\$ 227,596	\$ 178,571
Interest received	\$ 3,318	\$ 3,630
Sponsorships	\$ 17,800	\$ 35,147
Auspice received	\$ 16,400	\$ 49,229
Other income	\$ 13,305	\$ 14,400
Workshop	\$ 187,216	-
	\$ 508,717	\$ 323,550

Notes to the Financial Statements Continued

NOTE 3: CASH AND CASH EQUIVALENTS

	2018	2017
Cash at bank	\$ 186,565	\$ 170,460

NOTE 4: TRADE AND OTHER RECEIVABLES

	2018	2017
Accounts receivable	\$ 59,065	\$ 31,324
Provision for doubtful debts	-	(\$ 1,913)
	\$ 59,065	\$ 29,411

NOTE 5: PROPERTY, PLANT & EQUIPMENT

	2018	2017
Computer equipment	\$ 2,256	\$ 2,256
Less accumulated depreciation	(\$ 1,444)	(\$ 902)
	\$ 812	\$ 1,354

NOTE 6: TRADE AND OTHER PAYABLES

	2018	2017
Unsecured		
Accrued expenses	\$ 3,877	\$ 3,208
Income in advance	-	-
GST payable	\$ 25,778	\$ 2,541
PAYG	\$ 5,190	\$ 6,444
	\$ 34,845	\$ 12,193

NOTE 7: OTHER FINANCIAL LIABILITIES

	2018	2017
CURRENT		
Credit cards	\$ 848	\$ 959
	\$ 848	\$ 959

NOTE 8: EMPLOYEE BENEFITS LIABILITIES

	2018	2017
CURRENT		
Provision for annual leave	\$ 10,967	\$ 11,376
	\$ 10,967	\$ 11,376

NOTE 9: CONTINGENT LIABILITIES

At 31 December 2018 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 is 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) 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.

(j) 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 Department of Economic Development, Jobs, Transport and Resources and MAD EC Australia for the majority of its revenue used to operate the organisation. At the date of this report, the Committee believes that the Department of Economic Development, Jobs, Transport and Resources and MADEC Australia will continue to fund the Association until the current Agreement expires on 31 December 2019.

(k) 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 Mal lee Leaders Incorporated is dependent on the Department of Economic Development, Jobs, Transport and Resources and MADEC Australia for the majority of its revenue used to operate the organisation. The Department of Economic Development, Jobs, Transport and Resources is a Government Department responsible for rural and regional economic development. At the date of this report, the Committee believes that the Department of Economic Development, Jobs, Transport and Resources and MADEC Australia will continue to fund the Association as per the current Agreement.

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 2018, 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

	2018	2017
(a) Reconciliation of Cash		
Cash at bank	\$ 186,565	\$ 170,460
	\$ 186,565	\$ 170,460
(b) Reconciliation of Cash Flow from Operations with net surplus for the year:		
Net surplus for the year	\$ 23,085	\$ 26,963
<i>Non-cash flows in operating profit:</i>		
Depreciation	\$ 542	\$ 902
<i>Changes in Assets & Liabilities:</i>		
(Increase) in receivables	(\$ 29,654)	(\$ 27,038)
(Decrease) in creditors and accruals	\$ 22,652	(\$ 10,305)
Increase in provisions	\$ (409)	\$ 81
Net cash provided by operating activities	\$ 16,216	(\$ 9,397)

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 a 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 statements.

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:

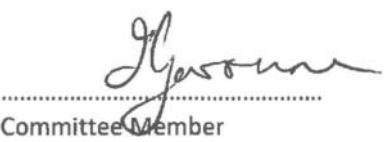
1: Present fairly the financial position of Northern Mallee Leaders Incorporated as at 31 December 2018 and of its performance for the year ended on that date in accordance with the requirements of the Associations Incorporation Reform Act (Vic) 2012; and.

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
J. Carter



.....
Committee Member
J. Gossman

Dated on this 30th April 2019



Crowe Horwath

Crowe Horwath
Murray Darling
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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 2018, 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 2018 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.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with Committee of the Association regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

Crowe Horwath Murray Darling
CROWE HORWATH MURRAY DARLING

A handwritten signature in black ink.

MALCOLM MATTHEWS
Partner

Dated this the 30th day of April 2019 at Mildura, Victoria.

Detailed Income Statement

	2018	2017
INCOME		
Participant fees	\$ 43,082	\$ 42,573
Alumni Project Auspice	\$ 12,800	\$ 30,770
Funding received	\$ 227,596	\$ 178,571
Interest received	\$ 3,318	\$ 3,630
Sales	\$149	-
Local Government	\$ 15,000	\$ 10,147
Philanthropy	\$ 3,600	\$ 12,000
Auspice received	-	\$ 6,459
Sponsorships	\$ 2,800	\$ 25,000
Alumni income	\$ 4,248	\$ 780
Events	\$ 8,908	\$ 13,620
Workshop	\$ 187,216	-
	\$ 508,717	\$ 323,550
EXPENDITURE		
Advertising	\$ 4,674	\$ 9,377
Alumni	\$ 20,512	\$ 27,911
Bank charges	\$ 194	\$ 182
Doubtful debts	-	-
Dues and subscriptions	\$ 2,494	\$ 3,521
Employee expenses	\$ 179,315	\$ 155,999
Depreciation expense	\$ 542	\$ 902
Entertainment	\$ 86	\$ 171
Insurance	\$ 2,683	\$ 2,783
Miscellaneous	\$ 179	\$ 205
Office expense	\$ 12,840	\$ 6,838
Professional fees	\$ 13,161	\$ 3,326
Program expenses	\$ 49,944	\$ 71,791
Purchases	-	-
Rent	\$ 12,000	\$ 9,091
Staff expenses	\$ 31	\$ 550
Telephone and internet	\$ 3,974	\$ 3,713
Travel Expenses	\$ 2,002	\$ 227
Workshop Expenses	\$ 181,001	-
	\$ 485,632	\$ 296,587
Net Surplus for the year	\$ 23,085	\$ 26,963



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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 2018 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

CROWE HORWATH MURRAY DARLING

Malcolm Matthews
Partner

30 April 2019
Mildura



2018 NMLP Participants





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