



ANNUAL REPORT

*Transformational Leadership across the
Northern Mallee*

2019

In 2019, Northern Mallee Leaders Inc. delivered it's ninth annual program to twenty four diverse participants.

Northern Mallee Leaders Inc. provides a ten-month leadership program designed to develop individual members from within our community and build upon their knowledge, skills, networks and capacity to become an asset that helps progress our region.

NML Inc. is a member of Regional Leadership, a network of ten regional community leadership programs across Victoria. Together, we work towards

developing proactive, engaged and passionate people who will rise to the challenges and maximise the opportunities that regional communities face.

Alumni of the Northern Mallee Leaders Program (NMLP) are engaging in community roles, showing political aspirations, stepping into management positions and demonstrating that grass roots involvement makes things happen in regional communities. Across Victoria, they are actively connected and the impact of their participation is far reaching; resulting in communities that are filled with diversity, skills, knowledge and most importantly, a willingness to give back.

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Racheal Fyfe
CoM Chair



Nardia Sheriff
Executive Officer

Northern Mallee Leaders Inc. (NML Inc.) is fortunate to be one of ten regional community leadership organisations in Victoria, working towards developing the confidence, skills and knowledge of people to become a part of a collective community asset that drives our regions forward. Our Northern Mallee Leaders Program (NMLP) is the vehicle that develops skills, strengthens emotional intelligence, and provides the opportunity for individuals in the

Northern Mallee to become knowledgeable, informed and connected to our regional communities. We take great pride in facilitating transformational leadership that contributes to a resilient, self-determining, proactive and engaged community, especially as we are doing so from within.

As Chair and Executive Officer of NML Inc., we know how important the investment in leadership development is for our community, especially as we are both graduates of the NMLP (Racheal in 2013 and Nardia in 2009). We know that our work is translating into tangible benefits and impacts across our community, as is evidenced by an alumni network of over 185 graduates who are out there doing amazing things for our region. And the impacts are far reaching. Our Alumni are engaging in new community roles, showing political aspirations and are stepping into management roles that are requiring the trifecta of knowledge, networks and belief in themselves. They are involved in hands-on projects and continue to demonstrate the grass roots involvement that makes things happen in regional communities. We are seeing more organisations with multiple NML Alumni in their workforce as a result of

either supporting their employees directly or hiring in graduates of the NMLP to new positions. Feedback from corporate and government organisations indicates that they are seeing participants coming back to the workplace with stronger networks and broader knowledge of community which is triggering new ideas, new pathways and better collaboration.

Multiply that level of impact by the graduates of regional community leadership programs across Victoria and it's easy to see how an alumnus of over 4000 from regional Victoria are transforming their communities.



L to R: Vashti Aratangi, 2019 Participant James Jarvis & 2013 NML Alumni Jo Farrell; 2019 Participants Cathy Monteleone & Jamuna Jackson; 2008 NML Alumnus Naomi Burke, Carrie Dichiera, Debbie Bell & Dafydd Scholes

Across Sunraysia, corporate and not-for-profit organisations, as well as individuals, have recognised the potential that exists in our community and have invested in the development of this potential over the past decade. However, it's no secret that we face a challenging future with no funding secured beyond the 2020 NML Program. Although we have demonstrated over the past ten years that we can be a part of a solution to build resilient communities and create transformational outcomes across our region, leadership development is a long-term game. There is much more work to be done to validate the value we

create and ensure that we are relevant to the stakeholders with the power to keep programs like ours developing leadership capacity into the future.

Despite the challenges though, there are many opportunities before us, and 2019 has been a fantastic year with which to continue to build a way forward and create meaningful conversation about what leadership means for our community. And if our achievements this year are anything to go by, we are demonstrating that we are heading in the right direction.

Northern Mallee Leaders Program (NMLP)

The 2019 NMLP received 29 expressions of interest resulting in 24 participants who were able to experience all the program has to offer. During ten-months of program days, experiential retreats and study trips, these participants were able to draw upon the experience and expertise from within our community to provide a behind-the-scenes perspective of the challenges, opportunities, issues and positive outcomes that relate to our Northern Mallee region. Participants were also able to expand upon the knowledge and understanding of our unique position at both a state and national level with experiences in both Melbourne and Canberra.

In this short time, several participants advanced into new roles, increasing their working responsibilities (including management roles) whilst undertaking the program. Many of these participants also commenced positions on local community organisation boards and committees, with one participant now sitting on three new boards, including one at a national level (Amnesty International Australia). And once again, we've seen another program developing some exciting projects which have moved to a group project model and have aligned more closely with key priority areas that have been identified by our community.

The post-program survey results from 2019 showed clear growth and improvement as

compared to participant's pre-program scores. An improvement of 63.75% in participant's growth and capabilities was recorded with significant growth shown against the participants ability to empower people, their understanding of regional themes and their confidence in being able to affect change within our community.



Clockwise from top left: 2019 NMLP Opening Retreat; Victorian State MP for Mildura Ali Cupper with the 2019 participants in Melbourne; Participants David Gardner & Louise Ackland; Participants taking a break in Canberra.



The 2019 NMLP Graduates

Another exciting year was capped off by a wonderful graduation that saw participants take on the challenge of 'paying it forward' and raising funds to go towards scholarships for the

2020 program. The 2019 NMLP graduates exceeded previous attempts and raised over \$6000 which equated to nearly four funded places.

Organisational Update

From an organisational perspective, 2019 saw change within both our governance and our operational structures. In May, we farewelled Jackie Heaysman, Aleesha Davis and Trevor Carter from the Committee of Management, and welcomed Mike Mooney, Justin Nicholas, Stuart Mensch and Russell Scrooby to the roles. Racheal stepped into the NML Inc. Chair role taking over from long-time member Ian Ballantyne who remained on the Committee as Deputy Chair, and we also welcomed Loddon Murray Community Leadership Program graduate, Jay Smith to our Audit, Risk and Governance Sub-Committee.

In May we also said goodbye to our Alumni Program Manager, Paula Robinson and soon after, farewelled our Executive Officer Jenny Grigg who relocated to Geelong to be closer to her family. Program Manager, Nardia Sheriff stepped into the Executive Officer role bringing a

unique perspective with her, having been both a graduate of the NMLP and the manager of the program. Changes within the team continued with the inclusion of Jodi Reynolds in October as Program Manager for 2020. To best maximise resources, skillset and capacity, a staffing restructure saw the reconfiguration of the roles across the team with Carrie Dichiera taking on a new role as Marketing and Administration Coordinator from 2020, supporting the renewed focus of building NML Inc's profile and coordinating the administrative and finance function within the team.

With fresh perspectives and energy around the table, the Committee of Management renewed their focus on strategic initiatives to build our profile and an awareness of the NMLP, strengthen relationships to ensure that employers and community-based organisations continue to invest in leadership development and undertake local advocacy to support our future financial sustainability beyond 2020.

We successfully hosted a series of events across 2019 including our Arts & Culture Immersive, Vision of the Region dinner and Networking Breakfast where Professor Ross Garnaut not only



NML Inc. Staff Carrie Dichiera & Nardia Sheriff at the 2019 NMLP Graduation



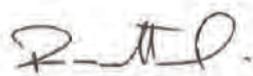
2019 NMLP Participant Paula Bond dancing with DuBrazil Entertainment dancer Kasey Leao at the 2019 Arts & Culture Immersive

delivered a keynote address regarding opportunities for our region, but also a Masterclass, delving further into the details on climate change and our regional economy.

At a state level, we have taken proactive steps to ensure that our voice is heard with involvement in a suite of projects delivered by Regional Leadership including the development of a new Evaluation and Measurement Framework and a Learning and Development Framework. A more cohesive collaborative network has also been established allowing the ten regional community leadership programs to share resources, knowledge and skills for the betterment of our programs.

Together, staff and Committee of Management have worked tirelessly to ensure that there is a future for our program and our organisation. To our supporters over this part year, we are incredibly grateful.

We all need to be able demonstrate the value of leadership development in our community and be clear about WHY it's important for us to continue to work on building the confidence and courage of people – people who don't walk in the door thinking that they are leaders – but do walk out knowing that regardless of their position or their level of power, that they do have the ability to make a difference. And that is the power of this program. Northern Mallee Leaders doesn't simply exist to create transformational leadership across our region, that's merely the vehicle that allows us to bring everyday people together and empower them to believe that, regardless of position or level of power they have, they can contribute to the wellbeing, safety and prosperity of the place in which they call home. Northern Mallee Leaders exists to create a cohort of individuals that collectively become an asset for the entire community to draw upon and we hope we are able to continue doing so for many more years to come.



Racheal Fyfe
Chair
NMLP 2013



Nardia Sheriff
Executive Officer
NMLP 2009



2019 NML Program Launch Guest Speaker, Sam Birrell

REFLECTIONS FROM 2019 NML PROGRAM PARTICIPANTS



As the CEO of Murray Valley Aboriginal Cooperative in Robinvale and working closely with our community, Paul O'Neill had the good fortune to work with Northern Mallee Leaders alumnus Sue Watson

(NMLP 2015). Sue had initially told Paul about the NML Program and how it may benefit him both personally and professionally, especially as Paul had only been in the region for a little over 12 months. And Paul agreed, submitting an application for the 2019 program so that he could gain a more in-depth understanding of the Northern Mallee.

During the 10 months of the NML Program, Paul specifically focussed on developing certain characteristics, expediting the process of becoming a more informed leader. Since completing the program, Paul now has the drive to expect more – of himself and others. His reach within the community has allowed him to become a successful director of a local not-for-profit organisation within the region. It prompted his confidence to initially apply for a position on the board of Amnesty International (Australia) of which he successfully achieved and now is a member. In Paul's words, "this has been achieved in part because of what this program offered me; and for that I am grateful," he said.

On a personal level this region has become home to Paul, his wife and two young sons, and he looks forward to raising his family here. One of the highlights of Paul's experience is that the NML Program has helped in creating enriched friendships within the community, some of

which will last a lifetime. Proud to be a part of the NML Alumni, Paul feels privileged to share all the experiences of the program and the individual stories and journeys of his fellow participants.

In describing the NML Program, Paul highlights the insight gained because of the structure of the program. This provided Paul with backstage access to local organisations, where he gained insight into corporate challenges, often set within multi-million-dollar operations and hanging on by 0.5 of a degree in somewhat tumultuous climates. The tenacity and innovation of local organisations stepping up to play in a competitive global environment impressed him, demonstrating that Mildura is certainly at the cutting edge across many industries and sectors.

"It was a wonderful opportunity to be involved in a leadership program where the opportunity to ask the deep questions was endorsed and having experts provide honest answers from lived experiences was refreshing," he said.



Paul at the National Museum of Australia in Canberra during the participants' 2019 study trip



Fellow 2019 NMLP Participant Jay Jeyakanthan with Paul at their 2019 NMLP Graduation in November

PAUL O'NEILL



Parthee Ganeshamoorthy was familiar with the Northern Mallee Leaders Program (NMLP) through his work colleagues and a friend who were Alumni of the NMLP. Motivated by their experiences, Parthee decided to apply for the 2019 NMLP. With a desire

to develop interpersonal skills and increase his level of confidence to support his professional career, Parthee also wanted to learn from other people and expand his network.

Parthee and his wife Mathu made Mildura their home five years ago, and with plans to raise their family here, he felt it was important to learn more about the community in which he lived and what was happening within the region. As a migrant to Australia from Sri Lanka, Parthee is very proud to now call himself an NML Alumni and contribute to his new community.

When asked how to best describe his experience, Parthee said it was eye-opening and undoubtedly helped him grow in confidence and develop his networking skills. Parthee's highlights of the program included the Opening Retreat at Lake Cullulleraine, the Melbourne and Canberra Study Trips which gave him a better understanding of the Australian political system and a politician's career.

The NMLP is designed to deliver a diverse range of subjects with very knowledgeable speakers to help in the understanding of the region and community and in exploring all the possible avenues as a leader. This aspect of the program enhanced Parthee's level of knowledge about the region and boosted his ability to build rapport with the emerging and existing local leaders. Parthee now sees every problem as an opportunity to explore things differently as a result of his participation in the NMLP and is confident that this program has changed not only his professional life, but his personal life too.

"I strongly believe that the success in my leadership role in my workplace is due in large

part to the confidence the program provided me with and because of the high regard that the NMLP is held in", Parthee said. "The journey is an incredible experience, being with 23 individuals where everyone is from a different background is so beneficial."

Parthee's parting words? "I believe in two principles and definitely experienced these during my journey. The first is that good leadership is being surrounded by great people and the second, be comfortable in being uncomfortable. In the words of John F. Kennedy, leadership and learning are indispensable to each other," he said.



Parthee receiving his 2019 NMLP Graduation Certificate from Leanne McDonald, Regional Development Victoria (Left) & Dr. Anne Webster MP, Federal Member for Mallee



L to R: Parthee meeting with His Excellency General the Honourable David Hurley AC DSC (Ret'd) in Canberra; Parthee with fellow 2019 participant Brenton Lewin



L to R: 2019 NMLP Participant Ben Ezeabia, Iheoma Ben-ezeabia, Mathu Ganeshamoorthy and Parthee



When Melissa Castleman, Kim Brown and Jamuna Jackson had to decide what to do for their Community Project as a part of the 2019 Northern Mallee Leaders Program (NMLP), they knew it needed to be meaningful and achievable. In Melissa’s view, “it was a better idea

to support an already existing project that needed help, rather than doing a project just for the sake of it. Sometimes, small and simple is more effective than grand gestures or large projects,” she said.

Although Sunraysia Mallee Ethnic Communities Council’s (SMECC) Second Bite Project had been operating for some time to source donations of food from supermarkets and distribute to those in need, the efficiency of the project was reliant on SMECC staff who often had to prioritise core service delivery over the project objectives, resulting in inconsistency of delivery and food wastage. In order to alleviate this responsibility from SMECC staff, Mel, Jamuna and Kim decided to focus their energy on developing a robust volunteer roster that would support the operations and in doing so, bring the community together to provide a meaningful volunteer experience.

The project has seen volunteers cover shifts across the week utilising members from the community and the Christie Centre, who are currently looking at extending the number of days that their clients can volunteer within the project. Although it’s still early days for the three NML Alumni, there are many opportunities to expand upon the project to ensure that the impact spreads across many areas including community connection, addressing the issue of food waste, working with refugees and vulnerable communities and

providing valuable opportunities to make a difference for volunteers.

Already, the project has achieved some key goals including the reduction of time that SMECC staff have had to contribute to the Second Bite Project allowing them to engage in meaningful work for the community and gaining valuable work-readiness skills as well as building their confidence.

The coordinated efforts to streamline this project have developed stronger relationships with local supermarkets and minimised the wastage of donated goods, a key problem at the start of the project meaning more food is now getting to those that need it. The project continues to go from strength to strength and already new aspects of the Second Bite Project are being considered to enhance the experience for volunteers. For example, volunteers have identified the need for trolleys to allow for easier transportation of goods from the storage space to the pickup area at the front office. It has also been identified that a new freezer is required so that surplus food can be frozen for later use, therefore reducing wastage even further.

In time, it is hoped that this project will involve new partners including those to support unemployment and work for the dole programs as well as additional days with the Christie Centre to cover the aspects of the project that are still being covered by SMECC staff.



Pictured: Volunteers preparing and delivering food packages for the Second Bite Project, an initiative of SMECC and supported by Northern Mallee Leaders Participants.

2019

COMMITTEE OF MANAGEMENT



Racheal Fyfe
Chair
NMLP 2013



Ian Ballantyne
Deputy Chair



Mark Jenkins
Secretary
MRCC Representative



Jenny Garonne
Treasurer
ARG Chair



Louise Williams
Member
MADEC Representative
NMLP 2008



Mike Mooney
Member
ARG Member



Stuart Mensch
Member



Justin Nicholas
Member

Karla Fox
RDV Observer



Nardia Sheriff
Executive Officer
Program Manager
NMLP 2009



Carrie Dichiera
Business Support
Officer
NMLP 2008



Jodi Reynolds
Program Manager

OUTGOING STAFF



Jenny Grigg
Executive Officer



Paula Robinson
Alumni Program
Manager

NML INC. STAFF



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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 2019, 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 2019 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.

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

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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 committee.
- Conclude on the appropriateness of the committees' 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 MURRAY DARLING

Josh Porker
Senior Manager

23 April 2020
Mildura, Victoria

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Detailed Income Statement for the Year Ended 31 December 2019

	2019	2018
	\$	\$
INCOME		
Participant fees	6,577	43,082
Alumni Project Auspice	-	12,800
Funding received	163,582	227,596
Interest received	2,940	3,318
Sales	-	149
Local Government	-	15,000
Philanthropy	22,687	3,600
Sponsorships	20,000	2,800
Alumni income	666	4,248
Events	13,206	8,908
Workshop	10,165	187,216
	239,823	508,717
EXPENDITURE		
Advertising	8,726	4,674
Alumni	8,760	20,512
Bank charges	290	194
Dues and subscriptions	1,829	2,494
Employee expenses	178,765	179,315
Depreciation expense	325	542
Events cost of sales	15,869	-
Entertainment	-	86
Insurance	3,438	2,683
Miscellaneous	5	179
Office expense	13,330	12,840
Professional fees	30,587	13,161
Program expenses	41,623	49,944
Rent	10,000	12,000
Staff expenses	2,213	31
Telephone and internet	3,271	3,974
Travel expense	-	2,002
Workshop Expenses	8,182	181,001
	327,213	485,632
Net (Deficit)/Surplus for the year	(87,390)	23,085



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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 2019 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 MURRAY DARLING

CROWE MURRAY DARLING

Dated this 23rd day of April 2020 at Mildura, Victoria.

Northern Mallee Leaders Incorporated
ABN: 48 317 418 213

Special Purpose Financial Report
for the Year Ended 31 December 2019

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Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Statement of Operations and Other Comprehensive Income for the Year Ended 31 December 2019

	Note	2019 \$	2018 \$
Revenue	2	<u>239,823</u>	<u>508,717</u>
Total income		239,823	508,717
<i>Less: Expenses</i>			
Administration expense		(17,486)	(25,186)
Depreciation expense		(325)	(542)
Employee expenses		(178,765)	(179,315)
Program expenses		(41,623)	(49,944)
Events COS		(15,869)	-
Rent		(10,000)	(12,000)
Other expenses		(54,963)	(37,644)
Workshop Expenses		<u>(8,182)</u>	<u>(181,001)</u>
Total expenses		<u>(327,213)</u>	<u>(485,632)</u>
Net (Deficit)/Surplus for the year		<u>(87,390)</u>	<u>23,085</u>
Other comprehensive income		<u>-</u>	<u>-</u>
Total comprehensive income for the year		<u><u>(87,390)</u></u>	<u><u>23,085</u></u>

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Statement of Financial Position as at 31 December 2019

	Note	2019 \$	2018 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	132,426	186,565
Trade and other receivables	4	10,439	59,065
TOTAL CURRENT ASSETS		<u>142,865</u>	<u>245,630</u>
NON CURRENT ASSETS			
Property, plant & equipment	5	487	812
TOTAL NON CURRENT ASSETS		<u>487</u>	<u>812</u>
TOTAL ASSETS		<u>143,352</u>	<u>246,442</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	6	15,671	34,845
Other financial liabilities	7	1,136	848
Employee benefits liabilities	8	14,153	10,967
TOTAL CURRENT LIABILITIES		<u>30,960</u>	<u>46,660</u>
NON CURRENT LIABILITIES			
TOTAL LIABILITIES		<u>30,960</u>	<u>46,660</u>
NET ASSETS		<u>112,392</u>	<u>199,782</u>
MEMBERS' FUND			
Retained earnings		112,392	199,782
TOTAL MEMBERS' FUND		<u>112,392</u>	<u>199,782</u>

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Statement of Changes in Equity for the Year Ended 31 December 2019

	Contributed Capital \$	Accumulated Surplus \$	Total \$
Balance 1 January 2018	55,330	121,367	176,697
Surplus for the year	-	23,085	23,085
Balance 1 January 2019	55,330	144,452	199,782
Deficit for the year	-	(87,390)	(87,390)
Balance 31 December 2019	55,330	57,062	112,392

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Statement of Cash Flows

for the Year Ended 31 December 2019

	Note	2019 \$	2018 \$
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts from:			
Government grants		163,582	227,596
Other sources		152,754	298,689
Interest received		2,940	3,318
Payments to suppliers & employees		(373,703)	(513,387)
<i>Net cash provided/(used) by operating activities</i>	13(b)	(54,427)	16,216
CASH FLOW FROM FINANCING ACTIVITIES			
Payment for borrowings		288	(111)
<i>Net cash provided by/(used in) financing activities</i>		288	(111)
Net Increase/(decrease) in cash held for the year		(54,139)	16,105
Cash and cash equivalents at beginning of year		186,565	170,460
Cash and cash equivalents at end of year	13(a)	<u>132,426</u>	<u>186,565</u>

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Notes to the Financial Statements for the Year Ended 31 December 2019

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.

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Notes to the Financial Statements for the Year Ended 31 December 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(f) Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the incorporated association is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the incorporated association: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability

Grants

Grant revenue is recognised in profit or loss when the incorporated association satisfies the performance obligations stated within the funding agreements.

Interest revenue

Interest revenue is recognised using the effective interest rate method.

Other income

Other revenue is recognised when it is received or when the right to receive payment is established

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

In these circumstances the GST is recognised as part of cost of the acquisition of the asset or as part of an item of the expense. Receivables and payable are stated inclusive of GST.

Student Enrolment Fees

Student enrolments income is prepaid until the commencement of the calendar year that the program is delivered. The majority of invoices are raised and paid the year prior to the program is delivered, however there is no benefit or portion of the course delivered until the following calendar year. Income is allocated to the calendar year the leadership program is delivered. Student invoices are invoiced the year prior to the program being delivered and income is recognised in the year the students are enrolled and the program is delivered.

Corporate Sponsorships

Corporate Sponsorship income is dependant upon NML program providing sponsorship recognition and advertising during the year of program delivery. All obligations listed in the sponsorship agreement are delivered at program events via invitations and printing in the program merchandise within the calendar year the students are enrolled. Corporate Sponsorship income is allocated to the calendar year the leadership program is delivered. Corporate Sponsorship invoices are invoiced the year prior to the program being delivered and income is recognised in the year the students are enrolled and the program is delivered.

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Notes to the Financial Statements for the Year Ended 31 December 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(f) Revenue from contracts with customers (continued)

Scholarships

Scholarship income is dependant upon NML program providing company recognition during the year of program delivery. All obligations listed in the scholarship agreement are delivered at program events via invitations and printing in the program merchandise within the calendar year the students are enrolled. Scholarship income is allocated to the calendar year the leadership program is delivered.

(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. Where it is not possible to estimate the recoverable amount of an individual asset, the Association estimates the

(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 MADEC 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 variation expires on 31 March 2021.

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Notes to the Financial Statements for the Year Ended 31 December 2019

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Cont.)

(k) New or amended Accounting Standards and Interpretations adopted

The Association has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Impact of adoption

AASB 15: Revenue for Contracts with Customers (which makes amendments to AASB 101) was adopted using the modified retrospective approach and as such comparatives have not been restated. There was no impact on opening retained profits as at 1 January 2019.

(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.

Standard Name	Requirements	Impact
AASB 16 Leases	AASB 16: -replaces AASB 117 Leases and some lease-related Interpretations -requires all leases to be accounted for 'on-balance sheet' by lessees, other than short-term and low value asset leases -provides new guidance on the application of the definition of lease and on sale and lease back accounting -largely retains the existing lessor accounting requirements in AASB 117; and -requires new and different disclosures about leases.	Based on the Association's leasing arrangements at 31 December 2019, when this Standard is first adopted for the year ending 31 December 2020, there is not likely to be a material impact on the transactions and balances recognised in the financial statements. This impact has yet to be formally assessed by the Association.

(m) Property, plant and equipment

Property, plant and equipment are measured on the cost basis less depreciation and any impairment losses.

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

Depreciation

The depreciable amount plant and equipment is depreciated on a diminishing value and straight line basis over the asset's useful life to the Association commencing from the time the asset is held ready for use.

Plant and equipment is depreciated at a rate of 40%. The depreciation method and rates applied are consistent with the previous year.

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

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

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Notes to the Financial Statements for the Year Ended 31 December 2019

	2019	2018
	\$	\$
NOTE 2: REVENUE		
Participant fees	6,577	43,082
Funding received	163,582	227,596
Interest received	2,940	3,318
Sponsorships	20,000	17,800
Auspice received	22,687	16,400
Other income	13,872	13,305
Workshop	10,165	187,216
	<u>239,823</u>	<u>508,717</u>
NOTE 3: CASH AND CASH EQUIVALENTS		
Cash at bank	<u>132,426</u>	<u>186,565</u>
NOTE 4: TRADE AND OTHER RECEIVABLES		
Accounts receivable	8,582	59,065
GST receivable	1,857	25,778
	<u>10,439</u>	<u>84,843</u>
NOTE 5: PROPERTY, PLANT & EQUIPMENT		
Computer equipment	2,256	2,256
Less accumulated depreciation	<u>(1,769)</u>	<u>(1,444)</u>
	<u>487</u>	<u>812</u>
NOTE 6: TRADE AND OTHER PAYABLES		
<i>Unsecured</i>		
Accrued expenses	300	3,877
Income in advance	5,751	-
PAYG payable	9,620	5,190
	<u>15,671</u>	<u>9,067</u>
NOTE 7: OTHER FINANCIAL LIABILITIES		
Credit cards	<u>1,136</u>	<u>848</u>
	<u>1,136</u>	<u>848</u>
NOTE 8: EMPLOYEE BENEFITS LIABILITIES		
Current		
Provision for annual leave	<u>14,153</u>	<u>10,967</u>
	<u>14,153</u>	<u>10,967</u>

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Notes to the Financial Statements for the Year Ended 31 December 2019

NOTE 9: CONTINGENT LIABILITIES

At 31 December 2019 the Committee is unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in this financial report.

NOTE 10: ECONOMIC DEPENDENCE

Northern Mallee 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. At the date of this report, the Committee believes that the Association will continue to be funded as per the current Agreement.

Funding of the Association is secured until 31 March 2021. Continued funding is contingent on future funding support being secured in 2020 State Government budget. COVID-19 may defer the release of the 2020 State Government budget. Accordingly, the continued funding will not be ascertained at the signing of this report of 23 April 2020.

NOTE 11: EVENTS SUBSEQUENT TO REPORTING DATE

In response to COVID-19, NML Inc will be moving the 2020 NML Program to online delivery based on the following assumptions:

- Planning for the short-term impact assumes that face-to-face program days and session can NOT be delivered until 30 June 2020
- Planning for the medium-term impact assumes that face-to-face program days and sessions MAY possibly be delivered, however a digital contingency must be prepared
- Closing retreat and Graduation will be pushed out to February 2021 at this stage.

A Pandemic Management has been developed outlining the response to critical functions and how these will be managed. With regard to program delivery, planning is currently underway to develop a new calendar of an online delivery options to keep the 2020 cohort engaged, supported and ready for when face-to-face delivery can resume. The Melbourne Study Trip scheduled for June has been cancelled. It is anticipated that these funds and any other savings obtained as a result of postponing program days will be redistributed to facilitate online delivery. It's not anticipated that there will be any additional expenses incurred as a result of this situation at this stage, however we will be monitoring the situation closely.

Whilst the impact to the operations of NML Inc are inconvenient, we are currently working towards ensuring that the 2020 participants do receive the program that they signed up for, albeit delivered differently. Given the uncertainty regarding future funding beyond 2020 that has already been identified, this situation actually provides NML Inc. with an opportunity to showcase the Alumni and the organisation as an asset for the community in times of crisis and this is the approach being undertaken by NML Inc. Committee of Management and staff.

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

Notes to the Financial Statements for the Year Ended 31 December 2019

NOTE 11: EVENTS SUBSEQUENT TO REPORTING DATE (continued)

The Committee is aware of the World Health Organisation's declaration of a global health emergency relating to the spread of COVID-19 on 31 January 2020. The Committee has considered that this is a "non-adjusting" subsequent event and have appropriately disclosed all known information about this event in the financial statements.

The Committee has considered whether there is reasonable expectation that the Association has adequate resources to continue to operate for the foreseeable future, a period not less than one year from the approval date of the financial statements. The pandemic continues to evolve and the extent of the pandemic and measures to counter it are uncertain. The Committee has documented plans to manage the financial impact of the pandemic on the Association. For these reasons, the Committee continues to adopt the going concern assumption in preparing the financial statement for the year ended 31 December 2019.

NOTE 12: CAPITAL COMMITMENTS

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

	2019 \$	2018 \$
NOTE 13: CASH FLOW INFORMATION		
(a) Reconciliation of Cash		
Cash at bank	132,426	186,565
	<u>132,426</u>	<u>186,565</u>
(b) Reconciliation of Cash Flow from Operations with operating result for the year:		
Net surplus/(deficit) for the year	(87,390)	23,085
Non-cash flows in operating profit:		
Depreciation	325	542
Changes in Assets & Liabilities:		
Increase in receivables	55,765	(29,654)
Decrease in creditors and accruals	(26,313)	22,652
Increase in employee entitlements	3,186	(409)
Net cash provided by/(used by) operating activities	<u>(54,427)</u>	<u>16,216</u>

NOTE 14: ASSOCIATION DETAILS

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

Northern Mallee Leaders Incorporated

ABN: 48 317 418 213

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.

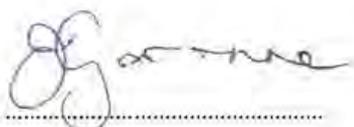
In the opinion of the Committee the financial report comprising the Statement of Operations and Other Comprehensive Income, the Statement of Financial Position, Statement of Changes in Equity, the Statement of Cash Flows and the notes to the financial statements:

- 1 Present fairly the financial position of Northern Mallee Leaders Incorporated as at 31 December 2019 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:



.....
Rachael Fyfe
Chair
NML Inc. Committee of Management



.....
Jenny Garonne
Chair, NML Inc. Audit, Risk & Governance Committee
NML Inc. Committee Member

Dated on this 23rd day of April 2020.



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**PAPER FOR A MEETING Northern Mallee Leaders Inc.
 Audit, Risk and Governance**

Date	20 th April 2020
Report Type	Information
Recommendation	That the audit 2019 Financial statements be accepted
Subject	2019 Audit Financial Statements
Person Responsible	Nardia Sheriff & Karen Hensgen
Purpose of the Report	To provide supplementary notes to accompany the 2019 Financial Statements for Committee Approval

Context/Issues

In prior financial years NML recorded revenue as the entity received control over it (AASB 1004), rather than allocating income to the actual year of the program. As a result, program income from 2018 was overstated and 2019 income has been understated.

Previously income raised by program fees was recognised in the financial year when the invoices were generated which is misleading when looking at a single year’s net profit. For example, for the leadership program conducted last year (2019) the invoices were raised at the end of the 2018 calendar year. To ensure the financials reflect the year’s program performance all financial statements and budgets are now prepared on an accrual basis.

2019 Audit Results

Due to the change in income recognition policy the 2019 audited financial statements prepared by auditors Crowe have reported a loss of \$87,390 which is not a true reflection of the programs performance for 2019.

After detailed discussions with Josh Poker, Crowe we resolved to not have Crowe undertake any additional work to restate 2018 financials and re-audit prior period accounts. In consultation with Crowe auditors we agreed to the following:

- ensure the notes to the financial statements (page 5-6) reflect the change to accrual reporting.
- a supplementary detailed income statement is prepared by Hensgen Partners to illustrate the actual program results if accrual accounting had been adopted earlier.



Supplementary Profit & Loss Statement

A supplementary detailed income statement 2019 (attached) presents true allocation of income for 2018/2019 financials years because it adjusts 2019 and 2018 income for prepayments.

The attached report compares the audited financials, a loss of \$87,388.64, with the management financials, a loss of \$36,532.94 for the 2019 financial year. Following our new policy of recognising income in the year the corresponding program is completed, the audited 2018 financials overstates the revenue by \$48,380. This amount should have been assigned to the 2019 year and is made up of:

- \$5,650 for 2019 program participant fees
- \$7,730 for 2019 Philanthropy funding
- \$35,000 for Corporate Scholarships to undertake 2019 programs

Budget comparison

The actual loss of \$36,533 reported in the management accounts compared to the 2019 budget loss of \$9,837 (\$26,696 variance) is explained by the following activities:

- Actual sponsorship income \$26,000 under budget
- Accounting, bookkeeping & audit fees over budget
- Computer equipment purchases not estimated
- Additional recruitment costs due to three roles being advertised.

Signatures

A handwritten signature in black ink, appearing to read 'N. Sheriff'.

Nardia Sheriff
Executive Officer
NML Inc

A handwritten signature in blue ink, appearing to read 'K. Hensgen'.

Karen Hensgen
Partner
Hensgen Partners

Detailed Profit and Loss Statement

Northern Mallee Leaders Inc

For the year ended 31 December 2019

		Audit Accounts	Management Accounts	Notes relating to 2019	Audit Accounts	Management Accounts	Notes relating to 2018
Financial Accounts	Management Accounts	2019	2019		2018	2018	
Income							
Participant Fee	NMLP Income - Participant Fee	0	5,650	\$5,560 moved from 2018 to 2019 due to reclassification of income into the year the program was held.	16,788	11,538	\$5,560 moved from 2018 to 2019 due to reclassification of income into the year the program was held. Also in 2018: \$150 moved from Supporters (Community). \$250 moved from Participant Fee.
Participant Fee	Scholarships (Corporate)	6,600	41,600	\$35,000 moved from Supporters (Community) 2018 to Scholarships (Corporate) 2019 due to reclassification of income into the year the program was held.	24,000	24,000	
Participant Fee	NMLP INCOME	(23)	(23)		296	45	\$250 moved to NMLP - Participant Fee
Participant Fee	Unapplied Cash Payment Income	0	0		2,000	2,000	
Alumni Project Auspice	WBCF Youth Leadership Project	0	0		12,800	12,800	
Funding received	Operating Grants RDV	160,432	160,432		178,571	178,571	
Funding received	Supporters (Community)	3,150	3,150		47,093	11,943	\$35,000 moved from Supporters (Community) 2018 to Scholarships (Corporate) 2019 due to reclassification of income into the year the program was held. Also in 2018: \$150 moved to Participant Fee
Funding received	NMLP Income - Fundraising	0	0		1,933	1,933	
Interest received	Other income - Bank Interest	2,940	2,940		3,319	3,319	
Sales	Sales of Product Income	0	0		149	149	
Local Government	Org Sponsorship INCOME	0	0		15,000	15,000	
Philanthropy	Philanthropy	22,687	30,417	\$7,730 moved from Organisational Sponsorships 2018 to Philanthropy 2019 due to reclassification of income into the year the program was held.	3,600	3,600	
Sponsorships	Organisational Sponsorships	20,000	20,000		2,900	(4,930)	\$7,730 moved from Organisational Sponsorships 2018 to Philanthropy 2019 due to reclassification of income into the year the program was held.
Alumni income	Alumni INCOME	666	666		4,248	4,248	
Events	Events INCOME	13,206	13,206		8,111	8,111	
Events	Reimbursed income	0	0		798	798	
Workshops	Workshops	10,165	10,165		187,216	187,216	
	NMLP Income - Donations	0	2,476	Reclassification after audit - movement from asset to income	0	0	
Total Other Income		239,823	290,679		508,720	460,340	
Expenditure							
Advertising	Advertising EXPENSES	2,197	2,197		2,434	2,434	
Advertising	Marketing & Communication EXPENSES	6,529	6,529		2,240	2,240	
Alumni	Alumni EXPENSES	2,745	2,745		6,512	6,512	

Detailed Profit and Loss Statement

Northern Mallee Leaders Inc

For the year ended 31 December 2019

Financial Accounts	Management Accounts	Audit Accounts	Management Accounts	Notes relating to 2019	Audit Accounts	Management Accounts	Notes relating to 2018
		2019	2019		2018	2018	
Alumni	WBCF Other Expense	6,015	6,015		14,000	14,000	
Bank Charges	Bank Charges	287	287		187	187	
Bank Charges	Interest Expense	3	3		7	7	
Dues and subscriptions	Subs - Misc. dues & subscriptions	1,829	1,829		2,494	2,494	
Employee expenses	Wages - Alumni Manager	15,549	15,549		28,135	28,135	
Employee expenses	Wages - Executive Officer	73,919	73,919		53,971	53,971	
Employee expenses	Wages - Marketing & Admin Coordinator	29,120	29,120		23,573	23,573	
Employee expenses	Wages - Program Manager	37,207	37,207		51,068	51,068	
Employee expenses	Workcover	56	56		1,103	1,103	
Employee expenses	Leave Accrual Expense	3,185	3,185		0	0	
Employee expenses	Superannuation	14,615	14,615		14,889	14,889	
Employee expenses	Training - Alumni Manager	0	0		1,151	1,151	
Employee expenses	Training - Executive Officer	391	391		325	325	
Employee expenses	Training - Marketing & Admin Coordinator	364	364		0	0	
Employee expenses	Training - Program Manager	0	0		30	30	
Employee expenses	Travel - Executive Officer	3,330	3,330		3,510	3,510	
Employee expenses	Travel - Marketing & Admin Coordinator	63	63		39	39	
Employee expenses	Travel - Program Manager	965	965		771	771	
Employee expenses	Accommodation	0	0		735	735	
Depreciation	General Expenses - Depreciation expense	325	325		542	542	
Events cost of sales	Events COS	15,869	15,869		0	0	
Entertainment	Hospitality	0	0		86	86	
Insurance	Insurance	3,438	3,438		2,683	2,683	
Miscellaneous	Repairs and Maintenance	5	5		177	177	
Office expense	BAS Roundoff Gain or Loss	0	0		3	3	
Office expense	Committee of Management EXPENSES	645	645		327	327	
Office expense	CRM & Social Suite	1,200	1,200		1,200	1,200	
Office expense	General Expense - Miscellaneous	0	0		1,050	1,050	
Office expense	General Expenses	2,976	2,976		139	139	
Office expense	General Expenses - Computer Expenses	3,832	3,832		3,708	3,708	
Office expense	Office - Equipment & Materials/Infrastructure	1,298	1,298		138	138	
Office expense	Office EXPENSES	540	540		1,542	1,542	
Office expense	Postage, Printing & Stationery	606	606		2,752	2,752	
Office expense	Project Management	0	0		90	90	
Office expense	Staff Amenities	1,499	1,499		913	913	
Professional Fees	Accounting, Bookkeeping & Audit	14,152	14,152		3,450	3,450	
Professional Fees	Bookkeeping	1,934	1,934		2,271	2,271	
Professional Fees	NMLP - Accommodation	15,235	15,235		8,421	8,421	
Program expenses	NMLP - Catering	16,523	16,523		24,352	24,352	
Program expenses	NMLP - Presenter Fees/Workshops	6,818	6,818		3,544	3,544	
Program expenses	NMLP - Program Materials	4,649	4,649		5,264	5,264	
Program expenses	NMLP - Travel	13,633	13,633		17,230	17,230	
Program expenses	Allowances	0	0		(430)	(430)	
Rent	Rent or lease payments	10,000	10,000		12,000	12,000	
Staff Expenses	Staff Recruitment	2,213	2,213		31	31	
Telephone & Internet	Telephone & Internet	3,271	3,271		3,974	3,974	
Travel Expenses	Travel EXPENSES	0	0		2,002	2,002	
Workshop expenses	Workshops COS	8,182	8,182		181,001	181,001	
	Total Operating Expenses	327,212	327,212		485,635	485,635	
	Net Profit	(87,389)	(36,533)		23,085	(25,295)	
	Audited accounts	(64,304)					
	Management accounts	(61,828)					
	<i>difference</i>		(2,476)	(NMLP Income - Donations reclassify from asset)			

Like many not-for-profit organisations, NML Inc. seeks to move away from dependency upon State Government funding and is committed to creating a model of financial sustainability that sees us working in partnership with our local community and corporate sectors.

These relationships are essential to ensure we continue to develop the confidence, knowledge and skills of individuals within our region. Our region has benefited from over 185 graduates completing the Northern Mallee Leaders Program (NMLP) and who together form a diverse and skilled community asset to be used to propel our region forward.

But with the future of the program beyond 2020 uncertain, we need your support.

We need leadership from within our community to stand with us to demonstrate the impact and the outcomes that the NMLP delivers.

How can you help?

If you believe in the power of transformational leadership and have the position, influence or ability to provide support, then the following opportunities to do so are available:

Advocacy

Letters of support, case studies of individuals and organisations who have seen impacts from participation in the NMLP, involvement in discussions with key stakeholders

Sponsorship

Support us financially or in-kind – we have both organisational sponsorships and sponsorships for individual program days (i.e. catering, accommodation costs etc.)

Awareness

Help us build the profile of Northern Mallee Leaders and the work we are undertaking. To continue the conversation about how you or your organisation might be able to support NML Inc., please contact Nardia Sheriff, Executive Officer on 0429 220 069 or nardia@nml.org.au



E nml@nml.org.au
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MAJOR PARTNERS



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