



NORTHERN MALLEE
LEADERS

ANNUAL REPORT
2020

ABOUT US

In 2020, Northern Mallee Leaders Inc. delivered it's tenth annual program to twenty diverse participants.

NML Inc. is a member of Regional Leadership Australia, a network of nine 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.

Northern Mallee Leaders Inc. provides an annual 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.

Graduates 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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CHAIR'S REPORT



**JUSTIN
NICHOLAS**

The year 2020 will long be remembered for the challenges it forced upon the world. Northern Mallee Leaders Inc. (NML) was not spared from COVID-related disruptions and we displayed outstanding leadership as an organisation in both adapting to the challenges and making the most of opportunities that presented themselves.

A highlight of our adaptability and community-orientated focus was our initiative to organise and distribute welcome packs to the emergency services personnel deployed to our region in response to border closures. NML Inc. chose to make the most of that situation and continued to realise many additional benefits throughout the year.

We were able to add a new dimension to our program experience by accessing presenters and leaders of a calibre that were previously beyond our reach. The perspective of managing challenges on multiple fronts inspired us to focus on what we could do rather than what we couldn't do.

As a member of Regional Leadership Australia and one of nine community leadership programs across Victoria, 2020 enabled us to improve our collective communication efforts and relationships. These stronger relationships will provide better access to future funding and sponsorship opportunities, an improved advocacy and support network, more structured staff training and development opportunities, and enhanced program delivery.

Participants in the 2020 Northern Mallee Leaders Program experienced challenges unlike any previous year and I'd like to applaud them for maintaining their resolve through difficult times. It was a great pleasure to congratulate them and recognise their tremendous achievement in graduating from the program.

Our organisation would not exist without generous funding from the Victorian State Government. Support for community leadership programs across the state is a huge investment towards the future prosperity of our regions.

Mildura Rural City Council provides great support to our organisation and we are proud of our ability to leverage this support into positive outcomes for our community. Additional support is also provided by a wide range of community organisations and businesses that generously sponsor our organisation and participants. It is the support of many organisations that builds our community and enables us to offer participants a comprehensive program experience.

Our Committee of Management and employed staff experienced significant personnel changes in 2020. We have a passionate, dedicated team supporting our participants and I express my sincere appreciation to all those involved in delivering our renowned community leadership program.

It is rewarding for us all to see the NMLP thrive and witness the impact it has on the lives of our participants and those they will lead and inspire into the future. Thank you to everybody who is a part of our story.

A handwritten signature in blue ink, appearing to read 'Justin Nicholas', written in a cursive style.

Justin Nicholas
Chair
Northern Mallee Leaders Inc.

TREASURER'S REPORT



**JAY
SMITH**

The Committee of Management has provided oversight of the organisation's financial sustainability, performance and responsibilities. The organisation's accounts have been independently audited by Kellie Nulty and a full financial report for the 2020 calendar year is attached herein.

The key points to note in relation to the financial performance in 2020 include:

- Our total revenue for 2020 was \$279,906, with expenditure totalling \$239,389, resulting in a profit of \$40,516. This was an excellent result compared to the 2019 deficit of \$36,758. The profit was largely a result of 2020 NMLP expenses being delayed until 2021 due to the COVID-19 pandemic impacting program delivery.
- Our bank balances as at 31 December 2020 totalled \$208,359.
- Our equity has increased from \$114,643 as at 31 December 2019 to \$155,159 as at 31 December 2020.
- The financial position of the organisation throughout 2020 remained strong and cashflow was managed to ensure we met our obligations when they were due.

The Committee of Management continues to closely monitor our financial performance and will proactively manage the potential funding risks associated with State Government grants.

A handwritten signature in blue ink that reads "Jay Smith". The signature is written in a cursive, flowing style.

Jay Smith (LMCLP 2013)
Treasurer
Northern Mallee Leaders Inc.

OPERATIONS MANAGER'S REPORT



**CARRIE
DICHIERA**

2020 was a unique year, in every respect, for everyone. As both an organisation and a community, Northern Mallee Leaders Inc. was not immune to the impacts of the COVID-19 pandemic. First and foremost, I would like to commend the participants of the 2020 Northern Mallee Leaders Program (NMLP) to have the courage and resilience to stay committed to their leadership journey despite the many challenges we were all facing personally and professionally. All participants of the 2020 NMLP not only graduated but walked away from their participation in the program have grown and developed as leaders, well done to you all.

Delivery of the 2020 NMLP changed very rapidly and without precedent after what seemed like a positive 'normal' start to the program year. Face to face interaction and trips away to Melbourne and Canberra were lost but replaced with an online program that offered access to speakers and facilitators we never would have been able to engage otherwise. A team effort from NML staff, Committee of Management (CoM), NML graduates, Regional Leadership Australia, fellow Victorian Community Leadership Programs and supporters of NML Inc. saw the successful delivery of the tenth NMLP and I would like to thank everyone involved for your time and support across 2020 and into 2021.

Highlights for NML Inc. outside of the NMLP was our ability to utilise our graduate network to provide support to vulnerable members of the community, significantly impacted by COVID restrictions. Residents of Chaffey Aged Care were able to connect with their family members online via FaceTime thanks to the remarkable efforts of our NSW border graduates who sourced and donated several tablets and devices to the facility. Welcome packs for personnel deployed to the NSW border during the Victorian lockdown, in the hope that they will be encouraged to return once we get to our 'new normal'. An online 'town hall' held by NML during the local council elections in October, over 2,000 community members tuned in to 'Meet the Candidates'. We congratulate all the candidates that nominated to run in council elections, for those elected and special mention NML graduate and now Deputy Mayor Helen Healy (NMLP 2008), we wish all our councillors the very best over the next four years.

2020 also highlighted to NML Inc. areas that can be improved moving forward to ensure continued success for both the program and the organisation. 2021 will see the CoM work closely with staff and Regional Leadership Australia to ensure we are doing our utmost for long term sustainability. I would like to acknowledge the considerable amount of time the members of the NML Inc. CoM have volunteered to our organisation in 2020 and the support and belief shown towards me, especially at the end of last year and into 2021. Thank you for your belief in our program and our organisation and I look forward to the work that we will continue to do together in 2021.

A handwritten signature in black ink, appearing to read 'Carrie Dichiera'.

**Carrie Dichiera (NMLP 2008)
Operations Manager
Northern Mallee Leaders Inc.**

REFLECTIONS FROM 2020 NML PROGRAM PARTICIPANTS



**REBECCA
BURTON**

My Northern Mallee Leaders journey started long before February 14, 2020. It started when we sold our small business after 10 long, arduous years. I had reached a point where my work was unfulfilling, and I was burnt out.

I had lived in a small business bubble for a long time and it dominated my life. I was selfish and jaded. I had heard of NML, but if I'm being honest; for me it was a meaningless, insignificant acronym – Northern Mallee Leaders – they were just empty words to me. I was the sort of person where the mere mention of the word leadership would induce an eye-roll.

After we sold our business, I decided to take 12 months off to recover and find some fulfillment in my life and my work. I guess it was the start of my journey of self-discovery [eye-roll]. Interestingly, I can look back over the past two years and see that given the space and time – life has in fact organically presented to me a path to learning, meaning and connection [let's face it, also an eye-roll].

It was nearly 12 months since we had sold our all-consuming business and a friend sent me the job advertisement for NML Program Manager, I was interested and applied. I obviously didn't get the job, but I was curious about this mysterious acronym and applied as a participant. Unlike many others, I went in confident and unintimidated (despite the bruised ego from not getting the Program Manager position). I'd done my research and knew that I would be meeting new people, attending interesting presentations and networking. What I was not expecting and continued to be humbled by was:

1. The calibre and diversity of the presenters;
2. The acute self-reflection imbedded into every program day and;
3. The complexity and intensity of the program.

I was ready for learning, but not for the emotional blind-side. It's emotional to be challenged on the way you think and live. It's emotional when you're inspired to be better, contribute more and question your assumptions. It's emotional to be thrown into a group of people you don't know and spend a year deep-diving with them on topics like; environment, politics, racism, law, health, arts, sexuality and other topical issues (you'd try to avoid most of these subjects even with people you do know!) Our group developed an incredible amount of trust, companionship and loyalty very quickly. Our confessions and disclosures will always bind us together in friendship.



The NML program cannot be sufficiently explained, the understanding comes with the doing. Nevertheless, some of my highlights include:

1. Being moved to tears by Annette Lambert – a hardened woman who made me cry by being so tough and yet so very compassionate at the same time – I'm not sure they make women like her anymore.
2. Hands Up Mallee's interactive presentation that I went home and re-enacted with my kids;
3. When Simone Heald from Sunraysia Community Health Services quoted Steve Jobs: "Why join the Navy when you can be a pirate?" I want to be a pirate!
4. Former Federal Independent Member for Indi, Cathy McGowan AO restored my faith in politics and made me wish I was her best friend;
5. Chris Curran, the local, under-acknowledged, mad scientist who blew my mind. I'd never met a legitimate genius until I met him.

This program benefits everybody in ways you can't yet imagine. If you can afford the time to truly commit, it will be one of the most interesting things you do in your life. It's like volunteering to be in a strange and exciting experiment, and afterwards you're part of that ever-growing NML Graduate network who just 'knows'.

There were many tangible gains for me (like my new job!), but the gains that mean the most are in my head and in the way I now approach life. I've learned the power of me. The power of connection. The power of a conversation. The power of community. The power of an action, and the power of belief. For me, Northern Mallee Leaders is an exploration of myself and of a life that doesn't end with a graduation.



REFLECTIONS FROM 2020 NML PROGRAM PARTICIPANTS



NICOLE BYRNES

I entered this program full of great expectations, noting I was worthy of a position, and having had many friends rave about the personal development opportunities. I intended for my NML journey to help me become more self-aware, identify what was important to me and how I might fit in my community. I was well versed in my employment sector, but oblivious to other vocations and industry groups and had a desire to learn more. I was also at a point in family life where in 2020 I could fit in NMLP.

And then came the Opening Retreat. I'm naturally a judgemental type of person and thought I had made the biggest mistake because this cohort of people were just not my cup of tea (and I don't even drink tea!) We wasted hours on how best to hang out washing and I was suitably unimpressed.

I had two goals that I wanted to be achieved:

1. To be motivated, inspired, and/or more passionate;
2. To reframe how I think about leadership, work, or my strengths.

I gritted my teeth, rolled my eyes more and then tuned in with an open mind. The biggest hurdle was indeed "taking this first step".

While others struggled with Zoom, I thrived. My introverted character meant this was the perfect learning setting for me. The only pitfall was when some hands-on activities were linked to themes, the sessions became a talk-fest rather than participatory.

I expect leadership training programs to address the emotional quotient too. There were still group tears, and of course my forgetting to switch off the camera to yell at the home-schooled kids. I learnt that a leader needs to be a role model and brand ambassador for its organisation. As I moved through the program, I felt in a position to advocate for the program and our cohort of participants who we were learning a bit more about each session.

So, have I changed? Did this course set out to achieve what I had hoped and heard it was going to do? I think yes, and whilst I may not be practising all that I have learned right here or right now, I feel I have the keys to success for when the time is right. I've become more confident, braver, aware of self and surroundings and... less judgmental. I have clarity of vision, professional growth and those people who weren't my cup of tea are now my friends.



MADDY MORRISH

When beginning my application for the Northern Mallee Leaders Program (NMLP), I was excited and eager to learn all that potentially lay in front of me. However, once I was accepted into the program, I felt unsure if I had made the right decision and 'imposter syndrome' began to creep in.

I'm from the small, but mighty community of Ouyen, and have always tried to do my bit. But I hoped that the program would help me to ensure I was contributing to my community to the best of my ability and as effectively as possible. I was lucky that both of my employers were willing to support me and were flexible to the program. But I also worried about finding the time to fit everything in, and then we started...

After a couple of, what was back then known as 'normal sessions,' but which we would come to know as 'face-to-face sessions,' we started to get to know each other and explore our region. But, as with everything when COVID hit, our NMLP days became very different.

Given all the challenges thrown at them, Nardia and Carrie (and everyone else at NML) did a great job of delivering interesting and engaging content to us. When we were able to come back together as a group it was great to be able to make up for some of the things we may have missed while communicating through a computer screen. Some favourite memories of this time included the updates of everyone's basil plants after planting them together on a program day which my duty team ran. The session with Damon Gameau also further sparked an already existing passion of mine.

As the program concludes, I know that I made the right decision in applying and can see how it has benefited me. A crucial lesson I will take away from the program is, that as leaders, it is important to say 'no' - as we are no good to anyone else if we have nothing left to give. Through the program I have also grown to further appreciate the value of connecting and communicating. I have witnessed first hand the benefits and networks this can open up. I would like to thank Ouyen Inc. and Mallee Track Health and Community Service for giving me the opportunity to be involved in the 2020 NMLP. I look forward to getting involved in my community and taking forward with me all that I have learned during my time in the program.



COMMUNITY ENGAGEMENT POST THE NMLP



**PAULA BOND
2019 NMLP GRADUATE**

Having graduated from the Northern Mallee Leaders Program (NMLP) in 2019, myself, along with many of my fellow graduates had grand plans for our community project, an important component of our participation in the NMLP. Well, we all know what happened in 2020, which certainly impacted on our ability to complete most of our community projects. I was involved in organising a ball that intended to raise money and community awareness for Post-Traumatic Stress Disorder (PTSD). The event had to be cancelled due to COVID, which we knew was the right thing to do but it still didn't make the decision any easier. However, I am proud to say that along with my fellow graduates, 2020 didn't mean failed projects altogether, it meant we were able to impact our community in other ways.

Since completing the NMLP, I am so much more aware of our community needs and understand that small acts of kindness can impact those around us. It doesn't need to be a huge project to have an enduring positive impact on our community. Don't get me wrong, projects like the Murray River Salami Festival (Guy Fielding NMLP 2017); Trees for Mum (Nardia Sheriff NMLP 2009); the Little Libraries Project (Kellie Coff NMLP 2016) or Sunraysia Postnatal Depression Support Network (Merryl White NMLP 2008) are fantastic, and we need them as well.

Jo Farrell (NMLP 2013) who I met during the 2019 NMLP was someone who inspired me to make a commitment to myself that I would use what I learnt during the NML Program to try to be more and do better for our community. Earlier this year, I ran a fundraiser at my workplace for International Women's Day (IWD) to support a local charity. The fundraiser came about because I wanted to do more to acknowledge IWD. With the theme this year being #ChooseToChallenge I wanted to show our commitment to challenging inequality, calling out bias, questioning stereotypes

and helping forge an inclusive community. Through my connections as a member of the NML Graduate network, I was able to obtain contact details for a local charity that provides support services to women, men and children who are victims of sexual assault and family violence.

My fellow co-workers and I set about collecting essential items like toiletries, feminine hygiene products, nappies, wipes etc, which were donated by members of the community. We then provided these essential items to our nominated charity so that they could then provide them to families at a time when they needed them most.

Since completing the NMLP, I have also volunteered at my children's Scouts events and fundraisers; utilised the NML Graduate network to organise guest speakers for RUOK day, helped fellow NML Graduates with community support initiatives and now I am on school parent council at my children's primary school. This isn't about highlighting what I am doing instead of my community project, it is about demonstrating how participating in the NML Program has fundamentally changed my thinking and changed me as a person.

I now have a greater understanding of how a community works and thrives and the role that I can play in supporting this. I have always been someone who wants to help, but it was my participation in the NML Program that taught me how I can do that in a meaningful way.



2020 COMMITTEE OF MANAGEMENT



Justin Nicholas
Chair, ARG Member



Mike Mooney
Deputy Chair



Mark Jenkins
Secretary
(MRCC Representative)



Jay Smith
(LMCLP 2013)
Treasurer ARG Chair



Eliza Allomes (NMLP 2019)
Member
(MADEC Representative),
ARG Member



Stuart Mensch
Member



Jennifer Zappia
(NMLP 2019)
Member



Graeme Thornton
Member



Cristiane Dean
Member



Daffyd Scholes
(NMLP 2008)
ARG Member

NML INC. STAFF



Carrie Dichiera
(NMLP 2008)
Operations Manager



Nardia Sheriff
(NMLP 2009)
Executive Officer



Jodi Reynolds
Program Manager

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF NORTHERN MALLEE LEADERS INC ABN 48 317 418 213

Auditor's Opinion

The financial report of the Northern Mallee Leaders Inc has been audited. This comprises the statement of financial position as at 31 December 2020, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies, and the responsible persons' declaration.

In my opinion, the financial statements of Northern Mallee Leaders Inc present fairly, in all material respects the financial position of Northern Mallee Leaders Inc as of 31 December 2020 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements and the Associations Incorporation Reform Act 2012 (Vic).

Basis for Opinion

The audit was conducted in accordance with Australian Auditing Standards. Responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the financial statement' section of the report. I am independent of the organisation in accordance with the ethical requirements of the Accounting Professional and Ethical Standard Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to the audit of the financial report in Australia. I have also fulfilled our other ethical responsibilities in accordance with the Code.

The audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Committee's Responsibility for the Financial Report

The Committee are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Associations Incorporation Reform Act 2012 (Vic) and for such internal control as the responsible persons determine is necessary to enable the preparation of the financial report free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible persons are responsible for assessing the organisation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible persons either intend to liquidate the organisation or to cease operations or have no realistic alternative but to do so.

The responsible entities are responsible for overseeing the organisation's financial reporting process.

Auditor's Responsibility

The auditor's 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 my 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 Australian Auditing Standards, professional judgement is exercised and professional scepticism is maintained throughout the audit. I 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 my 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 registered entity's internal control.

**INDEPENDENT AUDIT REPORT TO THE MEMBERS OF
NORTHERN MALLEE LEADERS INC
ABN 48 317 418 213**

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by responsible entities.
- Conclude on the appropriateness of responsible entities' 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 registered entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I'm required to draw attention in the auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify the opinion. Conclusions are based on the audit evidence obtained up to the date of the auditor's report. However, future events or conditions may cause the registered entity 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.

I communicate with responsible entities regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that are identified during the audit.

Kellie Nulty

Kellie Jane Nulty
Dated this 30th day of April 2021

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Statement by Members of the Committee

Northern Mallee Leaders Inc For the year ended 31 December 2020

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 2020 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:



Justin Nicholas

Chair

NML Inc. Committee of Management



Jay Smith

Chair

NML Inc. Audit, Risk & Governance Committee

Dated: 28 February 2021

Income Statement

Northern Mallee Leaders Inc
For the year ended 31 December 2020

2020
2019
RESTATED
FIGURES
(*NOTE
2)

	2020	2019 RESTATED FIGURES (*NOTE 2)
Income		
Participant Fee	43,253	47,227
Alumni Income	80	666
Funding Received	183,018	165,833
Local Government	15,000	-
Philanthropy	-	30,417
Sponsorships	-	20,000
Events	152	13,206
Workshop	-	10,165
Total Income	241,503	287,514
Other Income		
COVID-19 Government Assistance	37,892	-
Interest Received	511	2,940
Total Other Income	38,403	2,940
Total Income	279,906	290,454
Expenses		
Advertising	5,904	8,725
Alumni	491	8,761
Bank Charges	59	290
Depreciation	195	325
Dues & Subscriptions	1,108	1,829
Employee Expenses	174,035	178,764
Entertainment	329	-
Events COGS	10,010	15,869
Insurance	2,288	3,438
Miscellaneous	-	5
Office Expense	1,861	12,596
Professional Fees	11,584	31,320
Program Expenses	29,752	41,624
Staff Expenses	-	2,213
Telephone & Internet	1,773	3,271
Rent	-	10,000
Workshop Expenses	-	8,182
Total Expenses	239,389	327,212
Net Surplus/(Deficit) for the year	40,516	(36,758)

Statement of Financial Position

Northern Mallee Leaders Inc

As at 31 December 2020

	NOTES	31 DEC 2020	31 DEC 2019
Assets			
Current Assets			
Cash and Cash Equivalents	3	208,358.53	132,425.82
Trade and Other Receivables	4	-	3,300.00
Total Current Assets		208,358.53	135,725.82
Non-Current Assets			
Property, Plant and Equipment	5	292.46	487.44
Total Non-Current Assets		292.46	487.44
Total Assets		208,650.99	136,213.26
Liabilities			
Current Liabilities			
Trade and Other Payables	6	6,793.56	8,063.42
Other Financial Liabilities	7	2,724.10	4,636.42
Employee Benefits Liabilities	8	12,602.39	8,870.31
Accrued Expenditure		31,371.50	-
Total Current Liabilities		53,491.55	21,570.15
Total Liabilities		53,491.55	21,570.15
Net Assets		155,159.44	114,643.11
Members' Fund			
Retained Earnings		155,159.44	114,643.11
Total Members' Fund		155,159.44	114,643.11

Statement of Changes in Equity

Northern Mallee Leaders Inc
For the year ended 31 December 2020

	2020	2019
Equity		
Opening Balance	114,643.11	151,401.18
Surplus (Deficit)	40,516.33	(36,758.07)
Total Equity	155,159.44	114,643.11

Statement of Cash Flows

Northern Mallee Leaders Inc For the year ended 31 December 2020

	2020	2019
Operating Activities		
Receipts From Government Grants	234,321.20	176,475.20
Receipts From Customers	71,729.75	181,241.71
Payments to Suppliers and Employees	(245,799.32)	(333,410.78)
Interest received	510.52	2,939.87
Movement From Other Operating Activities	15,855.61	(82,427.12)
Net Cash Flows from Operating Activities*	76,617.76	(55,181.12)
Net Cash Flows		
	76,617.76	(55,181.12)
Cash and Cash Equivalents		
Cash and cash equivalents at beginning of period	131,289.40	186,470.52
Net change in cash for period	76,617.76	(55,181.12)
Cash and cash equivalents at end of period*	207,907.16	131,289.40

***Note 13 - Cash Flow Information**

Notes to the Financial Statements

Northern Mallee Leaders Inc For the year ended 31 December 2020

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.

Income Tax

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

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.

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.

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.

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.

These notes should be read in conjunction with the attached compilation report.

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the Association is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the 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 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.

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.

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 Association 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.

These notes should be read in conjunction with the attached compilation report.

Comparative figures

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

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

Critical accounting estimates and judgements

The Association evaluates estimates and judgements 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 December 2021.

Revenue Recognition

Revenue from the sale of goods is recognised upon the delivery of goods to customers.

Revenue from the rendering of services is recognised upon the delivery of the services to customers.

Revenue from commissions is recognised upon delivery of services to customers.

Revenue from interest is recognised using the effective interest rate method.

Revenue from dividends is recognised when the entity has a right to receive the dividend.

All revenue is stated net of the amount of goods and services tax (GST).

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 2020.

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	<p>AASB 16:</p> <ul style="list-style-type: none"> -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. 	<p>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.</p> <p>This impact has yet to be formally assessed by the Association.</p>

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.

These notes should be read in conjunction with the attached compilation report.

2. Change in Accounting Policy

For the 2019 financial year income was accounted for when the invoice was raised or when the money was received. For the 2020 financial year these financial reports have been prepared while accounting for income in the year in which the corresponding project will be held. This change was done to provide more reliable and relevant information for year end and budgeting purposes.

This change in policy has resulted in a material adjustment on the financial reports presented for the year ended 30 June 2019. Retrospective application of the accounting policy has resulted in the following adjustments for the 2020 period.

	Original 2019	Change in Accounting Policy Adjustment	Restated 2019
Income Statement (Extract)			
Participant Fee	6,577	40,650	47,227
Funding Received	163,582	2,251	165,833
Philanthropy	22,687	7,730	30,417
	192,846	50,631	243,477
Statement of Financial Position (Extract)			
Other Financial Liabilities - Income in Advance	5,751	(2,251)	3,500
	5,751	(2,251)	3,500

2020 2019

3. Cash and Cash Equivalents

Cash at Bank	208,358.53	132,425.82
Total Cash and Cash Equivalents	208,358.53	132,425.82

2020 2019

4. Trade and Other Receivables

Current		
Accounts Receivable	-	3,300.00
Total Current	-	3,300.00
Total Trade and Other Receivables	-	3,300.00

2020 2019

5. Property Plant and Equipment

Computer Equipment		
Computer Equipment at Cost	2,256.00	2,256.00
Accumulated Depreciation of Computer Equipment	(1,963.54)	(1,768.56)
Total Computer Equipment	292.46	487.44
Total Property Plant and Equipment	292.46	487.44

These notes should be read in conjunction with the attached compilation report.

	2020	2019
6. Trade and Other Payables		
Current		
Accounts Payable	5,750.35	-
Taxation	(2.86)	7,763.42
Superannuation Payable	1,046.07	300.00
Total Current	6,793.56	8,063.42
Total Trade and Other Payables	6,793.56	8,063.42

	2020	2019
7. Other Financial Liabilities		
Current		
Credit Cards	451.37	1,136.42
Income in Advance	2,272.73	3,500.00
Total Current	2,724.10	4,636.42
Total Other Financial Liabilities	2,724.10	4,636.42

	2020	2019
8. Employee Benefits Liabilities		
Payroll Clearing	(1,792.89)	(5,282.36)
Provision for Leave Entitlements	14,395.28	14,152.67
Total Employee Benefits Liabilities	12,602.39	8,870.31

9. Contingent Liabilities

At the signing of this report the Committee was unaware of any liability, contingent or otherwise, which has not already been recorded elsewhere in this financial report.

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 December 2021.

11. Events Subsequent To Reporting Date

No matters or circumstances have arisen since the end of the reporting period which significantly affected or may significantly affect the operation of the Committee, the results of those operations, or the state of affairs of the Committee in future financial years.

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.

These notes should be read in conjunction with the attached compilation report.

	2020	2019
13. Cash Flow Information		
Reconciliation of Cash and Cash Equivalents		
Cash at bank	208,358.53	132,425.82
Credit Cards	(451.37)	(1,136.42)
Total Reconciliation of Cash and Cash Equivalents	207,907.16	131,289.40
Reconciliation of Net Cash Flow for Operating Activities		
Net surplus/(deficit) for the year		
Current Year Earnings	40,516.33	(36,758.07)
Non-cash flows in operating profit		
Depreciation	194.98	324.96
Changes in Assets & Liabilities		
(Increase)/Decrease in receivables	3,300.00	55,765.00
Increase/(Decrease) in creditors and accruals	28,874.37	(68,085.86)
Increase/(Decrease) in employee entitlements	3,732.08	(5,673.81)
Net Cash Flows from Operating Activities	76,617.76	(54,427.78)

14. Association Details

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

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