



Australian
Rural Leadership
Foundation



ANNUAL
REPORT

2019-20

Even though I'd started my business and I sit on local health committees, I was still seeking the skills and connections to know what leadership was. I guess I was really searching for something to help me test my own skills and connect with other people that were also thinking that way – and I absolutely found it with the Leadership for our Regions program.

May Chi - Psychologist, Hervey Bay Qld



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**Australian Rural
Leadership Foundation Limited**

ABN 80 056 874 787

Patron-in-Chief His Excellency General the Honourable David
Hurley AC DSC (Retd)

Patron Emeritus General the Honourable Sir Peter Cosgrove
AV CVO MC (Retd)

Patrons Mr Tim Fairfax AC, Professor Colleen Hayward AM
and Mr Andrew Robb AO

Auditors RSM Australia
Bank National Australia Bank

Solicitors Griffin Legal

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Cover image:
Nathan Adams is Managing Director of Five
Star Abalone and is based in Augusta WA.
Nathan is an ARLP Fellow from Course
24 and was photographed by Denmark
storyteller Nic Duncan @nic_duncs

We acknowledge the traditional custodians
of all the lands on which we meet, work
and live and recognise that this land has
always been and will always be Aboriginal
and Torres Strait Islander land.



Now, more than ever, we need leaders at all levels of our society. From the Coronavirus pandemic to devastating fires, extended periods of drought and other natural disasters, we are grappling with a significant challenge. Effective, collaborative, and innovative leadership at a local level is a key part to how we respond – particularly in regional areas. I am passionate about rural Australia – the local communities that define so much of our national identity – and look forward to working closely with the Australian Rural Leadership Foundation over the course of my term.

ARLF Patron-in-Chief, His Excellency General the Honourable David Hurley AC DSC (Retd)

ABOUT ARLF

VISION

Thriving rural, regional and remote communities strengthening Australia and our region

PURPOSE

To foster and exercise leadership for positive impact

APPROACH

Experiential learning to create a catalyst for individuals and groups to build behavioural intelligence and a framework to act adaptively and collectively

VALUES

- To **engage** a diversity of views, perceptions, and backgrounds
- To **challenge** entrenched ideas
- To **foster** collaboration and act beyond self

The Australian Rural Leadership Foundation (ARLF) develops courageous and authentic leadership to support thriving rural and regional communities.

Established nearly 30 years ago, we are an independent, not-for-profit organisation with both a national and international footprint that partners with industry, community, philanthropy, corporates and government to realise our purpose.

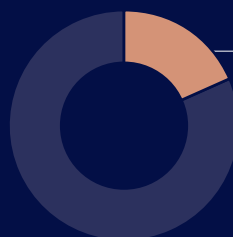
ARLF leadership programs and initiatives focus on developing diverse perspectives and ideas to enrich problem solving, innovation and collaboration.

We are committed to diversity and inclusion, to challenging entrenched ideas and approaches and believe in the growth of dynamic social networks to influence change for positive impact.



1620

GRADUATES SINCE INCEPTION



299

GRADUATES SINCE INCEPTION IDENTIFYING AS INDIGENOUS AUSTRALIANS

I am incredibly privileged to be the first recipient of the Alumni Sponsorship. I neither represent any one given industry nor do I fall within the majority. I am simply unable to place a value on the sense of belonging and validation this sponsorship created for me as a valuable and competent leader in rural Australia.

Yola Bakker,
Artist and advocate WA



The program has given me the unique opportunity to participate, practice and develop my leadership skills in different contexts and within real-life experiences.

Wade Dabinett,
Business Partner SA



A literal life changing experience. The professional and personal development gained over the first week session left me broken down and built back up a much better leader.

Luke Pearce,
Business Bank Associate WA



It's always about connections. You walk away from a program like this having connected with people you would never have met in your everyday context, and you take away techniques to help you take action.

Jasmine Meagher,
Business Owner WA



My tolerance is somewhere it simply didn't exist before. That has an exponential flow on impact to the people around me, how I lead, how I choose to work alongside other leaders.

Darren Everard,
Deputy Mayor QLD



Self-doubts prevented me from taking on opportunities. The program gave me the confidence to feel comfortable with my achievements.

Mandy Johnston,
Accumulations Products and Services Manager WA



Milparanga is life-changing and importantly, it's a culturally safe experience.

Quentin Veave,
Blak Impact Associate NSW



As community leaders we've got something that is enduring now, and I didn't think I would be part of something like that. I've gained so much personally from that bond and knowing that if it's work related or community related – I can call them and have a conversation.

Scott Rowe,
Director of Regional Development QLD

The program offered a unique opportunity for cross-sector collaboration, putting us face-to-face with people who brought very different perspectives and experience. This type of collaboration is essential for our region as we work to become more sustainable, to update aged systems, and to become truly connected.

Nakita Kitson,
Teacher WA



When I go into a community now, I don't go in thinking that I know what needs to be done just because I'm an Aboriginal person. I learnt that you speak as an Aboriginal person, not on behalf of Aboriginal people.

Emma Hickey,
Aboriginal Customer Advisory
Officer NSW



The program allowed us to identify what was holding us back and gave us mechanisms to deal with those things. It makes you resilient, humble, authentic and forgiving.

Richard Simonaitis,
Chief Executive Officer WA



You don't use the lessons and skills gained all at once, you tuck them away to use later. You can refer to the experiences and learnings years afterwards.

Brianna Peake,
General Manager WA



I have been very well guided towards a shared vision of a stronger rural Australia and I no longer hesitate to speak up and be part of the change.

Debbie Dowden,
Pastoralist WA



The experiences were so intense and unique that I will continuously reflect on what I have learnt and continue to draw on those learnings into the future.

Tiani Cook,
Microenterprise Development
Manager NT



The ability to harness a network of alumni with a shared experience will create immense opportunities in both a professional and personal capacity.

Pieter Badenhorst,
Senior Research Scientist VIC



The program gave me the opportunity to form purposeful and meaningful relationships with likeminded people from all over the country.

Grant Cameron,
Program Manager NSW

THE YEAR IN REVIEW

It is with great pleasure that we jointly present the Australian Rural Leadership Foundation (ARLF) Annual Report. The ARLF has more than doubled in size since 2014, and our intent in 2019/20 was for further steady growth, expanding our impact and growing our partnerships toward our vision of thriving rural, regional and remote communities strengthening Australia and our region.

Over the last financial year, the ARLF has drawn strength from its staff and the continued support of the Board. We know how important it is to invest in our organisational capability to maximise the impact of our work across rural, regional and remote Australia.

Our achievements for this year include:

- Our alumni expanding into an even more influential network of people with 126 leaders embracing the leadership challenge and graduating from ARLP C25, Leadership for our Regions Wide Bay Burnett, Milparanga 6.1 and 6.2, National Farmers' Federation 2030 Leaders Program, Torres Strait Women's Leadership Program, Torres Strait Young Leaders Program and TRAIL Emerging Leaders Program.
- Updating our constitution to reflect contemporary governance and to align with the Australian Charities and Not for Profit Commission.
- Exploring innovative ways to create environments for genuine connection and learning in response to COVID-19. This was important within our staff team and for our participant groups. We adapted quickly to this disruption, using the time to review our curriculum and evaluation frameworks and further our experiential approach and delivery through multiple mediums both online and within geographical clusters. With programs suspended from March - June 2020 we used this time to ensure our program relaunch included our ability to adapt to a range of scenarios.
- Maintaining a balanced Board; appropriate size and good mixture of abilities, knowledge and experience in finance, fundraising and governance.
- Celebrating rural and regional leadership at our annual Gala in October 2019 which was well supported by alumni, sponsors, donors and partners. Earlier on this day, as a part of the graduation for ARLP 25, Fellow Cathy McGowan AO delivered the John Allwright Memorial Oration with a call to action for those attending to stand as representatives on all stages.
- Delivering a popular, virtual webinar series to engage with alumni during COVID-19. Topics included *Leading through Crisis*, *Leading with Resilience and Doing Leadership Differently*, featuring alumni panelists and advocates for rural and regional Australia.
- Welcoming His Excellency General the Honourable David Hurley AC DSC (Retd) Governor-General of the Commonwealth of Australia as Patron-in-Chief. We look forward to his contribution and support.
- Developing a pilot mentoring program for the National Farmers' Federation to support graduates of the 2030 Leaders' Program. This was an initiative of the group and we were delighted to support their ongoing leadership development.
- Delivering successful fundraising initiatives that saw an increase in philanthropic support and donations despite the hardships many were dealing with including the ravages of drought, bushfires and floods.
- Welcoming new funders to our partner family including the H V McKay Charitable Trust, Minderoo Foundation, Minerals Council of Australia and WA Government Department of Primary Industries and Regional Development.
- Discipline in building a reserve sufficient to cover ongoing operating costs which has proved prudent and underpins the future viability of the Foundation's work in developing rural, regional and remote leadership. The continued support of our partners and sponsors, and most notably Tim and Gina Fairfax, meant that we were able to weather the storm and remain in a healthy operating position.
- Collaborating with organisations with shared goals including the Foundation of Rural and Regional Renewal (FRRR), the Regional Australia Institute (RAI) and Regional Opportunities Australia (ROA).

- Delivering the pilot of Leadership for our Regions, a place-based leadership development program in Wide Bay Burnett, Queensland. This program was funded by the Australian Government's Department of Infrastructure, Transport, Regional Development and Communications and was delivered in partnership with the Regional Australia Institute.
- Expanding our staff footprint from Australian Capital Territory and Queensland to include Victoria, and Western Australia. Staff relocations and a desire to recruit the best talent for roles (regardless of location) ensures we can build relationships on the ground in many states and territories across Australia.
- Formalising a valuable network of ARLF Associates who bring specialist skills and connections to how we plan and deliver programs and initiatives.
- Continuing engagement with leadership development practitioners nationally and internationally to amplify the practice of leadership development. These valuable connections include the Australasian Facilitator's Network, International Association of Programs for Agricultural Leadership, the Leadership Learning Community and The Leadership Network.
- Improved our systems and processes including migration of files to SharePoint and Teams which was planned prior to COVID and meant we were able to adapt quickly to remote working. Other improvements include transitioning to a project management approach to program delivery, and a new online booking system to engage alumni in ARLP interviews. A staff systems audit was also completed to identify areas for improvement in our operational delivery.
- Deepening our international connections, particularly in Indonesia where five ARLP cohorts over five years have been immersed in leadership through a different cultural and geopolitical lens. These relationships continue to be important as we share leadership challenges and the opportunity for our two countries to strengthen ties in a changing global context. An exciting exploration of Vietnam also commenced and has since been put on hold due to COVID-19.

Regrettably, our proposal for a Centre for Regional Leadership (CRL), developed in 2018, was unsuccessful in attracting sufficient funding during 2019/20. The concept reflected our desire to grow the ARLF's work beyond leadership development to include leadership excellence and action initiatives. We remain committed to strengthening our impact and are continuing conversations with our alumni and broader networks to identify potential leadership action initiatives.

The ARLF is well placed to pursue a new approach - one that combines deep community engagement with capability development, scenario planning and entrepreneurialism within the framework of leadership.

Finally, we extend our thanks to our team for their dedication, adaptability, and good humour in what has been a very challenging year. This includes our current team and team members who have moved on to opportunities elsewhere including Anna Bewley, Naomi Browne, Graeme Hincksman, Tammy Hunter, Laura Kingi, Amanda Ryall and Kellie Sydlarczuk.

We look forward to working with the many people who have a stake in the future of rural, regional and remote Australia. We will be adaptable in the face of change, resilient in a time of great complexity and support others to act for the greater good.



Michael Carroll
Chair



Matt Linnegar
Chief Executive

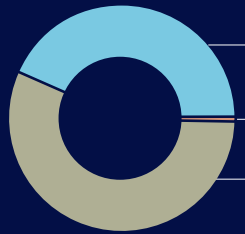
OUR COLLECTIVE IMPACT

ARLF GRADUATES 2019-20



119

GRADUATES ACROSS
8 PROGRAMS

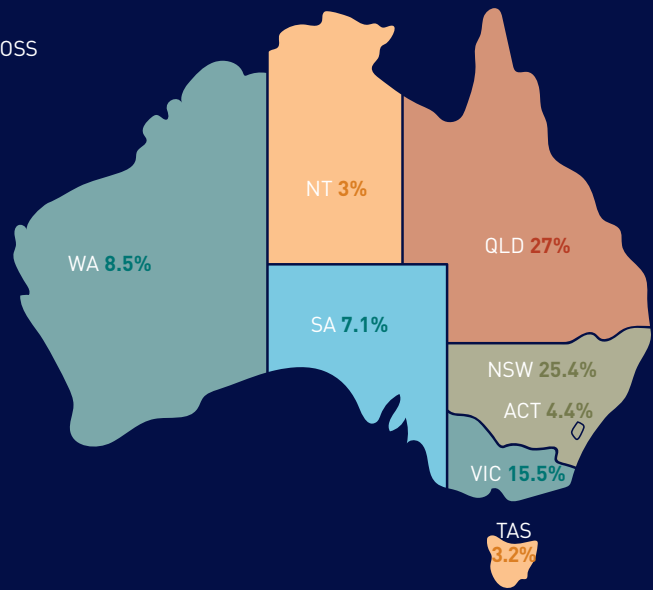


FEMALE
43.5%

NOT DISCLOSED
0.1%

MALE
56.4%

GRADUATE LOCATIONS



GRADUATE ENGAGEMENTS



GALA DINNER,
CANBERRA **225**

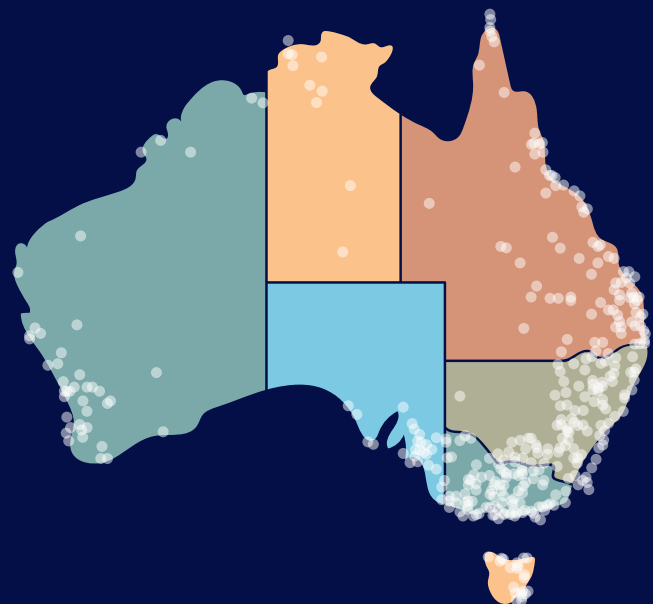
EKKA LUNCHEON,
BRISBANE **80**

ARLP FELLOWS
ON COURSE 27
INTERVIEW PANELS **35**

ALUMNI PARTICIPATING IN
PROGRAM SESSIONS **27**

WEBINAR REGISTRATIONS **300+**

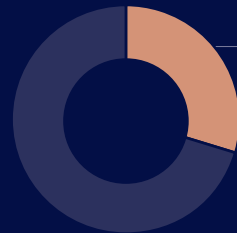
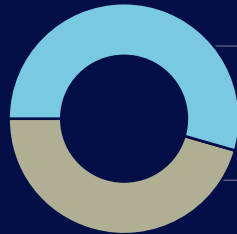
ALL GRADUATES MAP



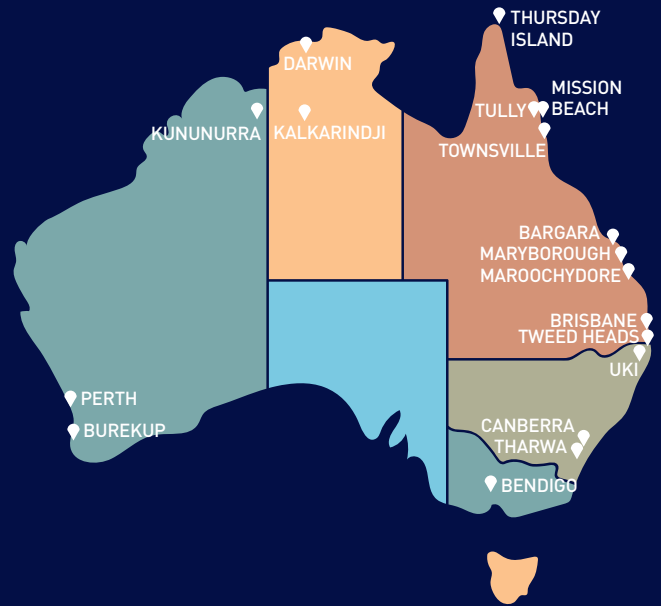
ARLF PARTICIPANTS 2019-20



234
PARTICIPANTS
ACROSS
14 PROGRAMS

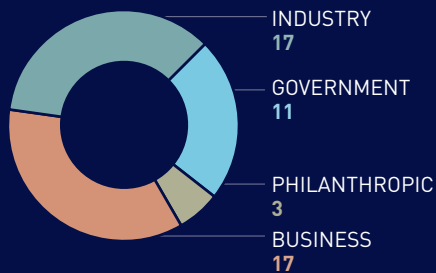


SESSION LOCATIONS



FUNDERS 2019-20

FUNDERS



FUNDERS BY INDUSTRY SECTOR



ARTS AND CULTURE 1



NOT-FOR-PROFIT 3



EDUCATION AND TRAINING 1



MANUFACTURING/ PROCESSING 2



FINANCIAL AND INSURANCE SERVICES 5



TELECOMMUNICATIONS AND MEDIA 1



FOOD FIBRE AND FORESTRY 22



HEALTH CARE AND SOCIAL ASSISTANCE 1



PUBLIC ADMINISTRATION 6



OTHER 6

BUILDING LEADERSHIP CAPABILITY

AUSTRALIAN RURAL LEADERSHIP PROGRAM (ARLP)

The Australian Rural Leadership Program (ARLP) is a 15-month program delivered across five-sessions within Australia and Asia.

In each cohort, approximately 30 leaders are engaged in a series of unique, immersive experiences (delivered in real-world contexts) to develop the adaptive skills to confidently overcome future challenges and act for the greater good of rural and regional Australia.

Course 25

Thirty-five leaders graduated at the end of the fifth and final session in Canberra. The 25th cohort celebrated at an award ceremony, sponsors and partners event and Gala Dinner at the National Arboretum in October 2019.

The week-long final session included experiences ranging from outdoor immersion in the rural setting of Cuppacumbalong Homestead at Tharwa, through to facilitated discussions with federal political representatives at Parliament House.

A highlight was the cohort having access to national leadership resources including leaders of national institutions, government departments and major political parties.

Course 26

Course 26 kicked off the financial year on 1 July in Darwin as 34 leaders from across rural, regional and remote Australia commenced the flagship program. Funding partners and local alumni joined the cohort for an introductory activity before they headed off to Kununurra for a two week immersion on Gooniyandi country.

Session Two was a week-long session focusing on regional development and the surrounding region East of Perth in November 2019. General the Honourable Sir Peter Cosgrove AK CVO MC (Retd) joined the group in their activities and spoke to them and their 'significant others' about leadership. Participant groups also travelled to rural towns for an overnight challenge focussing on selflessness and giving in rural communities.

Session Three saw the cohort come together in Bendigo, after re-locating due to the fire emergency in Gippsland, in February 2020 for a week-long session on regional development.

A highlight for the group was meeting Marnie Baker, Managing Director of Bendigo and Adelaide Bank. Marnie presented at the session, then later in the week attended a play by the group at a local theatre.

Meet our graduates, go to: <http://rural-leaders.org.au/our-leaders/arl-graduates/>





Being more focused on being a leader is what's changed for me. One of my main goals was to become a manager one day, whether here or somewhere else. The leadership program has definitely made me look at things in a different way. I did think of myself as a leader before, but I didn't have the confidence to lead. Attending the program has given me a real boost.

Suane Sands, Milparanga 2020 participant.

After 11 years working for Queensland Health, Suanne was employed by the National Centre of Indigenous Excellence in Redfern, Sydney, as Events Coordinator in 2019, and she has recently accepted a new role as the Work Health and Safety Business Partner.

Photo: Alex Vaughan

MILPARANGA

Milparanga provides a platform for Aboriginal and Torres Strait Islander peoples to engage in powerful and authentic conversations within a supportive space, to challenge their assumptions, consider diverse perspectives and lead future dialogue in their home, workplace and community.

Each program is held across 11 days and two sessions, in a location which holds significance in terms of leadership to Indigenous peoples.



TRAIL

TRAIL is a cross-sectoral, challenge-based leadership program for Australia's emerging rural leaders. The eight-day program includes a four-day outdoor leadership experience, along with numerous workshops and panel sessions aimed at building and developing early leadership skills. In its 11th year, the 2019 program was conducted for the first time in south-east Queensland and brought together

eleven participants from different occupations, communities and backgrounds to expand their leadership skills.

Two new industries, egg producers and strawberry growers, funded other emerging leaders supported by the Goat Industry Council of Australia, Australian Lot Feeders' Association, Food & Fibre Gippsland, Cotton Australia and Australian Pork.



AGRIBUSINESS LEADERSHIP PROGRAM

Thirteen agricultural leaders participated in Session 1 of the Australian Agribusiness Leadership Program in February 2020. Using a new outdoor experiential partner, the group travelled to the mountains behind Murwillumbah NSW for three days. Participants were challenged to develop their understanding of self, systems and others and to modify behaviours through walking, camping and kayaking in difficult conditions, including three days of relentless rain.

John Lloyd, agribusiness NED and former Chief Executive Officer of Horticulture Innovation Australia Limited, and Matt Linnegar worked with the group after the outdoor experiential, challenging the group to question perceptions of national leadership in agribusiness.

The group met three times online between sessions to discuss and support each other especially in leading staff teams through the challenges of Covid-19.



TORRES STRAIT WOMEN'S LEADERSHIP PROGRAM

Nine women graduated from the Torres Strait Women's Leadership Program in October 2019. Three sessions were held across 12 days in July, September and October. Learning opportunities centered around Awareness of Self as a Leader, Influence and Active Participation in Community and Regional Leadership.

Now in its seventh year, this program is a partnership with the Torres Strait Regional Authority to develop the governance and advocacy capacity of women in the Torres Strait. 48 women have completed this program since inception.



TORRES STRAIT YOUNG LEADERS' PROGRAM

Seven young leaders graduated from the Torres Strait Young Leaders Program in March 2020, after an eight-day leadership experience in Canberra. This program included an outdoor component delivered in partnership with Outward Bound.

Conducted every year since since 2010, a feature of this year's program was the significance placed on developing individual leadership project plans. . Participants presented their project ideas to a panel which led to discussions about the advocacy and implementation of projects in the Torres Strait.



Another highlight was a presentation by ARLF Associate and Fellow Michelle Deshong on the political history of Australia and how to lead with influence when presenting to local council members.



14

My experience at the 2030LP was so transformative, in such an alarmingly personal manner, that I am simply not the same person that I was before I started. The goals I had before the program remain, but the way in which I approach them from here onward will be entirely different. The 2030LP invigorated my desire to chase a better version of myself, as I have learnt that the implications of self-improvement can be far-reaching and meaningful, particularly now that the ARLF has equipped me with the tools I needed to communicate and inspire.

Joanna Treasure, Farmer NSW

NATIONAL FARMERS' FEDERATION 2030 LEADERS PROGRAM (2030LP)

Eleven agricultural leaders graduated from the National Farmers' Federation (NFF) 2030 Leaders Program in October 2019. This program was an initiative of NFF, designed and delivered by ARLF to support the 2030 Policy Roadmap.

Participants engaged in a range of activities and opportunities to develop greater awareness of self and others, explore ways of being adaptive and agile in leadership, and how to deliver authentic leadership within teams, organisations broader industries and sectors. Participants also utilised their time on the program to gain greater understanding of the shared leadership challenges and opportunities faced by the agricultural sector in Australia.

Highlights included engaging with the 2018 graduates and attending the NFF Leadership Summit, 40th Anniversary Gala Dinner at Parliament House and the ARLF gala dinner.





LEADERSHIP FOR OUR REGIONS

The Leadership for our Regions program was developed by the ARLF in partnership with the Regional Australia Institute (RAI) through funding from the Department of Infrastructure, Transport, Regional Development and Communications.

The place-based program was delivered in two regions over eight days per program.

Program 1 – Wide Bay Burnett Region, Queensland (August and October 2019)

Program 2 – South West, Western Australia (February and October* 2020)

*Originally planned in May but delayed due to COVID-19

The objectives of program were to:

- Develop participants' knowledge and skills for economic leadership and their individual and collective capacity to influence respectfully through a deeper understanding of self and others
- Build frameworks and action plans for a collaborative approach to economic leadership in regional Australia
- Provide an evidence-based approach to regional economic development

Every person on the program was attempting to solve the exact same problems, just from a different angle, and that realisation was huge for me. It has changed the way I view a lot of fellow leaders and I've allowed myself to now model my own leadership on theirs.

Previously I didn't have the confidence to do that, or the knowledge of how to be a practical leader for the young people I work with every day.

Tanya, CEO Harvey Bay Neighbourhood Centre, Wide Bay Burnett Graduate, Leadership for our Regions



OUR BOARD



MIKE CARROLL - CHAIR

Mike joined the ARLF board in November 2015 and was appointed Chair in March 2016. With more than 25 years' experience in food and agribusiness Mike is also a director of Select Harvests, Paraway Pastoral Company, Rural Funds Management and Viridis Ag.



SYLVIA ADMANS

Sylvia is a Fellow of ARLP Course 11, Director of the Inner North Community Foundation and has worked in the philanthropic sector since 1999, most recently as CEO of The R E Ross Trust from 2011 until 2018. She led a transformative process founded on organisational strengths that has enhanced the Trust's capability and reputation.



MARGAUX BEAUCHAMP

Margaux's expertise is advising on food and agribusiness divestments, acquisitions, IPOs, takeovers, and takeover defence mandates. Margaux leads BDO Brisbane's Food and Agribusiness Sector Group. Margaux is a non-executive Director of Lake Woods Holdings Pty Ltd and Mulgowie Fresh Pty Ltd.



ANNA CARR

Fellow of ARLP Course 20, Dr Anna Carr was elected to the Foundation Board at the 2015 AGM. Anna coaches emerging leaders, independents and 'creatives' reflecting on future contributions to their sector/community. She is also a consultant and facilitator of Australian futures for society, technology and environment.



IAN CROOK

Ian Crook joined the Foundation Board in 2013, bringing experience in agriculture, research and marketing. With

a Bachelor of Agricultural Science from Sydney University, a Masters in Agriculture from the University of Melbourne Ian is also a Graduate of the Officer Training Unit Scheyville. Ian completed the Australian Rural Leadership Program in 2000 as a part of Course 6 and retired from the Board in November 2019.



ROB DULHANTY

Rob joined the Foundation Board in November 2015 bringing extensive experience in leadership and advisory roles. From 2011-2018, Rob was Chair of Landcare New South Wales, and is Manager at Nant Pastoral Co Pty Ltd. Rob's Landcare roots extend back to his roles as Vice-Chairman and a Founding member of Landcare NSW, from 2006-2011.



MELISSA FLETCHER

Melissa is a Kamilaroi woman from Moree now residing in Dubbo in NSW and is a graduate from Course 18 of the Australian Rural Leadership Program. Melissa is the CEO of Fletcher International Exports Pty. Ltd. Melissa has previously served as a Director of the Albany Port Authority, General Manager of Fletcher International, WA and as Indigenous Liaison at St Patricks Senior College in Mackay, Qld.



RICK SAWERS

An experienced Company Director in Financial Services and Trade, leadership, and education sectors Rick joined the Foundation Board in March 2016. He has held a range of senior executive roles, for major Australian Banks. Rick is Deputy Chairman and Chair of the Audit and Risk Committee of Export Finance Australia. Previous board roles include Chairman of the Great Western Bancorp USA, Executive Director of Clydesdale Bank UK (now Virgin Money plc) and Chairman of Australian Financial Markets Association.

To see full biographies of all ARLF board members visit:
<http://rural-leaders.org.au/about-us/ourpeople/our-board/>

OUR PEOPLE

Chief Executive and Company Secretary	Matt Linnegar
Director, Partnerships	Philippa Woodhill
Director of Learning	Andrea Hogg Graeme Hincksman (to March 2020)
Manager, Finance	David Brouwer
Manager, Leadership Programs	Charlie Morrice
Manager, Leadership Programs	Lockie McDonald
Manager, Leadership Programs	Graham Smith (to December 2019)
Coordinator, Leadership Programs	Jacqui Bond
Coordinator, Leadership Programs	Amanda Ryall (to March 2020)
Coordinator, Leadership Programs	Emily Pillow
Coordinator, Leadership Programs	Naomi Browne (to July 2019) Tammy Hunter (November 2019 - June 2020)
Manager, Partnerships	Matilda Ferguson
Development Manager Philanthropy	Vivienne Johnson
Milparanga Engagement Officer	Laura Kingi (to September 2019)
Manager, Communications	Karen Freer Anna Bewley (to December 2019)
Program Development Support	Graham Smith
Coordinator, Business Support	Annette McCarthy
Data Services Officer/Program Coordinator	Fiona Humphris
Coordinator, Network Engagement	Kellie Sydlarczuk (to June 2020)
Bookkeeper	Stacey Pyke

PATRONS

Patron-in-Chief	General the Honourable Sir Peter Cosgrove AV CVO MC (Retd)	July 2016 - June 2019
	His Excellency General the Honourable David Hurley AC DSC (Retd)	March 2020 - current
Patron Emeritus	General the Honourable Sir Peter Cosgrove AK AC (MIL) CVO MC (Retd)	March 2020 - current
Patron	Mr Tim Fairfax AC	
Patron	Professor Colleen Hayward AM	
Patron	The Hon Andrew Robb AO	

ASSOCIATES

Susan Benedyka	Michelle Deshong	Zoe Routh
Leith Bouilly	Russell Fisher	Waverley Stanley
Stephen Brown	Scott Gorringer	Ali Wass
Steven Colman	Karim Haddad	Jennifer Wressell

THANKS TO OUR PARTNERS

Despite the challenges of 2020, we are extremely grateful for the unwavering commitment of our funding partners, and the broader network. Working with over 60 organisations across diverse sectors sharing our desire to build leadership capability for rural, regional and remote Australia, we are confident in our ability to contribute to thriving communities and regions into the future.

It is important to acknowledge the enduring support of organisations that have shared our vision over our 28 years, such as AgriFutures Australia; Auscott Limited; Australian Government Department of Agriculture, Water and the Environment; Cotton Research and Development Corporation; Elders Limited; Fisheries Research and Development Corporation; Grains Research and Development Corporation; NSW Department of Primary Industries; and the wool, pork, red meat and rice industries.

Those who have more recently joined ARLF including, Australian Government Department of Education; Minerals Council of Australia and WA Department of Primary Industries and Regional Development — provide support that is equally valued.

Multi-year agreements with our funding partners are also incredibly valuable enabling us to future proof our programs and plan with certainty. These conversations will be important as we

work to both steward and attract mutually beneficial collaborations.

Many of our partners joined us in Darwin for the commencement of the Australian Rural Leadership Program (ARLP), at the beginning of the 2019 financial year. This provided the opportunity for them to engage with the cohort, meet their scholarship recipient and work with our team to collaborate and explore opportunities to better leverage their investment in leadership development.

Our partners also joined the ARLF team and alumni at events including a special luncheon at the Brisbane Ekka and our Gala dinner at the National Arboretum in Canberra. They also participated in the webinar series hosted by ARLF in early 2020. We are grateful to our partners for this ongoing engagement.

While programs were on hold due to Covid-19, from March 2020, the ARLF team worked to refine an evaluation framework that when implemented can capture our impact and return on investment so critical to future success. We look forward to implementing our framework, including dedicated resources to translate our data, diversity and dialogues into stories we can share.

ARLP Fellow Corrine Butler
with program sponsor,
Mark Ashburn, Prime Super



Thanks to all our 2019-2020 partners who fund scholarships, commission programs and collaborate with us including:

Agriculture Victoria
 AgriFutures Australia
 Auscott Limited
 CBRE
 Cotton Australia
 Cotton Research & Development Corporation
 Australia Council for the Arts
 Australian Government Department of Agriculture,
 Water and the Environment
 Australian Government Department of Education
 Australian Government Department of
 Infrastructure, Transport, Regional
 Development and Communications
 Australian Government Department of Health
 Australian Live Export Corporation
 Australian Lot Feeders' Association
 Australian Meat Processor Corporation
 Australian Pork Limited
 Australian Wool Innovation
 Consolidated Pastoral Company
 Cooperative Bulk Handling Ltd
 Dairy Australia
 Elders Limited
 Fisheries Research & Development Corporation
 Fletchers International Exports

Goat Industry Council of Australia
 Grains Research & Development
 Corporation
 Indigenous Land & Sea Corporation
 InterGrain
 James Cook University
 KPMG Australia
 Macquarie Agricultural Funds Management
 Meat & Livestock Australia
 Minerals Council of Australia
 National Australia Bank
 National Indigenous Australians Agency
 National Farmers Federation
 NSW Department of Primary Industries
 NSW Local Land Services
 NSW Stud Merino Breeders
 NuFarm Australia Limited
 Paraway Pastoral Co
 Prime Super
 Ricegrowers Association of Australia Inc
 Regional Australia Institute
 Rimfire Resources
 Telstra Corporation
 Torres Strait Regional Authority
 WA Department of Primary Industries and
 Regional Development
 Westpac Banking Corporation
 Woolworths Limited

The programs the ARLF provide play an important role in developing leaders in rural and regional communities. So often we meet members and businesses who have benefited from ARLF courses and events. The alumni leaders are capable, passionate and engaging. We see this as a formidable and growing asset of ARLF and association with your brand contributes to our success.

Prime Super, ARLF Partner

THANKS TO OUR DONORS

This past year, more than any other in our 28-year history, we have relied on the support of generous individuals, businesses, government and philanthropic foundations to pursue our mission. As we continue to adapt and respond to our new operating environment, we are truly grateful for their generosity. In particular we acknowledge the philanthropy of Tim Fairfax AC and Gina Fairfax. Their support in the midst of COVID-19, in addition to that provided by the Tim Fairfax Family Foundation, had a profound impact.

As not for profits and philanthropists alike responded to the challenges of the pandemic,

we valued the commitment of long-term supporters such as the Thyne Reid Foundation which has funded ARLP scholarships since 2013. This year, at our invitation, Thyne Reid Foundation broadened its support to include the Milparanga leadership program for Aboriginal and Torres Strait Islander people.

We were pleased to announce Alison Mobbs (ARLP27) as the recipient of the John B. Innovation in Agriculture Scholarship. Alison is the first ARLP participant to be awarded one of five annual scholarships made possible by the John B. Foundation.



Having lived, worked and raised a family on a beef property in Central Queensland I have always been passionate about rural, regional and remote Australia. This has led me to have a long association with the ARLF, beginning in 1999 as a board member and then involved with the Vincent Fairfax Family Foundation (VFFF) and Tim Fairfax Family Foundation (TFFF) which sponsored “untied” scholarships.

In my working life I have come across many alumni and associated with scholarship recipients that the Tim Fairfax Family Foundation has funded. I am always gratified by the transformation of the graduates and the role they are playing to make Rural and Regional Australia a vibrant and exciting place to live and work. This only happens through empowering good leaders in our communities. The ARLF has played an important role in fulfilling this objective.

It is worth noting that this year during COVID-19 and the adjustments we as individuals have had to make, that population is moving out of the major cities to rural and regional towns which is encouraging, as regional areas have so much more to offer, especially for families. We need to ensure foundational infrastructure and services are in place to retain and build momentum in our regional areas. The current circumstances to which many of us live and work has changed and been challenged.

One of the great legacies of the ARLF is the networks that have been established, whereby past graduates can share their knowledge, challenges and rewards, which in the long term will build a better rural and regional Australia as they take on greater leadership roles.

ARLF Patron and Honorary Fellow
Tim Fairfax AC

We also partnered with new funders who wanted to support us in our aim to foster and exercise leadership for positive impact. They included H V McKay Charitable Trust which was established in 1926 by Hugh Victor McKay with a focus on the benefit of rural and regional communities.

Minderoo Foundation joins Thyne Reid Foundation as a co-funder of Milparanga, providing a multi-year grant to support program resourcing. Through its Generation One program, the Minderoo Foundation seeks to create parity with and for Indigenous Australians within one generation.

In a difficult year, despite many in our network dealing with the ravages of drought, bushfires and floods, the number of alumni giving back to the ARLF through donations continued to grow. Our thanks also to those who were unable to donate but sent messages of support. Donating is one of many ways our alumni give back to the ARLF.

We were fortunate to receive in-kind support from the corporate sector including Prime Super who provide office accommodation for our Brisbane staff, in addition to an annual ARLP scholarship; KPMG who hosted two fundraising cocktail functions for the ARLF.

Thanks to all our 2019-2020 philanthropic supporters and donors who included:

Sylvia Admans
Cecily Andersen
Mark Ashburn
John B. Foundation
Pieter Badenhorst
Nadia Baker
Kate Brooks
Susan Brumby
Jacqui Cannon
Anna Carr
Fran Crozier-Durham
Marie Dennis
Jim Donaldson
Debbie Dowden
Darren P Everard
Richard Evison
Tim Fairfax AC & Gina Fairfax
Tim Fairfax Family Foundation
Feed Central Pty Ltd
Tim Ferraro
Dr Piet Filet
Gardiner Dairy Foundation
Bernard AF George
Scott Glasser

Dr B Gursansky
Robert Hadler
Julia Hausler
Deborah Henderson
Rita & Stephan Henggeler
K & P Jacobs
Jennifer Jeffrey
Vivienne Johnson
Paula Johnston
S Jolliffe
Geoff Kent
Ross Kingsland
Bill Kirkwood
Gary Larkins
Matthew Linnegar
Stacey Lugsdin
Lukina Lukin
G & K Lyon
Dermot McKane
H V McKay Charitable Trust
Doug McWilliam
Grant Melrose
Jane Milburn
Mike Mooney
Cat Murray
Frank Oly
V O'Donnell

Andrew O'Sullivan
Rob Patrick
Steve Provins
C & B Rayment
R Robinson
Karen Ronning
Dave Rumbold
Satvinder Sandhu
Rick Sawers
Ross, Edwina, Polly & Theo
Sharrock
Sanjeeta Singh
Ross D Smith
Louise Stock
Anna Straton & Simeon
Morgan
Hon Peter Styles
Mick Swiney
Brendon Thompson
Vivien Thomson AFSM FARLF
Thyne Reid Foundation
Henry & Maria Townsend
Paul Trevethan AM
Hilary Webster
J Wells
John Wilson
Qiuyan Wu

DIRECTORS' REPORT

The Directors of the Australian Rural Leadership Foundation Limited (ARLF) present their report for the financial year ended 30 June 2020.

PRINCIPAL ACTIVITIES

The principal activity of the ARLF during the 2020 financial year was the development and delivery of programs and initiatives that support and develop leadership in, and for regional, rural and remote Australia including:

- Australian Rural Leadership Program (ARLP)
- Milparanga Aboriginal and Torres Strait Islander Leadership Program
- TRAIL for emerging leaders
- Australian Agribusiness Leadership Program
- client-specific courses for particular groups or industries
- the engagement and enhancement of the ARLF's leadership network of graduates and members.

SHORT-TERM AND LONG-TERM OBJECTIVES

The ARLF's short-term objectives is to:

- contribute to public discourse and convene networks for improved outcomes for rural, regional and remote Australia
- deliver high impact leadership initiatives and programs
- improve systems and processes.

The ARLF's long-term objective is to:

- contribute to thriving rural, regional and remote Australian communities through leadership development and strengthen Australia and our region.

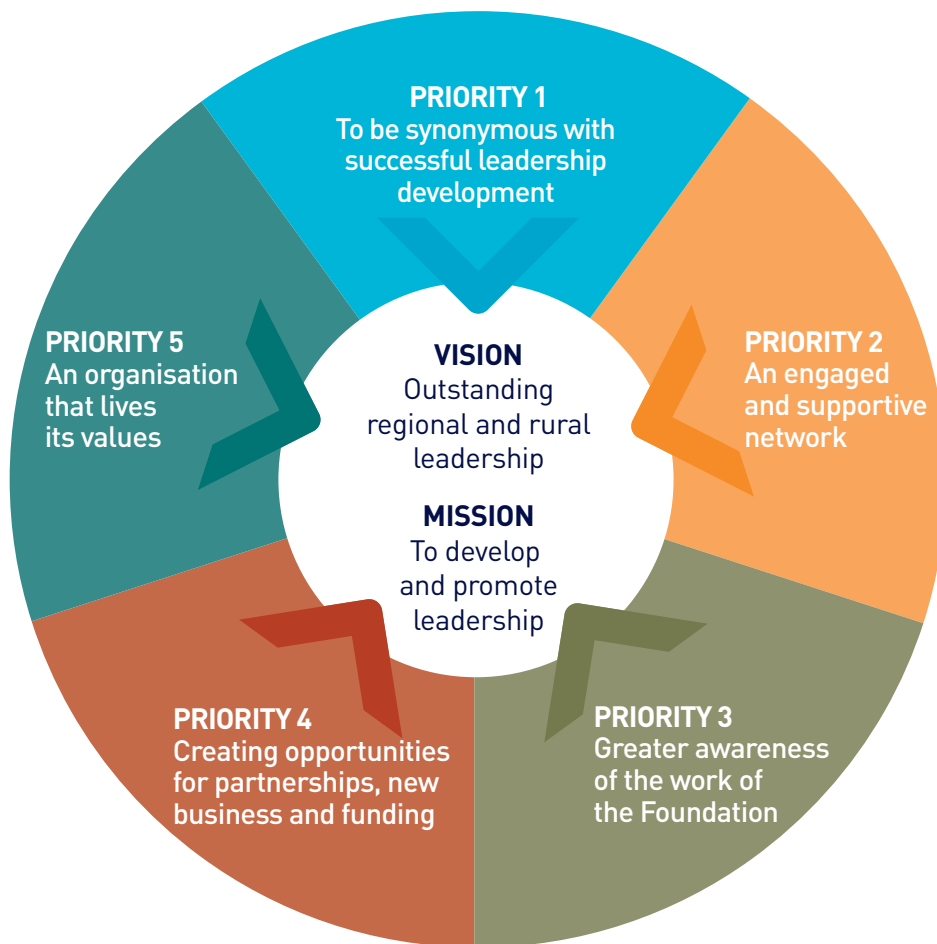
ARLF STRATEGIC PLAN

In March 2020 the Strategy 2020-2021 was adopted, effective immediately in light of a changed global and national context due to COVID-19.



ARLF STRATEGY 2020

The Strategic Plan to February 2020, was a continuation from the 2015-2019 period with the inclusion of the pursuit and proof of concept testing of the Centre for Regional Leadership (CRL). While seed funding was provided for a CRL from the ARLF, co-funding was not secured in the financial year, exacerbated by the advent of COVID-19.



ARLF STRATEGIC PLAN 2015 - 2020

The ARLF has continued to focus on the following priorities:

Priority one involves delivering effective leadership development initiatives; contributing to leadership theory and practice and extending our reach and influence to diverse partners and locations.

Priority two involves interacting with our network as they lead in regional, rural and remote Australia. This includes facilitating ways for our alumni to collaborate with each other and the ARLF, while encouraging reciprocal support from our leaders.

Priority three involves multiple strategies to raise the profile of the ARLF, its work and alumni, and in turn building financial support, new business and applicant interest.

Priority four involves securing strategic partnerships and pursuing new market opportunities. Revenue growth will result from diversified stakeholders and new approaches to fundraising.

Priority five involves a team of staff and Board, committed to enacting the values the ARLF applies to its work.

INFORMATION ON DIRECTORS

During the year the following people served on the board.

Mr Michael Carroll, Chair

B Agric MBA FAICD

Joined the board 4 March 2016

Ms Sylvia Admans, Chair of Fundraising Committee (from Nov 2019)

BA Dip.Lib Grad Dip Executive Management FARLF GAICD

Joined the board 10 May 2019

Ms Margaux Beauchamp

B AgEc (Hons) MCom CA GAICD

Joined the board 9 August 2019

Dr Anna Carr

BA (Hons) MAES PhD FARLF GAICD

Joined the board 18 November 2015

Mr Ian Crook

B AgSc MScAgr FARLF GAICD

Joined the board 15 November 2013

Retired 15 November 2019

Mr Robert Dulhunty, Chair of Nominations and Remuneration Committee (from Nov 2019)

Joined the board 18 November 2015

Ms Melissa Fletcher

FARLF

Joined the board 17 November 2017

Mr Rick Sawers, Chair of Audit and Risk Committee (from Nov 2019)

Dip Inter Trade MA

Joined the board 4 March 2016

The ARLF seeks to maintain a board that is of an appropriate size that collectively has the skills, commitment and knowledge to enable it to discharge its duties effectively and to add value.

During the year, the ARLF held nine Board meetings, four Audit and Risk Committee meetings, three Nominations and Remuneration Committee meetings and three Fundraising Committee meetings.

DIRECTOR	BOARD MEETINGS	AUDIT AND RISK COMMITTEE *	NOMINATIONS AND REMUNERATION COMMITTEE	FUNDRAISING COMMITTEE
Ms Sylvia Admans	8 (9)	-	1 (1)	3 (3)
Ms Margaux Beauchamp	9 (9)	1 (1)	-	-
Dr Anna Carr	9 (9)	1 (1)	3 (3)	2 (2)
Mr Michael Carroll	9 (9)	-	1 (2)	-
Mr Ian Crook	2 (3)	3 (3)	-	1 (2)
Mr Robert Dulhunty	8 (9)	-	3 (3)	3 (3)
Ms Melissa Fletcher	7 (9)	-	-	3 (3)
Mr Rick Sawers	9 (9)	4 (4)	2 (2)	1 (1)
Mr Alex Ramsey* Independent Member	-	4 (4)	-	-

NB: The figure in brackets indicates the number of meetings that Directors were eligible to attend during the 2020 financial year.

DIRECTORS' BENEFITS

During or since the financial year, no director of the ARLF has received, or become entitled to receive, a benefit (other than potential or perceived benefit as disclosed in note 14 (c) related part transactions) by reason of a contract made by the ARLF with the director, or with a firm of which a director is a member or with an entity in which a director has a substantial interest.

INDEMNIFICATION AND INSURANCE OF DIRECTORS AND OFFICERS

During the financial year, the ARLF has paid premiums insuring all the directors and officers of the Foundation against costs incurred in defending proceedings for conduct involving a contravention of sections 182 or 183 of the *Corporations Act 2001*, as permitted by section 199B of the *Corporations Act 2001*.

The total amount of the insurance contract premiums paid was \$5,945 (2019: \$5,805) excluding GST.

CHANGES IN THE STATE OF AFFAIRS

In November 2019, at the 27th Annual General Meeting a new Constitution was adopted by the members. The new constitution is based on a standardised form recommended by the Australian Charities and Not for Profit Commission (ACNC), with amendments necessary to retain important historical inclusions. This required an update to the Board charter and several ARLF policies and procedures.

Drought, bushfires and COVID-19 has caused significant disruption and dissonance for the ARLF and its members. ARLP C26 was forced to change program locations for session 3 due to the Gippsland bushfires. Face-to-face programs were suspended due to the COVID-19 pandemic, with no programs being able to be conducted from mid-March. During the initial response phase, the ARLF contacted all our partners and received an overwhelming response reaffirming their continued support

of future programs and need to support leadership development. Planning for our multi modal program delivery commenced, with programs scheduled for recommencement late in 2020. The ARLF was eligible and received federal government assistance via the JobKeeper and Cash Flow Boost packages.

ARLF has weathered the initial storm and remains in a sound position noting the generous financial philanthropic and alumni support, as well as the swift adoption of a new strategy.

There were no other significant changes during the reporting period in the state of the affairs of the ARLF, other than those disclosed in this report and the accounts.

SUBSEQUENT EVENTS

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has been financially negative for the ARLF up to 30 June 2020, it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

Directors are not aware of any other matter or circumstance since the end of the financial year that have significantly affected the ARLF's affairs.

OPERATING RESULTS

The surplus for the financial year was \$76,441 (2019: \$92,157 deficit).

REVIEW OF OPERATIONS

A detailed review of operations is provided in the combined Chair and Chief Executive's Report.

FUTURE DEVELOPMENTS AND RESULTS

The future focus of the ARLF will be to consolidate our position and long-term relationships to ensure, as much as possible, our long-term impact. We will commit resources to the development of new programs/initiatives and approaches in a rapidly changing global context. From this platform we will seek to partner with a diverse range of organisations and entities towards a new approach to community recovery and resilience focused on rural, regional and remote Australia.

The early part of 2020 has featured multiple waves of disaster, disruption and dissonance. We firmly believe that a community-driven, more adaptable, leadership approach to gaining greater control of the future for sectors, industries, communities and regions will build greater resilience for future change.

COMPANY DETAILS

The ARLF is a public company limited by guarantee. If the ARLF is wound up, the constitution states that each member and each member who ceased to be a member in the preceding year is required to contribute a maximum of \$10 each towards meeting any outstanding obligations of the ARLF. At 30 June 2020 the number of members was 826 (2019:801).

AUDITOR INDEPENDENCE

A copy of the auditor's independence declaration as required by the *Australian Charities and Not-for-profits Commission Act 2012* is set out immediately after this report.

Signed in accordance with a resolution of the Board of Directors.



Mr Michael Carroll,
Chair
Committee



Mr Rick Sawers,
Chair Audit and Risk

Date: 12 November 2020

DIRECTORS' DECLARATION

In the Directors' opinion:

- the attached financial statements and notes comply with the Australian Accounting Standards - Reduced Disclosure Requirements, the Australian Charities and Not-for-profits Commission Act 2012 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the ARLF's financial position as at 30 June 2020 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the ARLF will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Board of Directors.



Mr Michael Carroll,
Chair

Date: 12 November 2020



Mr Rick Sawers,
Chair Audit and Risk Committee



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AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report of Australian Rural Leadership Foundation Limited for the year ended 30 June 2020, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the *Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

RSM AUSTRALIA PARTNERS

Ged Stenhouse
Partner

Canberra, ACT
Dated: 12 November 2020

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AUDIT | TAX | CONSULTING

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INDEPENDENT AUDITOR'S REPORT To the Members of Australian Rural Leadership Foundation Limited

Opinion

We have audited the financial report of Australian Rural Leadership Foundation Limited, which comprises the statement of financial position as at 30 June 2020, Statement of profit or loss and other comprehensive income, the statement of financial position, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the declaration by those charged with governance.

In our opinion, the financial report of Australian Rural Leadership Foundation Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the registered entity's financial position as at 30 June 2020 and of its financial performance and cash flows for the year ended on that date; and
- (b) complying with Australian Accounting Standards- Reduced Disclosure Requirements and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

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 Australian Rural Leadership Foundation Limited in accordance with 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.

Other Information

Those charged with governance are responsible for the other information. The other information comprises the information included in Australian Rural Leadership Foundation Limited's annual report for the year ended 30 June 2020, but does not include the financial report and the auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

THE POWER OF BEING UNDERSTOOD

AUDIT | TAX | CONSULTING

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In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Report

The Directors of the registered entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards- Reduced Disclosure Requirements and the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are responsible for assessing Australian Rural Leadership Foundation Limited'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 management either intends to liquidate Australian Rural Leadership Foundation Limited or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

A handwritten signature in black ink that reads 'RSM'.

RSM AUSTRALIA PARTNERS

A handwritten signature in black ink that reads 'Ged Stenhouse'.

Ged Stenhouse
Partner

Canberra, ACT
Dated: 12 November 2020

Australian Rural Leadership Foundation Limited
Statement of profit and loss and other comprehensive income
For the year ended 30 June 2020

	Note	2020 \$	2019 \$
Revenue and other income	2	3,789,070	4,159,317
Operating costs		(1,686,238)	(2,420,222)
Staffing costs		(1,648,197)	(1,485,501)
Core administrative costs		(277,706)	(251,452)
Occupancy costs		(38,083)	(67,924)
Lease interest expense		(3,565)	-
Depreciation and amortisation		(58,840)	(26,375)
Surplus/(deficit) before income tax		76,441	(92,157)
Other comprehensive income		-	-
Surplus/(deficit) attributable to members of the Foundation		76,441	(92,157)

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

Australian Rural Leadership Foundation Limited
Statement of financial position
As at 30 June 2020

	Note	2020 \$	2019 \$
CURRENT ASSETS			
Cash and cash equivalents	3	2,080,764	2,130,277
Trade and other receivables	4	332,123	237,300
Investments	5	1,853,373	1,753,373
Other current assets	6	91,853	291,004
TOTAL CURRENT ASSETS		4,358,113	4,411,954
NON-CURRENT ASSETS			
Plant and equipment	7	46,598	43,571
Right-of-use assets	8	101,463	-
TOTAL NON-CURRENT ASSETS		148,061	43,571
TOTAL ASSETS		4,506,174	4,455,525
CURRENT LIABILITIES			
Payables	9	142,613	379,608
Provisions	10	102,733	133,218
Unearned revenue	11	2,101,994	1,974,893
Lease liabilities	12	67,603	-
Other liabilities	13	9,359	9,359
TOTAL CURRENT LIABILITIES		2,424,302	2,497,078
NON-CURRENT LIABILITIES			
Provisions	10	48,634	28,347
Unearned revenue	11	396,894	405,870
Lease liabilities	12	35,673	-
TOTAL NON-CURRENT LIABILITIES		481,201	434,217
TOTAL LIABILITIES		2,905,503	2,931,295
NET ASSETS		1,600,671	1,524,230
EQUITY			
Reserves		1,600,671	1,524,230
TOTAL EQUITY		1,600,671	1,524,230

The above statement of financial position should be read in conjunction with the accompanying notes

Australian Rural Leadership Foundation Limited
Statement of changes in equity
For the year ended 30 June 2020

	Commitments Reserve ¹	General Reserve ²	Development Funds Reserve ³	Endowment Funds Reserve ⁴	Retained Surplus	Total
Balance at 1 July 2018	\$ 450,000	\$ 672,747	\$ 443,700	\$ 49,940	\$ -	\$ 1,616,387
Comprehensive income	-	-	-	-	(92,157)	(92,157)
Surplus/(Deficit) for the year	-	-	-	-	(92,157)	(92,157)
Total comprehensive income	-	-	-	-	(92,157)	(92,157)
Other transfers	-	(92,157)	-	-	92,157	-
Transfer (to)/from retained surplus	-	(92,157)	-	-	92,157	-
Transfers (to)/from reserves	-	-	-	-	-	-
Total other transfers	-	(92,157)	-	-	92,157	-
Balance at 30 June 2019	450,000	580,590	443,700	49,940	-	1,524,230
Comprehensive income	-	-	-	-	76,441	76,441
Surplus/(Deficit) for the year	-	-	-	-	76,441	76,441
Total comprehensive income	-	-	-	-	76,441	76,441
Other transfers	-	76,441	-	-	(76,441)	-
Transfer (to)/from retained surplus	-	76,441	-	-	(76,441)	-
Transfers (to)/from reserves	-	(61,329)	-	61,329	-	-
Total other transfers	-	15,112	-	61,329	(76,441)	-
Balance at 30 June 2020	450,000	595,702	443,700	111,269	-	1,600,671

¹ The Commitments Reserve represents the estimated funds to complete courses in progress and other contractual obligations entered into by the Foundation.

² The General Reserve represents the estimated funds necessary to cover closure costs including staff entitlements should the Foundation need to cease operations.

³ The Development Funds Reserve represents the balance of members' funds available for discretionary activities of the Foundation.

⁴ The Endowment Funds Reserve represents donations received from fellows, board, staff and other donors to fund ARLF scholarships.

The above statement of changes in equity should be read in conjunction with the accompanying notes

Australian Rural Leadership Foundation Limited
Statement of cash flows
For the year ended 30 June 2020

	Note	2020 \$	2019 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Course fees and sponsorships received		2,851,519	4,643,204
Interest received		52,196	68,269
Other receipts		762,407	207,039
Payments for operations and conduct of courses		(3,552,016)	(4,179,408)
Lease interest paid		(3,565)	-
Net cash generated from operating activities	16	<u>110,541</u>	<u>739,104</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of furniture and equipment		(28,045)	(17,356)
Proceeds from/ (payments for) term deposits		<u>(100,000)</u>	<u>135,203</u>
Net cash generated from/(used in) investing activities		<u>(128,045)</u>	<u>117,847</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Lease liabilities paid		<u>(32,009)</u>	<u>-</u>
Net cash used in financing activities		<u>(32,009)</u>	<u>-</u>
Net movement in cash and cash equivalents		(49,513)	856,951
Cash and cash equivalents at beginning of financial year		<u>2,130,277</u>	<u>1,273,326</u>
Cash and cash equivalents at end of financial year	3	<u><u>2,080,764</u></u>	<u><u>2,130,277</u></u>

The above statement of cash flows should be read in conjunction with the accompanying notes

Australian Rural Leadership Foundation Limited
Notes to the financial statements
30 June 2020

Note 1. Summary of significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

a. New or amended Accounting Standards and Interpretations adopted

The Foundation 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. There was no impact on opening balances.

AASB 15 Revenue from Contracts with Customers

The Foundation has adopted AASB 15 from 1 July 2019. The standard provides a single comprehensive model for revenue recognition. The core principle of the standard is that an entity shall recognise revenue to depict the transfer of promised goods or services to customers at an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. The standard introduced a new contract-based revenue recognition model with a measurement approach that is based on an allocation of the transaction price. This is described further in the accounting policies below. Credit risk is presented separately as an expense rather than adjusted against revenue. Contracts with customers are presented in an entity's statement of financial position as a contract liability, a contract asset, or a receivable, depending on the relationship between the entity's performance and the customer's payment. Customer acquisition costs and costs to fulfil a contract can, subject to certain criteria, be capitalised as an asset and amortised over the contract period.

AASB 1058 Income of Not-for-Profit Entities

The Foundation has adopted AASB 1058 from 1 July 2019. The standard replaces AASB 1004 'Contributions' in respect to income recognition requirements for not-for-profit entities. The timing of income recognition under AASB 1058 is dependent upon whether the transaction gives rise to a liability or other performance obligation at the time of receipt. Income under the standard is recognised where: an asset is received in a transaction, such as by way of grant, bequest or donation; there has either been no consideration transferred, or the consideration paid is significantly less than the asset's fair value; and where the intention is to principally enable the entity to further its objectives. For transfers of financial assets to the entity which enable it to acquire or construct a recognisable non-financial asset, the entity must recognise a liability amounting to the excess of the fair value of the transfer received over any related amounts recognised. Related amounts recognised may relate to contributions by owners, AASB 15 revenue or contract liability recognised, lease liabilities in accordance with AASB 16, financial instruments in accordance with AASB 9, or provisions in accordance with AASB 137. The liability is brought to account as income over the period in which the entity satisfies its performance obligation. If the transaction does not enable the entity to acquire or construct a recognisable non-financial asset to be controlled by the entity, then any excess of the initial carrying amount of the recognised asset over the related amounts is recognised as income immediately. Where the fair value of volunteer services received can be measured, a private sector not-for-profit entity can elect to recognise the value of those services as an asset where asset recognition criteria are met or otherwise recognise the value as an expense.

AASB 16 Leases

The Foundation has adopted AASB 16 from 1 July 2019. The standard replaces AASB 117 'Leases' and for lessees eliminates the classifications of operating leases and finance leases. Except for short-term leases and leases of low-value assets, right-of-use assets and corresponding lease liabilities are recognised in the statement of financial position. Straight-line operating lease expense recognition is replaced with a depreciation charge for the right-of-use assets and an interest expense on the recognised lease liabilities. In the earlier periods of the lease, the expenses associated with the lease under AASB 16 will be higher when compared to lease expenses under AASB 117. However, the operating surplus before Interest, Depreciation and Amortisation) results improve as the operating lease expense is now replaced by interest expense and depreciation in profit or loss. For lessor accounting, the standard does not substantially change how a lessor accounts for leases.

AASB 15, AASB 16 and AASB 1058 were adopted using the modified retrospective approach and as such comparatives have not been restated. The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the Foundation. Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

b. Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the . The Foundation is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise. The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

c. Critical accounting judgements, estimates and assumptions

The Directors evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates and judgements assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Foundation.

i) Australian Rural Leadership Program

Payments made prior to the commencement of a course and course scholarships are deferred and recognised as income received in advance when received. On commencement of a course, outstanding scholarships are recognised as course receivables and unearned revenue. Revenue is then recognised progressively as course expenses are incurred over the completion of each course. Judgement has been exercised in considering the impacts that the Coronavirus (COVID-19) pandemic has had, or may have, on the Foundation based on known information. This consideration extends to the measurement of progress of course completions for revenue recognition purpose.

ii) Short courses

Payments made prior to the commencement of a course and course scholarships are deferred and recognised as income received in advance when received. On commencement of a course, outstanding fees are recognised as course receivables and unearned revenue. Revenue is then recognised progressively as course expenses are incurred over the completion of each course.

iii) Grant revenue

Grants are recognised as revenue in the year received or receivable to the extent of expenditure during the year for the purpose of the grant. Grant monies that have been received or are receivable but have not been expended at balance date, including interest thereon where required under the terms of the grant, are recognised as unexpended grants in unearned revenue.

d. Comparative figures

Where necessary, comparative figures have been adjusted to conform to changes in presentation in these financial statements.

e. Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

Australian Rural Leadership Foundation Limited
Notes to the financial statements
30 June 2020

2020
\$

2019
\$

Note 2: Revenue and other income

Revenue from contracts with customers:

Course revenue	2,853,468	3,884,009
Network membership fees and events	134,340	195,044

Income from other sources

Donations	549,849	11,995
Interest	38,855	54,797
Government subsidies	205,000	-
Sundry income	7,558	13,472
	3,789,070	4,159,317

Disaggregation of revenue

The disaggregation of revenue from contracts with customers is as follows:

Australian Rural Leadership Program (ARLP)	1,300,121	1,546,862
Short courses	1,553,347	2,337,147
Other revenue	134,340	195,044
	2,987,808	4,079,053

Accounting policy

Revenue from contracts with customers

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

For the course revenue the Foundation applies the input method of measuring progress for each performance obligation satisfied over time. Consequently, course revenue is progressively recognised in the statement of profit or loss and other comprehensive income as follows:(i) for course costs, revenue is recognised for direct course costs incurred in respect of sessions; and(ii) for the contribution to core administrative costs, progressively over the term of the course (including the selection period prior to the commencement of a course) in accordance with the stage of completion of each course.

Network membership fees are recognised when billed which is generally in five instalments over the term of a course. Network events income and expenses are recognised as revenue and expense when the event is held.

Other income

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to financial assets.

Reciprocal grants contain specific conditions and enforceable obligations on the use of those funds are recognised as and when the Foundation satisfies its performance obligations stated within the grant agreements. A contract liability is recognised for unspent grant funds for which a refund obligation exists in relation to the funding period. General grants that do not impose specific performance obligations on the Foundation are recognised as income when the Foundation obtains control of those funds, which is usually on receipt.

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

Australian Rural Leadership Foundation Limited
Notes to the financial statements
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2020
\$

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\$

Note 3: Cash and cash equivalents

Cash on hand and at bank	<u>2,080,764</u>	<u>2,130,277</u>
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Accounting policy

Cash and cash equivalents include cash on hand and in banks, in deposits at call and investments in money market instruments convertible to cash within 45 days.

Note 4: Trade and other receivables

Trade receivables	259,970	216,255
Other receivables	69,212	6,083
Provision for bad debts	(8,800)	(10,120)
Interest Receivable	11,741	25,082
	<u>332,123</u>	<u>237,300</u>

Current receivables are receivable within 30 days. \$24,019 of receivables were overdue by 90 days or more under approved payment plans or other arrangements (2019: \$65,120). All receivables have been assessed for impairment and \$8,800 has been recognised as allowance for impairment at 30 June 2020 (2019: \$10,120).

Accounting policy

Trade and other receivables are recognised at amortised cost, less any provision for impairment. Receivables expected to be settled within 12 months of the end of the reporting period are classified as current assets with all other receivables being classified as non-current assets.

Note 5: Investments

Fixed term deposits	<u>1,853,373</u>	<u>1,753,373</u>
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Accounting policy

Financial assets are initially measured at fair value on trade date, which includes transaction costs, when the related contractual rights or obligations exist. All financial assets are classified as 'financial assets at amortised cost' and are recognised at amortised cost.

Note 6: Other current assets

Prepaid ARLP and short course costs	63,573	261,189
Prepaid insurance	28,280	28,271
Prepaid other expenses	-	1,544
	<u>91,853</u>	<u>291,004</u>

Australian Rural Leadership Foundation Limited
Notes to the financial statements
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Note 7: Plant and equipment

Furniture, plant and equipment – at cost	153,027	157,707
Accumulated depreciation	(106,429)	(114,136)
	<u>46,598</u>	<u>43,571</u>

(a) Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current and previous financial years

	Furniture, plant and equipment
Opening balance	43,571
Additions	28,045
Depreciation and amortisation expense	(25,018)
Closing balance	<u>46,598</u>

Accounting policy

Each class of plant and equipment is carried at cost less, where applicable, any accumulated depreciation. The carrying amount of plant and equipment is reviewed annually by the Foundation to ensure it is not in excess of the remaining service potential of these assets.

Depreciation is charged at the following rates:

Furniture, plant and equipment	5 - 10 years
Computer hardware and software	3 - 4 years, and
Office renovations	5 years

Impairment

At each reporting date, the Foundation reviews the carrying values of its tangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. As a not-for-profit entity, value in use for the Foundation, according to AASB 136 Impairment of Assets, is depreciated replacement cost. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of profit or loss and other comprehensive income. No impairment indicators were present at 30 June 2020.

Note 8: Right-of-use assets

Land and buildings right-of-use assets at cost	135,285	-
Accumulated amortisation	(33,822)	-
	<u>101,463</u>	<u>-</u>

(a) Movements in carrying amounts for right-of-use assets between the beginning and the end of the current financial year:

	Land and buildings
Opening balance recognised at transition date - 1 July 2019	-
Additions	135,285
Amortisation expense	(33,822)
Closing balance	<u>101,463</u>

Accounting policy

At inception of a contract, the entity assesses whether a contract is, or contains, a lease. A contract is considered to contain a lease if it allows the entity the right to control the use of an identified asset over a period of time in return for consideration. Where a contract or arrangement contains a lease, the entity recognises a right-of-use asset and a lease liability at the commencement date of the lease.

A right-of-use asset is initially measured at cost, which is the present value of the future lease payments adjusted for any lease payments made at or before the commencement date, plus any make-good obligations. Lease assets are depreciated using the straight line method over the shorter of their useful life and the lease term. Periodic adjustments are made for any re-measurements of the lease liabilities and for impairment losses.

Australian Rural Leadership Foundation Limited
Notes to the financial statements
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\$

Note 9: Payables

Unsecured liabilities:

Creditors and accrued expenses	86,622	255,647
GST payable	55,991	123,961
	<u>142,613</u>	<u>379,608</u>

Accounting policy

These amounts represent liabilities for goods and services provided to the Foundation prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Note 10: Provisions

CURRENT

Employee benefits: annual leave	97,167	88,491
Employee benefits: long service leave	5,566	3,648
Staff bonuses	-	41,079
Total current provisions	<u>102,733</u>	<u>133,218</u>

NON-CURRENT

Employee benefits: long service leave	48,634	28,347
Total non-current provisions	<u>48,634</u>	<u>28,347</u>

Accounting policy

Short-term employee benefits

Provision is made for the Foundation's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Foundation's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

The Foundation classifies employees' long service leave and annual leave entitlements as other long-term employee benefits as they are not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Provision is made for the Foundation's obligation for other long-term employee benefits, which are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the remeasurement of obligations for other long-term employee benefits, the net change in the obligations is recognised in profit or loss classified under employee benefits expense.

Retirement benefit obligations

Defined contribution superannuation benefits

All employees of the Foundation receive defined contribution superannuation entitlements, for which the Foundation pays the fixed superannuation guarantee contribution (currently 9.5% of the employee's average ordinary salary) to the employee's superannuation fund of choice. All contributions in respect of employee's defined contributions entitlements are recognised as an expense when they become payable. The Foundation's obligation with respect to employees' defined contribution entitlements is limited to its obligation for any unpaid superannuation guarantee contributions at the end of the reporting period. All obligations for unpaid superannuation guarantee contributions are measured at the (undiscounted) amounts expected to be paid when the obligation is settled and are presented as current liabilities in the Foundation's statement of financial position.

Australian Rural Leadership Foundation Limited
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Note 11: Unearned revenue

CURRENT

Core course revenue	1,891,287	1,356,839
Other grants and short courses	151,641	566,039
Course make-up costs	59,066	52,015
Total current unearned revenue	<u>2,101,994</u>	<u>1,974,893</u>

NON-CURRENT

Core course revenue	396,894	405,870
Total non-current unearned revenue	<u>396,894</u>	<u>405,870</u>

Accounting policy

Unearned revenue - courses

Prior to the commencement of a course, course scholarships are deferred and recognised as income received in advance when received. On commencement of a course, outstanding scholarships are recognised as course receivables and unearned revenue when invoiced. Course scholarships are generally invoiced on commencement of the course however in some instances scholarships are progressively invoiced in instalments over the term of the course.

Contract liability for course make-up costs

A contract liability is recognised by transfer from course unearned revenue to contract liabilities for course make-ups for the estimated direct course costs associated with a missed session where a participant is unable to attend a course session and is eligible to attend a future course session in order to complete the course curriculum.

Note 12: Lease liabilities

CURRENT

Lease liabilities	67,603	-
Total current lease liabilities	<u>67,603</u>	<u>-</u>

NON-CURRENT

Lease liabilities	35,673	-
Total non-current lease liabilities	<u>35,673</u>	<u>-</u>

Accounting policy

Lease liabilities are initially measured at the present value of future minimum lease payments, discounted using the entity's incremental borrowing rate if the rate implicit in the lease cannot be readily determined, and are subsequently measured at amortised cost using the effective interest rate. Minimum lease payments include fixed payments, amounts expected to be paid under a residual value guarantee, the exercise price of purchase options for which the Foundation is reasonably certain to exercise and incorporate the entity's expectations of lease extension options.

The lease liability is remeasured when there are changes in future lease payments arising from a change in rates, index or lease terms from exercising an extension or termination option. A corresponding adjustment is made to the carrying amount of the lease assets.

When adopting AASB 16 from 1 July 2019, the entity has applied the following practical expedients:

- accounting for leases with a remaining lease term of 12 months or less as at 1 July 2019 as short-term leases;
- excluding any initial direct costs from the measurement of right-of-use assets;
- using hindsight in determining the lease term when the contract contains options to extend or terminate the lease; and
- not apply AASB 16 to contracts that were not previously identified as containing a lease.

The entity's leases relate primarily to the office premises.

Short term leases (lease term of 12 months or less) and leases of low value assets (\$10,000 or less) are recognised as incurred as an expense in the statement comprehensive income. The amount expensed in the statement of profit and loss and other comprehensive income in relation to short-term and low-value leases was \$27,566. The entity's incremental borrowing rate at the date of initial application of AASB 16 was 6%.

Australian Rural Leadership Foundation Limited
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2020
\$

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\$

Note 13: Other current liabilities

Program participant's welfare fund	<u>9,359</u>	<u>9,359</u>
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The participant's welfare fund has been established to provide financial assistance to those participants of the Foundation's programs who have difficulty in meeting some of the financial costs of the program.

Note 14: Related party disclosures

(a) Details of key management personnel

Names and positions held of key management personnel in office at any time during the financial year are:

(i) Directors of Australian Rural Leadership Foundation Limited

Mr M Carrol (Chair)	Mr R Sawers
Dr A Carr	Ms Margaux Beauchamp - appointed 9 August 2019
Mr R Dulhunty	Ms S Admans
Ms M Fletcher	Mr I Crook - retired 15 November 2019

(ii) Executives

Mr M Linnegar (CE)	Mr D Brouwer
Mr G Hincksman	Ms P Woodhill
Ms A Hogg	

(b) Total compensation	<u>689,701</u>	<u>666,784</u>
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(c) Transactions with Director related entities

Name of entity	Current year transactions and balances (including GST)
Elders (1)	Scholarship revenue - Agribusiness - (\$27,500)
Paraway Pastoral Co (1)	Scholarships revenue - ARLP Course 27 (\$20,167)
Australian Meat Processer Corporation (2)	Scholarships revenue - ARLP Course 27 (\$55,000)
BDO Australia (3)	Contract services expense - advise on GST treatment (\$3,300)

Australian Rural Leadership Foundation Limited
Notes to the financial statements
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Note 15: Commitments

The Foundation is committed to the following expenditure in respect of a contractual commitments receivable or payable.

	2020 \$ Receivable	2020 \$ Payable	2020 \$ Receivable/ (Payable)
Within one year:			
ARLP	445,000	-	445,000
Short courses	694,000	25,352	668,648
Other	-	9,760	(9,760)
	<u>1,139,000</u>	<u>35,112</u>	<u>1,103,888</u>
Within 1-5 years:			
ARLP	360,000	-	360,000
Short courses	125,000	-	125,000
Other	-	3,661	(3,661)
	<u>485,000</u>	<u>3,661</u>	<u>481,339</u>
Total for 2020	<u><u>1,624,000</u></u>	<u><u>38,773</u></u>	<u><u>1,585,227</u></u>

	2020 \$	2019 \$
Note 16: Cash flow information		
<i>Reconciliation of net cash from operating activities to net surplus</i>		
Surplus (deficit) for the year	76,441	(92,157)
Non-cash flows in operating surplus:		
Depreciation and amortisation	58,840	(26,375)
Changes in assets and liabilities:		
(Increase)/Decrease in trade and other receivables	(94,823)	599,897
(Increase)/Decrease in other current assets	199,151	(40,449)
Increase/(Decrease) in trade and other payables	(236,995)	25,900
Increase/(Decrease) in unearned revenue	118,125	212,048
Increase/(Decrease) in provisions	(10,198)	60,240
Net cash received from operating activities	<u><u>110,541</u></u>	<u><u>739,104</u></u>

Note 17: Financial risk management

The Foundation's principal financial instruments comprise cash at bank, receivables, investments and accounts payable. These financial instruments arise from the operations of the Foundation.

The carrying amount for each category of financial instruments, measured in accordance with AASB 9 as detailed in the accounting policies to these financial statements, are as follows:

Financial assets at amortised cost		
Cash and cash equivalents	2,080,764	2,130,277
Fixed term deposits	1,853,373	1,753,373
Receivables	332,123	237,300
Total financial assets	<u><u>4,266,260</u></u>	<u><u>4,120,950</u></u>
Financial Liabilities		
Financial liabilities at amortised cost		
Payables excluding GST payable	86,622	255,647
Total financial liabilities	<u><u>86,622</u></u>	<u><u>255,647</u></u>

Australian Rural Leadership Foundation Limited
Notes to the financial statements
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Note 18: Subsequent events

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has been financially negative for the Foundation up to 30 June 2020, it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

The Directors are not aware of any other matter or circumstance that has arisen since the balance date that has significantly affected the state of affairs of the Foundation.

Note 19: Company details

The Foundation is a public company limited by guarantee. If the Foundation is wound up, the constitution states that each member and each member who ceased to be a member in the preceding year is required to contribute a maximum of \$10 each towards meeting any outstanding's and obligations of the Foundation. At 30 June 2020 the number of members was 826 (2019: 801).

The registered office and principal place of business of the company is: 1st Floor, Forest Industries House, 24 Napier Close, Deakin ACT 2600.



PEOPLE ARE THE DIFFERENCE GALA BALL

More than 220 guests gathered at the National Arboretum Canberra in October 2019, to celebrate the achievements of the ARLF Alumni and the significant investment made to developing leadership capability — in rural, regional and remote Australia. Sponsors and board members were joined by alumni, politicians and friends of the ARLF, demonstrating that people are the real difference.

1. Uncle Wally Bell performing Welcome to Country
2. Left to right: Senator Bridget McKenzie, David Young (ARLP Fellow), Yola Bakker (ARLP Fellow), Matt Linnegar (ARLF Chief Executive)
3. ARLF Chair, Michael Carroll, presenting Robert Hadler with an Honorary Fellowship for his service to the Foundation and rural, regional and remote Australia.
4. Left to right: Shane Covill, Melissa Fletcher (ARLF Board Director and Fellow), Hon Michael McCormack MP, Mike Carroll (ARLF Chair), Chris Mirams (ARLP Fellow)
5. Left to right: Karen Demmery, Marie Dennis, Michelle Deshong, Elverina Johnson, Yola Bakker (ARLP Fellows)



Australian
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Foundation

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