



Australian
Rural Leadership
Foundation

2022-23 ANNUAL
REPORT

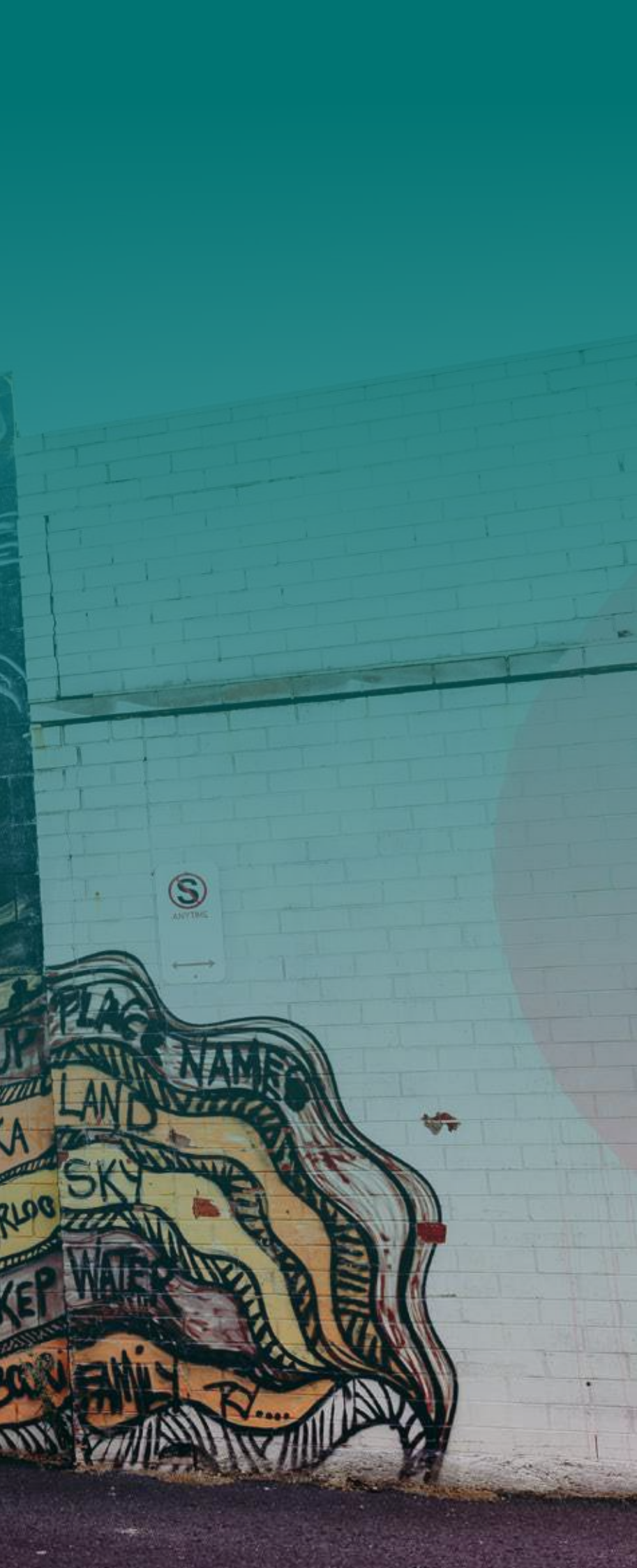


We respectfully acknowledge the Traditional Custodians of the lands where we meet, work, and live. We recognise the enduring spiritual connection, and we honour the sacredness of the land.

We pay our respects to the Elders past, present, and future and the deep-seated wisdom they hold. We solemnly remind ourselves that these lands have always been, and will always be, Aboriginal and Torres Strait Islander lands.



Noongar Elder Troy Bennell from Ngalang Wongi Aboriginal Cultural Tours welcoming our 2023 Milparanga Established cohort to Country.



I am delighted to serve as Patron of the Australian Rural Leadership Foundation. ARLF members continue to make a positive impact across rural, regional and remote Australia and play a key role in addressing local issues and shaping the future of our communities.

In August, Linda and I welcomed ARLF members back to Government House for a special 30th anniversary reception. It was a wonderful occasion and an opportunity to celebrate the ARLF's three decades of outstanding achievement. I encourage anyone interested in the work of the Australian Rural Leadership Foundation to look at its Impact Report, which was produced as part of the anniversary celebrations.

Similarly, we were delighted to welcome participants in the Leading Australian Resilient Communities pilot program to Yarralumla in June. A more passionate and dedicated group to rural leadership you will not find! Graduates of the program create those critical links that bind and strengthen communities and take us forward. I thank the ARLF for its work on this important program.

Behind the success of any organisation is its people. I commend the ARLF's board and staff, participants, partners, alumni and associates whose commitment to rural leadership is at the heart of its extraordinary impact.

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

Milparanga Established
Leadership Program
2023 cohort on Minang/
Goreng Country, Stirling
Range National Park,
WA.



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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
Jackie Huggins AM FAHA

Auditor RSM Australia

Bank National Australia Bank

Solicitor Griffin Legal

Registered Office 3/24 Napier Close, Deakin ACT 2600

Telephone +61 (02) 6281 0680

Email info@rural-leaders.org.au

Website rural-leaders.org.au


Cover image: TRAIL Emerging Leaders Program 2023, McCarthy Photography

ABOUT ARLF

Since 1992, the Australian Rural Leadership Foundation has stood as the cornerstone for leadership development in rural Australia. Leveraging a robust alumni network and partnerships with mission-aligned organisations, we deliver bespoke, evidence-based programs that empower individuals to tackle the unique challenges and opportunities in rural, regional and remote communities. Our programs are not just courses but catalysts – designed to ignite behavioural intelligence and foster enduring, collaborative networks that extend beyond the program’s end.

We owe much of our work’s success to First Nations Australians, whose generosity in sharing their land and wisdom has enriched our programs. Committed to truth-telling and reconciliation, we strive to create a harmonious future for all.

Our approach is holistic and inclusive. We believe that leadership can be nurtured regardless of age, background or geography. We encourage participants to share knowledge, engage in robust dialogue, and challenge the status quo, all with the aim of achieving lasting social, environmental and economic impacts.



Milparanga Established Leadership Program
2023 alum Ian RT Colless
from the Dharabuladh
(Therabluat) clan of the
Gundungurra people on
Minang/Menang Noongar
land, Albany, WA.

VISION

Thriving rural, regional and remote communities.

PURPOSE

To develop and exercise leadership for positive impact.

APPROACH

We develop leadership so people act beyond themselves, work with others, and facilitate change. We do this by offering participants challenging, hands-on learning experiences and the opportunity for reflection.

VALUES

- » **Respect** and engage with First Nation's cultural knowledge.
- » **Engage** with a diversity of views, perceptions, backgrounds and cultures.
- » **Challenge** entrenched ideas.
- » **Foster** collaboration and act beyond self.
- » **Pursue** lifelong learning.



Australian Rural Leadership Program Course 29 at Hotel Give, Aotearoa New Zealand.

THE YEAR IN REVIEW

We are committed to delivering more opportunities in more places, for more people through our suite of leadership programs and initiatives. We are growing our partnerships and collaborations in pursuit of our vision for thriving rural, regional and remote communities and in keeping with our lived experience and approach – that leadership is a practice that can be enacted by anyone and that leadership networks will have far greater impact on our future than any individuals.

It is with great pleasure that we jointly present the Australian Rural Leadership Foundation's (ARLF) Annual Report for the year ending 30 June 2023.

Compared to previous years, we were grateful to see an emergence from the worst of the disruption caused by the COVID-19 pandemic and, thankfully, less incidence of natural disasters than preceding years. While many challenges remain for rural, regional and remote Australia, this growing sense of optimism brought new possibilities and provided fertile ground for our work in more regions and nationally.

This year coincided also with our 30th anniversary. Three decades dedicated to building leadership capacity in rural, regional and remote Australian communities. It was an anniversary worthy of introspection and reflection. We did just that. Revisiting and retelling our story and reflecting on our place in those communities we serve thanks to the generosity of our partners. Our partners, who just like us, believe that thriving rural, regional and remote Australian communities are not an optional but an integral aspect of a sustainable and healthy nation.

We captured the cumulative effect of our work over 30 years in a comprehensive Impact Report. To think that we have contributed to growth in leadership practice, networks and participants' professional, personal and community lives is both humbling and something we should all be proud of. Our celebrations culminated in a gala dinner in October 2022.

Just as our world and leadership has changed in the past 30 years, our 30th year marked the first stage of a range of adaptations to our flagship Australian Rural Leadership Program. We are glad to hear that changes made to the ARLP have received positive feedback from its first cohort of participants.

This year was also the first time our dedicated Aboriginal and Torres Strait Islander leadership program, Milparanga, took to the international stage. Held in February 2023, Milparanga International brought a group of First Nations alumni together in New Zealand to facilitate cross-cultural leadership knowledge exchange. This was in addition to a Milparanga program for emerging and established leaders. The international concept attracted interest from our Australian Agribusiness Leadership Program as well.

Our work in place through resilience-oriented leadership programs continued to grow. Under the Future Drought Fund, we completed the Drought Resilience Leaders Program and moved into a second phase under the Helping Regional Communities Prepare for Drought Initiative with the Foundation for Rural Regional Renewal. This project sees us reach into more communities affected by drought and climate variability and work with an array of local organisations who care deeply about thriving futures.

We also delivered a suite of programs in collaboration with state-based leadership development organisations. In partnership with the Regional Australia Institute and working with Leadership WA, Leadership Institute of South Australia, Tasmanian Leaders and Leadership Victoria, we rolled out the Leading Australian Resilient Communities (LARC) program.

Covering all parts of Australia, LARC was an integrated suite of leadership development initiatives including intensive programs, workshops, coaching and webinars to support regional communities in collectively driving change they want to see.

We delivered two fundraising appeals within our fundraising work and implemented a new fundraising platform. We are happy to have seen an increase in philanthropic support and donations.

Our continued collaboration with our associate network and mission-aligned organisations including the Foundation for Rural Regional Renewal, Regional Economies Centre of Excellence, Australian Resilience Centre, National Farmers' Federation, KOWA Collaboration, Valley Outdoors, Global Learning and more has been an instrumental part of our impact and will continue to do so.

Our continued interaction with and support from our growing alumni network, now numbering 2,646, is at the core of what we seek to achieve. We are proud to have hosted 40 alumni opportunities to re-connect and engage throughout the year.

At this point we would also like to thank our team and board. This includes those who have moved on to contribute elsewhere, for their hard work and contribution to creating life-changing experiences for our participants and building the foundations for a network of people leading change beyond themselves.

In particular, we want to thank our outgoing board chair Mike Carroll for his service on the board. Thanks to his efforts, the ARLF is more financially sustainable, more diverse and more highly regarded, playing a thought leadership role and setting high standards in the programs and services offered.

As Mike departs, we welcomed Mena Waller and John Maher as casual appointments to the board. Mena, an ARLP Course 26 graduate and

current Queensland Director at 54 Reasons, is known for her commitment to sustainable, people-focused change. John, with extensive leadership roles in various agribusiness entities, brings valuable commercial insight and a rich background in sector leadership. Their combined expertise promises significant contributions to our organisation.

We also welcomed Jackie Huggins AM, who joined us as a patron. Jackie has worked extensively in Aboriginal and Torres Strait Islander affairs for the past four decades. Her passion and advocacy for Aboriginal and Torres Strait Islander people aligns with the ARLF's values that reflect its commitment to First Nations people and in supporting their leadership through its programs, enabling them to make a positive impact in their communities, sectors and organisations.

We have deepened our footprint in pursuit of increasing impact in line with our vision. This means more people in more places are equipped to contribute to creating and maintaining thriving rural, regional and remote communities and industries now and into the future.

Over the coming years, we will seek to deepen our impact, by engaging partnerships and collaborations across the country.

Thanks to our distributed team, extensive alumni and associate networks and partners, we continue to broaden our footprint into regional communities, and thanks to our balanced, skills-based board, we look towards a sustainable and bright future.



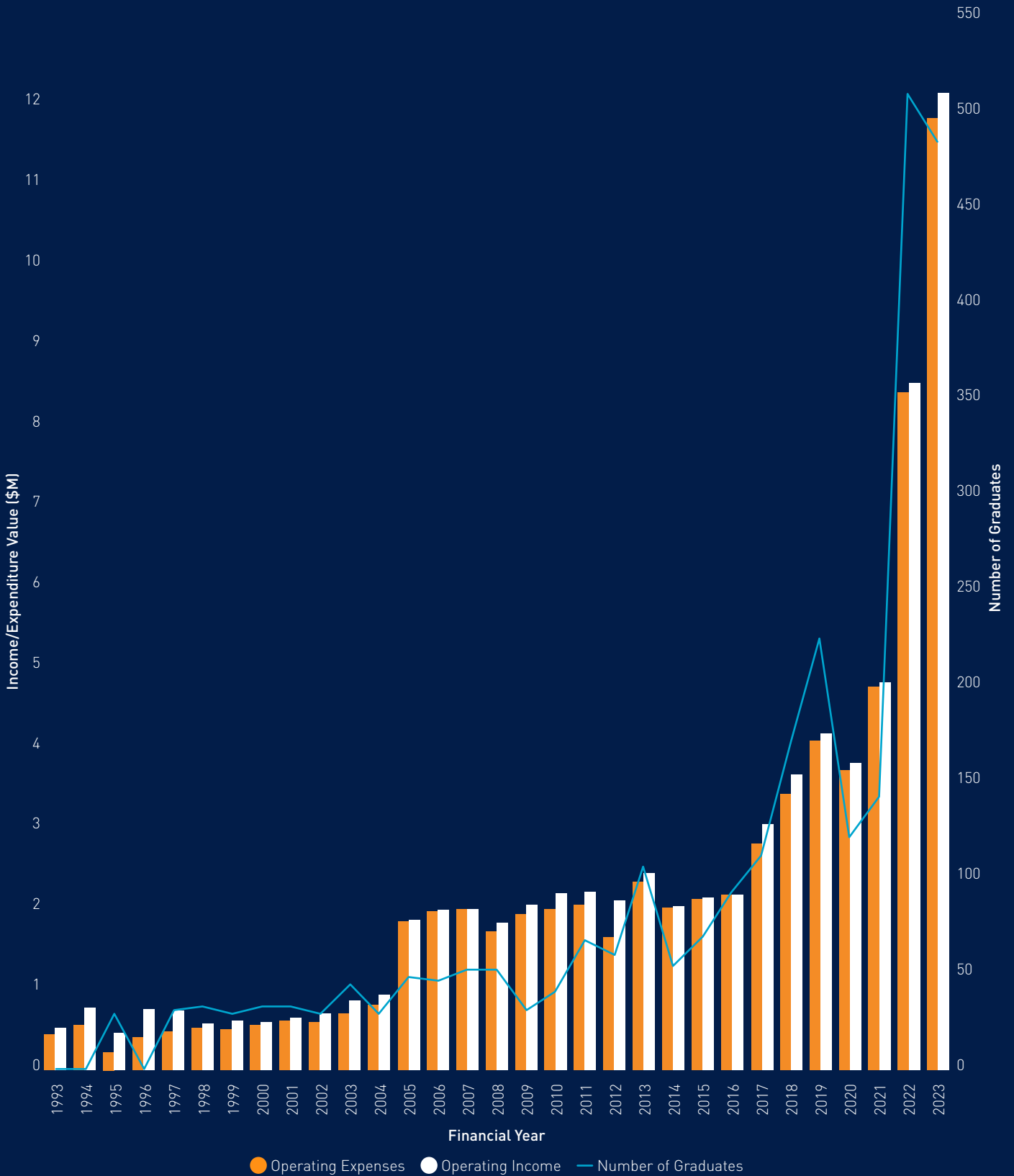
Rick Sawers
Chair



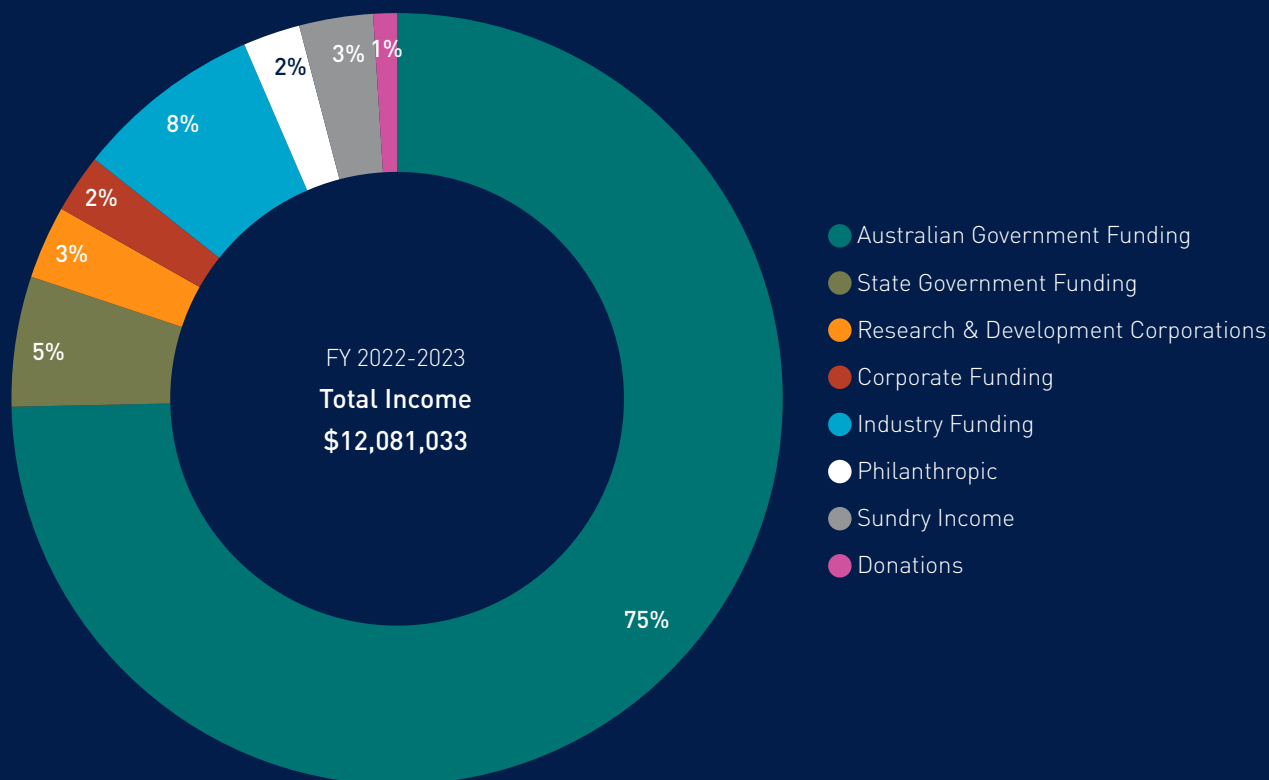
Matt Linnegar
Chief Executive

FINANCIAL YEAR IN REVIEW

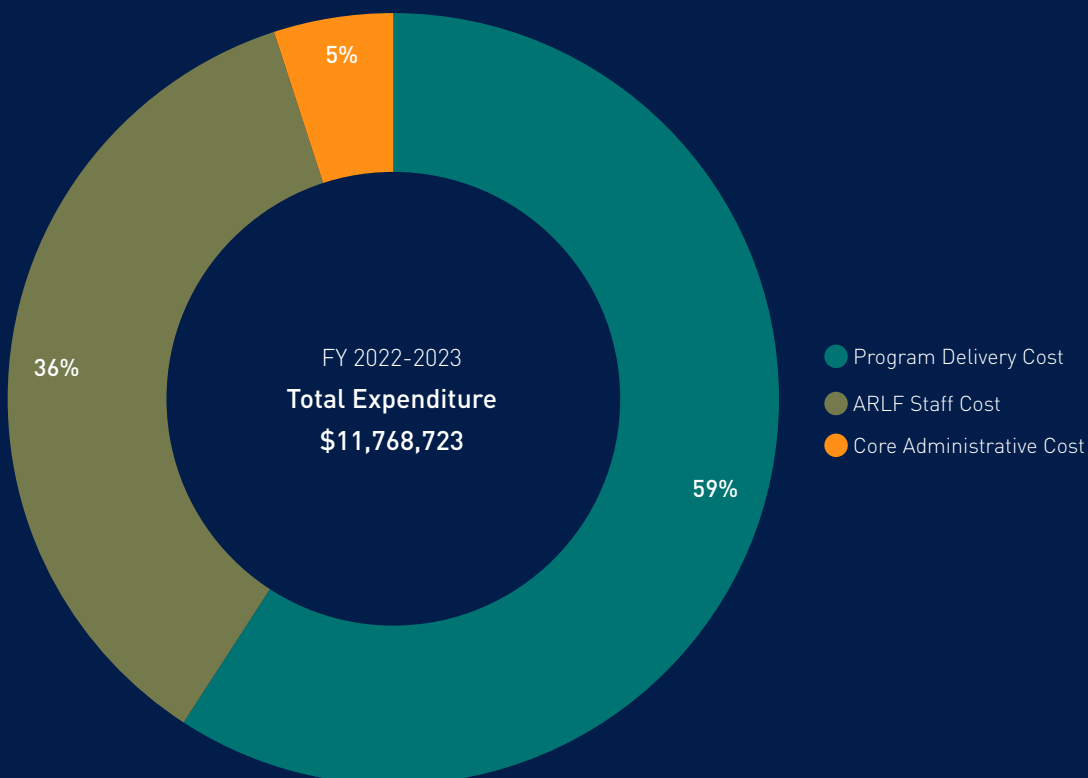
Operating income, expenditure and number of graduates



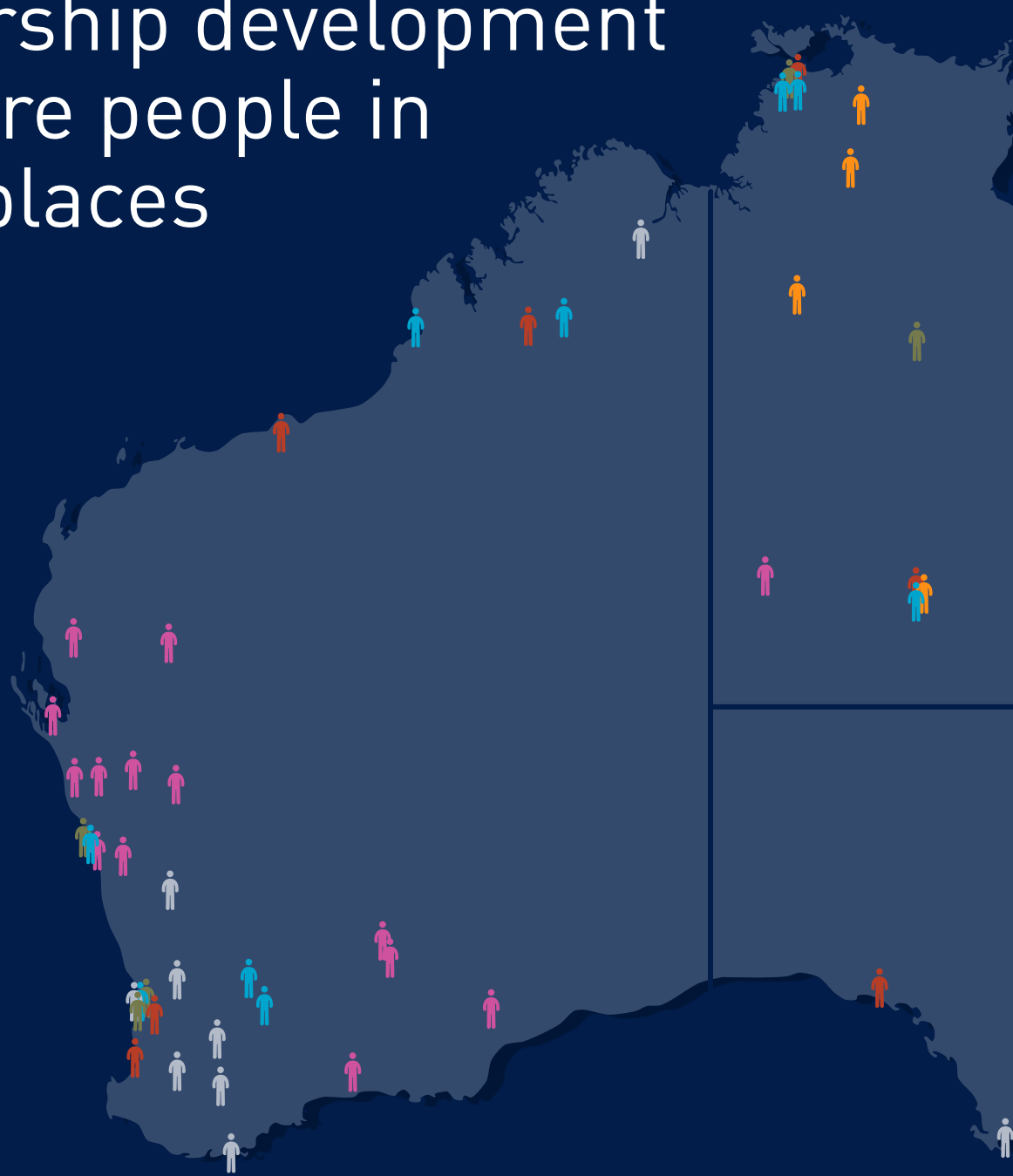
Income breakdown



Expense breakdown



Leadership development for more people in more places

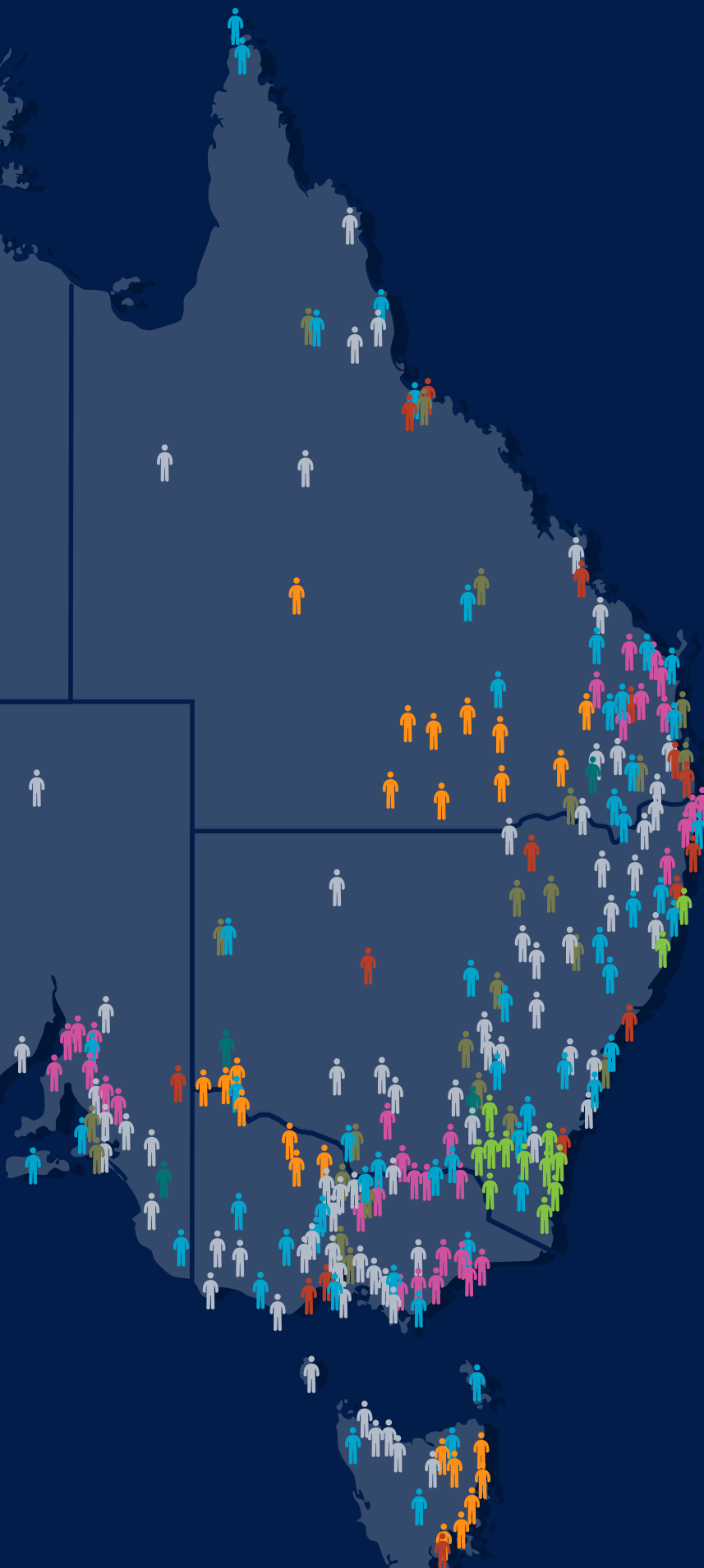


Lifetime metrics since 1992

2,646
alumni

154
cohorts

17%
identify as
Aboriginal or
Torres Strait
Islander



Annual metrics at a glance

7
programs

31
cohorts across
programs

431
new alumni

54
existing alumni
graduates

67%
female

32%
male

1%
other gender
identities

13%
identify as
Aboriginal or
Torres Strait
Islander

Participant footprint

-  Australian Agribusiness Leadership Program
-  Australian Rural Leadership Program
-  Drought Resilience Leaders Program
-  Leading Australian Resilient Communities
-  Milparanga Aboriginal and Torres Strait Islander Leadership Program
-  National Mentoring Program
-  Regenerate Regional Leadership Program
-  TRAIL Emerging Leaders Program

Leadership development for more people in more places

GREATER GERALDTON

KALGOORLIE-BOULDER

ESPERANCE

KATHERINE

ALICE SPRINGS

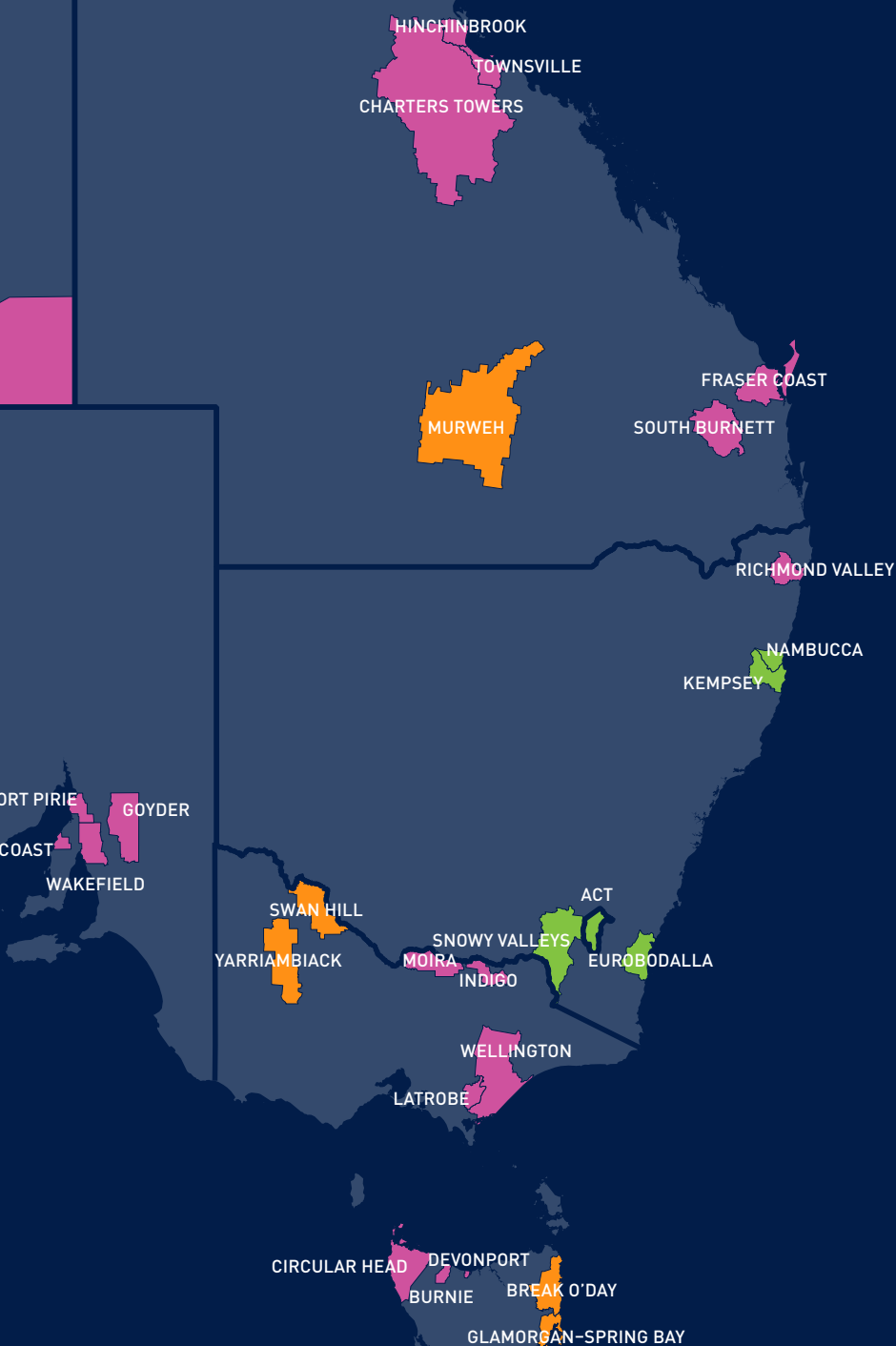
MACDONNELL

COPPER

In 2023, we reached more people in more places by delivering local leadership development initiatives in addition to national programs.

The three programs in our place-based portfolio included the Leading Australian Resilient Communities Program, the Regenerate Regional Leadership Program, and the Drought Resilience Leaders Development Program.

These programs are designed to build social resilience and cultivate local and regional networks of leaders ready to drive transformative change in their communities. By partnering with organisations committed to developing leadership, we are able to focus on the unique needs and opportunities of each region. Our collective aim is to empower individuals at the grassroots level to lead, inspire, and navigate change, thereby fostering more resilient and vibrant regional communities. This year's efforts have laid a strong foundation for future growth and impact.



- Drought Resilience Leaders Program
- Leading Australian Resilient Communities
- Regenerate Regional Leadership Program

ACTIVATING LEADERSHIP NETWORKS

While rural, regional and remote Australia could be viewed as a system in its own right, it is at the intersection of various systems, such as health, housing, and climate, where voices are needed. Leadership networks strengthen alumni's ability to act locally and in sectors, ensuring that unique needs and aspirations of these niches are addressed and championed. The continued evolution of our approach presents an ever-growing opportunity to enhance an impact across the country, contributing to the development of resilient and thriving communities.

Connecting

We are a vital connector, bringing together individuals and organisations from various sectors. This unique opportunity to connect leadership networks across the country and industries enhances communication and fosters a sense of unity among diverse communities.

Celebrating

We celebrate achievements and milestones. By acknowledging success and the stories that get us here, alumni focus on positive narratives that encourage progress.

Action-oriented

Our programs are action-oriented, focusing on tangible outcomes and impact. As a result, many of our alumni actively participate in national conversations, amplifying the voice of regions and advocating for the needs and aspirations of their communities.

For purpose

With a clear and defined purpose, we seek to deepen our networks to provide more leadership for more people in more places. We recognise our role in contributing to, drawing from, shifting and building on systems to address challenges.

Collaboration

Collaboration is at the heart of our approach. We are a broker as much as a backbone, facilitating partnerships and collaborative efforts to address complex issues and drive positive change.

Social impact

Alumni are committed to fostering positive social impact, having cultivated a heightened awareness of social issues and a deeper understanding of the influence, recognition and rewards associated with these efforts. They have developed their capacity for empathy, altruism and moral values, and have nurtured a strong sense of belonging and community.

Acting as a broker/backbone

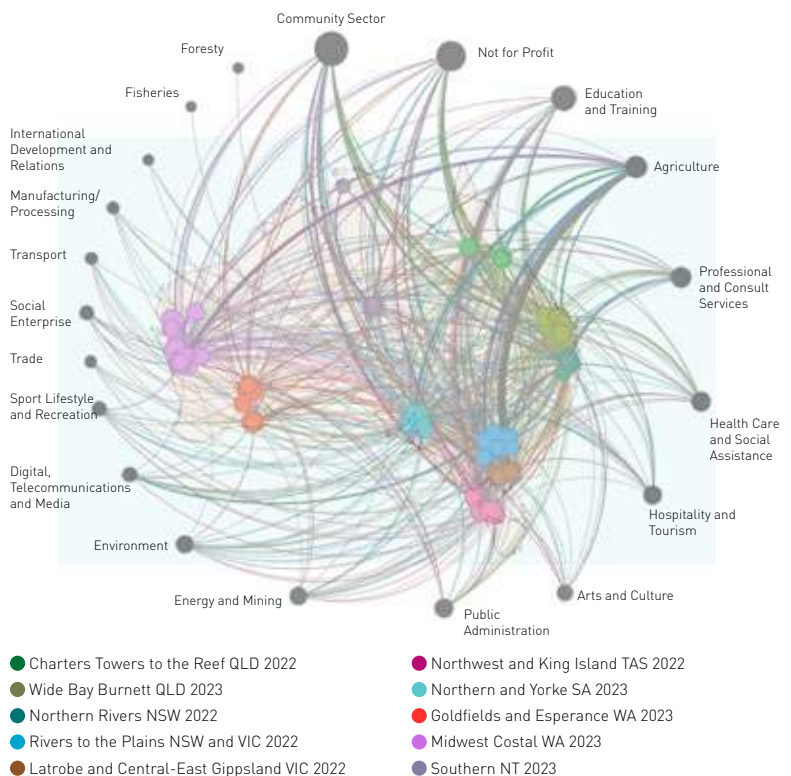
We play a unique role, supporting initiatives and projects that align with our mission. This enables alumni to influence national dialogues, ensuring diverse voices are heard and considered.

Leverage and access

Alumni leverage their networks to maximise impact. By recognising and using the interconnectedness of systems, alumni are better able to address complex challenges and achieve systems change.

Networked leadership is a collaborative approach that emphasises building relationships, fostering connections, and facilitating collective action to achieve common goals. It is characterised by a shared purpose, mutual support, and the leveraging of diverse skills and resources to create a broader impact. Whether it is through place or sector-based programs or engaging our alumni network in conversations, we are committed to activating and maintaining networks for leadership action.

Connections between participants of our Leading Australian Resilient Communities Program across the country and across sectors.



15

virtual 'cuppas' with cohorts

- 20 Jul 2022
Blackwood
- 15 Feb 2023
ARLP 3
- 1 Mar 2023
ARLP 27
- 9 Mar 2023
AALP 2019
- 22 Mar 2023
Milparanga 5.1 and 5.2
- 4 Apr 2023
ARLP 24
- 12 Apr 2023
ARLP 4
- 10 May 2023
ARLP 22
- 17 May 2023
ARLP 8
- 24 May 2023
ARLP 6
- 1 Jun 2023
ARLP 9
- 7 Jun 2023
ARLP 21
- 11 Jun 2023
ARLP 11
- 14 Jun 2023
ARLP 5
- 28 Jun 2023
ARLP 13

9

Leading Australian Resilient Communities alumni forums

- 30 August 2022
NSW and VIC Rivers to Plains
- 19 Sept 2022
NSW Northern Rivers
- 21 Sept 2022
QLD Charters Towers to Reef
- 29 Nov 2022
WA Midwest Coastal
- 10 Feb 2023
NSW VIC Rivers to Plains
- 14 Feb 2023
QLD Wide Bay Burnett
- 30 March 2023
QLD Charters Towers
- 19 May 2023
QLD Wide Bay Burnett
- 16 June 2023
Southern NT

7

First Nations alumni conversations

- 30 Mar 2023
Townsville
- 23 May 2023
Perth
- 22 Jun 2023
Virtual
- 23 Jun 2023
Virtual
- 27 Jun 2023
Virtual
- 11 Jul 2023
Virtual
- 13 Jul 2023
Cairns

5

face-to-face alumni catch ups

- 26 Jul 2023
Cairns
- 23 Mar 2022
Toowoomba
- 17 Apr 2023
Perth
- 18 Apr 2023
Kununurra
- 28 Jun 2023
Adelaide

3

30-year anniversary alumni gatherings

- 10 Aug 2022
Government House Afternoon Tea
- 26 Oct 2022
Gala Dinner
- 26 Oct 2022
FRDC Alumni Workshop



Alumni gathering in Cairns.

COLLABORATING WITH PURPOSE-ALIGNED ORGANISATIONS, INVESTORS AND PEOPLE

Working in partnership with organisations that share our commitment to rural, regional, and remote Australia and our values has been central to the approach and our activity over the past year.

We have relished the opportunity to engage with like-minded and like-hearted organisations to strengthen, broaden and amplify our work in supporting and engaging leadership across the country.

Of note, our work alongside the Australian Resilience Centre as we designed and delivered leadership programs that recognised, enabled and celebrated resilience in our regions. These programs were delivered alongside the Regional Australia Institute, the Foundation for Rural and Regional Renewal and state-based leadership organisations (Tasmanian Leaders, Leadership WA, Leadership Victoria and Leaders Institute of South Australia) across multiple place-based programs.

Investment in leadership capability and networks has never been more important as the regions navigate changing climate, transitioning economies, market pressures and more. We extend our sincere gratitude to our funding partners, those who have been with us for three decades and those who have joined more recently. Our celebration to mark 30 years signified the diverse and strong network that forms a strong base for future impact.

As we position the ARLF for future decades, it will be this foundation that supports our ability to adapt, extend and celebrate the leadership of and for our thriving regions.

We will continue to extend ourselves, add value and learn from our diverse partnerships to shape and foster leadership for rural, regional and remote Australia.



Philippa Woodhill
Partnerships Director

Sponsorship partners

Agriculture Victoria

ARLP 28
ARLP 29

Agriculture Victoria Research

ARLP 28
ARLP 29

AgriFutures

AALP 2023
ARLP 28
ARLP 29
ARLP 30
TRAIL 2023
30 Year Anniversary Major Partner

ANZ Bank

AALP 2023

Auctions Plus

ARLP 29

Auscott Limited

ARLP 28

Australian Eggs Limited

AALP 2023
TRAIL 2023

Australian Food and Fibre (AFF)

ARLP 29
ARLP 30

Australian Government Department of Agriculture, Fisheries and Forestry

ARLP 28
ARLP 29
ARLP 30
30 Year Anniversary Founding Partner

Australian Government Department of Health and Aged Care

ARLP 29
ARLP 30

Australian Live Export Council

TRAIL 2023

Australian Lot Feeders Association

ARLP 28
ARLP 29
ARLP 30
TRAIL 2023

Australian Meat Processor Corporation Ltd

AALP 2023
ARLP 28
ARLP 29
ARLP 30

Sponsorship partners *(continued)***Australian Pork**

ARLP 28
30 Year Anniversary Gold Partner

Australian Rail Track Corporation

ARLP 30

Australian Wool Innovation Ltd

ARLP 30

Consolidated Pastoral Company

AALP 2023

Cooperative Bulk Handling Ltd (CBH Group)

ARLP 28
ARLP 29
ARLP 30
TRAIL 2023
30 Year Anniversary Founding Partner

Cotton Australia Limited

AALP 2023
ARLP 28
ARLP 29
ARLP 30

Cotton Research and Development Corporation

ARLP 28
ARLP 29
ARLP 30
TRAIL 2023
30 Year Anniversary Gold Partner

Cotton Seed Distributors Ltd

AALP 2023

Dairy Australia Limited

ARLP 28
ARLP 30

Elders Limited

AALP 2023
TRAIL 2023
30 Year Anniversary Platinum Partner

Fletcher International Export Pty Ltd

AALP 2023

Fisheries Research and Development Corporation

ARLP 28
ARLP 29
ARLP 30
30 Year Anniversary Silver Partner

Gardiner Dairy Foundation

ARLP 28
ARLP 29
ARLP 30

Goat Industry Council of Australia

TRAIL 2023

Grains Research and Development Corporation

ARLP 28

Growers' Advisory Council

ARLP 29

Heritage Bank Charitable Foundation

TRAIL 2023

Kalyx Australia

AALP 2023

Lawson Grains

AALP 2023

Meat and Livestock Australia

ARLP 28
ARLP 29
ARLP 30

National Indigenous Australians Agency

ARLP 28
ARLP 29
ARLP 30

NBN

AALP 2023

NSW Government Department of Regional NSW

ARLP 30

NSW Local Land Services

ARLP 28

Nufarm Australia Limited

AALP 2023

Nutrien Ag Solutions

AALP 2023

Paraway Pastoral Co.

ARLP 29

Prime Super

ARLP 28
ARLP 29
ARLP 30
30 Year Anniversary Gold Partner.

Stanbroke

TRAIL 2023

Syngenta

AALP 2023

Telstra Corporation

ARLP 28
ARLP 29
ARLP 30
30 Year Anniversary Storytelling Partner

The John B. Foundation

ARLP 28
ARLP 29
ARLP 30

Thyne Reid Foundation

ARLP 30

Tim Fairfax Family Foundation

ARLP 28
ARLP 29
ARLP 30

Torres Strait Regional Authority

ARLP 29

WA Department of Primary Industries and Regional Development

ARLP 28
ARLP 29

Westpac Banking Corporation

AALP 2023

Wilmot Cattle Company

ARLP 29

Woolworths Limited

AALP 2023

WWF - Australia

ARLP 28

Program funding and delivery partners

	FUNDING PARTNER	DELIVERY PARTNER
Drought Resilience Leaders Program	Australian Government Future Drought Fund	Australian Resilience Centre, Foundation for Rural Regional Renewal, National Farmers Federation, Rural Economies Centre of Excellence, University of Southern Queensland
Helping Regional Communities Prepare for Drought Initiative	Australian Government Future Drought Fund	Foundation for Rural Regional Renewal, National Farmers Federation, local community organisations in program regions
Leading Australian Resilient Communities Program	Australian Government Building Resilient Regional Leaders Initiative (Pilot)	Regional Australia Institute, Leaders Institute of South Australia, Leadership Victoria, Leadership WA, Tasmanian Leaders, Australian Resilience Centre
Milparanga Established and Emerging Leadership Program	National Indigenous Australians Agency Thyne Reid Foundation Minderoo Foundation	
Regenerate Bega Valley	Australian Government Investing in Rural Community Futures Bega Extension Grant	Bega Valley Shire Council, Foundation for Rural Regional Renewal
Regenerate Capital Region	Australian Government Black Summer Bushfire Recovery Grants Program	Cuppacumbalong
Regenerate Eurobodalla	Australian Government Investing in Rural Community Futures Shoalhaven Extension Grant	Global Learning, South Coast Health and Sustainability Alliance
Regenerate Shoalhaven	Australian Government Black Summer Bushfire Recovery Grants Program	Foundation for Rural Regional Renewal
Regenerate Nambucca and Snowy Valleys	Bushfire Local Economic Recovery Fund (Australian Government and New South Wales Government) Global Giving Minderoo Foundation	

UNDERSTANDING OUR IMPACT IN MORE DEPTH

Evolving monitoring, evaluation and learning infrastructure

Over the past year, our monitoring, evaluation and learning (MEL) function experienced significant growth. We have increased not only the technical skills within our internal team but partnered with respected evaluation providers. From First Nations-led impact measurement and evaluation consultancy KOWA Collaboration to management consultancy Nous Group and the Rural Economies Centre of Excellence, our strengthened partnerships ensure we stay in line with contemporary impact evaluation practice.

Marking our 30th anniversary, our MEL and marketing teams worked with our evaluation partners to publish the inaugural impact report. This report, rich with data and impact stories, offers a comprehensive view of our work's influence at local, national and global levels over the past 30 years.

Finally, following an exhaustive review, we also revamped our theory of change. It will continue to evolve to meet the evaluation requirements of our programs, ensuring we remain responsive to the changing landscapes of rural, regional and remote leadership in Australia



Lockie McDonald
Corporate Services
Director



View the
**30 YEARS OF
LEADERSHIP
IMPACT
REPORT**



Understanding how our programs affect people, their communities and systems

We apply systematic monitoring, evaluation and learning (MEL) frameworks to track the performance and the impact of our programs. This evaluation helps us, and our funding partners, understand the progress and impact of leadership development. Through data collection and storytelling, we showcase social, environmental and economic impacts, make informed decisions and provide quality assurance.

In the future, we plan to gain more in-depth feedback from communities to assess how our programs build stronger partnerships.

Determining what needs to happen for people, communities and system to change

Our theory of change is a structured plan that determines what needs to happen for people, communities and systems to achieve the desired transformation. This is particularly important in an era marked by sustained complexity and a rapid pace of change, necessitating influential and diverse networks of individuals practicing leadership.

The theory pivots around five levers or actions that act as catalysts for change:

- » **Creativity** – This involves a dedicated investment in experimentation, innovation and transformation to foster adaptability and forward-thinking.
- » **Leadership capability** – Enhancing the ability to adapt to complex change and apply learned knowledge is crucial.
- » **Agency** – Adopting an inclusive approach to problem-solving, mobilising action and fostering distributed leadership networks.
- » **Partnerships and collaboration** – Working across boundaries to unite varied perspectives and resources is essential.
- » **Ethical leadership commitment** – A focus on equity, equality and the inclusion of First Nations worldviews underpins commitment to ethical leadership.

To monitor the progress and effectiveness of these levers, we employ various indicators that track the occurrence of change. Based on the outcomes observed, we continually refine our approach, ensuring that our programs remain both effective and relevant to the evolving landscape.

CLAIRE'S TRANSFORMATIVE EXPERIENCE DURING LARC PROGRAM

On the 28 February 2022, Claire Sowden told her husband she 'had a thing she had to do' and he needed to cook dinner. 'That thing' was co-ordinating the disaster response for the worst flood in history devastating her local area of Lismore.

"I haven't really made dinner since," she laughs.

The remarkable thing about this exchange is that until that moment Claire had no experience in disaster management or indeed in any large-scale community events. She also lived around 45 minutes away in Lennox Head, where she runs an online marketing business from home with her husband.

"I had woken up in the morning and looked through a heap of Facebook groups to see what the flooding situation was, since our kids go to school in Lismore. It was immediately obvious that people were in life threatening danger and that the normal response was not going to be adequate. So I worked for about six weeks online to connect people to information and ensure those people who needed help were getting it."

This foray into an intensely devastating event unlocked many things for Claire, a new profession, a new personal focus, an emotional roller coaster and the NSW Northern Rivers Leading Australian Resilient Communities (LARC) program offered by the Australian Rural Leadership Foundation and the Regional Australia Institute.

The objective of the LARC program is to bring together current and emerging leaders across regions to further develop their leadership skills and build a network that's committed to action and outcomes.

During this period Claire moved into a role with Resilient Lismore, a registered charity and grassroots community-run organisation that formed during the 2017 floods in the same area. Part of her role is moderating its Facebook group, which during the disaster, billowed to over 30,000 members.

"I'm a big believer that when someone's already doing the job, you help them do the job. You don't just start a new thing. Resilient Lismore is a community-led organisation that fits between community and government and works across both of those membranes. That really appealed to me. It was a good group of people and the vibe was right," she said.

Initially, her co-ordinating role was done remotely but once she turned up in person, and took on a number of roles, it quickly became apparent they needed more people. But in the meantime, she tried to fill the gap, at the expense of her own health and time with her family.



Leading Australian Resilient Communities alum Claire Sowden.

“It was at that point that I realised they were trying to do everything with the disaster response and recovery, so I just jumped in and just started volunteering and found myself working all the time and not sleeping much.”

At the same time, she applied for the LARC program, because it was more than personal development and it meant connecting with more people. Little did she know, it would also mean a full emotional transformation in front of a room of people she just met.

“It was the second multi-day session that really brought everything home to me. [The facilitator] asked ‘how do you be yourself emotionally as a leader?’ And I think I almost had a panic attack in the room – this personal breakdown moment in front of everyone. I realised I really needed to do something about this,” she said.

“I realised I’d just been soldiering on and not dealing with issues as they rose. With my new role during the floods, I felt community responsibility. And for whatever reason it all came to the surface during the course. But having such a public breakdown made me commit to doing something about it. And so many people came up to me after that and said it resonated with them, that showing vulnerability is valuable for other people as well.”

By allowing herself to be vulnerable, the LARC program not only enabled Claire to consolidate her own emotional wellbeing but empowered her to continue with meaningful community service. Claire learnt that vulnerability plays a critical role in effective leadership, as it fosters connection, trust and growth within individuals and communities.

She’s determined to ensure that Lismore and the surrounding areas are more ready for any kind of natural disaster by preparing a framework for response that can be tailored to other regions in Australia and the world.

“My vision for our future is that we take the challenges of the past year, and some of the preceding years, and we grow to become a tighter network of resilient communities. This will provide resilience and preparation for not just our region, but a learning opportunity for communities across the globe,” Claire says.

“I hadn’t really seen myself as a leader before I turned up to the LARC program. It gave me the confidence to call myself that and to step into rooms with people like the Regional Recovery Coordinator and the Regional Health and Wellbeing Committee and contribute to the conversation and the work they’re doing.”

LARC also encouraged her awareness of her position of influence through studying her personality traits and understating how they work with other people. Claire likens the experience to solving a personal impetuosity and says she can work more collaboratively with people as a result.

“(Managing a) disaster requires you to bring everything to the table and I want to create a legacy for the next event by impacting policy so that there is a better response next time,” she said.

“I’ve got this kind of microscopic thing that I’m working on here, but this is actually indicative of a macro issue. Australia is going to have more disasters in the next 20 years than the last 20 years. To be able to react properly to them, we need to create networking and relationship opportunities before these events occur because so much information transfer happens in these moments. The social level of connections is so important to the bigger picture.”

Claire believes building resilience comes through more social interactions between not just community members, but neighbouring regions and organisations. She values the networks she has built through the LARC program as pivotal to success, especially in preparing for the challenges and opportunities that lie ahead, such as natural disasters. By cultivating these relationships, Claire believes her community will be better equipped to face and overcome adversity, ensuring a more resilient and thriving future.



ENSURING WE ARE CAPABLE AND SUSTAINABLE

Each year the ARLF is presented with many opportunities to build the leadership capacity of people throughout Australia. Our ability to act on these opportunities is limited only by the funding we can secure from government, industry and the support of philanthropic foundations and donors.

Whilst scholarships for our flagship program, the Australian Rural Leadership Program (ARLP) is, and will continue to be, a fundraising priority, the types of projects supported by philanthropy is becoming increasingly diverse.

This past year the ARLF received its first grant from Boundless Earth, a foundation which advances the natural environment by focusing on clean energy. The ARLF will collaborate with the Queensland Conservation Council to deliver the Leading Communities Through Energy Transformation Project in Queensland in 2024.

Philanthropy will also support the new Regional Creative Industries Leadership Project, to be delivered in partnership with Regional Arts Australia. This project's funders include the Jibb Foundation, Tim Fairfax AC, and The Yulgilbar Foundation.

This year the ARLF awarded the third Alumni Scholarship to ARLP30 participant, Paul Harmer, a school principal from Mount Gambier in South Australia. Paul's scholarship was co-funded by donations received from alumni, participants, and other friends of the ARLF, along with the H V McKay Charitable Trust.

Paul was one of seven ARLP participants funded by philanthropic scholarships this year. Others were ARLP29's Eugene Wong and Erin Lew Fatt, and ARLP30's Eileen Breen and Clive Liebmann (supported by the Tim Fairfax Family Foundation); ARLP29's Tony Eyres and ARLP30's Jennifer Smith (supported by the John B. Foundation). Loyal ARLF funder, the Thyne Reid Foundation also renewed its support for ARLP scholarships.

Thank you to our much-valued individual donors, philanthropic trusts and foundations for your support this past year. Your gifts and grants strengthened our impact by supporting scholarships and providing funding for new leadership programs and initiatives.

Donors

- » Sylvia Admans
- » Anne Alison
- » Anonymous (10)
- » David Anthony AM
- » Mark Ashburn
- » Fiona Aveyard
- » R. Bartolo
- » Ashley Bland
- » Jacqui Cannon
- » Anna Carr
- » Malcolm Cock
- » Wendy Craik AM
- » Cathy Cummins
- » Merna Curnow
- » J. D'Urso
- » R.V. Dulhunty
- » Richard Evison
- » Tim Fairfax AC
- » Tim Ferraro
- » Rob Fish
- » Ailsa Fox OAM
- » Duncan Fraser
- » J. Gertz
- » Alex Greetham
- » John Harrison
- » Julia Hausler
- » Vivienne Johnson
- » Tanya Lehmann, Aurora Meliora Pty Ltd
- » Matt Linnegar
- » J. Loughland
- » Annette McCarthy
- » D. Mailler
- » Renee Manning
- » Jane Milburn OAM
- » Cat Murray
- » Phil Nicholas
- » Sal Norton
- » Ruth Redfern
- » B. Roughead
- » Rick Sawers
- » Edwina & Ross Sharrock
- » Katherine Waterhouse
- » Michelle Wickson
- » John Wright

Trusts and foundations

- » Boundless Earth
- » GlobalGiving
- » Heritage Bank Charitable Foundation
- » HV McKay Charitable Trust
- » John B. Foundation
- » Minderoo Foundation
- » Red Earth Community Foundation
- » Thyne Reid Foundation
- » Tim Fairfax Family Foundation



Vivienne Johnson
Philanthropy Manager

LOST IN TRANSLATION, FOUND THROUGH LEADERSHIP

The TRAIL Emerging Leaders program takes 15 diverse people from across rural and regional Australia through a series of mental, spiritual and physical challenges to explore their own learning and leadership style. The experiential and challenge-based approach helps these future leaders become aware of their personal behaviour and learn how to engage effectively in their workplace, community, and industry.

Diana Sanchez, from Colombia South America, recently graduated from TRAIL and believes the leadership experience will especially benefit her in the workplace. She moved to Australia to improve her English and now works as an agricultural consultant in the feed and grain industry near Toowoomba, Queensland. Her workplace features a large number of migrant workers with inevitable communication issues - simple 'lost in translation' moments.

"I found this miscommunication interesting, and it made me wonder how much better the workplace would be if we took more time to truly understand each other," Diana says.

Diana was nominated for the ARLF's TRAIL Emerging Leaders program by The Mulberry Project, a Toowoomba-based not-for-profit.

"TRAIL was a huge challenge for me. I am only 150cms tall and I had to carry a backpack that was almost bigger than me for 40km! My first big learning was that it was fine to ask for help. I was telling people I was OK, even when I wasn't," Diana says.

"The other huge learning for me related to the way I communicated when under pressure. My Spanish mind would speed along at a million miles an hour and yet my ability to translate that into English was so much slower that it was incredibly frustrating. People reacted to me differently when I was stressed and misunderstood what I was saying. I soon learned that any benefit of what you are saying gets lost, minimised or dismissed by the listener's inability to understand what you truly mean."

Diana intends to use her TRAIL experience and learnings to address communication issues and encourage other culturally and linguistically diverse (CALD) people to be part of leadership opportunities such as TRAIL.

"The TRAIL course touched me very deeply and, through meaningful conversations with the other program participants, it made me think about what I valued most in both life and work. It made me realise I don't have to have all the answers right now. It is more important just to start the conversation with likeminded people who are willing to help and work together."



TRAIL Emerging Leaders 2023 alum
Diana Sanchez.

CONTRIBUTING TO THE CREATION OF KNOWLEDGE TO IMPROVE THE PRACTICE OF LEADERSHIP DEVELOPMENT

Thirty years is a significant amount of time for an organisation to make contributions to leadership, learning, people, communities and sectors within Australia and in the 2022-2023 year, this is exactly what the network of the Australian Rural Leadership Foundation has been celebrating and continuing to develop.

From humble beginnings with high aspirations, the ARLF was formed in Canberra in 1992 to make positive contributions to rural, regional and remote Australia via the most valuable of all assets; people.

For many years, we designed and delivered one program only and as the years advanced, so too did our presence in many communities of this country as we embarked on delivering more core programs that were designed in response to the leadership needs of regional and rural Australians and the needs of our valuable sectoral and national partners who invested in our work.

In this reporting period, we have certainly hit our stride and have mobilised many teams of facilitators to meet with cohorts of eager leadership learners in a vast array of settings and for a varying number of days. Learners and facilitators have gathered by rivers, waterholes, in caves, under the stars, on sacred land and in the giant halls of Parliament. They listened to the whispering of the leaves, the calls of birds and they felt the early morning chill amongst trees whilst digging their feet into sand, red dirt and the soft leaves of the forest floor.

They have made commitments to continue to serve and represent their communities, regions, sectors, and industries wherever they are and to apply the increased awareness that has been developed whilst participating in their ARLF leadership program.

This has been a very busy period for the ARLF as we have designed and delivered multiple programs for people living in regions that have been impacted by drought and fire and the impacts of COVID. In all of these programs, we are exploring the multiple facets of resilience, systems thinking and design, collective impact and community and regional narrative and how that has been shaped by the past, is defined in the present and is able to be woven for the future.

The increase in the amount of programs we have delivered this year has required us to increase our ARLF team and our extended network of associates and delivery partners. This has been exciting and challenging for us, offering opportunities for us to stretch our practice, push our boundaries and learn from many gifted and talented leadership practitioners committed to regional, rural, remote Australia.

We're still fundamentally humble and still have high aspirations – that is not likely to go away.

I wish to thank the talented, generous and energetic team at ARLF, the partners and associates we are so grateful to work with, our collaborators and our confidantes, those who challenge us to do better and to keep pushing boundaries. I also want to thank the pioneers of this wonderful organisation; the visionaries who followed through on their commitment to activate and prioritise leadership development in this country and who contributed to a massive body of work that we are benefitting from today.

In addition to our team, we collaborate with an associate network to enhance our capacity to grow leadership within and for rural, regional, and remote Australia. These associates work hand-in-hand with the team, contributing to the design and execution of programs, and partnering with us to procure funding for initiatives that are of significant value to our rural communities and industries. Many associates actively engage with the team, challenging and expanding our perspectives to ensure our leadership theories and practices are aptly suited for their purposes. They bring a wealth of wisdom and experience from our regions, helping us stay relevant and attuned to the leadership needs of our collective future. Established in 2019, we anticipate the continued growth and evolution of the associate group to amplify our impact nationwide.



Andrea Hogg
Learning Director



ARLF team at the team retreat in Cairns 2022.



Our associates



Adam Smith



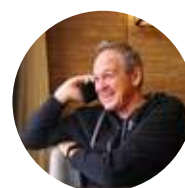
Briony Arnold



Elizabeth Brennan



Michelle Deshong



Stephen Brown



Tom Henderson



Alana Johnson



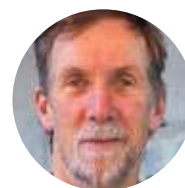
Catherine Marriott



Jen Wressell



Richard Dent



Steve Colman



Zoe Routh



Ali Wass



Clare Moss



Karim Haddad



Russell Fisher



Susan Benedyka



Ananth Gopal



Craig Jones



Leith Bouly



Scott Gorringer



Tanya Lehmann

Scan to learn more about OUR ASSOCIATES



OUR BOARD



Rick Sawers

Chair (appointed 17 November 2022)

Rick is from Alexandra Victoria and now resides in Melbourne and joined the Foundation Board in March 2016. He has over 45 years of experience as a senior executive with several large, Australian, listed corporations, he has extensive experience working in international locations in financial services, markets, trade, strategy and risk management. In addition, Rick, is an experienced company director, including past roles as Chair of the Board and Chair of key Board sub-committees, contributing high standards of corporate governance and extensive strategy formulation and execution experience. Rick has held roles as Executive Chair of Great Western Bancorporation (USA), Chair of the Australian Financial Markets Association, Deputy Chair of Export Finance Australia, (formerly EFIC), and Executive Director of Clydesdale Bank PLC, (now Virgin Money UK).



Michael (Mike) Carroll

Chair (retired 17 November 2022)

Michael joined the Australian Rural Leadership Foundation Board in November 2015 and was Chair of the Board from March 2016 until November 2022. Mike has more than 25 years of experience in food and agribusiness with current directorships including Incitec Pivot, Paraway Pastoral Company, Rural Funds Management, and Viridis Ag. Former board roles include Select Harvests, Elders, Sunny Queen, Tassal, Warrnambool Cheese & Butter, Queensland Sugar, Rural Finance Corporation, the Australian Farm Institute, Meat and Livestock Australia, the Geoffrey Gardiner Dairy Foundation, Genetics Australia and the Regional Investment Corporation. Mike held senior positions at the National Australia Bank and Monsanto Agricultural Products. His family have farmed at Mudgegonga for over 150 years and Mike has a property in southwest Victoria. Mike holds a Bachelor of Agricultural Science from La Trobe University and a Master of Business Administration from Melbourne University Business School. He completed the Advanced Management Program at Harvard Business School, Boston and is a Fellow of the Australian Institute of Company Directors.



Sylvia Admans

Sylvia has over 40 years professional experience, working across government, not for profit, and commercial sectors. Her most recent 20 years was spent in the philanthropic sector where she was CEO of the R E Ross Trust and CEO of the Foundation for Rural & Regional Renewal (FRRR) where she established the Foundation in Bendigo, Vic. Across both these roles she has made a significant contribution to place based and community philanthropy. She hails from Yetman in northern NSW, is a qualified Librarian, a graduate of the Australian Rural Leadership Program, a Fellow of the Australian Rural Leadership Foundation, a Churchill Fellow and holds a Diploma from the Institute of Company Directors. She lives with her partner David in Melbourne.



Margaux Beauchamp

Margaux is a seasoned corporate, capital and value advisor with more than 30 years of experience. Her expertise is in 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 Chair, CPC Group Holdings Pty Ltd, an Australian managed, UK owned Agrifood business that owns and operates a portfolio of 9 cattle stations covering more than 3.6 million hectares with approximately 300,000 head of cattle carrying capacity, and two feedlots in Indonesia. She is a former director of Mulgowie Fresh Pty Ltd, a large horticultural business. She was raised on a cattle station in Far Western Queensland and maintains a private investment in the beef industry, spending considerable time each year in regional Australia. Margaux holds a Bachelor of Agricultural Economics (Honours) from the University of New England and a Master of Commerce from the University of Queensland. She is a Member of the Australian Institute of Company Directors and Chartered Accountants Australia and New Zealand.



Rob Dulhunty

Rob joined the Foundation Board in November 2015. He brings extensive experience in leadership and advisory roles in the regional space. Rob was Chair of Landcare New South Wales (LNSW) from 2011-2018, Vice-Chairman from 2006-2011, and a Founding member of Landcare NSW in 2006. Rob's Landcare roots extend back to his roles as founding chair of Furracabad Landcare Group in 1989, member and subsequent chair of GLENRAC (Glen Innes Natural Resources Advisory Committee), founding member and chair of New England and Northwest Landcare Committee. Rob's leadership roles in Landcare also extended to the national level as a director of the NLN (National Landcare Network). He was awarded Life Membership of LNSW in 2018 and won the prestigious Gerald Carnie Memorial Landcare award in 2019. He has also demonstrated his leadership by acting in an advisory capacity on various advisory committees to the NSW Government, the Natural Resources Commission, and Local Land Services. Rob is also Manager of Nant Pastoral Co Pty Ltd which conducts his family's rural enterprises. Rob has also been a member, director and chair of other NFP organisations.



Melissa Fletcher

Melissa is a Kamilaroi woman from Moree now residing in Dubbo in NSW and a graduate of Course 18 of the Australian Rural Leadership Program. Melissa is the CEO of Fletcher International Exports Pty. Ltd as well as the owner of an Events Business Smoked Garage in Fortitude Valley Brisbane. Melissa is also an owner and CEO of Fletchers Big Boomerang Logistics and a part owner of Native Secrets. Melissa is the Deputy Chair of the Australian Meat Processing Corporation (AMPC) has and has previously served as a Director of MINTRAC and the Albany Port Authority, General Manager of Fletcher International WA and as Indigenous Liaison at St Patricks Senior College in Mackay, Qld. Melissa as also been recently served as a member of Expert Advisory Panel for NSW Treasury for their newly completed Pathways to Prosperity: First nations Women's Economic Participation Review released in August 2023. Melissa is a strong advocate for Australian Agribusiness, being part of one of the most vertically integrated privately owned companies in the country. Melissa is passionate about regional and rural Australia and her First Nations ancestry.



John Maher

John joined the Foundation Board in March 2023 and brings extensive experience in executive leadership and board directorship across several publicly listed and private companies within the agribusiness sector. John is a strong advocate for Australian agribusiness, international agricultural trade and regional & remote communities, being awarded Sydney University's Alumni Outstanding Achievement Award for services to these causes. He continues to contribute not only through his role at ARLF but also as a Director of Autism Awareness Australia and Agribusiness Australia. John served as the MD and CEO of Ruralco Holdings Ltd for nine years and prior to that was Senior Group Executive at Wesfarmers Ltd for 10 years and AWB Ltd for two years where he led the Landmark (now Nutrien) rural services business. Most recently he was the Group CEO for the Indigenous Land and Sea Corporation.



Mena Waller

Mena grew up in Central Queensland and has cultural connections to Walman Yawuru People in north-west Kimberly, Western Australia. She is currently the Director of 54 reasons in Queensland (Part of Save the Children Australia Group) and serves on several elected and ministerial appointed advisory committees at state and national levels within the community Sector. She has lived and worked in remote and urban settings across Australia and has a background in health, education and family & community services and brings technical experience in social policy, practice leadership and operational management to her roles. Mena is passionate about people-centred, sustainable, and collaborative development approaches that centre self-determination and community leadership.

DIRECTORS' REPORT

The Directors of the Australian Rural Leadership Foundation Limited (ARLF) present their report for the financial year ended 30 June 2023.

Principal activities

The principal activity of the ARLF during the 2023 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 programs
 - Milparanga Emerging
 - Milparanga Established
 - Milpranga International
- » TRAIL Emerging Leaders Program
- » Australian Agribusiness Leadership Program (AALP)
- » Helping Regional Communities Prepare for Drought Initiative, including the National Mentoring Program
- » Leading Australian Resilient Communities (LARC)
- » Regenerate Regional Leadership Programs
- » Client-specific courses for specific groups or industries.
- » The engagement and enhancement of the ARLF's leadership network of graduates and members.

Strategic plan

The ARLF Strategic Plan 2022-2025 was developed in early 2022 and reviewed in early 2023 for the remainder of the period.

Vision

Thriving rural, regional and remote communities.

Purpose

Develop and exercise leadership for positive impact.

Approach

We develop leadership so people act beyond themselves, work with others, and facilitate change. We do this by offering participants challenging, hands-on learning experiences and the opportunity for reflection.

Strategic priorities

The strategic priorities outlined in the ARLF Strategic Plan 2022-2025 are:

- » Extend high quality leadership development opportunities for more people in more places.
- » Collaborate with purpose-aligned organisations, investors and people.
- » Activate leadership networks to facilitate change in organisations, sectors and communities.
- » Ensure the ARLF is capable and sustainable.
- » Contribute to the creation of knowledge to improve the practice of leadership development.
- » Understand our impact in more depth.

Inherent in all strategic priorities is our work with ARLF network of our alumni. The plan provides direction by outlining immediate, short-term and future ARLF priorities.

Information on directors

During the year the following people served on the board:

- » **Mr Rick Sawers** Dip Inter Trade MA
Chair
Joined 4 March 2016 – appointed as Chair 17 November 2022
- » **Mr Michael Carroll** BAgric MBA FAICD
Joined 4 March 2016 – retired as Chair 17 November 2022
- » **Ms Margaux Beauchamp** BAgEc (Hons) MCom CA GAICD
Chair of the Audit and Risk Committee
Joined 9 August 2019
- » **Mr Robert Dulhunty**
Chair of Nominations and Remuneration Committee

Joined 18 November 2015

» **Ms Sylvia Admans** BA Dip.Lib Grad Dip Executive Management FARLF GAICD

Chair of Fundraising Committee
Joined 10 May 2019

» **Ms Melissa Fletcher** FARLF

Joined 17 November 2017

» **Mr John Maher** BAgSc (Hons) MBA GAICD

Joined 8 March 2023

» **Ms Mena Waller** BBus ProfComm, GradCert Ed (Leadership), DipCommDev, FARLF

Joined 8 March 2023

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 seven board meetings, four Audit and Risk Committee meetings, four Nominations and Remuneration Committee meetings and four Fundraising Committee meetings.

Director's 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 party 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 ARLF 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 \$9,041 (2022: \$7,449) excluding GST.

Workplace health and safety regulations

ARLF's operations are subject to various workplace health and safety regulations under both Commonwealth and State legislation. The Board believes that ARLF has adequate systems in place for the management of its workplace health and safety requirements and is not aware of any breaches of those requirements as they apply to ARLF.

Culture

Directors are committed to upholding a culture of diversity and inclusion, to challenging entrenched ideas and approaches, to foster collaboration and to influence change for positive impact.

Changes in the state of affairs

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.

Director	Board Meetings	Audit and Risk Committee	Nominations and Remuneration Committee	Fundraising Committee
Ms Sylvia Adams	5 (5)	-	4 (4)	3 (3)
Ms Margaux Beauchamp	5 (5)	4 (4)	-	-
Mr Michael Caroll	3 (3)	1 (2)	-	-
Mr Robert Delahunty	4 (5)	-	4	3 (3)
Ms Melissa Fletcher	5 (5)	1 (1)	4	2 (3)
Mr John Maher	0 (2)	1 (1)	1 (1)	2 (2)
Mr Rick Sawers	4 (5)	3 (3)	-	1 (1)
Ms Mena Waller	2 (2)	1 (1)	-	-

NB: The figure in brackets indicates the number of meetings that Directors were eligible to attend during the 2023 financial year.

Celebrating 30 years

In October 2022, the ARLF celebrated its 30th anniversary with a gala event in Canberra. The occasion drew hundreds of our distinguished alumni and partners to mark this milestone and unveil our comprehensive 30 Years of Leadership: Australian Rural Leadership Foundation 2022 Impact Report.

Expanding leadership opportunities

This year, the ARLF successfully extended its reach and impact by delivering more leadership opportunities in more regional locations across Australia. In January 2023, in collaboration with our project partners, we completed Phase One of the Drought Resilience Leaders Program. This program reached 12 regions nationwide reaching more than 600 people in total. Immediately after completing Phase One, our team pivoted to planning Phase Two—The Helping Regional Communities Prepare for Drought Initiative. This ambitious project is set to expand our footprint to 35 regions across the country and is projected to conclude in August 2025.

New initiatives

In collaboration with project partners and ARLF Associates, we also launched the Regenerate Regional Leadership Programs in various regions including Eurobodalla and Capital Regions, as well as Shoalhaven and Bega. In addition, we completed the Leading Australian Resilient Communities (LARC) program as a national pilot. Delivered across 10 regions, LARC aims to empower communities to face challenges head-on, emphasising not just survival but growth, readiness, and seizing opportunities.

Team and partnerships

The significant increase in the volume of leadership opportunities and impact was made possible through a strong network of partnerships and the diligent implementation of project management methodologies within the ARLF. We extend our deepest gratitude to our dedicated partners and the ARLF team for their tireless efforts in making this possible.

There were no other significant changes in the affairs of the ARLF during this reporting period, aside from the advancements and projects detailed in this report and in our financial accounts.

Subsequent events

With the substantial easing of the impacts of the Covid pandemic the 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 \$312,307 (2022: \$121,780 surplus).

Future developments and results

The future focus of the ARLF is to continue to deliver high quality leadership opportunities for more people in more places while also ensuring the organisation is capable and sustainable. The ARLF is well positioned to work towards these priorities as the next three years will see the ARLF, with multiple delivery partners and associates, deliver leadership activities in over 50 regions with an emphasis on community recovery and resilience in rural, regional and remote Australia.

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 2023, the number of members was 912 (2022: 886).

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 Rick Sawers

Chair

Date: 12 October 2023

Directors Declaration

In the Directors' opinion:

- » the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, 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 Foundation's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and
- » there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they become due and payable.

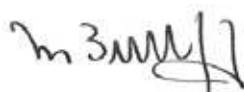
Signed in accordance with a resolution of the Board of Directors.



Mr Rick Sawers

Chair

Date: 12 October 2023



Ms Margaux Beauchamp

Chair Audit and Risk Committee

**RSM Australia Partners**

Equinox Building 4, Level 2, 70 Kent Street Deakin ACT 2600
GPO Box 200 Canberra ACT 2601

T +61(0) 2 6217 0300
F +61(0) 2 6217 0401

www.rsm.com.au

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 2023, 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 October 2023

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Equinox Building 4, Level 2, 70 Kent Street Deakin ACT 2600
GPO Box 200 Canberra ACT 2601

T +61 (0) 2 6217 0300

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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 2023, 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 2023 and of its financial performance and cash flows for the year ended on that date; and
- (b) complying with Australian Accounting Standards- Simplified Disclosures 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 2023, 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

RSM Australia Partners is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

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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- Simplified Disclosures 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.

RSM AUSTRALIA PARTNERS

Ged Stenhouse
Partner

Canberra, ACT
Dated: 12 October 2023

Australian Rural Leadership Foundation Limited
Statement of profit and loss and other comprehensive income
For the year ended 30 June 2023

	Note	2023 \$	2022 \$
Revenue and other income	2	12,081,032	8,496,930
Operating costs		(6,961,827)	(4,466,320)
Staffing costs		(4,218,651)	(3,332,643)
Core administrative costs		(479,483)	(464,788)
Lease interest expense		-	(3,488)
Depreciation and amortisation		(108,762)	(107,911)
Surplus/(deficit) before income tax		<u>312,309</u>	<u>121,780</u>
Other comprehensive income		-	-
Surplus/(deficit) attributable to members of the Foundation		<u>312,309</u>	<u>121,780</u>

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 2023

	Note	2023 \$	2022 \$
CURRENT ASSETS			
Cash and cash equivalents	3	8,721,959	8,480,737
Trade and other receivables	4	269,712	505,138
Investments	5	2,060,200	1,860,200
Other current assets	6	170,018	292,660
TOTAL CURRENT ASSETS		11,221,889	11,138,735
NON-CURRENT ASSETS			
Plant and equipment	7	69,538	87,873
Right-of-use assets	8	36,227	108,696
TOTAL NON-CURRENT ASSETS		105,765	196,569
TOTAL ASSETS		11,327,654	11,335,304
CURRENT LIABILITIES			
Payables	9	417,749	1,024,232
Provisions	10	265,375	260,653
Unearned revenue	11	8,040,683	7,452,394
Lease liabilities	12	38,001	72,435
Other liabilities	13	8,685	9,359
TOTAL CURRENT LIABILITIES		8,770,493	8,819,073
NON-CURRENT LIABILITIES			
Provisions	10	28,852	18,004
Unearned revenue	11	506,217	750,440
Lease liabilities	12	-	38,004
TOTAL NON-CURRENT LIABILITIES		535,069	806,448
TOTAL LIABILITIES		9,305,562	9,625,521
NET ASSETS		2,022,092	1,709,783
EQUITY			
Reserves		2,022,092	1,709,783
TOTAL EQUITY		2,022,092	1,709,783

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 2023

	Commitments Reserve ¹ \$	General Reserve ² \$	Development Funds Reserve ³ \$	Endowment Funds Reserve ⁴ \$	Retained Surplus \$	Total \$
Balance at 1 July 2021	805,000	311,998	360,470	110,535	-	1,588,003
Comprehensive income	-	-	-	-	121,780	121,780
Surplus/(Deficit) for the year	-	-	-	-	121,780	121,780
Total comprehensive income	-	-	-	-	121,780	121,780
Other transfers	-	-	121,780	-	(121,780)	-
Transfers to reserves from Retained Surplus	35,000	108,002	(147,080)	4,078	-	-
Transfers (to)/ from reserves	35,000	108,002	(25,300)	4,078	(121,780)	-
Total other transfers	35,000	108,002	(25,300)	4,078	(121,780)	-
Balance at 30 June 2022	840,000	420,000	335,170	114,613	-	1,709,783
Comprehensive income	-	-	-	-	312,309	312,309
Surplus/(Deficit) for the year	-	-	-	-	312,309	312,309
Total comprehensive income	-	-	-	-	312,309	312,309
Other transfers	-	-	-	-	-	-
Transfers to reserves from Retained Surplus	(20,000)	312,309	(312,309)	-	-	-
Transfers (to)/ from reserves	(20,000)	42,000	(22,000)	-	-	-
Total other transfers	(20,000)	42,000	290,309	-	(312,309)	-
Balance at 30 June 2023	820,000	462,000	625,479	114,613	-	2,022,092

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 2023

	Note	2023 \$	2022 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Course fees and sponsorships received		13,352,941	7,644,550
Interest received		44,956	13,833
Other receipts		181,795	519,526
Payments for operations and conduct of courses		(13,048,076)	(8,760,780)
Lease interest paid		-	(3,488)
Net cash generated from operating activities	16	531,616	(586,359)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of furniture and equipment		(17,956)	(57,870)
Proceeds from/ (payments for) term deposits		(200,000)	500,000
Net cash generated from/(used in) investing activities		(217,956)	442,130
CASH FLOWS FROM FINANCING ACTIVITIES			
Lease liabilities paid		(72,438)	(70,163)
Net cash used in financing activities		(72,438)	(70,163)
Net movement in cash and cash equivalents		241,222	(214,392)
Cash and cash equivalents at beginning of financial year		8,480,737	8,695,129
Cash and cash equivalents at end of financial year	3	8,721,959	8,480,737

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 2023

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.

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 – Simplified Disclosures of the Australian Accounting Standards Board (AASB) and the *Australian Charities and Not-for-profits Commission Act 2012*. 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.

Key judgement – Deferral of revenue and revenue recognition

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.

Australian Rural Leadership Foundation Limited
Notes to the financial statements
30 June 2023

Note 1. Summary of significant accounting policies (continued)

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.

f. Income tax

As the company is a charitable institution in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

Australian Rural Leadership Foundation Limited
Notes to the financial statements
30 June 2023

	2023 \$	2022 \$
Note 2: Revenue and other income		
<i>Revenue from contracts with customers:</i>		
Course revenue	11,589,194	7,794,669
Network membership fees and events	250,735	168,837
<i>Income from other sources</i>		
Donations and sponsorships	171,082	500,910
Interest	59,308	13,898
Sundry income	10,713	18,616
	<u>12,081,032</u>	<u>8,496,930</u>

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 four 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
30 June 2023

	2023	2022
	\$	\$

Note 3: Cash and cash equivalents

Cash on hand and at bank	8,721,959	8,480,737
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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	250,036	499,354
Provision for bad debts	(1,300)	(840)
Interest Receivable	20,976	6,624
	269,712	505,138

Current receivables are receivable within 30 days. \$8,400 of receivables were overdue by 90 days or more under approved payment plans or other arrangements (2022: \$1,470). All receivables have been assessed for impairment and \$1300 has been recognised as allowance for impairment at 30 June 2023 (2022: \$840).

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	2,060,200	1,860,200
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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	73,928	192,209
Prepaid insurance	34,419	34,115
Prepaid other expenses	61,671	66,336
	170,018	292,660

Prepaid Course Costs

Direct course costs incurred prior to the commencement of a course are recognised as prepaid course costs (other current assets).

Australian Rural Leadership Foundation Limited
Notes to the financial statements
30 June 2023

2023
\$

2022
\$

Note 7: Plant and equipment

Furniture, plant and equipment – at cost	229,185	218,569
Accumulated depreciation	(159,647)	(130,696)
	69,538	87,873

(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	87,873	
Additions	17,956	
Depreciation	(36,291)	
Closing Balance	69,538	

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

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 2023.

Note 8: Right-of-use assets

Right-of-use assets at cost	144,930	144,930
Accumulated amortisation	(108,703)	(36,234)
	36,227	108,696

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

ROU Assets

Opening balance	108,696	
Additions	-	
Amortisation expense	(72,469)	
Closing Balance	36,227	

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
30 June 2023

2023
\$

2022
\$

Note 9: Payables

Unsecured liabilities:

Creditors and accrued expenses	416,449	691,569
GST payable	1,300	332,663
	417,749	1,024,232

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	189,915	191,433
Employee benefits: long service leave	75,460	69,220
Total Current Provisions	265,375	260,653

NON-CURRENT

Employee benefits: long service leave	28,852	18,004
Total Non-Current Provisions	28,852	18,004

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 10% 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
Notes to the financial statements
30 June 2023

2023 **2022**
\$ **\$**

Note 11: Unearned revenue

CURRENT

Core Course revenue	1,647,092	1,718,960
DRLP Revenue	5,237,767	3,694,751
Other grants and short courses	1,155,824	2,038,683
Total current unearned revenue	<u><u>8,040,683</u></u>	<u><u>7,452,394</u></u>

NON-CURRENT

Core Course revenue	506,217	750,440
Total non-current unearned revenue	<u><u>506,217</u></u>	<u><u>750,440</u></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	38,001	72,435
Total current lease liabilities	<u><u>38,001</u></u>	<u><u>72,435</u></u>

NON-CURRENT

Lease liabilities	-	38,004
Total non-current lease liabilities	<u><u>-</u></u>	<u><u>38,004</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.

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 nil (2022: \$nil).

Australian Rural Leadership Foundation Limited
Notes to the financial statements
30 June 2023

2023 **2022**
\$ **\$**

Note 13: Other Current Liabilities

Program Participant's Welfare Fund	8,685	9,359
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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 R Sawers (Chairperson)	Ms S Admans
Ms Margaux Beauchamp	Mr J Maher
Mr R Dulhunty	Mrs M Waller
Ms M Fletcher	

(ii) Executives

Mr M Linnegar (CE)	Ms P Woodhill
Mr L McDonald	
Ms A Hogg	

(b) Total Compensation	947,596	977,825
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(c) Transactions with Director related entities

Name of the related entity	Director's Relationship	Transactions	Amounts
Australian Meat Processor Corporation	Melissa Fletcher, non executive director	Scholarship revenue (ARLP C30)	\$ 55,000
Australian Meat Processor Corporation	Melissa Fletcher, non executive director	Scholarship revenue (Agribusiness)	\$ 41,250
Consolidated Pastoral Company	Margaux Beauchamp, non executive director	Scholarship revenue (Agribusiness)	\$ 13,750
Banjo Business Loan	Related entity of Mr Rick Sawers - Chairman	Matt Linegars expenses to attend Banjo SME Event	\$ 947
Fille Moi Design	Related entity of Gemma Rostron - Staff	Photography Services expenses - Regenerate	\$ 5,333

Australian Rural Leadership Foundation Limited
Notes to the financial statements
30 June 2023

Note 15: Commitments

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

	2023 \$ Receivable	2023 \$ Payable	2023 \$ Receivable/ (Payable)
Within one year:			
ARLP	100,000	48,539	51,461
Short courses	5,166,211	605,337	4,560,874
Other	-	11,115	(11,115)
	<u>5,266,211</u>	<u>664,991</u>	<u>4,601,220</u>
Within 1-5 years:			
ARLP	200,000	17,820	182,180
Short courses	500,000	-	500,000
Other	-	-	-
	<u>700,000</u>	<u>17,820</u>	<u>682,180</u>
Total for 2023	<u><u>5,966,211</u></u>	<u><u>682,811</u></u>	<u><u>5,283,400</u></u>

	2023 \$	2022 \$
Note 16: Cash flow information		
<i>Reconciliation of net cash from operating activities to net surplus</i>		
Surplus (deficit) for the year	312,309	121,780
Non-cash flows in operating surplus:		
Depreciation and amortisation	108,762	107,911
Changes in assets and liabilities:		
(Increase)/Decrease in trade and other receivables	235,426	(312,229)
(Increase)/Decrease in other current assets	122,642	(60,491)
Increase/(Decrease) in trade and other payables	(607,159)	153,791
Increase/(Decrease) in unearned revenue	344,066	(683,565)
Increase/(Decrease) in provisions	15,570	86,444
Net cash received from operating activities	<u><u>531,616</u></u>	<u><u>(586,359)</u></u>

Australian Rural Leadership Foundation Limited
Notes to the financial statements
30 June 2023

2023 **2022**
\$ **\$**

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	8,721,959	8,480,737
Fixed term deposits	2,060,200	1,860,200
Receivables	269,712	505,138
Total Financial Assets	<u>11,051,871</u>	<u>10,846,075</u>
Financial Liabilities		
Financial liabilities at amortised cost		
Payables excluding GST payable	416,449	691,569
Total Financial Liabilities	<u>416,449</u>	<u>691,569</u>

Note 18: Subsequent Events

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 2023 the number of members was 886 (2022: 852).

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

Note 20: Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by RSM Australia Partners:

Audit of the financial statements	14,375	12,500
Compilation of financial statements	1,725	1,500
Audit of grant acquittals	2,500	1,500
	<u>18,600</u>	<u>15,500</u>



“My footy teams play like I coach...I have a sense of self-belief and don't think it's worth doing something if you are not passionate about it.

It (DRLDP) trained me to be a driver, to make changes to my leadership style and encouraged me to do what I do better, and be better received as a leader”

Milton Milloy, WA



Australian
Rural Leadership
Foundation

Australian Rural Leadership Foundation

3/24 Napier Close
Deakin ACT 2600

(02) 6281-0680
info@rural-leaders.org.au

rural-leaders.org.au

