

**INSTITUTE FOR  
ABORIGINAL  
DEVELOPMENT (IAD)**

Aboriginal Corporation



**2013/2014 Annual Report**

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## 1 Vision, Mission and Values

The IAD Board, Staff and Volunteers abide by the following values:-

**Respect** - In all that we do, we respect all people, including our people's cultural wisdom, spirituality, experience and knowledge.

**Leadership** - We empower our people to be leaders within their families, communities and fields in which they operate, displaying professionalism and competence.

**Learning** - Our teachings are engaging and exciting, connect our people to lifelong learning, and encourage critical thinking.

**Listen First** - We always pay attention, wait and respect each other's point of view.

**Engagement** - We prioritise working as a team and engage with our people, communities and stakeholders to further the work of the IAD.

**Resilience** - We overcome all barriers, are persistent in our dealings and continue to be solution focussed.

**The IAD's vision is to be the Centre of Cultural Excellence (Everything comes from the Land).**

**The IAD's mission is:-**

***"We will empower our people to engage in self-determination practises using First Nation wisdom and First World Technology."***

## 2 Introduction

The Institute for Aboriginal Development (IAD) Aboriginal Corporation is a not-for-profit Aboriginal community controlled organisation which was established in 1969. The IAD delivers nationally accredited training courses, bi-cultural training and language services and produces publications on Central Australian Aboriginal languages and culture.

The Institute is incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 and has Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) status. The IAD operates from a purpose-built adult education campus which is spread over 3 acres on the banks of the Todd River which is entirely owned and operated by the Institute.

### 3 IAD Board of Directors

<b>Ms Patricia Turner</b>	<b>Chairperson</b>	<b>Ms Bonita Kopp</b>	<b>Director</b>
<b>Mr Chansey Paech</b>	<b>Deputy Chairperson</b>	<b>Ms Roslyn Forrester</b>	<b>Director</b>
<b>Ms Sheralee Fitz</b>	<b>Treasurer</b>	<b>Ms Amelia Turner</b>	<b>Elder Member / Director</b>
<b>Mrs Elaine Peckham</b>	<b>Director</b>	<b>Mr Ian Liddle</b>	<b>Elder Member</b>



#### **Ms Patricia Turner Chairperson**

Ms Turner is an Arrernte/Gurdanji woman, born and raised in Alice Springs. She spent 30 years working in the community and public sectors, holding positions such as the Deputy Secretary (Department of Aboriginal Affairs), Deputy Secretary (Department of Prime Minister & Cabinet) and was the CEO of ATSIC between 1989 and 2004. Ms Turner held the Monash Chair (Australian Studies) at Georgetown University in Washington DC for 18 months from 1998-1999 and was the inaugural CEO of the National Indigenous Television (NITV). In more recent times, Ms Turner was employed by the Tangentyere Council as the Manager, Early Childhood, Youth and Family Services Division. Ms Turner has now retired from the workforce.

Ms Turner has served on numerous Boards over the years and some of the more notable

appointments include the Vice President of the Federal Council for the Advancement of Aborigines and Torres Strait Islanders (FCAATSI), Board Member of the National Museum of Australia, Board Member of the Constitutional Centenary Foundation, Chairperson of the Lumbu Aboriginal Corporation and the Chairperson of the Institute for Aboriginal Development (IAD). She is also a Director on the National Apology Foundation Board.

Ms Turner has extensive experience on the reporting requirements to elected arms of organisations and departments. Her previous roles have required her to report to the ATSIC Board of Commissioners, Centrelink Board, NITV Board and the Executive Board of Tangentyere Council.

Ms Turner has a sound, up-to-date working knowledge of Boards and the important roles they play in guiding organisations while also fulfilling their roles and responsibilities. This includes providing strategic leadership, building sound governance mechanisms, ensuring compliance and accountability and providing financial oversight, including the approval of annual budgets and the appointment of the CEO.

Ms Turner was awarded the Order of Australia, AM, for public service in 1990.



### **Chansey Paech** **Deputy Chairperson**

Mr Paech was elected as the Deputy Chairperson in 2013 and is a proud descendant from the Arrernte and Gurindji nations.

Mr Paech is passionate about empowering and building the capacity of the IAD through improved governance, innovation and strategic planning. Over the past decade he has played active in roles within the Indigenous health and education sectors.

Mr Paech's extensive knowledge and engagement in and around Central Australia have given him a strong appreciation of the need for improved healthcare and education for Aboriginal and Torres Strait Islander peoples. He is passionate about ensuring that the voice of Aboriginal people is a voice that continues to be heard well into the future. One of Mr Paech's major visions for the IAD is to create a centre for lifelong learning with education and training pathways being flexible, diverse and available at different times and in different places.

"It is so very important that we encourage our people in all aspects of creativity, learning and development. We must preserve the past, encourage the present and enrich the future for generations to come"



### **Ms Sheralee Fitz** **Treasurer and Chairperson of the Audit, Risk and Finance Committee**

Ms Fitz is an Arrernte woman who was born and raised in Alice Springs. She is the granddaughter of Tilly Miller (Ronson) who was born at Bond Springs.

Ms Fitz is passionate about creating opportunities for Aboriginal people living in Alice Springs for work and study. She recalls the difficulties her grandparents experienced when her non-Aboriginal grandfather (who was a military policeman) had to seek permission to marry her grandmother due to the policies that applied to Aboriginal people at the time. Ms Fitz's grandmother was also a strong force behind the recognition of her people for their country. Ms Fitz believes in education as being the key to unlocking opportunities for Aboriginal people. She has completed a completed a Diploma of Indigenous Community Welfare (South Bank TAFE) and is currently studying a Bachelor of Commerce at Deakin University.

Ms Fitz is currently employed by CAAMA as the Manager of Corporate Services. She has previously held senior management roles as the Alukura Branch Manager and Human Resources Manager at Congress. Prior to working in Community Controlled sector Ms Fitz worked in Government, both Territory and Commonwealth.

Ms Fitz believes that IAD will play a key role to the survival of Aboriginal people, culture, and languages. This also includes two-way learning for both Aboriginal and non-Aboriginal people.

“IAD has the potential to again become the leader in the delivery of culturally appropriate education and language services and programs to our community.”



### **Mrs Elaine Peckham-Kngwarraye** **Board Member**

Mrs Peckham is an Amereke-artweye of Mparntwe and a senior Central Arrernte custodian of Alice Springs and a proud mother and grandmother. She was born and raised on her country and is grateful that her parents taught her about country and

encouraged her to go to school. It's because of this two-way learning that she has the ability to speak up strong.

Having a town built on her traditional country is fraught with complexities and Aunty Elaine works with her families and Aboriginal Areas Protection Authorities in the protection of Mparntwe sites. Aunty Elaine is a quiet community leader who focuses a lot of her time and energy on human rights issues and working on social and emotional well-being.

In 2007, she was invited to Canberra to undertake a women's leadership program. This experience inspired her to establish the Central Australian Strong Women's Alliance (CASWA) to be a voice of remote and town-based Aboriginal women leaders. In 2011, Aunty Elaine completed the Indigenous Peoples Human Rights Advocacy program with the Fred Hollows Foundation. She regularly collaborates with the Alice Springs Desert Park, Arid Lands Environment Centre, Alice Springs Landcare and Olive Prink Botanical Gardens regarding community education around caring for country and people. In 2012, Aunty Elaine completed Suicide Story training with the Mental Health Association of Central Australia (MHACA) to understand the signs of suicide and how best to support those affected by it. Aunty Elaine is a member of the Australian Council of 13 Grandmothers which meets twice every year.

Aunty Elaine regularly delivers acknowledgement of country to conferences and meetings in Alice Springs to raise awareness and understanding of Central Arrernte cultural values and obligations that have been handed down to her from her parents.

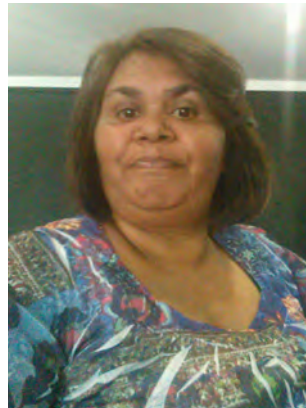


### **Ms Bonita Kopp** **Director**

Ms Kopp is an Arrernte woman from Central Australia with three children and nine grandchildren. She has lived all her life in Alice Springs and is passionate about family well-being, the important link to culture and the role our Elders play in linking our families to our culture.

Ms Kopp believes that we need our families engaging in cultural activities such as bush trips and learning our language so that we can be strong in our ways in order to deal with the everyday difficulties we face in our lives. Our Elders are getting older and we need to provide strong pathways for our younger people to connect with our Elders. This will result in stronger individuals, stronger families and stronger communities.

Ms Kopp is an active member on several Boards of local Aboriginal organisations in Alice Springs and has served on the IAD Board for many years.



### **Ms Roslyn Forrester** **Director**

Ms Forrester is currently employed as the Zone Coordinator Night Patrol with the MacDonnell Regional Council. She is very happy to have had the opportunity to become a Board member at the IAD. Ms Forrester believes that the inspiration and commitment from her fellow board members has made her journey inspiring and she is determined to get the Institute operational so that it will empower our people through education and learning.

"I believe this journey is long term and can only get better if more individuals become interested and learn about IAD and its future. The more our family and friends are interested in education and learning the more this will benefit our future generations."





### **Ms Amelia Turner-Kngwarraye** **Elder Member / Director**

Ms Turner was born and grew up at Lytyentye Apurte (Santa Teresa). She went to school at Santa Teresa and in Melbourne and lived in Maningrida for about 10 years. Ms Turner's parents were and are both senior cultural leaders and she is following in their footsteps, as a cultural leader, traditional healer (Ngangkere) and leading artist. She sits on a number of boards of local organisations in Alice Springs.



### **Mr Ian Liddle** **Elder Member**

Mr Liddle is a Central/Eastern Arrernte man who is part of the Traditional Owner group of Mparntwe (Alice Springs). Mr Liddle's country is around Alice Springs and to the east toward Mt Benstead and Undoolya. He sits on the Elders Council at the Lhere Artepe Aboriginal Corporation.

Mr Liddle is a respected Elder and one of our key men when it comes to information about families living in and around the central region and dealing with agencies who focus on Aboriginal issues.

## 4 Chairperson's Report – Ms Patricia Turner

The past year has seen the IAD make inroads into a number of key areas that I would like to discuss in my report.

The Board of Directors met four times during the reporting period which is an incorporation requirement that we must meet every year. In those meetings the Board dealt with strategic matters for the improvement of IAD which included the following:-

- Establishment of the Audit, Risk and Finance Committee;
- Appointment of the CEO;
- Approval of the 2014/15 Budget;
- Approval of the Organisation Structure;
- Approval of the new Finance Policy;
- Approval of the Board of Director's Handbook;
- Reviewed and approved changes to the IAD Strategic Plan (2013-2017);
- Approval of various funding submissions;
- Approval of management responses to the IAD interim audit recommendations;
- Approval of the new Royalties Accounting & Distribution Policy.

The Board membership remained stable during the reporting year with no resignations received. I was particularly pleased to see this because as members would know, all IAD Directors serve on a voluntary basis with no sitting fees paid. The Board have taken the view that this will remain the case as the IAD needs a Board which is comprised of local people who are strongly committed to good governance, the implementation of sound strategic priorities and good policy making.

I believe that being accountable to our members and funding bodies alike, is a very important function of our Board. The AGM is part of the process of being accountable to you as our members, for the past years' financial stewardship of the IAD.

The Strategic Plan (2013-2017) represents a significant shift in the way we do business at the IAD. It is premised on the "Everything comes from the Land" framework which was developed by Mrs M K Turner and provides us with the mechanisms to provide a place for Aboriginal people from Central Australia to gather and strengthen our languages, culture, knowledge and wellbeing. It also provides a foundation for lifelong learning. The Board continued to review and amend the Plan during the reporting period to make sure that it remains a living document. We have worked with staff to operationalise the Plan and I am confident that its successful implementation will ensure that the IAD continues to deliver quality education & training, language & culture and publishing services and programmes into the future within a framework of good governance and accountability.





The past year has seen the Board continuing to focus strongly on our financial position. As I reported in last year's Annual Report, the IAD outsourced its financial management to Matrix on Board. This arrangement was terminated in November 2013 as it did not represent good value for money, there were major concerns about the delays in the implementation of IAD's new financial management regime and we subsequently recruited internal financial management expertise. The action to terminate the contract was not taken lightly but we needed to reduce our costs and ensure that the Board had clear visibility of the IAD's financial position at all times.

The Board also established the Audit, Risk and Finance Committee (ARFC) during the reporting period. Its role is to provide independent assurances to the Board on financial, risk and internal / external accountability matters. The ARFC plays a very strategic and important role by assisting the Board to fulfil its financial accountability and sustainability requirements by recommending annual budgets, funding submissions and audit reports to the Board. The ARFC met on 3 occasions throughout the 2013/14 year.

Each year brings new reforms and new challenges for the IAD. This was particularly the case in the last reporting period, as we welcomed a new federal government in September 2013 while also implementing an organisation wide change management process. The federal election brought with it new policy platforms within the Indigenous affairs portfolio, based on the need for greater accountability, collaborative partnerships and outcome focussed approaches to programmes funded by the Commonwealth. Internally, the IAD also faced challenges relating to the transition from a hierarchical to a more collaborative organisational structure. This was made all the more difficult when



the IAD's funding was significantly reduced which severely impacted on our service and programme delivery arrangements.

Despite these changes, I am very happy to report that the IAD has risen to the challenges by driving a comprehensive internal reform process, developing key partnerships with stakeholders while maintaining a clear focus on our core business activities.

The Board and staff have actively been seeking new funding opportunities for current and future projects. We lodged several funding submissions during the reporting period and met with the Federal Minister for Indigenous Affairs, Senator the Hon Nigel Scullion in March 2014 to talk about the services of IAD and the need for long-term funding support in order to deliver services and programmes to our community.

In last year's report, I spoke extensively about the difficulties IAD is facing on two fronts with respect to our funding arrangements. The first is securing long-term funding to support the work that we do and the second is ensuring that funding arrangements, once secured, include costs for overheads such as power, water, and legal compliance matters (repairs & maintenance).

I cannot overstate that the key consideration which underpins IAD's future is the need for a longer term funding commitment by governments in order to provide the Institute with the opportunity to harness the current momentum of programme implementation and succeed over the longer term. It has been some time since the IAD has been the recipient of significant multi-year funding from the Commonwealth Government. The Institute is now well positioned to implement a coherent package of services and programmes and I look forward to a greater funding commitment from governments to support the important work of the IAD into the future.

The days of the automatic inclusion of ongoing operational and maintenance costs within grant funding no longer exist. There is an expectation from governments (both commonwealth and state) that all Aboriginal organisations, including the IAD, remain outcome focussed and financially contribute to the operations of their organisations. While the IAD will always remain outcome focussed, we do not have the capacity to generate significant amounts of income yet and we will not be fully self-sustaining for some years to come. This signifies the need for an ongoing financial commitment from governments in the intervening period until the IAD becomes financially self-sufficient.

Work has commenced to build our income generation capabilities. I am pleased to advise members that the delivery of programs such as the Bi-Cultural and WorkReady training packages will generate income for the IAD in the next reporting period. We currently generate rental income through the use of office space at the IAD campus by the Central Australian Remote Health Development Service (CARHDS) and through the use of IAD car parking facilities by the Quest Apartments.

The IAD made progress in its financial position during the reporting period. As the Audit 2013/14 shows, we had to write-off a number of long-standing debts which we had very little, if any, chance of recovering. I would like to assure Members that IAD is well placed now to meet its' liabilities as they arise. This is due in large to bringing our financial management in-house so timely financial management occurs. The Institute will continue to work hard to reduce the deficit and improve our financial position overall.

Members will have noticed the demolition work that was completed on the IAD campus in June 2014. Two buildings needed to be demolished as they were riddled with asbestos. The IAD secured grant funds from the ABA for this work and the Board is now exploring ways of developing the IAD campus to support current and future service and programme delivery.

We are heading into an exciting period over the next 12 months. I would like to express my sincere appreciation to all my colleagues at the IAD for their commitment, determination and dedication to the rejuvenation of the Institute. As Chairperson, I strongly believe that the IAD can make a significant contribution to the retention of Arrernte languages and culture through our various services and programmes and continue the important work of getting our people trained and into jobs. The Board and I are strongly committed to pursuing this course for our people.

In closing I would like to encourage the continued support of the IAD membership. Our members are the voice of our community and we need your continuing input into the operations of the IAD over the coming year.

**Patricia Turner**  
Chairperson

## 5 IAD Strategic Plan (2013-2017) – Goals & Strategies

### GOALS & STRATEGIES

#### Goal 1

**Strengthen our Elders to be respected and recognised as the traditional authority structures in Central Australia**

- Assemble “right” group of Arrernte Elders and Warriors – a critical mass.
- Support Elders and Warriors in cultural advocacy role performed in a bi-cultural competency.

#### Goal 2

**Promote, maintain and sustain our culture and languages**

- Develop a curriculum consistent with Everything Comes from the Land and bi-cultural competency principles.
- Develop programs, courses and technologies consistent with curriculum *Everything Comes from the Land*.

#### Goal 3

**Create unique cultural career / livelihoods and learning opportunities for our people.**

- Develop and implement cultural livelihoods / careers education program founded on bi-cultural competency principles.
- Support emerging Aboriginal enterprises.

#### Goal 5

**To share our cultural wisdom and knowledge with the world**

- Publish and produce Aboriginal works.
- Re-position IAD Press as the “go to” on-line Indigenous owned distributor of Australian Indigenous cultural content.
- Establish as the market leader in Central Australian language publications.

#### Goal 4

**Teach our people to navigate**

**Aboriginal and the Western Worlds**

- Develop and deliver bi-cultural careers education program.
- Customisation and delivery of nationally accredited certificates on IAD scope.
- Develop corporate enterprise model for IAD on IAD terms.
- Develop and implement succession program.
- Participate in the tourism, hospitality and retail sectors through the development of package deals.

# IAD Strategic Plan (2013-2017) – Objectives

## IAD BUSINESS UNITS

### 1. Culture and Language

- 1.1 Develop accredited materials, courses and teachers
- 1.2 Elders develop ways to increase authority and collaborate
- 1.3 Identify purposeful and effective learning methods
- 1.4 Develop specialised courses for each sector
- 1.5 Develop social media and website prominence

### 2. Business Park

- 2.1 Develop culturally technical and artistic capacities with assistance of Elders
- 2.2 Increase business and management skills
- 2.3 Identify and develop technical management skills of cultural artists
- 2.4 Design enterprises that value bi-cultural talent
- 2.5 Develop and implement cultural enterprise support services network

### 3. Publishing

- 3.1 Be the regional distributor for culture and language resources
- 3.2 Raise the profile and respect for Elders through publications
- 3.3 Increase Aboriginal employment in print / electronic communication
- 3.4 Produce media that exemplifies bi-cultural competence
- 3.5 Increase Aboriginal authored works and translations

### 4. Advancement

- 4.1 Develop national partnerships to exchange effective practises
- 4.2 Partner with nationally prominent Elders to increase advocacy
- 4.3 Develop a national Indigenous economic support network
- 4.4 Create a network to identify and mentor young talent
- 4.5 Network with international Indigenous organisations
- 4.6 Develop fundraising opportunities with corporate and non-government sectors

### 5. Corporate Services

- 5.1 Partner with agencies / corporations who value culture and language
- 5.2 Identify opportunities for Elder-community negotiations
- 5.3 Identify partners to sustain a business incubator
- 5.4 Create a place that attracts bi-cultural innovators
- 5.5 Become the Centre for Cultural Excellence in Central Australia
- 5.6 Develop and implement an archival and records management system

## 6 CEO Report – Ms Jenny Bedford

I am very pleased to provide my first report as the CEO of the IAD. Since commencing in the role in February 2014, I have continued to work closely with the Board and staff to identify sustainable outcomes against the IAD Strategic Plan (2013-2017) which was adopted by the Board in 2012.

The operationalisation of the Strategic Plan is the major lever of change in the design, development and delivery of services and programmes by the Institute. The Plan guides our everyday work and is reflected in key governance documents such as our organisational structure and annual budgets. The Business Unit reports in the Year in Review section of the Annual Report will provide Members with information on how IAD services and programmes are aligned to our Strategic Plan.

A significant amount of work was undertaken by finance staff to rebuild and recalibrate our financial management systems during the reporting period. This was a requirement following the termination of the agreement with Matrix on Board and was guided by the Board approved financial management policy. There was also the need to implement organisation wide austerity measures for the duration of the reporting period in an effort to reduce costs. These measures resulted in a significant reduction in the previous deficit, but we were not able to reduce the deficit entirely. The IAD was able to increase our grant income during the reporting period and there was greater efficiency in IAD's debtor collection cycle.

One of the strengths of the Institute's approach to our work is the quality and effectiveness of the partnerships we have developed. The IAD will continue to collaborate with individuals, governments, local Aboriginal organisations and other key stakeholders in order to deliver quality services and programmes to the Central Australian Aboriginal community. The IAD has established partnerships with the Lhere Artepe Aboriginal Corporation, the Central Australian Remote Health Development Service, Ngurratjuta-Pmara Ntjarra Aboriginal Corporation, NT Department of Corrections and CAAMA Radio.

The introduction of the Foundation Skills Training Package onto our RTO scope in December 2013 was a major achievement for the IAD as it meant that employment led education and training would be supported by intensive literacy and numeracy support. The Foundations Skills training package is delivered through the IAD's WorkReady Program.





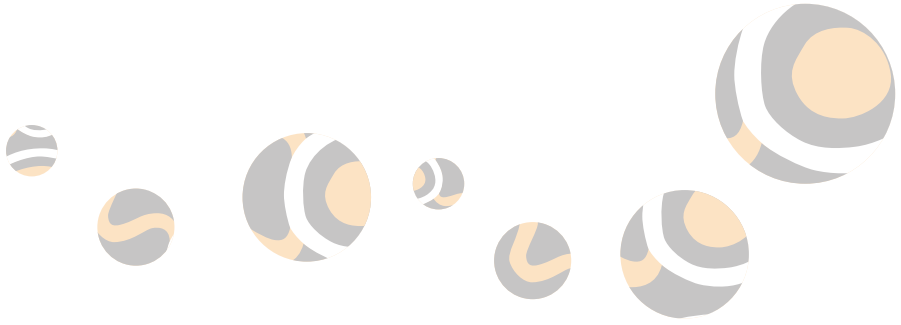
The IAD held its Student Orientation Day on Monday 17th March 2014. There was a good turnout of potential students and a number of Elders were also in attendance to provide students with valuable information on the history of the Institute and the importance of IAD to the community.

Another key strength of the IAD is the Elders Programme which continued to provide cultural authority and legitimacy in the design, development and delivery of our services and programmes during the reporting period. The Elders group provides important support across all IAD business units through the authentication and validation of education and training programmes and in the development of language and culture publications by IAD Press. The Programme also provides services to individuals, organisations and departments in Alice Springs.

During the reporting period, IAD Press staff spent considerable time actively fostering the development of Aboriginal writers from Central Australia. This important work was demonstrated through a number of writing workshops which were held in and around Alice Springs. The Institute hopes that the identification of new writing talent will result in new works being published by IAD Press in the future.

The IAD has been exploring new digital media platforms and technologies as a tool for engagement across all areas of our operations. This builds on the work that IAD Press completed in the last reporting period to develop Australia's first multimedia bilingual iPad app as a tool to develop literacy in English, Pitjantjatjara, Yankunytjatjara, Alywarr, Central Arrernte, and Eastern Arrernte. Members can also expect to see an increased IAD presence on Facebook and other social media platforms in the coming year.





The demolition of two asbestos affected buildings on the campus in the latter part of the reporting period was supported by a grant from the ABA. Prior to demolition, the Institute developed the Archiving Project to ensure that the archives and records collected over many years and stored in a building to be demolished, were appropriately identified and stored. We partnered with the Indigenous Community Volunteers (ICV) to access a volunteer with archiving experience to work with IAD staff on this Project.

The IAD regrettably closed the Café in March 2014. The Board and staff worked very hard during the reporting period to resolve a range of outstanding leasing matters with the former tenant. Unfortunately the contract negotiations were terminated in the reporting period. Expressions of interest were called for a new Café lease and while two were received, neither came to fruition. We are currently exploring options around the future use of the facility.

I would like to take this opportunity to thank the IAD Chairperson, Pat Turner and her fellow Board members for their ongoing support throughout the year. The Board has provided leadership, guidance and a clear strategic direction to the management in our work to improve the organisation's financial sustainability and service delivery arrangements. The Board have also been tireless in their advocacy on the important role that the Institute plays within the community and I would like thank them for their efforts in that regard.

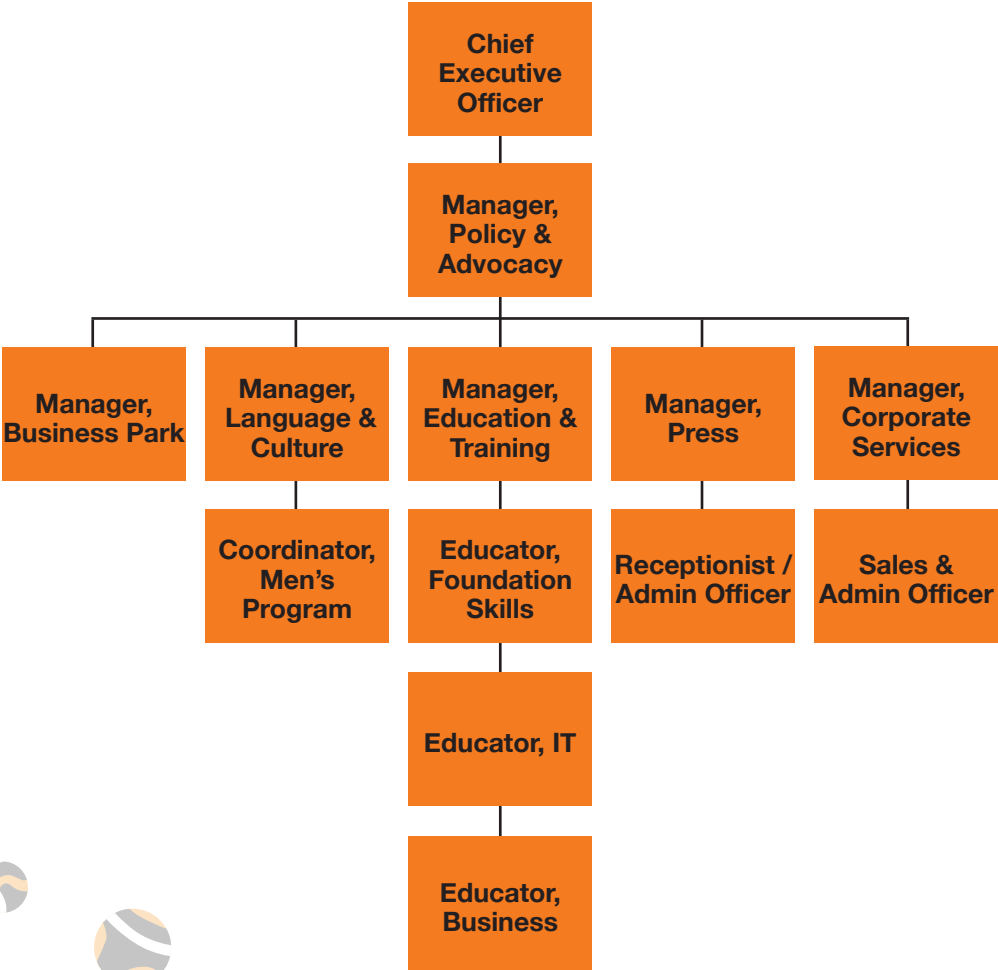
Lastly, I would also like to thank all staff for their hard work, dedication and commitment to the IAD over the last 12 months. In particular, I would like to thank my predecessors, Ms Jan Berriman and Ms Jennifer Howard for their work in commencing the internal reforms which are now nearing completion.

I look forward to working with the Staff, Board and Members over the coming year to build on the gains that we have made during this reporting period.

**Jenny Bedford**  
CEO

7 Organisational Structure

IAD BOARD OF DIRECTORS



## 8 The Year in Review

### a) Education and Training Unit

The IAD remains committed to ensuring a better future for our people by providing education and training programmes that are designed to equip participants with the skills and abilities to enter and remain in the workforce. The delivery of nationally accredited and non-accredited education and training programmes is IAD's core business.

The Unit worked very closely with the senior management team and the Elders group to ensure that our training programmes remained relevant to the needs of Aboriginal people in Central Australia and to develop strong partnerships with the Aboriginal community and other stakeholders (including job providers, local Aboriginal organisations, NGO's and government) to create greater access for future students and to ensure that our training met their needs. The Institute sees the development of strong stakeholder relationships as a crucial component in building the IAD student base, identifying future training programmes and to leverage opportunities for the joint delivery of training.

During the reporting period, the IAD undertook a needs analysis to identify community requirements with respect to education and training. What we found was that the courses currently on our RTO scope and those that we plan to include, have been delivered at one time or another by the Institute. Training packages such as Community Development, Bi-Cultural training (formerly called the Aboriginal Cultural Awareness Programme), Language learning courses and driver training are strongly framed to support pathways for Aboriginal people into employment while also supporting Central Australian workforce development.

An important part of the Unit's work is with the Elders group to authenticate and validate our training courses and materials. The IAD applies the following standards to all our education and training programmes:-

- All programmes are validated by the Elders group in terms of content and delivery;
- All programmes are contextualised to meet the needs of individual learners (including assistance with literacy and numeracy where English is a second language); and
- All programmes are delivered by culturally competent staff.

#### Nationally Accredited Courses

The Institute offered the following nationally accredited training courses during the reporting period:-

- BSB10112 Certificate I in Business (2013 and 2014)
- BSB20112 Certificate II in Business (2013 and 2014)
- BSB30412 Certificate III in Business Administration (2013 and 2014)
- 91421NSW Certificate I in Spoken and Written English (2013 only)
- 91422NSW Certificate II in Spoken and Written English (2013 only)
- ICA10111 Certificate I in Information, Digital Media and Technology (2013 and 2014)
- FSK10113 Certificate I in Access to Vocational Pathways (2014)
- FSK10213 Certificate I in Skills for Vocational Pathways (2014)
- FSK20113 Certificate II in Skills for Work and Vocational Pathways (2014)

## Non-Accredited Courses

During the reporting period, Education & Training Unit staff, worked closely with the Language & Culture Unit to develop the IAD bi-cultural training package. The IAD will offer bi-cultural training through a one-day short course and a Certificate III course based on the following framework:-

- **Cultural Awareness** - to facilitate greater understanding and awareness about Central Australian culture, languages and people (activity based and experiential learning) during a one day short course;
- **Cultural Safety** - which is focussed on the need to foster strong relationships within our communities / organisations and maximise the use of safe spaces at the IAD campus;
- **Cultural Competence** - develop skills and competencies of those who work with Aboriginal people and communities in Central Australia during the Certificate III training. Includes an assessment of specific skills and competencies required to work with Aboriginal people and communities in Central Australia.

It is expected that delivery will commence in the next reporting period.

The Institute is committed to providing access to life-long learning opportunities to individuals and families. A number of new non-accredited training programs have been identified for development and delivery in the next reporting period.

## Business

The Business training package is designed to train entry level employees to students

who require a broad range of administrative competencies in varied work contexts, including where positions require the use of judgement and sound technical advice.

## Information Technology

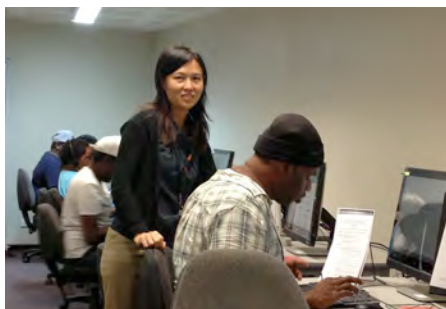
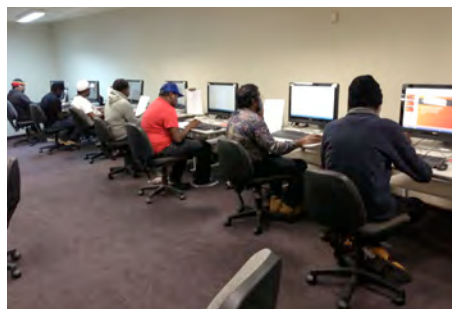
The IT training package builds the skills and knowledge of students entering the workplace in terms of the provision of foundational digital literacy tasks such as using a personal computer, using a range of software applications and digital devices.

## Foundations Skills

The Foundations Skills training package provides students with literacy and numeracy skills and job ready capabilities. The training package is extremely flexible in that it can be integrated into other certificate courses (such as Business or IT) to ensure that the literacy and numeracy needs of students are being met through all stages of learning. The IAD believes that whilst foundations skills are seen as skills that underpin workplace learning and skills development, they should not be interpreted as only low-level skills. Foundation skills range from quite basic skills to highly specialised skills and the IAD contextualises this course for specific workplaces, job roles or vocational pathways.

## Key Results

IAD achieved module completion rate of 36% during 2013 with the total student completion rate being 102. Although these statistics are quite low, they are indicative of the high turnover of staff within the Unit. Observations from the teaching staff were that students were more engaged in learning during the reporting period and this was demonstrated through students returning in 2014 to complete their studies.



## Learner Feedback

Feedback	Score- Learners	Score- Employers
Average all scales	83.4	80.6
Trainer Quality	87.9	83.3
Effective Assessment	84.2	83.3
Clear Expectations	78.3	
Learning Stimulation	79.4	
Training Relevance	86.1	77.8
Competency Development	81.7	80.0
Training Resources	86.7	83.3
Effective Support	87.2	77.8
Active Learning	76.7	
Overall Satisfaction	87.2	83.3

The Education and Training Unit is staffed by Ms Li Ting Lee (IT Educator), Ms Pushpa Prem (Foundations Skills Educator) and Mr Eric Bailey (Business Educator). Mr John Bateup previously held the role of Business Educator but resigned during the reporting period. The position of Manager, Education and Training was vacant throughout the reporting period and Ms Jennifer Howard (Manager, Policy & Advocacy) led the Unit during this time.

## Strategic Plan

The work by the Education and Training Unit links to the following objectives in the IAD Strategic Plan (2013-2017):-

**Objective 1.1** Develop accredited materials, courses and teachers;

**Objective 1.3** Identify purposeful and effective learning methods;

**Objective 1.4** Develop specialised courses for each sector;

**Objective 2.2** Increase business and management skills;

**Objective 2.4** Develop enterprises that value bi-cultural talent;

**Objective 2.5** Develop and implement cultural enterprise support services network.

**Objective 4.4** Create a network to identify and mentor young talent;

**Objective 5.1** Partner with agencies / corporations who value culture and language;

**Objective 5.5** Become the Centre for Cultural Excellence in Central Australia.



## Elders Profiles



### Mr Martin McMillan-Kemarre

Mr McMillan is an Eastern Arrernte man from Yambah Station which is 60kms north-east from Mparntwe (Alice Springs). He is a senior law / cultural man from the Central Australian region and works closely with another of our very senior men, Mr Tilmouth.

He plays an important role in transferring his cultural knowledge to his family, at ceremonies within his community and he works with other Central/Eastern Arrernte communities.

Mr McMillan has spent most of his life living in the bush, living off the land and learning from his Elders. He is a highly respected man in our community.

## b) Language and Culture Unit

The Language and Culture Unit has worked hard over the last 12 months to create a greater understanding about the importance of languages and culture. The Unit continues to work across all operations of the IAD in supporting, facilitating and validating our services and programmes as well as delivering specific projects within the Unit. Language and Culture staff work alongside a prominent group of male Elders who are all very strong in our law and culture.



### Mr Peter Wallace-Peltherre

Mr Wallace is an Eastern/Central Arrernte man from Undoolya which is 50kms from Mparntwe (Alice Springs). He is a senior law / cultural man from Central Australia.

He plays an important role in transferring his cultural knowledge at ceremonies within his community and at other central Arrernte communities.



### Mr Ian Liddle

Mr Liddle is a Central/Eastern Arrernte man who is part of the Traditional Owner group of Mparntwe (Alice Springs). Mr Liddle's country is around Alice Springs and to the east toward Mt Benstead and Undoolya. He sits on the Elders Council at the Lhere Artepe Aboriginal Corporation.

Mr Liddle is a respected Elder and one of our key men when it comes to information about families living in and around the central region and dealing with agencies who focus on Aboriginal issues.



## Elders Programme

An important role of the Unit and the Institute more generally is to establish the Elders at the centre of community decision-making in Mparntwe. As an established organisation, the IAD is developing relationships with agencies and service providers such as the Alice Springs Town Council, the Lhere Artepe Aboriginal Corporation and the Aboriginal Areas Protection Authority to increase the visibility of Aboriginal language and culture. We begin gently to introduce a 'soft' cultural understanding, so service providers can see the strong connection between culture, education and careers in their own organisations. As first steps, we are meeting to develop a multilingual signage program including Arrernte signage in the CBD; increasing awareness of important sites and increasing the role of Aboriginal people at all key gatherings.

The Unit has also been working with the Central Land Council to meet with leaders from remote communities. Together, we are working to find solutions to important issues such as when visitors from remote communities come to Alice Springs and engage in anti-social behaviour. The Unit has also worked to develop a cultural awareness curriculum for the Institute which includes developing an ability to communicate important concepts in language.

Staff within the Unit have been working hard to increase the presence the Elders within the community of Alice Springs. For example, when residents have questions about a site near their home or a tree in their yard, they give us a call and the Elders let the resident know its significance, if any.

The invaluable strength and respect for culture was also shown when the male Elders

## Mr Alec Cavanagh-Kemarre

Mr Cavanagh is a respected senior Eastern and Central Arrernte man from Ambalindum Station which is approximately 200kms from Mparntwe (Alice Springs).

Mr Cavanagh comes from a large and well known family and is one of our respected Elders because of the knowledge and wisdom he shows when speaking of culture and local tribal family groups living in and around Alice Springs.

He plays an integral role in transferring his cultural knowledge at ceremonies within his community and at other Arrernte communities.

## Mr Austin Tuner-Peltharre

Mr Turner is a Central Arrernte man from Bond Springs, Southern Yambah and around Alice Springs. He is part of the Traditional Owner group of from Mparntwe (Alice Springs) and sits on the Elders Council at Lhere Artepe Aboriginal Corporation.

Mr Turner is a speaker of many different languages and is a highly respected Elder. He is one of our key men when it comes to information about families living in and around the central region.



pulled together the Arrernte Mens' Dance Group to perform at the 2013 Mbantua Festival and through the number of requests we receive for Welcome to Country events. The senior men are a powerful group that are highly respected and give IAD the respect and recognition it deserves. The Institute intends to develop a high quality, permanent group which includes the re-establishment of the female Elders group in the next reporting period.

## Cultural Leadership Programme

During the reporting period, the Unit developed the Cultural Leadership Programme which aims to assist Aboriginal people to better understand how being culturally knowledgeable enables us to make important contributions to society through meaningful careers. This 'bi-cultural competence' also creates more confident personal interactions amongst Aboriginal people and with government agencies and community service providers. The program brings together Elders and younger people to learn cultural practices and see how those skills are the foundation for success in both cultures. Participants are able to identify connections between their cultural responsibilities and mainstream careers and work to develop bi-cultural livelihoods that benefit all. In those ways, our people will stand strong and proud in taking responsibility for their lives and our country.

## Work with other IAD Business Units

The Unit continues to work with the Education and Training team to place mainstream training programs, from Foundation Skills to IT and Business, in a cultural context so they are more meaningful for our students.

Elders also have plans to publish an important book through IAD Press. All of these plans depend on having a cohesive team of Elders and we are proud to have

achieved that step toward IAD being a place of cultural excellence.

The Language and Culture Unit is staffed by Mr Mick Campbell, Elders Coordinator. Mr David Dolman held the role of Manager, Language and Culture Unit but resigned during the reporting period. Mr Brendan Pon held the role of Logistics Officer but also resigned during the reporting period.

## Strategic Plan

The work by the Language and Culture Unit links to the following objectives in the IAD Strategic Plan (2013-2017):-

**Objective 1.2** Elders develop ways to increase authority and collaborate;

**Objective 1.3** Identify purposeful and effective learning methods;

**Objective 1.4** Develop specialised courses for each sector;

**Objective 2.4** Develop enterprises that value bi-cultural talent;

**Objective 2.5** Develop and implement cultural enterprise support services network;

**Objective 3.2** Raise the profile and respect of Elders through publications;

**Objective 4.2** Partner with nationally prominent Elders to increase advocacy.

**Objective 4.4** Develop accredited materials, courses and teachers;

**Objective 5.1** Partner with agencies / corporations who value culture and language;

**Objective 5.2** Identify opportunities for Elder-community negotiations;

**Objective 5.5** Become the Centre for Cultural Excellence in Central Australia.



### c) Press

For 40 years IAD Press has followed its mission to “produce quality books of cultural integrity that celebrate more than 40,000 years of stories from the heart of Australia.” This year Press continued to build on that tradition by creating a culturally safe environment for Aboriginal writers of all ages and skill levels to share their stories locally, regionally, nationally and internationally.

#### Development of Aboriginal Writers

IAD Press co-hosted a series of writing workshops at Centralian Senior College with leading Aboriginal ‘slam poet’ Laurie May that resulted in our first youth ‘zine, IAD Street Press. We also co-hosted storytelling workshops with Aboriginal authors, storytellers, elders and youth at the IAD and the Alice Springs Library, and co-hosted a workshop at the Red Dirt Poetry Festival that resulted in a Poetry to Press chapbook. Both ‘zine and chapbook are formats that enable local poets to quickly share their works.

To engage traditional Aboriginal storytellers to contribute their stories for publication, Press commissioned a promotional poster by Ms Anthea Dobson that illustrates how IAD Press books and distribution networks support the traditional practice of stories travelling among tellers across many lands. Ms Dobson’s map places IAD Press at the centre of Australia which is encircled by the other continents, and the storytellers in each country are connected by story pathways.

Many storytellers want to share their stories first with family and community. To make it easier for our community to publish their stories, IAD Press designed a Community Stories book template so that storytellers can share their stories with families and community in order to make the stories accessible for everyone. The first volume is a family story by established IAD author and Warlpiri Elder Ms Maureen O’Keeffe. Two other volumes of stories have been written by Elders from other language groups and these are being edited and will be released in the next reporting period. In addition, five distinguished Elders who participated in significant historical events in Central Australia have written lengthy autobiographies. Two are completed and are in the final stage of editing.



## Digitising our Culture

This year, all Press stocks were brought together in a central warehouse above ground level, so they can be easily stored and shipped. Press publication archives have also been centralised and categorised, and staff have begun the long process of cataloguing them during this reporting period. There is an extensive catalogue of books which were published in the 1970s and 1980s that are now being repackaged for contemporary audiences. Our first multilingual publication in that series will be available in the next reporting period and is focused on people new to multilingual literacy in Central Australian languages.

The Institute is developing internal capabilities around the conversion of all publications to E-book platforms. This will ensure that the high quality of our multilingual books are maintained.

We also began the process of distributing Australia's first iPad Language Learning App, by visiting schools and other organisations in the four language groups: Pitjantjatjara (Indulkana), Yankunytjatjara (Mimili), Central Arrernte (Ntyentye Aperte), Arlparra and Engawala (Alyawarr).



## Jukurrpa and Re-prints

As has been the case in previous reporting periods, IAD Press staff worked on selling the 2014 Jukurrpa Diaries (hardcover and softcover) and Calendar while also designing the 2015 set of Jukurrpa publications.

Press also reprinted the Warumungu Picture Dictionary with the Papulu Apparr-Kari language centre and Nyinkka Nyunyu cultural centre and for the first time offered language files as a free download on our website.



## Strategic Plan

The work by Press links to the following objectives in the IAD Strategic Plan (2013-2017):-



## Press Operations

A number of streamlining activities have been undertaken by Press staff during the reporting period. These relate to the central warehousing of stock and automating our entire customer service system from point-of-sale to inventory, to increased transaction speed and accuracy. The Board approved the new Royalties Accounting & Distribution Policy and this guides the Unit in the regular distribution of royalty payments to Press authors.

IAD Press is staffed by Ms Andrea Stubbins (Sales Officer) and Dr Michael LaFlamme is the Manager. Ms Gina Campbell previously held the role of Sales Officer but resigned during the reporting period.

**Objective 1.3** Identify purposeful and effective learning methods;

**Objective 1.5** Develop social media and website prominence;

**Objective 2.1** Develop culturally technical and artistic capacities with assistance of Elders;

**Objective 2.3** Identify and develop technical management skills of cultural artists;

**Objective 2.4** Develop enterprises that value bi-cultural talent;

**Objective 3.1** Be the regional distributor for culture and language resources;

**Objective 3.2** Raise the profile and respect of Elders through publications;

**Objective 3.3** Increase Aboriginal employment in print / electronic communication;

**Objective 3.4** Produce media that exemplifies bi-cultural competence;

**Objective 3.5** Increase Aboriginal authored works and translations;

**Objective 4.4** Create a network to identify and mentor young talent;

**Objective 5.5** Become the Centre for Cultural Excellence in Central Australia.

## d) Business Park

The IAD has made significant progress in the reporting period to develop the campus which will result in the creation of safe spaces to support the work to realise our strategic goals.

### Demolition Project

The IAD secured grant funds from the Aboriginal Benefits Accounts (ABA) to remove unsafe buildings which were affected by asbestos. We tested several buildings which contained asbestos and developed an asbestos register. Sadly, two of the buildings were unsafe and needed to be demolished. A third had minimal asbestos although it required the removal of flooring, lining and roofing (all made of asbestos products) in order to be rendered safe. A fourth had asbestos, but is safe so long as it remains undamaged.

Demolition commenced in the first week of June and the Institute was left with a “greenfield” site by the end of that month. This completed Stage One of the ABA Project and has left us with a significant space for development between the old house at the northern end of the campus and the Language and Culture building (now the archives) next to the old administration block.

### IAD Masterplan

The next reporting period will see the IAD develop a Business Park Masterplan following consultations with IAD staff, Board and Membership on the future use of the IAD site in a manner which is consistent with the Strategic Plan. This is a very exciting stage for the Institute and all interested parties are invited to contribute to the Masterplan development process.



### Archiving Project

The Archiving Project arose as a result of one of the demolished buildings holding 40 years of IAD archiving and records management history. The Project saw staff reviewing the contents of files, disposing of records that were no longer needed and cataloguing archiving materials and records to preserve the rich heritage of the IAD. The Institute approached the Indigenous Community Volunteers (ICV) for assistance and we were lucky to obtain access to a leading special collection librarian, Ms Jeanette Regan. Ms Regan spent two months at the IAD examining every item in our archive. One of the best finds was the complete training package for IAD’s Aboriginal Cultural Awareness Program, which had been developed in conjunction with Elders some years ago.



The IAD engaged local Aboriginal people on a casual basis to move and reorganise our archives. They are now securely stored in specialist racking to ensure the long term survival of our heritage and we are starting on the next phase that will include digitisation. To assist with that process, the IAD is in discussions with the Australian Library and AIATSIS to ensure the preservation of our most important material.

### Campus Repairs & Maintenance Program

The IAD has never been in receipt of funds for a cyclical maintenance programme for the campus. During the reporting period, the Institute was able to update the air-conditioning and electrical systems on all buildings in order to maintain their integrity, safety and longevity.

Local men have been maintaining the campus grounds through a partnership with the Department of Corrections. They have cleaned up the grounds, cut grass, pruned trees and removed trees that were impinging on building foundations and neighbouring car-parks. Timber was cut into firewood and distributed to Elders.

### Café

We continued to lease buildings to like-minded partners, but had to terminate the lease of the Café as we were unable to reach agreement with the former tenant. We are meeting with prospective tenants to reopen the Café.

All business park activities at the Institute are managed by the Property Manager, Mr Bill Palmer. Mr Roy Arbon and Mr David McGregor previously held the role of Property Manager but both resigned during the reporting period.



### Strategic Plan

The work within Business Park activities links to the following objectives in the IAD Strategic Plan (2013-2017):-

**Objective 2.2** Increase business and management skills;

**Objective 2.3** Identify and develop technical management skills of cultural artists;

**Objective 2.4** Develop enterprises that value bi-cultural talent;

**Objective 2.5** Develop and implement cultural enterprise support services network;

**Objective 3.3** Increase Aboriginal employment in print / electronic communication;

**Objective 4.1** Develop national partnerships to exchange effective practises;

**Objective 4.4** Create a network to identify and mentor young talent;

**Objective 5.3** Identify partners to sustain a business incubator;

**Objective 5.4** Create a place that attracts bi-cultural innovators;

**Objective 5.5** Become the Centre for Cultural Excellence in Central Australia;

**Objective 5.6** Develop and implement an archival and records management system.

## e) Corporate Services

The Corporate Services Unit houses the finance, administration, human resources and IT functions of the IAD. The Unit provides support to Staff, the Board and the Audit, Risk & Finance Committee. It is responsible for IAD income generation (including the development of funding submissions) and plays a key continuous improvement role by developing evaluation & risk frameworks for services and programmes offered by the Institute.

### Finance

The Manager of Finance, Mr Mahesh Mahendra is directly responsible for the financial management of the IAD and works closely with the CEO, other Senior Managers, the Board and members of the Audit, Risk and Finance Committee on the following matters:-

- The preparation of IAD's annual budget;
- The provision of timely financial reports;
- Ensuring that statutory and regulatory compliance matters are met on all financial matters that affect the IAD;
- Monitoring performance and reporting;
- Facilitating the implementation of the Board approved Finance Policy;
- Ensuring that the IAD completes an interim and annual Audit;
- In conjunction with the CEO and other senior managers, facilitate the implementation of IAD Strategic Plan (2013-2017).

### Human Resources

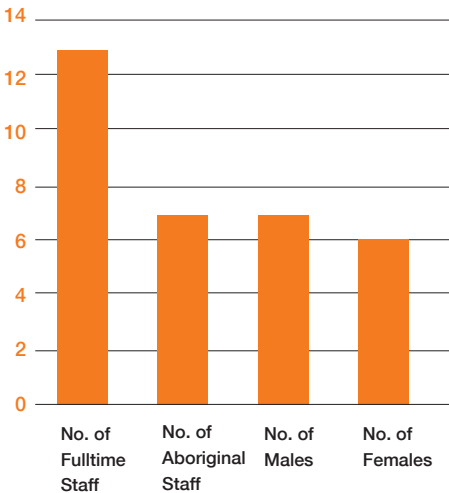
The Manager of Policy & Advocacy, Ms Jennifer Howard, oversees the human resources function at the IAD. This is done through:-

- Planning to ensure a full complement of employees to meet IAD priorities in line with the Strategic Plan (2013-2017);
- The recruitment and induction of staff;
- The co-ordination of training and career development functions;
- Development of employment policies, strategies and programmes, including the provision and processing of employee contracts;
- Advocacy and dispute resolution; and
- Ongoing review of workplace related policies, procedures and practices to ensure the Institute follows best practice and meets its legislative and business requirements.



At the end of reporting period, the IAD employed 13 staff across its operations and Aboriginal employees represented 54% of the workforce The following statistics apply:-

### IAD STAFF STATISTICS 2013-14



The Corporate Services Unit is comprised of the CEO (Ms Jenny Bedford), the Manager of Policy & Advocacy (Ms Jennifer Howard), the Manager of Finance (Mr Mahesh Mahendra) and the Receptionist (Ms Robyn Liddle). Ms Li-Ting Lee also provides IT support to the Institute on a part-time basis. Ms Janice Harris previously held the role of Executive Director but resigned during the reporting period. Ms Jan Berriman acted in the CEO's role on a short term contract in August 2013. Ms Tianee Palmer, Ms Maxine Draycott, Ms Tahnee Clarke, Ms Elkira Lechleitner and Ms Janice Turner previously held the role of Receptionist but all resigned during the reporting period.

### Strategic Plan

The work by the Corporate Services Unit links to the following objectives in the IAD Strategic Plan (2013-2017):-

- Objective 1.5** Develop social media and website prominence.
- Objective 2.2** Increase business and management skills;
- Objective 2.4** Develop enterprises that value bi-cultural talent;
- Objective 2.5** Develop and implement cultural enterprise support services network;
- Objective 3.3** Increase Aboriginal employment in print / electronic communication;
- Objective 4.1** Develop national partnerships to exchange effective practises;
- Objective 4.4** Create a network to identify and mentor young talent;
- Objective 4.6** Develop fundraising opportunities with corporate and non-government sectors;
- Objective 5.1** Partner with agencies / corporations who value culture and language;
- Objective 5.3** Identify partners to sustain a business incubator;
- Objective 5.4** Create a place that attracts bi-cultural innovators;
- Objective 5.5** Become the Centre for Cultural Excellence in Central Australia.





## **9 Audited Financial Statements (2013-2014)**

The IAD is predominately funded through the Department of Prime Minister & Cabinet (formerly the Department of Families, Housing, Community Services and Indigenous Affairs) and the Department of Business (NT). The Institute also received grant funding from the Aboriginal Benefits Account (ABA) and the Australia Council during the reporting period. The IAD would like to thank our funding partners for their ongoing support to our work and for their commitment to funding culturally appropriate services in Central Australia.

Notes:-





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