



**Institute for Aboriginal Development (IAD) Aboriginal Corporation**



**2014 / 2015 Annual Report**

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*This report contains the names and images of people who have passed away.*

## Contents

<b>1</b>	<b>Chairman's Welcome</b>	<b>4</b>
<b>2</b>	<b>Our Structure</b>	<b>6</b>
<b>3</b>	<b>Our Board of Directors</b>	<b>7</b>
<b>4</b>	<b>A Tribute to Kwementyaye Kopp</b>	<b>11</b>
<b>5</b>	<b>Vision, Mission and Values</b>	<b>12</b>
<b>6</b>	<b>Strategic Plan (2013-2017)</b>	<b>13</b>
<b>7</b>	<b>CEO's Report</b>	<b>14</b>
<b>8</b>	<b>Organisation Structure</b>	<b>16</b>
<b>9</b>	<b>Our Operations – The Year in Review</b>	<b>17</b>
	a) Education & Training Unit	<b>17</b>
	b) Language & Culture Unit	<b>21</b>
	c) Press	<b>25</b>
	d) Business Park	<b>27</b>
	e) Corporate Services	<b>28</b>
<b>10</b>	<b>2014 / 2015 Audited Financial Statements</b>	<b>30</b>

## 1 Chairman's Welcome

It is a privilege to have been elected to the chairmanship of Central Australia's oldest Aboriginal Corporation after being a student so many years ago.

Today more than ever Aboriginal people living in Central Australia need the Institute for Aboriginal Development (IAD), an organisation that was established to build a better future for our people.

The past twelve months have presented significant challenges for IAD in relation to securing funding under the newly introduced Indigenous Advancement Strategy (IAS) by the Federal Government. The IAS came into effect in July 2014 and replaced more than 150 funding programs and activities with five broad programs.

IAD received just 7% of our funding bid under the IAS and this left the Board and management in a very difficult situation in terms of our future. The Board met numerous times during this period and decided that we would not give up on IAD and that we needed to make a stand for our organisation and the people of Central Australia. Throughout the IAS process the community support was overwhelming. A rally was held in March 2015 and there was strong support shown by the local community to the threat of possible closure of IAD as a result of the funding outcomes under the IAS.

The community concern over the impacts of the IAS was far reaching and felt right across Australia. As a result of the levels of concern, the Senate called an Inquiry into the IAS tendering process on 19 March 2015. IAD lodged a submission outlining our concerns with the IAS process. The Senate Committee is expected to report by 26 November 2015.

With persistence and dedication, I am happy to report that IAD has risen above the challenges of the last 12 months and will continue to deliver positive outcomes for the community. After rigorous negotiations with the Federal Government, I announced in early July 2015 that IAD had successfully secured additional IAS funding for the 2015/16 financial year. The additional funding will ensure that IAD remains open and can continue to deliver vital language, culture, training and publication services to the Central Australian Aboriginal community.

I would like to acknowledge and thank my fellow Board members for their unwavering commitment and dedication to the future of IAD. I would also like to say thank-you to our membership and the broader community for your support during the difficulties faced by IAD over the last 12 months. Finally, I would like to thank IAD staff for their hard work to continue the operations of IAD during the year.

Our Board remained stable during the year with no resignations received. I was pleased to see this as IAD Board members serve on a voluntary basis with no fees paid. Throughout the year, the Board remained committed to working within a framework of good governance and accountability. The Board met on seven (7) occasions which exceeded the incorporation requirement.

The Audit, Risk and Finance Committee (ARFC) met three (3) times during the reporting period. Its role is to provide independent assurances to the Board on financial, risk and internal / external accountability matters. The Committee is chaired by IAD Treasurer, Ms Sheralee Taylor. 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.

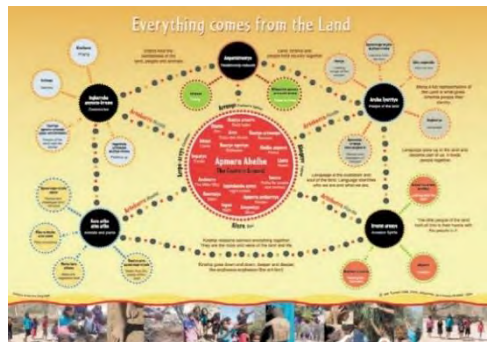
The Board and the Audit Committee dealt with various strategic matters at their meetings, including:-

- Approval of various IAD funding submissions, including the Indigenous Advancement Strategy (IAS) submission;
- Approval of the 2015/16 Budget;
- Approval of the 2015/16 Organisation Structure;
- Approval of the new IAD Policy Framework;
- Approval of the new Delegations Policy;
- Approval of the new Travel and Accommodation Policy
- Approval of the new Marketing and Promotions Policy; and
- Approval of the new RTO Compliance Policy.

I am pleased to report that IAD's 2014/15 audit was unqualified which is due to the hard work of staff to implement sound internal controls and the Audit, Risk and Finance Committee to closely monitor the effectiveness of those controls. We finished the end of the financial year with a deficit which came as result of a significant reduction in funding and due to the write-off of obsolete Press stock (mainly previous year's *Jukurrpa* diaries) and debts that we had very little chance of recovering. I would like to reassure members that we will continue to work hard to reduce the deficit and improve our overall financial position.

IAD has continued to deliver much needed services to the community that promote community development, economic participation, cultural competencies and information technologies and above all courses that provide better access to education. We will continue to work with the Central Australian community to ensure that our strategic vision becomes a reality.

As reported last year, the Strategic Plan (2013-2017) is based on the "Everything comes from the Land" framework as developed by Mrs M K Turner and it 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 work with staff to operationalise the Plan throughout the year. Its full implementation will set the agenda for IAD into the future, providing a strong base for the delivery of meaningful programs that make a difference to the lives of Aboriginal people.



The Board continues to look at innovative ways of creating income generation opportunities while seeking funding opportunities and developing partnerships to protect IAD's financial sustainability and ensure that IAD remains viable for future generations. I think it's important to highlight that a key consideration which underpins our future is the need for a longer term funding commitment by governments to provide IAD with the opportunity to build on our existing programs and services and succeed over the longer term.

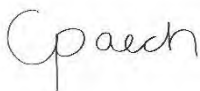
Following a challenging year, IAD is now well positioned to implement a coherent package of services and programmes.

I look forward to a greater funding commitment from governments to support our work into the future.

I am very optimistic about the future of IAD. I believe that IAD fulfils an important role in the Central Australian community.

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

On behalf of the Board, I hope you find the 2014/15 Annual Report truly enlightening as you read through our commitment and dedication to ensure that IAD remains a valuable commodity to the people of Central Australia.



Chansey Paech  
IAD Chairman

## 2 Our Structure

IAD is a not-for-profit Aboriginal community controlled organisation which was established in 1969. We deliver nationally accredited training courses, bi-cultural training, and language and culture services and programs. We also produce publications on Central Australian Aboriginal languages, culture, politics, history and people.

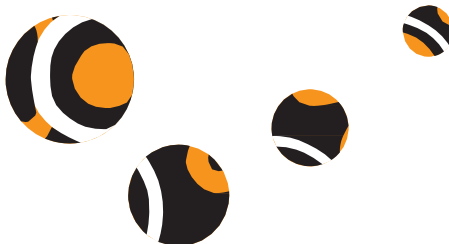
IAD is incorporated under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* and has Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) status.

Our students are Aboriginal adult learners from Central Australia and we work to provide services and programs that are designed to lift educational standards through “two-way” learning to enable our students to participate

effectively in the Aboriginal and broader community.

Our publications are accessed by everyone, from Aboriginal people seeking employment in language occupations; to schools who want to improve attendance outcomes; to parents who want their children to learn ‘both ways’; to local service providers who want to better serve their Aboriginal clients; to local businesses who want to retain Aboriginal employees through ‘two-way’ approaches; to our Elders who want to improve community safety by strengthening cultural understanding and then to the general public who have an interest in a great story or who want to gain a deeper understanding of Central Australian Aboriginal people.

We operate from a purpose built adult education campus which is spread over 3 acres on the banks of the Todd River. Our campus is entirely owned and operated by IAD.



### 3 Our Board of Directors



#### Chansey Paech Chairman

Mr Chansey Paech is a proud descendant from the Arrernte and Gurindji nations who is passionate about empowering and building the capacity of IAD through improved governance, innovation and strategic planning. Over the past decade he has played active roles within the Indigenous health and education sectors.

Chansey's extensive knowledge and engagement in and around Central Australia has 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.

Chansey's vision for 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. He believes that it is so very important that we encourage our people in all aspects of creativity, learning and development.

Chansey believes that we must preserve the past, encourage the present and enrich the future for generations to come.



#### Patricia Turner Deputy Chairperson

Ms Patricia Turner is of Arrernte and Gurindji descent. She was born and raised in Alice Springs and worked at IAD as a community worker, focusing on women and youth, in the 1970's. Pat went on to rejoin the Australian Public Service where she had a distinguished career. She held Deputy Secretary positions in DAA, the Department of the Prime Minister and Cabinet and Centrelink.

She was also the CEO of ATSIC from 1994 to 1998. That made her the highest ranking Aboriginal public servant in Australia. Pat retired from the Public Service in 2005 but was then appointed as the inaugural CEO of NITV. She returned to live in Alice Springs in 2011.

Pat has served on numerous national boards and is currently on the Board of the new National Apology Foundation which is chaired by the former Prime Minister, Kevin Rudd.

Since leaving the public service, Pat has worked at Tangentyere Council and recently completed a 4 month stint as the Acting CEO of the Tasmanian Aboriginal Centre (TAC). She has extensive experience in high level administration and good governance.



Her interests are achieving better outcomes across the full spectrum for her people, mentoring young Aboriginal leaders, reading, cooking and gardening.



### Sheralee Taylor Treasurer and Chairperson of the Audit, Risk and Finance Committee

Ms Sheralee Taylor is an Arrernte woman who was born and raised in Alice Springs. She is the grand- daughter of Tilly Miller who was born at Bond Springs.

Sheralee is passionate about creating opportunities for Aboriginal people living in Alice Springs for work and study. Being born and raised in Central Australia, Sheralee understands the difficulties that are faced by Aboriginal people when engaging in education and the workforce. She believes in education as being the key to unlocking opportunities for Aboriginal people and she has completed a Diploma of Indigenous Community Welfare (South Bank TAFE) and is currently studying a Bachelor of Commerce at Deakin University.

Sheralee believes that IAD will continue to play a key role in the survival of Aboriginal languages and culture. This 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 grassroots education services to our community.



### Mrs Elaine Peckham-Kngwarraye Director

Mrs Elaine Peckham is an *Amereke-artweye* of *Mparntwe* and a senior Central Arrernte custodian of Alice Springs. She is also a proud mother and grandmother. Aunty Elaine 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 is because of this “two-way” learning that she has the ability to speak up strong.

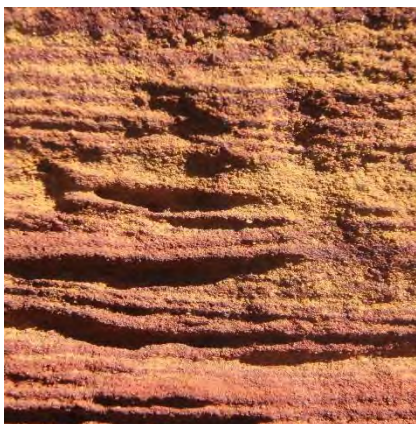
Having a town built on her traditional country is fraught with complexities and Aunty Elaine works with her families and the Aboriginal Areas Protection Authority in the protection of *Mparntwe* sites. She is a quiet community leader who focuses a lot of her time and energy on human rights issues and 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) which provides a voice for remote and town-based Aboriginal women leaders. In 2011, Auntie 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, Landcare and Olive Pink Botanical Gardens around community education and caring for country. In 2012, Auntie Elaine completed the 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. She is also a member of the Australian Council of 13 Grandmothers which meets twice every year.

Auntie Elaine regularly delivers acknowledgment 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. She has a special interest in mentoring young women to develop leadership skills.



## Mr Wayne Campbell Director

Mr Wayne Campbell is an Arrernte man from a large and very well-known Alice Springs family. He was born in Alice Springs grew up in Darwin and has worked for many years in the social services sector, including 10 years with the Salvation Army in Perth. He is a trained Aboriginal Health Worker who is currently employed by the Central Australian Aboriginal Congress (CAAC) and this role sees him working closely with students in the Alice Springs school system, teaching about basic health and hygiene.

Wayne sits on a number of Boards of local Aboriginal organisations in Alice Springs, such as the Lhere Artepe Aboriginal Corporation. He was elected to the IAD Board in 2014.

Wayne strongly believes that it is critical that our kids get a good education from a young age. He grew up enjoying school and believes that we need to be consistent about the importance of education with our kids so that going to school just becomes normal for our kids and young people. His other interest is in mens sexual health and he also enjoys spending time with his family and his dogs.



## Ms Samarra Schwarz

### Director

Samarra Schwarz is a proud descendant of the Arrernte and Warramungu nations. She was born in Alice Springs and raised in both Alice Springs and Darwin. She has worked for many years in local Aboriginal organisations in the human resources and administration areas. For the last 4 years, Samarra has worked in the Education field and is currently the Program Manager for the Centralian Girls Academy (Role Models & Leaders Australia) at the Centralian Middle School.

Samarra currently sits on a number of local boards and was elected to the IAD Board at the 2014 annual meeting. Samarra is very passionate about IAD, and the important role it can play within the community in educating young Aboriginal people.

Samarra has always had a passion in education for young Aboriginal people and ensuring that they understand the importance of education and the pathways it can create for them. She is very passionate about empowering young Aboriginal women from the Alice Springs community, for their Families, and most importantly for themselves.



## Ms Leonie Palmer

### Director

Ms Leonie Palmer was born at Santa Teresa and has spent most of her life living out bush. She comes from a large and well known local family from Alice Springs. Ms Palmer completed the "Connecting our Elders to the Digital Highway" program at IAD in 2014. She was also elected to the IAD Board of Directors in 2014.



## Ms Amelia Turner-Kngwarraye

### Elder Member / Director

Ms Turner was born and grew up at *Lytyentye Apurle* (Santa Teresa). She went to school at Santa Teresa and in Melbourne and lived in Maningrida for 10 years.

Amelia'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.



## A Tribute to *Kwementyaye Kopp*

IAD Board of Directors and Staff would like to pay tribute to the significant contribution of our long standing Board Member, *Kwementyaye Kopp*. She was a tireless advocate for IAD who had a clear vision for the future and stood shoulder to shoulder with us in working to improve the lives of Aboriginal people in Central Australia. We feel very lucky to have worked alongside her and we will miss her dearly.

## Mr Ian Liddle Elder Member

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.



## 5 Vision, Mission and Values

### **Our Vision**

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

### **Our Mission**

To be the Centre of Cultural Excellence (Everything comes from the Land)

### **Our Values**

Respect  
Leadership  
Learning  
Listen First  
Engagement  
Resilience

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



## 7 CEOs Report

I am very pleased to provide my second report as the CEO of IAD. When I took on the role last year, I felt extremely privileged to be given the opportunity to continue the work of my predecessors in leading and guiding this important organisation in its work to provide quality education and training, language and culture and publishing services to Aboriginal people in Central Australia. There have been many Aboriginal people from this region who have fought long and hard over many years to establish IAD as a strong organisation delivering important services to the community. Part of my responsibility as the CEO is to ensure that we never forget the past and are vigilant in maintaining and expanding on those hard fought gains into the future.

As members will know, the last year brought many difficult challenges for IAD in terms of our funding arrangements with the Federal Government. The new Indigenous Advancement Strategy (IAS) saw a massive shift in the way Aboriginal specific programs and services were funded by the commonwealth with 150 programs collapsed into 5 programs. Many Aboriginal community controlled organisations such as IAD, were required to tender our services and programs against mainstream bodies such as universities, state / local governments and sporting bodies. Unfortunately, the first offer of funding to IAD was significantly less than what we bid for and 63% less funding than what we received last year. This was a devastating result for IAD.

The IAS results were released in early March 2015 and until the end of June 2015, senior management worked very closely with the Board to implement strategies that were designed to secure additional funding for IAD in order to keep our doors open.

We were successful in negotiating additional funding under the IAS which meant that we were able to continue to deliver our services

and programs to our communities in 2015/16 and onwards.

The role of IAD Administration is to support the Board and deliver on the Strategic Plan. During 2014-15 senior staff worked with the Board on a number of key initiatives which included the development of a campus masterplan (in partnership with the ABA), the delivery of our Work Ready program at Kintore community (in partnership with the Ngurratjuta/Pmara Ntjarra Aboriginal Corporation), the delivery of the Cultural Knowledge Transfer Project (in partnership with the Australia Council and Centralian Middle School), the development of IAD's Bi-Cultural training package, the development of various funding submissions, the identification of strategies to secure IAD's future and the development of a number of key administrative policies.

We were very pleased to receive advice in early June 2015 that IAD Press had successfully secured funding from the Aboriginal Benefits Account (ABA) to re-print several publications which have been out of print for some time.







We are very thankful for the funding support from the ABA and the Federal Government and I welcome the opportunity to continue to work in partnership with government to get good solid outcomes for the Central Australian Aboriginal community.

IAD continues to explore new digital media platforms and technologies as a tool for engagement across all areas of our operations. We have increased our presence on Facebook and started to engage social media as an important means to get important messages to our community and membership.

I would like to thank the staff of IAD for their hard work and professionalism over the past year. It has made my task much easier to know that I lead such a hard-working and dedicated team of people.

I would also like to pay tribute to the Board for their strong leadership throughout the year and particularly during the time when

we weren't quite sure whether we would be operating into the future.

To the membership and community, I would like to thank you for your ongoing support. We had many volunteers and interns who gave their time over the last year and I am very thankful for your contributions.

On a final note, I would like to congratulate our students who worked hard during the year to graduate with a new set of skills and abilities that will lead them onto bright futures.

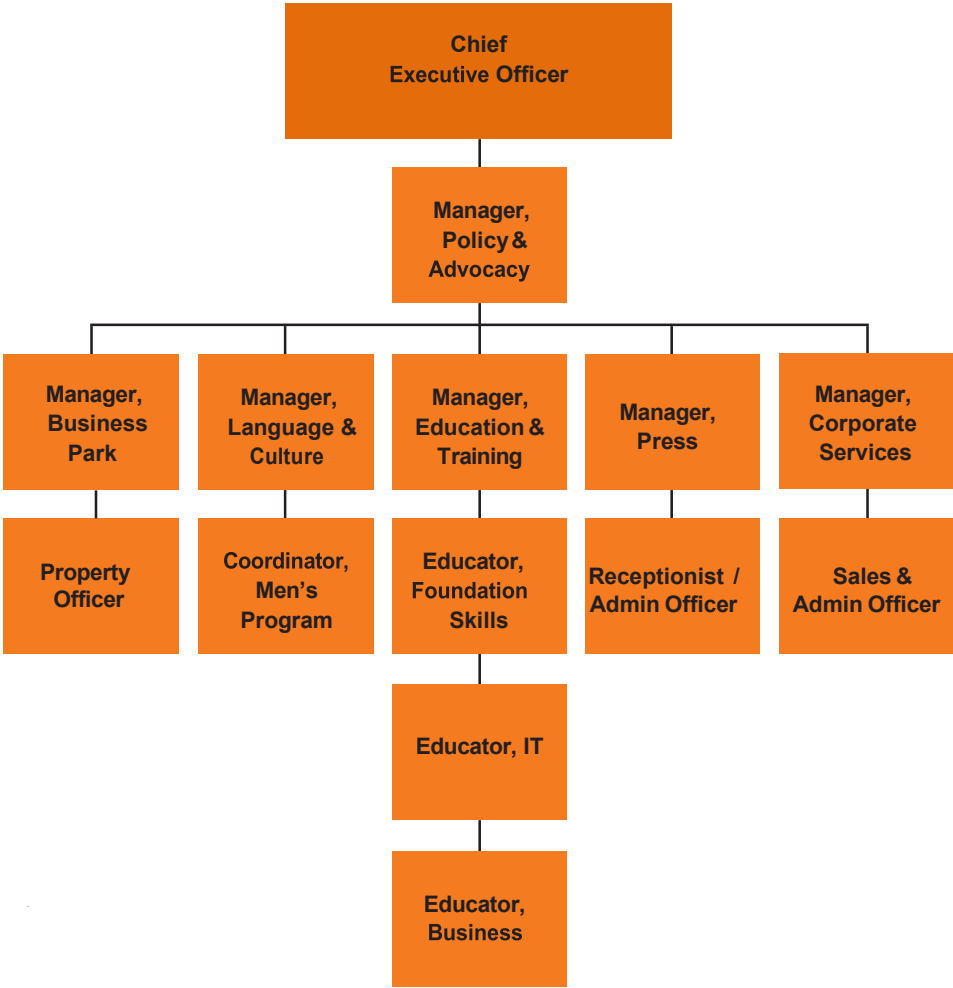
I look forward to working with the Board and members over the coming year as we continue to build on our strengths through the delivery of services and programs to the community.

Jenny Bedford  
CEO



8 Organisation Structure

BOARD OF DIRECTORS





## 9 Our Operations - The Year in Review

### a) Education & Training Unit

IAD remains committed to ensuring a better future for our people by providing education and training programs 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 programs is our core business.

The Unit worked very closely with the senior management team and the Elders group to ensure that our training remained relevant to the needs of Aboriginal people in Central Australia. We have had a focus on developing 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 to ensure that our training continues to meet their needs. The development of strong stakeholder relationships is a crucial component in building IAD's student base, identifying future training programs and to leverage opportunities for the joint delivery of training.

During the reporting period, IAD engaged in intensive consultations and negotiations with community members, employers, and employment service agencies (Job Active) to identify skills gaps and community requirements with respect to education and training. What we found was that the courses currently on our RTO scope met community needs.

An important focus of the Unit is to work with our Elders group to authenticate and validate our training courses and materials. We apply the following standards to all our education and training programs:-

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

IAD is committed to providing access to life-long learning opportunities to individuals and families.

### Marketing and Promotions

The Unit planned and implemented an intensive marketing and promotions strategy which included profile building activities such as presence at local events such as the 2014 NAIDOC community day which was held at ANZAC Oval.

Staff also took part in promotional advertising opportunities through the development and dissemination of promotional posters and cold calling potential stakeholders.

## Nationally Accredited Courses

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

- BSB10112 Certificate I in Business
- BSB20112 Certificate II in Business
- BSB30412 Certificate III in Business Administration
- ICA10111 Certificate I in Information, Digital Media and Technology
- FSK10113 Certificate I in Access to Vocational Pathways
- FSK10213 Certificate I in Skills for Vocational Pathways
- FSK20113 Certificate II in Skills for Work and Vocational Pathways

## Non-Accredited Courses

IAD developed and delivered the Bi-Cultural Awareness Program (ACAP) training package as a fee for service program. A free workshop was held in December 2014 with a number of local service providers invited to the session to increase understanding of IAD's new program. This created a great deal of interest in the roll-out of the program.

Through consultations with key stakeholders it has become evident that there is a need for non-accredited skills set programs particularly around driver education and work readiness programs. Education and Training staff are continuing negotiations with Job Active agencies to formulate a plan to deliver skill set programs to meet the needs of community members in these areas.

## 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. The training is also very useful for positions that require the use of judgement and technical advice.



## Information Technology

IAD's IT training builds the skills and knowledge of students entering the workforce through the provision of foundational digital literacy skills such as using a personal computer and a range of software applications and digital devices.

## Foundations Skills

The Foundation Skills training package provides students with literacy and numeracy skills and job ready capabilities. The training is extremely flexible in that it can be integrated into other certificate courses to ensure that the literacy and numeracy needs of students are being met through all stages of learning.

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 IAD customises this course for specific workplaces, job roles or vocational pathways.

## Kintore Project – Ngurratjuta-Pmarra Ntjarra Creating Dreams Project

IAD worked in partnership with Ngurratjuta-Pmarra Ntjarra Aboriginal Corporation RJCP to plan, deliver and assess our remote Work Ready Program to three communities (Kintore, Nyirripi and Papunya).

The program was contextualised to meet student needs and Units of Competency from the Certificate I in Access to Vocational

Pathways (Foundations Skills Training Package) were negotiated by both parties. IAD Trainers, Mr Brendan Kavanagh and Miss Robyn Liddle worked hard to very successfully deliver the program to students at Kintore in March 2015. Dates for program delivery at Papunya and Nyirripi communities are currently being negotiated for the next reporting period.



## Key Results

IAD achieved module completion rate of 57% during the reporting period. Observations from the teaching staff indicate that students were highly engaged in learning during the reporting period and this was demonstrated by the number of students returning in 2015 to complete their studies.



## Good News Stories

IAD delivers quality education and training programs that equip our students with the skills and experiences to get a job or complete further training.

The delivery of the Certificate III in Business Administration resulted in some of our very talented students securing work immediately following the completion of training.

### Ms Shaniah Satour

Upon completing her Certificate III in Business Administration, Shaniah was recruited as the Receptionist at the Central Land Council. She hopes to one day open her own vegan restaurant chain and is currently looking to enroll in a Certificate IV in Finance.

### Ms Rhieanna Fisher

Following completion of her Certificate III in Business Administration, Rhieanna secured full-time employment as the Receptionist at the Central Australian Aboriginal Family Legal Unit. Rhieanna hopes to open her own fashion company called "Rhie Marie", which could be used to run textiles and fashion shows in remote communities.

### Ms Sharon Watkins

Sharon completed her Certificate III in Business Administration in order to gain the skills needed to open her own childcare centre in Alice Springs. Her application process is currently underway, and she hopes to open Giggles Childcare Centre by the end of the year. Sharon has since enrolled in a Bachelors Degree in Early Childhood Education at Charles Darwin University.

### Ms Rachael Swan

Rachael completed her Certificate III in Business Administration so that she could gain the required skills to run her family business. Desert Garden Produce has been growing bush tomatoes for over ten years and supplies major supermarkets, such as Coles, with ingredients for sauces and chutneys. The course allowed her to begin the application process for extra accommodation facilities at the farm, so that family members can experience better working conditions.

## Adult Learners Week – Connecting our Elders to the Digital Highway

Our program “*Connecting Our Elders to the Digital Highway*” was run during Adult Learners Week (1-8 September 2014) and was really successful with a high number of students completing the training. The Program was based on our Certificate I in Information Technology and open to community Elders. We had an overwhelming response with some of our Elders continuing their study at IAD during 2015. Ms Li Ting Lee successfully delivered the program on behalf of IAD.



## Learner Feedback

Feedback	Score- Learners
Trainer Quality	87.5
Effective Assessment	83.3
Clear Expectations	85.9
Learning Stimulation	82.5
Training Relevance	80.2
Competency Development	81.4
Training Resources	86.5
Effective Support	85.7
Active Learning	77.4
Overall Satisfaction	90.7

## Our Team

The Education & Training Unit was led by Ms Jennifer Howard from June 2014 to December 2014. Ms Kerrie LeRossignol was appointed as the Manager of the Unit in January 2015. Staff within the Unit included Ms Li Ting Lee (IT Educator), Mr Eric Bailey (Business Educator), Ms Pushpa Prem (Foundation Skills Educator), Mr Brendan Kavanagh (Foundations Skills and Business Educator), Ms Deanella Mack (Bi-Cultural Educator) and Miss Robyn McLaughlin-Liddle (Educator in Training). Mr Eric Bailey, Ms Pushpa Prem and Ms Deanella Mack resigned during the reporting period.

## Strategic Plan

The work of the Education and Training Unit links to the following objectives in the Strategic Plan:-

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.

## b) Language & Culture Unit

The preservation and promotion of Central Australian Aboriginal languages and culture has been a key feature of IAD operations since its inception. It remained a critical part of our operations during the reporting period with the Unit continuing their work to create a better understanding about the importance of Central Australian languages and culture.

The Unit worked across all operations of IAD by supporting, facilitating and validating our services and programs as well as delivering specific projects within the Unit. Language and Culture staff work alongside a prominent group of male Elders who are cultural leaders, traditional owners and knowledge holders of Arrernte law and culture.

### 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 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.



#### Mr Peter Wallace-Peltherre

Mr Wallace is an Eastern/Central Arrernte man from Undoolya which is 50kms from *Mparntwe*. He is a senior law / cultural man from Central Australia and he plays an important role in transferring his cultural knowledge at ceremonies within his community and at other central Arrernte communities.

#### Mr Alec Cavanagh-Kemarre

Mr Cavanagh is a respected senior Eastern and Central Arrernte man from Ambalindum Station which is approximately 200kms from *Mparntwe*. He 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. Mr Cavanagh plays an integral role in transferring his cultural knowledge at ceremonies within his community and at other Arrernte communities.



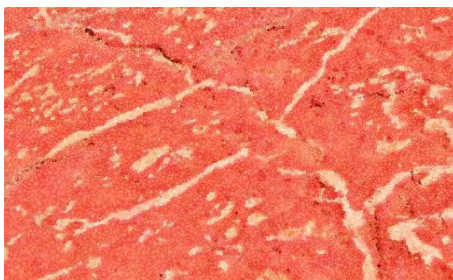


### Mr Ian Liddle

Mr Liddle is a Central/Eastern Arrernte man who is part of the Traditional Owner group of *Mparntwe*. 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

### Mr Austin Turner-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* and sits on the Elders Council at the 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.



## Elders Program

IAD's Language and Culture Project Officer, Mr Mick Campbell has been working with the Elders group since August 2013 and has forged a strong and trusting relationship with the Elders which has contributed significantly to the success of the projects delivered during the reporting period.

The Program provides a platform for a core group of Arrernte Elders to work directly with IAD staff, students, publishers, linguists and external service providers in the delivery of a range of services.

The Elders group provides cultural authority and legitimacy in the design, development and delivery of IAD services and programs to ensure that they merge traditional Aboriginal knowledge systems with mainstream education and training standards. This was particularly the case in the development of IAD's Bi-Cultural Training package, where the Elders were heavily involved in the validation of course content and materials and involved in the delivery of training.

An important role of the Program is to work to establish the Elders group at the centre of community decision-making in *Mparntwe*. IAD has developed relationships with organisations such as the Lhere Artepe Aboriginal Corporation, the Alice Springs Town Council and the Aboriginal Areas Protection Authority to increase the presence and prominence of the Elders Program.





The Program continues to work with other organisations such as the Central Land Council to work to resolve issues that are impacting on the community in Alice Springs. For example, the Elders group continues to meet with Elders from remote communities to identify solutions to important issues such as when visitors come to Alice Springs and engage in anti-social behaviour.

In partnership with the Lhere Artepe Aboriginal Corporation, the Elders Program delivers a welcome to country at numerous events and conferences in *Mparntwe*. The Program has also been involved in site clearances where significant sites or objects have been discovered.

The Unit intends to re-establish the female Elders group during the next reporting period

### Cultural Knowledge Transfer Project

IAD was successful in securing funding from the Australia Council to deliver the Cultural Knowledge Transfer Project whose aim is to use “old ways” through direct teaching by the Elders Program to support and assist young Aboriginal people to “walk in two worlds” by being strong in their cultural identity.

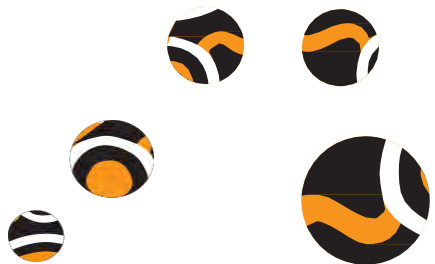


IAD partnered with the Clontarf program at Centralian Middle School to identify participants for the Project. A number of bush trips to Yamba Station and Snake Well were planned and delivered during the reporting period.

The participants learnt about respect for themselves, each other, Elders and country through stories, instruction and songs from the Elders.



The project will culminate in a celebration of Arrernte culture with the Project participants delivering an outdoor dance performance at the IAD campus in October 2015.



## Cultural Leadership Program

The Unit developed the Cultural Leadership Program during the reporting period to assist Aboriginal people to fully understand how being culturally knowledgeable enables us to make important contributions to mainstream society through getting a good education and a job. IAD successfully secured Indigenous Advancement Strategy (IAS) funding to support this Program. The program brings together Elders and young people to learn about how cultural practices are the foundation for success in both Aboriginal and mainstream societies. The Program will commence in the next reporting period.



## Bi-Cultural Training

Ms Deanella Mack was engaged on a part time basis to assist in the design, development and delivery of IAD's Bi-Cultural Awareness Training Program. The one day short course is unaccredited and assists non-Aboriginal service providers who work with Aboriginal people and communities in Central Australia. The Elders group played a prominent role in the design and delivery of the program, which included the validation of the training and materials. The program covers a range of topics including a regional overview, Aboriginal culture over time, skin names and the kinship system, cultural considerations, communication and languages of Central Australia. Delivery commenced in January 2015 and IAD successfully negotiated a Memorandum of Understanding with the Northern Territory General Practitioner

Education (NTGPE) and World Vision for the delivery of the training during the reporting period.

## Our Team

The Language & Culture Unit was led by Ms Jennifer Howard from April to June 2015. Staff within the Unit include Mr Mick Campbell (Elders Coordinator).

## Strategic Plan

The work of the Language and Culture Unit links to the following objectives in the Strategic Plan:-

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.

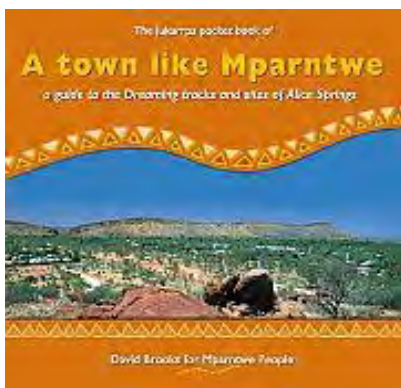


### c) Press

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.”

During the reporting period, 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.

Publications produced by Press are used across all IAD operations. As an example, the book “*A town like Mparntwe*” is an essential resource in the delivery of the Bi-Cultural training and provided to participants in the Program.



### *Jukurrpa* Diaries and Calendars

Press continues to produce the iconic *Jukurrpa* diary and calendar series on an annual basis in conjunction with art centres from throughout the Central Australian region. Press staff were heavily involved in the design, production, marketing and sale of the 2015 *Jukurrpa* diaries (available in hard and soft cover) and calendars. During the period, considerable time and effort was spent on the design of the 2016 *Jukurrpa* publications.



### Press Re-Print Project

For many years, numerous important and interesting Press publications have been out of print. IAD lodged an application with the Aboriginal Benefits Account (ABA) during the

reporting period and we were very pleased to receive advice in June 2015 that our application had been approved. The Re-Print Project will support “Aboriginal people seeking employment in language occupations; schools who want to improve attendance outcomes; parents who want their children to learn ‘both ways’; local service providers who want to better serve Aboriginal clients; local businesses who want to retain Aboriginal employees through ‘two-way’ approaches and Elders who want to improve community safety by strengthening cultural understanding.” The Project will commence in the next reporting period.

### Digitising our Culture

Following on from the work in the last reporting period to bring Press stock together in a central warehouse above ground level, to better manage risks around flood damage and to create better access, the publication archives have also been centralised and categorised and staff continued the long process of cataloguing archives 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. The next multi-lingual publication in that series which is focussed on people new to multilingual literacy in Central Australian languages will be available in the next reporting period.

Press is also developing capabilities around the conversion of all our publications onto eBook platforms which will ensure that the high quality of our multilingual books are maintained.



### Our Team

IAD Press was led by Dr Michael LaFlamme from July 2014 to January 2015. Mr Bill Palmer acted in the role of Press and Operations Manager from January 2015 to June 2015. Ms Andrea Stubbins held the role of Press Sales Officer from September 2014 to June 2015.

### Strategic Plan

The work of Press links to the following objectives within the Strategic Plan:-

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

IAD made good progress during the reporting period to develop the campus and protect vital assets. Our campus is spread over 3 acres in a prime position on the banks of the Todd River.

### IAD Masterplan

Following the demolition of buildings on the campus in the last reporting period, IAD developed a masterplan which outlined the future development of the campus. Workshops were held with our staff, Board and the membership on how the campus should look into the future. This was a really exciting stage as there were many great ideas and interesting discussions about the history and the future of IAD. A masterplan document was drafted by Sue Dugdale & Associates (Architects) and this will form the basis of IAD's funding application to redevelop the campus in the future



### Campus Repairs & Maintenance Program

IAD has never received funding to implement a cyclical maintenance program for the campus. During the reporting period, IAD was able to maintain and protect our assets to Workplace Health and Safety (WH&S) standards and 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 the community.

### Archiving Project

IAD's Archiving Project continued throughout the reporting period. The Project aims to protect vital records and archives that have been accumulated over the years since IAD started in 1969. Some of the records identified in the Project have been put to good use in current IAD programs and services, including our Bi-Cultural training package.



### Café

IAD continued to lease office space, car parking and meeting rooms to local service providers and other partners during the reporting period. The Café remained vacant during the period pending negotiations with prospective tenants. IAD expects to reopen the Café in the next reporting period.



## Our Team

All property management and business park matters were managed by Mr Bill Palmer (Press and Operations Manager). Mr Kevin Dixon held the role of Property Officer from June 2014 until his resignation in January 2015. Mr Darryl Pipe held the role of Property Officer from March until his resignation in June 2015.

## Strategic Plan

The work of Business Park links to the following objectives within the Strategic Plan:-

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

IAD remained focused on good governance, transparent and accountable decision making and efficient and effective service delivery which is outcome focussed. The Corporate Services Unit houses the finance, administration, human resources and IT functions of IAD. The Unit provides support to staff, the Board and the Audit, Risk & Finance Committee. It is responsible for income generation (including the development of funding submissions), compliance and plays a key continuous improvement role across the IAD through the development of evaluation & risk frameworks for our services and programs.

## Governance

The Unit supported all Board meetings and Audit, Risk and Finance Committee meetings throughout the period. This included the development of meeting papers, recording of minutes, actioning of all decisions and ensuring compliance with the requirements of the *Corporations (Aboriginal & Torres Strait Islander) Act 2006*.

The Unit was also responsible for driving the direction of IAD in accordance with the Strategic Plan.

## Finance

Corporate Services Manager, Mr Mahesh Mahendra, was directly responsible for the financial management of IAD and worked 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 IAD;
- Monitoring performance and reporting;
- Facilitating the implementation of the Board approved Finance Policy;

- Ensuring that IAD completes an interim and annual Audit;
- In conjunction with the CEO and other senior managers, facilitate the implementation of the Strategic Plan.

## Human Resources

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

- Planning to ensure a full complement of employees to meet IAD priorities in line with the Strategic Plan and approved budgets;
- Recruitment and induction of staff;
- Identification of funding opportunities;
- Coordination of training and career development functions;
- Development of governance and management policies, strategies and programs,
- Provision and processing of employee contracts;
- Advocacy and dispute resolution; and
- Ongoing review of workplace related policies, procedures and practices
- Implementation of best practice approaches to meet legislative and business requirements.

## Our Team

The Corporate Services Unit is comprised of Ms Jenny Bedford (CEO), Ms Jennifer Howard (Manager, Policy & Advocacy from June 2014 to March 2015), Mr Mahesh Mahendra held the role of Manager, Corporate Services from June 2015 until his resignation in May 2015. Ms Robyn McLaughlin-Liddle held the role of Receptionist from June 2014 to September 2014 and was transferred to the Education & Training Unit. Ms Pamela Reilly held the role of Receptionist from October 2014 until her resignation in April 2015. Ms Li-Ting Lee provided IT support to all IAD operations throughout the reporting period.

## Strategic Plan

The work of the Corporate Services Unit links to the following objectives within the Strategic Plan:-

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;

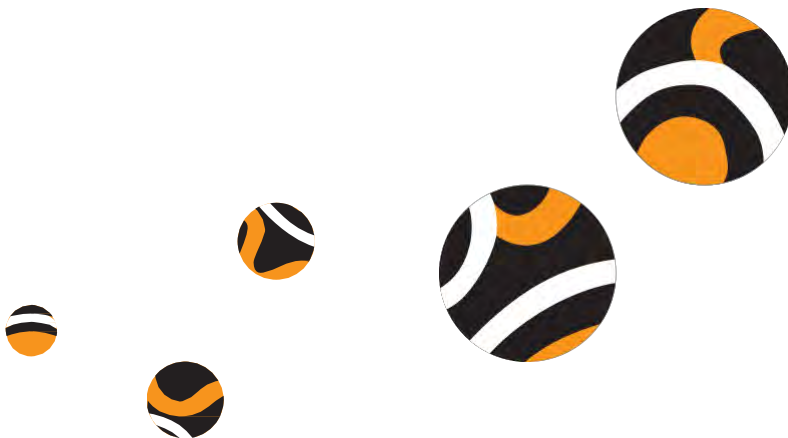
Objective 5.1 Partner with agencies / corporations who value culture and language;

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.





## 10 Audited Financial Statements

IAD is funded through the Department of Prime Minister & Cabinet, the Department of Business (NT) and the Australia Council. IAD also received funding from the Aboriginal Benefits Account (ABA) during the reporting period. IAD would like to thank our funding partners for their ongoing support to our work and commitment to funding culturally appropriate services and programs from Central Australia.





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