



2015/2016

INSTITUTE FOR ABORIGINAL
DEVELOPMENT
(ABORIGINAL CORPORATION)
ANNUAL REPORT



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This report may contain names and images of people who have passed away.

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1 Chairman's Welcome

The last twelve months have been one of consolidation and growth, in terms of partnerships and service delivery, following a period of uncertainty in 2014/15 as to the future of IAD. We continue to play a key role in delivering entry level training to adult Aboriginal people from Central Australia. We continue to deliver cultural services to the broader community in Alice Springs, including Welcome to Country, Cross Cultural Training and Smoking Ceremonies. And we continue to publish stories, from and for, Aboriginal people and families in Central Australia.

IAD is a very unique organisation which was established in 1969. What makes us so unique is our focus on the delivery of services and programs with bi-cultural competencies which enable and support our student cohort to get an education and then a job. We have seen quite a number of our students go on to secure employment within businesses and organisations in Alice Springs after completing their studies at IAD.

I would like to take this opportunity to welcome the new Board members who were elected by the members at the Annual Meeting which was held in October 2015. Following the elections, the Board of Directors remained relatively stable with only one resignation received. The resignation was received from long standing Board member, Aunty Elaine Peckham and on behalf of my fellow Board members, I would like to pay tribute to Aunty Elaine's dedication to IAD over many years of service as a Board member. All IAD Board members contribute their time, expertise and energy on a voluntary basis and I would like to thank them for their commitment to IAD. The Board met on four (4) occasions during the reporting period.

The Board established a Publications Sub-Committee whose role is to assist IAD to fulfil its publishing and publishing grant obligations. The Committee met once during the reporting period. The Committee is comprised of the following:-

- Mr Baydon Williams (Chairman)
- Ms Pat Turner
- Vacancy (as a result of Ms Elaine Peckham's resignation)

The Audit, Risk and Finance Committee met on two (2) occasions during the reporting period. The Committee's role is to provide independent assurances to the Board on financial risk and internal / external accountability measures. The membership of the Committee includes:-

- Ms Sheralee Taylor
- Mr Chansey Paech
- Ms Samarra Schwarz

The Board dealt with the following matters over the course of the year:-

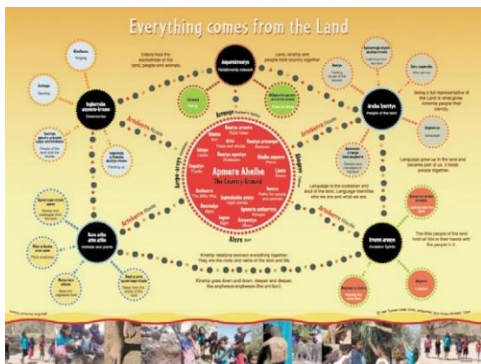
- Approval of various funding submissions
- Approval of the 2015/16 Budget
- Approval of the 2015/16 Organisation Structure
- Approval of the IAD Café Business Plan
- Approval of the new Complaints Handling Policy
- Approval of the Motor Vehicle Policy

I am pleased to report that IAD's 2015/16 Audited Financial Statements are unqualified and show that we made a small profit of \$36,384.

The Board and staff continue to look at innovative ways of generating income to support the operations of IAD while also ensuring that IAD remains financially secure heading into the future. It is important to note that a key consideration which underpins our future is the need for a long term funding commitment by governments to provide IAD with the opportunity to build on existing services and infrastructure in order to succeed in the longer term. I continue to look forward to a greater investment by government to support our work into the future.

IAD's Strategic Plan (2013-2017) is based on the "Everything Comes from the Land" framework which was developed by Eastern Arrernte female Elder, Mrs M K Turner AO. It provides IAD with the mechanisms to provide a place for Aboriginal people from Central Australia to gather and strengthen our culture, languages, knowledge and well-being. The Board worked closely with IAD staff to operationalise the Plan throughout the year.

Once fully implemented, it will set the agenda for IAD into the future, providing a strong base for the delivery of services and programs that make a difference to the lives of Aboriginal people living in the region.



Many local Aboriginal people from Alice Springs and the Central Australian region have either trained, worked or been involved in one form or another with IAD. We need your support to continue our work into the future. If you're not an IAD member, please consider signing up to be one. If you're interested in updating your skills, come and talk to our Education & Training Unit about courses that might be suitable to you. And if you want to learn a Central Australian Aboriginal language or would like to hear insights into the local Aboriginal community directly from local Aboriginal people, please come into IAD Press and browse through our selection of publications.

On behalf of the Board of Directors, I hope that you enjoy reading IAD's 2015/16 Annual Report and I look forward to continuing to work with, and alongside you, in the future.

Ch Paech

Chansey Paech
IAD Chairman

2 Our Structure

The 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.

The 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 three acres on the banks of the Todd River. Our campus is entirely owned and operated by IAD.

3 Our Board of Directors



Mr 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 the 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 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. 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.



Ms Patricia Turner Deputy Chairperson

Ms Patricia Turner is of Arrernte and Gurindji descent. She was born and raised in Alice Springs and worked at the 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). Pat is currently the CEO, NACCHO based in Canberra. 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.



Ms 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 Central Australia for work and study. Being a born and bred Centralian, Sheralee understands the difficulties which can be 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 for a Graduate Certificate in Health Science.

Sheralee is currently employed by Central Australia Health Service as the Executive Officer to the Board. She has previously held senior management roles as the

Alukura Branch Manager and Human Resources Manager at Congress, and Corporate Services Manager at CAAMA. Sheralee has experience in working in both

Federal and Territory Government and the Community Controlled Sector.

Sheralee believes that IAD will play a key role to the survival of Aboriginal people, culture, and languages. This also includes the 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 and services to our community.



Mr Baydon Williams Elder Member and Chairman – Publications Committee

Mr Baydon Williams is a Western Aranda leader who was born in Alice Springs and has lived all his life at *Ntaria* (Hermannsburg). He is a descendant of a line of Western Aranda Chiefs and a traditional owner of *Ntaria*. Mr Williams is a highly respected *Kwetengele* (caretaker) for the *Mparntwe* people of Alice Springs.

Mr Williams passes on knowledge to young men about culture and lore and he travels far and wide to other communities to participate in cultural activities and he is a senior and highly respected man in our community. Mr Williams sits on the IAD Board of Directors and is the Chairman of the IAD Publications Sub-Committee.



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.



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. 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 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.

Elaine established the Central Australian Strong Women’s Alliance (CASWA) which provides a voice for remote and town-based Aboriginal women leaders. In 2011, 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, 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. Elaine resigned from the Board of Directors during the reporting period.



Ms Amelia Turner-Kngwarraye Elder Member / Director

Ms Turner was born and grew up at *Ltyentye Apurte* (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.

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.



Mrs Donna AhChee Director

Donna Ah Chee is the CEO of the Central Australian Aboriginal Congress Aboriginal Corporation, the Aboriginal community controlled primary health care service in Alice Springs. Congress employs about 310 staff delivering services ranging from antenatal and postnatal care, early childhood development, chronic disease, social and emotional wellbeing, women's and men's health, a 55 place childcare centre as well as auspicing five health clinics in central Australia. Donna has lived in Alice Springs for over 25 years and is married to a local Yankuntjarra/Arrernte man and together they have 3 children.

She is a Bundgalung woman from the far north coast of New South Wales. She has been actively involved in Aboriginal Affairs for many years, especially in the area of Aboriginal adult education and Aboriginal health. In June 2011 Donna moved to Canberra to take up the position of CEO of the National Aboriginal Community Controlled Organisation (NACCHO) before returning to Congress in July 2012.

Donna is the Chairperson of the Aboriginal Medical Services Alliance of the NT and a member of the Australian National Advisory Council on Alcohol and Drugs. She was also a member of the National Indigenous Drug and Alcohol Committee (NIDAC) and at a local level represents Congress on the Peoples' Alcohol Action Coalition (PAAC)

4 Vision, Mission and Values



5 Strategic Plan (2013-2017) – 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.

GOALS AND STRATEGIES

Goal 5

To share our cultural wisdom and knowledge with the world

- Publish and produce Aboriginal works.

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.

- 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.

6 CEO's Report

I'm very pleased to provide my third report as the CEO of IAD. While writing this report and reflecting on the achievements of 2015/16, I cannot help but think of the great support that I received from the IAD Board of Directors and Staff in my role to lead and direct this unique organisation in its vision to become the "Centre of Cultural Excellence" in Central Australia. Following a challenging 2014/15, we commenced the current reporting period with a high degree of optimism and a sense of needing to do things "properly" (in terms of program design, development and delivery) in order to make the necessary changes to the lives of our community in Central Australia.

As stated in last year's Annual Report, the role of the IAD Administration is to support the Board of Directors and deliver on the Strategic Plan (2013-2017).

During the 2015/16 reporting period, the Senior Management Team worked with the Board on a number of key initiatives such as the establishment of the Publications Sub-Committee to guide the roll-out of the Publication Re-Print Project (as funded by the Department of Prime Minister & Cabinet), the delivery of the Cultural Knowledge Transfer Project (as funded by the Australia Council on a calendar year basis), the launch of IAD's "1 by One Campaign" which was a strategy designed to attract students by targeting IAD's alumni and encouraging them to refer one student to take up studies at IAD, the delivery of Work Ready training to ladies at St Mary's (in partnership with Tangentyere Council), the establishment of a "Get your L's" Program which aimed to increase the number of local Aboriginal people receiving their L-plates, the commencement of IAD's Cultural Leadership Program (as funded by Prime Minister & Cabinet) which saw the Elders program and IAD Educators working closely with students from CAAPU and

DASA, the ongoing delivery of IAD's Bi-Cultural training and the development of a new business model for the IAD Café.

It was such a privilege to be part of the audience in late October 2015 to see the final dance being performed by the young male participants in the Cultural Knowledge Transfer Project. The Project involved a number of bush trips which allowed the Arrernte male Elders to work closely with the young men to teach them about respect, country, song-lines and ceremonies (dance). I would like to thank the Australia Council for its support in providing a platform for the Elders to work closely with local young people on cultural expression and cultural transmission. Due to the success of the Project, IAD increased its funding from the Australia Council and this will allow the Project to be replicated in the next reporting period which will include a female Cultural Knowledge Transfer Project.

In March 2016, IAD commenced a productive partnership with Tangentyere Employment Services (TES) providing Accredited training in English language, literacy and numeracy for women jobseekers participating in Arts and Crafts activities at St Marys. IAD has been offering FSK10113, Certificate I in Access to Vocational Pathways and FSK10213, Certificate I in Skills for Vocational Pathways.

I would like to thank the IAD staff for their terrific efforts over the past year. Your commitment and dedication to IAD and the Aboriginal community in Alice Springs has made a difference and you should feel really proud of your efforts. We have maintained and established some key partnerships with stakeholders that will ensure that IAD continues to build on our strengths and most importantly, continues to deliver for and on behalf of the Aboriginal community in Central Australia.

I would also like to take this opportunity to congratulate our students for your hard work over the year. Your commitment to making a change in your lives through education has been an inspiration to many of us working at IAD and I would like to wish you well in the future.

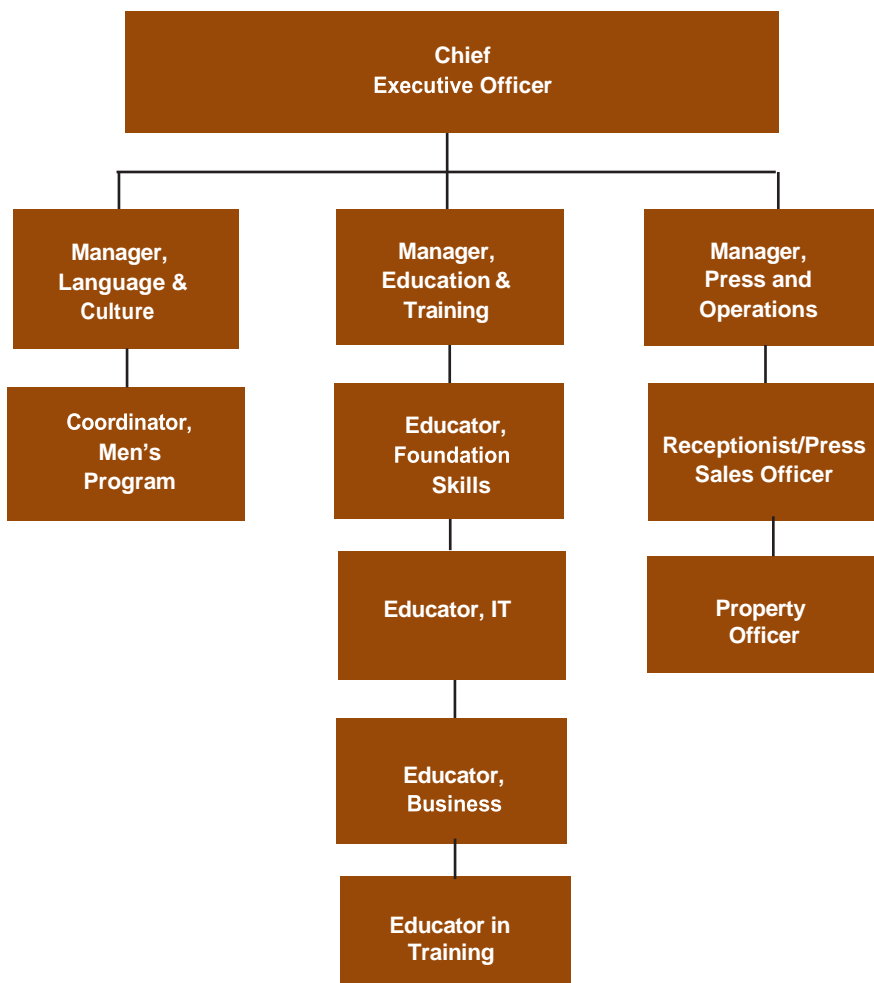


Jenny Bedford
CEO



7 Organisation Structure

BOARD OF DIRECTORS



8 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 or to partake in further vocational or tertiary education programs. The delivery of nationally accredited and non-accredited education and training programs is our core business.

The Education and Training Unit continued to work 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, schools, local Aboriginal organisations, Job Actives, 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, schools and employment service agencies (Job Actives) to identify skills gaps and community requirements with respect to education and training. What we found was that although the courses currently on our RTO scope were meeting community needs, there was also interest in other industry training programs including: media, arts, music, tourism and community services. The Education and Training Unit has commenced the process to extend our scope to include these courses. The process is a long and tedious one and we hope to have additional learning programs on offer from 2017.

Marketing and Promotions

The Education and Training Unit continued to market and promote IAD's learning programs to a wide and varied market. 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 2015 NAIDOC community day which was held at Alice Springs Town Council lawns, interviews on CAAMA Radio and social media promotions.

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 and Skills Set Programs

IAD developed and delivered the Bi-Cultural Awareness Program (ACAP) training package as a fee for service program.

Through consultations with key stakeholders it has become evident that there is a need for both accredited and non-accredited skills set programs particularly around driver education and work readiness programs. Education and Training staff are continuing negotiations with Centralian Senior College, Yirara College, Job Active agencies and Ngurratjuta Pmara Tjutunta to formulate plans for skills set program delivery that meet the needs of community members in these areas.

Business

The Business training package is designed to train entry level employees and 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.

Partnership Project with Tangentyere Employment Services

In March 2016 IAD commenced a productive partnership with Tangentyere Employment Services (TES) providing Accredited training in English language, literacy and numeracy for women jobseekers doing Arts and Crafts activities at St Marys. IAD has been offering FSK10113, Certificate I in Access to Vocational Pathways and FSK10213, Certificate I in Skills for Vocational Pathways.

Feedback from TES Activity Centre Coordinators has been really positive, including that the regular attendees are growing in confidence and that the courses contain useful and practical things for them to be learning.

IAD Educator Liz Archer has been teaching and assessing the women's work. "It's a great set up there, with options for the women to learn or improve on particular art and craft techniques. I like teaching outside of a usual classroom setting and it's great when you see people putting their learning into practice." Students are appreciating having weekly sessions where they learn in a group setting and also having some individual time with Liz on other occasions.

By the end of the reporting period, IAD had conducted Language Literacy and Numeracy pre-assessments with 28 women. 13 were women were enrolled in Certificate I in Skills for Vocational Pathways and 4 in Certificate I in Access to Vocational Pathways.

Learner Feedback

FEEDBACK	SCORE - LEARNERS
Trainer Quality	91.7
Effective Assessment	86.4
Clear Expectations	83.7
Learning Stimulation	86.9
Training Relevance	86.9
Competency Development	86.3
Training Resources	86.9
Effective Support	89.5
Active Learning	82.8
Overall Satisfaction	94.1

Key Results

The IAD achieved module completion rate of 69% during the reporting period (a 12% increase on the 2014/2015 reporting period with 125 unique enrolments and 169 total enrolments – this means that some students enrolled in more than one qualification).

Our Team

The Education & Training Unit was led by Ms Kerrie LeRossignol as Manager. Staff employed within the Unit during the reporting period included Mr Brendan Kavanagh (Business/Foundation Skills Trainer), Ms Linda Wells (Business Skills Trainer), Mr Dominic Joseph (Foundations Skills Trainer), Ms Liz Archer (Business/Foundation Skills Trainer) and Miss Robyn McLaughlin-Liddle (Educator in Training). Ms. LeRossignol also conducted Business Skills training during the reporting period in order to meet demand.

Mr Kavanagh and Ms Wells 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 remained a critical part of the IAD 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 the IAD in 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 Program

The IAD Elders Program (the Program) is funded by the Department of Prime Minister & Cabinet on a financial year basis over a two-year period, commencing on 1st July 2015. 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 Program 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 standards. Central to the Program is the ability of the Elders to be at the centre of decision-making in Alice Springs. To support this approach, IAD has established partnerships with organisations such as the Lhere Artepe Aboriginal Corporation, Alice Springs Town Council and the Aboriginal Areas Protection Authority in order to increase the presence and prominence of the Elders group.

The Program currently provides services such as Welcome to Country, Smoking Ceremonies; Cultural Conversations; Site Clearances and Arrernte Dancers. The Elders also assist in the delivery of IAD's Bi-Cultural Training and work closely with the Education & Training Unit to validate course content and materials.

Work commenced in the reporting period to re-establish the IAD female Elders group.

It is expected that the female Elders will be actively involved in the activities discussed in this report, with a specific emphasis on the Cultural Knowledge Transfer Project and the Cultural Leadership Program.

Cultural Leadership Program

The IAD Cultural Leadership Program (the Program) is funded by the Department of Prime Minister & Cabinet on a financial year basis over a two-year period, commencing on 1st July 2015. The Program aims to work intensively with "at risk" participants who may have disengaged from their communities and mainstream society as a result of a lack of educational opportunities, contact with the criminal justice system or through social dysfunction. The Program uses the cultural authority and knowledge of Arrernte male Elders to work intensively with participants to identify and re-connect participants to their place within kinship systems in order to build confidence, resilience and a sense of self-worth.

The Elders, IAD Educators and Language and Culture staff work intensively with participants to build a firm understanding of themselves and their place within Arrernte society so that they can use that knowledge to engage strongly within broader society. The Elders pass down cultural knowledge through stories and ceremony to participants over an eight (8) week period.

The Program includes bi-cultural training through the delivery of the following modules:-

- Who you are – an identity map;
- Where are you from – language, traditional owners, maps and sites;
- Reading - Cultural;
- Reading – Western;
- Role of Digital Technology preserving our culture – Cultural;
- Digital Technology – Western;
- Money and Measuring – Cultural;
- Money and Measuring - Western
- Time - Cultural;
- Time - Western;
- Writing – Cultural;
- Writing – Western;
- Communication – Cultural;
- Communication – Western;

IAD has established partnerships with the NT Department of Corrections, the Central Australian Aboriginal Alcohol Programmes Unit (CAAAPU) and the Drugs and Alcohol Services Association Inc (DASA) of Alice Springs that has resulted in participants being referred to the Program.

While the Program is based on Arrernte world views, other Central Australian language groups are welcome to participate. The training has been specifically designed to be delivered as a pre-cursor to training offered by IAD under the Work Ready and RTO accredited training packages.

The Program is delivered at the IAD campus and in locations around Alice Springs. Some events are conducted “on country” as a way to re-affirm traditional family structures, roles and responsibilities.

Cultural Knowledge Transfer Project

The IAD Cultural Knowledge Transfer Project (the Project) is funded by the Australia Council on a calendar year basis over a one year period, commencing on 30th May 2016. The Project provides a platform for Arrernte Elders to pass on cultural knowledge and practises to young people from Alice Springs in order to strengthen individual identities and foster a deeper understanding on the need for respect for country and culture.

The 2015/16 Project targeted town-based young Aboriginal men from the Clontarf Academy at the Centralian Middle School and Senior College and provided an opportunity for Arrernte Elders to pass on cultural knowledge through songs, dance, instruction on skin and kin, respect for country and culture through a series of bush trips to Snake Well community. The Project cultivated and celebrated Arrernte cultural traditions and practises and culminated in an outdoor dance performance at the IAD Campus at the completion of the Project in October 2015.

The 2015/16 Project received overwhelmingly positive feedback from the community and resulted in an increase of funding from the Australia Council which will allow the Project to be extended in the next reporting period to include the female Elder group to work with young women from Alice Springs.



Elders Profiles



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 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 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 John 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 Baydon Williams
Elder Member**

Mr Baydon Williams is a Western Aranda leader who was born in Alice Springs and has lived all his life at *Ntaria* (Hermannsburg). He is a descendant of a line of Western Aranda Chiefs and a traditional owner of *Ntaria*. Mr Williams is a highly respected *Kwetengele* (caretaker) for the *Mparntwe* people of Alice Springs.

Mr Williams passes on knowledge to young men about culture and lore and he travels far and wide to other communities to participate in cultural activities and he is a senior and highly respected man in our community. Mr Williams sits on the IAD Board of Directors and is the Chairman of the IAD Publications Sub-Committee.

Strategic Plan

The work of the Language and Culture Unit links to the following objectives in the IAD 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
Grants**

IAD was successful in procuring funding through the Aboriginal Benefit Account to reprint 22 of its out of print titles, thus bringing some of its most popular publications back in print. IAD Press will utilise new technologies and reprint publications as hardcopy, eBook and Print On Demand.

The Reprint 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”.*

Print on Demand and eBook publishing will enable us to expand the international market where the high cost of freight is reducing international sales.

Work has commenced on preparing a number of books for republication and we are expecting the first books to be reprinted in September with all 22 having been rolled out by July 2017.

IAD was also successful in obtaining a further four years of funding from the Australia Council. This funding is used to support the operational and developmental elements of IAD Press. We are delighted to have been able to obtain this funding as it was highly competitive with less than 20% of applicants receiving funding.



Angkitja Diaries and Calendars

This year the IAD Board established a Publications Sub-Committee and one of their first actions was to review our imprint *Jukurrpa Books*. This review has resulted in the imprint being renamed *Angkitja Books*. The following was issued by the Board announcing the name change and the reasons why:

For many years IAD Press has very successfully used the imprint Jukurrpa Books – Jukurrpa is a Warlpiri word meaning ‘Dreaming’, ‘Story’ or ‘Law’.

The Institute for Aboriginal Development (IAD) is committed to the promotion of cultural authority and recognition. As IAD and IAD Press are situated on the banks of the Todd River in the heart of Arrernte country, our Board and our Elders believe that appropriate recognition and deference be given to the people on whose land IAD stands. For this reason, the Jukurrpa Books imprint is changing to Angkitja Books. Angkitja (pronounced ‘Nng-ket-cha’) is the Eastern, Central and Western Arrernte word for ‘keeping information safe for the future’.

In this age when Aboriginal and Torres Strait Islander languages and culture are so much under threat, it is appropriate to name our publishing label after a word that means keeping safe – keeping culture safe, keeping language safe. We all hope you will love our new range of products just as much as you have loved Jukurrpa.

To our Warlpiri, Luritja, Pitjantjatjara and Yankunytjatjara friends: We thank you for allowing us to use your language for so many years on our products and we pay homage to your Elders both past and present who allowed us to do so.

The name change has resulted in a considerable delay in printing the 2017 Calendar and diaries but will be available by November.

Digitising our Culture

We are working on establishing a relationship with the Queensland College of Art from Griffith University to develop culturally appropriate templates for multimedia publications and digital media. These templates will provide greater accessibility of potential Aboriginal authors to not only the publishing process but greater accessibility to Aboriginal readers of the 'publications'.

This work is in discussion stage only but key projects have been identified.

The steep rise in freight costs has also meant that we are now seeking to re-establish our warehousing facility in a capital city to reduce overheads. Freight costs are also a strong reason to switch to eBook and print on demand publishing to reduce overheads.

During this period, our bookstore was relocated from the Press House to IAD's Library and the Press House converted to the space for the Women's Elders program.

Strategic Plan

The work of Press links to the following objectives within the IAD 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

The IAD campus is spread over 3 acres of prime land on the banks of the Todd River.

IAD Masterplan

Following the development of the IAD Masterplan various options for the full utilisation of the land have been proposed. IAD is looking to apply for funding to develop a feasibility study of options that would provide the greatest return on investment to allow IAD to become self-sufficient in its operations.

Third party rentals of IAD space account for a significant component of IAD's income.

Campus Repairs and Maintenance

IAD has worked hard in this environment to maintain and protect our assets and to do this such that Work Health and Safety standards are met and the longevity of our assets assured. We have employed Mr William Liddle on a part time basis to maintain our grounds and our buildings.

Café

On the advice of the Board, IAD is now seeking to reopen the Café as a training café for Aboriginal students. Students will be training in both foundation skills as well as hospitality skills for a period of six months to ensure their job readiness. It will be a Café with a difference and several unique selling points that will ensure its success.

Funds have been sourced from the Department of Business to develop a business plan for the operation of the Café and to be mentored by a local accounting firm. Further funds are being sought to equip the cafe.

Partnerships have been established with Tangentyere Employment Services to provide students, Batchelor Institute who will provide the hospitality specific training, and with all local hotels who will provide work experience and employment opportunities. All hotels are seeking increased Aboriginal employment. Trainees will be trained in kitchen skills, barista, wait skills and housekeeping, providing multiple entry points for

employment in the hospitality industry. Once employed, trainees will also be supported by a mentor to assist their 'walking in two worlds'.

Our Team

Mr Bill Palmer has been the Manager, Press and Operations since January 2015. The Press Sales position was combined with the reception position and has been held by Ms Tahlia Peckham from July 2015 until February 2016 and then Ms Ali Miller from February 2016 to June 2016.

Strategic Plan

The work of Business Park links to the following objectives within the IAD 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 has worked hard to ensure transparent governance and accountable decision making utilising subcommittees of the Board. The Corporate Services Unit houses the finance, administration, human resources and IT functions of IAD. The Unit provides support to staff, the Audit, Risk & Finance Subcommittee, and to the Board. It is responsible for income generation – both fee for service as well as grant submissions; governance compliance; and for the improvement and quality of services across IAD through the development of appropriate evaluations and risk frameworks for our services and programs.

Governance

Corporate Services supported all Board meetings, all Audit, Risk & Finance Subcommittee meetings and the inaugural Publications Subcommittee meeting. This included the preparation of meeting papers, recording of minutes, actioning of all decisions and ensuring compliance with the *Corporations (Aboriginal & Torres Strait Islander) Act 2006*.

This unit is also responsible for ensuring that the objectives of the Strategic Plan are being met.

Finance

The Manager, Press & Operations, Mr Bill Palmer was responsible for the financial management of IAD and worked closely with the CEO, other Senior Managers, the Board and members of the Audit, Risk & Finance Subcommittee on the following matters:

- Preparation of IAD's annual and monthly budgets
- The provision of financial reports both internally and externally
- Ensuring statutory and regulatory compliance
- Monitoring and performance reporting
- Facilitating the implementation of the Board's finance policy

- Ensuring the successful completion of both interim and annual audits
- In conjunction with the CEO and other senior managers, facilitate the implementation of the Strategic Plan.

Human Resources

Ms Jenny Bedford oversaw the human resources function at IAD. The role has included:

- Ensuring a full complement of staff to meet IAD's strategic priorities and budget
- 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
- Ongoing review of workplace related policies, procedures and practices; and
- Approaches to meet legislative and business requirements.

Our Team

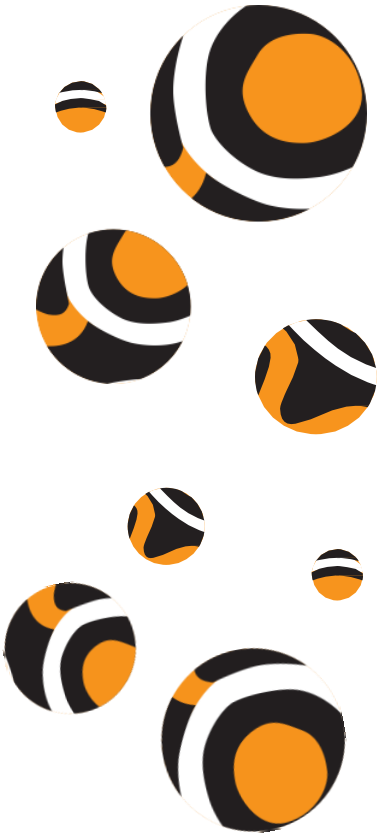
The Corporate Services Unit is comprised of Ms Jenny Bedford (CEO), Mr Bill Palmer (Manager, Press & Operations). Ms Tahlia Peckham held the joint role of Receptionist/Sales Assistant from July 2015 until January 2016. Ms Ali Miller held the role in a casual position from February 2016. Ms Li Ting Lee 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 IAD 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.



9 Audited Financial Statements

IAD is funded through the Department of Prime Minister and Cabinet, the Department of Business (NT) and the Australia Council. IAD also received funding from the Aboriginal Benefits Trust 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.

**INSTITUTE FOR
ABORIGINAL
DEVELOPMENT
(ABORIGINAL
CORPORATION)
ABN: 89 453 866
817**

**STATEMENT OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE
2016**

	2016	2015
	\$	\$
Income		
Revenue	988,769.75	1,132,470.99
Other income	<u> </u>	<u>2,198.00</u>
	988,769.75	1,134,668.99
Changes in inventories of finished goods and work in progress	191,513.43	1,637.78
Raw materials and consumables used	(51,060.58)	(4,792.60)
Expenditure		
Accountancy expenses	(9,712.84)	(16,673.34)
Advertising expenses	(451.64)	(16,984.45)
Auditor's remuneration	-	(16,000.00)
Bad and doubtful debt expenses	-	(27,483.58)
Depreciation and amortisation expenses	(78,867.00)	(93,098.00)
Employee benefits expenses	(696,229.20)	(992,536.93)
Other expenses	<u>(307,578.27)</u>	<u>(348,820.88)</u>
	36,383.65	(380,083.01)
Profit (Loss) for the year	<u>36,383.65</u>	<u>(380,083.01)</u>
Total comprehensive income for the year	<u>36,383.65</u>	<u>(380,083.01)</u>



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