




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

ANNUAL REPORT

2016/2017



ISSN0811-2673

© INSTITUTE FOR ABORIGINAL DEVELOPMENT (Aboriginal Corporation)

ICN 7395

ABN 89 453 866 817

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

Contents

1. Chairperson's Report	1
2. History and Structure	2
3. Board of Directors	3
4. Vision, Mission and Values	4
5. Strategic Plan (2013-2017)	5
6. CEO's Report	6
7. Organisation Structure	7
8. Our Operations – The Year in Review	8
a) Education & Training Unit	8
b) Language & Culture Unit	13
c) Press	16
d) Business Park	16
e) Corporate Services	18
9. 2016/2017 Audited Financial Statements	20

1 Chairperson's Report

The last twelve months has seen many changes to IAD. We advertised and recruited to the CEO position upon the resignation of Jenny Bedford. Congratulations to Kerrie LeRossignol, winning the position after acting in the role for some time. Kerrie is a local women with many years of experience in the RTO sector and the Board welcomed her to the position.

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. The staff at IAD have worked very hard to maintain this focus and further building and maintaining effective relationships with the community and other external stakeholders. Additionally, IAD has been at the forefront of addressing grassroots request and we continued to play a key role in delivering entry level training to adult Aboriginal people from Central Australia.

IAD continue to deliver cultural services to the broader community in Alice Springs, including Welcome to Country, Cross Cultural Training, which has been a great success of IAD. The work that has been put into this by the staff at IAD should be applauded as it has placed IAD as a lead organisation for such cultural knowledge and assistance to the wider community of Alice Springs.

I would like to welcome the new Board members who were elected by the members at the Annual Meeting which was held in November 2016. Further I would like to thank the Board Members who did not re-stand at the AGM for their contributions to IAD over their years of commitment to the organisation as IAD would not be the success it is without people like Aunty Pat Turner and Chansey Peach.

The Boards Publications Sub-Committee, whose role is to assist IAD to fulfil its publishing and publishing grant obligations. The Committee is comprised of the following:-
Mr Baydon Williams (Chairperson)
Ms Sheralee Taylor
Vacancy

The Audit, Risk and Finance 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 Deborah Booker (Chairperson)
Mr Sheralee Taylor
Vacancy

The Board have amended the Terms of Reference for each sub-committee to allow for an independent director, with expertise in the area, to sit on the sub-committee and provide industry advice and guidance.

The Board dealt with many issues of IAD over the past 12 months, and most pressing is the financials. The IAD Executive and staff, with assistance of the Auditor and Board, have and are exploring a way of increasing our revenue. One such option was the recovery of aged debts owed to IAD which has seen an increase in revenue for IAD. The increase marking for IAD Press has assisted Press to move merchandise in a difficult industry, given the current climate of technology.

In addition, 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.

IAD's Strategic Plan (2013-2017) is due to be revisited and therefore the new Board will be working hard on reviewing the old plan and developing a new plan for the next four years.



Sheralee Taylor
IAD Chairperson



2 History and 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 Board of Directors

The Institute for Aboriginal Development is governed by a team of seven (7) Aboriginal Directors.

IAD Directors are a much-needed link between our organisation, our members and our community. As democratically elected representatives, Directors are advocates for the IAD and work together to protect the interests of the IAD. They also communicate the needs and concerns of the IAD to government and other stakeholders.

IAD Directors are elected for their strong leadership skills, integrity and commitment to building a strong organisation. Being a Director is an extremely challenging and satisfying experience and provides a unique opportunity to drive and influence the vision and strategic direction of the IAD.

Directors

Ms. Sheralee Taylor (Chairperson) – Re-elected in 2015 for a two (2) year term. Ms. Taylor is also a member of the Audit, Risk and Finance sub-committee and the Publications sub-committee.

Mrs. Donna Ahchee (Deputy Chairperson) – Elected in 2015 for a two (2) year term.

Ms. Deborah Booker (Treasurer) – elected in 2016 for a casual term to the 2017 AGM. Ms Booker is also the Chairperson on the Audit, Risk and Finance Committee

Ms. Beverley Angeles – elected in 2016 for a two (2) year term.

Mr. Braydon Kanjira – elected as the male Elders representative on the Board and is a current Director.

Ms. Amelia Turner-Kngwarraye elected as the female Elders representative on the Board and is a current Director on a two (2) year term.

Mr. Chansey Paech – Mr Chansey Paech relinquished his role as Chairperson on the IAD Board in October 2016 due to potential conflict of interest following his appointment as the Member for Namatjira. He remained on the IAD Board until February 2017 when he resigned.



4 Vision, Mission and Values

IAD VISION

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

IAD MISSION

We will empower our people to engage in self-determination practices using First Nation Wisdom and First World Technology.

OUR BELIEFS

People are inherently capable, aspire to improve and have the power to choose.

Leadership is a choice, built from foundation of character.

Habits of effectiveness come from commitment.

OUR VALUES

Responsibility

Trust and Respect

Learning

Equal opportunity

Accountability

Collaboration and partnership



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



GOAL 2

Promote, maintain and sustain our culture and languages



GOAL 3

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



GOAL 4

Teach our people to navigate Aboriginal and the Western Worlds



GOAL 5

To share our cultural wisdom and knowledge with the world

6 CEO's Report

I'm very pleased to provide my first report as the Chief Executive Officer of IAD. I first took on the Acting CEO role in September 2016 following the departure of Ms. Jenny Bedford. I acknowledge Jenny's commitment to the organisation and to her support of me in the role. In August 2017, I was appointed officially as CEO. I would like to acknowledge the Board of Directors and the support provided to me over the past year. Although the role is very challenging I am thoroughly committed to the organisation and to the provision of quality programs. I would also like to acknowledge the hard work and support of my only senior manager Mr. Bill Palmer (Manager Press and Operations). I would also like to highlight the fantastic and committed team of staff who have been instrumental in the provision of quality learning and cultural programs.

It has been a very busy year! One of the first tasks I undertook was to raise the profile and the reputation of the organisation and of our Elders groups. This was done through an intensive (national) promotional activity that included face to face meetings (with major stakeholders, private business, schools, Aboriginal organisations and the community), radio interviews/broadcasts, email notifications and displays. The quality of IAD's programs and the professionalism displayed in delivery is imperative to the organisations success, future funding and sustainability.

Stakeholder engagement and the forming of partnerships has been a priority and throughout the reporting period, we have appreciated supportive and productive relationships with, to name a few, the Department of the Prime Minister and Cabinet, the Department of Trade, Business and Innovation, the Clontarf Foundation, the Senior Girls Academy, the

Central Australian Aboriginal Alcohol Programs Unit (CAAAPU), the Drug and Alcohol Solutions Australia (DASA), the Department of Education NT.

Both the Men's and women's Arrernte Elders groups continued their direct involvement with the planning and delivery of the Cultural Knowledge Transfer Project, the Cultural Leadership Program and the provision of cultural services (Welcome to Country, smoking ceremonies and cultural conversations). I am honoured to have had the privilege of reconnecting and working with the Elders and to witness such an amazing commitment to teaching others about our wonderful culture.

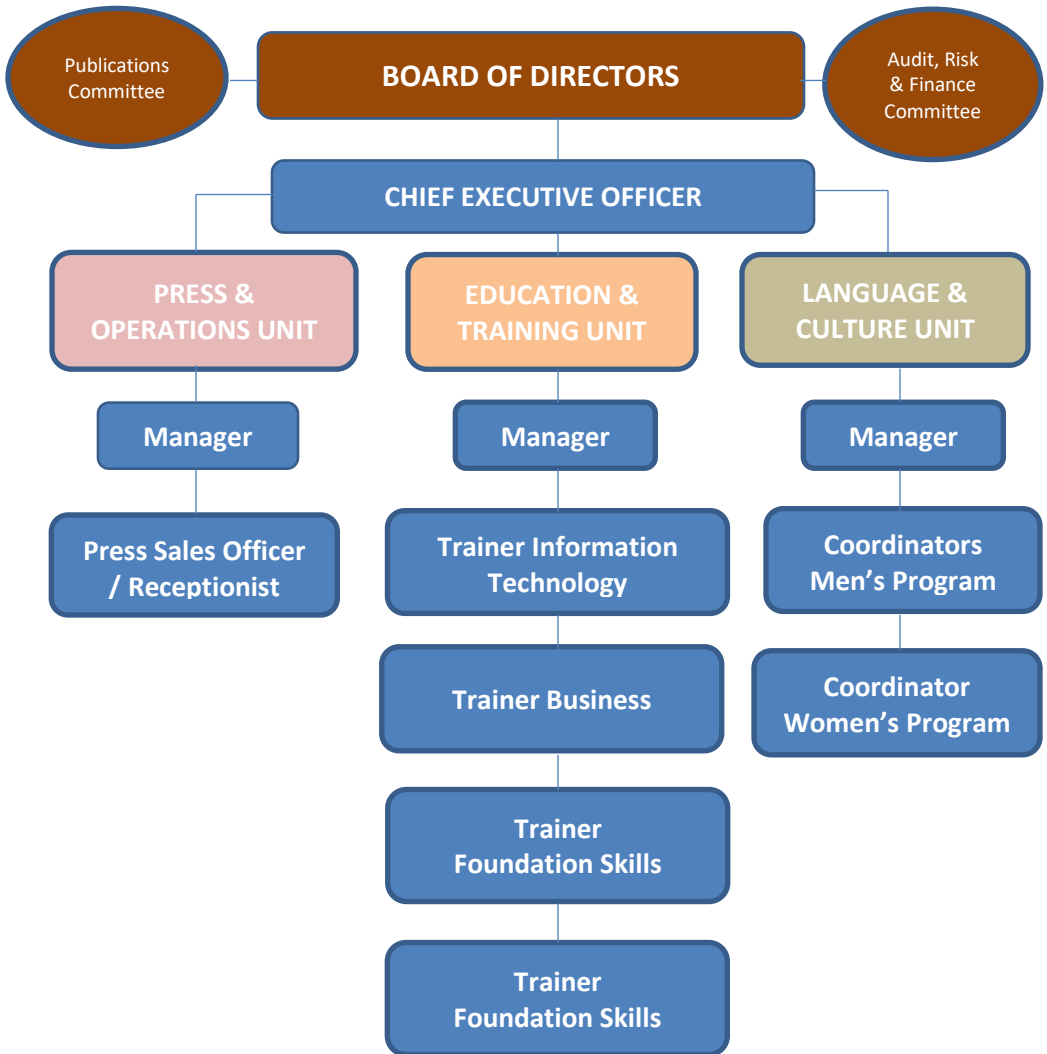
During the 2016/2017 reporting period IAD's senior management team continued the search for financial support to enable commercial initiatives to be realised. These initiatives are: a) the Elatjia Café; b) the Hop On Hop Off bus; and, c) the Business Park. We have made considerable headway and remain optimistic.

Tribute to Mr. Yami Lester OAM (1941 – 21 July 2017)

I pay tribute to Mr. Yami Lester who sadly passed away in July of 2017. Mr. Lester played an instrumental role in the establishment and leadership of IAD beginning in the late 1960's for many years. Yami was the longest reigning Director of IAD having held the position from 1978 -1985. Yami has left an incredible legacy and will be remembered as a leader, a fighter for the rights of his people and a true gentleman.

Kerrie LeRossignol
CEO

7 Organisation Structure



8 Our Operations - The Year in Review

a) Education & Training Unit

The delivery of nationally accredited and non-accredited education and training programs is IAD's core business. 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 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 applied for and was approved a further seven (7) years RTO Registration. We also successfully applied to extend our scope of registration to include the Certificate I in Tourism (Australian Indigenous Culture) which has been predominantly delivered as a Vocational Secondary Schools (VSS) program through a partnership with the NT Education Department to students at Centralian Senior College Yirara College and Ntaria School. IAD secured the services of Tourism Trainer Ms. Billie Scott to deliver the program

Marketing and Promotions

Marketing and promoting our learning programs has been a priority throughout the reporting period. Strategies have included posters and fliers, email promotions, CAAMA Radio, Centralian Advocate, displays at the NAIDOC Community Day and at the Alice Plaza and through word of mouth. We have marketed and promoted our learning programs extensively which has resulted in referrals from Max Employment, Karen Sheldon, DASA CAAAPU, Tangentyere Employment Services and there have been a number of self-referrals.



Nationally Accredited Courses

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

- BSB10115 Certificate I in Business
- BSB20115 Certificate II in Business
- BSB30415 Certificate III in Business Administration
- ICT10115 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
- SIT10112 Certificate I in Tourism (Australian Indigenous Cultures)

Business

IAD has provided the Cert I, II & III in Business during the reporting period and have seen a consistent attendance by participants. 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 judgment and technical advice. A vocation work placement program was embedded into the Business Program this year with placement arrangements secured with Aboriginal organisations, private business and government and non- government agencies in Alice Springs.

Along with our Vocational Secondary School Program Cert I Tourism students, participants have enjoyed field trips, Cultural Days and the ACAP Program (including the Dreamtime Tour). Student feedback has been very positive towards the program.

Information Technology

In today's job market, it's not only IT job applicants who need computer skills. With technology quickly and constantly changing, employers everywhere are looking for tech-savvy job candidates for non-tech related positions. This means that administrative, sales, marketing and other non-IT job seekers are required to have some computer skills to stay competitive. Great candidates show they are staying relevant, current on new trends and always learning. IAD's IT training provides students with the basic computer skills and knowledge that can be used as a solid foundation for further study and today's workforce.

Practical (hands-on learning) is one of the best ways to learn and IAD provides a welcoming environment with the latest technology in our dedicated computer lab. Trainer Li Ting Lee incorporates 'hands on' learning and a variety of practical experiences into the lessons so that students can apply the skills and

knowledge they learn to workplace and personal tasks.

This reporting period, students' feedback has been highly positive with students enjoying the group learning environment and individual support. It was fantastic to see students (some who had never used a computer before), increase their self-esteem and gain confidence as their skills and knowledge developed.



The IAD's IT section provides technology support services to IAD students and staff to support them in their teaching, learning and administrative activities.

IT Officer Ms. Li Ting Lee has worked to manage/coordinate/support the Information Technology for IAD since 1999, and as a trainer and assessor has delivered the IT course at IAD since 2010.

In September 2016, IAD got the NBN installation which provides better internet speed for IAD staff and students. All IAD staff and students are using the latest windows operating system and MS office 2016 software.



Foundations Skills

The Foundation Skills Training Package provides students with English language, literacy and numeracy (LLN) skills along with supporting job readiness capabilities. Throughout the reporting period IAD continued to offer Certificate I in Access to Vocational Pathways and Certificate I in Skills for Vocational Pathways both on and off campus.

IADs off campus delivery included continuing our successful partnership with Tangentyere Employment Services (TES), providing training and assessment for women jobseekers participating in TES St Mary's Art and Crafts Activity Centre and extending the program from March 2017 to offer similar opportunities for male participants at Tangentyere Nursery and Elder St Men's Shed. Feedback from TES staff at all sites has included noticing increased confidence amongst students as well as high levels of engagement with the course and trainers.

Trainer/assessors Liz Archer and Nick Chandler also further contextualised existing teaching and assessment materials to ensure they were as relevant as possible for IADs student cohorts. This included developing or sourcing a range of commonly used workplace forms and procedures (e.g. timesheet, leave form, procedures for accessing digital equipment, WHS, etc.) and utilising local cultural knowledge and understanding of job markets and expectations in our region.



Vocational Secondary Schools Program (VSS)

IAD expanded our delivery of the VSS Program during the reporting period including providing 5 Units from the Certificate II in Skills for Vocational Pathways to Yirara College (FSK20113) students during Terms 3 and 4 of 2016 and providing the full Certificate I in Skills for Vocational Pathways (FSK10213) to Yirara College and Centralian Senior College in 2017. The Certificate I in Tourism was delivered to the Centralian Senior College, Ntaria (Hermannsburg) School and Yirara college.

Highlights of the VSS program included sessions with IAD Arrernte Elders groups, participating in cultural days at IAD, taking the Dreamtime Tour of sacred and significant sites in and around Alice Springs, visits to organisations such as Purple House dialysis and the Alice Springs Police Station and helping organisers prepare for "Big Sing in the Desert", a national singing workshop involving Aboriginal women from six (6) central Australian remote communities.



Continuous Improvement

The Education and Training team have continued to upgrade and improve IADs training and assessment system including reviewing key documents and ensuring our policies, procedures and record keeping remain current and

compliant. Continuous improvement meetings have been held regularly and the team has appreciated being actively involved in this ongoing process.

Team members have also taken advantage of professional development opportunities via ASQA webinars and other briefings and participated in networks such as the NT Education Department Careers and VET meetings.

As well as sharing information and conducting internal moderation between IAD trainers, our team members have also engaged with other providers to validate new materials and share information. IAD continues to appreciate strong mutually beneficial relationships with a broad range of providers,

Trainers Liz, Nick, Anne and Li Ting are working hard together to improve the IAD's current processes and forms. The team are glad to work together and provide input and happy to see the quality outcome from the weekly continuous improvement meeting.

Learner Feedback

FEEDBACK	SCORE - LEARNERS
Trainer Quality	84.3
Effective Assessment	81.6
Clear Expectations	82.7
Learning Stimulation	79.0
Training Relevance	82.7
Competency Development	84.1
Training Resources	81.0
Effective Support	82.1
Active Learning	81.5
Overall Satisfaction	87.7

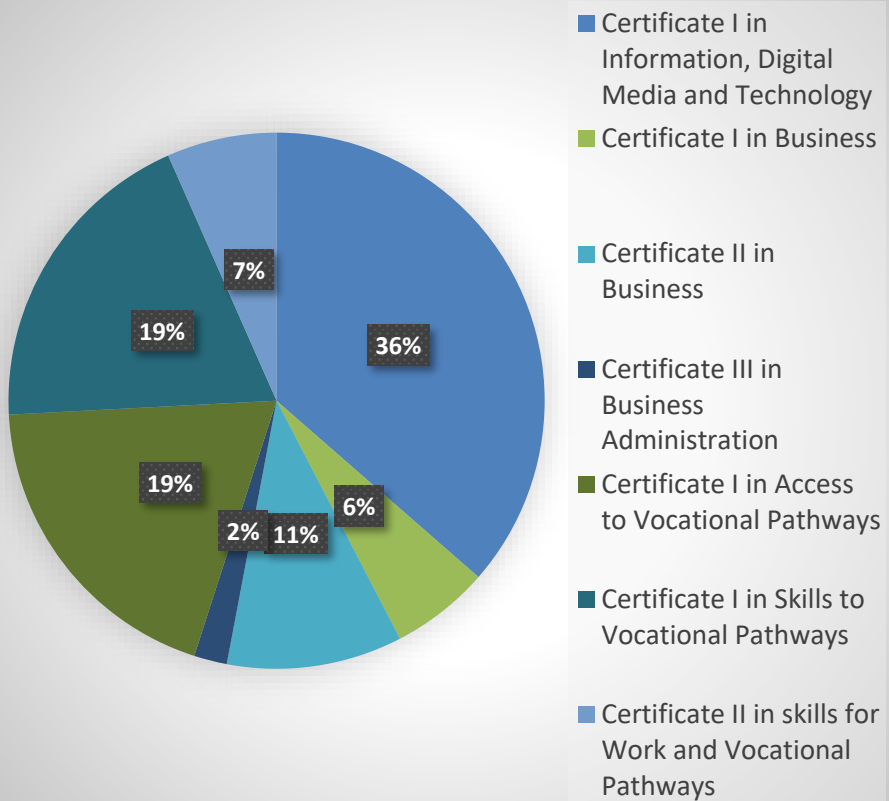
Our Team

Staff employed within the Education and Training Unit during the reporting period included Ms. Li Ting Lee (IT/Computer Trainer), Mr. Nick Chandler (Foundation Skills Trainer), Ms. Liz Archer (Business/Foundation Skills Trainer), Ms. Anne Keiliszik (Business Trainer) and Ms. Billie Scott (Tourism Trainer).

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 and female Elders who are cultural leaders, traditional owners and knowledge holders of Arrernte law and culture.

Mr. Mick Campbell resigned in November 2016 as the Project Coordinator for the Arrernte Men's Elders group and was replaced by Mr. Greg McAdam in February 2017.

Elders Program

The IAD Elders Program was funded by the Department of Prime Minister & Cabinet on a financial year basis over a two-year period, commencing on 1st July 2015. IAD were successful in its application for extension to funding and to the existing contract for a further twelve (12) months. The program will operate until the 30th June 2018.

Both the Men's and the Women's Elders continue to work across all IAD's learning Programs. IAD has the continued privilege of working with the following Arrernte Elders and cultural leaders:

MEN

Mr. Peter (Coco) Wallace
Mr. Alec Cavenagh
Mr. Ian Liddle
Mr. John Cavenagh
Mr. Martin McMillan
Mr. Ken Tilmouth

Mr. Edward Neale
Mr. Braydon Kanjira
Mr. Peter Mitchell
Mr. Benedict Stevens

WOMEN

Mrs. M K Turner
Mrs. Leonie Palmer
Ms. Margaret Scobie
Magdalene Lynch
Ms. Amelia Turner
Ms. Kathy Turner

Cultural Leadership Program

The IAD Cultural Leadership Program was funded by the Department of Prime Minister & Cabinet on a financial year basis over a two-year period, commencing on 1st July 2015. IAD were successful in its application for extension to funding and to the existing contract for a further twelve (12) months. The program cease date is now 30th June 2018.

The two-way learning approach is proving to work well and locally relevant field trips and activities are providing high levels of participant engagement and focus.

Foundation Skills trainer Nick Chandler joined the program in October 2016 and worked with the Program coordinator to integrate mainstream and cultural content into the program schedule.

The program has formed strong relationships with local services and organisations to facilitate relevant and appropriate field trips to venues such as Ingkerreke, Strehlow Research Centre, Central Australian Aboriginal Congress and Araluen Art Gallery. The program visits local services and organisations that align with mainstream and cultural content, as well as integrating bush trips and class sessions with Elders and cultural facilitators.

This provides a high level of relevance to participants and retains focus on the program's aims of building self-confidence, resilience and self-worth in participants by:

- supporting, strengthening and preserving culture through a two-way learning process.
- reconnecting participants with kinship, community and culture.

The IAD Elders group plays an integral role in the planning and delivery of the CLP giving participants a valuable opportunity to enhance their understanding of an Arrernte world view and for those from other language groups to transfer cultural strength and value back to their own communities.



The CLP began developing a resource production activity in November 2016 and Cultural Leadership Program students have continued to work with digital cameras and IAD Press Indigenous Language Dictionaries to produce Indigenous language resources. Students take photos then draft and write captions for their photos. Themes have included counting in Indigenous languages, documenting student's traditional art, class field trips and other activities. This is proving to be a relevant and high value activity that takes full advantage of the two-way learning approach central to the CLP. Students use mainstream skills and knowledge learned in classroom sessions to preserve language and culture. This activity will be further developed and it is anticipated that posters which highlight local Indigenous languages will be produced and distributed to Communities.

Cultural Knowledge Transfer Project (CKTP)

The CKTP provides a platform for Arrernte Elders to pass on cultural knowledge and practises to young people in Alice Springs in order to strengthen individual identities and foster a deeper understanding on the need for respect for country and culture. The CKTP provides 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 and camps on country.

The CKTP was funded by the Australia Council from 30th May 2016 to 30 May 2017. The CKTP received overwhelmingly positive feedback from the community and stakeholders. IAD Senior Management hope to receive funding from the Department of the Prime Minister and Cabinet to fund the Project for a further three (3) years.





Aboriginal Cultural Awareness Program (ACAP)

IAD continued provision of the Aboriginal Cultural Awareness Program (ACAP) during the reporting period and have had over 30 people attend the program. Most of the participants came from partnership arrangements forged with local government departments including the Department of the Prime Minister and Cabinet. The ACAP Program was facilitated by Ms. Billie Scott and Mr. Greg McAdam and supported by the Arrernte Elders groups.



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 are currently being reprinted with all 22 having been rolled out by end of December 2017. Delays have been caused by difficulties in finding the final digital files from the previous editions.

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.

IAD Press has also been successful in procuring funding to support the publishing of an iconic new work – Yuendumu Yuwalyu – a 20 year long project documenting four significant women’s stories from the Yuendumu songlines with associated songs, dance and body painting.

Angkitja Diaries and Calendars

The lateness of the arrival of last year’s diaries, owing to the name change, severely impacted the revenue raised from the diaries and calendars. This year’s sales will be closely monitored to ensure that this market is sustainable as it is designed to return a profit of around \$100,000 each year. The journals are selling slowly but steadily, with marketing campaigns planned with one distributor and with IAD itself.

d) Business Park

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

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.

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.

In early 2017 we formed an ongoing partnership with Community Corrections to carry out yard maintenance.

Café

Funds were sourced during the reporting period from the Department of Business to develop a business plan for the operation of the Café, for the purchase of new equipment and upgrades and for a mentoring program by a local accounting firm. However, we still have a shortfall in operational funding which are working on to secure from Government sources. This hopefully will allow for the Elatija Café to be opened as a training café, in January 2018, 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.

Partnerships arrangements are in place with local Job Actives for recruitment of students to the program and we have recommenced discussions with 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 during the reporting period by Ms Sophia Woods from July 2015 to February 2017 and then from March 2017 Ms. Natalie Ross has held the position. Ms. Ross has been instrumental in increasing Press sales and increasing the profile of IAD Press.

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) Corporate Services

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. Throughout the reporting period, IAD Directors and Senior Management have worked tirelessly to ensure transparent governance and accountable decision making utilising subcommittees of the Board.

Governance

Corporate Services supported all Board meetings, all Audit, Risk & Finance Subcommittee and the Publications Subcommittee meetings. 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* and the IAD Rulebook.

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 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. Kerrie LeRossignol oversaw the human resources functions 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. Kerrie LeRossignol (CEO), Mr. Bill Palmer (Manager, Press & Operations). Ms. Sophia Woods held the Receptionist/Press Sales Assistant position from August 2016 until December 2016 and Ms. Nataline Ross has held the restructured position of Press Sales Officer/Receptionist since March 2017.

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 practices;

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), the NT Education Department 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 2017**

	Note	2017 \$	2016 \$
<hr/>			
Income			
Revenue	2	1,064,775.00	988,769.75
Changes in inventories of finished goods			
And work in progress		23,727.16	191,513.43
Raw materials and consumables used		(85,142.82)	(51,060.58)
Expenditure			
Accountancy expenses		(7,633.33)	(9,712.84)
Advertising expenses		(660.00)	(451.64)
Auditor's remuneration	3	(10,000.00)	-
Depreciation and amortization expenses		(71,944.00)	(78,867.00)
Employee benefits expenses		(661,435.05)	(696,229.20)
Freight and cartage		(10,480.94)	-
Other expenses		<u>(363,639.37)</u>	<u>(307,578.27)</u>
(Loss) Profit for the year	4	<u>(122,433.35)</u>	<u>36,383.65</u>
Total comprehensive income for the year		<u>(122,433.35)</u>	<u>36,383.65</u>



Institute for Aboriginal Development Inc
PO Box 2531, 3 South Terrace
Alice Springs NT 0871
www.iad.edu.au