



LEAD Loddon Murray

Annual Report 2020

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Chair's Report



“The only thing that is constant is change.”

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When Heraclitus, an ancient Greek philosopher who lived around 500 BC said this, he was oblivious to what our lives would be like in 2020, but understood the nature of the World, and the need we - and our communities - would always have to deal with this often uncomfortable, difficult reality.

Recognising this is at the core of why “leadership” is important, as it is ultimately about change – how we respond to it, and more positively, how we can get ahead of it, and do our best to ensure that “changes” occur as a result of our deliberate actions. Leadership is fundamentally about change happening BECAUSE of us, rather than TO us!

No one imagined, as we started out last year, what a watershed time it would become – the most significant, disruptive and widely-impacting event of most of our lifetimes.

With great challenges though, there are also opportunities for those with knowledge, skills, optimism and heart to step forward, and I suspect that will be an important legacy of “Covid-times”.

LEAD Loddon Murray, committed to the development of leaders, faced many of the same issues as other organisations and businesses. Our “way of working” was highly focused on individuals coming together, to learn and develop together as a cohort, and to become a community of trust and support through shared experience. As an organisation, our challenge was to find a way to continue doing those things, in the uncertain environment, where personal contact was going to be difficult (and unlawful) for an indeterminate amount of time.

I thank our staff most gratefully for their approach. Leah, Jude, Lisa and Mel - fired by urgency and optimism, and with the full support of the Board – knew that our programs were too important not to run, and set out to change everything that needed to be changed to ensure that they would continue.

Whilst programs were different from previous iterations, the process has served as a significant catalyst for change. We have all learned that, while not a full substitute for being together in person, the ability to be “together” on line, dissolves the tyranny of distance, and makes it easier (technology allowing), to be together more often, and without the long, tired drive home.

As our World starts to return a “new normal”, many of the new things we learned during 2020 will continue to inform and influence the way we work. These are the positive changes that have come from the “leadership response” to Covid – finding ways to do things that

might be better, when previously we had done things out of habit.

This, for me, will be the significant change from Covid. In our organisations, businesses, communities and personal lives, we will recognise the importance of “adaptive leadership”. We will still plan for the future, but not with the certainty that we once thought we had. The leadership skills of creativity – of being able to think differently, and of collaborating with others who think differently will be seen as increasingly important. We will need to be ready to find or create different ways of getting to our goals; to be prepared to do things differently; to have the optimism to try, and fail, and try again; to accept that Plan B – or Plan C – might actually be better than Plan A!

I know that participants in our programs faced unique challenges in 2020, but I know that this also created some unique learning opportunities, not least because “change” was a daily reality, rather than a theory to be explored. I am sure that the skills, knowledge and insights they developed during those experiences, will stand them in good stead for their future leadership roles, and will help them “pivot” when it is necessary.

The Board of Management welcomed new members during the year with Jenny Orchard and Suzanne Hughes joining the Board, and Adam Place returning from an absence of leave. I thank them, along with existing Board Members, for their contributions, support and preparedness to embrace the challenge of changing the way we worked as well.

As with many organisations, the impact of 2020 has also seen LEAD Loddon Murray experience significant

changes to staffing and our operations Leah Sertori has stepped away from the Executive Officer role, and Keith MacQueen, with much experience in community empowerment and self-determination, has taken on that key position. Mel Mann also left us during the year, and, more recently, Lisa Renato has gone on to leadership another community organisation in the Bendigo region.

A very special “Thank You” to Jude Hannah for her creativity, abilities and commitment when tasked to “change everything”, and for the “above and beyond” role she took on in supporting participants as they adapted to the challenges of last year.

Our partners and supporters are actively involved in making our programs a success each year. This is highly valued by every participant, staff and Board members. We wish to thank all of them for their ongoing commitment to developing community leaders and sustainable communities across our region, and in particular, for their support last year, when many of them faced their own challenges as well.

Thank you to all Board members for their support, commitment and contribution to the organisation throughout the year, and for your unwavering optimism for the future of our region.

I look forward to what we can all achieve together in 2021.



ROB STEPHENSON
CHAIR



Executive Officers's Report



As we look back at 2020, I see many reasons to celebrate what was achieved by LEAD Loddon Murray, our partners and program participants.

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A lot has been written about the challenges of trying to hold a measure of normality through a year of disruption, but rather than looking to that overused 'p' word to define the year, I look at 2020 as a year of persistence, perseverance, poise and pride – and I look to 2021 to be one of planning and payoff.

Thank you to the Board of LEAD Loddon Murray in providing me with this opportunity to work for an organisation with such a strong strength of purpose and an explicit strategy of self-determination for communities.

I was fortunate when taking over the Executive Officer role to have such a strong and committed team already in place and focused on overcoming obstacles to deliver our programs.

Thank you to Leah, Lisa, Jude and Katie for your hard work and support in welcoming me and settling me into

the chair; you all showed the poise that was needed to overcome the challenges, maintain connections and support the program participants.

Due to various changes in circumstances and opportunities that emerged, in 2020 we farewelled team members Katie Wright, Leah Sertori and in early 2021, Lisa Renato, and we wish them all well in their future endeavours.

I also thank and acknowledge the persistence of our program partners and sponsors, who stood steadfastly with LEAD Loddon Murray and all our program participants through the trying times. Without all of you we would not be able to deliver our programs, and not be in the fortunate position of having played a role in the development of so many community leaders across our region – those people and the difference they make in their communities are the reason we exist as an organisation.

I am very proud to be able to work with you all; team and board members, program participants, partners and sponsors, and a network of inspiring graduates.

Despite the disruptions and with a lot of persistence by our team and the program partners and participants, we saw successful completion of the 2020 LMCLP, delivery of the final Leading Excellence Maryborough program, a resumption of ADAPT Regional Climate Leadership, and planning in place for Power to the People to conclude in early 2021.

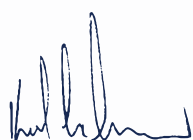
And so we cast our eyes to 2021, and the future.

I am fortunate to have a brilliant team working alongside me as we continue to further develop our programs, with Jude Hannah bringing her passion and experience as the LMCLP Program Manager, and I welcome Ginevra Johnson to the team as our Marketing, Communications and Events Officer, as well as Paige Dickons in a casual role providing key support where needed.

Our 2021 LMCLP design is a significant step forward in terms of content and delivery, incorporating some of the lessons from 2020 to build a program that delivers through five three-day intensive retreats with on-line sessions in between. We are confident that what has been built keeps us at the forefront of community leadership development and will be a springboard to further opportunity within this space.

2021 will also see the completion of ADAPT and Power to the People, and we hope to identify the strengths and learnings of both those programs to build further climate adaptation programs that can become a core offering for LEAD Loddon Murray.

Mark Twain said, “The future interests me – I’m going to spend the rest of my life there”; at LEAD Loddon Murray we are maintaining our focus on building for the future, using the knowledge, connections and capabilities that have been built since our first program back in 1998. Our core purpose, vision and strategy stays true, and we look forward to continuing to work with program participants, graduates, partners and sponsors to build inspired, capable leadership for self-determined rural and regional communities.



KEITH MACQUEEN
EXECUTIVE OFFICER



Treasurer's Report



The Board of Management are pleased to be able to report another profit despite a year of significant challenges.

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The board has continued their prudent oversight of the organisation's financial sustainability, performance, and responsibilities. Financial policies were reviewed as required throughout the year and appropriate changes put in place.

The organisation's accounts have been independently audited by AASB and a full financial report is included with this Annual Report.

The key points to note in relation to the financial performance in 2020 include:

- Our total revenue in 2020 was \$511,038 with expenditure of \$478,713, resulting in a surplus of \$32,325. An increase from the 2019 result of \$29,685.
- Our bank balances at December 31 came to a total of \$221,019.
- Our equity has increased from \$81,976 as at 31 December 2019 to \$114,301 in December 2020.

- The financial position of the organisation throughout 2020 remained strong and cashflow was managed to ensure we met our obligations when they were due.

Despite the challenges of 2020, our revenue stayed relatively steady and expenses well controlled, continuing the consolidation of the effort in previous years to improve business systems and increase capacity.

The work of the Board of Management and the Management Team has improved financial sustainability in previous years through diversification of funding streams and we continue that focus with an eye towards the capacity of the organisation to deliver on all program commitments.

The Board of Management continues to monitor financial performance and will closely manage the potential funding risks associated with our key funding through State Government Funding Grants. We have agreed with State Government to a variation and extension of the current agreement to the end of 2021, and we continue to work with Regional Development Victoria in negotiating a new multi-year agreement.

MEGAN KREUTZER
TREASURER

A special thanks

Due to the pursuit of exciting opportunities for Leah Sertori and Lisa Renato, both these long-term LEAD Loddon Murray team members made the decision to move on to pursue those new opportunities and interests.

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Leah commenced with what was then Community Leadership Loddon Murray in October 2017, as the Executive Officer and in her time has seen the transition of the organisation to become LEAD Loddon Murray, leveraging the strength and history of the organisation and her experience to build a new strategic vision and deliver an expanded schedule of programs. As well as enabling LEAD to develop and deliver innovative leadership programs on top of the core Regional Community Leadership Program, Leah's exceptional capability and knowledge in building learning and development frameworks in the leadership context, as well as her high-level facilitation and teaching skills, provided opportunities to become involved in the design and delivery of programs with a number of high-level organisations. This opened a world of possibilities for Leah as an independent consultant, which is an opportunity few of us get to pursue in our chosen field of expertise.

We are glad to say that Leah's wealth of experience, skills and knowledge are not lost to LEAD Loddon Murray and we still see her continuing work with us as a consultant on the core program and others as opportunities arise.

Lisa Renato commenced with LEAD Loddon Murray in May 2018 and established herself as the backbone of the operations of the organisation, setting LEAD Loddon Murray up well for strong governance and management, along the way refining business policies and processes so that we are a strong and healthy



organisation with a great future that can continue to build upon the legacy of those who have gone before.

Lisa also expanded her own skills into facilitation and delivery and played a key role in the success of the Leading Excellence Maryborough Program. All through this time Lisa was also completing her MBA and supporting the success of her family's hospitality business.

This ability to multi-task and deliver results and outcomes has seen Lisa appointed as the Executive Officer for Lifeline Central Victoria and Mallee, providing the opportunity to put her skills and capabilities to work in continuing to deliver the vital outcomes that Lifeline delivers for those who are experiencing suffering from mental health challenges. Lifeline Central Victoria and Mallee's aim is to help build resilient communities through helping address mental health issues, isolation, stress, anxiety and loneliness within our broader community, a worth mission that sits well alongside our own, and we would hope to see our organisations work together in the future in building resilient communities across the region.

On behalf of current and former Board Members, Staff, Sponsors, Program Participants and Graduates, and everyone else who dealt with Leah and Lisa during their time at LEAD Loddon Murray, we thank them both for their commitment and passion for developing and nurturing leadership across our region and wish them both every success in their new careers.

Loddon Murray Community Leadership Program

Congratulations to the 28 participants who lined up at the LMCLP gate, eagerly awaiting a wonderful 2020 year, fully immersed in Community Leadership learnings, visiting local communities, networking and bonding over authentic and deep leadership conversations.

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Our journey began at the La Trobe space in View street where we took the participants through orientation of the program year, what to expect, what concerned them and the deliverables to successfully graduate. That evening we headed across the road to the spectacular space of the Bendigo Art Gallery where we had a celebratory launch to officially welcome in the new cohort of emerging leaders. Great conversation and networking was had by all. It was lining up to be a cracker of a year once again.

Second year in as Program Director felt that I had this year covered and it would be a breeze. We headed off to Echuca where we met on the banks of the grand Murray River, getting to know each other and breaking down those early nerves about what am I doing here.

It was an exceptional weekend with Uncle Ric Ronnan, Heather and Bob McNaught, Lisa Smith and Cr. Adrian Weston (Campaspe Shire Mayor) sharing their vast wisdom in their areas of expertise. We closed out the weekend with a bonded group eager to get their teeth into the year ahead.

“BOING” - COVID’s arrival, what now? After the initial shock we decided to proceed with our program but in an online format, had not been done before, had never been considered but here we go. After being stunned by the COVID spot light we thought what better time to equip emerging leaders with new tools to assist their communities. Did we consider tools down and lets put the program on ice until next year? No, we were as committed as ever and we knew it was going wasn’t going to be easy. There undoubtedly would be some pivotal learnings as an organisation but we were up for it. Easy as we go, sails up!

It was not what we or certainly the group had anticipated but they are the heroes this year were the participants. Under all sorts of external pressures they did what they could to overcome a difficult and at times enormously challenging leadership road. Some were Zoomed out with added pressure of work commitments from home, juggling home schooling and the wild new territory that parents faced, living along and what that after long periods of time can do to your soul, not to mention many other challenges that arose because of the pandemic year.

I have often heard from other LMCLP graduates, wow how are they doing, not being able to meet in person, and get to bond like we did, that must be tough.... And to you all yes it was, but through the muddled year we got there, sometimes a little rough and rocky but it shows that this program attracts the people we need in our community to step up. If we had have put our program on ice, what would be have learnt, that you put leadership of your community on hold under crisis, I think not.

White knuckling it through sometimes great things happen out of difficulty We produced an impressive line up of speakers who spoke with profound depth and wisdom on leadership. The generosity of our graduates that spoke to our group this year, how they do us proud.

We address topics that were front and centre of what we were experiencing - Mental Health and Wellbeing, Leading Communities through Change, Diversity, Advocacy to name but a few. As we bring a close to the year, I congratulate the participant of 2020, you will go down In History as as resilient leaders.

I wish you well in your future endeavours and know you will do your community proud!

JUDE HANNAH
PROGRAM DIRECTOR, LMCLP



2021 Graduates

SONYA BROWNE

Home community: Axedale

Employment: Harley Street Swim School

Community involvement/volunteering: Secretary for Axedale Our Town, Our Future. Committee member, Axedale Events Incorporated & Axedale Hall.

Sponsor: Fosterville Gold Mine.

Motivation for doing the LMCLP:

Improving opportunities in my community. Self-development.

Key take away: I'm not alone in my leadership journey. Like minded, passionate people.

Most inspirational speaker: Jan Pagliaro, LMCLP 2018.

Favourite quote: If not now, then when. If not me, then who.

Community project: Axedale underpass Artwork.

Where to from here: Fundraising in my community by way of events and maybe a cinema in the Axedale Hall.



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PAM DAWKINS

Home community: City of Greater Bendigo

Employment: Director SportzRulz Australia (Supporting people living with Disability & Mental health)

Community involvement/volunteering:

Bendigo Baseball Umpire, Chairperson International Day of People with Disability, WellKept GK Academy (Founder) – Hockey Goal Keeper Coach, Founder of Women's Baseball Challenge Bendigo – Australia v Japan annual tournament.

Sponsor: City of Greater Bendigo, Samantha Bell

Motivation for doing the LMCLP: Acquire tools and skills to have impact into City of Greater Bendigo being an inclusive community.

Key take away: "When brainstorming a vision ensure you bring the group with you. By allowing them to buy into the idea with their ideas. The group will then own the vision."

Most inspirational speaker: Ivan Honey – Infectious positiveness and fantastic program. Barnaby Joyce – Love his passion and pride in his local community. Gilbert Roschescouste – Enthusiasm and Passion for engaging people in their community conversation.

Favourite quote: "Only person in the canoe is you." – Barnaby Joyce MP

Community project: Wheeling to Freedom –Solar generated charger points at bus stops and Main taxi stops.

Where to from here: Create a workspace where people living with Disability and Mental health feel they have a voice. Advocate government to look outside the box for real support for vulnerable people in our community not just band aid effects. Make real change in our community.



CHRIS DENT

Home community: Stanhope, Campaspe Shire Council

Employment: Volunteer Fire Brigades Victoria (VFBV) – Volunteer Support Officer.

Community involvement/volunteering:

Main point of volunteering within the community is with the CFA where I have been a member for 17 years and currently hold the ranks of Captain and Deputy Group Officer. Am also involved with the Stanhope Development Committee and Stanhope Community Recreation Precinct.

Sponsor: Country Fire Authority (CFA) North West Region.

Motivation for doing the LMCLP: Biggest motivation was to gain further understanding of Community dynamics in the changing times that we are currently presented with especially with challenges around rural decline and how to engage and recruit Volunteers. Networking was also another major factor.

Key take away: Non-Directive Coaching was definitely my biggest take away and certainly a challenge as I naturally want to solve problems rather than prompt people to solve problems.

Most inspirational speaker: Ivan Honey

Favourite quote: Do your Job, Treat people right, Give all Out effort, Have an all in Attitude.

Community project: Community Fire Awareness

Where to from here: My Community project is a continually ongoing project, while completing the charter it has opened my eyes as to different ways to engage, network and collaborate projects with others. I will continue to develop my skills as leader and share these with others by mentoring and coaching where I can.

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HARRY GODFREY

Home community: Bendigo

Employment: Undergraduate Engineer – Total Property Development and Studying Civil Engineering – La Trobe University, Bendigo

Community involvement/volunteering:

This year I have been focusing on work, study and LMCLP. The time I spend volunteering has taken a step back as I focus on these other opportunities.

Motivation for doing the LMCLP: To understand how my unique and individual involvement can make a difference in the community.

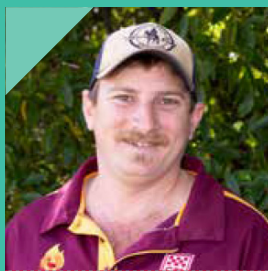
Key take away: I am young and ready to take on the world but to create real change it takes a diverse community of people that have a shared vision. I just need to work out how I can fit myself into that diverse community at my current stage of life.

Most inspirational speaker: Lisa Smith

Favourite quote: "If you are not engaged with your heart, you will find it virtually impossible to engage with their heart"

Community project: Trial Lentil-As-Anything in Bendigo. We are wanting to set up a trial pop-up restaurant that actively invites everyone to be involved in the making of community. We believe that every good community is diverse, has lots of food, involves the beauty of art & music, and feels inclusive. We will have a pay-as-you-feel model that can provide multi-ethnic meals to anyone who wants to eat.

Where to from here: Next year I will be finishing off the last year of university while working full-time at TPD and completing the trial Lentil-As-Anything restaurant.



SARAH HANEY

Home community: Serpentine

Employment: Health Safety and Wellbeing Coordinator, Coliban Water

Community involvement/volunteering:

Current Secretary of the Janiember Park Recreation Reserve Committee, and future coordinator of the Serpentine Community Planning Group.

Sponsor: Coliban Water

Motivation for doing the LMCLP: I saw the LMCLP program as an opportunity to build the skills I need to help my community into the future, skills that also help to achieve better outcomes in my workplace.

Key take away: Emotional reactions are often driven by a 'story' that already exists inside the individual, and may have nothing to do with the topic at hand. This 'story' can be the driver of a strong response, not the topic being discussed.

Most inspirational speaker: Fabien Dattner's energy, passion, and willingness to learn and change direction when needed, all reflect the kind of person I aspire to be.

Favourite quote: "The soft bigotry of low expectations" – Gary Higgins describing an attitude he identified in his community.

Community project: Re-forming the Serpentine Community Planning Group, and together we will produce a Community Plan in conjunction with town residents and businesses. The plan will provide Loddon Shire Council with guidance on what will most benefit our community; develop stronger relationships within our community; and foster a sense of ownership in residents.

Where to from here: I'll keep supporting my community, listening and learning as much as I can about what will improve their life in our town, and how we can achieve that, together.

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NICKY HASLINGHOUSE

Home community: Macedon Ranges

Employment: Student Life Coordinator, University of Melbourne

Community involvement/volunteering:

Volunteer firefighter and Community Safety Coordinator, Country Fire Authority (CFA).

Sponsor: Gisborne and District Community Bank branch, Bendigo Bank

Motivation for doing the LMCLP: I was drawn to participate given the unique opportunity the program offered to gain an in-depth understanding of our region's many strengths and most pressing challenges, to develop greater self-awareness, and to learn about best practice approaches to leadership in a supportive and collaborative environment.

Key take away: Self-awareness, self-reflection and self-care are key to enabling effective, authentic and sustainable community leadership – knowing your own values, strengths and limitations allows you to more ably support and encourage others, and drive change.

Most inspirational speaker: Uncle Ric Ronan's moving Welcome to Country ceremony and presentation on the rich history of the region's Aboriginal communities on our final day of the Welcome Retreat at the Billabong Ranch camp – the moving ceremony was followed by an enlightening discussion about cultural heritage, land management and working respectfully with indigenous communities.

Community project: In my role coordinating community safety



within my local CFA brigade, I am proud to lead the brigade's efforts to support emergency preparedness, response and recovery in our community. The Impacts of the COVID-19 pandemic on CFA's operations have been wide-ranging, and a significant change in approach to engaging with the local community about risk is now required. As a result, my community project has been refocused to include the delivery of a suite of online information sessions and workshops aimed at preparing the community for the 2020/2021 bushfire season.

Where to from here: Having gained much from my LMCLP experience, I am enthusiastically looking forward to applying the skills and knowledge attained through participation to my leadership practice in emergency preparedness, response and recovery leadership in the Macedon Ranges. Through this valuable and transformative experience, I feel more ready than ever to continue serving my community and creating positive change.

JO HOLLOWAY

Home community: Lockington/ Bamawm

Employment: National Key accounts and solutions manager, Semex

Community involvement/ volunteering: LBU football club, BLU Cricket Club, Holstein sub branch

Sponsor: Gardiner Foundation

Motivation for doing the LMCLP: To enhance my leadership skills so I can further help my local community build towards a stronger future as well as keep my industry strong by representing the country community on key environmental issues including water.

Key take away: Everyone has leadership strengths very different from the next person, to have a successful team for a successful outcome leadership needs to work with all strengths and skill sets for the greater good of the project outcome.

Most inspirational speaker: Lisa Smith, the passion and power she spoke with about small rural communities was inspiring to listen too in such a tough time for northern Victorias small farming communities it gave me a string believe that together we can achieve great things.

Favourite quote: The issue is not the issue, the issue is how strongly you feel about the issue.

Community project: All abilities cricket program, running 15th November to 15th December.

Where to from here: Continue to work with clubs and community groups in the Lockington/ Bamawm area to build a stronger future for everyone

SUZIE JACOBS

Home community: Lockington, Campaspe Shire

Employment: Self Employed, Ex-Dairy Farmer, Student

Community involvement/ volunteering: President East Loddon Food Share Program Inc and East Loddon Community Network Group, Rural Aid Community Representative- supporting and advocating for farmers in Victoria and Southern NSW. Rural Aid Volunteer – Fire Recovery Corryong. Farm Army Volunteer – Community Rescue Trundle, Member of VFF.

Sponsor: Gardiner Foundation

Motivation for doing the LMCLP: Personal growth and self-



development. Build confidence and self-belief. Gain valuable skills in Community. Learn skills to build positive attitudes, capacity and resilience in rural communities and agricultural industry. Stepping up to actively support my communities and build relationships.

Key take away: Let go of who you think you should be. Be yourself, embrace you and be authentic. Prioritise what is most important to you. Be adaptive, understand your fears and embrace them to overcome them. Self-awareness. Opportunities come from fear and taking risk. From Challenges come opportunities and Covid19 was one. As I reflect on my journey into Leadership I have been inspired, empowered, and liberated. I've reframed and focus. Chose open roads and broke the chain. Set goals and questioned my values and beliefs. With powerful and humbling moments, I am thankful for the privilege and am honoured for this noble journey. I just want to get out there to share my knowledge, create a new narrative and "Plant the seeds of possibility" with my community.

Most inspirational speaker/s: Gilbert Rochecouste, Uncle Rick, Indi Clarke, Louise Scott, Fabian Dattner, Sonny Neale, Heather and Bob McNaught, Ivan Honey, Moustafa Al-Rawi, and Cathy McGowan

Favourite quote: "Our greatest strengths come from our vulnerabilities." Gilbert Rochecouste

"Never underestimate your ability to change things." Gary Higgins
Be awkward, brave, and kind. Brene Brown

Community project: Art Installation Project in Lockington. Recycling unwanted bicycles into Art. Engaging the youth and mentorship from Men's Shed. Supported by Lockington and District Neighbourhood House and Lockington Business Centre

Where to from here: Step up, get involve and support the Lockington Community and surrounds. Be a positive change, build resilience in rural communities and agriculture through times of crisis and natural disasters.

ALISON JONES

Home community: Castlemaine

Employment: City of Greater Bendigo, Senior Project Officer – Inclusive Employment

Community involvement/ volunteering: Producer - Castlemaine Fringe Festival, Board Member - Orphfund.

Sponsor: Mount Alexander Shire Council

Motivation for doing the LMCLP: The opportunity to get on board the LMCLP program arose not long after producing the Castlemaine Fringe Festival in 2019. This was an experience which had catapulted me into a leadership position that I wasn't expecting, was a steep learning curve and at times felt like I was just hanging on by my fingernails. LMCLP felt like a good fit for the sort of community leadership development skills I needed to make working with community more of a journey and less of a roller-coaster!

Key take away: The world is full of ideas people, action people, spreadsheet people and fine detail people, and having a mix of all of them on your committees is where the magic lies.

Most inspirational speaker: Fabian Dattner on 'knowing yourself in order to be a good listener' & Lisa Smith on 'celebrating ideas' were particular highlights.

Favourite quote: Ivan Honey "The answers are at the end of your hands" – this underpins all of my beliefs around community development as you have to be prepared to get out there and ACTIVATE THEM!



Community project: I am producing the Castlemaine Fringe Festival in 2021 which starts exactly a year after COVID hit. I look forward to working with the CFF committee to present a COVID safe, engaging and entertaining program of events that supports Arts and culture reactivation in our shire after a very difficult 12 months.

Where to from here: lots of CFF committee meetings to get this festival happening! Lisa Smith said 'its easier to scale-back something epic than it is to tart up something boring' which rings very true, so we are going with epic, and hopefully wont have to scale it back too much!

HAYDEN MCKINNON

Home community: Charlton, Buloke Shire

Employment: IT Technician, Charlton College and North Central LLEN

Community involvement/

volunteering: Chair and Manager of the Rex Theatre. IT Support for Charlton Neighbourhood House and IT Support for Wedderburn Community House

Sponsor: Buloke Shire Council

Motivation for doing the LMCLP: What I hoped to get out of the program is to expand my understanding and knowledge of what it takes to be a community leader, to build new friendships and establish strong networks.

Key take away: The LMCLP program has provided an opportunity for me meet so many new people, change views, open up and brake boundaries. The LMCLP program has tough me so much and has changed me in ways I wouldn't think possible, if I can do it anyone can.

Most inspirational speaker: Fabian Dattner

Community project: My community project will be a Youth Film Festival. So often in country towns people who don't like sports, or who lack sporting skills are isolated and excluded. I see a Youth Film Festival as a way of offering an alternative outlet to provide these young people with the opportunity to create something and tell a story. I believe this will be a self-affirming journey.

To encourage participation, we will be working with sponsors to provide significant prizes.

Where to from here: Using the skills and experiences gained from LMCLP I will improve how the Rex operates and through this will help the wider community.

JESSE MUNZEL

Home community: Gunbower

Employment: Receptionist & Recent Graduate

Community involvement/

volunteering: The Gunbower Uniting Church/Women's committee - Dear CRIS - St Vincent's charity shop, Bridge St. - Young People for Refugees - Rotary 9800

Motivation for doing the LMCLP: I joined the LMCLP program because I have always wanted to make an impact in my community but was always unsure on how best to approach a leadership role when so young or inexperienced.

Key take away: Through this program I learned how to really



develop and push myself to take on new challenges. I learned to that I have what it takes to be the difference for my community; to make things happen than just watch them happen. My key take away was to be the most authentic version of yourself that you can, that your 'spark' is what truly defines you, not your qualification, title or status.

Most inspirational speaker: Megan Purcell

Favourite quote: "it's easier to condense down a crazy idea than tart up a standard one" - Lisa Smith

Community project: 1. "Gunbower Creek Trail" - Creating a paved foot path, 10 km in length, that will follow the winding waters that the town of Gunbower is named after. 2. "Artcess", traveling rural art workshops program for disconnected youth.

Where to from here: I aim to 'get the balls rolling'. As restrictions ease and everyone is looking to connect again, I want to look towards making my plans come to life and put my project planning into action.

CARLY NOBLE

Home community: Loddon Shire

Employment: Primary Producer & Business Owner of the Agri-Food Network

Community involvement/

volunteering: City of Gastronomy's Advisory Panel representative for primary producers within the 9 shire demographics. Junior Vice President for the Rheola Easter Charity Carnival. Previously I have been the Secretary for the Arnold Hall Committee. I am a member of the Kooyoorra Women's Network organising the 2021 Women on Farms Gathering event in Inglewood next year. I founded and coordinated a Mental Health Gift Hamper Program supporting rural and regional Victorians struggling to handle the Covid-19 outbreak in Central Victoria. With the support of Beyond Blue, Headspace Australia and the Salvation Army, I was able to assist over 750 people struggling with mental health stress. I loved working with the wider range of stakeholders to promote the need for improved mental health support in rural communities.

Sponsor: Victorian Rural Women's Network

Motivation for doing the LMCLP: To improve upon my leadership skills; to foster and develop new network connections; to learn new ways to find out what my community really needs and to grow and develop as a person.

Key take away: Effective leaders never stop learning, instead they restudy year in and year out. Never give on your ideals, values, or your moral compass, push through and keep trying. No idea is silly instead bank them into a book for another day. A good leader is someone who not only leads from the front but who also facilitates from behind. Always keep an open mind about everything you do. I love that comment made by Cr Jan Pagliaro "one who practices an ethic of creativity, challenges the status quo".

Most inspirational speaker: I enjoyed listening to the journey on how and why each Member of Parliament choose to pursue politics as a career path. It was very moving to learn of the difficulties they faced over the years as well as the areas that they triumph in. I took a lot away from the zoom meetings that I sat in on and have a more appreciation of the work they do behind the scenes.

Favourite quote: Rebecca Phillips from the Dja Dja Wurrung Corporation stated that "a good leader is someone who does not just lead a group through a problem, they also facilitate from



behind, assigning the right person for that job”.

Lisa Smith states that effective leaders “are the cog within the wheel that keeps the car moving”

Mayor Weston from Campaspe Shire states that “an effective leaders are someone who can bring a diverse group of people together, work to establish good relationships and create honest and trust within that group”

Fabian Datner stated that leadership is the “legacy and ability to facilitate change”

Community project: Mental Health Gift Hampers

Where to from here: I will continue to advocate for improved changes within the agriculture industry. I look forward to having the confidence to apply for positions that I may not have previously had the confidence to do so. I look forward to working with my community more to develop programs and initiatives that will help to grow the Loddon Shire area.

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HELEN O'DONOGHUE

Home community: Kamarooka

Employment: Retired

Community involvement/volunteering: Chairperson, Kamarooka Recreation Reserve Committee of management. Member, Kamarooka welfare League. Member, East Loddon Lions Club. Volunteer, Kamarooka Picnic, Landcare Cactus Eradication, Elmore Filed Days, Agri food network hamper project, Raywood community newsletter and Kamarooka Express Newsletter.

Sponsor: Loddon Shire

Motivation for doing the LMCLP: Inspired by Sharlene Crage, graduate who highly recommended the program.

Key take away: There is no “One Size Fits All” mode of leadership and no right or wrong way to lead.

Great leaders come from all walks of life and strong community leadership can take many different shapes and forms, so it is important not to judge a book by its cover.

Most inspirational speaker: Well?? The most inspirational person on this journey with me has been Jude Hannah.

Inspirational speakers were Louise Scott as her story relates on a personal level and Gilbert Rochecouste the wisdom of an elder. Find Your Tribe and bring everyone into the tent!

Favourite quote: Impress people with your soul, not with the things you have.

Community project: BBQ Bonding, providing opportunities for the community and visitors to bond over a BBQ.

Where to from here: To continue volunteering and making a difference.

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VANESSA PARKER

Home community: Maryborough, Central Goldfields Shire

Employment: Self Employed/EO Committee for Maryborough

Community involvement/volunteering: Maryborough Big Band, Maryborough Craft Shop Inc., Central Goldfields Girl Guides Unit Helper

Motivation for doing the LMCLP: My experience with the Leading



Excellence Maryborough program gave me a taste of what the LMCLP offered. I wanted to go deeper into the exploration of the individual leading, learn more about the connection to our neighbouring shires and become part of a revolutionary network of individuals shaping the future of our region.

Key take away: Leadership is not all academic. It's about action.

A step that's taken in faith, with good intentions, informed by experience, sparked with enthusiasm and sustained through deep listening. Leadership begins with the individual who is both brave and humble.

Most Inspirational speaker: Fabian Datner

Favourite quote: A leader does not need to know everything. They sit at the centre and create a clarity of purpose. Fabian Datner

Community project: Smile and Buy Local. Community shopping and rewards project in response to COVID-19 to encourage repeat local purchasing.

Where to from here: Something big, my eyes are wide and the opportunities are boundless! A soirée into politics and another community project are already on the cards.

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NATHAN ROGERS

Home community: Kangaroo Flat

Employment: Nil

Community involvement/volunteering: CEO – The bushfire Foundation Inc, a non-profit registered charity assisting with bushfire preparedness and recovery services in Australia

Sponsor: North Central Catchment Management Authority

Motivation for doing the LMCLP: I had a desire to learn more about grassroots community issues and how everyday community leaders deal with and manage these issues to develop a better understanding on concepts and principals used to achieve fair and reasonable outcomes

Key take away: As a community leader you need the ability to adapt and change your leadership styles with community needs and wants, which helps you to be more proactive rather than reactive.

Most inspirational speaker: All of the speakers that we have heard over the year have all been inspirational and have all had an impact in some way or another as they have all given us many concepts and processes to take away and apply in our communities.

Favourite quote: There has been so many that I cannot remember my favourite

Community project: To be confirmed

Where to from here: I will continue to develop my knowledge of community issues, and further research and develop new ways for communities in Victoria and Australia to be better prepared for bushfires and disasters, hopefully through education and workshops, I would also consider in the further being a mentor for anyone who undertakes the LMCLP as it's a vital community resource that should not be lost.



ANNIE TU

Home community: Bendigo, City of Greater Bendigo

Employment: Graduate Engineer, Coliban Water

Sponsor: Believe in Bendigo Scholarship Recipient

Motivation for doing the LMCLP:

Having grown up and lived in busy cities most of my life, I have come to love this region with all its beauty and peacefulness. The program has been a brilliant opportunity to step out of my little corner to learn from many inspiring individuals - each possessing a unique life story, and allow me to be exposed to the social issues of the region and understand the community just that tiny bit more.

Key take away: The courage and support to get started and have a go.

Most inspirational speakers: Bob & Heather McNaught, Cathy McGowan & Trevor Budge.

Favourite quote: "We rarely see the world as it is, we often see it as we are" – Bob McNaught

Community project: Revitalise water storage tanks located in the region's residential areas with local artwork, integrating elements of water, nature and Aboriginal folklore.

Where to from here: What a great journey! I'm hoping to get more involved in the community and excited to test the knowledge that I've learned from the program to better understand how I operate and be able to contribute more meaningfully to my work, life and community.



and pursue opportunities to enhance initiatives that support the development of youth leadership in the community. Continue to build my skills as a community leader and support the Wycheproof Narraport Football club in developing a sustainable model to ensure they can continue to provide Community sport to the town.

KERRY WILDENBURG

Home community: Macedon Ranges

Employment: Kyneton Caring Community Inc.

Community involvement/ volunteering: Kyneton Caring Community Inc.

Sponsor: Macedon Ranges Shire Council

Motivation for doing the LMCLP: To push myself outside my comfort zone and grow my skills as a leader in my local community.

Key take away: Authenticity is Key.

Most inspirational speaker: Gilbert

Favourite quote: "I am responsible for my feelings" (Ivan Honey) "Have a go" (Colleen Condliffe)

Community project: To create a permaculture food forest where the food we grow will serve our communities most vulnerable through our local FoodBank. We will facilitate transformational change in the lives of at-risk people through workshops that develop not only skill in the garden but life skills and confidence.

Where to from here: To continue pushing myself out of my comfort zone, to challenge ideas and beliefs, and share my experience to help serve those in need.



RORY WHITE

Home community: Maiden Gully, City of Greater Bendigo.

Employment: Inclusive

Communities Officer City of Greater Bendigo.

Community involvement/

volunteering: Current Secretary of the Wycheproof Narraport Football Club.

Sponsor: City of Greater Bendigo.

Motivation for doing the LMCLP: I wanted to challenge myself in some areas that I needed to improve. I was inspired by previous participants and the how highly the spoke of the program. After looking at the program for a number of years I thought it was my turn to step outside my comfort zone, learn more about community leadership, myself and the region so I can give back to my community.

Key take away: Leadership is a journey and can look different for people across different communities and backgrounds. Leadership isn't something that is achieved or reached but something we continually develop, learn from and grow from.

Most inspirational speaker: Glenn Pomeroy and Cr. Colleen Condliffe.

Favourite quote: "Respect, Responsiveness, Resilience" – Phil Pinyon explaining local governments new three R's.

Community project: Develop a Community Youth Leadership Program.

Where to from here: To follow my passion and be actively involved in promoting and creating change for young people and explore



WADE WILLIAMS

Home community: Cohuna

Employment: Local Government

Community involvement/ volunteering: Local Government

Sponsor: Gannawarra Shire

Motivation for doing the LMCLP: CEO of Gannawarra Shire Council

Key take away: Leadership and community engagement techniques.

Most inspirational speaker: Uncle Rick Ronan.

Favourite quote: Fabien Datner: "Park your ego, there is no room for, I want, I need. We have to think as a collective, as a team."

Community project: Spark the Park Leitchville – Kitchener Street Playground rejuvenation.

Where to from here: Continue my journey of leadership within the Local Government Sector.



HELEN WATKINS

Home Community: Swan Hill

Employment: Head of Professional Studies, SuniTAFE

Community involvement/ volunteering: Many school, car club and sporting associations over the

years; currently on Swan Hill College Board & Victorian Curriculum Assessment Authority (VCAA) Steering Committee.



Sponsor: Swan Hill Rural City Council

Motivation for doing the LMCLP: To hear inspirational regional success stories from people who were instrumental in their creation. Discovering what they did, why and how to enhance my own skills to transform knowledge into action to for my local community.

Key take away: Communities are supportive. Find something that people identify with and there will always be willing supporters to assist you to convert it from a dream to reality.

Most inspirational speaker: Highlights were Kyle Hayes sharing his personal story for the benefit of others. Indi Clarke as a passionate advocate for his community and Moustafa Al-Rawi, who shared his personal story that was enlightening and inspirational.

Favourite quote: "Dream big. Start small. Start now"

Community project: (1) Accessible training options aimed at reaching outlying communities who currently have limited options; assisting with upskilling and retaining people by aligning training options to community skill needs. (2) Community Garden Project in partnership with local council and community groups to create healthy, sustainable food options to assist with food security, food literacy and minimisation of food waste for the local community as well as a space for active, healthy engagement activities.

Where to from here: Continue to advance projects for implementation. Further develop partnerships to ensure sustainable growth.

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JANE WORTHINGTON

Home community: Bendigo

Employment: Family Services managing a home visiting mentors program

Community involvement/volunteering: working with families with pre-school aged children around self-care, emotional well-being, parenting confidence and community connectedness.

Workplace Provider: Baptcare.

Motivation for doing the LMCLP: wanting to enhance and develop my leadership skills, learn more from other community leaders – develop best practice around community engagement.

Key take away: I don't need to lead from the front ... I just need to identify, nurture and encourage others to take the lead!

Most inspirational speaker: too many to count! Gilbert Rochcoute and place making 'unleash creativity, joy, potential and delight' – Glennon Doyle (Ted Talk) be a Thought Leader; 'imagination isn't where you go to escape reality – it's where we find reality'; Fabian Dattner – the Change Leaders list; Louise Scott – the psychosocial stages of recovery model; Lao Tzu quote 'Go to the People'; Lisa Smith – IDEA's model – amazing speakers, so much learnt, so hard to choose just a few!!

Favourite quote: LOVE 'purpose pulls you through exhaustion' Kuber-Ross (from Fabian's presentations)

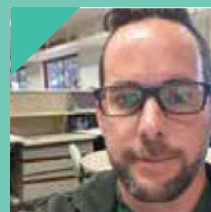
Community project: Live Well, Be Well Showbags – distributed to 40 families with young children during lockdown (National Child Protection Week). Mentors from our home visiting program helped design, create, pack and deliver the three tired Showbags to local vulnerable families. The packs included: time away from screen activities for children (drawing, creating, venturing outside); general family well-being (food, exercise, growing activities) and self-care for care-givers (mindfulness, relaxation, simple exercises). Local services supported the initiative creation and delivery: Bendigo Health, Communities for Children and Baptcare's mentor team.

Where to from here: Lots to think about but time now to consider how best to use my learnt skills for the community I'm passionate about – thank you LMCLP and the other attendees!



The following participants were highly engaged and brought a wealth of insight and experience with them. However due to the additional challenges the 2020 year has provided they were unable to complete their leadership journey with the LMCLP.

Warwick Cooney, Emma Ebery, Trudi Jackson, Windsor Main, Justin Rorke, Nick Stewart, Sue Vander Bosch.



Leading Excellence Maryborough

Leading Excellence Maryborough has run since 2018, focusing on creating leaders within the Maryborough and Central Goldfields Shire.

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Victorian State Government, as was aimed at supporting a return to an elected council, which took place with the Local Government elections in October 2020.

The third round of Leading Excellence Maryborough participants graduated in September 2020, after successfully transitioning to an on-line learning environment due to the pandemic, bringing the total number of successful graduates of the Leading Excellence Maryborough program to 56.

The 2020 program session themes included learning how to stand for local council, how to stay connected with community, leading communities through change, and the role of community leaders in understanding how people deal with major change and how their responses can influence their mental health.

The program's three-year run resulted in five graduates running in the council elections, and we congratulate Leading Excellence Maryborough graduate Liesbeth Long in successfully being elected as a councilor.

Importantly, a number of the program's past graduates have gone on to set up community projects including Goldfields Reservoir parkrun, New Residents Welcome events and youth drop in at GELC.

We extend our thanks to the Committee for Maryborough who partnered with LEAD Loddon Murray in delivering the program, and especially to Lisa Renato who successfully coordinated the program, especially through the forced transition to the on-line environment.



ADAPT and Power to the People

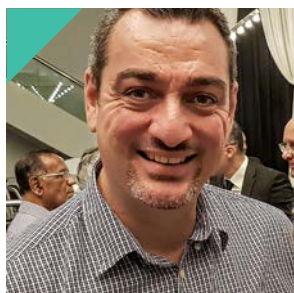
In 2020, both the ADAPT Loddon Mallee climate leadership and Power to the People leadership in sustainability programs were severely impacted by the pandemic, with both taking extended breaks due to the difficulty in transitioning the activity-based course content to an on-line environment.

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ADAPT returned to session activity in late 2020, and Power to the People took advantage of the ability to resume face-to-face learning in early 2021, with both programs due to reach successful completions by mid-2021.



Our Board



MOUSTAFA AL-RAWI, LMCLP 2017

Moustafa is an Iraqi refugee who migrated to Australia (Sydney then settling in Bendigo) in 1999. Moustafa's experience as a refugee benefits organisation by ensuring they value inclusive leadership. Moustafa is especially skilled at bringing communities and organisations together, irrespective of ethnic or religious backgrounds and has a warm, fair and inviting manner. He was a key contributor to Greater Bendigo Cultural Diversity and Inclusion Plan 2016–2019. His passion is ethnic diversity; to ensure the region has equality and fair outcomes for all citizens. Moustafa played, and will continue to play, a key role in changing the narrative in Bendigo regarding perceptions of migrants and Muslims. Moustafa is a Board member of LEAD Loddon Murray and member of Victorian Multicultural Commission's Regional Advisory Councils (RAC). Moustafa work as IT iteration manager at Bendigo bank and work part time as a lecturer at La Trobe University Bendigo.

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STEPHEN DICKONS, LMCLP 2015

Stephen is no stranger to LEAD Loddon Murray after successfully graduating from the Leadership Program in 2015 and being actively involved with the organisation thereafter. Being a big believer in community and actively supporting a local community group at the Church on the Hill in Quarry Hill, Bendigo. Stephen's involvement has led on from his LMCLP project of a community kitchen, to then raising funds and delivering numerous community projects which also included leading a team from his workplace, at Veolia, in demolishing an old toilet block and then delivering new toilet facilities with disabled access for the community. This was a great success, for everyone involved, which merged Corporate and Community together as one.

Stephen's varied background in Engineering and Project Management and his passion for the community, provides the perfect foundation of leadership and governance to the role on the LEAD Loddon Murray Board.



BARRY FLOYD, LMCLP 2018

I have worked at Coliban Region Water Corporation (Coliban Water) for the past 12 years in strategic and statutory land use planning for water management. The development of partnerships for Natural Resource Management of water and land use have also been an important aspect of my role. I am active in the community as president of the Bendigo Mountain Bike Club and member of the Bike Bendigo Committee. I am also the deputy chair of the Goldfields Track committee and a member of the Spring Gully Recreation reserve committee. As a participant in the 2018 Loddon Murray Community Leadership Program I am a keen supporter of community participation through my work place role and personal activity. It is important to me that through our roles in community we create Respectfulness, Equality and Passion to create a better environment in which we live and grow. The recognition of the first peoples of this land and the importance of acknowledgment of past and present actions that have harmed the cultural way of life that has existed here for many years prior to the current cultural form is vital to our communities moving forward together. This is a fundamental personal motivation to my community participation.

I have been on the LEAD Loddon Murray Board for the past 12 months.

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SANDRA HAMILTON, INDEPENDENT MEMBER

Sandra is passionate about improving outcomes for children and young people in regional communities. She has vast experience in project management having worked for both State and Local governments in areas of education and health. Her current role is Manager Social Inclusion in the Central Goldfields Shire Council where she has been working for the past 7 years. She is particularly interested in achieving and measuring impact of social change in communities.

Sandra is acknowledged as a public innovator having completed the Harwood Institute for Public Innovation course (2017), and holds a Masters of Youth Health, Education and Management (2008). She is lecturing in Education at La Trobe University. Her skills in community engagement and shared measurement enable her to make valuable contributions to the growth of LEAD Loddon Murray.

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SAMANTHA HILLIARD, LMCLP 2018

Samantha Hilliard is an Education Development Advisor for Sunraysia Institute of TAFE based in the regional town of Swan Hill in the Northern part of the Loddon Murray. Samantha has sixteen years' experience in Vocational Education and Training, is a TAFE fellow and 2018 LMCLP graduate who is passionate about accessible and dynamic education and leadership in regional areas. Her experience in these areas has been invaluable to the board over the past twelve months.

Samantha has taught Production farming and Agribusiness, specialising in chemical application and business planning for farms. Samantha is currently a committee member for Sustainable Living in the Mallee, the Swan Hill Lions club and is a past member of the Swan Hill Rural City Council Agribusiness Advisory Group.

Samantha enjoys travelling and experiencing different lifestyles, cultures, history, art and landscapes across the world. Through her travels Samantha has been able to network and connect with people to promote her passion to nurture the acceptance

of diversity, eliminate stereotyping, and engage with individuals who may feel alone and isolated in our communities.

Samantha also has an interest in sustainability. Through the Lions club she runs the Recycle for Sight program which recycles approximately 500 pairs of glasses in the district each year. Samantha also runs the communications for Sustainable Living in the Mallee, promoting the groups events and anything to do with sustainability within the region.

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MEGAN KREUTZER, LMCLP 2012 (TREASURER)

I am a 2012 graduate of the Loddon Murray Community Leadership Program. I currently hold the position of Treasurer at LEAD Loddon Murray. As a Board Member, I enjoy the collaboration, leadership and enthusiasm of what a community organisation can achieve. The presence of a strong governance structure in the organisation has it well placed for the challenges of the future. I have previously held Board positions with Bendigo Sustainability Group (Treasurer) and Women's Health Loddon Mallee, and I am currently member of the City of Greater Bendigo's Community Grants Assessment Panel.

I hold a Bachelor of Science, a Master of Environmental Management, Master of Business Administration and formal qualifications in Energy Management, Project Management and Community Engagement. In my employment, I am responsible for the promotion, encouragement and implementation of business innovation across Coliban Water and leading energy and carbon management for a zero-carbon future.

I live in Lockwood with my family and numerous animals, and I am passionate about creating a sustainable lifestyle and a better future for my community.

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ROBERT STEPHENSON, INDEPENDENT MEMBER (CHAIR)

FRSA FCPA MAICD

Rob originally comes from Bridgewater-on-Loddon, and holds a Bachelor of Business (Accounting) from the Bendigo College of Advanced Education (now La Trobe University).

Rob is a strong advocate for the power of education to transform the lives of individuals and the trajectory of their families, and believes that continuing to learn is important for leaders to build their effectiveness and competency in communities. He believes that progress, adaptability and resilience of communities is strongly linked to the leadership skills of their members; is energised by the creativity and enthusiasm that participants in programs bring; and is excited by the positive change that they will continue to lead.

There are many opportunities for economic and social development in regional Victoria, and it is important that our communities have people with the skills to identify them and help to empower the communities to achieve those goals. The future will not be the same as the past, and it is vital that we approach it with optimism, and confidence that we can get the important things done.

In previous roles, Rob has studied and been involved in the development of Leadership Development Programs for university students, and participated in the inaugural Emerging Pacific Leaders' Dialogue in 2006.

Rob is a Fellow of CPA Australia and a Member of the Australian Institute of Company Directors. In 2015 he was admitted as a Fellow of the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA).

Financial Statements

For the Year Ended 31 December 2020

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Lead Loddon Murray Inc.

Committee of Management Report

Your Committee of Management present their report on the Financial Accounts for the year ended 31 December 2020.

COMMITTEE OF MANAGEMENT

The following persons held office as Committee Members of LEAD Loddon Murray Inc. as at the date of this report:

R. Stephenson (Chair)	M. Kreutzer (Treasurer)
M. Al-Rawi	S. Hamilton
B. Floyd	S. Hilliard
S. Dickens	A. Place (Leave of Absence October 2019- October 2020)
J Orchard (Appointed May 2020/Resigned February 2021)	S Hughes (Appointed May 2020)
B. Johnson (Resigned October 2020)	

PRINCIPAL ACTIVITIES

The principal activities of the Association during the financial year were:

To develop leaders for vibrant and sustainable communities across Central and North-West Victoria by engaging, encouraging, and empowering members of the community in leadership roles.

SIGNIFICANT CHANGES

On 11 March 2020, the World Health Organisation (WHO) declared the Coronavirus Disease (COVID-19) a pandemic. Following the declaration, the Australian Government enforced bans on all non-essential travel and various levels of community lockdowns and forced closures throughout specific economic sectors, with the heaviest of these restrictions commencing on 25 March 2020. The financial market reactions and community lockdowns are expected to have significant economic and social consequences which will directly affect both the current and future operations as well as current and future financial results of the Association.

At the date of this report, the Committee is aware of the financial impact the COVID-19 pandemic has had on the reported financial position and performance of the Association for the year ended 31 December 2020. The Committee is wholly of the opinion that the Association will continue as a going concern.

The rapid and ongoing nature of the changing economic and social conditions due to the COVID-19 pandemic makes the measurement of their impact impossible to determine and report.

There were no other significant changes in the nature of these activities during the period.

OPERATING RESULT

	2020 \$	2019 \$
Comprehensive Result For the Year	32,325	29,685

Signed on behalf of the Committee of Management.

.....
COMMITTEE MEMBER

.....
COMMITTEE MEMBER

.....
NAME

.....
NAME

Dated this day of 2021.

Lead Loddon Murray Inc.

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 31 December 2020

	Note	2020 \$	2019 \$
Revenue	(2)	511,038	571,631
Employee Benefits Expenses	(3)	(282,910)	(270,333)
Depreciation	(4)	(25,726)	(23,525)
Project Costs	(5)	(122,461)	(172,923)
Advertising and Promotional Costs		-	(3,228)
Administration and Occupancy Costs		(46,141)	(69,140)
Finance Costs		(1,475)	(2,797)
Net Result for the year		32,325	29,685
Other Comprehensive Income		-	-
Total Other Comprehensive Income		-	-
Comprehensive Result For the Year		32,325	29,685
Total Comprehensive Income Attributable to the Members of the Association		32,325	29,685

The accompanying notes form part of these financial statements.

Lead Loddon Murray Inc.

Statement of Financial Position

As at 31 December 2020

	Note	2020 \$	2019 \$
ASSETS			
CURRENT ASSETS			
Cash & Cash Equivalents	(6)	221,019	227,734
Trade & Other Receivables		98,798	115,104
Other Assets	(7)	28,433	27,194
Security Deposits		1,517	-
		<hr/>	<hr/>
TOTAL CURRENT ASSETS		349,767	370,032
NON-CURRENT ASSETS			
Property, Plant and Equipment	(8)	3,281	3,105
Right of Use Assets	(9)	8,695	30,934
		<hr/>	<hr/>
TOTAL NON-CURRENT ASSETS		11,976	34,039
TOTAL ASSETS		361,743	404,071
CURRENT LIABILITIES			
Trade & Other Payables	(10)	39,330	45,346
Provisions	(11)	11,851	16,880
Other Liabilities	(12)	182,809	221,676
Lease Liabilities	(13)	6,609	26,133
		<hr/>	<hr/>
TOTAL CURRENT LIABILITIES		240,599	310,035
NON-CURRENT LIABILITIES			
Provisions	(11)	2,541	4,569
Lease Liabilities	(13)	4,302	7,491
		<hr/>	<hr/>
TOTAL NON-CURRENT LIABILITIES		6,843	12,060
TOTAL LIABILITIES		247,442	322,095
NET ASSETS		114,301	81,976
EQUITY			
Retained Earnings		114,301	81,976
		<hr/>	<hr/>
TOTAL EQUITY		114,301	81,976
Commitments for Expenditure	(14)		
Contingent Liabilities and Contingent Assets	(15)		

The accompanying notes form part of these financial statements.

Lead Loddon Murray Inc.

Statement of Changes in Equity

For the Year Ended 31 December 2020

	<i>Retained Surplus \$</i>	<i>TOTAL \$</i>
Balance at 1 January 2019	52,291	52,291
Net Current Year Surplus	29,685	29,685
Other Comprehensive Income	-	-
Balance at 31 December 2019	81,976	81,976
Net Current Year Surplus	32,325	32,325
Other Comprehensive Income	-	-
Balance at 31 December 2020	114,301	114,301

The accompanying notes form part of these financial statements.

Lead Loddon Murray Inc.

Statement of Cash Flows

For the Year Ended 31 December 2020

	Note	2020 \$	2019 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from Donations, Grants, Philanthropy and Sponsorships		435,118	608,045
Interest Received		440	431
Receipts From Government - COVID-19		51,680	-
Payments to Suppliers		(176,135)	(279,355)
Payments for Employees		(289,967)	(270,333)
Interest Paid		(1,475)	(2,797)
NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES	(18)	19,661	55,991
CASH FLOWS FROM INVESTING ACTIVITIES			
Payment for Property, Plant & Equipment		(3,663)	(3,865)
NET CASH INFLOW/(OUTFLOW) FROM INVESTING ACTIVITIES		(3,663)	(3,865)
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment of principal elements of lease payments		(22,713)	(20,785)
NET CASH INFLOW/(OUTFLOW) FROM FINANCING ACTIVITIES		(22,713)	(20,785)
NET INCREASE/(DECREASE) IN CASH HELD		(6,715)	31,341
Cash and Cash Equivalents at Beginning of Period		227,734	196,393
CASH AND CASH EQUIVALENTS AT END OF PERIOD	(18)	221,019	227,734

The accompanying notes form part of these financial statements.

Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

1. Statement of Significant Accounting Policies

The financial statements cover LEAD Loddon Murray Inc. as an individual entity. LEAD Loddon Murray Inc. is an Association incorporated and domiciled in Victoria.

Basis of preparation

These general purpose financial statements have been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and Australian Accounting Standards - Reduced Disclosure Requirements as set out in AASB 1053: Application of Tiers of Australian Accounting Standards and Interpretations of the Australian Accounting Standards Board. The Association is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards. Material accounting policies adopted in preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements, except for cash flow information, have been prepared on an accrual basis and are based on historically costs, modified where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

(a) Reporting Entity Report

The report includes all the controlled activities of LEAD Loddon Murray Inc.

(b) Rounding Of Amounts

All amounts shown in the financial statements are expressed to the nearest \$1.

(c) Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand and cash at bank, deposits at call and highly liquid investments with an original maturity of 3 months or less, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

For the Statement of Cash Flows presentation purposes, cash and cash equivalents includes bank overdrafts, which are included as current borrowings in the Statement of Financial Position.

(d) Receivables

Receivables and other debtors include amounts due from members as well as receivables from customers for goods sold in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified non-current assets.

Receivables are initially recognised at fair value and subsequently measured at amortised cost, using the effective interest rate method, less any provision for impairment.

(e) Financial Instruments

Financial assets and financial liabilities are recognised when the Association becomes a party to the contractual provisions to the instrument. For financial assets, this is the date that the Association commits itself to either the purchase or sale of the asset.

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction costs except where the instrument is classified 'at fair value through profit or loss', in which case the transaction costs are expensed to profit or loss immediately. Where applicable, quoted prices in an active market are used to determine fair value. In these circumstances, valuation techniques are adopted.

Trade receivables are initially measured at transaction price if the trade receivables do not contain a significant financing component or if the practical expedient has been applied as specified in AASB 1053.

Classification and subsequent measurement

Financial Liabilities

Financial liabilities are subsequently measured at:

- amortised cost; or
- fair value through profit and loss.

A financial liability is measured at fair value through profit and loss if the financial liability is:

- held for trading; or
- initially designated as at fair value through profit or loss.

All other financial liabilities are subsequently measured at fair value, amortised costs using the effective interest rate method.

The effective interest rate method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in profit or loss over the relevant period.

Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

1. Statement of Significant Accounting Policies (continued)

(e) Financial Instruments (Continued)

A financial liability is held for trading if it is:

- incurred for the purpose of repurchasing or repaying in the near term;
- part of a portfolio where there is an actual pattern of short-term profit taking;
- a derivative financial instrument.

Any gains or losses arising on changes in fair value are recognised in profit or loss to the extent that they are not part of a designated hedging relationship.

A financial liability cannot be reclassified.

Classification and subsequent measurement

Financial Asset

Financial assets are subsequently measured at:

- amortised cost;
- fair value through other comprehensive income; or
- fair value through profit and loss.

A financial asset is subsequently measured at amortised cost when it meets the following conditions:

- the financial asset is managed solely to collect contractual cash flows;
- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest of the principal amount outstanding on specified dates.

A financial asset is subsequently measured at fair value through other comprehensive income when it meets the following conditions:

- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates; and
- the business model for managing the financial asset comprises both contractual cash flows collection and the selling of the financial asset.

Derecognition

Derecognition refers to the removal of a previously recognised financial asset or financial liability from the statement of financial position.

Derecognition of financial liabilities:

A financial liability is derecognised when it is extinguished the obligation under the liability is discharged, cancelled or expires. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Derecognition of financial assets:

A financial asset is derecognised when the contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

All of the following criteria need to be satisfied for derecognition of a financial asset:

- the right to receive cash flows from the asset has expired or been transferred;
- all risk and rewards of ownership of the asset have been substantially transferred; and
- the entity no longer controls the asset.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

Impairment

The Association recognises a loss allowance for expected credit losses on:

- financial assets that are measured at amortised costs or fair value through other comprehensive income;
- lease receivables;
- contract assets (e.g. amounts due from customers under construction contracts);
- loan commitments that are not measured at fair value through profit or loss; and
- financial guarantees contracts that are not measured at fair value through profit or loss.

Simple approach

The simplified approach does not require tracking changes of credit risks in every reporting period, but instead requires the recognition of lifetime expected credit loss at all times.

The Association uses historical data and experience as well as forward looking information to calculate the expected credit losses.

Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

1. Statement of Significant Accounting Policies (continued)

(f) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than the estimated recoverable amount, the carrying amount is written down to the estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present.

The cost of fixed assets constructed by the Association includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overheads.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Association and the cost of the item can be measured reliably. All other repairs and maintenance are recognised in the profit or loss during the financial period in which they are incurred.

(g) Fair Value of Assets and Liabilities

The Association measures some of its assets and liabilities at fair value on either a recurring or non-recurring basis, depending on the requirements of the applicable Accounting Standard.

Fair value is the price the Association would receive to sell an asset or would have to pay to transfer a liability in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from the principal market for the asset (i.e. the market with the greatest volume and level of activity for the asset or liability). In the absence of such a market, information is extracted from the most advantageous market available to the entity at the reporting date (i.e. The market maximises the receipts from the sale of the asset or minimises the payment made to transfer the liability, after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use, or sell it to another market participant that would use the asset in its highest and best use.

The fair value of liabilities and the Association's own equity instruments (excluding those related to share-based payments) arrangements may be valued, where there is no observable market price in relation to the transfer of an identical or similar financial instrument, by reference to observable market information where identical or similar instruments are held as assets. Where the information is not available, other valuation techniques are adopted and, where significant, are detailed in the respective note to the financial statements.

(h) Depreciation

The depreciable amount of all fixed assets, including buildings, is depreciated on a straight-line basis over the asset's useful life commencing from the time the asset is available for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

The following table indicates the depreciation rates of non current assets on which the depreciation charges are based.

Class of Fixed Asset	Rate
Computer Equipment	50%
Furniture & Equipment	25% to 50%

Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

1. Statement of Significant Accounting Policies (continued)

(i) Impairment of Assets

At the end of each reporting period, the Association assesses whether there is any indication that an asset may be impaired. The assessment will consider both external and internal sources of information. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less cost of disposal and value-in-use, to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is immediately recognised in profit or loss.

Where the future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the Association would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

Where it is not possible to estimate the recoverable amount of an individual asset, the Association estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Where an impairment loss on a revalued asset is identified, this is recognised against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that class of asset.

(j) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(k) Payables

Payables represent the liability outstanding at the end of the reporting period for goods and services received by the Association during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

(l) Provisions

Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(m) Goods & Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the Statement of Financial Position.

(n) Employee Benefits

Short-term employee benefits

Provision is made for the Association's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages and salaries. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Association's obligations for short-term employee benefits such as wages and salaries are recognised as a part of the current trade and other payables in the Statement of Financial Position.

Other long-term employee benefits

Provision is made for employees' annual leave entitlements not expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments are measured at present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to end-of-reporting-period market yields or Government bonds that have maturity dates approximating the terms of the obligations. Any remeasurements of other long-term employee benefit obligations due to changes in assumptions are recognised in profit or loss in the periods in which the exchanges occur.

On-Costs

Employee benefit on-costs, such as superannuation and workers compensation are recognised together with the provisions for employee benefits.

Superannuation

Contributions to contribution superannuation plans are expensed when incurred.

Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

1. Statement of Significant Accounting Policies (continued)

(o) Leases

Under AASB 16 *Leases*, at inception of a contract, the Association assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability are recognised by the Association, where the Association is a lessee. However, all contracts that are classified as short-term (lease with remaining lease term of 12 months or less) and leases of low value (where the value of the underlying asset when new is less than \$10,000) are recognised as operating expenses on a straight-line basis over the term of the lease.

Initially, the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Association used the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options if the lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and any impairment losses.

(p) Income Recognition

Revenue is recognised in accordance with AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income for Not-for-Profit Entities*. Income is recognised as revenue to the extent it is earned. Unearned income at reporting date is reported as income in advance.

Amounts disclosed as revenue are, where applicable, net of returns, allowances and duties and taxes.

Grants

Grants are recognised as income when LEAD Loddon Murray Inc. gains control of the underlying assets in accordance with AASB 15. For reciprocal grants, LEAD Loddon Murray Inc. is deemed to have assumed control when the performance has occurred under the grant. For non-reciprocal grants, LEAD Loddon Murray Inc. is deemed to have assumed control when the grant is received or receivable.

Conditional grants may be reciprocal or non-reciprocal depending on the terms of the grant.

Interest

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial asset.

Other Income

Other income is recognised as revenue when the cash is received.

Scholarship & Participant Fees

The Association receives scholarships from various organisations, and participant fees from students participating in various leadership programs each year. When the Association receives these amounts before the program is completed, it recognises a liability for the amount. The Association recognises income in profit or loss as and when the Association satisfies its obligations under terms of the agreement.

(q) Economic Dependence

The Association is dependant upon the ongoing receipt of State Government grants to ensure the ongoing continuance of its programs. This funding which has been provided since 2012, has been granted with a contract term of four years, with the current funding agreement expiring in December 2020. The Committee has no reason to believe that this financial support will not continue.

Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

2. Revenue

	2020 \$	2019 \$
Grant Revenue	240,440	306,430
Sponsorships	163,779	134,732
ATO Cash Flow Boost	51,680	-
Other Revenue	55,139	130,469
	511,038	571,631

2a. Disaggregated Revenue

The Association has disaggregated revenue into various categories in the following table.

Programs

Loddon Murray Leadership Program	363,779	334,733
Power to the People	16,025	57,663
ADAPT Community Leaders	38,832	37,200
Regional Leaders Congress	-	25,890
LGTBI Leaders	-	58,160
Leading Excellence Maryborough	39,443	52,017
ATO Cash Flow Boost	51,680	-
Other	1,279	5,968
Total Program Revenue	511,038	571,631

3. Employee Expenses

Salaries & Wages	258,194	246,240
Superannuation	24,716	24,093
TOTAL EMPLOYEE EXPENSES	282,910	270,333

4. Depreciation

Computer Equipment	3,487	1,961
Right of Use Assets	22,239	21,564
TOTAL DEPRECIATION	25,726	23,525

5. Project Costs

Community Leadership Program	64,722	74,519
LGTBI Leadership Program	-	34,643
Leading Excellence Maryborough Program	16,752	22,674
Other Community Projects and Events	40,987	41,087
TOTAL PROJECT COSTS	122,461	172,923

6. Cash & Cash Equivalents

Cash at Bank	221,019	227,734
TOTAL CASH & CASH EQUIVALENTS	221,019	227,734

7. Other Assets

Prepaid Expenses and Accrued Income	28,433	27,194
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Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

8. Property, Plant and Equipment

	2020 \$	2019 \$
Computers Equipment at Cost	14,700	11,037
less Accumulated Depreciation	(11,419)	(7,932)
	<u>3,281</u>	<u>3,105</u>
Furniture & Equipment at Cost	3,200	3,200
less Accumulated Depreciation	(3,200)	(3,200)
	<u>-</u>	<u>-</u>
TOTAL PROPERTY, PLANT AND EQUIPMENT	<u>3,281</u>	<u>3,105</u>

Movement in the carrying amounts for each class of Property, Plant and Equipment between the beginning and the end of the current and prior financial years.

	Computer Equipment \$	Furniture & Equipment \$	Total \$
Balance at 1 January 2019	1,201	-	1,201
Additions	3,865	-	3,865
Disposals	-	-	-
Depreciation Expense	(1,961)	-	(1,961)
Balance at 1 January 2020	<u>3,105</u>	<u>-</u>	<u>3,105</u>
Additions	3,663	-	3,663
Disposals	-	-	-
Depreciation Expense	(3,487)	-	(3,487)
Balance at 31 December 2020	<u>3,281</u>	<u>-</u>	<u>3,281</u>

9. Right of Use Assets

The Association's lease portfolio includes equipment and buildings. The lease terms for each type of lease arrangement are:

Class of Lease	Lease Term
Equipment	5 Years
Building	3 Years

Options to extend or terminate

The options to extend or terminate are contained in the Association's property leases. There were no extension options for the equipment lease. These clauses provide the Association opportunities to manage leases in order to align with its strategies. All of the extension or termination options are only exercisable by the Association. The extension options or termination options which were probable to be exercised have been included in the calculation of the Right of Use Asset.

(a) AASB 16 related amounts recognised in the Statement of Financial Position

Right of Use Assets

Right of Use Assets			
Leased Building		55,238	55,238
Accumulated Depreciation		<u>(52,169)</u>	<u>(33,757)</u>
		3,069	21,481
Leased Equipment		15,309	15,309
Accumulated Depreciation		<u>(9,683)</u>	<u>(5,856)</u>
		5,626	9,453
TOTAL RIGHT OF USE ASSETS		<u>8,695</u>	<u>30,934</u>

	Leased Building \$	Leased Equipment \$	Total \$
Balance at 1 January 2019	39,894	12,604	52,498
Depreciation Expense	<u>(18,413)</u>	<u>(3,151)</u>	<u>(21,564)</u>
Balance at 1 January 2020	<u>21,481</u>	<u>9,453</u>	<u>30,934</u>
Depreciation Expense	<u>(18,412)</u>	<u>(3,827)</u>	<u>(22,239)</u>
Balance at 31 December 2020	3,069	5,626	8,695

Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

9. Right of Use Assets (continued)

	2020 \$	2019 \$
(b) AASB 16 related amounts recognised in the Statement of Profit or Loss		
Depreciation Charge related to Right of Use Assets	22,239	21,564
Interest Expense on Lease Liabilities	1,475	2,797
	<u>23,714</u>	<u>24,361</u>

10. Trade & Other Payables

Trade Payables	14,530	8,638
Amounts Payable to ATO	18,495	18,192
Accrued Expenses	6,305	18,516
TOTAL TRADE & OTHER PAYABLES	<u>39,330</u>	<u>45,346</u>

11. Provisions

Current		
Employee Benefits (refer Note 11a)	11,851	16,880
Non Current		
Employee Benefits (refer Note 11a)	2,541	4,569
TOTAL PROVISIONS	<u>14,392</u>	<u>21,449</u>

11a. EMPLOYEE BENEFITS

Current		
Annual Leave	11,851	16,880
Long Service Leave at nominal value	-	-
	11,851	16,880
Non Current		
Long Service Leave at present value	2,541	4,569
TOTAL EMPLOYEE BENEFITS	<u>14,392</u>	<u>21,449</u>

12. Other Financial Liabilities

Current		
Grants and Scholarships in Advance	182,809	221,676
TOTAL OTHER FINANCIAL LIABILITIES	<u>182,809</u>	<u>221,676</u>

If grants are enforceable and have sufficiently specific performance obligations in accordance with AASB 15, the amount received at that point in time is recognised as a contract liability until the performance obligations have been satisfied.

13. Lease Liabilities

Current		
Lease Liability	7,047	27,634
Unexpired Interest	(438)	(1,501)
	<u>6,609</u>	<u>26,133</u>
Non-Current		
Lease Liability	4,500	8,100
Unexpired Interest	(198)	(609)
	<u>4,302</u>	<u>7,491</u>
TOTAL LEASE LIABILITIES	<u>10,911</u>	<u>33,624</u>

Lead Loddon Murray Inc.

Notes to the Financial Statements

For the Year Ended 31 December 2020

14. Commitments for Expenditure

As at balance date, LEAD Loddon Murray Inc. had no contracted Capital commitments.

As at balance date, LEAD Loddon Murray Inc. had no other contracted loan or lease commitments, other than those disclosed at Note 13.

15. Contingent Liabilities and Contingent Assets

The Committee of Management were not aware on any contingent assets or liabilities as at 31 December 2020.

16. Events After the Balance Sheet Date

Since balance date, Victoria has progressed through the restrictions and is now in its "COVID Safe Summer", which resulted in almost a complete easing of all restrictions and a return to normality.

There have been no other events that would materially effect the Financial Report at balance date.

17. Related Party Transactions

Transactions between related parties are on normal commercial terms and under conditions no more favourable than those available to other parties unless otherwise stated.

No Committee Members have entered into any material contract with the Association since the end of the previous financial year and there were no material contracts involving Committee Members interests subsisting at year end. There were no loans to Committee Members.

18. Cash Flow Information

For the purpose of the Statement of Cash Flows, cash includes cash on hand, in banks and investments less Monies in Trust. Cash at the end of the year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2020 \$	2019 \$
Cash & Cash Equivalents - Operational Funds (refer Note 6)	221,019	227,734
TOTAL CASH	221,019	227,734
Reconciliation of Cash Flow from Operations with Profit from Operations		
Profit from Operations	32,325	29,685
Non-Cash Flows in deficit:		
Cash flows excluded from profit attributable to operating activities		
- Property, Plant and Equipment Depreciation Expense	3,487	1,961
- Right of Use Assets Depreciation Expense	22,239	21,564
Changes in Assets and Liabilities:		
- (Increase)/Decrease in Trade & Other Receivables	16,306	(110,326)
- (Increase)/Decrease in Other Assets	(1,239)	(23,067)
- (Increase)/Decrease in Deposits	(1,517)	-
- Increase/(Decrease) in Trade & Other Payables	(6,016)	15,717
- Increase/(Decrease) in Provisions	(7,057)	(3,894)
- Increase/(Decrease) in Other Liabilities	(38,867)	124,351
NET CASH FLOWS FROM OPERATING ACTIVITIES	19,661	55,991

Lead Loddon Murray Inc. Annual Statements Give True and Fair View of Financial Position of Incorporated Association

For the Year Ended 31 December 2020

The Responsible Persons declare that in the Responsible Persons' opinion:

1. The financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012* and:

(a) comply with Australian Accounting Standards; and

(b) give a true and fair view of the financial position of the registered entity as at 31 December 2020 and of its performance for the year ended on that date.

2. There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulation 2013*.



CHAIRPERSON - ROB STEPHENSON



TREASURER - MEGAN KREUTZER

Dated this 10th day of March 2021.

Independent Audit Report to the Members of***LEAD LODDON MURRAY INC.******Unqualified Opinion***

We have audited the accompanying financial report, being a general purpose financial report, of the LEAD Loddon Murray Inc., which comprises the statement of financial position as at 31 December 2020, the statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows for the year then ended and notes comprising a summary of the significant accounting policies and other explanatory information, and the certification by members of the committee on the annual statements giving a true and fair view of the financial position of the Association.

In our opinion, the financial report of the LEAD Loddon Murray Inc. has been prepared in accordance with the Div. 60 of the *Australian Charities and Not-for-Profits Commission Act 2012*, including:

- i. Giving a true and fair view of the Association's financial position as at 31 December 2020 and of its performance for the year ended on that date; and
- ii. Complying with Australian Accounting Standards and Div. 60 of the *Australian Charities and Not-for-Profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibility under those standards is further described in the *Auditors Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Association in accordance with the ethical requirements of the Accounting Professional Ethical Standards Board's APES 110: *Code of Ethics for Professional Accountants* (the code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide basis for the opinion.

Information Other Than the Financial Report and Auditor's Report Thereon

The Committee of the Association is responsible for the other information. The other information comprises the information included in the Association's annual report for the year ended 31 December 2020, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report the fact. We have nothing to report in this regard.

Liability limited by a scheme approved under Professional Standards Legislation

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ACCOUNTING & AUDIT SOLUTIONS BENDIGO

Responsibilities of the Committee for the Financial Report

The Committee of the Association are responsible for the preparation and fair presentation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Australian Charities and Not-for-Profits Commission Act 2012*, and for such internal control as the directors determine necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Committee is responsible for assessing the Association's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless the Committee either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibility

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion, reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis on this financial report. As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion, The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures by the Committee.
- Conclude on the appropriateness of the Committees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report, or if disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease or continue as a going concern.

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- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report presents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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Bradley Dowsey

Dated: 11th Day of March 2021

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Loddon Murray Community Leadership Partners



Leading Excellence Maryborough Partners



ADAPT Regional Climate Leadership Partner



Power to the People Partners

