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**AUSTRALIAN
RURAL
LEADERSHIP
PROGRAM**

LEADING THE NATION



Development of a Shared Vision, Strategic Planning, Management of Change, Ethics, Conflict Resolution, Communication, Community Values, Media Training, Lobbying/Networking, Team Building, Responsibilities of Directors



Production, Land Ownership, Transport, Marketing, Industrial Relations, R&D, Technology, Tourism, Mining, Regional Development, Rural Platforms of the Political Parties, Manufacturing - a Benchmark, Rural Communities, Fishing, Forestry

The Curriculum is dynamic

Government, Foreign and Defence Policy, Trade, Commodity Markets, Conservation, the Environment, the Economy, Banking, Finance, Social Issues, Multi-culturalism, Health and Education, Northern Development, Aboriginal Issues, Corrective Services, the Arts, Alternative Points of View on Agriculture



Tapping the Overseas Markets, Market Potential, How to do Business in Asia



The Australian Rural Leadership Foundation Limited, a non-profit making, public company limited by guarantee, conducts the Program.

The Foundation is governed by a Board of Directors and managed by a small, professional executive staff.

Executive Director

Mike Beckingham

Program Co-ordinator

John Quantrill

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Forest Industries House
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DEAKIN ACT 2600

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KINGSTON ACT 2604

Telephone (06) 281 0680
Facsimile (06) 285 4676

*"Few, if any,
forces in
human
affairs are
as powerful
as shared
vision"*

Peter M. Senge



AUSTRALIAN
RURAL
LEADERSHIP
PROGRAM
LEADING THE NATION
ACN 056 874 787



Australian Rural Leadership Program

LEADING THE NATION

The Vision

A strong network of highly capable leaders from rural Australia serving their communities, their businesses, rural industry and the Nation:

- sharing a vision for rural Australia;
- developing sustainable, competitive and profitable rural industries, in an international context;
- establishing strategic alliances and building strong links within and across industry sectors;

- understanding the tactics, arguments and values of competing interest groups;
- identifying the various strategic issues competing for industry, community and Government support;
- dealing confidently with leaders in industry, Government and the community, both in Australia and overseas; and
- participating in shaping national policies.

The Australian Rural Leadership Program prepares leaders for these roles.

The Program

The Program comprises:

- A two-year part-time course of:
 - ◆ leadership skills development;
 - ◆ examination of key national and international issues; and
 - ◆ interactions with a wide range of leaders in industry, Government and the community.
- On-going involvement, education and networking through a graduate association.

COURSE 2

April 1995 to September 1996

COURSE 3

April 1996 to September 1997

The Program is designed for leaders in industry and the community who:

- have the potential and capacity to lead at the higher levels; and
- are committed to developing and sharing a vision for rural Australia.

Intakes are normally 30 participants, between 30 and 45 years of age.

Course 1 was conducted from April 1993 to September 1994.

The Course

Participants attend for a total of some 60 days over two years, mostly in week-long sessions.

Outline of Course 2

Apr/May 95	N Australia	13 Days
Jun 95	VIC	5 Days
Aug 95	SA	5 Days
Oct 95	QLD	5 Days
Mar 96	NSW	5 Days
May 96	TAS	5 Days
Jul/Aug 96	Overseas	16 Days
Sep 96	ACT	6 Days

The Funding

The Program is funded primarily by scholarships sponsored by a range of rural and related industries, rural industries research and development corporations, farmers' representative organisations, and state and federal government departments.

Participants make a nominal financial contribution.



Australian Rural Leadership Foundation Limited

ANNUAL REPORT 1994



Directory

**Australian Rural Leadership
Foundation Limited**
ACN 056 874 787

Patron

The Rt Hon Sir Ninian Stephen
KG, AK, GCMG, GCVO, KBE

Directors

Mr David Asimus AO (Chairman)
Mr Bruce Gowrie Smith (Deputy
Chairman)
Professor E.W.R. (Snow) Barlow
Mr Harry Bonanno
Mr John Fairfax AM
Mrs Sara Henderson
Miss Dorothy Ross AM, OBE

Executive Director/ Company Secretary

Mr Mike Beckingham

Program Co-ordinator

Mr John Quantrill

Administration Officer

Ms Liz Young

Auditors

Ernst & Young
Canberra ACT

Bankers

Commonwealth Bank of Australia
Barton ACT

Solicitors

Sly & Weigall Canberra ACT

Registered Office

1st Floor Forest Industries House
24 Napier Close
Deakin ACT 2600
Telephone: (06) 281 0680
Facsimile: (06) 285 4676

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Our Vision

A strong network of highly capable leaders from rural Australia serving their communities, their businesses, rural industry and the nation.

Our Mission

To seek out, inspire, motivate and develop leaders from rural Australia, to improve the competitiveness and profitability of rural industries in an international context.

Our Goals

- ◆ Select and develop men and women with vision; with the commitment and confidence to become involved in national, industry and community affairs; and with the skills and abilities to influence governments, industry and the community.
- ◆ Build a network of leaders with the shared vision and the strategic alliances necessary to build stronger links and create greater synergy between the rural commodities and the rural industries.
- ◆ Provide a forum for the sharing of ideas, experience and skills about Australian and international issues, in relation to rural industries and community leadership.
- ◆ Increase the appreciation of rural issues in the wider community, and develop rapport and understanding with related industries.
- ◆ Promote and strengthen links with other leadership development programs which share the Foundation's ethos, both in Australia and overseas.
- ◆ Carry out our mission efficiently and cost effectively.
- ◆ Graduate 30 participants each year.

The Foundation conducts the Australian Rural Leadership Program



**AUSTRALIAN
RURAL
LEADERSHIP
PROGRAM**

LEADING THE NATION

◆ *Australian Rural Leadership Foundation Limited is a non-profit making, public company limited by guarantee and not having share capital.*

◆ *The Company was incorporated in the Australian Capital Territory on 3 September 1992.*

The Program

In the Kimberley



At the Australian Embassy in Jakarta



Working on the Shared Vision

Visiting an innovative horticultural enterprise





The Australian Rural Leadership Program comprises:

- ◆ *A two-year part-time course of:*
 - *leadership skills development;*
 - *examination of key national and international issues; and*
 - *interactions with a wide range of current leaders in government, industry and the community.*
- ◆ *On-going involvement, education and networking through a graduate association.*

The Program is for leaders in industry and the community who have the potential and capacity to lead at the higher levels, and who are committed to developing and sharing a vision for rural Australia. They are normally between 30 and 45 years of age.

Participants attend the course for a total of eight weeks, mostly in week-long sessions. Locations vary from session to session and are the most appropriate for access to major industries, governments and other institutions. Included is a two-week overseas study trip.

The outline timetable for the inaugural course was:

Apr/May 93	N. Australia	11 Days
Jun 93	NT	5 Days
Aug 93	WA	5 Days
Oct 93	NSW	5 Days
Nov 94	SA	5 Days
Nov 94	Qld	5 Days
12/Aug 94	Indonesia / Singapore	16 Days
Sept 94	ACT	5 Days

The first session includes an outdoor leadership development activity in a remote part of Northern Australia.

The Foundation seeks to select 30 participants for each course, although the final numbers depend on the funding available.

For the second course (April 1995 to September 1996) and the third course (April 1996 to September 1997), funding is based on sponsored scholarships of \$35,000 each and participant's contributions of \$2,000 each.

A range of rural and related industries, rural industries research and development corporations and councils, farmers' representative organisations, and state and federal government departments sponsor the scholarships, many of which are linked to specific commodities, industry sectors or other broad areas.



MAJOR SPONSOR

Rural Industries Research and Development Corporation

Major sponsor 1992 to 1997

SPONSORS



Grains Research and Development Corporation

Sponsor of scholarship for the Grains Industry



Meat Research Corporation

Sponsor of a scholarship for the Meat and Livestock Industries



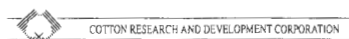
Fisheries Research and Development Corporation

Sponsor of a scholarship for the Fishing Industry



Dairy Research and Development Corporation

Sponsor of a scholarship for the Dairy Industry



Cotton Research and Development Corporation

Sponsor of a scholarship for the Cotton Industry



Sugar Research and Development Corporation

Sponsor of a scholarship for the Sugar Industry



Pig Research and Development Corporation

Joint sponsor of a scholarship for the Pig Industry

VINCENT FAIRFAX FAMILY FOUNDATION

The Vincent Fairfax Family Foundation

Provider of a scholarship for Course 1 and a grant for the establishment of the Graduate Association



The Mensland Group

Sponsor of a scholarship for the Wool Industry



QBE Insurance Group Limited

Sponsor of a general scholarship



Rural Press Limited

Sponsor of a general scholarship



Australian Horticulture Corporation

Sponsor of a scholarship for the Horticultural Industries



NSW Agriculture

NSW Agriculture

Sponsor of a scholarship for the State of NSW

Department of Agriculture

VIC Department of Agriculture

Sponsor of a scholarship for the State of VIC



Horticultural Research and Development Corporation

Joint sponsor of a scholarship for QLD Fruit and Vegetable Industries



QLD Fruit and Vegetable Growers

Joint sponsor of a scholarship for QLD Fruit and Vegetable Industries



Commonwealth Department of Education,
Employment and Training

Sponsor of two scholarships for Aboriginal and Torres Strait Islander leaders



Cargill Australia

Joint sponsor of a scholarship for the Grains/Oilseeds Industries



Commonwealth Department of Tourism

Sponsor of a scholarship for Rural Tourism



The National Farmers' Federation

Joint sponsor of a general scholarship



National Foods Limited

Joint sponsor of a scholarship for the Dairy Industry



NSW Department of Conservation and Land Management

Sponsor of a scholarship for Landcare NSW



Australian Pork Corporation

Joint sponsor of a scholarship for the Pig Industry



Auscott Limited

Joint sponsor of a scholarship for the Cotton Industry



Colly Farms Limited

Joint sponsor of a scholarship for the Cotton Industry



Namoi Cotton Cooperative Limited

Joint sponsor of a scholarship for the Cotton Industry



QLD Cotton Corporation

Joint sponsor of a scholarship for the Cotton Industry



Department of Conservation and Natural Resources Victoria

Provided a grant for Course 1



Ricegrowers' Co-operative Limited &
Rice Research and Development Committee

Joint sponsors of a scholarship for the Rice Industry



Canegrowers

Joint sponsor of a scholarship for the Sugar Industry



QLD Sugar Corporation

Joint sponsor of a scholarship for the Sugar Industry



National Association of Forest Industries Limited

Sponsor of a scholarship for the Forest Industries



Chicken Meat Research and Development Council

Provided grants



Egg Industries Research and Development Council

Provided grants



Commonwealth Department of Primary
Industries and Energy

Sponsor of a Departmental scholarship





I am very pleased to be able to report to the Members on the success of the Foundation in this financial year. Of course, much of the credit is due to my predecessors, Sir Ninian Stephen who was appointed to the International War Crimes Tribunal late last year and John Allwright who sadly passed away in March.

I would also like to say how pleased the Directors are with the efforts of the management and staff in developing such a quality, world-class leadership development program.

In my short time with the Foundation, I have been impressed by the comprehensive nature and strategic level of the curriculum, which complements the many excellent management development programs in this country.

In future, the most effective leaders from the rural sector will be those with wide experience, both within and outside the rural arena. They will have enhanced management skills, well developed leadership skills, and greater understanding of key national and international issues.

To achieve this, the rural industries must identify potential leaders early in their careers. These leaders should be encouraged to prepare themselves for higher level leadership roles.



This might include participation in basic and intermediate level development programs, and in the Australian Rural Leadership Program. Perhaps this Program will be a catalyst for the rural industries to establish the necessary basic and intermediate level programs.

This year's success would not have been possible without the financial support provided by Rural Industries Research and Development Corporation and our other sponsors. The Foundation thanks Mr Keith Hyde from Rural Industries Research and Development Corporation and Mr Rick Farley from the National Farmers' Federation for their personal efforts on behalf of the Foundation during the year.

The success of the Program is largely due to the many senior people in industry, government and the community who have found the time in their very busy schedules to meet with and address the participants.

The list is most comprehensive and includes four government ministers. Of course, the high calibre and the commitment of the participants have also been major factors in the result.


The future looks bright with many more industries and organisations already joining to sponsor positions on future courses, thereby broadening the base of ownership of the Program. The response from high calibre applicants for consideration for the next course is also most encouraging.

I am pleased to be involved in this important initiative for the rural sector. Your Directors and I look forward to building on the success of 1993/94 in this financial year.

David Asimus
CHAIRMAN


Canberra
7 October 1994

■ After a "wait and see" approach in 1992/93, most rural industries embraced the Program in 1993/94.




■ The Program was also recognised in the wider arena by The National Industry Task Force on Leadership and Management Skills, which reported in the Business Review Weekly:

'In the process of transforming the management philosophy of Australian business [the Task Force] also sees potential for a national leadership program, perhaps along the lines of the existing Australian Rural Leadership Program.'




■ In the financial year, Rural Industries Research and Development Corporation and other sponsors contributed \$726,700 to the establishment, development and running costs of the Program. The retained surplus at 30 June 1994 was \$289,895.


■ Rural Industries Research and Development Corporation agreed to provide \$625,000 and a contingency amount of \$100,000, over the next three financial years, to complete the establishment and development phase of the Program.



■ Other sponsors pledged some \$840,000 for scholarships for the second course.



■ The Foundation held its first Annual General Meeting on 25 October 1993 in Sydney.




■ When compared with three longer-running agricultural leadership programs in the United States, this Program was found to have the additional dimensions of a national focus and an emphasis on team building, strategic planning and development of a shared vision.


■ In the financial year, the current course completed successful, developmental sessions in the south west of Western Australia, Sydney, Adelaide and south east Queensland.



■ The growth and development of the participants in the first course was most pleasing. This was commented on by a number of independent industry observers.



■ The Foundation's staff planned the final two sessions for Course 1, that is the trip to Indonesia and Singapore in July/August 1994 and the final session in Canberra in September 1994.



■ In June 1994, the Foundation began seeking suitable applicants for consideration for the second course, which will be conducted from April 1995 to September 1996.

Executive Directors Report

Overview

The Foundation completed a very successful 1993/94. The Program gained wide recognition for its value and quality, industry and government pledged the funding required for the conduct of the second course, and the participants successfully completed four excellent developmental sessions in various states of Australia.

Much of this success is attributable to John Allwright who, as Deputy Chairman and then Chairman of the Foundation, was always confident, always available to assist with approaching potential sponsors, and always wise in counsel. In recognition of John's contribution, the National Farmers' Federation has kindly agreed to provide a John Allwright Memorial Scholarship for the Program.

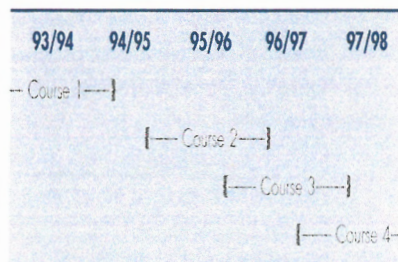
In May 1994, the Foundation moved its office from NFF House in Barton to Forest Industries House in Deakin.

Major Initiatives

The Board decided that, for future courses in the Program, each position would be funded by a participant's contribution of \$2,000 and a sponsored scholarship (initially \$35,000). While these scholarships may be linked to specific commodities or industry sectors, the Foundation will continue to select the participants for the Program.



The Board agreed that, funding permitting, a new course should start each year from 1995:



Funding

In the financial year, sponsors contributed a total of \$726,700. Details of grants of \$10,000 or more are:

	\$
Rural Industries R&D Corporation	400,000
Fisheries R&D Corporation	91,600 (1)
Vincent Fairfax Family Foundation	40,000
NSW Agriculture	35,000 (2)
Meat Research Corporation	26,600
National Foods Limited	20,000
Corgill Australia Limited	20,000
National Farmers' Federation	20,000 (2)
Dairy R&D Corporation	16,750
Sugar R&D Corporation	16,750
Ricegrowers' Co-operative Limited	10,000
Cotton R&D Corporation	10,000
VIC Dept of Conservation and Natural Resources	10,000

Notes: (1) Includes \$55,000 in advance payments for Course 2. (2) Advance payments for Course 2.

The operating surplus of \$208,169 is committed for the establishment and development of the Program and the conduct of Course 2.

Rural Industries Research and Development Corporation has agreed to contribute \$250,000 in 1994/95, \$250,000 in 1995/96 and \$125,000 in 1996/97 to complete the establishment and development phase of the Program. The Corporation has also agreed to provide a contingency amount of \$100,000. Other industry and government sponsors have pledged some \$840,000 for scholarship funding for Course 2 (this includes the advance payments noted previously). Many of these sponsors have also agreed to fund scholarships for Course 3.

Membership

At 30 June 1994, the Members of the Foundation were:

Member	Category
Rural Industries R&D Corporation	Governor
B.W. Davis AM	Associate
B. Gouvie Smith	Associate
E.W.R. Barlow	Associate
K.W. Hyde	Associate

Since the end of the financial year, the Foundation has extended Invitations to Membership of the Foundation to sponsors, appropriate eminent persons and the graduates of the inaugural course.

Course 1

An outline of the sessions, conducted in the financial year, are:

- **Aug 93 Perth/Bunbury**
mining, forestry, regional and local govt, land ownership, Aboriginal issues, rural health, communication skills.
- **Oct 93 Sydney**
the economy, finance, banking, urban social issues, organisational change, rail freight, ethics, industrial relations, state/federal interface.
- **Mar 94 Adelaide**
rural R&D, technology, marketing, contemporary values, media skills, responsibilities of directors.
- **May 94 Brisbane/Toowoomba**
marketing to Asia, rural tourism, education, corrective services, conflict resolution, air freight.

Since the end of the financial year, the participants in Course 1 completed a very successful trip to Indonesia and Singapore (in July/August 1994) and a final session in Canberra in September 1994.

Outcomes

While the success of the Program will be measured through the performance of the graduates in the medium to long term, we are noticing significant growth in the participants already. Independent industry comments have supported these observations.

In conjunction with an independent expert, the Foundation has developed and is implementing a plan to evaluate the outcomes.

Benchmark

In April 1994, I travelled to the United States to study and compare the operations of the Californian, Washington State and Texas agricultural leadership programs.

I found that our national focus, and emphasis on team building, strategic planning and development of a shared vision provided additional dimensions in our program. All three US programs were very interested in our outdoor experiential learning activity and in our scholarship approach to funding.

Graduate Association

The Foundation is assisting the participants to establish the Graduate Association, which will:

- ◆ sustain and develop the network and the shared vision;
- ◆ provide opportunities for extension education and development;
- ◆ provide a forum to discuss key national and international issues;
- ◆ encourage outstanding young men and women with leadership potential;
- ◆ develop links with alumni of comparable programs; and
- ◆ support the Leadership Program.


The Future

Building on the success of Course 1, we have planned a comprehensive program of activities for Course 2, including a study trip to Singapore, Thailand and Korea.

The wide range of scholarships, already pledged, will allow for an increasing diversity in the make of the participant group in Course 2. There are scholarships for the following industries/sectors/areas:

grains (2)	meat (2)	fisheries (2)
dairy (2)	pigs	rice
wool	oilseeds	horticulture (2)
sugar (2)	cotton (2)	State of NSW
rural tourism	DPI&E	State of VIC
Landcare NSW	forestry	general (4)
Aboriginal & Torres Strait Islanders (2)		

Given the increasing levels of support from the industries and governments, we are confident that the Program will play a key role in the development of senior leaders in the rural sector for the foreseeable future.



Mike Beckingham
EXECUTIVE DIRECTOR

Canberra
7 October 1994



Participants Course 1

- | | |
|---|---|
| <p>Paul BROWN
Age 38
Kangaroo Island,
South Australia.</p> | <p>Paul is a wool grower and stud merino breeder. He is active in community and Wool Industry affairs, and the South Australian Farmers' Federation.</p> |
| <p>Allan BURGESS
Age 45
Tallygaroopna,
Victoria.</p> | <p>Allan is a dairy farmer. He is a regional director of Bonlac Foods Ltd, and a councillor of the United Dairyfarmers of Victoria and of the Australian Dairy Farmers' Federation. Allan has a Graduate Diploma in Agribusiness.</p> |
| <p>Tim CARTLEDGE
Age 40
Meningie,
South Australia.</p> | <p>Tim grows beef cattle, wool, prime lambs and grain. He is Junior Vice President in the South Australian Farmers' Federation. Tim has a Diploma in Agriculture.</p> |
| <p>Ian CRAFTER
Age 38
Horsham, Victoria.</p> | <p>Ian designs, manufactures and markets Atlex Stockyards, and grows grain and wool. He is active in the Australian Junior Chamber. Ian has an Associate Diploma of Farm Management.</p> |
| <p>Sarah CROOKE
Age 43
Wodonga, Victoria.</p> | <p>Sarah is a dairy farmer (Churchill Fellow in 1991). She is active in the United Dairy Farmers of Victoria. Sarah has a Diploma of Medical Technology.</p> |
| <p>John ELLIOTT
Age 45
Nedlands,
Western Australia.</p> | <p>John is a Viticulturist and Oenologist with the Department of Agriculture, Western Australia, providing advice for the wine industry. He has Bachelors of Science (Agriculture) and Applied Science (Oenology).</p> |
| <p>Phillip EVANS
Age 37
Bairnsdale, Victoria.</p> | <p>Phillip is a dairy farmer. He is Vice President of the United Dairyfarmers of Victoria and is active in Research and Extension, and Land Use issues. Phillip has a Bachelor of Science (Honours) and is undertaking a PhD.</p> |
| <p>Joe FEALY
Age 44
Urana,
New South Wales.</p> | <p>Joe grows wool and grain. He is active in many community and service organisations.</p> |
| <p>George GARDINER
Age 44
Kununurra,
Western Australia.</p> | <p>George grows bananas and provides agricultural consulting services. He has a Bachelor of Science and a PhD. George is Chairman of the Ord River District Co-operative.</p> |
| <p>Wesley HAZELL
Age 31
Judbury, Tasmania.</p> | <p>Wesley grows wool, fruit, beef cattle and essential oils, and conducts construction and quarrying activities. He is a Councillor of the Royal Agricultural Society of Tasmania and is active in industry committees.</p> |
| <p>Phillip JAUNCEY
Age 46
Brookstead,
Queensland.</p> | <p>Phillip produces, processes and markets horticultural products (broccoli and sweet corn). He is a member of the Queensland Horticultural Export Council.</p> |
| <p>Kate CROLL JONES
Age 36
Wagga Wagga,
New South Wales.</p> | <p>Kate is Regional Art Development Officer, Eastern Riverina Arts Program. She has a Bachelor of Education and an Associate Diploma of Agriculture.</p> |
| <p>James KERR
Age 33
Cooma,
New South Wales.</p> | <p>James is a wool specialist with Elders. He is active in Wool Industry affairs and the New South Wales Farmers' Association. James was an Agricultural Exchange Trainee to Canada in 1981.</p> |
| <p>Robyn LOYDELL
Age 32
Curtin,
ACT.</p> | <p>Robyn is National Director, Forest Protection Society. She develops community programs, activities and public awareness to facilitate forestry activities.</p> |



Sandy CAMERON
Age 27
Ballarat, Victoria.
(Left)

Sandy is a commercial financial analyst with the National Australia Bank. He is active in productivity based groups, and is a member of the Australian Institute of Bankers. Sandy has a Diploma in Farm Business Management

Lloyd LANGHAM
Age 37
Riana, Tasmania.
(Middle)

Lloyd is a potato grower and dairy farmer. He is Executive Member of Edgell/Birdseye Seed Potato Growers' Association and is active in the Tasmanian Farmers' and Graziers' Association.

Frank COVER
Age 42
Meandarra, Queensland.
(Right)

Frank grows grain and beef cattle. He is a director of Grainco and the Queensland Graingrowers' Association.



Lisa PALU
Age 30
Brisbane, Queensland.

Lisa is Communications Officer for the Qeensland Farmers' Federation. She is a member of the Australian Institute of Agricultural Science, and the Media, Entertainment and Arts Alliance. Lisa has a Bachelor of Agricultural Science (Honours).

Participants Course 1

The People



Rob PATRICK
Age 45
Wodonga, Victoria.

Rob is Manager (Catchment and Land Management), Department of Conservation and Natural Resources, North East Victoria. He is active in community advisory and policy groups. Rob has a Bachelor of Arts and a Diploma of Agricultural Science



Michael LOGAN
Age 33
Narrabri, New South Wales.

Mike grows cotton, grain and beef cattle. He is a Member of the Australian Institute of Management, Chairman of the Upper Namoi Cotton Growers' Association and Chairman of the Upper Namoi Water Users' Association.



Norman McALLISTER
Age 35
Deniliquin, New South Wales.

Norman grows rice, wheat, barley and canola. He is active in Rice Industry affairs and is a Shire Councillor in Local Government. Norman has a Diploma of Applied Science.



Participants Course 1

- | | | | |
|--|--|--|---|
| Alex MORRISON
Age 45
Albany,
Western Australia. | Alex grows, processes and markets carpet wool. He is President of the Australian Carpet Wool Council, and a member of the Wool Industry Council. Alex has a Bachelor of Arts and a Masters of Social Science. | Jack WARNOCK
Age 46
Narrabri,
New South Wales. | Jack grows cotton, cereals and legumes. He is a Director of Namoi Cotton Co-operative Ltd and the Australian Cotton Foundation. Jack has a Diploma in Agriculture and is a Fellow of the Australian Institute of Company Directors. |
| Martin NIXON
Age 35
Merriwa,
New South Wales. | Martin produces beef cattle and grains. He also provides agricultural and computing consulting services. Martin has a Bachelor of Science in Agriculture (Honours) and a Masters of Science in Agricultural Economics. | Mark WOLTMANN
Age 35
Kingsgrove,
Queensland. | Mark is a Director of Kewpie Group of Companies (Pig Industry). He is a member of the Australian Institute of Agricultural Science. Mark has a Bachelor of Agricultural Science (Honours). |
| Peter PETERSON
Age 40
Wynne Vale,
South Australia. | Peter is Executive Director, South Australian Fishing Industry Council. He is the spokesman on environmental matters for the Australian Fishing Industry. Peter has a Bachelor of Arts (Mathematics) and a Graduate Diploma in Administration. | | |
| George REEVES
Age 49
Yarralumla, ACT. | George is Assistant Secretary Wheat Branch, Department of Primary Industries and Energy. He is a Director of Grains Research and Development Corporation. George has a Bachelor of Agricultural Science and a PhD in Agricultural Economics. | | |
| Frank SCUDERI
Age 43
Brandon,
Queensland. | Frank grows sugar cane. He is a Member of the Canegrowers' Council and the Pharmaceutical Society of Queensland. Frank has a Bachelor of Pharmacy. | | |
| Heather WADDELL
Age 36
Norwood,
South Australia. | Heather manages computerised production systems for the Metro Meat Group. She has a Diploma of Applied Science (Agriculture) and is undertaking a Masters in Business Administration. She was an Anzac Fellow in 1984. | | |

*Rural leaders
to serve their
communities,
their businesses,
rural industry
and the nation*





Directors

The Directors of Australian Rural Leadership Foundation Limited at the date of this report are:

D.J. Asimus AO (Chairman)
B. Gowrie Smith (Deputy Chairman)
E.W.R. Barlow
H.R. Bonanno
J.B. Fairfax AM
S.B. Henderson
D.D. Ross AM, OBE

The following changes occurred during the financial year:

■ Sir Ninian Stephen and P.J. Caswell did not offer themselves for re-election at the Annual General Meeting of the Foundation on 25 October 1993.

■ Sir Ninian Stephen subsequently accepted the position of Patron of the Foundation.

■ H.R. Bonanno was appointed to the Board on 4 November 1993.

■ J.G. Allwright passed away on 7 March 1994.

■ S.B. Henderson was appointed to the Board on 22 April 1994.

■ D.J. Asimus was appointed to the Board, as Chairman, on 4 May 1994.

Directors' Meetings

The number of meetings attended by the Directors during the financial year, including one meeting held in teleconference, were:

Sir Ninian Stephen	0 (1)
J.G. Allwright	2 (2)
D.J. Asimus	0 (0)
E.W.R. Barlow	3 (3)
H.R. Bonanno	1 (1)
P.J. Caswell	0 (2)
J.B. Fairfax	2 (3)
B. Gowrie Smith	3 (3)
S.B. Henderson	0 (0)
D.D. Ross	3 (3)

The figures in brackets represent the maximum number of meetings the Director could attend.

Directors' Benefits

During or since the financial year, no Director of the Foundation has received or become entitled to receive a benefit, other than a benefit included in the aggregate amount of emoluments received or due and receivable by the Directors shown in the accounts, by reason of a contract entered into by the Foundation or an entity that the Foundation controlled or a body corporate that was related to the Foundation when the contract was made or when the Director received, or became entitled to receive, the benefit with: a Director, a firm of which a Director is a member, or an entity in which a Director has a substantial interest.

*The Directors of
Australian Rural
Leadership*

*Foundation Limited
present their report*

*for the financial
year ended*

30 June 1994



**David James
ASIMUS AO**

B Ec(Syd), D Sc(Honoris Causa NSW). Farmer/Director. Chairman since 4 May 1994. Currently a Director of The Broken Hill Proprietary Company Limited, Wesfarmers Limited, Rural Press Limited and Industrial Bank of Japan Australia Limited. Former member Australian Trade Commission. Chancellor Charles Sturt University since 1989.



**Bruce
GOWRIE SMITH**

Farmer/Director. Board member since September 1992. Currently a Director of Rural Industries Research and Development Corporation, Riverina Development Board and Rural Press Limited. Chairman Riverina Food Network.



**Edward William Ross
BARLOW**

B Rur Sc(Hons), M Rur Sc(NE), PhD(Oregon State). Foundation Professor of Horticulture and Dean of Agriculture and Horticulture, University of Western Sydney. Board member since September 1992. Currently a Director of Land and Water Resources Research and Development Corporation, Hawkesbury Technologies Pty Ltd and Greening Australia (NSW).



**Harold Rosario
BONANNO**

Farmer/Director. Board member since November 1993. Currently Chairman QLD Cane Growers' Council, President Australian Irrigation Council, Member Sugar Industry Policy Council, Vice President National Farmers' Federation, Deputy Chairman Queensland Farmers' Federation, Vice President of the World Association of Beet and Cane Growers, and member of the Great Barrier Reef Consultative Committee.



**John Brehmer
FAIRFAX AM**

Company Director. Board member since September 1992. Currently Chairman of Rural Press Limited, Marinya Media Pty Ltd and Cambooya Investments Limited. Director of St Luke's Hospital, Trustee of National Parks and Wildlife Foundation of NSW and Councillor Royal Agricultural Society of NSW.



**Sara Barton
HENDERSON**

Grazier/Author. Board member since April 1994. 1991 Bulletin Qantas Business Woman of the Year. 1993 Australian Author of the Year. Cattle station manager since 1986.



**Dorothy Dickson
ROSS AM, OBE**

Dip Phys Ed(Lon), Hon PhD Charles Sturt University. Retired farmer. Board member since September 1992. State President CWA of NSW 1971-74. Vice Chairman Australian Press Council since 1976. President CWA Australia 1985-88.



Principal Activities

The principal activities of the Foundation in the financial year were the development and conduct of the Australian Rural Leadership Program.

Surplus

The operating surplus for the financial year was \$208,169.

Review of Operations

Members should refer to the information contained in the Highlights and the Executive Director's Report, which have been adopted by the Board as forming part of this Directors' Report, for a detailed review of operations.

Changes in the State of Affairs

In the opinion of the Directors, there were no significant changes in the state of the affairs of the Foundation in the reporting period not otherwise disclosed in this report or the accounts.

Subsequent Events

Directors are not aware of any matter or circumstance that has arisen since the balance date that has significantly, or may significantly, affect the state of affairs of the Foundation.

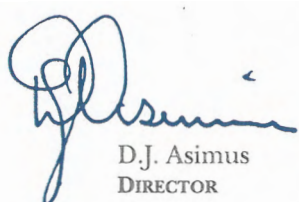
Future Developments and Results

The Foundation will complete the current course in September 1994 and start the next course in April 1995.

The Directors are confident that the Foundation will meet the expectations of the members, the course participants and the sponsors.

Directors will continue to exercise the utmost care in maximising the benefits that rural Australia will gain from this significant investment.

Signed in accordance with a resolution of the Directors.



D.J. Asimus
DIRECTOR

Canberra
7 October 1994



B. Gowrie Smith
DIRECTOR

Canberra
7 October 1994



**STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 30 JUNE 1994**

	Note	1994 \$	1993 \$
Operating Revenue	6	768,176	516,854
Operating Surplus	7	208,169	81,726
Retained Surplus at the beginning of the year		81,726	-
Retained Surplus at the end of the year		289,895	81,726

**BALANCE SHEET
AS AT 30 JUNE 1994**

	Note	1994 \$	1993 \$
CURRENT ASSETS			
Cash	13(b)	260,198	78,259
Receivables	8	519	2,790
TOTAL CURRENT ASSETS		<u>260,717</u>	<u>81,049</u>
NON-CURRENT ASSETS			
Property, Plant and Equipment	9	57,172	37,808
TOTAL NON-CURRENT ASSETS		<u>57,172</u>	<u>37,808</u>
TOTAL ASSETS		<u>317,889</u>	<u>118,857</u>
CURRENT LIABILITIES			
Creditors and borrowings	10	22,445	32,854
Provisions	11	5,549	4,277
TOTAL CURRENT LIABILITIES		<u>27,994</u>	<u>37,131</u>
TOTAL LIABILITIES		<u>27,994</u>	<u>37,131</u>
NET ASSETS		<u>289,895</u>	<u>81,726</u>
MEMBERS' FUNDS			
Retained Surplus		289,895	81,726
TOTAL MEMBERS' FUNDS		<u>289,895</u>	<u>81,726</u>

The Statement of Income and Expenditure and the Balance Sheet should be read in conjunction with the accompanying notes.



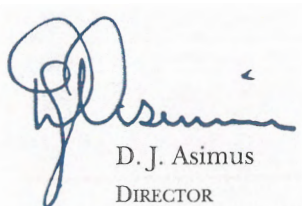
STATEMENT BY DIRECTORS

In accordance with a resolution of the directors of the Australian Rural Leadership Foundation Limited, we state that:

In the opinion of the directors:

- (a) the statement of income and expenditure is drawn up so as to give a true and fair view of the surplus of the Foundation for the financial year ended 30 June 1994;
- (b) the balance sheet is drawn up so as to give a true and fair view of the state of affairs of the Foundation as at 30 June 1994; and
- (c) at the date of this statement, there are reasonable grounds to believe that the Foundation will be able to pay its debts as and when they fall due.

On behalf of the Board



D. J. Asimus
DIRECTOR

Canberra
7 October 1994



B. Gowrie Smith
DIRECTOR

Canberra
7 October 1994

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 1994

	Note	1994 \$	1993 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Grants received		726,700	514,000
Interest received		16,346	2,854
Other receipts		4,274	-
Payments for operations and conduct of the course		(543,045)	(392,149)
NET CASH FLOWS FROM OPERATING ACTIVITIES	13(a)	204,275	124,705
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment		(22,336)	(46,446)
NET CASH FLOWS USED IN INVESTING ACTIVITIES		(22,336)	(46,446)
NET INCREASE IN CASH HELD		181,939	78,259
BALANCE AT THE BEGINNING OF THE YEAR		78,259	-
CASH AT THE END OF THE YEAR	13(b)	260,198	78,259

The Statement of Cash Flows should be read in conjunction with the accompanying notes.



**NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30 JUNE 1994**

**NOTE 1 SUMMARY OF SIGNIFICANT
ACCOUNTING POLICIES**

Basis of Accounting

The financial statements have been prepared in accordance with the historical cost convention. Cost in relation to assets represents the cash amount paid or the fair value of assets given in exchange.

The financial statements have been made out in accordance with the requirements of the Corporations Law which includes disclosures required by Schedule 5 and applicable accounting standards.

The accounting policies are consistent with those of the previous year unless otherwise specified.

Cash

For the purposes of the statement of cash flows, cash includes cash on hand and in banks, and in money market investments convertible to cash within 2 working days, net of outstanding bank overdrafts.

Property, Plant and Equipment

Cost

Property, plant and equipment are carried at cost.

Depreciation

Depreciation is provided on a straight line basis on all property, plant and equipment at rates calculated to allocate the cost less estimated residual value at the end of the useful lives of the assets against revenue over those estimated useful lives.

Depreciation periods are:

- Motor vehicles 5 years;
- Furniture and fittings 10 years;
- Equipment 5 years;
- Computer hardware 5 years; and
- Computer software 3 years.

Employee Entitlements

Provision is made for annual leave payable to employees on the basis of statutory and contractual requirements. Vested entitlements are classified as current liabilities. The contributions made to superannuation funds by the Foundation are charged against surpluses.

Income Tax

The Foundation has been granted income tax exemption under Section 23(h) of the Income Tax Assessment Act.

NOTE 2 LIABILITY OF MEMBERS

The Foundation is incorporated under the Corporations Law and the liability of members is limited.

As at 30 June 1994 there were five members who are liable to contribute up to an amount not exceeding \$10.00 to the assets of the company in the event of it being wound up.

NOTE 3 REMUNERATION OF DIRECTORS

The directors of the Foundation received no remuneration during the year.

NOTE 4 RELATED PARTY DISCLOSURES

- (a) The directors of the Australian Rural Leadership Foundation Limited during the year were:
- The Rt Hon Sir Ninian Stephen (resigned 25 October 1993)
- J.G. Allwright (deceased 7 March 1994)
- D.J. Asimus (appointed 4 May 1994)
- E.W.R. Barlow
- H.R. Bonanno (appointed 4 November 1993)
- P.J. Caswell (resigned 25 October 1993)
- J.B. Fairfax
- B. Gowrie Smith
- S.B. Henderson (appointed 22 April 1994)
- D.D. Ross

- (b) The following related party transactions occurred during the year:
- Transactions with members:
- RIRDC made grants to the Foundation of \$400,000 during the year.

NOTE 5 SEGMENT INFORMATION

The Australian Rural Leadership Foundation Limited operates to provide leadership development in Australia.



**NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30 JUNE 1994**

	1994 \$	1993 \$
NOTE 6 OPERATING REVENUE		
Operating revenue comprises:		
Grants	726,700	514,000
Interest - other corporations	16,864	2,854
Proceeds on sale of motor vehicle	23,128	-
Other income	1,484	-
	<u>768,176</u>	<u>516,854</u>
NOTE 7 OPERATING SURPLUS		
The operating surplus is arrived at after charging as expenses:		
<i>Depreciation</i>		
Motor vehicles	5,126	3,787
Equipment, furniture and fittings	680	232
Computer hardware	2,782	1,632
Computer software	777	197
Employee entitlements	1,272	4,277
NOTE 8 RECEIVABLES (CURRENT)		
Sundry debtors	-	2,790
Interest receivable	519	-
	<u>519</u>	<u>2,790</u>
NOTE 9 PROPERTY, PLANT AND EQUIPMENT		
Motor vehicle - at cost	31,128	25,410
Accumulated depreciation	239	3,787
	<u>30,889</u>	<u>21,623</u>
Equipment, furniture and fittings - at cost	16,254	3,544
Accumulated depreciation	910	231
	<u>15,344</u>	<u>3,313</u>
Computer hardware - at cost	13,941	13,906
Accumulated depreciation	4,413	1,632
	<u>9,528</u>	<u>12,274</u>
Computer software - at cost	2,385	795
Accumulated depreciation	974	197
	<u>1,411</u>	<u>598</u>
Total property, plant and equipment	<u>57,172</u>	<u>37,808</u>



**NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30 JUNE 1994**

	1994	1993
	\$	\$
NOTE 10 CREDITORS AND BORROWINGS (CURRENT)		
Trade creditors and accruals	<u>22,445</u>	<u>32,854</u>
NOTE 11 PROVISIONS (CURRENT)		
Employee entitlements	<u>5,549</u>	<u>4,277</u>
NOTE 12 AUDITORS' REMUNERATION		
Amounts receivable or due and receivable by the auditors for:		
• auditing the accounts	1,300	1,300
• other services	<u>3,150</u>	<u>27,550</u>
	<u>4,450</u>	<u>28,850</u>
NOTE 13 STATEMENT OF CASH FLOWS		
(a) Reconciliation of operating surplus to the net cash flows from operations:		
Operating surplus	208,169	81,726
Depreciation and amortisation	9,364	5,848
Gain on sale of motor vehicle	(6,392)	-
Increase in employee entitlements	1,272	4,277
Decrease in receivables	2,271	-
(Decrease)/increase in trade creditors	<u>(10,409)</u>	<u>32,854</u>
Net cash flows from operating activities	<u>204,275</u>	<u>124,705</u>
(b) Reconciliation of cash		
Cash balance comprises:		
• cash at bank	11,366	78,259
• bank bills	<u>248,832</u>	<u>-</u>
	<u>260,198</u>	<u>78,259</u>
(c) Credit card facilities		
The Foundation has credit card facilities available to the extent of \$10,000 (1993: \$8,000).		



AUDITOR'S REPORT



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Australia

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Independent Auditor's Report

To the Members of Australian Rural Leadership Foundation Limited

Scope

We have audited the financial statements of the Australian Rural Leadership Foundation Limited for the financial year ended 30 June 1994, as set out on pages 16 to 20, including the Statement by Directors. The company's directors are responsible for the preparation and presentation of the financial statements and the information they contain. We have conducted an independent audit of these financial statements in order to express an opinion on them to the members of the company.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the financial statements are free of material misstatement. Our procedures included examination on a test basis, of evidence supporting the amounts and other disclosures in the financial statements, and the evaluation of accounting policies and significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the financial statements are presented fairly in accordance with Australian accounting standards and statutory requirements, so as to present a view which is consistent with our understanding of the company's financial position, the results of its operations and its cash flows.

The audit opinion expressed in this report has been formed on the above basis.

Audit Opinion

In our opinion, the financial statements of the Australian Rural Leadership Foundation Limited are properly drawn up:

- (a) so as to give a true and fair view of:
 - (i) the company's state of affairs as at 30 June 1994 and its surplus and cash flows for the financial year ended on that date; and
 - (ii) the other matters required by Divisions 4, 4A and 4B of Part 3.6 of the Corporations Law to be dealt with in the financial statements;
- (b) in accordance with the provisions of the Corporations Law; and
- (c) in accordance with applicable Accounting Standards.

ERNST & YOUNG

G. R. Appleben
Partner

Canberra

Date Opinion Formed: 10 October 1994



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