



**ANNUAL
REPORT**
2020–2021



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President's Report



The Institute of Public Administration Australia (IPAA NSW) is the professional association for those who work in, or with, the NSW public sector. Our mission is to build a confident, capable and connected public sector for the purposes of serving the citizens of NSW.

The operating environment faced by IPAA NSW over the last two years has been unprecedented in our 86 year history and created what was, quite literally, an existential crisis for our association.

The results contained within this report show how IPAA NSW has risen to meet these extraordinarily challenging times, inspired by our new transformational purpose statement: inspiring public service to enrich society.

Over the last 12 months we have implemented a new client centred business model, developed new ways of working internally and worked to better understand the needs of our customers. The result has been an extraordinary \$550,000 financial turnaround including a \$155,000 surplus, record levels of membership, and a suite of new professional development and event offerings all tailored to the changing needs of our sector.

I would like to acknowledge the work of my colleagues on the IPAA NSW Board in helping to setup the strategic framework for the work that has delivered an exceptional year of change. In addition, the voluntary work provided by everyone involved in IPAA NSW's governance over the last 12 months has been extraordinary.

This work reflects a deep commitment to IPAA NSW and to the public sector. I was, therefore, delighted that Mark Webb (IPAA NSW Vice President) and Christine Feldmanis (long-time member of our Audit and Risk Management Committee) were successfully nominated as IPAA National Fellows in recognition of their commitment.

I would also like to thank our CEO Madeleine Culbert, and the hard-working team she leads, for their dedication to our association. The small size of this team belies the reach that our work has, and their continued enthusiasm and professionalism, during such challenging times, has contributed to the scale and scope of our achievements.

Most importantly, I would like to thank our members, whose involvement in our events, professional development, governance, and the important work of the public sector, allows IPAA NSW to continue to grow and develop.

A handwritten signature in blue ink that reads "Elizabeth Koff". The signature is fluid and cursive, written in a professional style.

Elizabeth Koff
President, IPAA NSW

CEO's Report



Being the CEO of any organisation during a time of crisis and transformation is both a responsibility and a privilege. The need for public sector services has never been greater and I am deeply mindful of the responsibility I have for leading our professional association during these times. It has been my privilege to be part of the transformation of IPAA NSW which has occurred in response to these changing needs.

The size of the challenges we faced over the last 12 months cannot be underestimated. We experienced health restrictions that forced us to cancel or change our events and courses, the transition to remote working, a collapse in professional development income and the general uncertainty that many individuals experience as a result of living through a pandemic.

In this environment, it would have been easy to retreat into our shell, reduce our activities to a bare minimum and put IPAA NSW into hibernation. To the credit of our Board, instead they saw this as an opportunity to adopt a bold strategy of organisational transformation, building on the four priorities established by our existing strategic plan. This strategic plan has shaped our foundation over the past three years and built a solid platform to leverage this transformation.

Working with a small internal consulting team, we turned our transformational

strategy into an operational plan that has delivered:

- a new client-centred business model, based around on IPAA NSW's massive transformational purpose statement, inspiring public service to enrich society;
- a contemporary organisational structure mirroring the new business model;
- new ways of working internally and externally using Agile principles; and
- six new products co-designed with IPAA's members, clients and partners, which were brought to market at speed.

The achievements detailed in this report are testament to the success of our transformational work and I would like to extend my gratitude to the talented and highly motivated team I have the honour of leading. I would also like to acknowledge the extraordinary support received from individuals and organisations across, and beyond, the public sector. This support, during this most challenging of times, is both humbling and deeply gratifying.

Madeleine Culbert
Chief Executive Officer, IPAA NSW

<p>Strategic Priority 1</p> <p>Advance the profession of public administration</p>	<p>Strategic Priority 2</p> <p>Reimagine what IPAA membership provides to the public sector</p>
<p>Strategic Priority 3</p> <p>Embed the customer at the centre of our services</p>	<p>Strategic Priority 4</p> <p>Transition IPAA NSW to a continuously learning and sustainable organisation</p>

The four priorities of our strategic plan.

Strategic Priority 1

Advance the profession of public administration

Strengthen the reputation of public administration as a confident and capable profession.

Our program of events continues to be our main vehicle for work under this priority, with our focus on activities that highlight the achievements of our sector, along with realistic discussions about where capabilities need to be further developed.

Despite the challenges of event delivery in the current environment, 4,343 people attended over 30 events within the last year. These events were delivered in person, online and in hybrid formats. It is worth noting that five of our ten most popular events were new, suggesting the content and speakers were relevant and timely and highly valued by public sector employees.

More than 1,500 people attended our three most popular flagship events being the Garran Oration, delivered by The Hon. Greg Hunt MP, the 18th Annual CEO & Young Professionals Breakfast and the 11th Annual Budget Briefing. These events have all been running for over ten years and they continue to provide valuable opportunities for discussion about the public sector's operating environment.

We have also been able to create events addressing contemporary ideas within the public sector. In July 2020, more than 240 people attended our Deliverology® webinar. This webinar allowed public servants across the sector to understand how the principles that have underpinned the work of the Premier's Implementation Unit could be applied more broadly across our sector.

Almost a year later, in June 2021, almost 300 people attended the launch of our public service symposium, *Be the Change*, with sporting champion and human rights activist Craig Foster AO. This symposium explored eight capabilities required by the public sector to manage the challenges and changes of recent times including the current public health crisis but also fire and flood.

Our new series of small group events for Deputy Secretaries and Executive Directors was developed to allow discussion regarding workplace change with guest presenters from both the private and not-for-profit sectors. This reflects our growing ability to develop and implement services that are tailored to the needs of different groups within the public sector.



Craig Foster AO chats to IPAA NSW CEO Madeleine Culbert at the launch of our public service symposium, *Be the Change*.



Attendees discuss innovation at this Deputy Secretary Deep Dive event held in a hybrid event format.

Strategic Priority 2

Reimagine what IPAA membership provides to the public sector

Implement a membership strategy that meets the contemporary needs of those working in, and with, the NSW public sector.

Membership is an integral element of any professional association and we have continued to pursue our ongoing objective of building the value proposition for IPAA NSW membership.

As foreshadowed in last year's annual report, our agreements with public sector clusters have allowed us to offer affiliate membership to all public sector employees. As a result, we now have over 16,000 affiliate members. This has been a significant administrative undertaking and meeting the needs of all of our members, both new and existing, remains a major area of focus.

Many of our flagship events, including the Annual Budget Briefing and the keynote discussion and professional development sessions of our public service symposium, *Be the Change*, were offered free of charge to affiliate members and more than 75% of all *Ignite* articles were made available to affiliate members as well as professional members.

Work has begun to redesign the way our services are promoted and delivered so we can better meet the needs of our members. Central to this change has been the closer integration of our events, thought leadership and professional development activities. In principle, we aim to offer a more customised experience to members through our online presence. For example, if someone is interested in attending an event discussing the implementation of a new form of public sector service delivery, they would also be offered thought leadership content on similar topics therefore enhancing their learning needs.

In January we shifted our flagship eDM service, *Ignite*, to a fortnightly publishing schedule. This is to make way for the newly developed website integration which we envisage beginning in late 2021. Given the very broad range of levels and work areas in our new affiliate members, we are also developing new events that highlight current sector wide work priorities and that reflect the unique nature of the public sector working environment.

We continue to offer our professional members substantial discounts on registration for all our events and professional development activities along with exclusive access to many articles and insights through our flagship thought leadership eDM, *Ignite*.



Membership is at the heart of what we do which is why we have developed our affiliate membership category giving those in the public sector easier access to our products and services.

Strategic Priority 3

Embed the customer at the centre of our services

Create a customer-centric approach to the design and delivery of our services.

We use customer experience surveys to help us assess how well our events and courses meet the needs of attendees and whether they would recommend these activities to a public sector colleague. For some events, our surveys also ask for feedback on the extent to which the discussion helped broaden the participants understanding of the work taking place across the broader public sector.

Another important measure of customer satisfaction is in our delivery of in-house professional development courses. In a competitive market, successfully providing in-house professional development is only possible if those courses capture the learning needs of the agencies purchasing those services. During the 2020/21 financial year we delivered over 200 courses for NSW public sector bodies (with over 3,000 people attending these courses). The number of in-house courses delivered in 2020/21 was more than double the number of in-house courses delivered in 2019/20 and broadly the same as the number delivered in 2018/19. A growing number of people are now also working through our self-paced online learning modules which are available free of charge to all members.

We use data to assess when activities may have reached their use-by date in terms of customer satisfaction. In December, we

wrapped up the delivery of the two online resources (Reinventing Work and Delivering Innovation Through Collaboration) that formed part of our *Delivering Public Services in a Pandemic* series. This series commenced in early 2020 and was designed to help the public sector adapt to the new working world created by COVID-19. Over the course of delivery, more than 6,800 individuals regularly engaged with this content viewing a total of 22 episodes with 124 pieces of original content.

We continue to work with influential leadership bodies within the public sector including the Secretaries Board and the NSW Public Service Commission (PSC). In response to their needs we continue to develop new streams of work. Examples of this work include our Secretary Series, a series of events which bring together two or more Secretaries to discuss how their departments are collaborating. In partnership with the NSW Public Service Commission we used our online learning platform, Illuminate, to promote the NSW PSC's Age of Inclusion campaign which raised awareness of disability inclusion within the workplace.

In support of the Premier's Priority to reach a target of 50% of senior public sector leadership positions being held by women, we always consider gender parity when developing our events program. We are pleased to report that for the 2020/21 financial year, gender parity was achieved for speakers at these events.

IPAA InTouch was used to deliver our *Delivering Public Services in a Pandemic* series, helping our customers navigate the challenges presented by COVID-19.



Our Secretary Series is proving popular as customers value the connection with senior public sector leaders.

Strategic Priority 4

Transition IPAA NSW to a continuously learning and sustainable organisation

Enhance IPAA's productivity and profitability.

The 12 months to June 2021 were a challenging period for almost all small businesses around Australia and the audited financial statements in this report reflect some of those challenges. Our professional development activities continued to be delivered online while changing health restrictions allowed us to deliver only a small number of our major events in face-to-face format.

Given the challenges, it is pleasing that we were able to achieve a healthy surplus, particularly given this reflects a turnaround of more than \$550,000 on last year's results. This achievement is broadly the result of a return to normal level of revenue from in-house professional development courses. Overall revenue from

public courses declined and, to ensure that all courses make a net contribution to the organisation, we now have fixed minimum registrations which must be met before any course commences. Event income also declined overall reflecting the challenge facing all event organisers which is consumer reluctance to pay registration fees for online events.

As with many other businesses, IPAA NSW received support through the Commonwealth government's COVID-19 Job Keeper Scheme and we recognise the direct and indirect value of this public policy tool on our operations.

Support from our private sector alliance partners and our nine public sector cluster partners has again contributed greatly to the sustainability of our association during the year and their support is gratefully acknowledged.

Public Sector Cluster and Agency Partners



- Communities & Justice
- Customer Service
- Education
- Health
- Ombudsman
- Parliamentary Services
- Planning, Industry & Environment
- Premier & Cabinet
- Public Service Commission
- Regional NSW
- Transport
- Treasury

Private Sector Alliance Partners



Deloitte.



Governance

A Council of members guides IPAA NSW to achieve the strategic goals set out within the IPAA NSW Strategic Plan.

In addition to the President and Vice Presidents, there are 15 professional members elected or co-opted as Councillors. The CEO is an ex-officio member and there is provision to co-opt additional members to Council. All elected Council positions are honorary and elected Councillors do not receive a stipend for their work.

Council members 2020–21



President

- 1 Elizabeth Koff FIPAA**
Secretary, NSW Ministry of Health

Vice Presidents

- 2 Dr Teresa Anderson AM FIPAA**
Chief Executive, Sydney Local Health District, NSW Ministry of Health
- 3 John Hubby FIPAA**
Deputy Secretary, Corporate Services, NSW Department of Communities & Justice
- 4 Mark Webb FIPAA**
Chief Executive, NSW Department of Parliamentary Services, NSW Parliament

Councillor

- 5 Madeleine Culbert**
Chief Executive Officer, IPAA NSW (ex-officio)

Young Professional Councillors

- 6 Ruo Yan**
Strategy & Planning Analyst, WSA Co Limited
- 7 Jesse Hanna**
Legal & Ministerial Co-ordinator, NSW Rural Fire Service

Co-Opted Councillors

- 8 Robert Alder**
Business Manager, Fire and Rescue NSW
- 9 Amy Brown**
Deputy Secretary, Strategy & Delivery, Department of Premier & Cabinet
- 10 Margaret Crawford FIPAA**
Auditor General of NSW, NSW Audit Office
- 11 Murat Dizdar PSM**
Deputy Secretary, School Operations & Performance, Department of Education

- 12 Philip Gardner**
Deputy Secretary, Commercial Group, NSW Treasury
- 13 Tim Hume**
Chief Information Officer, Macquarie University
- 14 Elizabeth Mildwater**
Chief Executive Officer, Greater Sydney Commission
- 15 William Murphy**
Deputy Secretary, Customer Delivery and Transformation, Department of Customer Service
- 16 Janet Schorer PSM FIPAA**
NSW Children's Guardian
- 17 Shaun Smith**
Deputy Secretary, Corporate Services Partners, Department of Planning, Industry & Environment
- 18 Jane Spring FIPAA**
Chief Operating Officer, NSW Public Service Commission
- 19 Kirsten Watson**
Chief People Officer, People & Culture, Transport for NSW (from February 2021)

Council Meeting Attendance 2020–2021

	25/08/20	24/11/20	24/02/21	24/05/21
Robert Alder	✓	✓	✓	✓
Dr Teresa Anderson AM FIPAA	✓	✓	✓	✓
Amy Brown	✓	✓	✓	✓
Margaret Crawford FIPAA	✓	✓	✓	✗
Madeleine Culbert	✓	✓	✓	✓
Murat Dizdar PSM	✗	✓	✗	✗
Philip Gardner	✓	✓	✓	✓
Jesse Hanna	✗	✓	✓	✓
John Hubby FIPAA	✓	✓	✓	✗
Tim Hume	✓	✓	✓	✓
Elizabeth Koff FIPAA	✓	✓	✗	✓
Elizabeth Mildwater	✓	✗	✓	✓
William Murphy	✗	✓	✗	✓
Janet Schorer PSM FIPAA	✓	✗	✗	✓
Shaun Smith	✓	✓	✓	✓
Jane Spring FIPAA	✓	✓	✓	✓
Kirsten Watson	n/a	n/a	✓	✓
Mark Webb FIPAA	✓	✓	✓	✓
Ruo Yan	✓	✓	✓	✓

Code: ✓ = attendance ✗ = non-attendance n/a = not applicable

In addition to the Council, IPAA NSW also has several working committees, which oversee key activities and initiatives of the organisation and help ensure our continued relevance in the public sector.

Audit and Risk Management Committee

Our Audit and Risk Management Committee is responsible for providing financial guidance and monitoring the risk position of IPAA NSW.

Members of this committee in 2020-21 were:

- Mark Webb FIPAA, IPAA NSW Vice President (Chair)
- Robert Alder
- Christine Feldmanis (until September 2020)
- Ian Gillespie (from March 2021)
- Janet Schorer PSM FIPAA (from May 2021)
- Madeleine Culbert, IPAA NSW CEO (ex-officio)
- Ann Humiston, IPAA NSW Finance Director (ex-officio) (until September 2020)
- Scaria Thomas, IPAA NSW Finance Manager (ex-officio) (from September 2020)

Program Advisory Committee

Our Program Advisory Committee works to review and consider potential topics and speakers for a range of events such as workshops, masterclasses and forums, as well as providing feedback as to the suitability and level of interest in proposed content.

Members of this committee in 2020-21 were:

- John Hubby FIPAA, IPAA NSW Vice President (Chair)
- Sonia Battye (until March 2021)
- Daniel Bushe (from March 2021)
- Kylie Campbell (until December 2020)
- Samara Dobbins
- Jody Grima (from March 2021)
- Andrew Hubrechtsen-Yung
- Belinda Lawn (until March 2021)
- Veronica North (from March 2021)
- Ruzika Soldo (from March 2021)
- Annette Solman
- Kirsten Watson (until February 2021)
- Madeleine Culbert, IPAA NSW CEO (ex-officio)
- Jo Rose, IPAA NSW Consulting & Solution Design Lead (ex-officio)
- Alison Barclay, IPAA NSW Learning Director (ex-officio) (until September 2020)

Young Professionals Committee

Our Young Professionals Committee leads the work of our Young Professionals Network (those aged 34 years and under). This work supports the professional and personal development of tomorrow's public sector leaders.

Members of this committee in 2020-21 were:

- Ruo Yan, IPAA NSW Young Professional Councillor (Chair)
- Jesse Hanna, IPAA NSW Young Professional Councillor
- Alexander Kirkpatrick
- Laura Baker
- Gareth Williams
- Hannah Gibson
- Laura Grenell
- Jessica Hresc
- Divya Nagavara
- Rebecca Milne-Muller
- Cassidy Lau, IPAA NSW Representative (ex-officio) (until November 2020)
- Richard Greenaway, IPAA NSW Representative (ex-officio) (from November 2020)

Year in Review

ACTIVITIES THROUGHOUT 2020/21

Events

A total of **4,343** people attended **33** events of which...



1,042 people attended **9** face-to-face events

2,651 people attended **18** online events

650 people attended **6** hybrid events

Learning

A total of **6,188** people engaged in our learning of which...



718 people attended **62** public courses

3,122 people attended **223** in-house courses

2,348 people worked through our self-paced online learning modules

Thought leadership

27 newsletters with **108** articles in our flagship eDM, *Ignite*

11 episodes with **54** pieces of content in our *Delivering Public Services in a Pandemic* series



SNAPSHOT AS AT 30 JUNE 2021

Digital engagement

3,026 followers on LinkedIn

1,770 followers on Twitter

6,117 visitors to our website each month (on average)



Membership

464 Professional Members

16,585 Affiliate Members

17,946 Friends in our community



Partnerships

12 partnership agreements in place with public sector cluster and agency partners

3 partnerships in place with private sector alliance partners





INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA NSW DIVISION INC.

ABN 13 432 812 038

Financial Statements

**For the year ended
30 June 2021**

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2021

	Note	2021 (\$)	2020 (\$)
Revenue	3	3,618,986	3,624,880
Other income	4	459,575	241,764
Expenses			
Training and events cost		(1,626,929)	(2,156,465)
Employee benefits expense		(1,555,040)	(1,506,705)
Administration and other costs		(90,931)	(75,865)
Bank and credit card charges		(20,670)	(20,576)
Consulting fees		(221,612)	(60,731)
Divisional levy		(34,460)	(42,387)
Depreciation and amortisation expense		(116,463)	(115,470)
Depreciation - right-of-use assets		(152,449)	(152,449)
Other membership costs		(16,353)	(20,244)
Printing and stationery		(46,733)	(46,432)
Rent and outgoings		(4,520)	(10,042)
Sponsorships, prizes and contribution for awards		-	(5,500)
Telephone and postage		(12,059)	(12,055)
Travel		(1,694)	(8,217)
Finance costs - lease liability		(23,114)	(26,797)
Surplus/(deficit) for the year		155,534	(393,291)
Other comprehensive income for the year		-	-
Total comprehensive income for the year		155,534	(393,291)

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Statement of financial position

As at 30 June 2021

	Note	2021 (\$)	2020 (\$)
Assets			
Current assets			
Cash and cash equivalents	5	1,988,288	1,544,315
Trade and other receivables	6	847,803	735,843
Financial assets	7	219,327	252,955
Other assets	8	66,191	65,939
Total current assets		3,121,609	2,599,052
Non-current assets			
Property, plant and equipment	9	173,574	240,207
Right-of-use assets	10	419,236	571,685
Intangibles	11	314,231	363,141
Total non-current assets		907,041	1,175,033
Total assets		4,028,650	3,774,085
Liabilities			
Current liabilities			
Trade and other payables	12	400,356	253,571
Lease liabilities	13	148,627	137,080
Employee benefits	14	93,104	108,470
Deferred income	15	1,806,027	1,715,644
Total current liabilities		2,448,114	2,214,765
Non-current liabilities			
Lease liabilities	13	289,635	438,262
Employee benefits	14	71,294	56,985
Total non-current liabilities		360,929	495,247
Total liabilities		2,809,043	2,710,012
Net assets		1,219,607	1,064,073
Equity			
Accumulated surplus		1,219,607	1,064,073
TOTAL EQUITY		1,219,607	1,064,073

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of changes in equity

For the year ended 30 June 2021

	Accumulated surplus \$	Total equity \$
Balance at 1 July 2019	1,457,364	1,457,364
Deficit for the year	(393,291)	(393,291)
Other comprehensive income for the year	-	-
Total comprehensive income for the year	(393,291)	(393,291)
Balance at 30 June 2020	1,064,073	1,064,073
	Accumulated surplus \$	Total equity \$
Balance at 1 July 2020	1,064,073	1,064,073
Surplus for the year	155,534	155,534
Other comprehensive income for the year	-	-
Total comprehensive income for the year	155,534	155,534
Balance at 30 June 2021	1,219,607	1,219,607

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of cash flows

For the year ended 30 June 2021

	Note	2021 (\$)	2020 (\$)
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		3,944,816	4,462,932
Payments to suppliers and employees (inclusive of GST)		(3,832,933)	(4,140,243)
		111,883	322,689
Interest received		7,149	13,134
Other revenue		452,427	228,630
Interest and other finance costs paid		(23,114)	(26,797)
Net cash from operating activities	20	548,345	537,656
Cash flows from investing activities			
Payments for property, plant and equipment	9	(920)	(20,958)
Investments/term deposits made		(889)	(640)
Proceeds from disposal of investments		34,517	-
Net cash from/(used in) investing activities		32,708	(21,598)
Cash flows from financing activities			
Repayment of lease liabilities		(137,080)	(148,792)
Net cash used in financing activities		(137,080)	(148,792)
Net increase in cash and cash equivalents		443,973	367,266
Cash and cash equivalents at the beginning of the financial year		1,544,315	1,177,049
Cash and cash equivalents at end of financial year	5	1,988,288	1,544,315

The above statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 1. Significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

The incorporated association has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

In the councillors' opinion, the incorporated association is not a reporting entity because there are no users dependent on general purpose financial statements.

These are special purpose financial statements that have been prepared for the purposes of complying with the Associations Incorporation Act 2009 and associated regulations. The councillors have determined that the accounting policies adopted are appropriate to meet the needs of the members of Institute of Public Administration Australia NSW Division Inc..

These financial statements have been prepared in accordance with the recognition and measurement requirements specified by the Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') and the disclosure requirements of AASB 101 'Presentation of Financial Statements', AASB 107 'Statement of Cash Flows', AASB 108 'Accounting Policies, Changes in Accounting Estimates and Errors', AASB 1048 'Interpretation of Standards' and AASB 1054 'Australian Additional Disclosures', as appropriate for not-for profit oriented entities.

Historical cost convention

The financial statements have been prepared under the historical cost convention, except for, where applicable, the revaluation of financial assets and liabilities at fair value through profit or loss, financial assets at fair value through other comprehensive income, investment properties, certain classes of property, plant and equipment and derivative financial instruments.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the incorporated association's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

Revenue recognition

The incorporated association recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the incorporated association is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the incorporated association: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Rendering of services

Revenue from a contract to provide services is recognised over time as the services are rendered based on either a fixed price or an hourly rate.

Membership subscriptions

Revenue from the provision of membership subscriptions is recognised on a straight line basis over the financial year.

Interest

Interest is recognised in the statement of comprehensive income using the effective interest method.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Income tax

The association is a registered not-for-profit organisation and has an income tax exemption status.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the incorporated association's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the incorporated association's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

The incorporated association has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Financial instruments

Financial instruments are recognised initially on the date that the Association becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Association classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL

Financial assets are not reclassified subsequent to their initial recognition unless the Association changes its business model for managing financial assets.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows are solely payments of principal and interest on the principal amount outstanding.

The Association's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Association has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Financial liabilities

The Association measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Association comprise borrowings, trade and other payables and other liabilities.

Property, plant and equipment

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

Plant and equipment

Plant and equipment are measured using the cost model.

Depreciation

Property, plant and equipment, is depreciated on a straight-line basis over the assets useful life to the Association, commencing when the asset is ready for use.

Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the incorporated association expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The incorporated association has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Intangible assets

Intangible assets acquired as part of a business combination, other than goodwill, are initially measured at their fair value at the date of the acquisition. Intangible assets acquired separately are initially recognised at cost. Indefinite life intangible assets are not amortised and are subsequently measured at cost less any impairment. Finite life intangible assets are subsequently measured at cost less amortisation and any impairment. The gains or losses recognised in profit or loss arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset. The method and useful lives of finite life intangible assets are reviewed annually. Changes in the expected pattern of consumption or useful life are accounted for prospectively by changing the amortisation method or period.

Computer software

Intangible assets that are acquired by the entity are stated at cost less accumulated depreciation and impairment losses.

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the association are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use
- management intends to complete the software and use or sell it
- there is an ability to use or sell the software
- it can be demonstrated how the software will generate probable future economic benefits
- adequate technical, financial and other resources to complete the development and to use or sell the software are available, and
- the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Amortisation

Computer software has a finite life and is carried at cost less any accumulated amortisation and impairment losses. It has an estimated useful life of ten years.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, from the date that they are available for use.

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

Impairment of non-financial assets

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Trade and other payables

These amounts represent liabilities for goods and services provided to the incorporated association prior to the end of the financial year and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Lease liabilities

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the incorporated association's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of-use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Fair value measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

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 tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

New Accounting Standards and Interpretations not yet mandatory or early adopted

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the incorporated association for the annual reporting period ended 30 June 2021. The incorporated association has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.'

Note 2. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Coronavirus (COVID-19) pandemic

Judgement has been exercised in considering the impacts that the Coronavirus (COVID-19) pandemic has had, or may have, on the incorporated association based on known information. This consideration extends to the nature of the products and services offered, customers, supply chain, staffing and geographic regions in which the incorporated association operates. Other than as addressed in specific notes, there does not currently appear to be either any significant impact upon the financial statements or any significant uncertainties with respect to events or conditions which may impact the incorporated association unfavourably as at the reporting date or subsequently as a result of the Coronavirus (COVID-19) pandemic.

Estimation of useful lives of assets

The incorporated association determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Impairment of non-financial assets other than goodwill and other indefinite life intangible assets

The incorporated association assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the incorporated association and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the incorporated association estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

2021 (\$)

2020 (\$)

Note 3. Revenue

Training and events revenue	2,958,112	3,290,307
Member subscriptions	341,374	141,884
Agency partnership revenue	319,500	192,689
	3,618,986	3,624,880

Note 4. Other income

Government stimulus grants	378,400	176,000
Other income	74,027	52,630
Interest received	7,148	13,134
	459,575	241,764

Note 5. Cash and cash equivalents

Current assets

Cash on hand	350	350
Cash at bank	1,987,938	1,543,965
	1,988,288	1,544,315

Note 6. Trade and other receivables

Current assets

Trade receivables	873,054	747,414
Less: Allowance for expected credit losses	(25,251)	(11,571)
	847,803	735,843

Note 7. Financial assets

At amortised cost

Current assets

Term deposits and investment account	219,327	252,955
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	2021 (\$)	2020 (\$)
Note 8. Other assets		
<i>Current assets</i>		
Prepayments	66,191	65,939

Note 9. Property, plant and equipment

<i>Non-current assets</i>		
Plant and equipment - at cost	319,629	319,629
Less: Accumulated depreciation	(309,117)	(296,917)
	10,512	22,712
Fixtures and fittings - at cost	284,534	283,614
Less: Accumulated depreciation	(121,472)	(66,119)
	163,062	217,495
	173,574	240,207

Note 10. Right-of-use assets

<i>Non-current assets</i>		
Land and buildings - right-of-use	724,135	724,134
Less: Accumulated depreciation	(304,899)	(152,449)
	419,236	571,685

The right-of-use asset relates to office premises at Sydney that is leased by the association.

Note 11. Intangibles

<i>Non-current assets</i>		
Software - at cost	488,734	488,734
Less: Accumulated amortisation	(174,503)	(125,593)
	314,231	363,141

2021 (\$)

2020 (\$)

Note 12. Trade and other payables

Current liabilities

Trade payables	369,577	119,344
Sundry payables and accrued expenses	30,779	134,227
	400,356	253,571

Note 13. Lease liabilities

Current liabilities

Lease liability	148,627	137,080
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Non-current liabilities

Lease liability	289,635	438,262
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The liability relates to office premises at Sydney that is leased by the association.

Note 14. Employee benefits

Current liabilities

Employee leave provisions	93,104	108,470
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Non-current liabilities

Employee leave provisions	71,294	56,985
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Note 15. Deferred income

Current liabilities

Deferred revenue	1,806,027	1,715,644
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Note 16. Remuneration of auditors

Audit services - Nexia Sydney Audit Pty Ltd

Audit of the financial statements	11,600	11,200
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Note 17. Related party transactions

List of council members is stated in Note. 18.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Note 18. Council members

Council members during the financial year ended 30 June 2021 include:

Ms Elizabeth Koff
Ms Teresa Anderson
Mr John Hubby
Mr Mark Webb
Ms Madeleine Culbert
Ms Rua Yan
Mr Jesse Hanna
Mr Robert Alder
Ms Amy Brown
Ms Margaret Crawford
Mr Murat Dizdar
Mr Philip Gardner
Mr Tim Hume
Ms Elizabeth Mildwater
Mr William Murphy
Ms Janet Scharer
Mr Shaun Smith
Ms Jane Spring
Ms Kirsten Watson

Note 19. Members' guarantee

The Institute of Public Administration Australia NSW Division Inc. was incorporated in New South Wales on 31 March 1988, under the Associations Incorporation Act. If the association is wound up, the Constitution states that each member is required to contribute a maximum of the amount, if any, unpaid by the member in respect of membership of the association, towards meeting any outstanding obligations of the association. At 30 June 2021, the number of members were 7,763 (2020: 722).

Surplus property

The assets and income of the association shall be applied solely in furtherance of its objects and no portion shall be distributed directly or indirectly to the members of the association except as bona fide compensation for services rendered or expenses incurred on behalf of the association.

In the event of the winding up or the cancellation of the incorporation of the association, the association shall pass a special resolution nominating an association as the association in which it is to vest its surplus property pursuant to section 53(2) of the Act. This nominated association must have similar objects and rules prohibiting the distribution of its assets and income to its members.

	2021 (\$)	2020 (\$)
Note 20. Reconciliation of surplus/(deficit) to net cash from operating activities		
Surplus/(deficit) for the year	155,534	(393,291)
Adjustments for:		
Depreciation and amortisation	268,912	267,919
Change in operating assets and liabilities:		
Increase in trade and other receivables	(111,960)	(219,600)
Increase in prepayments	(252)	-
Increase in trade and other payables	146,785	424,957
Increase/(decrease) in employee benefits	(1,057)	40,874
Decrease in other provisions	-	(72,813)
Increase in deferred income	90,383	489,610
Net cash from operating activities	548,345	537,656

Note 21. Events after the reporting period

The impact of the Coronavirus (COVID-19) pandemic is ongoing and it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

No other matter or circumstance has arisen since 30 June 2021 that has significantly affected, or may significantly affect the incorporated association's operations, the results of those operations, or the incorporated association's state of affairs in future financial years.

Councillors' declaration

In the councillors' opinion:

- the incorporated association is not a reporting entity because there are no users dependent on general purpose financial statements. Accordingly, as described in note 1 to the financial statements, the attached special purpose financial statements have been prepared for the purposes of complying with the Associations Incorporation Act 2009 and associated regulations;
- the attached financial statements and notes comply with the Accounting Standards as described in note 1 to the financial statements;
- the attached financial statements and notes give a true and fair view of the incorporated association's financial position as at 30 June 2021 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the incorporated association will be able to pay its debts as and when they become due and payable.

On behalf of the councillors





Date: 27 October 2021

**Nexia Sydney Audit Pty Ltd**

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Auditor's Independence Declaration to the Councillors of Institute of Public Administration Australia NSW Division Inc.

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021, there have been no contraventions of the code of conduct relating to independence in APES 110 *Code of Ethics for Professional Accountants (including independence standards)* issued by the Accounting Professional and Ethical Standards Board.

Nexia Sydney Audit Pty Ltd

A handwritten signature in blue ink, appearing to read "Vishal Modi", with a horizontal line underneath.

Vishal Modi
Director

Dated this 27th day of October 2021

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Independent Auditor's Report to the Members of Institute of Public Administration Australia NSW Division Inc.

Report on the Audit of the Financial Report

Opinion

We have audited the financial report, being a special purpose financial report, of Institute of Public Administration Australia NSW Division Inc. (the Association), which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Council Members' declaration.

In our opinion, the accompanying financial report of the Association is in accordance with the Associations Incorporation Act 2009, including:

- i) giving a true and fair view of the Association's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- ii) complying with Australian Accounting Standards to the extent described in Note 1, and the Associations Incorporation Regulation 2016.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the 'auditor's 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 (including Independence Standards)* (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 a basis for our opinion.

Emphasis of matter regarding basis of accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Council Members' financial reporting responsibilities under the Associations Incorporation Act 2009. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Council Members' responsibility for the financial report

The Council Members of the Association are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial statements is appropriate to meet the requirements of the Associations Incorporation Act 2009 and is appropriate to meet the needs of the members. The Council Members are also responsible for such internal control as the Council Members determine is necessary to enable the preparation of the 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 Council Members are 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 Council Members either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility for the audit of the financial report

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 the 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 of this financial report.

A further description of our responsibilities for the audit of the financial report is located at The Australian Auditing and Assurance Standards Board website at: www.auasb.gov.au/admin/file/content102/c3/ar1_2020.pdf. This description forms part of our auditor's report.

Nexia Sydney Audit Pty Ltd



Vishal Modi

Director

Dated at Sydney this 27th day of October 2021





**BUILDING A CONFIDENT, CAPABLE
AND CONNECTED PUBLIC SECTOR**

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