

You, at  
your best  
for NSW



**Annual Report**  
2021–2022

Year in review

# Activities throughout 2021/22

A total of **15,708** people  
attended 35 events of which...



**14,176**

people attended  
30 Online events



**585**

people attended  
2 Hybrid events



**947**

people attended  
2 In-person  
events

A total of **4,898** people  
engaged in our learning  
of which...



**546**

people attended  
38 public courses



**3,444**

people attended  
246 in-house  
workshops



**908**

people worked  
through our  
self-paced online  
learning modules

## Thought leadership



**9** newsletters  
with...



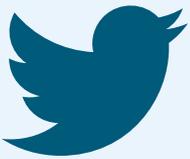
**36** articles in our flagship  
EDM, *Ignite*

# Snapshot as at 30 June 2022

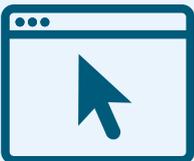
## Digital Engagement



**2,865**  
followers on  
LinkedIn



**1,843**  
followers on  
Twitter



**7,349**  
visitors to  
our website  
each month  
(on average)

## Membership



**552**  
Professional  
Members



**20,688**  
Affiliate  
Members



**20,516**  
Friends in our  
Community

## Partnerships



**12**

**Partnership  
Agreements with  
Government Clusters  
and Agencies.**



**3**

**Agreements  
with Alliance  
Partners**



IPAA  
NEW SOUTH WALES

IPAA NSW outgoing Vice President  
@IPAA NSW #CEOIP

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"I'm proud of the role that IPAA plays in bringing together people from across the sector, to engage with each other and with external thought leaders, by providing a space for discussing issues and learning from each other."



# President's Report

Given the pace of change in our working worlds, it is tempting to see annual reports as an exercise in dusty history and accounting. I'm not convinced that's true. IPAA NSW's annual report is an important way of showing that we are accountable to our members and stakeholders. It's also a way of reminding ourselves about what we have all achieved in a challenging environment and the value created by long-term planning and investment.

So, ring the bell loudly and proudly! In the turbulent operating world of FY 2021-22, this annual report details a significant financial surplus of \$234,676. For a relatively small self-funded organisation, this result is a great achievement and a tribute to our hardworking staff, our organisational flexibility, our customer focus, and the reputation we hold in our sector.

While these results are the product of a lot of hard work from everyone at IPAA NSW, I also want to acknowledge that many of the achievements in this report were made possible by the long-term strategic thinking and investments made by current and past IPAA NSW Councils. Investing in back-office systems and organisational restructuring requires something of a leap of faith, but this report shows that rewards that come from taking that leap.

I therefore want to thank outgoing IPAA NSW President Elizabeth Koff for her leadership of IPAA NSW over her two years as President. Her willingness to stay engaged with our association during a time when she was also leading NSW's response to COVID is a testament to her personal commitment to the public service as an institution and public service as an ideal. Her departure in February 2022 left some big boots to fill.

On behalf of both of us, I therefore want to formally note our thanks for the work of our colleagues on the IPAA NSW Council and our subcommittees, our extraordinarily hard working staff, and all of our dedicated members and supporters in the public sector and beyond.



**Mark Webb FIPAA**  
President, IPAA NSW

# CEO Report

It is striking how quickly today's crises recede into the rear-vision mirror. Just two years ago, IPAA NSW was confronting an existential threat and having to consider catastrophic scenarios that included dramatically changing the way we operate. Twelve months ago, we were deep in a restructuring and consolidation phase, as we built new ways of working internally and delivering services to our customers in an operating environment that was still uncertain and unpredictable.

As this report details, we are now in a position to look with confidence towards the future. One of the reasons we are now in this fortunate position is our disciplined approach to executing our strategic plan. It is easy during a crisis to lose sight of strategy but crises are precisely the moment when strategy is most important and when it can deliver the greatest results.

This report describes just some of those results, including delivering a healthy surplus in a complex operating environment. We saw continuing strength across our flagship events in online and face-to-face formats and created new extraordinarily successful programs such our *Skills for Success* micro-learning series. We managed the transition to a more sustainable model of delivering our professional development services, developed new functionality in our website, undertook a comprehensive rebranding of the look and feel of our services and were able to launch our six month programs of future events and training activities. We maintained ongoing high-level support and involvement across the sector, despite major changes in public sector leadership, and received encouraging feedback from public service clusters and other key stakeholders about the value of the services we provide.

These successes should not make us complacent. We continue to face an operating environment that creates challenges for our own operations and for the work of our key stakeholders and customers. But our successes over the last twelve months show me that we can rise to meet those challenges. In doing that work, one of our greatest resources will be the dedication of the team that I am privileged to lead and I want to record my thanks for their ongoing commitment to the work of our association.



**Madeleine Culbert**  
CEO, IPAA NSW





"I am privileged to lead a team that its promise of putting the customer at the centre of all that we do. Despite the challenges that the year brought, we continued to strengthen our relationships with our members, our partners and the sector."

## Strategic Plan Priority 1

# Advance the profession of public administration

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

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We were pleased to see a return of our major face-to-face events and the continued strengthening of our in-house training and online programs, continuously aligning to the needs of our members.

We believe that more people inside our sector need to understand the value of the work they do and the deep reservoirs of skills and experience that the public sector contains.

We also know that the immense value that comes from face-to-face interactions and so one of our most welcomed achievements in the first half of 2022 was a return to face-to-face major events. We had pre-pandemic levels of attendance at our *CEO/Young Professionals Breakfast* and our *Budget Briefing Breakfast*. At the *Budget Briefing Breakfast*, we were delighted to welcome the incoming Secretary of the Treasury Dr Paul Grimes as a guest presenter at his first IPAA NSW event and give our members an opportunity to learn from his insights.

Feedback from our members tells us that they value hearing directly from public sector leaders. Over the last twelve months, we have featured many of those leaders in forums where they offer their insights and answer questions from our members. Our guests have included new Police Commissioner Karen Webb, who was the special guest of our International Women's Day event, incoming Secretary of the Department of Premier and Cabinet Michael Coutts-Trotter, as well as a range of other senior leaders who took part in our more informal *On The Couch discussion series*.

We have also developed entirely new events that give our members insights into the unique working world of the

public service. Our new *Daily Briefing* series brings together a Minister and their Departmental Secretary to discuss how the working relationship functions on a day-to-day basis. The discussion with Minister Victor Dominello MP and Secretary Emma Hogan offered our audience unique insights into an area of public service work that is rarely visible but is crucial in our Westminster system of government.

Other new events highlighted the achievements of the public sector. Our *Economic Recovery Priorities* series and associated Deep Dive events profiled some of the unrecognised work of the sector in response to the COVID-19 pandemic. We also completed the transition of our *Ignite* thought-leadership online resource into our new *Insights* service, which gives Departments the opportunity to highlight their achievements to a wider audience across the public sector.

Not all of our services can be delivered face-to-face and our professional development program was still run using online delivery. Despite these challenges, it was great to see continuing strength in our in-house training delivery services. This level of support shows that our programs are well aligned with the capability needs of the sector, as well as making a major contribution to our final financial position for the year.



## Strategic Plan 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.

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Our membership base continues to grow, with a 34% increase in new Affiliate members.

Membership is what defines IPAA as a professional association and meeting the needs of our members is the central focus of all our work.

This focus is delivering results. We have had a 34% increase in the number of new Affiliate members over the last twelve months, rising from 15,567 in June 2021 to more than 20,800 in June 2022. Levels of Professional membership have stayed a relatively constant level, with 589 members at 30 June. We also want public servants to see the value of IPAA membership at all stages of their careers and so we now offer new graduate recruits to the public sector a 50% discounted rate on Professional membership as part of their introduction to the sector.

This growth in Affiliate membership of IPAA has been driven by making a range of new and existing events free of charge to all our Affiliate members. Our website now allows people to quickly become an Affiliate member before registering for any event and our cluster agreements mean that we are able to offer this membership at no cost to anyone with a NSW public sector email address.

One example of these new benefits was our new *Skills For Success* series, which offers free one-hour webinars on the critical capabilities essential for the modern public servant. The capabilities

explored in these micro-learning events are identified with help from the People & Culture and Learning & Development experts who sit on our Program Advisory Committee. Our first series of six events started in early 2022 and they were wildly popular, with many of the events having more than 1,600 registrations.

We also recognise the important support that we receive from our Cluster partners. This institutional level support requires us to provide higher levels of reporting back to those supporters about the uptake of our services by their staff. Thanks to some long-term investments made by successive IPAA NSW Councils, we now have new IT systems that allow us to significantly improve these report backs and this gives our Cluster partners a clearer sense of the value created by their support. This capability has also contributed significantly to the renewal of our support agreements with all major Departments and Clusters.



# Embed the customer at the centre of our services

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

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*Our new organisational structure and branding put our members at the centre of how we work and shape our offering.*

Every time someone registers for a course, attends an event, views our website, or reads an email from us, we want them to have the best possible customer experience.

One simple method we use to improve that experience is to ask for anonymous feedback at every major event that we deliver and then use that feedback to improve the structure and focus of future events.

We have also used improvements in our IT systems to improve customer experience. Upgrades to the back engine of our website mean that visitors now

see content that is individually tailored to their particular interests, based on current or past interactions with IPAA NSW. This represents real progress towards our long-term goal of our website becoming the 'Netflix' for public sector events and professional development opportunities. We have also linked this work to major upgrades to our learning management systems so that the experience of online learning is significantly better and that we protect the data of the people who use our services.

Where appropriate, we use co-design principles to ensure that our services meet the needs of public servants at

all stages of their careers. We also tap into the resource created by our governance structures because we know that the involvement of senior public sector leaders and technical specialists in the design of our program builds our reputation as a trusted provider of services to the sector. It also means our customers can be confident they are making the right choice for their careers when engaging with IPAA products. We have also created new tools to help us understand the needs of our customers, including six specific public service 'personas' that we use to plan new activities and make sure that our offerings meet the wide variety of needs across the sector.

The way we organise IPAA NSW internally also reflects our priority on customer experience. The new organisational structure that we adopted last year is designed to better reflect our customers' connections with us, with all three internal work groupings (Consulting, Design, Customer Experience) being responsible for events and professional development work. This integration helps ensure an improved and more consistent customer experience.

These improvements have allowed us to create and publicise rolling six-month

calendars of events and professional development opportunities, which help our customers to maximise the benefits of their involvement with IPAA.

In the last year, we have also undertaken a major rebranding exercise in how we communicate with our members, which has included using pictures of individual members in our promotional work, more inclusive and customer-focused language in our communication with members, and the use of a new tagline in all our work: *'You, at your best for NSW'*. The style guide created by this rebranding has been used in the design of this report.

In all this work, we have been greatly assisted by the insights that come from our Program Advisory Committee, and our engagement with public sector People & Culture and Learning & Development specialists. Our work is also shaped by the considerable expertise that exists within our Council and the strong relationships we have with public sector leaders.



## Strategic Plan Priority 4

# Transition IPAA NSW to a continuously learning and sustainable organisation

### Enhance IPAA's productivity and profitability.

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Despite the turbulence of the COVID-19 pandemic, we again generated a surplus, which will continue to assist in strengthening our offering to the NSW public service.

IPAA NSW is member-owned and self-funded. The independence that this gives us means that we need to have a robust and sustainable business model. Despite the extraordinary turbulence of our operating environment and the removal of the COVID-related support payments made by the Commonwealth government in FY20/21, we have again generated a surplus. Specific details about the composition of this surplus are contained in the Audited Financial Statement that is attached to this report.

We have made several important changes to our business model over the last twelve months. We now offer a more blended program of activities that has greater integration between our events and professional development program. In our *Skills For Success* series, for example, we now offer participants in these free micro-learning events the opportunity to enrol in a paid professional development opportunity that explores similar learning outcomes in greater detail.

We have also moved away from delivering 'scheduled' public training programs to delivering courses only when registrations cross a threshold. The flexibility required for this type of scheduling does create extra administrative work but it improves the returns we get from our professional development activities. We have also noted continued strong growth in our inhouse training delivery services. This tells us that the learning and development specialists who coordinate training in the sector see our courses as being

well-aligned with the capability needs of the sector.

Another key element of our business model has been to build strong relationships within the sector we serve. Despite a period of substantial change within the NSW public service, we have been able to develop and maintain strong connections with new and existing public sector leaders. The strength of these connections is reflected in the participation of key public sector leaders in our events as well as the involvement of senior public sector leaders on our Council.

We continued to have strong positive relationship with the NSW Public Service Commission. The Commissioner and senior PSC staff have been guest speakers across range of events, each element of our events and professional development program is aligned against the NSW Public Sector Capability Framework, and we undertake a number of specific events on behalf of the Commission.

We also recognise that the long-term sustainability of IPAA, and the public sector more generally, depends on continually seeking to identify and develop the next generation of public sector leaders. The support we provide our Young Professionals Network reflects the importance of this work and we use major events, like our *CEO and Young Professionals Breakfast*, to develop future leaders and help them recognise the value of IPAA NSW's work.



# Governance

A Council of members guides IPAA NSW to achieve its strategic goals, with 19 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 2021-2022

### President

**1 Elizabeth Koff FIPAA**

Secretary, NSW Ministry of Health  
(until February 2022)

**2 Mark Webb FIPAA**

Chief Executive, NSW Department of Parliamentary Services, NSW Parliament (Acting President from February 2022)

### Vice presidents

**3 Dr Teresa Anderson AM FIPAA**

Chief Executive, Sydney Local Health District, NSW Ministry of Health

**4 John Hubby FIPAA**

Deputy Secretary, Corporate Services, NSW Department of Communities & Justice (until March 2022)

**5 Janet Schorer PSM FIPAA**

NSW Children's Guardian (Vice President from December 2021)

### Councillors

**6 Madeleine Culbert**

Chief Executive Officer, IPAA NSW (Ex-officio)

### Young professional councillors

**7 Ruo Yan**

Strategy & Planning Analyst, WSA Co Limited (until December 2021)

**8 Jesse Hanna**

Senior Associate, Legal, Investment NSW

**9 Aashna Rampal**

Senior Project Officer, Investment NSW (from December 2021)

### Co-opted councillors

**10 Robert Alder FIPAA**

**11 Amy Brown**

Secretary, Department of Enterprise, Investment & Trade

**12 Margaret Crawford FIPAA**

Auditor General of NSW, NSW Audit Office

**13 Yvette Cachia**

Chief People Officer, Department of Education (from December 2021 – May 2022)

**14 Murat Dizdar PSM**

Deputy Secretary, School Operations & Performance Department of Education (until December 2021)

**15 Philip Gardner**

Deputy Secretary, Commercial Group NSW Treasury (until May 2022)

**16 Chris Hanger**

Deputy Secretary, Public Works, Advisory & Regional Development Department of Regional NSW (from August 2021)

**17 Tim Hume**

Chief Information Officer, Macquarie University

**18 Trudi Mares**

Deputy Secretary, Corporate Services Transport for NSW (from December 2021)

**19 Elizabeth Mildwater FIPAA**

Chief Executive Officer, Greater Cities Commission

**20 William Murphy PSM FIPAA**

Deputy Secretary, Customer Delivery and Transformation Department of Customer Service

**21 Shaun Smith**

Deputy Secretary, Corporate Services Partners Department of Planning, Industry & Environment

**22 Jane Spring FIPAA**



## Council members 2021-2022

IPAA NSW COUNCIL MEETING ATTENDANCE 2021 – 2022				
	24/08/21	24/11/21	28/02/22	26/05/22
Robert Alder	✓	✗	✗	✓
Teresa Anderson	✓	✓	✓	✓
Amy Brown	✓	✗	✓	✓
Yvette Cachia (from Dec 2021)	NA	NA	✗	✓
Margaret Crawford	✓	✓	✓	✓
Madeleine Culbert	✓	✓	✓	✓
Murat Dizdar (until Dec 2021)	✓	✓	NA	NA
Philip Gardner (until May 2022)	✓	✓	✗	NA
Chris Hanger (from Aug 2021)	✓	✗	✓	✓
Jesse Hanna	✓	✓	✓	✓
John Hubby (until March 2022)	✓	✓	✓	NA
Tim Hume	✓	✓	✓	✓
Elizabeth Koff (until Feb 2022)	✓	✗	NA	NA
Trudi Mares (from Dec 2021)	NA	NA	✓	✓
Elizabeth Mildwater	✓	✓	✓	✗
William Murphy	✓	✓	✓	✓
Aashna Rampal (from Dec 2021)	NA	NA	✓	✗
Janet Schorer	✓	✗	✓	✓
Shaun Smith	✓	✗	✓	✗
Jane Spring	✓	✓	✓	✓
Mark Webb (Acting President from Feb 2022)	✓	✗	✓	✓
Ruo Yan (until Dec 2021)	✓	✓	NA	NA

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, in association with the other committees, is responsible for monitoring the financial position of IPAA NSW.

### Members of this committee in 2021-22 were:

- Mark Webb FIPAA, IPAA NSW Vice President (*Chair*)
- Robert Alder FIPAA
- Ian Gillespie
- Janet Schorer PSM FIPAA (*from May 2021 – January 2022*)
- Elizabeth Mildwater FIPAA (*from January 2022*)
- Madeleine Culbert, IPAA NSW CEO (*Ex-officio*)
- Scaria Thomas, IPAA NSW Finance Manager (*Ex-officio*)

## Program Advisory Committee (PAC)

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

### Members of this committee in 2021-22 were:

- John Hubby FIPAA, IPAA NSW Vice President (*Chair until March 2022*)
- Janet Schorer PSM FIPAA, IPAA NSW Vice President (*Chair from March 2022*)
- Narelle Barnes (*from March 2022*)
- Brooke Black/Sonia Dametto (*from March 2022*)
- Samara Dobbins (*until March 2022*)
- Jody Grima
- Kyleah Hayes (*from March 2022*)
- Andrew Hubrechtsen-Yung (*until March 2022*)
- Sasha Maistry (*from March 2022*)
- Veronica North
- Tammy Oliver (*from March 2022*)
- Peta Pocock (*from March 2022*)
- Mathew Paine/Michael Rolik (*from March 2022*)
- Ruzika Soldo (*until March 2022*)
- Annette Solman
- Jo Rose, IPAA NSW Consulting & Solution Design Lead (*Ex-officio*)

## Young Professional Committee

Our Young Professional Committee leads the work of our Young Professionals Network which supports the professional and personal development of tomorrow's public sector leaders and who are 34 years of age and under.

### Members of this committee in 2021-22 were:

- Ruo Yan, IPAA NSW YP Councillor (*Chair until December 2021*)
- Aashna Rampal, IPAA NSW YP Councillor (*Chair from December 2021*)
- Jesse Hanna, IPAA NSW YP Councillor (*Chair*)
- Laura Baker
- Hannah Gibson
- Bonnie Hale
- Jessica Hresc
- Maggie Jarrett
- Alexander Kirkpatrick
- Bridget McGinty
- Rebecca Milne-Muller
- Taylah Ribarovski
- Michael Siciliano
- Gabriel Sun
- Hanh Tran
- Gareth Williams
- Jessica Wragg
- Janelle Keech, IPAA NSW Representative (*from July 2021*)

# Financial Statements

**Annual Report - 30 June 2022**

# Statement of profit or loss and other comprehensive income

**For the year ended 30 June 2022**

	Note	2022 (\$)	2021 (\$)
Revenue	3	4,102,911	3,618,986
Other income	4	16,371	459,575
<b>Expenses</b>			
Training and events cost		(1,811,606)	(1,626,929)
Employee benefits expense		(1,416,799)	(1,555,040)
Administration and other costs		(99,442)	(90,931)
Bank and credit card charges		(19,123)	(20,670)
Consulting fees		(133,306)	(221,612)
Divisional levy		(34,460)	(34,460)
Depreciation and amortisation expense		(120,157)	(116,463)
Depreciation - right-of-use assets		(152,449)	(152,449)
Other membership costs		(16,348)	(16,353)
Printing and stationery		(47,619)	(46,733)
Rent and outgoings		(4,521)	(4,520)
Telephone and postage		(10,209)	(12,059)
Travel		(1,858)	(1,694)
Finance costs - lease liability		(16,709)	(23,114)
<b>Surplus for the year</b>		<b>234,676</b>	<b>155,534</b>
Other comprehensive income for the year		—	—
<b>Total comprehensive income for the year</b>		<b>234,676</b>	<b>155,534</b>

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 2022**

	<b>Note</b>	<b>2022 (\$)</b>	<b>2021 (\$)</b>
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	2,154,673	1,988,288
Trade and other receivables	6	1,438,154	847,803
Financial assets	7	219,777	219,327
Other assets	8	106,249	66,191
<b>Total current assets</b>		<b>3,918,853</b>	<b>3,121,609</b>
<b>Non-current assets</b>			
Property, plant and equipment	9	109,641	173,574
Right-of-use assets	10	266,787	419,236
Intangibles	11	484,660	314,231
<b>Total non-current assets</b>		<b>861,088</b>	<b>907,041</b>
<b>Total assets</b>		<b>4,779,941</b>	<b>4,028,650</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	12	529,852	400,356
Lease liabilities	13	160,845	148,627
Employee benefits	14	111,518	93,104
Contract liabilities	15	2,325,996	1,806,027
<b>Total current liabilities</b>		<b>3,128,211</b>	<b>2,448,114</b>
<b>Non-current liabilities</b>			
Lease liabilities	13	128,790	289,635
Employee benefits		68,657	71,294
<b>Total non-current liabilities</b>		<b>197,447</b>	<b>360,929</b>
<b>Total liabilities</b>		<b>3,325,658</b>	<b>2,809,043</b>
<b>Net assets</b>		<b>1,454,283</b>	<b>1,219,607</b>
<b>Equity</b>			
Accumulated surplus		1,454,283	1,219,607
<b>Total equity</b>		<b>1,454,283</b>	<b>1,219,607</b>

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 2022

	Accumulated surplus (\$)	2021 (\$)
<b>Balance at 1 July 2020</b>	1,064,073	1,064,073
Surplus for the year	155,534	155,534
Other comprehensive income for the year	—	—
<b>Total comprehensive income for the year</b>	<b>155,534</b>	<b>155,534</b>
<b>Balance at 30 June 2021</b>	<b>1,219,607</b>	<b>1,219,607</b>
<b>Balance at 1 July 2021</b>	1,219,607	1,219,607
Surplus for the year	234,676	234,676
Other comprehensive income for the year	—	—
<b>Total comprehensive income for the year</b>	<b>234,676</b>	<b>234,676</b>
<b>Balance at 30 June 2022</b>	<b>1,454,283</b>	<b>1,454,283</b>

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 2022

	Note	2022 (\$)	2021 (\$)
<b>Cash flows from operating activities</b>			
Receipts from customers (inclusive of GST)		4,435,782	3,944,816
Payments to suppliers and employees (inclusive of GST)		(3,893,329)	(3,832,933)
		542,453	111,883
Interest received		208	7,149
Other revenue		16,163	452,427
Interest and other finance costs paid		(16,709)	(23,114)
<b>Net cash from operating activities</b>	<b>20</b>	<b>542,115</b>	<b>548,345</b>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment	9	—	(920)
Payments for intangibles	11	(226,653)	—
Investments/term deposits made		(450)	(889)
Proceeds from disposal of investments		—	34,517
<b>Net cash from/(used in) investing activities</b>		<b>(227,103)</b>	<b>32,708</b>
<b>Cash flows from financing activities</b>			
Repayment of lease liabilities		(148,627)	(137,080)
<b>Net cash used in financing activities</b>		<b>(148,627)</b>	<b>(137,080)</b>
Net increase in cash and cash equivalents		166,385	443,973
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>1,988,288</b>	<b>1,544,315</b>
<b>Cash and cash equivalents at the end of the financial year</b>	<b>5</b>	<b>2,154,673</b>	<b>1,988,288</b>

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 2022

### 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.

### **Communications website**

Significant costs associated with the development of the revenue generating aspects of the Communications website, including the capacity of placing orders, are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of 10 years.

### **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.

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 2022. 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.

**Note 3. Revenue***Revenue from contracts with customers*

Training and events revenue	3,540,601	2,958,112
Member subscriptions	356,955	341,374
Agency partnership revenue	205,355	319,500
	<b>4,102,911</b>	<b>3,618,986</b>

**Note 4. Other income**

Government stimulus grants	—	378,400
Other income	16,163	74,027
Interest received	208	7,148
	<b>16,371</b>	<b>459,575</b>

**Note 5. Cash and cash equivalents***Current assets*

Cash on hand	350	350
Cash at bank	2,154,323	1,987,938
	<b>2,154,673</b>	<b>1,988,288</b>

**Note 6. Trade and other receivables***Current assets*

Trade receivables	1,449,755	873,054
Less: Allowance for expected credit losses	(11,601)	(25,251)
	<b>1,438,154</b>	<b>847,803</b>

**Note 7. Financial assets***At amortised cost**Current assets*

<b>Term deposits and investment account</b>	<b>219,777</b>	<b>219,327</b>
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**Note 8. Other assets***Current assets*

<b>Prepayments</b>	<b>106,249</b>	<b>66,191</b>
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**Note 9. Property, plant and equipment***Non-current assets*

Plant and equipment - at cost	319,629	319,629
Less: Accumulated depreciation	(317,803)	(309,117)
	<b>1,826</b>	<b>10,512</b>
Fixtures and fittings - at cost	284,534	284,534
Less: Accumulated depreciation	(176,719)	(121,472)
	<b>107,815</b>	<b>163,062</b>
	<b>109,641</b>	<b>173,574</b>

### Note 10. Right-of-use assets

#### Non-current assets

Land and buildings - right-of-use	724,135	724,135
Less: Accumulated depreciation	(457,348)	(304,899)
	<b>266,787</b>	<b>419,236</b>

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

### Note 11. Intangibles

#### Non-current assets

Communications website - at cost	112,760	—
Less: Accumulated depreciation	(1,879)	—
	<b>110,881</b>	<b>—</b>
Software – at cost	602,626	488,734
Less: Accumulated amortisation	(228,847)	(174,503)
	<b>373,779</b>	<b>314,231</b>
	<b>484,660</b>	<b>314,231</b>

### Note 12. Trade and other payables

#### Current liabilities

Trade payables	511,438	369,577
Sundry payables and accrued expenses	18,414	30,779
	<b>529,852</b>	<b>400,356</b>

### Note 13. Lease liabilities

#### Current liabilities

Lease liability	<b>160,845</b>	<b>148,627</b>
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#### Non-current liabilities

Lease liability	<b>128,790</b>	<b>289,635</b>
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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	<b>111,518</b>	<b>93,104</b>
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#### Non-current liabilities

Employee leave provisions	<b>68,657</b>	<b>71,294</b>
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### Note 15. Contract liabilities

#### Current liabilities

Deferred revenue	<b>2,325,996</b>	<b>1,806,027</b>
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**Note 16. Remuneration of auditors**

*Audit services - Nexia Sydney Audit Pty Ltd*

Audit of the financial statements	<b>12,000</b>	<b>11,600</b>
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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 2022 include:

Ms Elizabeth Koff (until February 2022)

Dr Teresa Anderson AM FIPAA

Mr John Hubby FIPAA (until March 2022)

Mr Mark Webb FIPAA

Ms Madeleine Culbert

Ms Ruo Yan (until December 2021)

Ms Aashna Rampal (from December 2021)

Mr Jesse Hanna

Mr Robert Alder FIPAA

Ms Amy Brown

Ms Yvette Cachia (from December 2021)

Ms Margaret Crawford FIPAA

Mr Murat Dizdar (until December 2021)

Mr Philip Gardner (until May 2022)

Mr Chris Hanger (from August 2021)

Mr Tim Hume

Ms Trudi Mares (from December 2021)

Ms Elizabeth Mildwater

Mr William Murphy PSM

Ms Janet Schorer PSM FIPAA

Mr Shaun Smith

Ms Jane Spring FIPAA

## 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 2022, the number of members were 826 (2021: 585).

### *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.

	2022 (\$)	2021 (\$)
<b>Note 20. Reconciliation of surplus to net cash from operating activities</b>		
<i>Surplus for the year</i>	234,676	155,534
<i>Adjustments for:</i>		
Depreciation and amortisation	272,606	268,912
<i>Change in operating assets and liabilities:</i>		
Increase in trade and other receivables	(590,351)	(111,960)
Increase in prepayments	(40,058)	(252)
Increase in trade and other payables	129,496	146,785
Increase/(decrease) in employee benefits	15,777	(1,057)
Increase in deferred income	519,969	90,383
<b>Net cash from operating activities</b>	<b>542,115</b>	<b>548,345</b>

## Note 21. Events after the reporting period

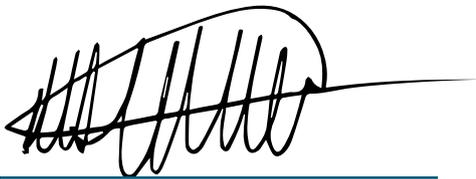
No matter or circumstance has arisen since 30 June 2022 that has significantly affected, or may significantly affect the incorporated association's operations, the results of those operations, or the incorporated association's state of affairs in future financial years.

# Councillors' declaration

**For the year ended 30 June 2022**

- 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 2022 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



A handwritten signature in black ink, consisting of several vertical strokes and a horizontal line, positioned above a horizontal blue line.



A handwritten signature in black ink, appearing to read 'R. A. H.', positioned above a horizontal blue line.

1st November 2022

## **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 2022, 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 2022 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

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report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

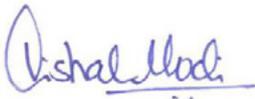
In preparing the financial report, the Council Members are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council Members either intend to liquidate 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](http://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 this 3<sup>rd</sup> day of November 2022



Creating  
new  
pathways  
to thrive





INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

*You, at your best for NSW.  
Join IPAA today.*

**Contact details:**

Phone: 02 8066 1900

Email: [info@nsw.ipaa.org.au](mailto:info@nsw.ipaa.org.au)