

INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
NEW SOUTH WALES

*You, at your  
best for NSW.*



**Annual  
Report**  
*2022-2023*



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# 5-Year Journey of Our Growth

Our journey over the past 5 years is no happy accident. It is the result of a carefully considered and bold direction and meticulously executed strategy carried out by the IPAA NSW team. We are grateful for the role we perform in supporting our members and customers, and we are proud of what we do.

**2018/19**

**NEW STRATEGY**  
Income: \$5.85M Deficit: -\$6,675  
Thriving associations have a clear, compelling, and purposeful vision to generate as much value as possible for its members, customers, stakeholders, and staff. In 2018/19, IPAA NSW established a new direction to start its journey from 'good to great'. Four strategic priorities were identified – Advancing public servants, Reimagining membership, our Customer at the centre, and a Sustainable organisation.

**2019/20**

**EXTERNAL CHANGE**  
Income: \$3.87M Deficit: -\$393,290  
Despite the fresh direction, the 2019/20 financial year served up two substantial challenges for IPAA NSW: a newly elected Premier with ambitious financial savings targets resulting in a sudden decline in our members' and customers' professional development and course bookings, and the arrival of the Covid health pandemic which changed everyone's world!

**2020/21**

**BOLD TRANSFORMATION**  
Income: \$4.08M Surplus: \$155,534  
The following year, the bold decision was made to radically transform IPAA NSW – challenging the long-standing business model, developing new value in product and service design and delivery methods, and recruiting to a contemporary team structure – all in alignment to the member and customer engagement journey.

**2021/22**

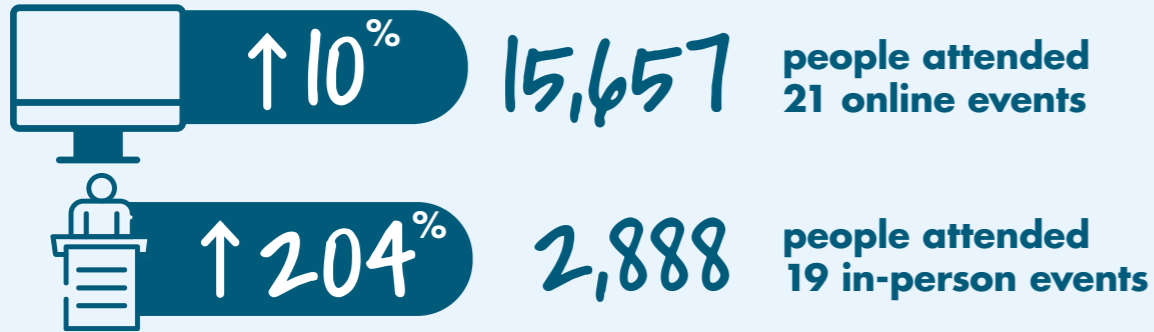
**CONSOLIDATION**  
Income: \$4.12M Surplus: \$234,676  
2021/22 was a year of consolidation as the transformed organisation and team settled into an agile way of working with its members and customers with them at the centre of a refreshed brand. In addition to a modern course catalogue and innovative event offerings, investments were made in a new website and system upgrades.

**2022/23**

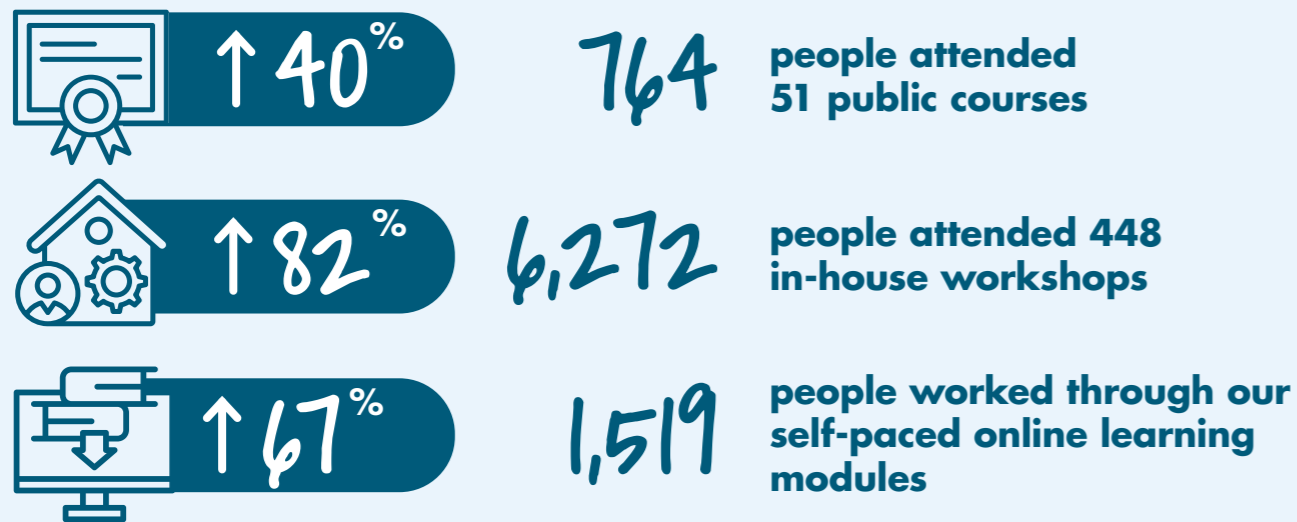
**GROWTH**  
Income: \$6.93M Surplus: \$1,021,966  
This past year, in textbook fashion with all the elements of success in place, and a focused investment on team member development, IPAA NSW has achieved a remarkable profit. This safeguards a sustainable future and a greater ability to reinvest into the sector and its members, supporting public servants to be at their best in delivering for the people of NSW.

# Activities throughout 2022/23

A total of 18,545 people (↑ 18%) attended 40 events of which...



A total of 8,555 people (↑ 75%) engaged in our learning of which...



## Thought leadership

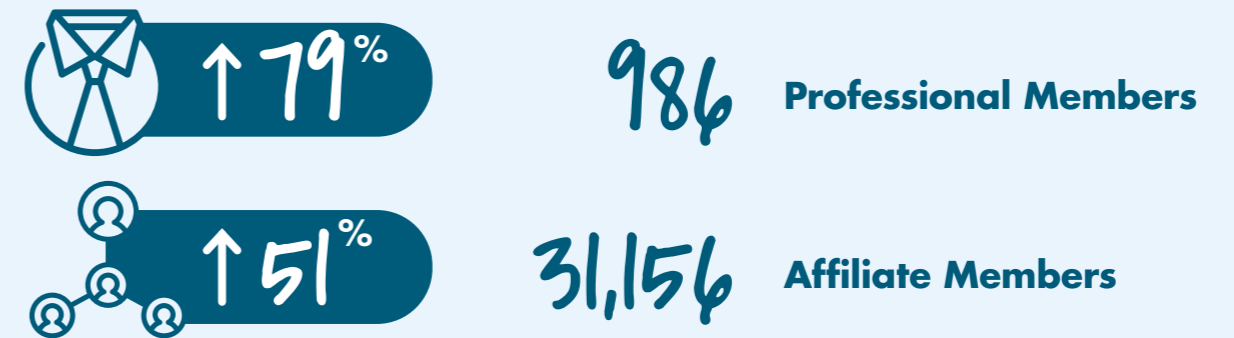


# Snapshot as at 30 June 2023

## Digital Engagement



## Membership



## Partnerships





"...achievements of this level show that IPAA NSW is able to work at scale in response to the issues and capability needs facing our sector."



## President's Report

A more charitable view of the adage, "success has many parents whilst failure is an orphan" is that success is the result of work done by many people. I am very conscious of this reminder in reporting one of IPAA NSW's strongest ever performances, both in terms of engagement with our sector and our overall financial results.

Like the work of the sector we represent, IPAA NSW's successes have been created by an extraordinary range of people: the hard-working team led by our CEO, my colleagues on the IPAA NSW Council and our sub-committees, our members whose support gives us authority and credibility, and our supporters whose insights and involvement helps to shape our strategic priority settings and our operational decision making.

It is this support that has helped us to create a surplus in the last financial year that is substantially higher than budgeted. This allows us to contribute to our reserves that were essential in helping us ride out the difficult operating environment of the last few years. Previous Councils built those reserves and it is very gratifying for the current Council to be able to meet our obligation as stewards of IPAA NSW, and invest in the capabilities of our organisation and staff.

But, just for a moment, forget about the dollars and look at that engagement! More than 18,000 registrations at 40 online and face-to-face events. More than 8,500 people attending professional development activities delivered through in-house programs, scheduled courses and self-paced online learning modules. At 30 June 2023, we now have almost 1,000 Professional members, more than 31,000 Affiliate members, 4,771 followers on LinkedIn, and twelve Partnership Agreements with NSW Government organisations.

The NSW public service can feel like a big place but achievements of this level show that IPAA NSW is able to work at scale in response to the issues and capability needs facing our sector. This bodes well for our future and it is why, on behalf of the IPAA NSW Council, I want to thank everyone whose work and support has contributed to the great stories this Annual Report has to tell.

Mark Webb FIPAA  
President, IPAA NSW



# CEO Report

These results highlight the value of the carefully crafted strategic direction that has guided IPAA NSW's work over the past number of years. Behind the direction are streams of work that, when merged together, have carried us to some of our best ever achievements in our organisation's history.

We can rightly feel proud in those achievements, but just as importantly we should reflect on what they allow IPAA NSW to do.

In addition to contributing to our reserves, these results have helped us to modestly increase staff salaries and fund individual and group staff professional development. These actions have helped to boost staff retention, which is a crucial issue for any relatively small organisation that competes in an employment marketplace against large private and public sector employers. They have also allowed us to continue investing in our internal organisational capabilities and avoid the vicious cycle that can happen when cost cutting reduces the outputs of a small business.

These results also demonstrate that despite the complexities of the post-COVID world and the pre- and post-election environment, we have managed to mature our digital and face-to-face event delivery capabilities. Initiatives like our *Skills for Success* series shows our ability to begin to capture the opportunities that digital delivery creates to work at scale and in ways that reflects our understanding of the key capability needs of our sector.

The results highlight another maturity. The internal workplace capability building that we began three years ago created three externally-focused teams: consulting, design and delivery. All three of these teams have worked to build strong relationships across the sector and help us to put our customers, whether as organisations, teams, or individuals, at the centre of our events and professional development work. These results are a testament to the strength of those relationships and position us well for the year ahead.

As well as thanking our members, supporters, Councillors, and sub-committee members, I want to congratulate the small team that I have the honour of leading. The last few years have been incredibly challenging for us all but I could not be prouder of what they have achieved and more excited about what lies ahead for IPAA NSW.

  
Madeleine Culbert  
CEO, IPAA NSW



"Behind the strategic direction are streams of work that have carried us to some of our best ever achievements in our organisation's history. We can rightly feel proud in those achievements and what they allow IPAA NSW to do."



## Strategic Plan Priority 1

# Advance the profession of public administration

### Strengthen the reputation of the public service as a valued and capable profession.

IPAA believes strongly in the value created by a capable and confident public sector and in the importance of our sector understanding the enormous contribution it makes to NSW. Our major flagship events – including our *Budget Briefing Breakfast*, *Secretary Valedictories*, *State of the Sector*, *International Women's Day celebration*, *On the Couch* and *CEO & Young Professional Breakfast* events - shows this priority in action. We had more than 15,000 registrations for these flagship events in the 2022/23 year reflecting a growing recognition of the importance of IPAA's work and role in this area.

In all, more than 18,000 people attended 40 online and face-to-face events over the last twelve months. This is a growth of more than 18% over last year's figures and is particularly pleasing as we pivot back towards delivering face-to-face events.

We also worked to broaden the understanding of the value created by the NSW public sector beyond the borders of NSW and outside the public sector as a whole. During the year, we partnered with IPAA National to deliver national perspectives on how public administration systems around Australia responded to the COVID crisis and brought together a wide range of private sector leaders with public sector leaders in our *Senior Leader Breakfast* events. One striking finding from this series of events is that, while public sector leaders are always interested in discussing common challenges or

emerging areas of interest, our private sector guests frequently also comment on the complexity of the operating environment that the public sector works in and the capabilities that the sector has developed in responding to that complexity.

We highlighted IPAA NSW's achievements to audiences outside our sector through our CEO's presentations at the 2023 Agile Conference, the Association Executives Conference and through being a finalist for the Association of the Year award.

This year, we again nominated two NSW public servants for National Fellowship of IPAA in recognition of their outstanding contributions to public service and to our professional association. We were delighted that our nomination of Elizabeth Mildwater and William Murphy PSM were both successful and record our thanks for their long-term involvement in the governance of IPAA NSW.

We work to broaden the understanding of the value created by the NSW public sector beyond the borders of NSW and outside the public sector as a whole.





## Strategic Plan Priority 2

# Reimagine what IPAA membership provides to the public sector

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

The development of a sustainable, modern and appealing membership value proposition remains a long-term goal for IPAA NSW. Almost all membership-based associations face the challenge of building this proposition in an environment where membership is less valued as an idea and there is an increasing focus on transactional relationships between consumers and businesses. It is a particular challenge for professional associations like IPAA where membership is not a formal or informal prerequisite for employment.

In response to a request from Council, we developed a new membership category for stewards of the sector but consultation with current and potential members did not show a high enough level of support to make this new category viable. We therefore focused on developing our Affiliate membership through stronger and more valuable partnership arrangements with departments and their agencies. Through these arrangements, IPAA NSW had more than 31,000 total members as of 30 June 2023, which is an increase of 51% from the same time last year. Professional membership levels increased to 986, which is a 79% increase from last year.

We supported this focus through a range of events that were free to members, including *Skills for Success*, *Making a Difference* and *Executive Director/Deputy Secretary Breakfasts*. These new series proved to be exceptionally popular, with our seven *Skills for Success*

online microlearning events attracting almost 10,000 total registrations, which represents a new and significant milestone for IPAA NSW. We also supported Affiliate members through substantial discounts to our professional development program and free access to our *Public Sector Fundamentals* online learning service and *Navigating Change* newsletter.

We developed a range of opportunities for specific membership groups and segments. Our Young Professionals' *Speed Networking* and *Meet the Minister* events attracted almost 250 registrations and we continued to offer complimentary IPAA NSW Professional membership to all in the NSW Graduate Program. Another major highlight was the development and launch of our new *Gov Gathers* face-to-face events, which bring together groups identified through our membership personas work and that help build networks between people at similar stages of their public sector careers. IPAA NSW's Women's Leadership Network was re-launched and has also developed a new program of free events for delivery in 2023/24 that will help support our long-term goal of reaching gender equity across senior leadership positions in the public sector.

Our membership base grew 51% to more than 31,000 members with Professional membership increasing 79% to almost 1,000 members.





## Strategic Plan Priority 3

# Embed the customer at the centre of our services

### Strengthen the customer-centric approach to the design and delivery of our service.

We use our Customer Personas to align all our activities with the specific needs of our differing customer cohorts.

We recognise that IPAA NSW's success depends on our understanding of the capability needs and working environment of the sector that we represent. We build this understanding in a range of ways including through the dedication and commitment of our Program Advisory Committee, the advice and insights of our Council members, our organisational connections with key stakeholder bodies like the NSW Public Service Commission, and person-to-person engagement undertaken by key staff members. We also use tools like our Customer Personas to align all our activities with the specific needs of different cohorts and to design and deliver specific events like our *Gov Gathers* program.

One example of the outcomes created by this close engagement with the sector are the results generated by our Professional Development program. In the last twelve months, more than 8,500 people engaged in our learning program in 448 in-house courses, 51 public courses and a range of self-paced online learning modules. Registrations across all three of the delivery platforms was substantially higher than in the previous twelve months and reflect the reforms and focus that we have on our Professional Development program over the last several years.

As flagged in last year's report, we have made a strategic transition away from delivering scheduled public training programs to now delivering courses only when registrations reach specific registration thresholds. This has

significantly increased our return on courses delivered. We have worked closely with departments that have a history of booking large numbers of in-house courses to ensure that our offerings, internal systems and reporting processes meets their needs. The strength and value of doing this work can be seen in the long-term growth of our in-house training services.

Our reputation as an organisation that understands the needs of the public sector is also demonstrated through our engagement by third parties to design and deliver events and activities that meet their specific needs. In the last twelve months our customers for those services have included: Independent Commission Against Corruption; Enterprise Investment and Trade; Customer Service; and the NSW Public Service Commission.

The development of our *Working in Government* product remains a high priority for IPAA NSW. Important initial consultation and design elements have been completed but elections and subsequent Machinery of Government changes have delayed this work. We expect this product to be released in 2024.





## Strategic Plan Priority 4

# Increase IPAA NSW's effectiveness as a continuously learning and sustainable organisation

### Raise our performance as an innovative business and team.

The last twelve months have seen major improvements in our financial performance. Our net surplus was substantially higher than budget with all areas of our operations showing better than expected budget outcomes. The major contributor to higher than expected income was in Learning and Development, which showed a surplus of \$2,057,178 against budget. This performance was driven by strong demand for both in-house and scheduled-to-demand training. In particular, our in-house training revenue was 83% above budget, which was the result of delivering 459 in-house courses over the last 12 months (compared to 207 budgeted courses).

This very pleasing result was due to a team-driven focus on targets and reporting across all areas of IPAA NSW's activities, as well as a keen awareness of trends and developments in the sector we represent. This is exemplified in our ability to respond quickly to our sector's interest in staff capability development. It also demonstrates the value of decisions made by Council in recent difficult years to not cut costs by reducing staff levels or internal capabilities. Investing in our staff also reflects the reality that IPAA NSW is a not-for-profit business that has to compete for talent in an employment market against the resources of the public and private sectors.

These results allow us to continue to build our capacity to survive in any future downturns, as well as investing in our further internal capability building. All IPAA NSW team members have had the opportunity to participate in funded group and individual professional development and we have invested in systems and staff time to help record and store operational knowledge. This knowledge capture is particularly important for such a small organisation, where changes in just a few key staffing positions can rapidly diminish corporate knowledge and history.

Our performance over the last twelve months is also the product of our internal governance processes. Our internal financial management processes provide the Council with strong oversight and reporting across an increasingly complex business. Our annual external audit process is likewise conducted increasingly efficiently and without issues. For any business, these are important achievements and particularly so for an organisation that is run by and for their members. IPAA NSW is therefore well positioned to take advantage of the opportunities in the year ahead.

*Our net surplus was substantially higher than budget due to a team-driven focus on targets and a keen awareness of trends and developments in the sector.*





# Governance

A Council of members guides IPAA NSW to achieve its strategic goals, with 20 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 2022-2023

### President

**1 Mark Webb FIPAA**  
Chief Executive, NSW Department of Parliamentary Services, NSW Parliament (Acting President from February 2022, President from December 2022).

### Vice presidents

**2 Dr Teresa Anderson AM FIPAA**  
Chief Executive, Sydney Local Health District, NSW Ministry of Health

**3 Janet Schorer PSM FIPAA**  
Chief Delivery Officer, TAFE NSW

**4 Jane Spring FIPAA**  
Chair, NSW Disability Council

### Councillors

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

### Young Professional Councillors

**6 Jesse Hanna**  
Senior Associate, Legal, Investment NSW

**7 Aashna Rampal**  
Senior Project Officer, Investment NSW

### Co-opted councillors

**8 Margaret Crawford FIPAA**  
Auditor General of NSW, NSW Audit Office

**9 Samara Dobbins**  
Deputy Secretary, Premier & Cabinet

**10 Chris Hanger**  
Chief Executive Officer, Greater Cities Commission

**11 Tim Hume**  
Consultant, Hume Consulting

**12 Kathrina Lo**  
Public Service Commissioner, NSW Public Service Commission

**13 Elizabeth Mildwater FIPAA**  
Secretary, Enterprise, Investment & Trade

**14 William Murphy PSM FIPAA**  
Deputy Secretary, Customer Delivery and Transformation, Customer Service

**15 Shaun Ruming**  
Chief People Officer, Education

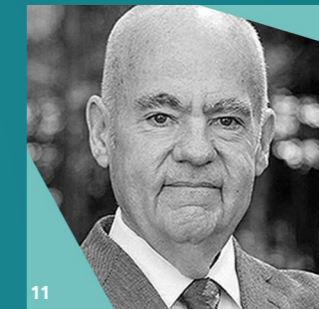
**16 Shaun Smith**  
Deputy Secretary, Corporate Services Partners, Planning, Industry & Environment

**17 Tracey Taylor**  
Chief People Officer and Deputy Secretary of Corporate Services, Transport for NSW

**18 Dr Julie-Anne Tooth**  
Chief People Officer, Regional NSW

**19 James Toomey**  
Deputy Secretary Housing, Disability, District Services and Disaster Welfare, Communities & Justice

**20 Marina van der Walt**  
Deputy Secretary, Financial Management and Services, NSW Treasury.





## Council members 2022-2023

IPAA NSW COUNCIL MEETING ATTENDANCE 2022 – 2023				
	23/08/22	22/11/22	08/03/23	29/05/23
<b>Robert Alder</b> (until 7 Dec 22)	✓	✗	NA	NA
<b>Teresa Anderson</b>	✗	✓	✓	✗
<b>Amy Brown</b> (until 23 Aug 22)	✗	NA	NA	NA
<b>Brendan Bruce</b> (23 Aug 22 only)	✓	NA	NA	NA
<b>Margaret Crawford</b>	✓	✓	✗	✓
<b>Madeleine Culbert</b>	✓	✓	✓	✓
<b>Samara Dobbins</b> (from 23 Aug 22)	✓	✗	✓	✓
<b>Chris Hanger</b>	✓	✓	✓	✓
<b>Jesse Hanna</b>	✓	✓	✓	✓
<b>Tim Hume</b>	✓	✓	✓	✗
<b>Kathrina Lo</b> (from 23 Aug 22)	✓	✓	✓	✗
<b>Trudi Mares</b> (until 7 Dec 22)	✗	✗	NA	NA
<b>Elizabeth Mildwater</b>	✓	✗	✓	✓
<b>William Murphy</b>	✗	✓	✓	✓
<b>Aashna Rampal</b>	✓	✓	✓	✓
<b>Shaun Ruming</b> (from 9 Jan 23)	NA	NA	✓	✓
<b>Janet Schorer</b>	✗	✓	✓	✗
<b>Shaun Smith</b>	✓	✓	✓	✓
<b>Jane Spring</b>	✓	✓	✓	✓
<b>Tracey Taylor</b> (from 7 Dec 22)	NA	NA	✓	✓
<b>James Toomey</b> (from 23 Aug 22)	✗	✓	✓	✓
<b>Julie-Anne Tooth</b> (29 May 23 only)	NA	NA	NA	✓
<b>Marina van der Walt</b> (from 9 Jan 23)	NA	NA	✗	✓
<b>Mark Webb</b> (Acting President from 28 Feb 22, Elected President at AGM 7 Dec 22)	✓	✓	✓	✓

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 2022-23 were:

- Teresa Anderson AM FIPAA (Chair)
- Robert Alder FIPAA
- Ian Gillespie
- Elizabeth Mildwater FIPAA (from January 2022)
- Madeleine Culbert, IPAA NSW CEO (ex-officio)
- Scaria Thomas, IPAA NSW Finance Manager (ex-officio)

### Program Advisory Committee

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 2022-23 were:

- Janet Schorer PSM FIPAA (Chair)
- Brooke Black
- Sonia Dametto
- Sue Borhan
- Sasha Maistry
- Veronica North
- Tammy Oliver
- Peta Pocock
- Michael Rolik
- Donna McLeod
- Annette Solman
- Mary Elia
- Julie-Anne Tooth

### Young Professional Network Committee

Our Young Professional Network Committee leads the work of our young professionals, 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 2022-23 were:

- Jesse Hanna (Co-Chair)
- Aashna Rampal (Co-Chair)
- Laura Baker
- Hannah Gibson
- Bonnie Hale
- Jessica Hresc
- Alexander Jobe
- Hollie Johnston
- Damien McCabe
- Aria McCarthy-Lochner
- Bridget McGinty
- Rebecca Milne-Muller
- Taylah Ribarovski
- Michael Anthony Siciliano
- Gareth Williams
- Jessica Wragg



# Financial Statements

Annual Report - 30 June 2023

## Statement of profit or loss and other comprehensive income For the year ended 30 June 2023

	Note	2023 (\$)	2022 (\$)
Revenue	3	6,871,523	4,102,911
Other income	4	60,114	16,371
<b>Expenses</b>			
Training and events cost		(3,407,284)	(1,811,606)
Employee benefits expense		(1,793,955)	(1,416,799)
Administration and other costs		(135,421)	(99,442)
Bank and credit card charges		(36,029)	(19,123)
Consulting fees		(99,360)	(133,306)
Divisional levy		(34,460)	(34,460)
Depreciation and amortisation expense		(162,610)	(120,157)
Depreciation - right-of-use assets		(152,449)	(152,449)
Other membership costs		(16,348)	(16,348)
Printing and stationery		(30,034)	(47,619)
Rent and outgoings		(4,520)	(4,521)
Telephone and postage		(19,403)	(10,209)
Travel		(8,390)	(1,858)
Finance costs - lease liability		(9,772)	(16,709)
<b>Surplus for the year</b>		<b>1,021,602</b>	<b>234,676</b>
Other comprehensive income for the year		—	—
<b>Total comprehensive income for the year</b>		<b>1,021,602</b>	<b>234,676</b>



# Statement of financial position

As at 30 June 2023

	Note	2023 (\$)	2022 (\$)
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	2,172,604	2,154,673
Trade and other receivables	6	1,789,167	1,438,154
Financial assets	7	2,720,893	219,777
Other assets	8	129,820	106,249
<b>Total current assets</b>		<b>6,812,484</b>	<b>3,918,853</b>
<b>Non-current assets</b>			
Property, plant and equipment	9	77,070	109,641
Right-of-use assets	10	114,338	266,787
Intangibles	11	411,668	484,660
<b>Total non-current assets</b>		<b>603,076</b>	<b>861,088</b>
<b>Total assets</b>		<b>7,415,560</b>	<b>4,779,941</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	12	1,024,805	529,852
Lease liabilities	13	128,789	160,845
Employee benefits	14	64,037	111,518
Contract liabilities	15	3,634,963	2,325,996
<b>Total current liabilities</b>		<b>4,852,594</b>	<b>3,128,211</b>
<b>Non-current liabilities</b>			
Lease liabilities	13	-	128,790
Employee benefits	14	87,081	68,657
<b>Total non-current liabilities</b>		<b>87,081</b>	<b>197,447</b>
<b>Total liabilities</b>		<b>4,939,675</b>	<b>3,325,658</b>
<b>Net assets</b>		<b>2,475,885</b>	<b>1,454,283</b>
<b>Equity</b>			
Accumulated surplus		2,475,885	1,454,283
<b>Total equity</b>		<b>2,475,885</b>	<b>1,454,283</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 2023

	Accumulated surplus (\$)	Total equity (\$)
<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>
<b>Balance at 1 July 2022</b>	1,454,283	1,454,283
Surplus for the year	1,021,602	1,021,602
Other comprehensive income for the year	—	—
<b>Total comprehensive income for the year</b>	<b>1,021,602</b>	<b>1,021,602</b>
<b>Balance at 30 June 2023</b>	<b>2,475,885</b>	<b>2,475,885</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 2023

	Note	2023 (\$)	2022 (\$)
<b>Cash flows from operating activities</b>			
Receipts from customers (inclusive of GST)		8,612,425	4,435,782
Payments to suppliers and employees (inclusive of GST)		(5,925,827)	(3,893,329)
		2,686,598	542,453
Interest received		51,967	208
Other revenue		8,147	16,163
Interest and other finance costs paid		(9,772)	(16,709)
<b>Net cash from operating activities</b>	<b>20</b>	<b>2,736,940</b>	<b>542,115</b>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment		(27,498)	-
Payments for intangibles		(29,550)	(226,653)
Investments in term deposits		(2,501,116)	(450)
<b>Net cash used in investing activities</b>		<b>(2,558,164)</b>	<b>(227,103)</b>
<b>Cash flows from financing activities</b>			
Repayment of lease liabilities		(160,845)	(148,627)
<b>Net cash used in financing activities</b>		<b>(160,845)</b>	<b>(148,627)</b>
Net increase in cash and cash equivalents		17,931	166,385
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>2,154,673</b>	<b>1,988,288</b>
<b>Cash and cash equivalents at the end of the financial year</b>	<b>5</b>	<b>2,172,604</b>	<b>2,154,673</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 2023

## 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.

### 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.

### 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 2023. 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.

### 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.



	2023 (\$)	2022 (\$)
<b>Note 3. Revenue</b>		
<i>Revenue from contracts with customers</i>		
Training and events revenue	6,330,810	3,540,601
Member subscriptions	390,713	356,955
Agency partnership revenue	150,000	205,355
	<b>6,871,523</b>	<b>4,102,911</b>
<b>Note 4. Other income</b>		
Other income	8,147	16,163
Interest received	51,967	208
	<b>60,114</b>	<b>16,371</b>
<b>Note 5. Cash and cash equivalents</b>		
<i>Current assets</i>		
Cash on hand	350	350
Cash at bank	2,172,254	2,154,323
	<b>2,172,604</b>	<b>2,154,673</b>
<b>Note 6. Trade and other receivables</b>		
<i>Current assets</i>		
Trade receivables	1,800,768	1,449,755
Less: Allowance for expected credit losses	(11,601)	(11,601)
	<b>1,789,167</b>	<b>1,438,154</b>
<b>Note 7. Financial assets</b>		
<i>At amortised cost</i>		
<i>Current assets</i>		
<b>Term deposits</b>	<b>2,720,893</b>	<b>219,777</b>
<b>Note 8. Other assets</b>		
<i>Current assets</i>		
<b>Prepayments</b>	<b>129,820</b>	<b>106,249</b>
<b>Note 9. Property, plant and equipment</b>		
<i>Non-current assets</i>		
Plant and equipment - at cost	347,127	319,629
Less: Accumulated depreciation	(322,450)	(317,803)
	<b>24,677</b>	<b>1,826</b>
Fixtures and fittings - at cost	284,534	284,534
Less: Accumulated depreciation	(232,141)	(176,719)
	<b>52,393</b>	<b>107,815</b>
	<b>77,070</b>	<b>109,641</b>

	2023 (\$)	2022 (\$)
<b>Note 10. Right-of-use assets</b>		
<i>Non-current assets</i>		
Land and buildings - right-of-use	724,135	724,135
Less: Accumulated depreciation	(609,797)	(609,797)
	<b>114,338</b>	<b>266,787</b>
<i>The right-of-use asset relates to office premises at Sydney that is leased by the association.</i>		
<b>Note 11. Intangibles</b>		
<i>Non-current assets</i>		
Communications website - at cost	134,281	112,760
Less: Accumulated amortisation	(29,006)	(1,879)
	<b>105,275</b>	<b>110,881</b>
Software – at cost	610,655	602,626
Less: Accumulated amortisation	(304,262)	(228,847)
	<b>306,393</b>	<b>373,779</b>
	<b>411,668</b>	<b>484,660</b>
<b>Note 12. Trade and other payables</b>		
<i>Current liabilities</i>		
Trade payables	912,454	511,438
Sundry payables and accrued expenses	112,351	18,414
	<b>1,024,805</b>	<b>529,852</b>
<b>Note 13. Lease liabilities</b>		
<i>Current liabilities</i>		
Lease liability	<b>128,789</b>	<b>160,845</b>
<i>Non-current liabilities</i>		
Lease liability	-	<b>128,790</b>
<i>The liability relates to office premises at Sydney that is leased by the association.</i>		
<b>Note 14. Employee benefits</b>		
<i>Current liabilities</i>		
Employee leave provisions	<b>64,037</b>	<b>111,518</b>
<i>Non-current liabilities</i>		
Employee leave provisions	<b>87,081</b>	<b>68,657</b>
<b>Note 15. Contract liabilities</b>		
<i>Current liabilities</i>		
Deferred revenue	<b>3,634,963</b>	<b>2,325,996</b>



	2023 (\$)	2022 (\$)
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**Note 16. Remuneration of auditors**

*Audit services - Nexia Sydney Audit Pty Ltd*

Audit of the financial statements	12,840	12,000
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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 2023 include:

Mr Mark Webb FIPAA (from December 2022)

Dr Teresa Anderson AM FIPAA

Ms Janet Schorer PSM FIPAA

Ms Jane Spring FIPAA AM (from December 2022)

Ms Margaret Crawford FIPAA PSM

Ms Samara Dobbins (from August 2022)

Mr Chris Hanger

Mr Tim Hume

Ms Kathrina Lo (from August 2022)

Ms Elizabeth Mildwater FIPAA

Mr William Murphy PSM FIPAA

Mr Shaun Ruming (from December 2022)

Mr Shaun Smith

Mrs Tracey Leigh Taylor (from December 2022)

Mr James Toomey (from August 2022)

Dr Julie-Anne Tooth (from May 2023)

Ms Marina Van Der Walt (from June 2023)

Mr Jesse Hanna

Ms Aashna Rampal

Mrs Madeleine Culbert

**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 2023, the number of professional members were 986 (2022: 826).

*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.

	2023 (\$)	2022 (\$)
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**Note 20. Reconciliation of surplus to net cash from operating activities**

<i>Surplus for the year</i>	1,021,602	234,676
<i>Adjustments for:</i>		
Depreciation and amortisation	315,059	272,606
<i>Change in operating assets and liabilities:</i>		
Increase in trade and other receivables	(351,013)	(590,351)
Increase in prepayments	(23,571)	(40,058)
Increase in trade and other payables	494,953	129,496
Increase/(decrease) in employee benefits	(29,057)	15,777
Increase in deferred income	1,308,967	519,969
<b>Net cash from operating activities</b>	<b>2,736,940</b>	<b>542,115</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.

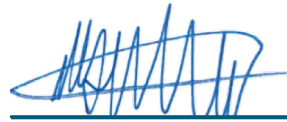


# Councillors' declaration

## For the year ended 30 June 2023

- 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 2023 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



**Mark Webb FIPAA**

30 October 2023



**Janet Schorer PSM FIPAA**

27 October 2023

## 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 2023, 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:

- giving a true and fair view of the Association's financial position as at 30 June 2023 and of its financial performance for the year then ended; and
- 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.ausb.gov.au/admin/file/content102/c3/ar1\\_2020.pdf](http://www.ausb.gov.au/admin/file/content102/c3/ar1_2020.pdf). This description forms part of our auditor's report.

#### **Nexia Sydney Audit Pty Limited**



**Vishal Modi**  
Director

Dated this 30<sup>th</sup> day of October 2023







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)