



Annual Financial Statement

National Institute of Organisation Dynamics Australia Ltd
For the year ended 31 December 2023



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Directors Report

The directors of the National Institute of Organisation Dynamics Australia Ltd (NIODA) present their report together with the financial statement of the entity for the year ended 31 December 2023 and the Independent Audit Report thereon.

Directors' details

The following persons were directors of NIODA during or since the end of the financial year:

Dr Judy Kent, Chair
Professional Doctorate RMIT University
Managing Director of Winning Spirit and Program Director Melbourne Business School
Director since 2015

Mr Paul Dore, Deputy Chair, Portfolio of Strategy
Master of Applied Science (OD) RMIT University
Juries Commissioner Court Services Victoria
Director since 2018

Ms Rosemary Pacquola, Portfolio of Finance
Master of Applied Science (OD) RMIT University
Director at Resolve Organisational Consulting
Director since 2015

Mr Michael Carpenter
Master of Business Administration University of Melbourne
Specialist Accreditation Adviser AHPRA
Director since 2015

Mr Fred Wright, Responsible for Board Policy
Master of Applied Science (OD) RMIT University
Workplace Conciliator at Department of Environment, Land, Water & Planning
Director since 2015

Mr James Lavery, Portfolio of Risk Management
Bachelor of Laws (Honours) Monash University
Principal Advisor at Proximity
Director since 2017 completed term 18 May 2023

Ms Kristina Karlsson
Master of Leadership and Management (Organisation Dynamics) NIODA
Group Manager, Culture and Workforce, Department of Environment, Land, Water & Planning
Director since 2021 resigned 12 July 2023

Ms Terri Mandler
Master of Business Administration Melbourne Business School
Director and Advisor at Paradigme
Director since 2021 resigned 16 January 2023

Mr Simon Finn
Graduate Diploma Business Victoria University
Head of Strategic Engagement and Government Relations at Navitas Ltd
Appointed director 18 May 2023

Dr Peter Frost, Portfolio of Academic Board of Governance
Doctor of Philosophy (Education and Public Policy) Harvard University
Former Victorian Auditor-General
Appointed director 18 May 2023

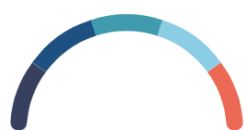
Ms Katie Webber, Portfolio of Risk Management
Master of Public and International Law University of Melbourne
Public lawyer and Senior Advisor at Proximity
Appointed director 17 August 2023

Professor Jan Allen, Academic Board of Governance Chair
Doctor of Philosophy University of Melbourne
Academic supervising doctoral students at MIECAT
Appointed director 17 August 2023

Ms Michelle Schipano, Board Secretary
Accounts and Administration NIODA
Appointed Board Secretary 17 August 2023

Purpose and vision

NIODA's purpose is to 'provide education in systems psychodynamic approaches for the improvement of organisations, community and society'.



Vision

NIODA is the Australian centre of excellence in systems psychodynamics through high quality delivery of academic programs, research and leadership development.

Opening the space for groups and organisations to think differently and to go on thinking in the face of complexity; exploring and creating possibilities for individuals groups and organisations'

Principal activities

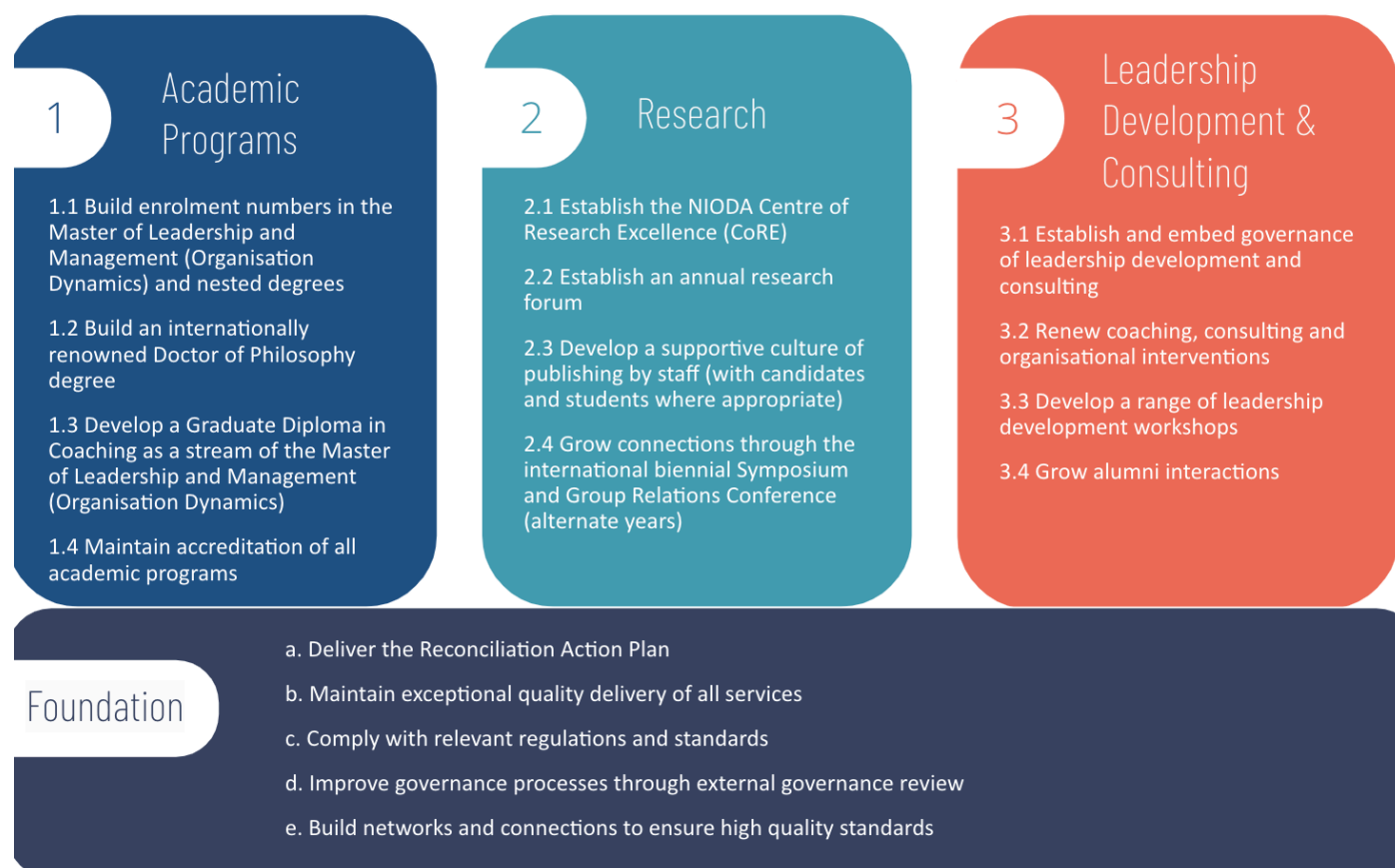
The principal activities of the company during 2023 were the delivery of the Doctor of Philosophy, Master of Leadership and Management (Organisation Dynamics), Graduate Diploma of Leadership and Management (Organisation Dynamics) and Graduate Certificate of Leadership and Management (Organisation Dynamics) degrees to a high standard, both in terms of quality and efficiency.

An external Governance Review was undertaken with 51 recommendations, each of which are being addressed.

NIODA is a Public Company limited by guarantee incorporated and domiciled in Australia. The address of its registered office is 134-166 Ryans Lane, Toolern Vale VIC 3337 Australia. Its principal place of business is level 4, 601 Bourke Street, Melbourne VIC 3000 Australia. Postal address is PO Box 287, Collins Street West, Melbourne VIC 8007 Australia. NIODA is registered for GST with Australian Business number 97 897 654 659.

Strategic pillars and strategic initiatives

The following five year strategic goals are the foundational pillars for achieving the vision, and provide the central framework for the strategic plan:

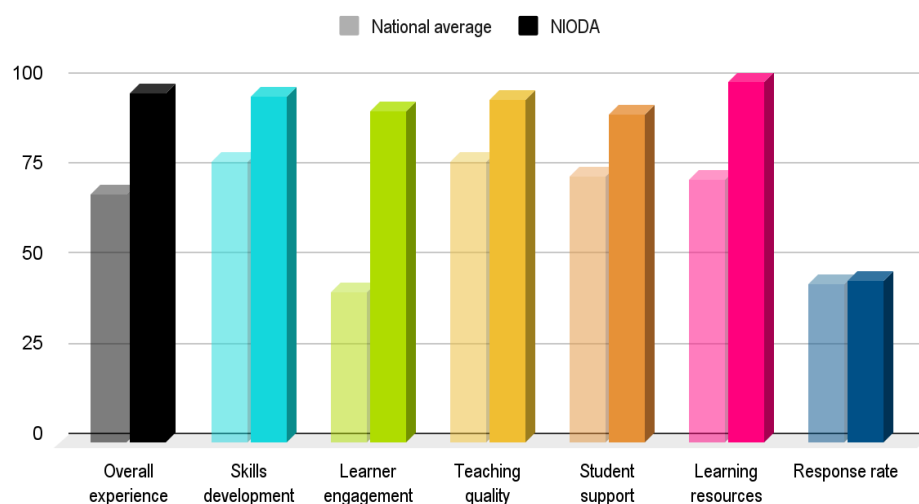


Successes in 2023

Student feedback has shown the high level of relevance and quality of the course content and delivery, with exceptional retention rates attesting to this. The accredited courses are the reason NIODA was created twelve years ago and is the *raison d'être* for all involved - Board of Governance members, Academic Board of Governance Board members and Ethics Committee members, professional and academic staff. The commitment of all enabled a very successful year of embedding, refining and meeting this central educational objective.

Student Experience data is collected through the Quality Indicators for Learning and Teaching (QILT), a suite of government endorsed surveys for higher education. NIODA has outstanding results compared to the national average.

Student experience data 2021, 2022 & 2023 (QILT)



An independent expert prepared a *PhD Review Report* which included findings regarding the adequacy of supervision and the exceptional input of our superb PhD supervisors:

“A detailed examination of *NIODA’s Register of Supervisors*, reveals a supervisory ‘pool’ that, candidly, would be the envy of many university departments (certainly outstripping the meagre outputs of all but a few). The level of research activity and creative endeavour, inquiry and scholarship evidenced is outstanding, further supported by the quality of outlets in which much of the writing is published.”

NIODA also commissioned a review of the effectiveness of corporate and academic governance processes at NIODA. Policy, plans and minutes supplied by NIODA were reviewed and the members of the Board of Governance, the Academic Board of Governance, the CEO and Dean were interviewed. The recommendations from this *Governance Review* are being addressed by the end of 2024.

Surrounding this work has been continued focus on scholarship activities through research, consulting, workshops, seminars, the NIODA Group Relations Conference, the NIODA Colloquium and the introduction of the NIODA Research Forum. Each activity has been well attended and appreciated, and has supported the building of NIODA’s quality brand.

A respectable profit of \$40,906 was achieved in 2023.

These successes position NIODA to move forward with optimism.

Directors’ meetings

The number of meetings of directors (including meetings of committees of directors) held during the year and the number of meetings attended by each director is as follows:

Directors Name	Board Meetings	
	Meetings the director was entitled to attend	Meetings the director attended
Judy Kent	18	18
Paul Dore	9	8
Rosemary Pacquola	17	13
Michael Carpenter	8	6
Fred Wright	7	5
James Lavery	7	5
Kristina Karlsson	6	6
Terri Mandler	0	0
Simon Finn	10	9
Peter Frost	4	2
Katie Webber	3	3
Jan Allen	3	2

Contribution in winding up

The company is limited by guarantee. There are no differing classes of membership. The amount of each member's financial guarantee is \$20.

Auditor's Independence Declaration

A copy of the Auditor's Independence Declaration as required under s307C of the *Corporations Act 2001* is included on page five of this financial report and forms part of this Directors' Report.

Signed in accordance with a resolution of the directors.



Chair of the Board of Governance
Judy Kent

Dated 20 day of May 2024



/ EST.1905

**AUDITORS INDEPENDENCE DECLARATION
UNDER 60-40 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012
THE MANAGEMENT COMMITTEE OF NATIONAL INSTITUTE OF ORGANISATION DYNAMICS
AUSTRALIA LIMITED**

I declare that, to the best of my knowledge and belief, during the year ended 31 December 2023 there have been:

- a) No contraventions of the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit; and
- I. No contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read 'S. Kirtley'.

Stephen Kirtley
Director

Dated this 21st day of May, 2024

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Stephen Wight CA
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Operating Statement

	Note	2023	2022
		\$	\$
INCOME			
LM(OD) Student fees		377,550	311,250
PhD candidate fees		157,550	144,900
Research		119,652	43,546
Learning Activities Income		17,910	-
Consulting, coaching & professional subscription		93,801	83,572
Workshops and short courses		33,900	116,452
Conference and symposium		30,748	8,401
Interest income		1,408	820
Fundraising & donation income		50,455	20
Grant income		-	-
Other income		<u>1,165</u>	<u>537</u>
Total Income		884,139	709,498
EXPENDITURE			
Employees	7	646,410	522,385
Consultants and contractors		135	3,450
Research associates		(3,236)	20,831
Direct cost of courses delivery		13,417	16,579
Direct cost of leadership development & consulting delivery		58,180	47,242
TEQSA applications		49,849	3,806
Depreciation		1,287	1,218
Other expenditure		<u>77,191</u>	<u>64,773</u>
Total Expenditure		843,233	680,284
Net Surplus/(Deficit)		40,906	29,214

The accompanying notes form part of these financial statements.

Balance Sheet

	Note	2023	2022
		\$	\$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents		119,358	134,104
Receivables	2	<u>60,282</u>	<u>40,889</u>
Total current assets		179,640	174,993
NON CURRENT ASSETS			
Property, plant and equipment	3	<u>6,507</u>	<u>1,826</u>
Total non-current assets		6,507	1,826
Total Assets		186,147	176,819
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables		49,842	42,487
Provisions	4	69,955	58,888
Borrowings		<u>-</u>	<u>-</u>
Total current liabilities		119,797	101,375
NON CURRENT LIABILITIES			
Borrowings		<u>-</u>	<u>50,000</u>
Total non current liabilities		-	50,000
Total Liabilities		119,797	151,375
NET ASSETS		66,350	25,444
MEMBERS' FUNDS			
Accumulated surpluses		66,350	25,444
Tuition assurance reserve	1(f)	<u>-</u>	<u>-</u>
Total members' funds		66,350	25,444

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

	Note	2023	2022	2021
		\$	\$	\$
Opening balance		25,444	(3,770)	159,868
Tuition assurance reserve	1(f)		(101,000)	101,000
Transfer to accumulated surpluses	1(f)		101,000	-
Accumulated surpluses		<u>40,906</u>	<u>29,214</u>	<u>(163,638)</u>
Total at 31 December		66,350	25,444	(3,770)

The accompanying notes form part of these financial statements.

Cash Flow Statement

	Note	2023	2022
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		813,338	657,304
Receipts from government		-	-
Payments to suppliers and employees		(823,524)	(673,187)
Interest received		<u>1,408</u>	<u>820</u>
Net cash provided by operating activities	6	(8,778)	(15,063)
CASH FLOW FROM INVESTING ACTIVITIES			
Purchase of plant and equipment		<u>(5,968)</u>	-
Net cash inflow/(outflow) from investing activities		-	-
CASH FLOW FROM FINANCING ACTIVITIES			
Proceeds from borrowings		<u>-</u>	<u>-</u>
Net cash inflow/(outflow) from financing activities		-	-
Net increase/(decrease) in cash held		(14,746)	(15,063)
Cash at the beginning of financial year		<u>134,104</u>	<u>149,167</u>
Cash at the end of financial year		119,358	134,104

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

Note 1 Summary of material accounting policies

These financial statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. The board has determined that the organisation is not a reporting entity and have prepared special purpose financial statements due to the significant disclosures required for a general purpose financial report which in the opinion of the board adds little or no value to the content of the financial statements.

The degree of non-compliance with the recognition and measurement requirements set out in accounting standards for each material accounting policy is disclosed within each policy noted below. An assessment of the impact of non-compliance has not been made.

The financial statements have been prepared on an accrual basis, are based on historic costs and do not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of the financial statements.

(a) Income Tax

The organisation is exempted from income tax under the provisions of the *Income Tax Assessment Act - 1997 Subdivision 50-5*.

(b) Property, Plant and Equipment (PPE)

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the company commencing from the time the asset is held ready for use.

(c) Employee Benefits

Provision is made for the liability for employee benefits in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

Long Service leave is provided for when the employee reaches 5 years of service.

The accounting policy for employee benefits is not in accordance with accounting standards in that on-costs have not been included and the calculation is assessed at the current obligation to pay out entitlements.

(d) Revenue and Other Income

Grant and donations revenue is recognised in the statement of comprehensive income when the entity obtains control of the revenue, it is probable that the economic benefits gained from the revenue will flow to the entity and the amount of the grant or donation can be measured reliably.

When grants and donations revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant or donations revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant or donation is recognised as income on receipt.

Fees charged for consulting and research services provided to clients are recognised when the service is provided.

Fees charges for student fees provided to enrolled students are recognised when the service is provided.

Interest revenue is recognised on an accruals basis.

All revenue is stated net of the amount of goods and services tax (GST).

(e) Going Concern

The financial report has been prepared on a going concern basis which assumes that NIODA will be able to pay its debts as and when they fall due.

(f) Tuition Assurance Reserve

In prior years a Tuition Assurance Reserve had been set aside in case the association was to close down. This amount has been transferred to accumulated surpluses during 2022 as NIODA is now paying two yearly Tuition Protection Assurance fees to the Australian Government.

Note 2 Receivables

	2023	2022
	\$	\$
Accounts receivable	62,489	39,796
FEE-HELP	<u>(2,207)</u>	<u>1,093</u>
Total receivables	60,282	40,889

Note 3 Property, plant and equipment

	2023	2022
	\$	\$
Equipment at cost	16,240	12,214
Less accumulated depreciation	<u>(9,733)</u>	<u>(10,388)</u>
Total property, plant and equipment	6,507	1,826

Note 4 Provisions

	2023	2022
	\$	\$
Provision for annual leave	33,566	36,664
Provision for long service leave	<u>36,389</u>	<u>22,224</u>
Total provisions	69,955	58,888

Note 5 Events after the balance sheet date

Since 31 December 2023, there are no matters or circumstances that have arisen which require adjustments to or disclosure in the financial statements.

Note 6 Reconciliation of net cash provided by operating activities to operating surplus

	2023	2022
	\$	\$
Operating surplus/(deficit)	40,906	29,214
Non-cash items		
Depreciation	1,287	1,218
Loan repaid	(50,000)	
Movement in assets and liabilities		
Increase/(decrease) in payables	7,355	33,471
Increase/(decrease) in provisions	11,067	(27,592)
Increase/(decrease) in receivables	<u>(19,393)</u>	<u>(51,374)</u>
Net cash provided by operating activities	(8,778)	(15,063)

Note 7 Key management personnel remuneration

	2023	2022
	\$	\$
Total key management personnel remuneration	303,849	278,310

Note 8 Related party transactions

There are no related party transactions in 2023.

Note 9 Members' guarantee

The organisation is a company limited by guarantee. There are no differing classes of membership. The amount of each member's financial guarantee is \$20.

Note 10 Regulatory compliance

It is a regulatory compliance requirement to report on any incidence of Sexual Assault or Sexual Harassment at NIODA. Since gaining Higher Education Provider status in October 2016 there have been no reported incidence of Sexual Assault or Sexual Harassment at NIODA.

Note 11 Auditors remuneration

Auditor remuneration for the 2023 financial year was \$4,510.

Directors' Declaration

The directors have determined that the organisation is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statement.

In the opinion of the directors the financial report comprising the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Cash Flow Statement and Notes to the Financial Statements:

1. Presents a true and fair view of the financial position as at 31 December 2023 and its performance for the year ended on that date.
2. The financial statements and notes comply with the requirements of the *Australian Charities and Not-for-profits Act 2012*.
3. At the date of this statement, there are reasonable grounds to believe that the organisation will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board made pursuant with subsection 60.15 (2) of the *Australian Charities and Not-for-profits Commission Regulations 2013* and is signed for and on behalf of the Board by:



Board of Governance Chair
Dr Judy Kent

Dated 20 day of May 2024



Board of Governance Finance Portfolio
Rosemary Pacquola

Dated 20 day of May 2024



INDEPENDENT AUDITOR'S REPORT

TO THE MANAGEMENT COMMITTEE OF NATIONAL INSTITUTE OF ORGANISATION DYNAMICS AUSTRALIA LIMITED

Opinion

We have audited the financial report of National Institute of Organisation Dynamics Australia Limited, which comprises the balance sheet as at 31 December 2023, and the operating statement, statement of changes in equity and cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the declaration by those charged with governance.

In our opinion the financial report of the Company has been prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act), including:

- (a) giving a true and fair view of the Company's financial position as at 31 December 2023 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our 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 Company in accordance with the ACNC Act, the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Australian Charities and Not-for-profits Commission Act 2012, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purposes of fulfilling the Company's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our report is not modified in respect of this matter.

Other Information

Those charged with governance are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 31 December 2023, but does not include the financial report and our auditor's report thereon.

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Responsibilities of Management and Those Charged with Governance for the Financial Report

Management is responsible for the preparation of the financial report in accordance with the Corporations Act 2001, and for such internal control as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the company'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 management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the company's financial reporting process.

Auditor's Responsibilities 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 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 the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/Home.aspx>. This description forms part of our auditor's report.

Stephen Kirtley
Director

Dated this 17th day of May, 2023

Davidsons Assurance Services Pty Ltd
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