

**Australian Computer Society**  
**Financial Transparency Working Group**  
**REPORT TO CONGRESS**  
Final Report of 9 April 2021

## **Introduction**

The President has given undertakings that significant improvements will be made in relation to financial transparency. A Working Group has met to consider how **the objective of appropriate levels of transparency to Congress and to the membership as a whole** can be delivered in an effective and efficient manner. This Report outlines and articulates the Working Group's recommendations.

## **The Recommendations**

The Working Group's eight Recommendations are presented in three groups below.

### **A. To provide necessary information on an ongoing basis:**

Congress members have the responsibility under Rule 8.1 to "determine directions and policies for the Society", and provide "advice to Management Committee ... on strategic planning and otherwise for the betterment of the Society". To perform these functions and fulfil their obligations, Congress members need an adequate and up-to-date understanding of the Society's financial position. The Working Group recommends that:

**R1. Congress members be provided with copies of the existing monthly financial report to Management Committee, commencing with the April 2021 report.**

The monthly financial report template is at **Appendix 1**. The line-items currently in use within it were recognised over 2 years ago as needing some adjustments to reflect changes in the Society's operations. That project may involve changes to the chart of accounts, and has been held over pending, in particular, decisions about structures and processes once the organisation has converted from an association to a company limited by guarantee.

**R2. The existing report format be reconsidered during the second half of 2021, with a view to implementing refinements to the granularity of the line-items to reflect current operations.**

**The membership** needs to be informed about the Society's activities, its finances, and key figures in the accounts that might otherwise give cause for concern. Because of regulatory requirements, the published annual financial statements do not fulfil the need. The Working Group recommends:

**R3. A Members' Report be published after each financial year ends, explaining in 1-2 pages the Society's activities, where the money comes from and where it goes to, outlining significant developments, and identifying and explaining salient features of the financial statements.**

This Recommendation is further articulated in **Appendix 2**.

### **B. To provide necessary background information:**

Two large Division's activities are of recent origin, are perceived by many members to be peripheral to the Society's mission, and appear to have absorbed and be absorbing a great deal of the surplus generated by the Society's other operations. The Working Group recommends that:

**R4. Congress members be provided concrete information regarding the projected annual financial figures for each of the ADMA and ACS Labs Divisions, including adequately granular data on revenue-items and expense-items, and showing each Division's Contribution Margin.**

**R5. Congress members be provided updates on the ADMA and ACS Labs Divisions' performance against the original business case, investment quantum and KPIs.**

**C. To address requests for information from members:**

From time to time, members of the Society ask questions of office-bearers or staff-members. The Working Group recommends that:

**R6. *Not-for-Profit Governance Principle 7 of the Australian Institute of Company Directors (AICD) regarding Accountability and Transparency be adopted and implemented.***

Relevant excerpts from Principle 7 are provided in **Appendix 3**.

AICD's Principle 7 includes a requirement that Members "have the opportunity to ask questions".

**R7. *AICD Principle 7 be interpreted as requiring that all reasonable questions are be responded to, reasonably promptly, answering the questions, with relevant factual information rather than generalities. The purposes are to inform the enquirer and/or members generally, and to avoid disappointing the enquirer or aggravating any concerns that may underlie the enquiry.***

There are a number of outstanding questions from members relevant to financial transparency.

**R8. *Congress be provided with information delivering answers to the following questions.***

**1(a) *What was the cost to purchase ADMA?***

INDICATIVE ANSWER, BASED ON PUBLISHED INFORMATION:

The Purchase Price was \$4.4m. This comprised Consideration Paid of \$2.6m, Debts Assumed of \$3.4m, less Branding and IP Acquired valued at \$1.6m. In accordance with standard accounting practice, the amount paid above and beyond the fair value of the assets, which was \$2.8m, was recognised as Goodwill on Acquisition.

**1(b) *What were the assets that were acquired, and the basis of their valuation?***

INDICATIVE ANSWER:

The assets acquired comprised established brandnames and logos used by the group and by the four associations within the group, and course materials used in education on data analysis topics. The valuation process considered the following factors: [INSERT EXPLANATION].

**2(a) *Was any due diligence done on the purchase of River City Labs?***

INDICATIVE ANSWER:

Due diligence was conducted using a process performed by [ORGANISATION], applying [SHORT DESCRIPTION OF METHOD].

**2(b) *What did that due diligence reveal?***

INDICATIVE ANSWER:

The results of the due diligence were [INSERT EXPLANATION].

**3(a) *What did it cost the ACS to join the Davos Economic Forum?***

INDICATIVE ANSWER:

The amount paid was the joining fee for a professional association of the relevant size, which was [INSERT AMOUNT].

**3(b) *What benefits did it bring the ACS?***

INDICATIVE ANSWER, BASED ON PUBLISHED INFORMATION:

The benefits to the Society and its members were a presence at a major world event, as representatives of Australia and of its IT professional association, opportunities to make contributions to sessions that involved data, data sharing and data standards, and the running of a session on Privacy Preserving Data Sharing. This was based on the ACS's technical whitepaper on the topic, but linked to the conference theme of contributing to sustainability goals.

# Appendix 1

## ACS Group Financial Performance Report For The Month Of June 20XX

Finance in Confidence, For Management Committee Only

	Month							Year-To-Date							Perf. Rating	Annual							
	Actual	Budget/Forecast	Var	Var %	Last Year	Var	Var %	Actual	Forecast	Var	Var %	Last Year	Var	Var %		Net Effect On P & L	Full Year Forecast (Current)	Full Year Forecast (Dec 2019)	Var	Var %	Approved Budget	Var	Var %
<b>Revenue</b>																							
Membership Fees	95,000	100,000	-5,000	-5%	90,000	5,000	6%	1,140,000	1,200,000	-60,000	-5%	1,080,000	60,000	6%	●	1,140,000	900,000	240,000	27%	1,000,000	140,000	14%	
Skills assessment Fee	100,000	95,000	5,000	5%	80,000	20,000	25%	1,200,000	1,140,000	60,000	5%	960,000	240,000	25%	●	1,200,000	900,000	300,000	33%	1,000,000	200,000	20%	
Education Fees	95,000	100,000	-5,000	-5%	80,000	15,000	19%	1,140,000	1,200,000	-60,000	-5%	960,000	180,000	19%	●	1,140,000	900,000	240,000	27%	1,000,000	140,000	14%	
Accreditation	100,000	95,000	5,000	5%	80,000	20,000	25%	1,200,000	1,140,000	60,000	5%	960,000	240,000	25%	●	1,200,000	900,000	300,000	33%	1,000,000	200,000	20%	
Interest Received	95,000	100,000	-5,000	-5%	80,000	15,000	19%	1,140,000	1,200,000	-60,000	-5%	960,000	180,000	19%	●	1,140,000	900,000	240,000	27%	1,000,000	140,000	14%	
Event Fees	100,000	95,000	5,000	5%	80,000	20,000	25%	1,200,000	1,140,000	60,000	5%	960,000	240,000	25%	●	1,200,000	900,000	300,000	33%	1,000,000	200,000	20%	
Other Revenue	95,000	100,000	-5,000	-5%	80,000	15,000	19%	1,140,000	1,200,000	-60,000	-5%	960,000	180,000	19%	●	1,140,000	900,000	240,000	27%	1,000,000	140,000	14%	
<b>Total Revenue</b>	<b>680,000</b>	<b>685,000</b>	<b>-5,000</b>	<b>-1%</b>	<b>570,000</b>	<b>110,000</b>	<b>19%</b>	<b>8,160,000</b>	<b>8,220,000</b>	<b>-60,000</b>	<b>-1%</b>	<b>6,840,000</b>	<b>1,320,000</b>	<b>19%</b>	●	<b>8,160,000</b>	<b>6,300,000</b>	<b>1,860,000</b>	<b>30%</b>	<b>7,000,000</b>	<b>1,160,000</b>	<b>17%</b>	
<b>Expenses</b>																							
Staff & Contractors	90,000	100,000	10,000	10%	110,000	20,000	18%	1,080,000	1,200,000	120,000	10%	1,320,000	240,000	18%	●	1,080,000	1,100,000	20,000	2%	1,000,000	-80,000	-8%	
Events & Membership	100,000	90,000	-10,000	-11%	110,000	10,000	9%	1,200,000	1,080,000	-120,000	-11%	1,320,000	120,000	9%	●	1,200,000	1,100,000	-100,000	-9%	1,000,000	-200,000	-20%	
Property Costs	90,000	100,000	10,000	10%	110,000	20,000	18%	1,080,000	1,200,000	120,000	10%	1,320,000	240,000	18%	●	1,080,000	1,100,000	20,000	2%	1,000,000	-80,000	-8%	
ICT costs	100,000	90,000	-10,000	-11%	110,000	10,000	9%	1,200,000	1,080,000	-120,000	-11%	1,320,000	120,000	9%	●	1,200,000	1,100,000	-100,000	-9%	1,000,000	-200,000	-20%	
Marketing Costs	90,000	100,000	10,000	10%	110,000	20,000	18%	1,080,000	1,200,000	120,000	10%	1,320,000	240,000	18%	●	1,080,000	1,100,000	20,000	2%	1,000,000	-80,000	-8%	
Admin Costs	100,000	90,000	-10,000	-11%	110,000	10,000	9%	1,200,000	1,080,000	-120,000	-11%	1,320,000	120,000	9%	●	1,200,000	1,100,000	-100,000	-9%	1,000,000	-200,000	-20%	
<b>Total Expenses</b>	<b>570,000</b>	<b>570,000</b>	<b>0</b>	<b>0%</b>	<b>660,000</b>	<b>90,000</b>	<b>14%</b>	<b>6,840,000</b>	<b>6,840,000</b>	<b>0</b>	<b>0%</b>	<b>7,920,000</b>	<b>1,080,000</b>	<b>14%</b>	●	<b>6,840,000</b>	<b>6,600,000</b>	<b>-240,000</b>	<b>-4%</b>	<b>6,000,000</b>	<b>-840,000</b>	<b>-14%</b>	
<b>Operating Result</b>	<b>110,000</b>	<b>115,000</b>	<b>-5,000</b>	<b>-4%</b>	<b>-90,000</b>	<b>200,000</b>	<b>222%</b>	<b>1,320,000</b>	<b>1,380,000</b>	<b>-60,000</b>	<b>-4%</b>	<b>-1,080,000</b>	<b>2,400,000</b>	<b>222%</b>	●	<b>1,320,000</b>	<b>-300,000</b>	<b>1,620,000</b>	<b>540%</b>	<b>1,000,000</b>	<b>320,000</b>	<b>32%</b>	
<b>Capital</b>																							
Non Strategic Projects	95,000	100,000	5,000	5%	110,000	15,000	14%	1,140,000	1,200,000	60,000	5%	1,320,000	180,000	4%	●	1,140,000	100,000	-1,040,000	-1040%	100,000	-1,040,000	-1040%	
<b>Total Capital \$</b>	<b>95,000</b>	<b>100,000</b>	<b>5,000</b>	<b>5%</b>	<b>110,000</b>	<b>15,000</b>	<b>14%</b>	<b>1,140,000</b>	<b>1,200,000</b>	<b>60,000</b>	<b>5%</b>	<b>1,320,000</b>	<b>180,000</b>	<b>4%</b>	●	<b>1,140,000</b>	<b>100,000</b>	<b>-1,040,000</b>	<b>-1040%</b>	<b>100,000</b>	<b>-1,040,000</b>	<b>-1040%</b>	

### Commentary

The actual results for the month of June shows a deficit of \$xxxk compared to forecast deficit of \$xxxk.  
 The main variances for the month's results are as follows:  
 - Membership fees - Below forecast for the month. Main impact of x months extension (-\$xxxk). Actual retention rates for the month is xxx% vs budgeted xxx%.  
 - Skills assessment income - higher: xxx applications finalised vs xxx forecasted.  
 - Education fees - Higher income mainly related to PY Enrolments - actual xxx vs xxx forecasted (+\$xxxk).  
 - Accreditation - No visits in June.  
 - Interest income higher in June than forecasted due higher than anticipated market performance.  
 - Event Fees - Decrease is mainly due to events been cancelled or postponed due to COVID 19.  
 - Other Revenue: Cancelled StartUp Missions revenue (-\$xxxk), delayed ADMA Corporate membership and postponed Sponsorship income (-\$xxxk) coupled with loss in StartUp Residency Income (-\$xxxk).  
 - Staff & Contractors - Higher contractors spend compare to forecast across all ACS Departments.  
 - Events & Membership - Lower due to ACS events been cancelled or postponed due to COVID19.  
 - Property cost - lower than forecast mainly related due to full year FY20 rent related lease accounting standards adjustment processed in June 2020 (offset in Admin Cost).  
 - ICT Cost - Lower mainly due to ADMA related savings in computer hardware & software support in June.  
 - Marketing - Lower spend due to reduced spending coupled with release of accruals for cancelled marketing items actioned in June 2020.  
 - Admin cost - Higher amortisation charges related to full year FY20 rental leases accounting standards adjustment coupled with review of ADMA intangible assets impairment.  
 - Capital spend mainly related to purchases of computer hardware for the National office.

Full year Operating Result is showing a positive upturn mainly due to:  
 - Despite the impacts of COVID19, PY enrolments increased by xx% compared to prior year actuals and x% to the Forecast.  
 - Lower than forecast Skills assessment income due to the reduction in applications during the last quarter.  
 - Lower Other Revenue: Investment gains not materialised (-\$xxxk), delayed ADMA Corporate membership (-\$xxxk), cancelled StartUp Missions revenue (-\$xxxk), lost Sponsorship (-\$xxxk) and Startup Residency (-\$xxxk).  
 - Lower headcount and cancelled planned events linked to countrywide restrictions, contributed to overall reduced spending.  
 - Marketing - Reduced spending as a result of in current market conditions.  
 - Increased administration cost due to changes in accounting reporting standards (-\$xxxk), increased legal fees (-\$xxxk) coupled with losses incurred on investments in FY20 (-\$xxxk).

Balance Sheet Statistics		
	Last Month	This Month
Cash	10,000,000	11,000,000
Savings	0	0
Total Assets	50,000,000	55,000,000
Total Liabilities	20,000,000	25,000,000
Unearned:		
Membership	2,000,000	2,200,000
Skills / PY	900,000	1,000,000
Other	950,000	900,000
Performance Rating	● Positive Effect ● Negative Effect	

FY20 AASB Accounting Adjustment Summary	
Operating Surplus before adjustments	1,234,567
AASB16 : Lease accounting	(1,000,000)
Reverse: FY20 rent paid	4,567,890
FY20 ROU Asset amortisation	(4,000,000)
FY20 Interest expense adjustment	(1,500,000)
Impairment review Intangible assets	(500,000)
<b>Operation Surplus After Adjustment</b>	<b>(265,433)</b>

Template ONLY  
 all figures are artificial

**Australian Computer Society**  
**Financial Transparency Working Group**  
**REPORT TO CONGRESS**  
**Appendix 2: An Annual Members' Report**

### **Introduction**

The Society's members want to know what the organisation does, where it earns its revenue, and where it spends it. Few members want unnecessary details. Few members want the information more frequently than once per annum. But they want to be aware of their professional association's activities, to be adequately informed about the financial impacts of those activities, and to be in a position to hold the Management Committee, staff and Congress to account.

The formal financial statements are currently the only source of information available to members. However, due to the stringency and formality of regulatory requirements and accounting standards, the published financial statements are incomprehensible to the layperson.

### **Recommendation**

*R3. A Members' Report be published after each financial year ends, explaining in 1-2 pages the Society's activities, where the money comes from and where it goes to, outlining significant developments, and identifying and explaining salient features of the financial statements.*

### **Nature of the Report**

The intention is that the Report be informative, and to the extent feasible engaging. It is not appropriate that the Report be long, nor that it be particularly deep, because the degree of interest that members have, while varied, is in few cases sufficient to support a long attention-span. Members wish to be informed, and to be confident that those responsible for protecting their interests, that is, the members of Management Committee and Congress, are fulfilling that role.

The Working Group recommends the Report contain the following elements:

- an outline of the Society's main **functions and business-lines**, including the scale of each of them in terms of revenue, effort, cost and/or outcomes; and whether it is intended to be, and whether it is, a source of surplus, or a beneficiary of cross-subsidy from other activities
- a brief statement about any **major environmental factors** during the year
- sufficient information that members can understand the extent to which **membership fees** support the Society's operation, and the extent to which the Society needs, and is dependent upon, revenue from additional sources, and what those sources are
- sufficient information that members can understand the approach the Society currently adopts to **staffing**, including employees, casuals and contractors, and any prominent features of the costs involved, such as changes in the scale of operations
- sufficient information that members can understand the approach the Society currently adopts to **office accommodation**, including sub-letting, and any prominent features of the costs involved, such as the quality of premises acquired, and changes in the scale of operations
- sufficient information that members can understand the nature and function of **intangible assets**, any prominent features of the costs involved, such as its acquisition and the period over which it is amortised, and the prospects of its claimed value being realised
- sufficient information that members can understand the reasons for any **substantial changes in particular revenue and expense categories** year-on-year.
- sufficient information that members can understand the net effect of the revenue and costs reported for the year, and **policies relating to the allocation of surplus**
- sufficient information that members can understand the existence, nature and degree of security of the Society's **reserves**

The remainder of this document provides an indicative Members' Report for the most recently completed financial year, to 30 June 2020.

## Indicative Members' Report for the Year to 30 June 2020

### The Society's Activities

A professional society performs a very wide range of functions. The large majority generate little or no revenue, and must be funded from membership fees plus such other sources of funds as the Society is able to generate.

Beyond membership fees, the primary sources of funding derive from the assessment of the IT skills of overseas visa applicants (a government-granted monopoly to ACS and many other professional societies), together with royalties from administration of the Professional Year scheme for recent arrivals (a separate government-granted monopoly to ACS and some other professional societies), education and professional development activities, and interest on the Society's reserves.

Among the many important functions that are supported by this funding are member certification and membership administration, accreditation of educational service providers, professional development events, networking events, promotion of membership both directly to professionals and students and to employers under the Professional Partners Program (PPP) scheme, public policy contributions, publications, SFIA-related activities, Code of Ethics and professional standards work, information resources, advocacy for members' interest, and the wide variety of internal administrative work needed to manage a very active body of employees, contractors and several hundred volunteers.

During 2018-2020, a considerable proportion of the surplus was invested in two new ventures.

In excess of [\$2m? \$4m?] has been put into workspaces for startups, to assist in the development of the Australian IT industry and its ability to employ ACS members. RCL in Brisbane was acquired. HCL in Sydney and BCL in Melbourne were created by direct investment by the Society.

During late 2019, over \$4m was spent on the acquisition of a group of industry associations in the data analytics space, with the intention of extending the Society's reach, and educational and events competencies. The then Management Committee considered that the potential serious conflict between the values of the Society and those of the industry associations was manageable, and that the acquisition was an appropriate investment. The outcomes of the strategic analysis, risk analysis and due diligence process were [Explanation Needed Here].

The acquisitions have been merged into the Society rather than being managed as a separate subsidiary. The associations made a loss \$2m in their last period of independent trading, and incurred a further loss to the Society of \$1m during the first 9-1/2 months after acquisition. The anticipated scale of additional net revenue generation arising from the acquisition is [Explanation Needed Here].

### Environmental Factors

The Society resolved in October 2019 to convert from an association to a corporation limited by guarantee and adopt a new Constitution. A Federal Court judgment in December 2019 invalidated the vote on procedural grounds. This incurred additional legal costs of [\$700,000?]. The disruption to the Management Committee's plans resulted in positions on the Committee being vacant for 3 months, serious differences among Management Committee members that took months to resolve, and multiple Branches having no Committee or a severely reduced Committee for some months.

During the second half of the year, the COVID pandemic, and the responses of governments to it, gave rise to unprecedented challenges to the Society's management and staff. Memberships were extended for 6 months as a service to members, foregoing c.\$1.5m in membership fees.

### Revenue

Membership Fees increased by 11.9% from \$2.9m to \$3.2m. The primary factors in this growth were [?additional memberships arising from the acquisition of the ADMA group ?modest growth in PPP membership ?offset by further falls in individual Professional Division membership]. The Society's primary sources of funding during the year were membership fees (c. \$3m p.a.), revenue from the assessment of the IT skills of overseas visa applicants (c. \$40m p.a.), royalties from administration of the Professional Year scheme for recent arrivals (c. \$2m p.a.), and interest on the Society's reserves (c. \$2m p.a.).

As a very large proportion of the revenue that supports the Society derives from a single activity, the Management Committee pays a great deal of attention to the vulnerability of the Society to material changes in this program, and to contingency planning.

### **Employee Benefits Expense**

In accordance with accounting conventions, the Statement of Profit or Loss includes the item Employee Benefits Expense (EBE). The primary components of the c.\$25m in EBE were [salaries and wages \$Xm, contractors' fees \$Xm, bonuses \$Xm, superannuation contributions \$Xm, fringe benefits tax \$Xm, lump sum benefits on termination \$Xm,?...].

EBE evidenced growth of 17.0% year-on-year (\$21.6m to \$25.2m). The primary reasons were [?an additional 20 staff-members resulting from the acquisition of ADMA, ?...].

EBE of c.\$25m divided by the full-time equivalent staff-count during the year of c.130 gives rise to an apparent EBE per EFT of c.\$195,000. This is significantly higher than that for other, comparable organisations of c.\$120,000. The reasons for this very substantial disparity are [Explanation Needed Here].

The EBE attributable to Key Management Personnel evidenced growth of 25% (\$2.0m to \$2.6m). The primary reasons were [?a significant increase in the salary and bonuses to the CEO, ?the addition of 2 executive-level appointments as a result of the acquisition of ADMA and the establishment of an ACS Laboratories Division to support startups, ?...].

### **Office Accommodation Expenses**

The financial statements show a fall in Occupancy Expenses, but substantial increases for Depreciation on Leasehold improvements and Furniture and Fittings, plus a substantial new item, Depreciation of Right of Use Assets. The report-layout changes arise from the adoption of a new standard on accounting for leases.

The expenses associated with office accommodation have climbed to 9 times what they were four years earlier, including a 60% increase in the most recent financial year, to c. \$7m p.a.. The primary reasons were [?an increase in staff-count, resulting in the need for more office-space, ?the decision of the Management Committee to invest in high-quality office-space in the CBDs of the two largest cities that can be used for prestigious events, including with government and other influencers, ?the launch of startup incubators in three cities, resulting in the acquisition of space to sub-let to startups, ?...].

### **Amortisation of Intangible Assets**

This item appeared for the first time this financial year, in Notes 5 and 10. The assets arose through the acquisition of ADMA, and comprise:

- Branding \$0.5m (being amortised [?over 5 years at 20% p.a.]
- "Intellectual" \$0.8m (being amortised [?over 5 years at 20% p.a.]
- Goodwill \$2.8m (not being amortised)

### **Administrative Expenses**

The Statement of Profit or Loss shows growth in Administrative Expenses of 55% (\$2.3m to \$3.6m). The primary reasons for the difference were [?\$500,000 in legal costs relating to the project to convert from an incorporated association to a company limited by guarantee, ?\$700,000 in legal costs relating to the court case brought by a member against the Society in the Federal Court, ?...].

### **The Surplus**

Revenue grew 10.2% (\$45.2m to \$49.7m), but Expenses grew 13.8% (\$40.9m to \$46.5m). The Surplus was \$3.2m on Revenue of \$49.8m, or 4%, less than half the previous year's 9.5%.

The primary reasons for the reduced surplus were [Explanation Needed Here].

### **Investment Assets**

These decreased from \$18.2m to \$17.5m (3.7%). More than 50% of the investments are in local and international shares. After the acquisitions were made, falls occurred in the value of Australian equities of the order of 40%. The degree of capital security, particularly in the event that urgent access to funds is necessary, is [Explanation Needed Here].

**Australian Computer Society  
Financial Transparency Working Group  
REPORT TO CONGRESS**

**Appendix 3: The AICD Principle re Members' Requests for Information**

Excerpts from pp.73-79 of:

**'Not-for-Profit Governance Principles' Australian Institute of Company Directors**,  
Second Edition, January 2019, at  
<https://aicd.companydirectors.com.au/-/media/cd2/resources/director-resources/not-for-profit-resources/nfp-principles/pdf/06911-4-adv-nfp-governance-principles-report-a4-v11.ashx>

**Principle 7 – Accountability and transparency**

The board demonstrates accountability by providing information to stakeholders about the organisation and its performance

- 7.1 The organisation's governing documents and policies relevant to its governance are available to stakeholders**
- 7.2 The board oversees appropriate reporting to stakeholders about the organisation's performance and financial position**
- 7.3 Transactions between related parties, if any, are disclosed to stakeholders
- 7.4 Directors' remuneration and other benefits, if any, are disclosed to stakeholders
- 7.5 Members have the opportunity to ask questions about how the organisation is run and to hold the board to account for their decisions**

Answerability [a component of Accountability] means providing information and justification for how one's actions align with expectations.

Transparency enables Accountability. To achieve Transparency, an organisation must provide information about its activities and governance to stakeholders that is accurate, complete and made available in a timely way.

**Questions For Directors**

To whom is this organisation accountable?

What information do stakeholders/members need to hold the board to account?

How is reporting aligned to stakeholder/member needs?