

About the Artworks:

The meaning behind the name Nexus and our logo:



The definition of Nexus is a connection or series of connections linking two or more things, with a central focus point.

This connection is depicted in our logo with the blue representing medical and the green representing nature and our environment.

Aboriginal Artworks:





We would like to thank and acknowledge Aunty Jo Honeysett, Taungurung Elder, for the Aboriginal Artworks created for Nexus Primary Health used in their entirety of parts thereof throughout this report.

Snake Egg Painting Meaning

This painting has three snakes, in the midst of two, are eggs that are both nurtured and protected to allow them to hatch and grow.

Turtle Painting Meaning

This painting depicts four turtles all coming together to eat and share each other's company. The river is abundant with food which is represented by the dots. The circles that surround the turtles are waterholes on country.

Acknowledgements:



We acknowledge the Traditional Custodians of this land on which we stand and pay our respect to the Elders, past, present and future, for they hold the memories, the traditions and the culture of all Aboriginal and Torres Strait Islander peoples.



We respect, honour and celebrate the diverse community in our region and aim to be a trailblazer in providing inclusive and accessible services, and organisational culture for our community, staff and volunteers.

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REPORT FROM BOARD CHAIR AND CHIEF EXECUTIVE

We are delighted to share our Annual Report for the financial year 2022/23.

Firstly, we would like to acknowledge the exceptional commitment shown by every employee and volunteer at Nexus during the year. We thank you for your continued commitment to Nexus and to our community in the work that you do. Your dedication to delivering services in a caring and friendly manner is acknowledged and appreciated.

Our 2022/23 Report highlights the breadth of activities delivered by our committed teams during the year and celebrates our achievements. We hope you'll come to better understand who we are, what we do, and how we do it. Annual Reports aim to provide insight into the workings of our organisation and how we are progressing year-to-year. 2022/23 continued to be a year of managing challenges presented by the broader healthcare environment. Despite these challenges, such as recruitment difficulties and the increased cost of living impacts, we have continued to deliver services across Mitchell, Murrindindi, and Strathbogie Shires to those who require our services, both in clinics and via outreach care.

Returning to a COVID normal setting in a hybrid working environment has afforded our teams and our clients a new way of engaging, introducing an effective new type of flexible working practice that offers a different type of connection and engagement. This has not always been without challenges but our teams, and our community, have embraced the change wholeheartedly and we are grateful for your continued support.

Employee engagement

A follow up staff survey in mid-2023 reinforced employee commitment to Nexus as a follow up to a similar survey done in 2021. We were buoyed by a 78% survey response rate and an average positive response rate of 84% to questions about job satisfaction and alignment to our values. Staff overwhelmingly provided feedback that working in a community health setting and serving our community were the reasons they remain committed to Nexus. Initial work has been done on developing our new Workforce Strategy which will include a refreshed Employee Value Proposition to help attract and retain staff which is a significant challenge in rural areas. This year. we have also reintroduced a Staff Recognition and Rewards program.

Organisational Strategy

Despite delays during the pandemic years, we are proud to have progressed our new Organisational Strategy to be released in December. We have continued our previous strategy alignment with the three pillars of Services, Workforce and Partnerships, In addition we added Excellence as the fourth pillar. The previous strategy highlighted Infrastructure as our fourth pillar but this incorporated our systems and processes including accreditations along with building infrastructure, so we have relabelled this Excellence, as we strive to ensure best practice infrastructure, systems, and processes for a better client journey.

Our new Strategy will not encompass significant changes but will work on enhancing stakeholder engagement and input from our community, as our consumers. We are always looking to partner with our community, other service providers, social service departments and third-party providers to ensure we can continue to deliver services where they are needed most. and we will continue this as a focus into the future

Funder & Supports of Nexus Primary Health

We are grateful to our local councils, our peer community health providers and the Victorian State Department of Health, the Commonwealth Department of Health and Families, Fairness and Housing, that we partnered with during the year, and we look forward to continued collaboration in the future

As we move into 2023/24 financial year, we look forward to continuing our strong partnerships with our funders and supporters. Early in 2024, Nexus will commence the development of a philanthropic partnership program to assist us in the delivery of a broad community health service across our geographical area.

Board of Directors

We would like to take this opportunity to thank the Nexus Board of Directors. We would like to especially acknowledge the contribution of Dr Robert Thomas, Mr Robert Eagle and Ms Marie Gerrard who all resigned from the Board during the year. Your personal contribution, hard work and engagement through the year was valued and we wish you well in all future endeavours.

We also welcomed Mr Garry Ellis, Mr Michael Wright and Mr Tony Triado as new Board members during the year. We look forward to strong board relationships in the future, working together on strengthening current endeavours and exciting strategic opportunities.

We welcome feedback from you, our community, and hope you will feel free to let us know how we are doing. With gratitude for your support to our commitment to be your "go to" organisation for primary health information and person-centred services in our communities.



Amanda Mullins, Chief Executive

Our Current Board



John Daly Board Chair



Julie Fleming Board Member



Nicole Maxwell Board Member



Michael Wright Board Member



Gary Ellis Board Member



Tony Triado Board Member

OUR STRATEGIC PLAN 2023 - 2026

A new Strategic Plan was developed in 2023, outlining our purpose, commitment and what success looks like over the next three years.

Our new plan remains focused on ensuring the health and wellbeing of our community is at the heart of what we do, and the needs of our growing and diverse community are met as best we can within our funding capabilities.

Our Continued Vision

To support you to live well in our community.

Our Mission

Our role is to:

- Welcome and listen to everyone so we can support the individual to reach their health and wellbeing goals.
- Value our staff and volunteers.
- Embrace diversity.
- Deliver accessible best practice models of primary and allied healthcare and community services.
- Partner with individuals, our community and other agencies to provide safe, person focused care.

Our Values



We stand **COURAGEOUSLY**with you as your local
community health provider
with an understanding of our
evolving community needs.

We **ACT with integrity.** You will be listened to. We will partner with you to achieve your health and wellbeing goals with honesty and kindness.

RESPECT. You will be welcomed and respected. We will ask you what you need to be safe at Nexus.

Your EXPERIENCE, achievements and challenges will inform how we work together. We will partner with you, and other service providers to ensure you receive the best possible, locally based care.

Full Strategic Plan can be view at: www.nexusprimaryhealth.org.au/about/vision



NEXUS AT A GLANCE

1 July 2022 - 30 June 2023

APPOINTMENTS



Provided **48,509**

Appointments to our community (not including GP Appointments).



Provided **55,984** GP Appointments to our community.



Some of the services that were included in total appointments:

- Allied Health More than 16,000 appointments including 3,765 children's appointments.
- Nursing (District and **Community)** - 4,526 appointments.
- Community Services more than 15,000 appointments including counselling, family services, alcohol and other drug support, financial counselling and therapeutic interventions.

VOLUNTEER SERVICES



active volunteers.



Successfully delivering:

- 19,000 meals via the Meals on Wheels Service
- 90 volunteer-based social support appointments.
- 150 transport trips.

OUR NEXUS TEAM





A staff survey was completed in 2023, with a 78% response rate - an increase of 17% on the previous survey conducted in 2021.



The survey results demonstrated 84% of the overall responses were positive across all questions.

QUALITY REPORT

The 2022/23 financial year was an eventful year for accreditation and quality reviews.



We successfully completed our mid-term maintenance review and have been reaccredited in our ISO9001:2015 Quality Management System Requirements, Human Services and National Standards for Mental Health Services.



Our mid-term NDIS Practice Standards were also undertaken successfully, and our Wallan GP Superclinic and Broadford GP clinic were exemplary in their AGPAL audit outcomes during the year.

Internally, we also strive to meet the highest standards in quality with our Senior Management Team regularly critically reviewing different aspects of the business with a quality lens. This allows us to consistently be evaluating our polices and processes to ensure high standards of service delivery. This forms part of our quality and governance framework that promotes continuous improvement at Nexus.



Our Staff Survey

The 2023 staff survey results pleasingly showed that internally staff feel that Nexus actively supports their safety and wellbeing.



80% of employees feel Nexus prioritises health, safety and wellbeing



More than 85% note that Nexus actively promotes the Employee Assistance Program to provide support for any personal or work-related concerns.



The highlight of the staff survey was the overwhelmingly positive responses about how much our employees love their job, the teams they work in and the community they serve.

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Great, supportive, friendly teams...

Proud of the client service and community support...

Ability to contribute in a meaningful way to the community...

OUR ACHIEVEMENTS IN DIVERSITY AND INCLUSION

During the 2022-2023 financial year, the Diversity Committee continued to work on promoting a more inclusive and diverse organisation. Through bimonthly meetings, the committee brought together representatives from all Nexus teams and community members from diverse backgrounds to address various issues and initiatives.

Aboriginal & Torres Strait Islanders



A considerable milestone for the committee was the progress made towards **endorsing the Innovate Reconciliation Action Plan (RAP)** through Reconciliation Australia. A full version of our RAP can be found on our <u>website</u>.



Gornawarrubul House hosted a successful Harmony / Close the Gap event, during which Nexus provided free blood pressure and diabetes tests, greatly benefiting the community.



The team's involvement in the NAIDOC celebrations in July was equally successful, marked by a colouring competition showcasing children's impressive skills.



We participate in the **Gornawarrubul Mob** and **Friends monthly meetings**, allowing valued learning, open discussions, building positive relationships, and identifying opportunities for future collaboration







Cultural & Linguistic Diverse (CALD)

We are dedicated on becoming a culturally safe, respectful, and welcoming organisation for all diverse groups and individuals. With support from a skilled organisation, we are working towards developing a Nexus Welcoming Statement, translated into six different languages: Arabic, Greek, Italian, Punjabi, Hindi, and Chinese.

Collaborative efforts with the Mitchell Multicultural Community Association Incorporated (MMACI) have been beneficial, helping to gain resources and raise awareness of the multicultural community within the Mitchell Shire.





Disability Advocacy Efforts

The committee took an active role in supporting Self Advocacy Groups, such as "Speak Up Alexandra" with eight members, and "People Power" based in the Mitchell Shire, which consisted of six members. These groups met on a monthly basis to discuss important topics such as the significance of self-advocacy, community access, and concerns surrounding access for those with disabilities. Their meetings also provided a platform for these groups to engage with politicians.

Through their collective efforts, the groups were successful in addressing a range of issues. They sent letters regarding local post office access, footpaths, and the closure of the hydro pool. They also worked closely with an engineer from Mitchell Shire Council to identify and resolve accessibility challenges along Station Street, promoting inclusivity for people with disabilities.

Access for All (A4A) Project

The Nexus Access for All (A4A) Project is an Information, Linkages and Capacity Building (ILC) Project, focusing on Mainstream Capacity Building (MCB) with the aim of ensuring access and inclusion of People with Disability (PwD) in mainstream services, whilst helping them to use specialist services less often.

The A4A project included consultations with PwD (People with a Disability), and allied health practitioners to inform the development of a training module resource that would aim to build health practitioners' understanding and capacity around inclusive practices for PwD in the Murrindindi and Mitchell Local Government Areas (LGA's).

Training modules were rolled out internally to Nexus staff between December 2021 to September 2022. Limited external roll out took place, with COVID-19 having an impact, however, consultation has occurred with numerous external stakeholders who have shown an interest in utilising the training modules for staff development.

Results suggested that the training modules were extremely beneficial in increasing health practitioners' understanding of PwD indicating the majority will likely utilise resources and knowledge gained from the training to increase inclusivity and accessibility for PwD in their everyday practice, increasing the likelihood that PwD will have equal access to mainstream health services.







Supporting the LGBTIQA+ Community

We are committed to providing a safe, inclusive, and diverse environment for all. Our organisation is Rainbow Ready, and we take pride in fostering a sense of community among LGBTIQA+ individuals and their allies.

Our two LGBTIQA+ community groups, Liquorice All Sorts and The 18 & over LGBTIQA+ community group, offer a space for individuals to connect and share their experiences. Nexus and other organisations provide support within these groups, which are designed to be safe, inclusive, and local.

Living outside metro areas can present challenges, which is why we offer accessible groups for the LGBTIQA+ community, allies, and their families. These groups provide a chance to socialise, share experiences, and discuss other groups and events of interest in Melbourne, Shepparton, and surrounding areas.

Since its formation, the 18 & over LGBTIQA+ group has facilitated many positive outcomes for its members. These include finding work, changing to preferred gender, forming friendships, changing birth names to preferred names, and starting a life as their preferred gender.





Championing LGBTIQA+ Inclusion: Our Organisation's Contribution to Pride in the North

We, as an organisation, have taken an active role in supporting the Pride in the North collaborative, as we recognise the importance of LGBTIQA+ inclusion.

In February, Nexus members from the LGBTIQA+ group and Diversity Officers joined forces to participate in the Pride march, which was a significant event.

Additionally, the committee established a Pride in the North summit subcommittee, which has contributed to ongoing efforts to promote LGBTIQA+ inclusion. The support from the LGBTIQA+ Commissioner for the event held in November 2023 was a testament to our commitment to advancing this important cause.



OUR ACHIEVEMENTS WITH OUR VOLUNTEERS

Community Engagement

Our Volunteer Strategic Plan for 2023 had a dual focus, encompassing two levels of engagement. The first level sought to raise awareness and promote Nexus volunteering services, while the second level aimed to establish enduring partnerships between Nexus and various community organisations.

To achieve these goals, Nexus actively reached out to our community, sharing information about our volunteering services, and also nurtured ongoing collaborations.

Our Achievements



Completed a successful student placement pilot project with GOTAFE where community health students are required to complete a 120 hr placement with Nexus.



Established a partnership with The Centre and GOTAFE to enrol students for placement with Nexus.



All our volunteers have complied with flu and COVID vaccination requirements.



Launched Meals on Wheels in Nagambie.



Celebrated Volunteer Week by hosting a volunteer afternoon tea in Broadford and Alexandra.



Aged Care Volunteer Visitor Scheme was developed and implemented.



 Developed a staff volunteering program for social outings.

Our Volunteering Partners

Seymour

- GOTAFE Seymour
- The Personnel Group
- Coles Seymour
- Seymour & District Community House
- Seymour Garden Club
- Seymour County Women's Association
- Seymour Men's Shed
- Seymour RSL
- Lions Club of Seymour Goulburn Inc
- Puckapunual & District Neighbourhood Centre
- U3A Seymour & District
- Rotary Club of Seymour District

Broadford

- Mt Piper CWA
- Broadford & District Historical Society
- Broadford Lions Club
- Broadford Men's Shed
- Broadford RSL
- Salvation Army Broadford

Kilmore

- Kilmore Bowls Club
- Kilmore Community Centre
- Kilmore Golf Club
- · Kilmore Men's Shed
- Kilmore Wallan RSL
- Pyalong Neighbourhood House

Yea

- Yea Country Women's Association
- Volunteers Connect

Alexandra

• Murrindindi Council

Other

- Fines Victoria
- Service Australia
- The Centre
- The Seed Project



BUILDING & GROWING PARTNERSHIPS IN OUR COMMUNITY: ALLIED AND MENTAL HEALTH SUPPORT IN SCHOOLS



Background

The Goulburn region, like most of regional Victoria, has been grappling with workforce resourcing issues. This has presented challenges for schools and Department of Education (DET) teams seeking allied and mental health support for timely and brief interventions. Although schools are funded to employ allied and mental health resources, the limited workforce and capacity in the Goulburn service sector, coupled with geographical challenges and a lack of accessible mental health services in the region, have made it difficult to meet the increasing mental health needs of Goulburn schools.

However, in early 2022, a relationship formed through the Goulburn Mental Health and Wellbeing Project Steering Committee facilitated a conversation that resulted in **Nexus providing allied health into a northern Mitchell Shire school**. The partnership has since expanded to other Goulburn region schools, with positive outcomes.



Impact

Although the programs are still in their early stages, the partnership between Goulburn schools and Nexus has resulted in multiple successes:

- Engagement of younger students in clinics, which was once a difficult cohort, has significantly increased with a significant decrease in the fail to attend rate.
- Clinicians are more engaged, and the diverse workplace experience is a strong recruitment tool.
- Better outcomes for students as service delivery takes into consideration the client and their family's needs, and has a deeper understanding of the barriers facing the community.
- Improved coordination of services, as having services onsite has encouraged more referrals, including warm referrals for a broader range of services, and has enabled support for clients and their families in navigating the health system.



Next Steps

To further improve the partnership between DET and Nexus, the following steps are proposed:

- Outcome analysis of the partnership to identify areas of need through collective data and focused interventions for priority Goulburn students.
- A review of the integrated partnership model to determine its transferability to other areas, such as health education and other social services support models, to better support students and their families.

Statement of Profit or Loss and Other Comprehensive Income 1 July 2022 - 30 June 2023

	Note	2022 \$	2022 \$
Revenue and other income	4	22,683,848	20,993,849
Evmanaa			
Expenses			
Employee benefits expense		(17,210,706)	(19,158,441)
Depreciation and amortisation expense	5	(586,182)	(673,052)
Office expenses		(1,558,958)	(1,690,627)
Service Delivery Costs		(1,944,835)	(2,718,308)
Occupancy expenses		(496,245)	(188,837)
Other expenses		(749,860)	(1,210,399)
Finance costs	5	(27,685)	(87,559)
Surplus/(deficit) for the year		109,377	(4,733,374)
Other comprehensive income for the year			
Total comprehensive income for the year attributable to the Total equity		109,377	(4,733,374)

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes. Full Financial Report can be found on our website - www.nexusprimaryhealth.org.au/about/governance

Statement of Financial Position 1 July 2022 - 30 June 2023

	Note	2022 \$	2022 \$
Assets			
Current assets			
Cash and cash equivalents	6	2,203,440	2,221,945
Trade and other receivables	7	375,380	569,614
Other financial assets	8	199,000	-
Other assets	10	666,758	328,542
Total current assets		3,444,578	3,120,101
Non-current assets			
Property, plant and equipment	11	12,077,364	12,372,924
Right-of-use assets	12	86,698	-
Capital works in progress	9	774,276	911,593
Intangibles	13	173,539	273,984
Total non-current assets		13,111,877	13,558,501
Total assets		16,556,455	16,678,602
Liabilities Current liabilities			
Trade and other payables	14	1,796,719	1,736,971
Contract liabilities	15	527,322	309,155
Lease liabilities	16	130,002	148,620
Employee benefits	17	2,031,142	2,244,124
Provisions	18	109,240	106,016
Total current liabilities		4,594,425	4,544,886
Non-current liabilities			
Lease liabilities	16	610,458	727,275
Employee benefits	17	242,175	406,421
Total non-current liabilities		852,633	1,133,696
Total liabilities		5,447,058	5,678,582
Net assets	:	11,109,397	11,000,020
Equity			
Retained earnings		11,109,397	11,000,020
Total equity	:	11,109,397	11,000,020

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes. Full Financial Report can be found on our website - www.nexusprimaryhealth.org.au/about/governance

Independent Auditor's Report For the year ended 30 June 2023

Independent Auditor's Report



To the Directors of Nexus Primary Health

Opinion

I have audited the financial report of Nexus Primary Health (the company) which comprises the:

- statement of financial position as at 30 June 2023
- · statement of profit or loss and other comprehensive income for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- · notes to the financial statements, including significant accounting policies
- directors' declaration.

In my opinion the financial report is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- giving a true and fair view of the financial position of the company as at 30 June 2023 and of
 its financial performance and its cash flows for the year then ended
- complying with Australian Accounting Standards Simplified Disclosures Requirements and Division 60 of the Australian Charities and Not-for-profits Commission Regulations 2022.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the company in accordance with the auditor independence requirements of the *Australian Charities* and *Not-for-profits Commission Act 2012* and 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 my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Directors' responsibilities for the financial report

The Directors of the company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards – Simplified Disclosure Requirements and the Australian Charities and Not-for-profits Commission Act 2012, and for such internal control as the Directors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Directors are 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 it is inappropriate to do so.

Independent Auditor's Report For the year ended 30 June 2023

> Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit 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 my 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.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to
 fraud or error, design and perform audit procedures responsive to those risks, and obtain
 audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of
 not detecting a material misstatement resulting from fraud is higher than for one resulting
 from error, as fraud may involve collusion, forgery, intentional omissions,
 misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit
 procedures that are appropriate in the circumstances, but not for the purpose of expressing
 an opinion on the effectiveness of the company's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors
- conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the
 disclosures, and whether the financial report represents the underlying transactions and
 events in a manner that achieves fair presentation.

I communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the Directors with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

MELBOURNE 30 November 2023

as delegate for the Auditor-General of Victoria

Auditor - General's Independence Declaration For the year ended 30 June 2023



Auditor-General's Independence Declaration

To the Board of Directors, Nexus Primary Health

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General, an independent officer of parliament, is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised.

Under the *Audit Act 1994*, the Auditor-General is the auditor of each public body and for the purposes of conducting an audit has access to all documents and property, and may report to parliament matters which the Auditor-General considers appropriate.

Independence Declaration

As auditor for Nexus Primary Health for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of auditor independence requirements of the Australian Charities and Not-forprofits Commission Act 2012 in relation to the audit.
- no contraventions of any applicable code of professional conduct in relation to the audit.

MELBOURNE 30 November 2023

as delegate for the Auditor-General of Victoria







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nexusprimaryhealth.org.au



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