E103

ANNUAL REPORT 2021/22

Rārangi Utu ā-Mātauranga
EDUCATION PAYROLL

Incorporated in 2014 under the Companies Act 1993, Education Payroll Limited (EPL) is a Crown-owned company listed on Schedule 4A of the Public Finance Act 1989 and subject to the Crown Entities Act 2004, the Official Information Act 1982, the Ombudsmen Act 1975, the Privacy Act 2000 and the Public Finance Act 1989.

This document is submitted by the Board of EPL, which is accountable to two shareholding ministers, the Minister of Finance and the Minister of Education, as set out in the Crown Entities Act 2004.

Published in November 2022
Education Payroll Limited

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INTRODUCTION FROM THE BOARD

E ngā mana, e ngā reo, e ngā karangarangatanga maha o te motu, tēnā koutou.

Our vision of providing a world class payroll that puts people at the heart of everything we do has been the bedrock of this reporting period. We have made significant achievements while at the same time continuing to deal with the impacts of the pandemic, and in particular supporting schools through the lockdowns. Investments in our infrastructure meant our staff could work from home when this was required without interruption to schools' regular pay cycles. We were also able to efficiently process pandemic related special payments and deliver further improvements to the payroll system.

We continued to invest in the EdPay front-end portal that enables schools to enter data directly, with new forms and features incrementally developed, tested, and implemented over the past two years. The old Novopay Online (NOL) service, which relied on manual form filling, was switched off in October 2021. In tandem with this decommissioning, we carried out a complex upgrade to a legacy Oracle platform as part of a successful multi-year project.

EdPay's success is down to the collaborative model we have adopted whereby the end users of the payroll have been in on the design and testing from the beginning. Our customer satisfaction scores for this financial year showed the overall satisfaction rating for our services was the highest ever at 86%, while 92% of our users responded that they are satisfied with EdPay – another hallmark achievement for EPL.

While we will continue to invest in EdPay based on customer feedback, we have also begun to turn our attention to addressing the remaining legacy technologies that make up the payroll system and which are essential to future-proofing and sustainability for the long term.

Delivering the pay accurately and on time is front and centre of EPL's purpose. Our dedicated staff and payroll advisors guide schools through the complexities of the payroll, with its unique features, including multiple employment agreements, a diverse range of allowances and pay, and calculations based on 365 days a year. Our knowledgeable payroll team is geared toward responding quickly to changes in requirements, the environment, and our growing customer base.

At the start of the 2021/22 financial year Liz Maguire and David Skinner were welcomed on to the Board. In late June 2022, after six years as a valued member, Marcel van den Assum retired from the Board and was replaced by Mads Moller.

We also wish to acknowledge our Board Chair, Sandi Beatie, for her significant contribution during her tenure on the EPL Board as she completes her six-year term in October 2022.

With current Chief Executive, Arlene White retiring in November 2022, the Board will work with the incoming Chief Executive to ensure we continue the strong focus on our customers as our guiding light.

We record our sincere appreciation of Arlene White and all the EPL staff who, despite challenging times, have not been deterred from their focus on delivering for schools and realising some impressive achievements.

This *Annual Report* is signed on behalf of the Board by:

N. Ferguson

Naomi Ferguson QSO
Board Chair
22 November 2022

Colin MacDonald QSO
Board Director and Chair of the Audit and Risk Committee
22 November 2022

OUR STRATEGIC FRAMEWORK 2021–2025

We will invest in our people and organisation to ensure we get better every day, future-proof our technology, and take advantage of every opportunity to add further value in the payroll and education sectors

OUR PURPOSE

To deliver an accurate, timely and secure payroll service to schools

OUR VISION

A world-class payroll service that puts people at the heart of everything we do

OUR VALUES

Make things easier for all our customers and colleagues

Work as a team bringing all our strengths together to make things happen

Improve through understanding using evidence to find solutions for changing needs

Treat everyone with respect value and trust each other to build a great working spirit

Learn through doing try things out, be practical and innovative

OUR PEOPLE

We work as a people-focused, flexible organisation, help staff realise their potential and grow our leadership

OUR GOALS

Better every day

- deliver a reliable, accurate and increasingly effective and efficient payroll service to schools
- complete residual work packages from the Detailed Business Case

Future-proof our technology

- provide secure, supported, sustainable and fit-for-purpose software and platforms

Add value in the payroll and education sectors

- work with the Ministry of Education and others to achieve the Government's objectives for education and payroll, and take advantage of opportunities to add value

OUR FUTURE SUCCESS

Our payroll service reduces administrative and manual effort for schools and our staff, increases our delivery efficiency, and allows us to focus on innovation and business growth

Realise financial and non-financial benefits outlined in the Detailed Business Case

Customer-focused, fit-for-purpose solutions and services that position us well for the future

Our optimised services are set up and allow us to add further value across the payroll and education sectors

OUR BUSINESS

We deliver the schools' payroll accurately and on time to New Zealand state and state-integrated schools each fortnight.

We also:

- provide one-on-one phone advice and guidance to school administrators
- assess teachers' qualifications and experience to set correct salaries
- administer third-party payments, such as ACC, KiwiSaver and student loans
- process and administer ACC claims
- manage overpayments

BY THE NUMBERS FOR 2021/22

We deliver one of the largest and most complex payrolls in Australasia.

2,500 schools

6,800 school payroll administrators

96,000 teachers and support staff

$242 million paid to staff per pay period, on average

$6.3 billion paid to school staff each year

2.5 million payments made each year

103,000 jobs paid per pay period, on average

11,200 new payroll instructions received from schools each fortnight, on average

5,100 salary assessment requests received

1,800 ACC claim requests processed

14 collective agreements and **18** corresponding individual employment agreements

99.76 percent payroll accuracy

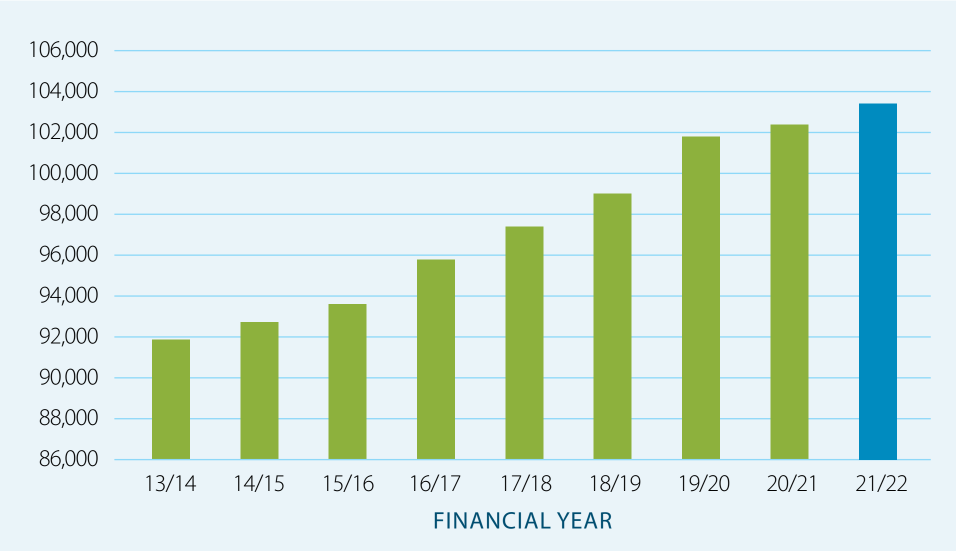
100 percent of payments on time

86 percent customer satisfaction overall (12 percent neutral, 2 percent dissatisfied)

99.94 percent system availability (apart from scheduled changes)

Average jobs per pay period

The average number of jobs paid per fortnight is steadily increasing and has grown by around 11,500 since 2014



STATEMENT OF PERFORMANCE

For 2021/22, EPL's performance was guided by the *2021/22 Statement of Performance Expectations* and our *2021–2025 Statement of Intent*.

EPL's primary output is the successful delivery of the schools' payroll service. EPL is a strategic asset to the Crown with a clear focus on providing an accurate, reliable and timely payroll. We measure and evaluate our performance on how well we are delivering the payroll and how we are delivering on our work programme. As part of service delivery to schools, we also manage recovery of payroll-related overpayments, process and administer ACC claims on behalf of schools, and assess teachers' qualifications and experience to determine correct salaries.

The output draws on revenue from a Master Services Agreement with the Ministry of Education.

Year ended 30 June	Actual $000 2022	Budget $000 2022	Restated actual[1] $000 2021
Total revenue	35,626	38,339	35,844
Total expenditure	30,579	29,479	29,381
Surplus	**5,047**	**8,860**	**6,463**

1. The expenditure and surplus figures differ to the actual figures for 2021 published in the *2020/21 Annual Report*, due to change in accounting policy in accordance with PBE IPSAS 31. Refer to the Statement of Accounting Policies for more details.

We measure our success using the following key performance indicators:

CORE PAYROLL SERVICE

Services that relate to the accurate and timely provision of payments and entitlements to school employees. On average, we receive 11,200 new payroll instructions from schools every fortnight.

PERFORMANCE MEASURE*	DESCRIPTION	2021/22 actual	2021/22 target	2020/21 actual
ACCURACY				
Payroll payments to eligible teachers and school support staff are accurately calculated**	Employees paid, excluding requests to correct payments to employees and pay-impacting tickets not processed in the current fortnight	99.76%	99.50%	99.90%
Payroll instructions submitted 'right first time' by schools	Payroll instructions received from schools that can be processed first time without being returned for further information	83.63%	80%	82.60%
TIMELINESS				
Pay timeliness[1] as indicated by the time employees are paid on the due date**	Bank files delivered before 12pm before due pay day	100%	100%	100%
Payroll payments to eligible teachers and school support staff that are sent to financial institutions on time in order to be processed on or before advised pay dates**	Employees paid, excluding the employees receiving a manual pay, in the fortnight following the advised pay date	99.98%	99.50%	100%
QUALITY				
Customer satisfaction	Survey respondents satisfied with the overall quality of the service delivery and support received from EPL	86.25%	75%	77%
WEBSITE AVAILABILITY				
Website availability[1]	Availability to school payroll service users of the website for obtaining and submitting information (7am to 7pm, seven days a week)	99.94%	97.50%	99.96%

1. This is a new measure published for the first time this year. The 2020/21 results have been calculated in the current financial year using the data from the relevant pay periods.

* EPL has worked with the Ministry of Education on a new Performance Measurement Framework, however this *Annual Report* reports on the measures outlined in the *2020/21 Statement of Performance Expectations*.

** These key performance targets are based on the Ministry of Education agreed KPI level (13/12/17).

OVERPAYMENT MANAGEMENT

Notification, recovery and administration of payroll-related overpayments.

PERFORMANCE MEASURE	DESCRIPTION	2021/22 actual	2021/22 target	2020/21 actual
ACCURACY				
New overpayments[1] created	Reduction/(increase) in new overpayments[2] created compared with the previous year	9.81%	15%	(18.53%)[3]
TIMELINESS				
Overpayment notification made on time	Employees receive their first letter notification of overpayment within 15 working days of the overpayment being discovered[4]	100%	99.50%	99.90%

1. An overpayment is when an employee receives more pay than they are entitled to. This can be due to a variety of reasons, including late notification, incorrect instructions, and human error (either by schools or EPL).
2. Where an authority to deduct overpaid salary/allowance is received and processed from an employee's next available pay, no overpayment is recorded and has therefore not been included in this calculation.
3. There was an increase in overpayments for 2020/21 as a result of database inaccuracies, and changes in the ACC Employer Reimbursement Agreement resulting in changes to contractual amounts.
4. Discovery is either the date of notification from the school/Ministry of Education/third party, or the date the overpayment is discovered by EPL.

SALARY ASSESSMENT

Assessment of teachers' qualifications and relevant experience to determine the correct salary and ensure correct salary payments. We received approximately 5,100 salary assessment requests in 2021/22.

PERFORMANCE MEASURE	DESCRIPTION	2021/22 actual	2021/22 target	2020/21 actual
ACCURACY				
Notification of errors related to salary assessment determinations	Transactions received and completed that did not result in notification of errors[1] or an overpayment related to incorrect salary assessment	100%	99.50%	100%
TIMELINESS				
Salary assessments processed on time	Accurate assessments were processed within 15 working days from date of receipt[2]	74.56%[3]	100%	100%

1. The reported performance does not capture errors notified by schools, employees or the Ministry of Education.
2 Date of receipt is when the application is complete with all required information for EPL to make an assessment.
3 Salary assessment delays in March–June 2022 were due to a number of factors including a higher-than-usual number of applications during that period, the loss of a number of experienced salary assessment processing staff, and staff sickness and absences due to COVID-19.

ACC ADMINISTRATION

Processing and administration of Accident Compensation Corporation (ACC) claims on behalf of schools, in accordance with the Employment Reimbursement Agreement with the Ministry of Education. We processed approximately 1,800 ACC claims in 2021/22.

PERFORMANCE MEASURE	DESCRIPTION	2021/22 actual	2021/22 target	2020/21 actual
ACCURACY				
Notification of errors related to ACC claims	Transactions received and completed that did not result in notification of errors from schools, employees, the Ministry of Education, ACC, or an overpayment related to the incorrect processing of an ACC claim	99.45%	99.50%	99.10%

CYBER SECURITY

PERFORMANCE MEASURE	2021/22 actual	2021/22 target	2020/21 actual
Number of preventable cyber-security-critical incidents	0	0	0
Recommendations from the National Cyber Security Centre relating to cyber-security-critical incidents have been implemented	Yes	Yes	Yes

RESPONSIVE SERVICE

Promptly delivering newly agreed entitlements for school employees.

PERFORMANCE MEASURE	2021/22 actual	2021/22 target	2020/21 actual
Implement collective agreements within three pay periods of receiving full business requirements from the Ministry of Education	n.a.	100%	100%

OUR ACHIEVEMENTS

Schools have told us they want a payroll system that is easy to use, where they can do all their high-volume transactions online and in one place. This year we made that happen. In October 2021 we decommissioned Novopay Online, switched all online transactions to EdPay, and upgraded the technology that underlies the core payroll system.

DELIVERING THE SCHOOLS' PAYROLL

We delivered the schools' payroll on time every fortnight, with an accuracy rate of 99.76% in 2021/22. All our work is built around the fortnightly pay cycle, and the school year, including the progressive enhancements we make to EdPay – our online portal for schools.

Our focus is on delivering continuous improvements to schools, tailoring what we do to schools' distinct rhythm of work throughout the year – with very busy Start of Year and End of Year periods, busy school terms, and quieter holiday periods. This year, due to COVID-19 and related changes to the workforce, we didn't experience the traditional quiet periods. Schools have had a similar challenge, particularly around managing staff sick leave, relievers and teacher shortages.

SUPPORTING SCHOOLS

Our payroll advisors provided advice and support to their dedicated groups of school administrators and principals throughout the year. They guided them through system changes, and changes to the pay cycle, which were introduced in April 2022. We ensured the pay was accurate and on time, even during times of uncertainty, such as during COVID-19 alert level changes and lockdowns.

The schools' payroll is complex, covering 14 collective agreements, 18 individual employment agreements and multiple allowances. It has many unique requirements, including that pay calculations are made using 365 days of the year, rather than weekly or fortnightly (which is standard with most payrolls).

Leave, holiday pay, sick leave and allowances all require ongoing calculation to ensure correct payments. Entitlements change frequently as collective agreements are renegotiated, often involving the collapsing and expanding of pay grade steps. Employees frequently hold multiple jobs, each with differing rates and requirements, and there are multiple funding sources that must be correctly allocated. There have also been additional changes this year, because of changes in leave provisions due to COVID-19.

Our specialist payroll advisors draw on an extensive knowledge base to help guide schools through these complexities and provide end-to-end services to their designated schools. This service is highly valued by schools, particularly during periods of change, and helps us to deliver the payroll accurately and on time.

EDPAY TASKS GET HIGH SATISFACTION RATING

This year, the End of Year and Start of Year processes were both in EdPay for the first time, and received the highest ever customer satisfaction ratings for those tasks. Of those surveyed, 86% of schools said they found the End-of-Year process was easy to complete, and 81% said they found the Start of Year process easy to complete.

CUSTOMER FOCUS

Our teams are cross-functional, with developers, testers, business analysts, communications, service design and change management specialists working collaboratively to deliver an online payroll service that is user friendly and intuitive.

We have a test-and-learn approach that's based around our customers. Our customer experience experts work with our developers and testers who write and test the code, and with schools to test the products before releasing them to all schools.

We develop and release How-To guides, videos and FAQs to support schools. This year, we worked closely with schools around system changes and changes to the pay cycle, ensuring they have the information and support they need every step of the way.

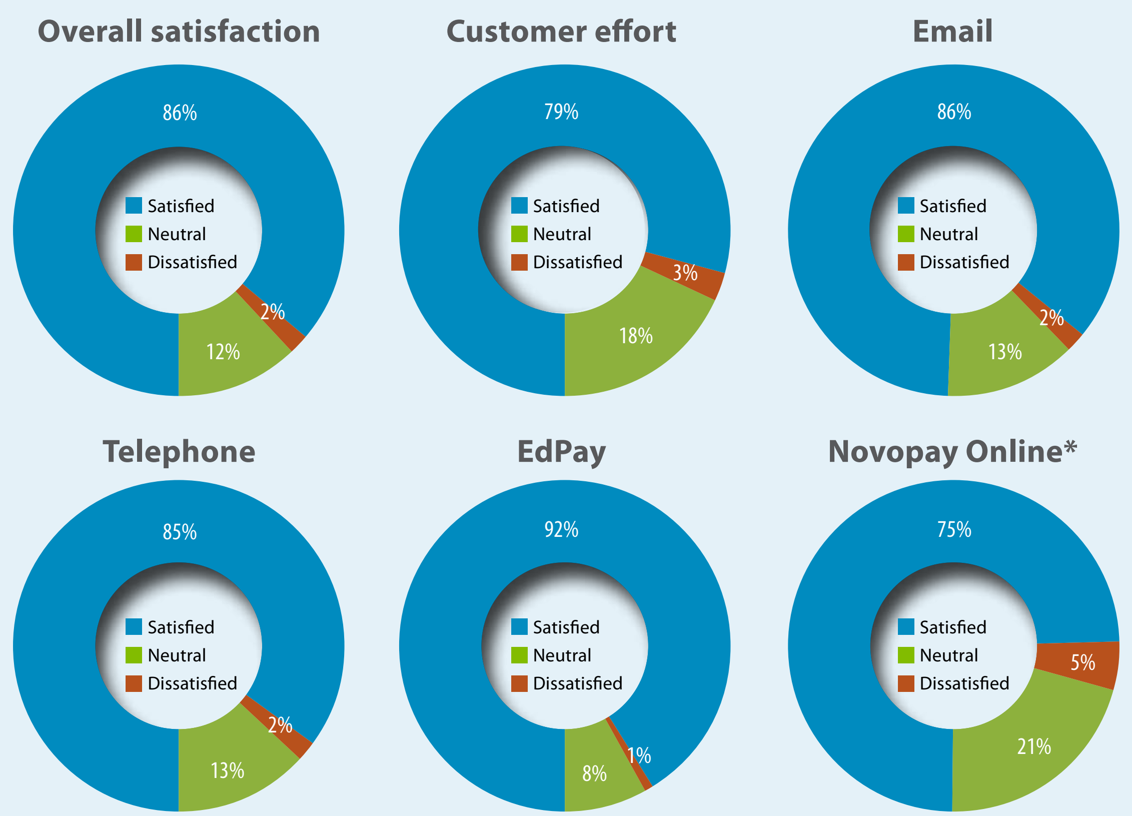
RETURN TO CONFERENCES

Face-to-face feedback from our customers is one of the best ways to gauge what we are doing right, and where we can do better. While we have used other ways to get feedback (visiting individual schools, surveys, phone calls and via our website and email feedback channels), we were unable to attend or participate in school administrators' conferences for most of the year due to COVID-19 restrictions. The end of the year saw a return to in-person conferences, with a line-up of events also happening in the first part of 2022/23.

OUR CUSTOMERS

We send an online customer satisfaction survey to a sample of school payroll administrators and principals each quarter. In 2021/22, the overall customer satisfaction score reached an all-time high of 90 percent satisfied at the end of 2021, with an average of 86 percent across all four quarters.

Survey results for the year showed an average increase in satisfaction across all categories, apart from Novopay Online, which was switched off towards the end of 2021. EdPay results improved from last year, with requests from customers to be able to do more in EdPay a consistent theme. From next year, the Novopay Online measure will be replaced with a "satisfaction with the level of support from EPL" measure.



Note: due to rounding, numbers may not sum to 100.
*Novopay Online was switched off at the end of 2021, so only one quarter's data is available.

Haere ra Novopay Online kia ora EdPay

Our customers have fully embraced the move from Novopay Online to EdPay. EdPay has made payroll tasks easier and reduced manual effort and is a step-change in the way schools' pay is processed.

Some schools, including our test or beta schools, switched to EdPay for tasks as soon as they were added, but other schools kept using Novopay Online when both systems were running in parallel. Schools had been telling us they wanted to be able to do everything online, in one place, but only selected tasks were in EdPay at first. Once key tasks and End of Year and Start of Year were available in EdPay, we let schools know we intended to transition entirely to EdPay. We gave schools time to get used to using EdPay and support to do so. We communicated regularly with them about the change and Novopay Online was switched off completely in October 2021.

Schools have consistently told us they find EdPay easy to use and navigate and that they want to be able to do all their payroll tasks online in EdPay. We have been working to increase straight-through-processing in EdPay and, when this is complete, we will turn our attention to adding more forms and features in EdPay, and look at EdPay's reporting capability.

WHAT OUR CUSTOMERS SAY ABOUT EdPay

"I have found EdPay a lot easier to use than Novopay and the transition over has been very easy."

"I think Education Payroll has hugely improved how easy it is to process all aspects of payroll. Much easier to use than Novopay ever has been."

"Completely satisfied, EdPay is user friendly. So far I have found the system easy to navigate."

"I have only been a user for the last six months and find it very friendly to use. Keep up the good work."

"Keep doing what you are doing. I keep reading your emails and your updates and I'm constantly learning as I go. I am a confident user of Novopay/ EdPay and I have greatly valued the improvements you have made in the last year. The site is now very user friendly and becoming more so."

"I find everything really great – such a huge improvement on Novopay which I found frustrating to use so it is already a major improvement!"

"Process more things online so less EdPay forms are required. "

"Well done, on your changes. The way you have rolled out EdPay and are constantly continuing to improve it, is a credit to everyone involved."

EdPay

OUR TECHNOLOGY AND SUSTAINABILITY

The core payroll systems have continued to be stable and available during 2021/22 with an upgrade carried out to the technology that underlies the core payroll system.

AGILE APPROACH

We continue to operate a Scaled Agile Framework (SAFe) delivery model, which involves customer-centred design, testing, and feedback processes, as well as staged implementation to build familiarity and assurance. Adopting this model at the outset has meant that EPL can deliver new features regularly and respond rapidly to changing priorities and circumstances.

EDPAY

EdPay, the online portal for schools' payroll, is robustly built and secure by design. Designed with schools, for schools, it is intuitive, with validations and system controls that have improved accuracy and made the payroll easier for school administrators and principals. We are focusing on increasing the volume of transactions that are processed in real time without the need for manual intervention, with around 85 percent of EdPay transactions currently straight-through-processed.

SERVICE RECOVERY, RELIABILITY AND AVAILABILITY

We continue to upgrade and enhance our disaster recovery capability. Full alternate-site disaster recovery is established and proven. We continue to enhance our cyber security and upgrade our modern workplace technology and functionality. Previous investments enabled the remote delivery of COVID-19 emergency payments to schools and seamless payroll delivery throughout the lockdown periods. Our flexible working approach and ability to run the payroll from anywhere with a secure network, should the need arise, will position us well in almost any circumstances.

FLEXIBLE WORKPLACE

Our ongoing investments in technology, hardware, security and software ensure we can continue to successfully deliver the payroll and make improvements to EdPay from anywhere. All staff are fully equipped to work remotely, and this has changed the way we connect and work with each other. Working from home, at least some of the time, is now fully embedded in EPL's culture. This made possible a move to reduce our physical footprint at the end of 2020/21, when we relinquished one-quarter of our floor space.

CYBER SECURITY

Cyber security remains a priority as cyber-attacks increase in frequency, sophistication and scale. Like most government organisations we face an ever-increasing number of attacks on our systems and have a range of security measures in place to manage this. We also work closely with the Ministry of Education and the wider education sector to assist with prevention of and response to cyber-attacks on schools.

In response to National Cyber Security Centre advisories regarding the threat of cyber warfare, and the increase in cyber-attacks on the education sector, EPL implemented a range of additional protections. These include bolstering our network border security and additional defences across our EdPay payroll portal, firewalls and email systems. In 2022/23, we will continue to mature and strengthen our cyber security capabilities across all processes, systems, hardware and networks, and maintain our focus on staff awareness and training. We comply with the NZISM (New Zealand Information Security Manual) and also with the NIST (National Institute of Standards and Technology) framework to track our ongoing cyber security maturity.

RISK MANAGEMENT AND ASSURANCE

EPL identifies and manages risks across strategic, operational, financial, cyber security, privacy, and technology environments.

The Risk and Assurance team continued with their 'shift-left' and 'real-time' audit approach to facilitate payroll improvements, and provide advice on operational and programme assurance and risks. The team partners with PwC to provide assurance over school payroll controls using the ISAE 3402 framework.

This mixed-model approach enables the team to provide end-to-end payroll control assurance and, at the same time, retain experience and knowledge internally. They also use data analytics, continuous auditing and monitoring, and proactive fraud monitoring to ensure accuracy of payroll transactions.

The added functionality and system validations on the front end of EdPay have improved pay processing accuracy by schools through straight-through-processing. The team participated in the annual school payroll control audit process and worked with the Ministry of Education and the Auditor-General's Office to manage emerging payroll risks and issues.

Our Audit and Risk Committee continued to review and evaluate current and emerging risks, and ensure we took appropriate action to mitigate them.

OUR PEOPLE

Our people are our main asset. We have a work environment where people can learn and grow, are engaged in their jobs, and contribute to the organisation.

The structure of our workforce is carefully balanced to ensure we can support our customers, improve our infrastructure and technology, and manage and develop the business.

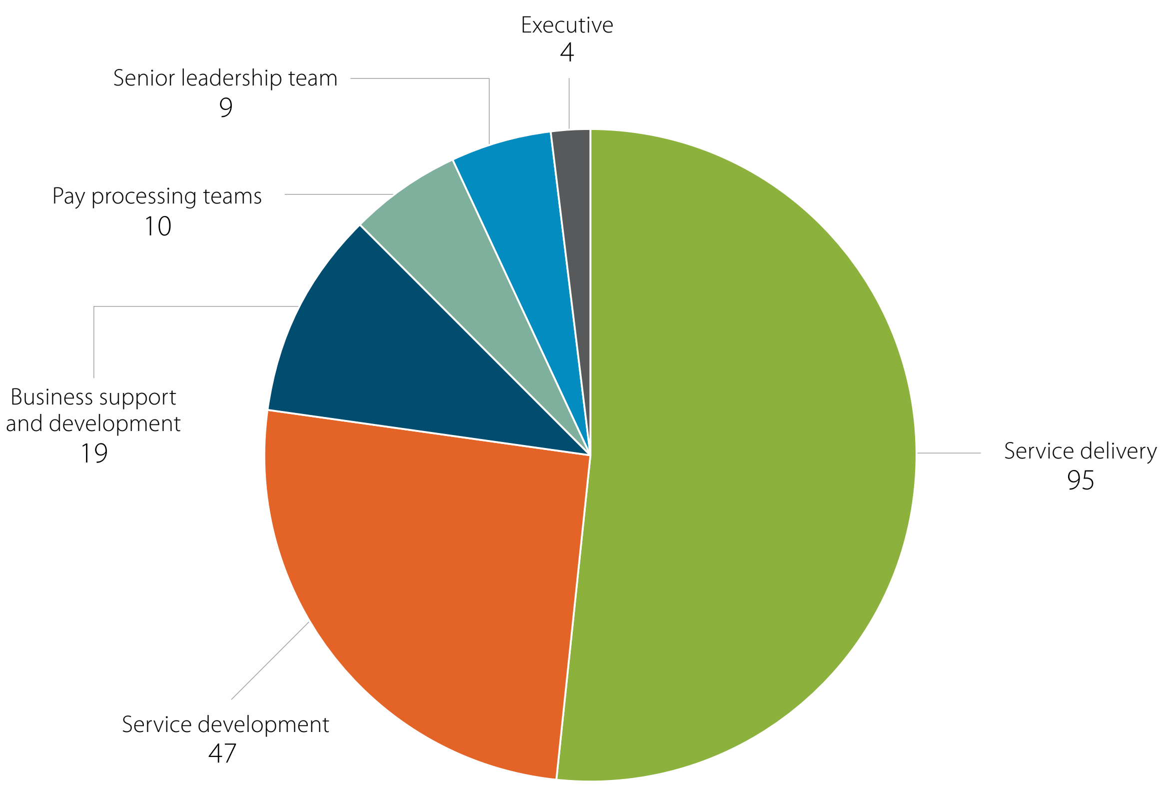
Our payroll advisors and specialists are the heart of EPL and provide end-to-end service to their designated schools. They are part of our service delivery team, with a core of 63 staff that increases over the busy Start of Year and End of Year periods. These advisors are supported by a team of payroll specialists providing expertise in ACC claims, tax, overpayments, KiwiSaver and salary assessment (assessing teacher qualifications and experiences to set correct salaries).

Our specialised technology teams manage the stability and security of the payroll service and are the architects and builders of EdPay. They work in agile and customer-centric ways to continuously improve EdPay and the underlying payroll systems and technology.

Our technology supports our people to work flexibly with many working some time from the office and the rest from home.

EPL's permanent employee base is supported by key partners who provide third-party support to specialist areas across the business.

WHERE WE WORK



AN ENGAGED AND INCLUSIVE TEAM

EPL carried out a survey, Kōrero Mai, in February and March 2022 to measure staff engagement and understand the experiences of our staff. The survey had an 83 percent response rate and showed improvements in most measures, against the 2019 baseline and the most recent full staff survey in 2020. (Only pulse or short surveys were undertaken in 2021.)

Our results showed our people have a clear sense of purpose and a good line of sight about how what they do fits in with the bigger picture. Ninety-two percent of staff who responded said they understand how their work contributes to the success of the organisation, while 78 percent said their work gives them a feeling of personal accomplishment.

The top five themes for the 'what we are doing well' question were: inclusion, collaboration, wellbeing, customer focus, and our culture and values. Ninety-three percent of staff believe in EPL's values and 83 percent said diverse perspectives are valued and encouraged.

As well as measuring changes over time, the survey helps us to identify opportunities and areas for potential improvement. These include more training for staff, better resources and equipment, and making process improvements.

We communicate regularly with our staff and encourage questions and suggestions. Our intranet provides information about what we do and our ways of working, along with celebrations of cultural holidays that represent our diverse workforce, and staff profiles that support us to know and connect with each other. We follow up with new staff after their induction period to find out how they are settling in and what additional support they might need. We have a monthly all-staff wānanga where we celebrate our people through 'shout outs' and rewards (such as values awards), share information, and answer questions submitted through our staff feedback and ideas portal. These often end in sharing kai together.

DEVELOPMENT

We support the development and performance of our staff by providing on-the-job opportunities and training. Our company-wide policy encourages 'go-sees' where staff from across the business can shadow other teams and gain a greater understanding and appreciation of what they do. We offer beginner reo Māori courses to employees as we build our cultural competence within EPL.

HEALTH AND SAFETY

EPL is committed to providing a healthy and safe work environment for its employees, contractors and visitors. Our goal is to eliminate all workplace injuries, incidents and illnesses to the benefit of everyone involved.

During the COVID-19 pandemic, managing the health and safety of staff, contractors and visitors has been of vital importance to ensure we protect both our staff and our ability to run the pay each fortnight. To achieve this, we have had a highly flexible and agile workforce, with teams being rostered off site and working from home when needed. We provided special COVID-19 leave for those who could not work because they were unwell with COVID-19, or who had to care for a dependent while isolating. Remote working and a hybrid workforce has brought additional challenges to keeping everyone healthy, safe and connected, but EPL's agile way of working means we are well suited to this.

WELLNESS AND EMPLOYEE BENEFITS

This year, EPL introduced three days' wellness leave each year for all permanent employees and those on fixed-term contracts of 12 months or longer. This leave, which can be taken at any time, is intended to be proactive and to enhance mental health and wellbeing. We provide generous parental leave provisions, long service leave (after five years), birthday leave and community leave. Staff also have access to our employee assistance programme and annual flu vaccinations.

KiwiSaver contributions are matched up to 4 percent. We also offer life and income protection insurance at no cost to all permanent and fixed-term employees (12 months or longer) who work more than 15 hours per week, and employee discounts for health insurance.

STATEMENT OF CORPORATE GOVERNANCE

ORGANISATIONAL FORM

EPL was incorporated on 17 October 2014 and domiciled in New Zealand under the Companies Act 1993. It is a Crown-owned Company listed in Schedule 4A of the Public Finance Act 1989.

The company is subject to certain provisions of the Crown Entities Act 2004 and to the Official Information Act 1982, the Privacy Act 2020 and the Ombudsmen Act 1975. The company's day-to-day operations are primarily governed by the Companies Act regime.

EPL's shareholding is 100 percent vested in the Crown. Its shareholders are the Minister of Finance and the Minister of Education with each holding 50 percent of the issued share capital.

ACCOUNTABILITY

EPL is accountable to its shareholding ministers. Treasury assists shareholding ministers in monitoring the company's performance against financial and non-financial measures. The Ministry of Education contracts EPL for payroll services in accordance with the Master Services Agreement.

CROWN ENTITIES ACT 2004

Under section 45OA of the Public Finance Act 1989, some of the provisions of the Crown Entities Act (CEA) apply to the company by virtue of it being listed in Schedule 4A of that Act. These include sections 139, 150 and 153 of the CEA, relating to preparing a statement of intent, statement of performance expectations and an annual report, respectively.

COMPANIES ACT 1993

Under the Companies Act (the Act), the Board, each director and each shareholding minister have the rights, powers, duties, and obligations set out in the Act, except to the extent that they are negated or modified, in accordance with the Act by the company's constitution.

OPERATIONS

EPL is required to operate within the functions, powers and constraints outlined above. Within this framework, the company has considerable discretion as to how it goes about its day-to-day operations. This report from the Chair and Chief Executive of the company contains information concerning the operations and performance of the company for 2021/22.

EPL BOARD

SANDI BEATIE QSO (CHAIR)

Sandi chairs the EPL Board, and holds several other governance roles, including membership of the risk and assurance governance committees of Inland Revenue, and Treasury and chairs the NZ Police Audit and Risk Committee.

Sandi has previously chaired the Archives Council, has held membership of a Ministerial Advisory Committee on Public Broadcasting, and has been a Director of the Independent Quality Assurance New Zealand Ltd board.

Sandi is a former Deputy State Services Commissioner and has also previously held a range of senior roles in the public and private sectors. Sandi will step down from her role as Board Chair on 31 October 2022.

MARCEL VAN DEN ASSUM

Marcel holds several advisory roles in innovation and technology-driven transformation and is also currently chair of Merlot Aero Ltd, Flick Electric Ltd, Sprout Agritech Ltd, and Wipster Ltd, and is a Director of CropX.

Prior to his governance career, Marcel was Chief Information Officer of New Zealand's largest company, Fonterra for five years, and before that was Managing Principal of Unisys New Zealand, holding leadership roles in various global functions. He has worked across many industry sectors and government entities, and in most geographies. Marcel stepped down from his role on the EPL Board on 30 June 2022.

COLIN MACDONALD QSO

Colin has more than 35 years' experience in both the private and public sectors. He has held executive roles in ANZ Banking Group and Inland Revenue, and has been the Chief Executive of two government departments.

With a professional background in information technology, Colin has a deep understanding of the context of major technology initiatives in the state sector, and the ways in which governance can maximise success.

Colin has a Bachelor of Science in Computer Science from Glasgow University and is a Chartered Engineer. He is also a member of the Institute of Directors. Colin's appointment has been extended to 31 January 2023, to give continuity to the Board and EPL over this transitionary period.

DAVID SKINNER

David is an executive director of Gravelroad Consulting specialising in infrastructure and public policy risk economics. He has had a management career in telecommunications, electronic banking, and defence. He is a Board member of REANNZ, New Zealand's advanced science research network.

Previous positions include Managing Director of Netway, Hypercom, and Chief Operating Officer positions at Clear Communications. He has lived and worked previously in the UK, Europe, and Australia.

He holds a Bachelor of Engineering from Canterbury University and a Master of Business Administration from Auckland University and is an associate fellow of the New Zealand Institute of Management.

LIZ MAGUIRE

Liz is the Chief Digital Officer at Waka Kotahi NZ Transport Agency. She has 30 years' experience in banking, payments and digital technology. She is the former Head of Digital and Transformation at ANZ Bank in New Zealand and was a member of ANZ New Zealand's executive leadership team for four years.

Liz has a Bachelor of Commerce in Management Studies & Labour Relations from the University of Auckland and is a graduate of the Australian Institute of Company Directors.

MADS MOLLER

Mads has 30 years' experience as a technology entrepreneur in senior leadership roles in blue-chip companies such as IBM, Broadcom, Vodafone, and Google, and has been working in governance roles for nearly 30 years. At Google, he was the European leader of the technology sector and grew the commercial team to over 1,000 direct selling staff.

He has a broad international business background and has worked in the technology industry for his whole career. He has an in-depth understanding and experience in how companies get the most benefit from using technology, including artificial intelligence, Blockchain, Internet of Things and other new emerging disruptive technologies. He has started over 60 tech companies and has traded 15 of these companies.

Mads is also an independent director for Quotable Value Ltd, OrbViz Ltd, Virtual Medical Coaching Ltd, Webtools Ltd, Protocol Policy Systems Ltd, and is the Chair of his own companies based in the USA, UK, and Denmark.

He has a Master of Business Administration from Copenhagen Business School (International Marketing) and from London Business School (International Strategy and Corporate Finance). Mads joined the EPL Board in May 2022.

STATEMENT OF RESPONSIBILITY

The Board is responsible for the preparation of EPL's financial statements and Statement of Performance and for judgements made in them.

The Board has the responsibility for establishing and maintaining a system of internal controls designed to provide reasonable assurances as to the reliability and integrity of financial and non-financial reporting.

In the Board's opinion these financial statements and Statement of Performance fairly reflect the financial position and operations of EPL for the year ended 30 June 2022.

N. Ferguson

Naomi Ferguson QSO
Board Chair

22 November 2022

Colin MacDonald QSO
Board Director and Chair of the Audit and Risk Committee
22 November 2022

Chartered Accountants

INDEPENDENT AUDITOR'S REPORT

TO THE READERS OF EDUCATION PAYROLL LIMITED'S FINANCIAL STATEMENTS AND PERFORMANCE INFORMATION FOR THE YEAR ENDED 30 JUNE 2022

The Auditor-General is the auditor of Education Payroll Limited (the Company). The Auditor-General has appointed me, Sam Nicolle, using the staff and resources of Ernst & Young to carry out the audit of the financial statements and the performance information of the Company on his behalf.

Opinion
We have audited:

- the financial statements of the Company on pages 24 to 41, that comprise the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information; and
- the performance information of the Company on pages 7 to 8.

In our opinion:
- the financial statements of the Company on pages 24 to 41:
  - present fairly, in all material respects:
    - its financial position as at 30 June 2022; and
    - its financial performance and cash flows for the year then ended; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards; and
- the performance information on pages 7 to 8:
  - presents fairly, in all material respects, the Company's performance for the year ended 30 June 2022, including for each class of reportable outputs:
    - its standards of delivery performance achieved as compared with forecasts included in the statement of performance expectations for the financial year; and
    - its actual revenue and output expenses as compared with the forecasts included in the statement of performance expectations for the financial year; and
  - complies with generally accepted accounting practice in New Zealand.

Our audit was completed on 28 November 2022. This is the date at which our opinion is expressed.

The basis for our opinion is explained below. In addition, we outline the responsibilities of the Board of Directors and our responsibilities relating to the financial statements and the performance information, we comment on other information, and we explain our independence.

Basis for our opinion
We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards and the International Standards on Auditing (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

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

Responsibilities of the Board of Directors for the financial statements and the performance information
The Board of Directors is responsible on behalf of the Company for preparing financial statements and performance information that are fairly presented and that comply with generally accepted accounting practice in New Zealand.

The Board of Directors is responsible for such internal control as it determines is necessary to enable it to prepare financial statements and performance information that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the performance information, the Board of Directors is responsible on behalf of the Company for assessing the Company's ability to continue as a going concern. The Board of Directors is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless there is an intention to merge or to terminate the activities of the Company, or there is no realistic alternative but to do so.

The Board of Directors' responsibilities arise from the Public Finance Act 1989 and the Crown Entities Act 2004.

Responsibilities of the auditor for the audit of the financial statements and the performance information
Our objectives are to obtain reasonable assurance about whether the financial statements and the performance information, as a whole, are 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 carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers taken on the basis of these financial statements and performance information.

For the budget information reported in the financial statements and the performance information, our procedures were limited to checking that the information agreed to the Company's statement of performance expectations.

We did not evaluate the security and controls over the electronic publication of the financial statements and the performance information.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the financial statements and the performance information, 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 our 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.
- We 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.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board of Directors.
- We evaluate the appropriateness of the reported performance information within the Company's framework for reporting its performance.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Board of Directors 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 we conclude that a material uncertainty exists, we are required to draw attention in our

auditor's report to the related disclosures in the financial statements and the performance information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- We evaluate the overall presentation, structure and content of the financial statements and the performance information, including the disclosures, and whether the financial statements and the performance information represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of 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 we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included on pages 1 to 6 and 9 to 20, but does not include the financial statements and the performance information, and our auditor's report thereon.

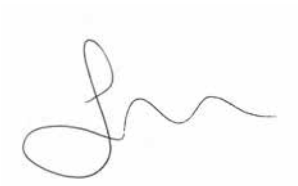
Our opinion on the financial statements and the performance information does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements and the performance information, our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the financial statements and the performance information or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independence

We are independent of the Company in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: *International Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board.

In addition to this audit, we perform an independent assurance engagement of the education payroll services provided by Education Payroll Limited for the Ministry of Education. Other than this engagement and the audit, we have no relationship with or interests in the Company.



Sam Nicolle
Ernst & Young
On behalf of the Auditor-General
Wellington, New Zealand.

FINANCIAL STATEMENTS

The financial statements were approved by the Board and authorised for issue on 22 November 2022.

STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSES FOR THE YEAR ENDED 30 JUNE 2022

Year ended 30 June	Notes	Actual $000 2022	Budget $000 2022	Restated actual[1] $000 2021
Revenue from exchange transactions				
Sales of services to government	1	35,626	38,339	35,844
Total operating revenue		**35,626**	**38,339**	**35,844**
Expenses				
Personnel expenses	12	12,756	12,242	12,313
Third-party support		1,673	1,358	1,665
Corporate expenses	6	591	610	534
Auditor's remuneration		96	64	64
Directors' fees	11	144	140	118
Travel & entertainment		11	37	14
Accommodation & facilities		880	825	1,097
ICT costs		6,963	7,412	7,856
Depreciation, amortisation & provision for impairment	2,3	6,618	6,342	5,209
Total operating expenses		**29,732**	**29,030**	**28,870**
Non-operating items				
Loss on asset disposal		351	-	72
Interest received		(91)	(3)	(5)
Interest expenses		587	452	444
Total non-operating items		**847**	**449**	**511**
Total expenses		**30,579**	**29,479**	**29,381**
Total surplus for the period		**5,047**	**8,860**	**6,463**
Total comprehensive income		**5,047**	**8,860**	**6,463**

The accompanying notes should be read in conjunction with these financial statements.

1. Some figures differ to the actual figures for 2021 published in the *2020/21 Annual Report*, due to change in accounting policy in accordance with PBE IPSAS 31. Refer to the Statement of Accounting Policies for details.

FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

As at 30 June	Notes	Actual $000 2022	Budget $000 2022	Restated actual[1] $000 2021
Current assets				
Cash & cash equivalents		14,457	6,868	12,444
Receivables from exchange transactions		1,022	2	6
Prepayments		1,817	2,668	3,372
Total current assets		**17,296**	**9,538**	**15,822**
Non-current assets				
Property, plant & equipment	2	1,039	2,615	1,787
Intangible assets	3	27,644	31,873	25,548
Work in progress		6,136	9,002	6,681
Total non-current assets		**34,819**	**43,490**	**34,016**
Total assets		**52,115**	**53,028**	**49,838**
Represented by				
Current liabilities				
Accruals & payables	4	3,031	2,658	2,091
Employee entitlements		978	500	1,072
Income in advance		702	-	318
Borrowings (current portion)	5	-	-	4,000
Total current liabilities		**4,711**	**3,158**	**7,481**
Non-current liabilities				
Borrowings	5	9,225	9,225	9,225
Total non-current liabilities		**9,225**	**9,225**	**9,225**
Total liabilities		**13,936**	**12,383**	**16,706**
Net assets		**38,179**	**40,645**	**33,132**
Shareholders' funds				
Capital contributions	15	25,520	25,520	25,520
Retained earnings		12,659	15,125	7,612
Total shareholders' funds		**38,179**	**40,645**	**33,132**

The accompanying notes should be read in conjunction with these financial statements.

1. Some figures differ to the actual figures for 2021 published in the *2020/21 Annual Report*, due to change in accounting policy in accordance with PBE IPSAS 31. Refer to the Statement of Accounting Policies for details.

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2022

	Actual $000 2022	Budget $000 2022	Restated actual[1] $000 2021
Opening balance as at 1 July	33,132	31,785	26,669
Movements:			
Total comprehensive income for year	5,047	8,860	6,463
Balance as at 30 June	**38,179**	**40,645**	**33,132**

The accompanying notes should be read in conjunction with these financial statements.

1. Some figures differ to the actual figures for 2021 published in the *2020/21 Annual Report*, due to change in accounting policy in accordance with PBE IPSAS 31. Refer to the Statement of Accounting Policies for details.

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

Year ended 30 June	Notes	Actual $000 2022	Budget $000 2022	Restated actual[1] $000 2021
Cash flows from operating activities				
Receipts from sales to the Ministry of Education		34,913	38,339	36,940
Receipts from interest		91	3	5
Receipts from other income		4	-	39
Cash inflows from operating activities		**35,008**	**38,342**	**36,984**
Payments to suppliers		7,828	9,760	11,955
Payments to employees		12,819	12,242	12,038
Cash outflows from operating activities		**20,647**	**22,002**	**23,993**
Net cash inflows from operating activities	8	**14,361**	**16,340**	**12,991**
Cash flows from investing activities				
Payments from investment in tangible & intangible assets		7,787	8,797	7,447
Cash outflows from investing activities		**7,787**	**8,797**	**7,447**
Net cash outflows from investing activities		**(7,787)**	**(8,797)**	**(7,447)**
Cash flows from financing activities				
Receipts from proceeds from borrowings		-	-	3,000
Cash inflows from financing activities		**-**	**-**	**3,000**
Repayments of borrowing costs		4,000	4,000	-
Payments of interest on borrowings		561	569	555
Cash outflows from financing activities		**4,561**	**4,569**	**555**
Net cash inflows/(outflows) from financing activities		**(4,561)**	**(4,569)**	**2,445**
Net increase in cash & cash equivalents		**2,013**	**2,974**	**7,989**
Cash & cash equivalents at beginning of year		12,444	3,894	4,455
Cash & cash equivalents at end of year		**14,457**	**6,868**	**12,444**
Represented by:				
Cash at bank		14,457	6,868	12,444
Total cash position		**14,457**	**6,868**	**12,444**

The accompanying notes should be read in conjunction with these financial statements. Explanations of major variances against budget are provided in note 17.

1. Some figures differ to the actual figures for 2021 published in the *2020/21 Annual Report*, due to change in accounting policy in accordance with PBE IPSAS 31. Refer to the Statement of Accounting Policies for details.

NOTES TO THE FINANCIAL STATEMENTS

STATEMENT OF ACCOUNTING POLICIES

Reporting entity

EPL is a Crown entity as defined by the Crown Entities Act 2004 and listed in Schedule 4A of the Public Finance Act 1989. The company resides in New Zealand and operates under the Companies Act 1993. The financial statements disclosed are for the period 1 July 2021 to 30 June 2022.

EPL's primary objective is to deliver the school payroll service accurately and on time to the Ministry of Education and the sector. As such, EPL does not operate to make a financial return and therefore is a Public Benefit Entity (PBE).

Basis of preparation

The financial statements have been prepared on a going concern basis, and the accounting policies have been applied consistently throughout the year.

Statement of compliance

The financial statements have been prepared in accordance with the Financial Reporting Act 2013, which requires compliance with generally accepted accounting practice in New Zealand (NZ GAAP). The financial statements of the company comply with PBE standards and have been prepared in accordance with Tier 1 PBE standards.

Budget figures

EPL's SPE 2021/22 budget was adopted by the Board on 28 April 2021 and published on 30 June 2021.

Basis of measurement

The financial statements have been prepared on a historic cost basis except where specifically stated in these accounting policies.

Presentation currency

The financial statements are presented in New Zealand dollars, and all values are rounded to the nearest thousand dollars ($000) unless otherwise stated.

Changes in significant accounting policy

Software-as-a-Service (SaaS) arrangements

The International Financial Reporting Standards Interpretations Committee (IFRIC) has issued two final agenda decisions that impact SaaS arrangements:

- customer's right to receive access to the supplier's software hosted on the cloud (March 2019) – this decision considers whether a customer receives a software asset at the contract commencement date or a service over the contract term
- configuration or customisation costs in a cloud computing arrangement (April 2021) – this decision discusses whether configuration or customisation expenditure relating to SaaS arrangements can be recognised as an intangible asset and if not, over what time period the expenditure is expensed.

EPL's accounting policy has historically been to capitalise all costs related to SaaS arrangements as intangible assets in the Statement of Financial Position. The adoption of the above agenda decisions has result in a reclassification of these intangible assets as an expense in the Statement of Comprehensive Revenue and Expenses, impacting both the current and prior periods presented.

The new accounting policy is presented in note 5.

Historical financial information has been restated to account for the impact of the change in accounting policy in relation to SaaS arrangements, as follows:

Statement of financial position

30 June 2021	As previously reported $000	Adjustment $000	Restated actual $000
Developed software	20,465	-	20,465
Software licences	3,568	-	3,568
Other intangibles	3,006	(1,491)	1,515
Total non-current assets	**27,039**	**(1,491)**	**25,548**
Total assets	**27,039**	**(1,491)**	**25,548**
Net assets	**27,039**	**(1,491)**	**25,548**
Retained earnings	9,103	(1,491)	7,612
Total equity	**9,103**	**(1,491)**	**7,612**

30 June 2020	As previously reported $000	Adjustment $000	Restated actual $000
Developed software	16,876	-	16,876
Software licences	3,830	-	3,830
Other intangibles	1,150	(504)	646
Total non-current assets	**21,856**	**(504)**	**21,352**
Total assets	**21,856**	**(504)**	**21,352**
Net assets	**21,856**	**(504)**	**21,352**
Retained earnings	1,653	(504)	1,149
Total equity	**1,653**	**(504)**	**1,149**

Statement of comprehensive income

30 June 2021	As previously reported $000	Adjustment $000	Restated actual $000
IT expenses	6,617	1,239	7,856
Depreciation and amortisation	5,461	(252)	5,209
Profit before tax	**12,078**	**987**	**13,065**
Income tax expense	-	-	-
Profit for the year	**7,450**	**(987)**	**6,463**
Comprehensive income for the year	**7,450**	**(987)**	**6,463**

30 June 2020	As previously reported $000	Adjustment $000	Restated actual $000
IT expenses	5,428	586	6,014
Depreciation and amortisation	5,082	(82)	5,000
Profit before tax	**10,510**	**504**	**11,014**
Income tax expense	-	-	-
Profit for the year	**1,656**	**(504)**	**1,152**
Comprehensive income for the year	**1,656**	**(504)**	**1,152**

All other policies have been applied on a basis consistent with the previous year.

SUMMARY OF ACCOUNTING POLICIES

The significant accounting policies used in the preparation of these financial statements as set out below have been applied consistently in preparing these financial statements.

Revenue from exchange transactions
Payroll services provided to the Ministry of Education on commercial terms are exchange transactions.

Revenue from services provided by seconded employees to other government departments are exchange transactions.

Unbilled revenue at year-end is recognised in the statement of financial position as receivables from exchange transactions. Revenue from the provision of payroll services and seconded employees are recognised when the following criteria are met:

- significant risks and rewards of the services have passed to the buyer
- services have been delivered, and
- the amount can be measured reliably, and it is probable that the service potential associated with the transaction will flow.

Foreign currency transaction
Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions (spot exchange rate). Foreign exchange gains and losses resulting from the settlement of such transactions and from the re-measurement of monetary items at year-end exchange rates are recognised in surplus or deficit.

Leases
Operating lease

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee.

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Financial instruments presentation
Financial assets and financial liabilities are recognised when EPL becomes a party to the contractual provisions of the financial instrument.

EPL derecognises a financial asset or, where applicable, a part of a financial asset or part of a group of similar financial assets when the rights to receive cash flows from the asset have expired or are waived, or EPL has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party, and either:

- EPL has transferred substantially all the risks and rewards of the asset, or
- EPL has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Cash and cash equivalents
Cash and cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

Loans and receivables
Receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition, these are measured at amortised cost, less any allowance for impairment.

Financial liabilities
EPL's financial liabilities include trade and other creditors, and borrowings that pertain to EPL's Crown loan.

Property, plant and equipment
Property, plant and equipment asset classes consist of office equipment, furniture and fittings, ICT equipment and leasehold improvements.

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses. Cost includes consideration given to acquire or create the asset and any directly attributable costs of bringing the asset to working condition for its intended use.

The cost of an item of property, plant and equipment is only recognised as an asset when it is probable that future economic benefits or service potential associated with the item will flow to EPL and the cost of the item can be measured reliably.

Where an asset is acquired at no cost, or for a nominal cost, the asset will be recorded at fair value at the date of acquisition when control of the asset is obtained.

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to EPL and the cost of the item can be measured reliably.

The costs of servicing property, plant and equipment are recognised in the Statement of Comprehensive Revenue and Expenses as they are incurred.

Gains and disposals

Gains and losses on disposals are determined by comparing the proceeds of disposal with the carrying amount of the asset. Gains and losses on disposal are included in the Statement of Comprehensive Revenue and Expenses.

Depreciation

Depreciation on property, plant and equipment (excluding work in progress) is calculated on a straight-line basis, from the time the asset is in the location and condition necessary for its intended use. This basis allocates the cost or value of the asset, less its residual value, over its estimated useful life.

The depreciation method, estimated useful lives, and residual values of property, plant and equipment are reviewed annually to assess appropriateness.

The following estimated useful lives are used in the calculation of depreciation:

– office equipment	2 to 6 years
– ICT equipment	2 to 10 years
– leasehold improvements	3 to 6 years
– furniture & fittings	3 to 12 years

Intangible assets

Software acquisition and development

Software is a finite-life intangible and is recorded at cost less accumulated amortisation and impairment. Amortisation is charged on a straight-line basis over the estimated useful life of the intangible asset.

Software in development is held in work in progress until completed, at which point it is transferred to the intangible assets.

Any capitalised internally developed software that is not yet complete is not amortised but is subject to impairment testing.

Costs that are directly associated with the development of software are classified as an intangible asset when the following criteria are met:

- it is feasible to complete the development
- it can be demonstrated how the development can enhance or generate future economic benefit in a probable manner
- the expenditure attributable during its development can be reliably measured.

Other development expenditure that does not meet the above criteria is recognised as an expense. The following rates are used in the calculation of amortisation:

– developed software	2 to 10 years
– software licenses	4 to 10 years
– other intangibles	1 to 10 years

Software-as-a-Service (SaaS) arrangements

SaaS arrangements are service contracts providing EPL with the right to access the cloud provider's application software over the contract period. As such, EPL does not receive a software intangible asset at the contract commencement date.

The following outlines the accounting treatment for costs incurred in relation to SaaS arrangements:

Recognise as an operating expense over the term of the service contracts	• fee for use of application software • customisation costs.
Recognise as an operating expense as the service is received	• configuration costs • data conversion and migration costs • testing costs • training costs

Costs incurred for the development of software code are recognised as intangible software assets when that code enhances or modifies, or creates additional capability to existing on-premise systems and meets the definition of and recognition criteria for an intangible asset.

Work in progress

Assets under construction are recognised at cost, less any impairment losses, within non-current assets and are not depreciated.

Accruals and payables

Creditors and other payables are non-interest bearing and are normally settled on 20th of the following month, therefore the carrying values of creditors and other payables approximate their fair value.

Employment entitlements

Employment entitlements that EPL expects to be settled within 12 months of balance date are measured at nominal value on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, and annual leave earned but not yet taken at balance date that EPL expects to be settled within 12 months.

Equity

Equity is the shareholder's interest in EPL, measured as the difference between total assets and total liabilities.

Goods and services tax

All items in the financial statements are stated exclusive of goods and services tax (GST), except for receivables and payables, which are presented on a GST-inclusive basis.

Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to, Inland Revenue is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to or received from Inland Revenue, including the GST relating to investing and financing activities, is classified as operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Income tax

EPL is a public purpose Crown-controlled company in accordance with the Income Tax Act 2007 and consequently is exempt from the payment of income tax. Accordingly no provision has been made for income tax.

Cost allocation

EPL has provided the full cost of its output measured on a full accrual accounting basis. EPL provides a single output – the delivery of the schools' payroll service.

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made based on historical experience and other factors that are considered to be relevant to the reported amounts of revenues, expenses, assets and liabilities at the end of the reporting period. The uncertainty from these assumptions and estimates could result in outcomes that may result in a material adjustment to the carrying amounts of assets and liabilities.

Estimating useful lives and residual values of property, plant and equipment

Each year the useful lives and residual values of property, plant and equipment are reviewed. Assessing the appropriateness of useful life and residual value estimates of property, plant and equipment requires a number of factors to be considered, such as the physical condition of the asset, expected period of use of the asset by EPL and expected disposal proceeds from the write-off of these assets.

An incorrect estimate of the useful life or residual value will affect the depreciation expense recognised in the surplus or deficit and the carrying amount of the asset in the statement of financial position.

EPL minimises the risk of this estimation uncertainty by:

- physical inspection of assets
- asset replacement programmes.

Intangible assets recognition and measurements

Values are inherently subjective, and require the use of judgement.

Intangible assets that qualify for recognition shall initially be recognised at cost. Cost is deemed to be at fair value where an intangible asset is acquired at no cost or nominal value. After initial recognition, these intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets are assessed annually and are considered impaired when contribution to the generation of future economic benefits is assessed as diminished.

Determining the useful life of an asset also involves judgement. Product owners are requested to explicitly advise on appropriate useful lives over which asset components should be amortised for accounting purposes. This may require the product owner to seek the professional assistance of other experts such as engineers, developers or other technical experts.

Developed software costs include external costs, wages and overheads that are directly attributable to the software development. Software and licenses received through capital injection were initially recognised at fair value at transfer date on the basis it is probable that they will generate future economic benefits for the entity. Fair value was determined using costing information available, taking into consideration relevant indicators of impairment.

Software-as-a-Service (SaaS) arrangements
Note 5 describes EPL's accounting policy in respect of configuration and customisation costs incurred in implementing SaaS arrangements. In applying the entity's accounting policy, the following key judgements were made, that may have the most significant effect on the amounts recognised in financial statements:

Determination whether configuration and customisation services are distinct from the SaaS access
Implementation costs including costs to configure or customise the cloud provider's application software are recognised as operating expenses when the services are received.

Where the SaaS arrangement supplier provides both configuration and customisation services, judgement has been applied to determine whether each of these services are distinct or not from the underlying use of the SaaS application software. Distinct configuration and customisation costs are expensed as incurred as the software is configured or customised (ie upfront). Non-distinct configuration and customisation costs are expensed over the SaaS contract term.

Non-distinct customisation activities significantly enhance or modify a SaaS cloud-based application. Judgement has been applied in determining whether the degree of customisation and modification of the SaaS cloud-based application is significant or not.

Capitalisation of configuration and customisation costs in SaaS arrangements
In implementing SaaS arrangements, EPL has developed software code that either enhances, modifies or creates additional capability to the existing owned software. This software is used to connect with the SaaS arrangement cloud-based application.

Judgement has been applied in determining whether the changes to the owned software meet the definition of and recognition criteria for an intangible asset in accordance with PBE IPSAS 31 intangible assets.

During the financial year, EPL recognised $0 (2021: $987,147) as intangible assets in respect of customisation and configuration costs incurred in implementing SaaS arrangements.

Classification of expenditure
Determining whether expenditure is classed as capital or operating expenditure requires judgement as to whether the cost is likely to provide future economic benefits to EPL over a number of years that result in the creation, purchase or improvement of an asset.

Judgement is required on various aspects that include, but are not limited to, the life of the asset, the service potential or capability of that asset, whether or not an enhancement to an existing asset is significant and quantifiable to be considered an improvement, and determining the appropriate depreciation rate.

Provisions
Specific provisions for historic liabilities have been raised where objective evidence exists. Calculations are determined using historical experience and management's experience of economic stress factors.

Standards and interpretations issued but not yet effective
The standards and interpretations that are issued, but not yet effective, up to the date of issuance of EPL's financial statements and that are expected to have an impact on EPL's financial position, performance and/or disclosures are discussed below.

PBE FRS 48 – service performance reporting
Our current compliance with performance reporting under the Crown Entities Act provides compliance with the standard. We will continue to assess our disclosure with the standard when it comes into force. No material impact is expected.

PBE IPSAS 41 – financial instruments
This is a new standard effective for annual reporting periods beginning on or after 1 January 2022 and supersedes PBE IPSAS 9 financial instruments. EPL does not expect to adopt this standard early. No material impact is expected.

1. SALES OF SERVICES TO GOVERNMENT

Rendering services – full cost recovery

Under the latest service level agreement dated December 2017, EPL is operating under a fixed pricing schedule. Revenue from the rendering of services is recognised by the completion of the fortnightly pay. Completion is measured at the end of each month when the full cost of running the service is captured.

2. PROPERTY, PLANT AND EQUIPMENT

Year ended 30 June 2022	$000 Furniture & fittings	$000 ICT equipment	$000 Office equipment	$000 Leasehold improvements	$000 Total
Opening cost	419	2,356	60	380	3,215
Additions	2	6	-	75	83
Disposals	(33)	(154)	-	(61)	(248)
Closing cost	388	2,208	60	394	3,050
Less accumulated depreciation					
Opening accumulated depreciation	(236)	(947)	(18)	(227)	(1,428)
Depreciation for the year	(70)	(619)	(18)	(80)	(787)
Accumulated depreciation written off on disposal	25	131	-	48	204
Closing accumulated depreciation	(281)	(1,435)	(36)	(259)	(2,011)
Closing balance at 30 June 2022	**107**	**773**	**24**	**135**	**1,039**

Year ended 30 June 2021	$000 Furniture & fittings	$000 ICT equipment	$000 Office equipment	$000 Leasehold improvements	$000 Total
Opening cost	465	2,458	17	380	3,320
Additions	9	756	48	-	813
Disposals	(55)	(858)	(5)	-	(918)
Closing cost	419	2,356	60	380	3,215
Less accumulated depreciation					
Opening accumulated depreciation	(192)	(1,005)	(9)	(162)	(1,368)
Depreciation for the year	(75)	(665)	(14)	(65)	(819)
Accumulated depreciation written off on disposal	31	723	5	-	759
Closing accumulated depreciation	(236)	(947)	(18)	(227)	(1,428)
Closing balance at 30 June 2021	**183**	**1,409**	**42**	**153**	**1,787**

3. INTANGIBLE ASSETS

Year ended 30 June 2022	$000 Developed software	$000 Software licenses	$000 Restated other intangibles[1]	$000 Total
Opening cost	32,153	9,150	6,121	47,424
Additions	2,542	-	5,694	8,236
Disposals	(765)	(587)	-	(1,352)
Closing cost	33,930	8,563	11,815	54,038
Less accumulated amortisation				
Opening accumulated amortisation	(11,688)	(5,582)	(4,606)	(21,876)
Amortisation for the year	(4,370)	(590)	(871)	(5,831)
Accumulated amortisation written off on disposal	765	278	-	1,043
Closing accumulated amortisation	(15,293)	(5,894)	(5,477)	(26,664)
Closing balance at 30 June 2022	**18,637**	**2,669**	**6,338**	**27,644**

Year ended 30 June 2021	$000 Developed software	$000 Software licenses	$000 Restated other intangibles[1]	$000 Total
Opening cost	25,076	8,856	5,235	39,167
Additions	7,077	294	1,195	8,566
Disposals	-	-	(309)	(309)
Closing cost	32,153	9,150	6,121	47,424
Less accumulated amortisation				
Opening accumulated amortisation	(8,200)	(5,026)	(4,589)	(17,815)
Amortisation for the year	(3,488)	(556)	(327)	(4,371)
Accumulated amortisation written off on disposal	-	-	310	310
Closing accumulated amortisation	(11,688)	(5,582)	(4,606)	(21,876)
Closing balance at 30 June 2021	**20,465**	**3,568**	**1,515**	**25,548**

1. Some figures differ to the actual figures for 2021 published in the *2020/21 Annual Report*, due to change in accounting policy in accordance with PBE IPSAS 31. Refer to the Statement of Accounting Policies for details.

4. ACCRUALS AND PAYABLES

	$000 2021/22	$000 2020/21
Creditors	1,981	1,388
Accrued expenses	1,050	703
Total creditors & other payables	**3,031**	**2,091**

Payables are non-interest bearing and are settled on 30-day terms. Therefore, the carrying value of creditors and payables approximates their fair value.

5. BORROWINGS

EPL entered into an agreement with the New Zealand Debt Management Office, a department of The Treasury, in December 2017 to draw on a $13.2M Crown loan. This loan is secured over all property of EPL. The loan is required to maintain adequate working capital and support investment in intangible assets created during the Education Payroll Development Programme.

The period of the loan is 6.5 years, the facility termination date being 30 June 2024, when all drawdowns must be repaid. Multiple drawdowns can be made against this facility. Each drawdown has a unique repayment date and a unique interest rate agreed at the date of drawdown. The interest rate is based on the aggregate of the New Zealand swap rate and the USD margin. Interest is capitalised in proportion to its utilisation in the development of work in progress. Interest from short-term investment of excess funds is offset against the cost of borrowing before capitalisation. The cost of borrowing is expensed when developments are completed and in use.

Loan repayments totalling $4.0M have been settled in March and June 2022, reducing the overall debt EPL holds to $9.2M for the year ended June 2022. All remaining loan repayments are due for repayment in June 2024.

As at 30 June	Interest rate	$000 2021/22	$000 2020/21
August 2018 drawdown	5.13%	2,000	2,000
December 2018 drawdown	4.94%	-	2,000
September 2019 drawdown	2.97%	-	2,000
December 2019 drawdown	3.79%	2,000	2,000
June 2020 drawdown	5.21%	2,225	2,225
September 2020 drawdown	4.49%	3,000	3,000
Total Crown loan		9,225	13,225
Represented by:			
Current		-	4,000
Non-current		9,225	9,225
Total borrowings		**9,225**	**13,225**
The amount of borrowing costs capitalised during the year		13	110

6. CORPORATE EXPENSES

	$000 2021/22	$000 2020/21
Corporate expenses		
Ministry of Education emergency payment expenses	24	9
Fringe benefit tax	16	20
Insurance	169	128
Other corporate costs	168	149
Payslip printing & postage	190	200
Stationery, printing & photocopying	13	17
Other	11	11
Total corporate expenses	**591**	**534**

7. CATEGORIES OF FINANCIAL INSTRUMENTS

The carrying amount of financial instruments presented in the statement of financial position relate to the following categories of assets and liabilities.

	$000 2021/22	$000 2020/21
Loans & receivables:		
Cash & cash equivalents	14,457	12,444
Receivables from exchange transactions	1,022	6
Total loans & receivables	**15,479**	**12,450**
Financial liabilities at amortised costs:		
Accruals & other payables	3,031	2,091
Borrowing	9,225	13,225
Total financial liabilities	**12,256**	**15,316**

8. RECONCILIATION OF NET SURPLUS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	$000 2021/22	$000 Restated 2020/21[1]
Net income	**5,047**	**6,463**
Add non-cash items		
Depreciation & amortisation expenses	6,618	5,190
Loss on disposal	351	72
Other non-cash items	-	20
Net movements in non-cash items	**6,969**	**5,282**
Add/(deduct) movements in statement of financial position Items		
Trade debtors	(1,016)	756
Accrued income	-	462
Prepayments	1,554	(434)
Trade & other payables	594	634
Accruals & provisions	(105)	(689)
Employment entitlements	347	155
Income in advance	384	(82)
Net movements in working capital items	**1,758**	**802**
Add items classified as investing activities		
Interest paid on borrowing	587	444
Net cash flow from operating activities	**14,361**	**12,991**

1. Some figures differ to the actual figures for 2021 published in the *2020/21 Annual Report*, due to change in accounting policy in accordance with PBE IPSAS 31. Refer to the Statement of Accounting Policies for details.

9. CAPITAL COMMITMENTS

EPL has no contracted commitments for the development of property, plant and equipment or intangible assets as at 30 June 2022 (2021: $0).

10. OPERATING LEASES AS LESSEE

Future minimum rent payable under operating leases is as follows:

As at 30 June	$000 2021/22	$000 2020/21
Not later than one year	700	608
Later than one year & not later than five years	31	628
Later than five years	-	-
Total non-cancellable operating leases	**731**	**1,236**

EPL moved to the current premises in July 2017. The head lease is for six-years.

EPL leases office premises and office equipment in the normal course of its business.

The majority of these leases are for premises that have a non-cancellable leasing period ranging from five to six years.

11. BOARD OF DIRECTORS' REMUNERATION

The total value of remuneration paid or payable to each board member during the year is tabled below.

	$000 2021/22	$000 2020/21
Sandi Beatie (Chair)	56	53
Colin MacDonald	28	26
Cathy Magiannis	–	13
Liz Maguire	4	–
David Skinner	28	–
Marcel van den Assum	28	26
Total Board member remuneration	**144**	**118**

EPL has directors' liability and professional indemnity insurance cover in respect of the liability or costs of board members and employees.

EPL maintains an interest register to identify and manage conflicts of interest.

12. EMPLOYEE REMUNERATIONS

	$000 2021/22	$000 2020/21
Wages & salaries	11,232	11,095
Other personnel costs	1,524	1,218
Personnel expenses	**12,756**	**12,313**

The table below shows total remuneration received by EPL employees (KiwiSaver contributions exclusive) that is equal to or exceeds $100,000 per annum during the year ended 30 June 2022.

Remuneration band $	2021/22 Number of employees	2020/21 Number of employees
390,000 to 399,999	1	1
290,000 to 299,999	1	1
210,000 to 219,999	-	1
200,000 to 209,999	1	2
190,000 to 199,999	-	1
170,000 to 179,999	4	-
160,000 to 169,999	2	1
150,000 to 159,999	3	3
140,000 to 149,999	5	3
130,000 to 139,999	3	3
120,000 to 129,999	7	2
110,000 to 119,999	1	5
100,000 to 109,999	8	9

During the year ended 30 June 2022, two employees received compensation (2021:1 employee) and other benefits in relation to cessation totalling $62,602 (2021: $7,712).

Key management personnel
The key management personnel, as defined by PBE IPSAS 20 Related Party Disclosures, are the members of the governing body, comprising the Board of Directors (6) and Executive Team (4), which constitutes the governing body of the company. The aggregate remuneration of key personnel and the number of individuals, determined on a full-time equivalent basis, receiving remuneration is as follows:

Key management personnel remuneration	$000 2021/22	$000 2020/21[1]
Executive Team	1,239	1,555
Board	144	118
Number of persons recognised as key management personnel	10	10

1. The Key Management Personnel for 2020/21 comprised the Board of Directors (4), Senior Leadership Team (5) and the Chief Executive. Changes to management structure in 2021 resulted in formation of the Executive Team and the Senior Leadership Team.

The Chief Executive of EPL is employed on a fixed-term contract. This contract was renewed in 2019 and ends November 2022. A new Chief Executive commences December 2022.

During the year the Chief Executive received remuneration of $396,126. This amount includes employer contributions to KiwiSaver at 3%. No incentive remuneration is included or payable in this amount.

The Chief Executive participates in Education Payroll's group salary continuance and employee life insurance policies.

13. RELATED PARTY TRANSACTIONS

There were no related party transactions completed in the current financial year.

14. FINANCIAL INSTRUMENT RISK

Risk management objectives and policies

EPL is exposed to various risks in relation to financial instruments. The company's financial assets and liabilities by category are summarised in note 7. The main types of risks are credit risk and liquidity risk.

EPL's risk management policy is to ensure that it can adhere to its objectives in the long term in providing the New Zealand schools' payroll.

Liquidity risk

Liquidity risk is the risk that EPL may encounter difficulties in meeting financial liabilities as they fall due. EPL monitors and manages this risk through fulfilment of its treasury duties. Management regularly reviews its banking arrangements to ensure the best returns are achieved, while maintaining liquidity levels to service day-to-day operations. Refer to notes 5 and 7 for maturity profile of financial liabilities.

Credit risk analysis

Credit risk is the risk that a counter-party fails to discharge an obligation to EPL. EPL is exposed to this risk for various financial instruments, for example, by placing deposits. EPL's maximum exposure to credit risk is limited to the carrying amount of financial assets recognised at the reporting date.

The directors have assessed that no financial assets are impaired or past due for the reporting date under review and are of good credit quality. The credit risks for cash and cash equivalents are considered negligible, since the counter-party is a reputable bank with high quality external ratings.

15. EQUITY AND CAPITAL MANAGEMENT

EPL is subject to the financial management and accountability provisions of the Crown Entities Act 2004, which imposes restrictions in relation to borrowings, acquisition of securities, issuing guarantees and indemnities, and the use of derivatives.

In determining its capital management policy, the main objective of the Board is to ensure that the company has sufficient funds to continue with its main purpose of generating the schools' payroll.

EPL's objective is to ensure that adequate returns are generated to fund the company's day-to-day activities, but also to maintain a strong capital base and minimise risk exposure.

Shareholders' equity

	2021/22		2020/21	
Contributed equity	**Shares**	**$000**	**Shares**	**$000**
Issued at no par value & not fully paid ordinary shares	100	-	100	-

One hundred shares were issued in 2014 to both the Minister of Finance and Minister of Education. The shares have no par value and have not been fully paid.

16. EVENTS AFTER REPORTING DATE

No events have occurred subsequent to the balance date that would require recognition or disclosure in the financial statements (2021: none).

17. EXPLANATION OF MAJOR VARIANCES AGAINST BUDGET

Statement of comprehensive income

Explanations for the significant variances between actual and budget expenditure are detailed below by revenue and expense type.

The factors contributing to the decrease in revenue of $2.7M is primarily due to the:

- $3.8M early contribution from the Ministry of Education towards the Oracle Upgrade Project made in 20/21 instead of 21/22.
- offset by $0.6M additional contribution from the Ministry of Education for ISAE costs incurred and additional depreciation due to early capitalisation of Oracle.

All revenue for the Oracle Upgrade Project was expected in 2021/22 however the Ministry of Education provided additional income early.

Operating expenditure is higher than anticipated by $0.7M. This is due to offsetting spend:

- 0.8M overall increase in personnel and third-party resources due to the increased competition in market with high demand for skilled workers
- $0.4M overall decrease in third-party costs due to savings made in software licensing
- $0.7M increase in depreciation due to the early capitalisation of phase 1 of the Oracle Upgrade Project, which is offset by a recategorisation of $0.4M due to the change of accounting policy related to Software-as-a-Service.

It is necessary for EPL to generate free cash to repay the Crown loan by June 2024 and operate an annual capex programme. However, this is lower in 2021/22 than budgeted due to the early receipt of revenue in in 2020/21.

The receipt of cash funding for the Oracle Upgrade Project, as reimbursement income, has had a very significant impact on the surplus achieved by EPL. This is because the Oracle Upgrade Project is a capital expenditure item. The technical mismatch in revenue and expenditure type leads to an inflated surplus.

Statement of financial position

Explanations for the significant variances between actual and budgeted expenditure are summarised below by asset and liability type:

- higher current assets are due to the receipt of unbudgeted reimbursement income, reflected in the higher cash and cash equivalent balance
- lower non-current assets due to the delay of delivery of EdPay releases and the phase 2 of the Oracle Upgrade Project.

Rārangi Utu ā-Mātauranga
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2021/22

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