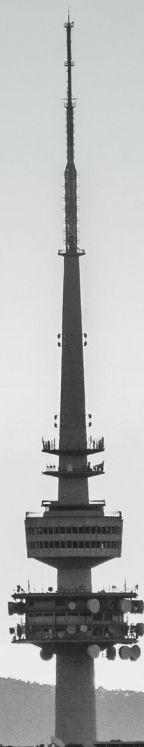


INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
ACT

# IPAA ACT ANNUAL REPORT 2022-23



**BUILD** YOUR CONNECTIONS  
**CHALLENGE** YOUR THINKING



## OUR MISSION

To promote excellence and professionalism in public administration.

## ABOUT US

The Institute of Public Administration Australia (ACT) is a public company limited by guarantee. IPAA ACT is a non-profit and non-partisan organisation that works in partnership with the public sector, the private sector academia, and other institutions. IPAA ACT provides a platform for debate and discussion about improving and striving for excellence in public administration in Australia.

## CONTACT US

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Institute of Public Administration Australia (ACT)  
Limited [IPAA ACT]

ACN: 633 319 972

ABN: 24 656 727 375

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## PRESIDENT'S REPORT

In presenting the 2022-23 annual report, I reflect on the past 12 months for IPAA ACT - a year of growth, strong partnerships and discussions on innovation and reform.

Against the backdrop of various challenges across the public sector, IPAA ACT has delivered a reflective and forward-looking program addressing integrity and pride in public sector work. We have also strengthened our focus on leadership, diversity and inclusion, and provided many opportunities for sharing expertise and knowledge.

### Engagements

In October 2022, over 420 delegates joined us for the IPAA National Conference, hosted by IPAA ACT, which saw the Minister for the Public Service, Senator the Honourable Katy Gallagher, officially launch the Government's Australian Public Service reform agenda.

Our capability programs remained popular, with the Future Leaders Program reaching its seventh year and the SES program entering its second iteration. Many attendees praised the formats for their supportive discussions, and welcomed the frank insights panellists, facilitators and keynote speakers brought to the programs.

Conversations generated at our IPAA ACT events, within our capability courses, and during our podcast have been rich and engaging, with attendee numbers reaching 3,400 individuals across our programs. In 2022-23 we celebrated our second Spirit of Service Awards at the National Arboretum. These awards promote and recognise public sector initiatives that drive positive change for the Australian community and demonstrate leadership and excellence in the public sector. The awards gala attracted high quality submissions in each category, showcasing innovative ideas and how the nominees overcame challenges to deliver exceptional outcomes.

### Financial report

The audited statements for the 2022-23 year show an operating deficit of \$13,827, resulting in a retained net asset position of \$845,159.

Revenue from all membership categories has increased from the previous year, as has the revenue from capability programs and corporate partnerships and sponsorships.

The small manageable deficit this year reflects an increase in operating expenses and personnel management. The strong cash position in the balance sheet depicts IPAA ACT's healthy current ratio.

Bellchambers Barrett conducted the audit of the financial statements for the seventh year.

Looking ahead, IPAA ACT will continue to focus on gradual revenue growth with a small, budgeted surplus each year. Full financial statements can be found [here](#).

### Looking ahead

In the coming year, IPAA ACT will continue to deliver excellent programs and content to support public sector staff in continuing to deliver for the Australian community.

In the capability space, we are broadening our course base to better offer capability programs for First Nations public servants. Across our events, we're seeking opportunities to bring you many more platforms for networking, insightful discussions, hackathons, and engaging speakers.

I would like to extend my thanks to fellow members of the IPAA ACT Board, Council and committees and the IPAA members who have engaged with our strategic priorities and activities over the year.

I'd also like to thank the excellent team of IPAA ACT who deliver our programs and events with passion and a deep commitment to building capabilities in the public sector.

**Katherine Jones PSM**  
Chair and President



# IPAA ACT BOARD AND COUNCIL

## BOARD OF DIRECTORS

IPAA ACT has a two-tier governance structure including a board and a council. The Board of Directors is the governing body of IPAA ACT and is appointed by the council. The board was established at the first meeting of the 2021-2024 council on 20 October 2021.



Chair and President

**KATHERINE JONES PSM**

Secretary, Attorney-General's  
Department



Board Member and Deputy  
President

**MICHAEL MANTHORPE PSM**

Principal, Manthorpe's Shop  
Fellow and Individual Member



Board Member and Deputy  
President

**DAVID HAZLEHURST**

Head, NDIS Review Secretariat



Board Member and Chair of the  
Finance, Risk and Audit Committee

**CATH INGRAM FIPAA**

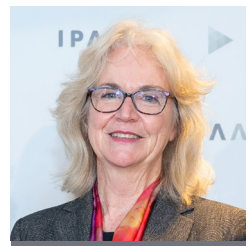
Fellow and Individual Member



Board Member

**BARRY MEWETT FIPAA**

Fellow and Individual Member  
Former Councillor



Board Member and Councillor

**KATHY LEIGH FIPAA**

Head of Service  
ACT Public Service



Board Member and Councillor

**LETITIA HOPE**

Deputy Secretary  
Department of Social Services



Company secretary

**HOLLY NOBLE**

Director, Governance, Planning and  
Performance, Department of Finance

## COUNCIL MEMBERS

IPAA ACT is supported by an elected council of members. The current council were appointed on 12 October 2021 for the term 2021 to 2024. The council represents the members of IPAA ACT under the leadership of its president, Katherine Jones PSM.



**NATALIE BEKIS**

State Manager, Victoria  
and Tasmania  
Department of Health  
and Ageing



**PROFESSOR ANDREW CAMPBELL**

Chief Executive Officer  
Australian Centre for  
International Agricultural  
Research



**PATRICK HETHERINGTON**

Chief Operating Officer  
Department of Social  
Services



**PROFESSOR JANINE O'FLYNN**

Director  
ANU Crawford School of  
Public Policy



**CHERYL-ANNE MOY**

Deputy Secretary and  
Chief Operating Officer,  
Department of Home Affairs



**JANE URQUHART**

Deputy Secretary  
Department of Industry,  
Science and Resources



**KYLIE CRANE PSM**

Deputy Secretary, Early  
Childhood and Youth  
Department of Education



**JUSTINE GRIEG**

Deputy Secretary, Defence  
People, Department of  
Defence



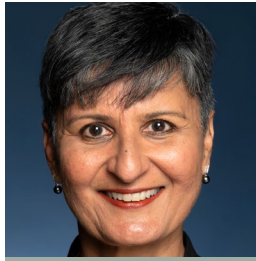
**TAMSYN HARVEY**

Deputy Secretary  
Attorney-General's  
Department



**SAMANTHA PALMER  
FIPAA**

General Manager  
Australian Trade and  
Investment Commission



**HARINDER SIDHU**

Australian High  
Commissioner to New  
Zealand, Department of  
Foreign Affairs and Trade



**CHARLOTTE TRESSLER**

Chief Operating Officer,  
Australian Federal Police



**CLARE WALSH**

Chief Operating Officer  
Department of Foreign  
Affairs and Trade



**DR DAMIAN WEST PSM**

Deputy Director-General,  
Workforce Capability  
and Governance, ACT  
Government



**CAROLINE WALSH  
(EX OFFICIO)**

Chief Executive Officer,  
Institute of Public  
Administration Australia (ACT)



# CEO'S REPORT



In 2022-23, capability, integrity, diversity and inclusion, and APS reform have been core themes at IPAA ACT, making for a rich and well-received program.

The IPAA National Conference was the highlight of this year, bringing together delegates from all over Australia to explore Australia's future in an increasingly uncertain world; the effects of change and the changes that we can affect. Another highlight included the Australian Government Data Forum, which saw senior thought leaders and academics from the public and private sectors discuss how data can be used to inform the delivery of policy and programs that accurately reflect current trends within the Australian community.

With the Royal Commission into Robodebt underway during the reporting period, IPAA ACT provided a platform for debate and discussion, mainly through our Secretary Series and our Work with Purpose podcast. As well as creating space to look at fundamental challenges in public administration, we continued to foster a sense of pride in the sector - reminding public servants that they have much to be proud of in serving Australia's communities.

Reflecting this, we finalised a partnership with the APS Reform Office to deliver the Unearthed podcast series in 2023-24, focusing on the bottom-up initiatives that make a difference within and outside the public service.

Our capability programs continued to deliver connections and content to participants, with over 350 attendees in our FLP and SES programs. Our SES program saw its second iteration, again receiving universally positive feedback. This year, 35 participants came together for six interactive sessions. Participants said that they enjoyed the frank and fearless conversations in the room, and the opportunity to network with other public sector leaders.

I would like to thank IPAA ACT directors, councillors and committee members for their ongoing voluntary work as advocates for public administration and for IPAA. We also couldn't do any of this without our speakers and panellists who help bring our programs and content to life.

I'd also like to thank our members and partners for continuously investing in the professionalism and capability of the public sector, and sharing their knowledge and insights with us.

In my three years as CEO of IPAA ACT, I have been privileged to help public servants and others in the public sector create meaningful careers, connect them with peers and support them with the tools and information they need to do what they do best – serve Australia's communities.

I'm grateful to our small, purpose-driven team that has delivered 17 events, fortnightly podcasts, 5 Future Leaders and one Senior Executive Leadership Conversations cohorts and many more initiatives and content during the reporting period.

A handwritten signature in black ink, appearing to read 'Caroline Walsh', written in a cursive style.

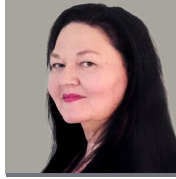
**Caroline Walsh**  
Chief Executive Officer

## IPAA TEAM

IPAA ACT consists of a small, dedicated team of people who serve the sector by bringing quality content and events to members.



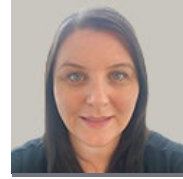
**Wendy Cohen**  
Chief Operating Officer



**Christina Gibson**  
National Director



**Kelly McAlear**  
Capability Manager



**Liz O'Callaghan**  
Assistant Director,  
Business Improvement



**Chantelle Kreti**  
Conference Manager



**Anna Judith**  
Events Manager



**Jess Bereth**  
Executive Support Officer



**Julia Ahrens**  
Communications and  
Engagement Manager



**Goldele Rayment**  
Capability Coordinator



**Sarwin Dsouza**  
Events Coordinator



**Abby Keech**  
Events Coordinator



**Azel Lorena**  
Communications Officer

## IPAA ACT COMMITTEES

Several committees oversee IPAA ACT initiatives and activities to ensure the organisation achieves its key priorities. Committee members are drawn from the IPAA membership base.

### BOARD OF DIRECTORS

Oversees the management of IPAA ACT  
Detailed on page 3

### COUNCIL

Supports the oversight of IPAA ACT  
Detailed on page 4-5

### Corporate Governance Committee | Board sub-committee

Oversees all IPAA corporate, systems, policies, budget and other internal governance processes, and provides assurance and advice to the Board on these matters.

- Cath Ingram FIPAA, Board member and councillor (Chair)
- Barry Mewett FIPAA, Board member
- Randall Brugeaud, Australian Simplified Trade System Implementation Taskforce
- Emily Canning, Callida Consulting
- Jonathan Curtis, Parliamentary Library
- Sam Engele, ACT Government
- Matthew Kelly, Hays Recruitment

### Future Leaders Committee | Special interest sub-committee

Develops broad and innovative perspectives to support the next generation of leaders and prepare them to lead the public sector of tomorrow.

- Anthony Pronin, Department of Defence (Co-convenor)
- Jack Milne, Department of Foreign Affairs and Trade (Co-convenor)
- Andrew Pfeiffer, Department of the Prime Minister and Cabinet
- Rachel King, Aged Care Quality and Safety Commission
- Sean Conway, Department of Treasury
- Brock Phyland, Department of Veterans' Affairs
- Julian Wong, ACT Health
- Emily Casey, Australian Bureau of Statistics
- Emma Layton, KPMG
- Hilary Schubert-Jones, Department of Defence
- Hend Rifai, Department of Finance
- Isabelle Franklin, Department of the Prime Minister and Cabinet
- Lenche Kazan, Department of Defence
- Matthew Watts, Department of Home Affairs
- Megan Aponte-Payne, Department of Industry, Science and Resources
- Sheradyn Stubbs, Department of Finance
- Zoë Tassicker, Department of Health and Aged Care
- Kylie Crane, PSM, Deputy Secretary Early Childhood and Youth Group, Department of Education (Committee sponsor)

### Executive Assistant Series Committee | Special interest sub-committee

Strengthening an engaged and capable cohort of Executive Assistants in public administration.

- Alyssa Broomby, Digital Transformation Agency (Chair)
- Rhana Crago, Australian Public Service Commission (Deputy Chair)
- Jane Urquhart, Department of Industry, Innovation and Science (Committee Sponsor)
- Sarah Kalleske, ACT Government
- Lydia Milosavljevic, Department of Climate Change, Energy, the Environment and Water
- Cal Yager, Austrade
- Eda Kocak, National Emergency Management Agency
- Paulette Billings-Brown, Parliamentary Budget Office
- Stephanie Ebert, Department of Defence



## IPAA ACT CORPORATE MEMBERS

- ACT Public Service
- ArcBlue
- Attorney-General's Department
- Australian Bureau of Statistics
- Australian Centre for International Agricultural Research (ACIAR)
- Australian Commission for Law Enforcement Integrity
- Australian Communications and Media Authority (ACMA)
- Australian Electoral Commission
- Australian Federal Police
- Australian Financial Security Authority
- Australian Institute of Health and Welfare
- Australian Maritime Safety Authority
- Australian National Audit Office
- Australian Office of Financial Management
- Australian Pesticides and Veterinary Medicines Authority
- Australian Public Service Commission (APSC)
- Australian Research Council
- Australian Security Intelligence Organisation
- Australian Signals Directorate
- Australian Taxation Office
- Australian Trade and Investment Commission (Austrade)
- Australian Transaction Reports and Analysis Centre (AUSTRAC)
- Boston Consulting Group
- Bureau of Meteorology
- Cancer Australia
- Clean Energy Regulator
- contentgroup
- Comcare
- Commonwealth Bank of Australia
- Commonwealth Grants Commission
- Commonwealth Superannuation Corporation
- Crawford School of Public Policy (ANU)
- CSIRO Planning, Performance and Evaluation
- Cyber Security CRC
- Defence Housing Australia
- Deloitte
- Department of Agriculture, Fisheries and Forestry
- Department of Climate Change, Energy, the Environment and Water
- Department of Defence
- Department of Education
- Department of Employment and Workplace Relations
- Department of Finance
- Department of Foreign Affairs and Trade
- Department of Health and Aged Care
- Department of Home Affairs
- Department of Industry, Science and Resources
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Department of Social Services
- Department of the House of Representatives
- Department of the Prime Minister and Cabinet
- Department of Veterans' Affairs
- Digital Transformation Agency
- Ernst & Young (EY)
- Fair Work Ombudsman
- Geoscience Australia
- Grosvenor Public Sector Advisory
- Hays
- Holding Redlich
- Independent Parliamentary Expenses Authority
- Institute for Governance & Policy Analysis, University of Canberra
- Interaction Consulting
- IP Australia
- Kowalski recruitment
- KPMG
- Maddocks
- McKinsey & Company
- MinterEllison
- National Archives of Australia (NAA)
- National Blood Authority
- National Disability Insurance Agency
- National Health and Medical Research Council
- National Health Funding Body
- National Indigenous Australians Agency
- National Library of Australia
- NDIS Quality & Safeguards Commission
- NGS Global
- Noetic Group
- Nous Group
- Office of National Intelligence
- Office of Parliamentary Counsel
- Office of the Commonwealth Ombudsman
- Office of the Inspector-General of Intelligence and Security - IGIS
- Organ and Tissue Authority
- Parliamentary Budget Office
- Productivity Commission
- Projects Assured
- Proximity
- PwC
- Queensland University of Technology (QUT)
- Reason Group
- Royal Australian Mint
- Safe Work Australia
- SAP Global
- Services Australia
- Sport Integrity Australia
- Steople
- Synergy Group Australia Pty Ltd
- Telstra
- The Treasury
- Torres Strait Regional Authority
- University of New South Wales (UNSW) - Canberra

# IPAA ACT CORPORATE PARTNERS

We thank our corporate partners for another year of support and look forward to continuing dynamic and productive relationships into the future.

## Tier 1



MinterEllison



## Tier 2



## Digital content partner

contentgroup

## In-kind partners

coastline

## Initiative specific partners

Deloitte.



"Partnering with IPAA ACT has been an enriching experience for MinterEllison. Engaging in significant events like the Helen Williams Oration, International Women's Day, and hosting the IPAA ACT Annual General Meeting exemplifies our commitment to this partnership. These experiences have not only refined our understanding of the public sector audience but have also deepened our resolve to contribute meaningfully to this sector. We look forward to continuing to drive positive change through this partnership."

— Amanda Story, Partner and National Government Practice Leader, MinterEllison

"CBA is incredibly proud to be a corporate partner of IPAA ACT. Our involvement, such as participating in the Senior Executive Leadership Conversations Program, has provided us with invaluable opportunities to work with high calibre speakers, engage with a broad audience and connect meaningfully with the public sector community. IPAA ACT's commitment to excellence aligns seamlessly with our values and we look forward to continuing our partnership."

— Michael Peel, Director — Government, Commonwealth Bank





## IPAA ACT YEAR IN REVIEW

2022-23 has been a successful year of sharing ideas and expertise through professional development programs, awards, forums, and a new suite of digital products.

# 89

corporate members representing over 150,000+ public administration professionals

# 184

individual members



**Capability  
programs**

# 206

Future Leaders  
Program participants

# 65

Senior Executive Service  
(SES) participants



**Events**



**3,420**

attendees

**17**

IPAA events

**Awards**



**46**

Spirit of Service Awards  
nominations

**16**

Spirit of Service Awards  
finalists

**Digital channels**



**Over 6,500**

followers across our social  
media channels



Most engaged audience on

**LinkedIn**



**50,000+**

visitors to our IPAA ACT website



**12,000**

newsletter subscribers



**23,000**

Work with Purpose  
podcast listeners



**190**

media mentions

# IPAA ACT 2022-23

## EVENT AND PROGRAM ATTENDANCE

PROGRAM AND EVENTS
EVENT
NAIDOC Week Hackathon
Secretary Valedictory: Philip Gaetjens
APS Leadership: Rising to the Road Ahead
An Ambitious and Enduring APS Reform Plan - 2022 IPAA National Conference
Secretary Series: Kathy Leigh
Helen Williams Oration: Judy Broun
Future Leaders Summit 2022
Secretary Series: Michael Pezzullo AO
EA Series Finale: Election Year in Review
2022 Annual Address to the APS
Secretary Valedictory: Liz Cosson AM CSC
International Women's Day 2023 - Embracing Equity in the Public Sector
Valedictory: Peter Woolcott AO
Australian Government Data Forum: Pathways, Perspective and Practice (+ APS Data Awards Dinner 2023)
Secretary Series: Dr Gordon de Brouwer PSM FIPAA
Frances Adamson Oration 2023: Marking United Nations Public Service Day
Valedictory: Professor Brendan Murphy AC
PROFESSIONAL DEVELOPMENT - FUTURE LEADERS PROGRAM
FUTURE Leaders Program 2022 - Cohort 5 (6 sessions)
FUTURE Leaders Program 2022 - Cohort 1 (5 sessions)
FUTURE Leaders Program 2022 - Cohort 2 (5 sessions)
FUTURE Leaders Program 2022 - Cohort 3 (4 sessions)
FUTURE Leaders Program 2022 - Cohort 4 (4 sessions)
PROFESSIONAL DEVELOPMENT - SES PROGRAM
SES Program 2022 (3 sessions)
SES Program 2023 (2 sessions)
TOTAL
EVENT ATTENDEES 2022-23



	DELIVERY	DATE	ATTENDED IN-PERSON	ATTENDED VIRTUAL
	Virtual	14 July 2022	-	60
	In-Person	21 July 2022	152	-
	In-Person	6 September 2022	204	-
	Hybrid	13 October 2022	337	77
	In-Person	3 November 2022	155	-
	In-Person	7 November 2022	249	-
	Hybrid	18 November 2022	68	69
	oh	25 November 2022	189	-
	In-Person	7 December 2022	86	-
	In-Person	8 December 2022	129	-
	In-Person	21 February 2023	126	-
	In-Person	1 March 2023	226	-
	In-Person	5 March 2023	161	-
	Hybrid	17 March 2023	211	272
	In-Person	16 June 2023	98	-
	Hybrid	23 June 2023	102	28
	In-Person	30 June 2023	153	-
	In-Person	17 November 2022	47	-
	In-Person	March to April 2023	29	-
	In-Person	March to April 2023	30	-
	Virtual	June 2023	-	56
	Virtual	June 2023	-	44
	In-Person	August to September 2022	36	-
	In-Person	April to May 2023	29	-
			2817	606
			3423	

WORK WITH PURPOSE PODCASTS
EVENT
What makes a great First Nations public servant?
The Questacon experience
Data and digital strategyintersections
Why be a public servant?
Workforce transformation
A great exhaustion or a great inspiration?
Realising the potential of data in government
EA as a leader
Rising to the road ahead
An ambitious and enduring APS Reform Plan
Revisiting 'Australia's place in the Asia-Pacific'
Revisiting 'What makes a great First Nations public servant?'
Revisiting 'Workforce transformation'
Revisiting 'What are we doing about bullying and harassment?'
Revisiting 'Working across jurisdictions'
Embracing neurodiversity in the public sector
LGBTQIA+ pride in the public sector
Time, trust, turf: Building effective partnerships
Empowering women in the workplace: Why mentoring matters
Rebuilding trust and integrity after robodebt
How government experts self-sabotage
Building digital capability in the public sector
How is Australia's public sector using generative AI?
Reflecting on Australia's reconciliation journey with Brendan Moyle
Collaboration for public purpose with Professor Helen Sullivan

	NO. OF LISTENS	DATE RELEASED
	620	4 July 2022
	559	18 July 2022
	659	1 August 2022
	716	15 August 2022
	739	29 August 2022
	686	26 September 2022
	617	10 October 2022
	543	31 October 2022
	663	7 November 2022
	859	21 November 2022
	601	5 December 2022
	540	19 December 2022
	622	2 January 2023
	629	16 January 2023
	555	30 January 2023
	936	13 February 2023
	562	27 February 2023
	650	14 March 2023
	718	27 March 2023
	943	10 April 2023
	645	24 April 2023
	564	8 March 2023
	736	22 May 2023
	478	5 June 2023
	432	19 June 2023

# STRATEGIC PILLAR 1

## CONNECTING A TRUSTED PUBLIC SERVICE



### EVENTS

In the 2022-23 financial year, IPAA ACT delivered a suite of high-calibre events both online and in-person. Themes that featured prominently were trust, integrity, stewardship, leadership, APS reform, and diversity and inclusion. Speakers came from across the public for-purpose sector including federal and state public services, not-for-profits, academia, and private sector organisations.

Notable events relating to this strategic pillar:

- IPAA National Conference:** From 12 to 14 October 2022, IPAA ACT hosted the IPAA National Conference, bringing together public sector staff from across Australia. Over 420 attendees heard from 50 stellar speakers across a range of keynotes, panel discussions and masterclasses. The program included a session from the Minister for the Public Service Senator The Hon Katy Gallagher who spoke about public sector reform.
- APS leadership: rising to the road ahead:** On 6 September 2022, in partnership with the Australian Public Service Commission, IPAA ACT hosted a keynote and panel discussion with Professor Glyn Davis AC, Secretary of the Department of the Prime Minister and Cabinet, David Fredericks PSM, Secretary of the Department of Climate Change, Energy, the Environment and Water, Natalie James, Secretary of the Department of Employment and Workplace Relations, and former Australian Public Service Commissioner Peter Woolcott AO. Hosted by Carmel McGregor PSM FIPAA, the panel delved into what matters most on the road ahead and what they want to see from leaders at all levels. This event launched the Secretaries Charter.
- Annual Address to the APS:** On 8 December 2022, Professor Glyn Davis AC, Secretary of the Department of the Prime Minister and Cabinet, highlighted stewardship and how the APS has steered the government through several transitions in 2022, and what it takes to do this effectively. The following panel discussion with other public sector leaders highlighted trust, contemporary challenges for the public service, and more.
- Frances Adamson Oration: Marking United Nations Public Service Day:** On 23 June 2023, Dr Chris Sarra, Director-General of the Department of Agriculture and Fisheries, Queensland Government, gave an outstanding speech with a focus on humanity at the core of all the work we do in public service. This IPAA National event fully delivered by IPAA ACT.

## WORK WITH PURPOSE

Trust and connection featured prominently on our Work with Purpose podcast series. Delivered in partnership with contentgroup and supported by the Australian Public Service Commission, the podcast continued to be a popular platform for people to engage with IPAA ACT. Highlights included:

- **Why be a public servant?:** On 8 August 2022, Harinder Sidhu, Australian High Commissioner to New Zealand at the Department of Foreign Affairs and Trade, Patrick Hetherington, chief operating officer at the Department of Social Services, and Sean Innis, principal of Damala Street Consulting discussed rewards and challenges of contemporary public service.
- **Time, trust, turf: Building effective partnerships:** On 13 March 2023, we discussed building strong partnerships within and outside the Australian public sector with Professor Janine O'Flynn, director at the ANU Crawford School of Public Policy, and David Pullen, assistant secretary, cabinet resilience and crisis management division at the Department of the Prime Minister and Cabinet.
- **Rebuilding trust and integrity after robodebt:** On 9 April 2023, Kathy Leigh, Head of Service and Director-General of the Chief Minister, Treasury and Economic Development Directorate, ACT Government and Dr Gordon de Brouwer PSM FIPAA, Secretary for Public Sector examined the impact of robodebt, discuss how the public service might reinforce its values around integrity, and rebuild courage and pride in its work.



## DIVERSITY AND INCLUSION

Diversity and inclusion continued to be a focus of IPAA ACT in 2022-23. Throughout the year, we hosted some notable events and podcasts with this theme:

- **NAIDOC Week hackathon:** On 14 July 2022, in the first iteration of this annual series, over 64 participants developed practical and implementable ways of improving employment outcomes for First Nations working people in the public service. This event was delivered in partnership with the Australian Public Service Commission and the National Indigenous Australians Agency.
- **Helen Williams Oration 2022:** On 7 November 2022, we hosted the Helen Williams Oration with Jody Broun, chief executive officer of the National Indigenous Australians Agency. Jody spoke about recruiting and retaining First Nations staff in the APS and the need to bring more indigenous voices into decision-making processes.
- **Embracing neurodiversity in the public sector:** We launched this year's Work with Purpose season on 12 February 2023 with a special episode with three neurodiversity advocates from PM&C: Lee Steel, ability network champion, Robin Edmonds, inclusion and diversity adviser, and Andrew Pfeiffer, ability network executive.
- **LGBTQIA+ pride in the public sector:** On 26 February 2023, during WorldPride, we spoke with Frances Gamble, chief executive officer at Out for Australia, David Momcilovic, director at the office of LGBTQIA+ affairs, ACT Government, and Marty Jovic, health economist and partner PwC Australia about what pride looks like in the public sector and how we can create workplaces that reflect the full diversity of the LGBTQIA+ community.





## STRATEGIC PILLAR 2 PROMOTING A SPIRIT OF SERVICE



## SPIRIT OF SERVICE AWARDS

Launched in 2021, the Spirit of Service Awards returned in 2023. During the financial year, IPAA ACT ran the nomination and assessment process, receiving 26 nominations from a blend of Australian and ACT government agencies, demonstrating an impressive breadth and depth of topics.

Just like last year, the awards received a good spread of nominations across all four categories —Collaboration, Breakthrough, Community Engagement, and Learning. The nominations were assessed by a panel of volunteers who selected 10 finalists.

This year, the awards are generously supported by EY, ACT Government, APS Reform Office, Australian Taxation Office, Department of Industry, Science and Resources, Services Australia, and Questacon.

The awards gala took place on 8 November 2023 at the National Arboretum, Canberra. Genevieve Jacobs, group editor, Region Media was the MC.



## PRIMARY SPONSOR



## SPONSORS



Australian Government  
Australian Taxation Office



## STRATEGIC PILLAR 3

## GROWING CAPABILITY AND PROFESSIONALISM

### BUILDING CAPABILITY

In line with one of the core focus areas of APS reform, IPAA ACT continued to deliver capability programs supporting current and aspiring public sector leaders. Our Future Leaders Program and our Senior Executive Leadership Conversations program attracted over 270 attendees from across Australia.

### FUTURE LEADERS PROGRAM

Delivered in partnership with Deloitte, 2022-23 saw the seventh iteration of the Future Leaders Program. The program continued to be popular, with every offered seat filled with participants from across Australia's public sector. Based on continuous feedback from attendees and participating agencies, IPAA ACT continuously refined the program to effectively support public sector leaders to do their best work.

In the reporting year, 5 cohorts consisting of over 200 'future leaders' attended six interactive sessions, resulting in 973 interactions. Two cohorts and our very first intensive program were held in person, and two more cohorts were fully virtual. Our intensive program offered the opportunity for participants from outside of Canberra to complete the program in a face-to-face environment, resulting in people joining from Perth, Darwin, Brisbane and Melbourne.

"I went in with the goal of gaining a broader perspective of the APS and APS Leadership. I feel this course contributed greatly to my knowledge and understanding by providing insights from key leaders, whilst also allowing space to learn about self and others."

– Future Leaders Program participant

"This program was phenomenal and highly beneficial, and I absolutely loved it. It was the right amount of challenging and empowering all at the same time! There were times I was pushed outside of my comfort zone, but this enabled me to gain greater insight into my personal leadership style and philosophy. The cross-agency networking was lots of fun and beneficial. The facilitator, Rodney, was absolutely incredible, knowledgeable and inspiring. Thank you to all the IPAA and Deloitte staff who ran the event, it was seamless."

– Future Leaders Program participant



SESSION 1 | Program launch | Keynote address:  
Lessons from a leadership journey

SESSION 2 | Business chemistry

SESSION 3 | Courage under fire

SESSION 4 | GovLab: 100 minutes to innovate

SESSION 5 | Trust in the public sector ecosystem

SESSION 6 | Where to from here: The future for future leaders

## SENIOR EXECUTIVE PROGRAM

Based on the success of the previous year, the Senior Executive Leadership Conversations program returned in 2022-23. This program is targeted at SES1 and equivalent leaders from across the public sector.

The program is framed around challenges facing public administration, and the ongoing attributes and mindset required for excellence in light of these challenges. The program is delivered in partnership with KPMG, with each session being led by experts and practitioners from within and outside the public sector.

This year, 65 participants came together for interactive sessions, resulting in a total of 143 interactions. Participants said that they enjoyed the frank and fearless conversations in the room, and the opportunity to network with other public sector leaders.

SESSION 1 | What makes a great public servant great?

SESSION 2 | Lifting the lid on national security

SESSION 3 | Misinformation and influence in the public sphere

SESSION 4 | Critical digital skills of leaders

SESSION 5 | Future of leadership

SESSION 6 | Mastermind retro

“The program was valuable from a networking and engagement perspective with SES outside my agency. The opportunity to hear from key leaders across the APS was also a key benefit.”

– SES Program participant

## OTHER EVENTS RELATING TO THIS PILLAR

- **Future Leaders Summit – APS tradecraft and performance in 2030:** On 18 November 2022, the IPAA ACT Future Leaders Summit brought together fellow future and senior leaders in discovering and discussing the knowledge, skills and behaviours leaders will need for the workplace of the future. Speakers included Monita Lal, national manager, Services Australia, Sally Gibson, executive branch manager, regulation, assurance and quality, ACT Government, and many more.
- **EA Series finale:** On 7 December 2023, IPAA ACT hosted ‘Election year in review: EA series finale’ in December 2022, which attracted a large crowd of executive assistants. At the event, they had the opportunity to connect and network with each other and listen to the insights of a panel of leading EAs who have been at the centre of the change of government. The panel featured Ashleigh Taloni, executive assistant, Department of Employment and Workplace Relations, Louise Mortimer, executive assistant, Attorney-General’s Department, Leigh-Anne Palmer, executive assistant, Department of Finance and Lydia Milosavljevic, executive assistant, Department of Climate Change, Energy, the Environment and Water, in conversation with Kieran Butler, assistant director-general, Office of the Special Investigator.



## STRATEGIC PILLAR 4

## EXPANDING OUR INFLUENCE AND ENGAGEMENT

### PARTNERSHIPS

In 2022-23, IPAA ACT continued a close partnership with the public sector, resulting in several sponsorships and initiative-specific partnerships for events.

Notable sponsorships included: the APS Reform Office, ANU Crawford School of Public Policy, the Australian Taxation Office, Department of Industry, Science, and Resources. The national conference and Australian Government Data Forum garnering the highest support from various sponsors.

We also continued our established corporate partnerships with Commonwealth Bank of Australia, Hays Recruitment, KPMG, Microsoft, MinterEllison and Telstra. On top of this, we welcomed Commonwealth Superannuation Corporation as a tier 2 partner.

Contentgroup continued to be our content partner, supporting the delivery of our Work with Purpose podcast series and videography at our events. Coordinate (now known as Supercurious) joined us as an in-kind partner to develop a communications framework and run a brand refresh.



### MEMBERSHIP ENGAGEMENT

Throughout 2022-23, IPAA ACT's membership base remained strong with 89 corporate members and 184 individual members.

Notable new members included Archblue and the Commonwealth Grants Commission.

The organisation continues to focus on providing benefit and incentive for individual members to engage with IPAA, with access to unique discounts provided to individual members only.

In late 2022, we started a drive to better understand our corporate members' needs and topics of interest and unpack how they currently interact with IPAA. With over 75 interviews conducted, the project is set to conclude in late 2023, with a report due by December.

### PRIVATE SECTOR & ACADEMIA

We continued to work with the private sector and academia, building strong relationships with organisations who support and are involved in public administration.

KPMG and Deloitte continued to be partners for our Future Leaders Program and our Senior Executive Leadership Conversations program. In mid-2023, Crawford School of Public Policy supported the Secretary Series with Dr Gordon de Brouwer PSM.



## IPAA NATIONAL

IPAA ACT continues to bolster its relationship with IPAA National and IPAA state and territory divisions, with the national secretariat function sitting within the ACT branch for the fifth year. The strength of the confederated model can be seen through the collaboration and knowledge sharing between IPAA divisions.

In 2022-23, IPAA ACT notably hosted the IPAA National Conference, which saw keynotes, panels and workshops with experienced public sector leaders joined over 420 delegates over three days in the national capital. On top of this, IPAA ACT hosted the Frances Adamson Oration with Dr Chris Sarra, Director-General, Department of Agriculture and Fisheries, Queensland Government who highlighted the importance of humanity of public sector work.

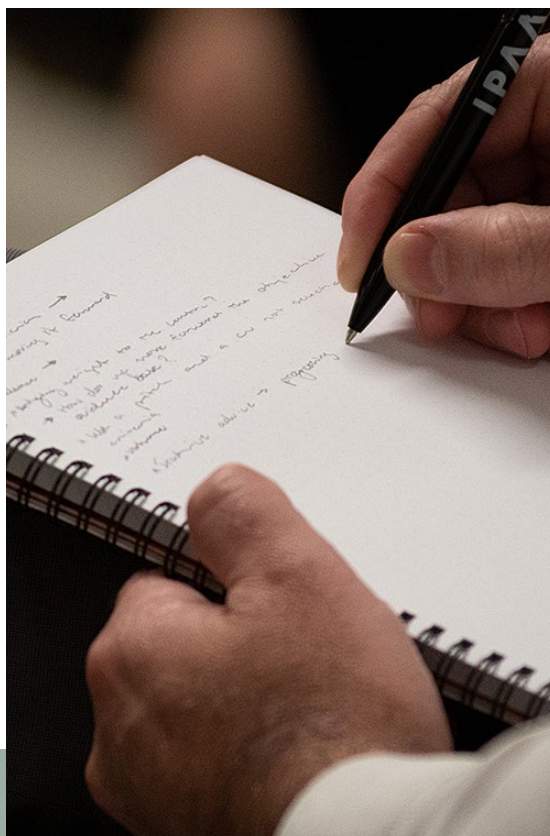
Another notable initiative included the launch of the IPAA Public Sector Hub. In close collaboration with IPAA's divisions across Australia, the hub shares insights from leading public sector experts and the latest research findings from the Australian Journal of Public Administration, in a short, accessible format.

## THE MEDIA

IPAA ACT continues to regularly be featured in the media. In 2022-23, we were mentioned 190 times across online, print, and radio, with the IPAA National Conference garnering the most attention. The Mandarin, the RiotACT, and the Canberra Times were our top outlets.

## COMMUNICATION CHANNELS

Across IPAA ACT's communication channels, IPAA ACT has shifted towards an engagement approach, promoting content that adds value, and encouraging members and our broader audiences to give feedback and leave comments. Overall, our social channels have grown strongly, with LinkedIn being the standout channel giving IPAA ACT's brand greater visibility.



# STRATEGIC PLAN 2022-2025

## OUR PRIORITIES

### CONNECTING A TRUSTED PUBLIC SERVICE

PROVIDE A PLATFORM FOR DEBATE AND COLLABORATION TO ADDRESS CROSS-SECTIONAL CHALLENGES.

### PROMOTING A SPIRIT OF SERVICE

PROMOTE THE IMPORTANCE, VALUE AND PROFESSION OF CONTEMPORARY PUBLIC SERVICE

### A LEADING EVENT SERIES

Provide the public sector's leading platform for discussion and debate on the challenges and opportunities facing public administration.

### CONTESTED IDEAS

Share and explore a range of internal and external perspectives to influence/shape the public sector of the future.

### A FLAGSHIP CONFERENCE

Deliver a contemporary, flagship conference that targets the needs of the public sector, and secondary conferences where there is strategic alignment.

### PROMOTING EXCELLENCE

Showcase public sector excellence and innovation with award programs for initiatives that drive positive change for the Australian population.

### INCLUSIVE AND DIVERSE LEADERSHIP

Elevate diverse voices, stories and achievements of teams and leaders across the public sector.

### SPIRIT OF SERVICE

Celebrate a contemporary public sector that is trusted, adaptive and collaborative.

## KEY INITIATIVES

## ENABLERS

### EXTENDING OUR REACH AND ENGAGEMENT

WE BUILD PARTNERSHIPS ACROSS THE PUBLIC, PRIVATE, AND ACADEMIC SECTORS AND WITH OTHER IPAA DIVISIONS TO DELIVER ON OUR MISSION, EXTEND OUR INFLUENCE AND ENGAGEMENT, AND CREATE MEANINGFUL VALUE FOR OUR MEMBERS.

# OUR MISSION

PROMOTING EXCELLENCE AND PROFESSIONALISM  
IN PUBLIC ADMINISTRATION

## STRENGTHENING CAPABILITY AND PROFESSIONALISM

ENHANCE KNOWLEDGE, SKILLS AND EMBED  
PROFESSIONALISM OF THE PUBLIC SECTOR.

### DEVELOPING CAPABILITY

Develop and elevate expertise in the Australian  
and ACT public services in key areas via  
opportunities that:

- reinforce skills through learning from peers,  
respected leaders, and experts
- develop, foster, and support emerging and  
future leaders
- connect people across the public sector to  
meet, interact, and build networks.

Develop and elevate expertise in the  
Australian and ACT public services in key  
areas via opportunities that:

reinforce skills through learning from peers,  
respected leaders, and experts

develop, foster, and support emerging and  
future leaders

connect people across the public sector to  
meet, interact, and build networks.



# IPAA ACT FINANCIAL SUMMARY

The full financial statements for the Year ended 30 June 2023 can be found [here](#).

## Statement of profit or loss For the Year Ended 30 June 2023

	2023 \$	2022 \$
<b>Revenue</b>	<b>3,095,912</b>	<b>2,353,271</b>
Operating expenses	(802,068)	(525,494)
Employee benefit expense	(1,830,027)	(1,238,275)
Depreciation expense	(46,828)	(39,916)
Digital and ICT expenses	(100,732)	(125,792)
Administrative expenses	(217,093)	(161,401)
IPAA National Secretariat expenses	-	(17,972)
Property related expenses	(27,190)	(39,510)
Right of use asset expenses	(82,595)	(87,652)
Motor vehicle expenses	(1,835)	(2,042)
Interest expense	(1,371)	-
<b>(Deficit)/surplus before income tax</b>	<b>(13,827)</b>	<b>115,217</b>
Income tax benefit/(expense)	-	-
<b>(Deficit)/surplus for the year</b>	<b>(13,827)</b>	<b>115,217</b>
Other comprehensive income for the year	-	-
<b>Total comprehensive (loss)/income for the year</b>	<b><u>(13,827)</u></b>	<b><u>115,217</u></b>

## Statement of financial position As at 30 June 2023

### Assets

#### Current Assets

Cash and cash equivalents	1,158,374	588,197
Financial assets	847,894	1,093,763
Trade and other receivables	292,053	42,959
Other assets	<u>46,898</u>	<u>31,533</u>
<b>Total Current Assets</b>	<b><u>2,345,219</u></b>	<b><u>1,756,452</u></b>

#### Non-current Assets

Plant and equipment	28,883	72,231
Right of use assets	<u>6,620</u>	<u>86,112</u>
<b>Total Non-current Assets</b>	<b><u>35,503</u></b>	<b><u>158,343</u></b>
<b>Total Assets</b>	<b><u>2,380,722</u></b>	<b><u>1,914,795</u></b>

### Liabilities

#### Current Liabilities

Trade and other payables	276,007	166,656
Employee benefits	49,569	26,246
Other Liabilities	1,202,199	764,785
Lease liabilities - Right of use assets	<u>7,788</u>	<u>90,335</u>
<b>Total Current Liabilities</b>	<b><u>1,535,563</u></b>	<b><u>1,048,022</u></b>

#### Non-current Liabilities

Lease liabilities - Right of use assets	-	<u>7,787</u>
<b>Total non-current Liabilities</b>	<b>-</b>	<b><u>7,787</u></b>
<b>Total Liabilities</b>	<b><u>1,535,563</u></b>	<b><u>1,055,809</u></b>

### Net Assets

Retained Earnings	845,159	858,986
<b>Total Equity</b>	<b><u>845,159</u></b>	<b><u>858,986</u></b>

## Statement of changes in equity For the Year Ended 30 June 2023

2023

	Retained earnings	Total
	\$	\$
Balance at 1 July 2022	858,986	858,986
Net surplus for the year	<u>(13,827)</u>	<u>(13,827)</u>
Balance at 30 June 2023	<u><u>845,159</u></u>	<u><u>845,159</u></u>

2022

	Retained earnings	Total
	\$	\$
Balance at 1 July 2021	743,769	743,769
Net surplus for the year	<u>115,217</u>	<u>115,217</u>
Balance at 30 June 2022	<u><u>858,986</u></u>	<u><u>858,986</u></u>

## Statement of cash flows For the Year Ended 30 June 2023

	2023 \$	2022 \$
<b>Operating activities</b>		
Receipts from customers	3,275,121	1,895,392
Interest received	9,112	363
Interest paid	(1,371)	-
Finance costs - right of use assets	(3,347)	(8,164)
Payments to suppliers and employees	<u>(2,861,638)</u>	<u>(2,055,595)</u>
<b>Net cash flows from/(used in) operating activities</b>	<u><b>417,877</b></u>	<u><b>(168,004)</b></u>
<b>Investing activities</b>		
Withdrawal from term deposit	245,869	-
Revaluation adjustments	194	-
Proceeds from sale of property, plant and equipment	-	1,774
Purchase of property, plant and equipment	<u>(3,430)</u>	<u>(39,489)</u>
<b>Net cash flows from/(used in) investing activities</b>	<u><b>242,633</b></u>	<u><b>(37,715)</b></u>
<b>Financing activities</b>		
Payment of lease liabilities	<u>(90,334)</u>	<u>(82,571)</u>
<b>Net cash flows used in financing activities</b>	<u><b>(90,334)</b></u>	<u><b>(82,571)</b></u>
Net increase/(decrease) in cash and cash equivalents	570,176	(288,290)
Cash and cash equivalents at 1 July	<u>588,197</u>	<u>876,487</u>
<b>Cash and cash equivalents at 30 June</b>	<u><b>1,158,373</b></u>	<u><b>588,197</b></u>

The above statement of cash flows should be read in conjunction with the accompanying notes.



## IPAA ACT ACKNOWLEDGEMENTS

IPAA ACT wishes to acknowledge the many Committee Chairs and members, corporate partners and sponsors, event facilitators, speakers, judges, individual members and organizations who generously contributed to our success over the last year.

We also wish to thank the many suppliers who have helped us deliver our range of events and series often at discounted or reduced rates.

If you are interested in working with IPAA ACT, as a partner, supplier or sponsor, please contact us.

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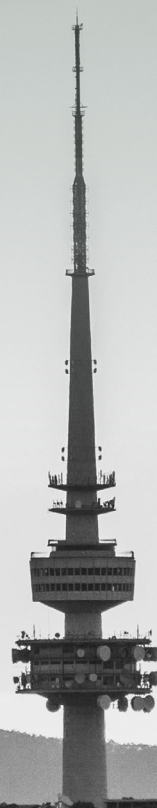
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*All information and occupants of positions in this report is provided as at 30 June 2023.*

INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
ACT

# IPAA ACT ANNUAL REPORT 2022-23



**BUILD** YOUR CONNECTIONS  
**CHALLENGE** YOUR THINKING