

# IPAA ACT ANNUAL REPORT 2021-22



INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
ACT

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

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## 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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Limited [IPAA ACT]

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## CHAIR'S REPORT



I am pleased to present my first Chair's report with IPAA ACT after taking up the role in May 2022. I will continue to build on the strong legacy left by our outgoing Chair, Dr Steven Kennedy PSM, and I thank him for his commitment to enhancing professionalism in public administration during his time with IPAA ACT.

IPAA ACT has learned much through its response to the pandemic. We have shifted to predominantly hybrid delivery, allowing greater accessibility for the public sector community to participate in our events program. While we have seen a significant increase in our virtual registrations, nothing can replace the energy at face-to-face events and the opportunity to create meaningful connections in person.

I'd like to thank our CEO, Caroline Walsh, and the IPAA ACT team for their resilience, ingenuity and agility over the past year.

### A year of change and growth

Over 6,800 people attended IPAA ACT events in the past year. Our program featured two major partnered conferences which were delivered at the beginning of 2022.

Our capability programs continue to go from strength to strength. In April we launched our Senior Executive Capability Program - *Shaping the Narrative: Senior Executive Conversations*, a six-session program for SES Band 1 and equivalent leaders from across the public sector. The program is framed around challenges facing

public administration, and developing the attributes and mindset required for excellence in facing these challenges.

We launched the newly designed *Spirit of Service Awards* in October which celebrate and promote excellence in public administration. We were delighted to host the Awards Ceremony at the National Arboretum in May to celebrate the 46 outstanding nominations from across the APS and ACT Public Service. We congratulate our five Award winners and we continue to showcase their work through our program.

### Financial Report

The audited financial statements for the year 2021-22 show an operating surplus of \$115,217, resulting in a retained net asset position of \$858,986. The end of year result represents strong event attendance and support from members and partners, with the surplus to be reinvested back into the organisation to provide a continued benefit to members. The cash position in the balance sheet gives the division a healthy current ratio, and the liabilities include memberships paid in advance for the next year. BellchambersBarrett conducted the audit of the financial statements for the sixth year. Looking ahead, the organisation will be focused on developing a stable and sustainable operating model in the new world of delivery after the effects of the pandemic.

### Looking ahead

IPAA will be adopting its new strategic plan for the period 2022 to 2025, which aims to serve and promote a contemporary, diverse and optimistic public sector.

We will continue to deliver a program which drives professionalism and excellence in public administration, and provide a platform for debate and discussion.

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.

**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 primary governing body 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  
Individual Member



**Board Member and Deputy President**  
**CHERYL-ANNE MOY**  
Deputy Secretary, Department of  
Home Affairs



**Board Member and Councillor**  
**DAVID HAZLEHURST**  
Deputy Secretary, Department  
of Agriculture, Water and the  
Environment



**Board Member and Councillor**  
**CATH INGRAM FIPAA**  
Chairman of Partners Canberra,  
KPMG



**Board Member**  
**BARRY MEWETT FIPAA**  
Fellow and Individual Member  
Former Councillor

## IPAA ACT COUNCIL MEMBERS



**NATALIE BEKIS**

State Manager, Victoria and Tasmania, Department of Health



**PROFESSOR ANDREW CAMPBELL**

Chief Executive Officer, Australian Centre for International Agricultural Research



**KYLIE CRANE PSM**

First Assistant Secretary, Department of Education, Skills and Employment



**PROFESSOR MARK EVANS PHD FIPAA**

Deputy Vice-Chancellor, Charles Sturt University



**JUSTINE GRIEG**

Deputy Secretary, Defence People, Department of Defence



**TAMSYN HARVEY**

Deputy Secretary, Attorney-General's Department



**PATRICK HETHERINGTON**

Chief Operating Officer, Department of Social Services



**LETITIA HOPE**

Deputy Chief Executive Officer, National Indigenous Australians Agency



**KATHY LEIGH FIPAA**

Head of Service, ACT Public Service



**PROFESSOR RENEE MCKIBBIN**

Interim Director, Crawford School of Public Policy



**SAMANTHA PALMER FIPAA**

General Manager, Austrade



**HARINDER SIDHU**

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



**CHARLOTTE TRESSLER**

Chief Operating Officer, Australian Federal Police



**JANE URQUHART**

Deputy Secretary, Department of Industry, Science, Energy and Resources



**CLARE WALSH**

Deputy Secretary, Business Enabling Services, Department of Finance



**DR DAMIAN WEST PSM**

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

IPAA ACT is supported by an elected Council of twenty 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.

## CEO'S REPORT

Our year has been marked by a number of significant achievements. It is with pleasure that I present my report as CEO for the year.

Firstly, I would like to thank our outgoing President and Chair, Dr Steven Kennedy PSM for his leadership and guidance over the years, and welcome incoming President and Chair, Katherine Jones PSM. I look forward to working together with Katherine and the rest of IPAA ACT Board and Council to enhance professionalism in public administration.

The work of IPAA supports the Australian community by contributing to an effective and capable public sector. We have been inspired by the persistence, innovation and varied achievements of our public sector community. As the Chair mentioned, IPAA has learned much over the past year, and we have put these learnings into play by broadening our delivery to allow greater accessibility for participation in our events and programs. This was particularly important during the extended COVID-related lockdown in the ACT during August-November 2021.

Our capability programs continue to flourish, with heightened demand for our Future Leaders Program in particular. We delivered 36 sessions over the past year, with exemplary speakers engaging meaningful topics to launch future leaders into their leadership careers. By offering both digital and face-to-face programs, future leaders can access the program in a way that suits their needs.

Other highlights for the year include the delivery of our inaugural *Shaping the Narrative: Senior Executive Conversations* program with overwhelmingly positive feedback, and the launch of our newly designed *Spirit of Service Awards*. We were especially gratified to have the Ngunnawal Language Group give permission to use the Ngunnawal word gurumbal, meaning valiant, in association with the Awards.

I would like to thank IPAA ACT Directors, Councillors and committee members for their ongoing voluntary



work as advocates for public administration.

I would also like to thank our members and partners for their ongoing support and investment in the professionalism and capability of the public sector.

Thank you to my dedicated team. Grit, determination and our shared sense of purpose has allowed us to deliver a rich set of experiences for our members during challenging times. I am proud to work alongside you.

**Caroline Walsh**  
Chief Executive Officer

## IPAA ACT STAFFING

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



**Gemma Benn-Clibborn**  
Corporate Director



**Simone Abbot**  
Program Director



**Shannon Payten-McDonald**  
Business Manager



**Christina Gibson**  
Manager, National Projects



**Chantelle Kreti**  
Conference Manager



**Jo Girdler**  
Events Manager



**Wei Shen Tan**  
Project Manager



**Sarah Hope**  
Communications and Engagement Manager



**Kelly McAlear**  
Capability Manager



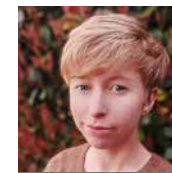
**Rachel Duncan**  
Corporate Coordinator



**Jess Bereth**  
Executive Support Officer



**Azel Lorena**  
Communications Officer



**Molly Stanley**  
Capability Officer



**Goldele Rayment**  
Capability Coordinator



**Abby Keech**  
Events Coordinator



**Sarwin Dsouza**  
Conference Coordinator

## IPAA ACT COMMITTEES

### 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.

<b>BOARD OF DIRECTORS</b> Oversees the management of IPAA ACT Detailed on page 3	<b>COUNCIL</b> Supports the oversight of IPAA ACT Detailed on page 4-5
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#### 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.

- Chery-anne Moy, Department of Home Affairs (Chair)
- Emily Canning, Callida Consulting
- Jonathan Curtis, Department of Parliamentary Services
- Sam Engele, ACT Government
- Bronwen Jagers, Department of Agriculture, Water and the Environment
- Kathy Kostyrko, Hays Recruitment
- Barry Mewett, FIPAA and Individual Member

#### 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 Agriculture, Water and the Environment (Co-convener)
- Jack Milne, Department of Foreign Affairs and Trade (Co-convener)
- Megan Aponte-Payne, Department of the Prime Minister and Cabinet
- Michael Sanese, PwC
- Isabelle Franklin, Department of the Prime Minister and Cabinet
- Emma Layton, KPMG
- Brock Phyland, Department of Veterans' Affairs
- Lenche Kazan, Department of Defence
- Jessica Cox, Department of Agriculture, Water and the Environment
- Matthew Watts, Department of Home Affairs
- Emily Casey, Australian Bureau of Statistics

#### Executive Assistant Series Committee | Special Interest Sub-Committee

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

- Esther Hunter, Office of the Special Investigator (Chair)
- Alyssa Broomby, Digital Transformation Agency
- Sarah Kalleske, ACT Government
- Kathryn Molloy, Services Australia
- Rhana Crago, Department of Finance
- Courtney Djerke, MinterEllison
- Michelle Oliver, Department of Industry, Science Energy and Resources
- Stephanie Ebert, Services Australia
- Madison Hart, ACT Government

*Occupants of positions as at 30 June 2022.*

## IPAA ACT CORPORATE MEMBERS

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

## 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.



## IPAA ACT PERFORMANCE IN 2019-22



## IPAA ACT YEAR IN REVIEW

It has been a successful year of sharing ideas, expertise, networking, professional development, awards, forums and a new suite of digital products.

**87**

IPAA events, podcasts and activities reaching **30,000+ engagements**

**100**

corporate members representing over **150,000+ public administration professionals**

**169**

individual members



**2.7K**  
attendees @ 30  
in-person events



**80**  
speakers and  
panellists



**4.1K**  
attendees @ 36  
virtual events



**46**  
Spirit of Service  
Award nominees



**26.2K**  
listeners to 24  
podcasts



**318**  
Future Leaders  
Program participants



**5.4K**  
views of 288  
videos



**35**  
SES Program  
participants

## IPAA ACT 2021-22

### EVENT AND PROGRAM ATTENDANCE

PROGRAM AND EVENTS				
EVENT	DELIVERY	DATE	ATTENDED IN-PERSON	ATTENDED VIRTUAL
Secretary Series: David Fredericks PSM	In-person	5 August 2021	83	-
Shaping Positive Mental Health in Your Workplace	Virtual	28 September 2021	-	552
2021 Helen Williams Oration with Dr Cathy Foley AO PSM	Virtual	29 September 2021	-	400
Annual General Meeting	Virtual	12 October 2021	-	62
Leaving Lockdown: Advice for Parents and Guardians Adjusting to Life After Lockdown	Virtual	27 October 2021	-	251
States of Mind   The Importance of Mental Health in the Public Sector	Virtual	4 November 2021	-	40
2021 Future leaders Summit: Resilience, Digital Networks and Leadership	Virtual	26 November 2021	-	141
Valedictory Address   Michael Manthorpe PSM	In-person	3 December 2021	77	-
Annual Address to the APS: What does Australia need from the APS in 2022?	Hybrid	8 December 2021	252	170
EA Series Finale: The SES-EA Partnership	In-person	9 December 2021	154	-
Regulatory Reform Conference: supporting business investment and growth	Hybrid	16-17 February 2022	175	450
2022 Graduate Data Forum – Delving into Data	Hybrid	15 March 2022	339	675
Inaugural Spirit of Service Awards Ceremony	Hybrid	12 May 2022	214	10
Sovereign Capability and Supply Chains	In-person	18 May 2022	80	-
Why Be a Public Servant?	In-person	24 May 2022	84	-
EA Series: The EA as a Leader	Virtual	8 June 2022	-	271
Dr David Gruen - Realising the Potential of Data in Government	In-person	15 June 2022	111	-
Frances Adamson Oration: Marking United Nations Public Service Day	Hybrid	23 June 2022	144	60
PROFESSIONAL DEVELOPMENT - FUTURE LEADERS PROGRAM				
FUTURE LEADERS PROGRAM 2021 - COHORT 1 (1/6 SESSIONS)	In-person	Ended in July 2021	49	-
FUTURE LEADERS PROGRAM 2021 – COHORT 2 (6 SESSIONS))	Virtual	July to September 2021	-	40
FUTURE LEADERS PROGRAM 2021 – COHORT 3 (6 SESSIONS))	Virtual	October to December 2021	-	60
FUTURE LEADERS PROGRAM 2022 – COHORT 1 (6 SESSIONS))	Virtual	March to May 2022	-	50
FUTURE LEADERS PROGRAM 2022 – COHORT 2 (6 SESSIONS))	Virtual	March to May 2022	-	50
FUTURE LEADERS PROGRAM 2022 – COHORT 3 (6 SESSIONS))	In-person	May to June 2022	50	-
FUTURE LEADERS PROGRAM 2022 – COHORT 4 (6 SESSIONS))	In-person	May to June 2022	50	-
PROFESSIONAL DEVELOPMENT - SES PROGRAM PILOT				
SES PROGRAM: SHAPING THE NARRATIVE 2022 – PILOT (3/6 SESSIONS)	In-person	April to June 2022	35	-

## IPAA ACT 2021-22 PODCAST ENGAGEMENT

WORK WITH PURPOSE PODCASTS		
EPISODE	DATE RELEASED	NO. OF LISTENS
Respecting Indigenous Communications	5 July 2021	525
Leading through a Crisis	19 July 2021	450
Special Edition: The Tools you Need - The Launch of the APS Academy	26 July 2021	483
Making an Impact	2 August 2021	322
The Significance of Public Service Medals	16 August 2021	337
Growth in the Service	30 August 2021	372
The First 90 Days: Lessons Learned from Public and Private Leadership	13 September 2021	450
Stepping Towards a More Inclusive APS	27 September 2021	354
The EA Journey	11 October 2021	632
Opening the Border	25 October 2021	392
Let's Talk Elections	8 November 2021	698
The Impact on Infrastructure	22 November 2021	354
Productivity and the Home Office	6 December 2021	442
Summer Retrospective: Leading through a Crisis	6 January 2022	636
Summer Retrospective: Respecting Indigenous Communications	20 January 2022	525
Women in Economics	31 January 2022	598
Reducing Domestic Violence	28 February 2022	200
What are We Doing About Bullying and Harassment?	14 March 2022	784
Planning for Uncertainty	28 March 2022	788
Leading from a Distance	26 April 2022	752
Working Across Jurisdictions In Environmental Policy	09 May 2022	630
Australia's Place In The Asia-Pacific	23 May 2022	657
Making Meetings Work	6 June 2022	820
Future of the APS	20 June 2022	776
INTEGRITY SERIES PODCASTS		
EP1   Understanding Integrity	September 2021	797
EP2   External Perspectives	September 2021	296
EP3   Oversight Agencies	October 2021	285
EP4   Getting Practical	October 2021	274

## STRATEGIC THEME 1 CONNECTING A TRUSTED PUBLIC SERVICE

### EVENTS

We delivered a significant event program throughout the year, with a mix of in-person, hybrid and fully digital events. Our program featured a diverse range of speakers from across the public, private, not-for-profit and academic sectors.

Notable in-person events were:

- **Annual Address to the Australian Public Service: What does Australia need from the APS in 2022?** On 8 December 2021, Philip Gaetjens, Secretary of the Department of the Prime Minister and Cabinet, Peter Woolcott AO, Australian Public Service Commissioner and Letitia Hope, Deputy Chief Executive Officer of the National Indigenous Australians Agency, reflected on what the APS achieved in 2021 and how it can work together to deliver what Australia needs in 2022. This hybrid event was delivered in person and virtually.
- **Why Be a Public Servant?** - On 24 May 2022 IPAA delivered a panel event including Harinder Sidhu, Australian High Commissioner to New Zealand, 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. The discussion was facilitated by Cath Ingram, KPMG Chairman of Partners, Canberra and IPAA ACT Board Member. The panellists explored the purpose, impact, rewards and challenges of contemporary public service. This event was delivered in-person.



- **Frances Adamson Oration | Marking United Nations Public Service Day** - On 23 June 2022, IPAA ACT on behalf of IPAA National, hosted the inaugural Frances Adamson Oration, to mark United Nations Public Service Day. The Oration was delivered by Her Excellency the Honourable Frances Adamson AC, Governor of South Australia, who reflected on and celebrated the critical role played by the public service and the institutional and individual integrity, resilience, and challenges in the service. This hybrid event was delivered in-person and virtually.

Notable digital events were:

- **States of Mind | The Importance of Mental Health in the Public Sector** - On 4 November 2021 IPAA partnered with the Griffith Review to deliver a virtual event on mental health awareness and its importance to the public sector. Dr Ashley Hay, Editor, Griffith Review facilitated an exploration of the importance of mental health challenges in a broad conversation with a distinguished panel of senior leaders, including Dr Steven Kennedy PSM, Secretary of

The Treasury and IPAA ACT President, Professor Patrick McGorry AO, Executive Director of the Orygen Youth Health Research Centre and Professor of Youth Mental Health at the University of Melbourne, and Professor Pat Dudgeon, Chair of the Australian Indigenous Psychologist Association and Director of the Aboriginal and Torres Strait Islander Suicide Prevention Evaluation Project and the Centre of Best Practice in Aboriginal and Torres Strait Islander Suicide Prevention.

- **2021 Future Leaders Summit: Resilience, Digital Networks and Leadership** - the Summit was presented by the IPAA ACT Future Leaders Committee, and brought together future and current leaders to interrogate and workshop tips and strategies around major themes identified by future leaders in the public sector. Held on 26 November 2021, and attended by over 180 APS6 to EL1 equivalent staff, this virtually-held program featured an opening keynote, two masterclasses and a panel session

### WORK WITH PURPOSE

The 'Work with Purpose' podcast delivered in partnership with contentgroup, and supported by the Australian Public Service Commission continues to be an important source of discussion and debate as we enter a completely new working world following the COVID-19 pandemic.

Some notable episodes were:

- **Leading through a crisis** - on 19 July 2021 with Dr David Gruen, Australian Statistician and Dr Ken Henry AC, former Secretary of The Treasury. Hosted by Isabelle Franklin and Megan Aponte-Payne from IPAA ACT's Future Leaders Committee.
- **Opening the Border**: on 25 October 2021 with Michael Outram APM, Commissioner of the Australian Border Force.

- **Women in Economics**: on 31 January 2022 with Cherelle Murphy, Chief Economist at Austrade, and Dr Leonora Risse, Senior Lecturer in Economics at RMIT University and National Chair of the Women in Economics Network.

There were 24 podcast episodes in 2021-22 which attracted an audience of 26,263 listeners.

### DIVERSITY AND INCLUSION

IPAA continued to focus on diversity in public administration, with the following significant activities:

- **Podcast: Respecting Indigenous Communications** - on 5 July 2021 with Ray Griggs AO CSC, Chief Executive Officer of the National Indigenous Australians Agency, Letitia Hope, Deputy Chief Executive Officer of the National Indigenous Australians Agency, and Justine O'Brien SCMP, President of the International Association of Business Communicators in Canberra.
- **Podcast: Stepping towards a more inclusive APS** - on 27 September 2021 with Catherine Seaberg, Assistant Commissioner leading the Inclusion Group at the APSC, and Cain Beckett FAICD, Assistant Secretary of Policy Projects and Taskforces at the Department of the Prime Minister and Cabinet.
- **Virtual Event: 2021 Helen Williams Oration** - on 29 September 2021: with Dr Cathy Foley AO PSM, Australia's Chief Scientist. Dr Foley reflected on our progress in normalising diversity in the workforce.



## STRATEGIC THEME 2 PROMOTING A SPIRIT OF SERVICE

### SPIRIT OF SERVICE AWARDS

We had the opportunity to redesign IPAA ACT's award programs in 2021 to create a contemporary offering that reflects leadership and excellence in the APS and ACT public service. The resulting *Spirit of Service Awards* leverages on the key learnings from our historical award programs—the Prime Minister's Awards for Excellence and the Public Sector Innovation Awards—and stakeholder feedback.

Nominations for the new *Spirit of Service Awards* opened in October 2021 and in January 2022, 46 initiatives from both the APS and ACT Public Service were nominated across four categories. The nominations were shortlisted by a group of volunteer assessors resulting in 16 finalists – four in each category. Finalists were then invited to deliver a three-minute 'pitch' video and participate in a Q&A session with the Judging Panel in April. The winners were announced on 12 May at the inaugural Spirit of Service Awards Ceremony at the National Arboretum in Canberra. The interactive trophies (pictured below) were designed and produced by Questacon, the National Science and Technology Centre. There was a winner and runner up in each category, as well as a winner of the judges discretionary award: the Kerry Kennedy Award.

The event was hosted by local presenter Cam Sullings, and the Awards were presented by Katherine Jones PSM, Secretary of the Attorney-General's Department and President of IPAA ACT.

SPIRIT OF SERVICE AWARDS	
Breakthrough Category	Recognising initiatives that develop and apply novel products, processes, services, technologies and/or management practices to create better experiences for the beneficiaries of the breakthrough.
Collaboration Category	Recognising cross-agency and/or cross-jurisdiction initiatives where organisations have worked in a collaborative manner to deliver superior results and outcomes.
Community Engagement Category	Recognising initiatives where communities have played a key role in the design of superior services and supports that impact positively on the quality of community life.
Learning Category	Recognising initiatives that build the knowledge, skills and capabilities to address complex problems over time.
Kerry Kennedy Award (Judges Discretionary Award)	In honour of the late Kerry Kennedy, a long-term IPAA awards volunteer and coordinator, the Award recognises a small organisation who has demonstrated ambitious and inspirational qualities.



### WINNERS

#### BREAKTHROUGH AWARD WINNER

**Department of Foreign Affairs and Trade for Australian Passport Office: Visible Digital Seal (VDS) Solution for the Australian International COVID-19 Vaccination Certificate (ICVC).**

#### BREAKTHROUGH AWARD RUNNER UP

**Australian Digital Health Agency for COVID-19 Vaccination Dashboard.**

#### COLLABORATION AWARD WINNER

**Australian Bureau of Statistics and the Australian Signals Directorate for 2021 Census: building trust and partnerships to achieve excellence in cyber security.**

#### COLLABORATION AWARD RUNNER UP

**Services Australia and the Australian Taxation Office for myGov Linking: ATO and Services Australia Collaboration.**

#### COMMUNITY ENGAGEMENT AWARD WINNER

**Department of Social Services for Development of Australia's Disability Strategy 2021-2031.**

#### COMMUNITY ENGAGEMENT AWARD RUNNER UP

**Australian Radioactive Waste Agency for Australia's 40-year challenge to achieve community**

*support for Australia's first radioactive waste management facility.*

#### LEARNING AWARD WINNER

**Australian Taxation Office for Tax Super & You and Paying It Forward schools' learning products.**

#### LEARNING AWARD RUNNER UP

**National Indigenous Australians Agency for Footprints – The National Indigenous Australians Agency's crosscultural competency learning program.**

#### KERRY KENNEDY AWARD WINNER

**Royal Australian Mint for Donation Dollar - a world-first initiative to inspire and cultivate the collective spirit of generosity in all Australians.**

### IPAA NATIONAL FELLOWS

IPAA ACT was pleased to recognise two IPAA Fellows in 2021:

- **Michael Manthorpe PSM** - Principal, Manthorpe's Shop and IPAA ACT Deputy President and Board Member (2017 to present).
- **Dr Vivienne Thom AM** - Independent Consultant and IPAA ACT Councillor (2017-2021).



## STRATEGIC THEME 3 GROWING CAPABILITY AND PROFESSIONALISM

### CAPABILITY DEVELOPMENT

Following the pandemic, building capacity in our future and senior leaders is more important than ever. With a renewed focus on a combination of in-person, virtual, and hybrid delivery, our capability programs continue to flourish.

### FUTURE LEADERS PROGRAM

Now in its sixth year of delivery, the *Future Leaders Program* continues to be one of IPAA's most popular activities. The 2021-22 Future Leaders Program is the culmination of planning and evaluating participant feedback, in collaboration with our program partner, Deloitte.

In the reporting year, seven cohorts consisting of 318 'future leaders' from across the public sector profession attended six interactive sessions each. Four cohorts were held in-person and three were fully virtual.

SESSION 1 | Launch Event | Secretary Address: The world we are in - leading through disruption

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

"This was so insightful and so useful. The openness of the speakers, their transparency and vulnerability in sharing their experiences was something I really valued. I'm taking away some fantastic insights along with tools that I find super useful. I want to build my brand and be the leader I would want to work for."

– Future Leaders Program participant



### SENIOR EXECUTIVE PROGRAM

*Shaping the Narrative: Senior Executive Conversations* is based on the foundational thread of 'What does it mean to be a high-performing public sector leader in a highly dynamic, evolving context?'. The program is framed around challenges facing public administration, and the ongoing attributes and mindset required for excellence in the 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.

With 35 participants attending six in-person sessions, the inaugural Senior Executive Program has had a significantly positive response from attendees.

SESSION 1 | Launch Event | 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 | Crowdsourced topic

SESSION 6 | Mastermind retro

"This was the most effective training program that I have participated in as SES."

– Senior Executive Program participant



### EA SERIES

Hosted by IPAA ACT's Executive Assistant (EA) Committee, two EA Series events were held during 2021-22.

The 2021 end of year event on 9 December brought together senior public sector leaders and their EAs to consider the value and importance of the SES-EA relationship. The event featured a fantastic panel consisting of David Fredericks PSM, Secretary of the Department of Industry, Science, Energy and Resources and his Senior Executive Assistant, Michelle Oliver and Dr Stein Helgeby, Parliamentary Budget Officer and his Executive Assistant, Paulette Billings-Brown in a conversation with Emma Rees, Chief of Staff to the Australian Public Service Commissioner.

'The EA as a Leader' webinar was held on 8 June 2022 with a panel including Stephanie Ebert, EA to the CEO of Services Australia, Michelle Oliver, EA to the Secretary of the Department of Industry, Science, Energy and Resources, and Sarah Kalleske, EA to the Head of Service at the ACT Public Service. The panellists spoke about their experience, expertise, and lessons learned over their extensive careers. The discussion was facilitated by Holly Noble, Director of Strategic Planning and Performance at the Department of Finance.



## STRATEGIC THEME 4 EXTENDING OUR INFLUENCE AND ENGAGEMENT

### PARTNERSHIPS

IPAA ACT maintained a strong relationship with the Australian Public Service (APS) and the ACT Public Service throughout 2021-22 to deliver a program focused on important issues in public administration

We continued our long-standing and valued relationship with our six Corporate Partners: Commonwealth Bank of Australia, Hays Recruitment, KPMG, Microsoft, MinterEllison and Telstra. We aim to strengthen these partnerships further in the coming year.

IPAA partnered with several government organisations including the Department of the Prime Minister and Cabinet; the Australian Public Service Commission; the Department of Industry, Science, Energy and Resources, the Australian Taxation Office and the Australian Bureau of Statistics.

A highlight for the year was the 'Regulatory Reform: supporting business investment and growth' conference in Canberra and online on 16-17 February 2022. The event was held in partnership with the Department of the Prime Minister and Cabinet and included keynote presentations by the Hon Josh Frydenberg MP, Treasurer of Australia, the Hon Ben Morton MP, Minister Assisting the Prime Minister and Cabinet, and Simon Atkinson, Secretary of the Department of Infrastructure, Transport, Regional Development and Communications.

### MEMBERSHIP ENGAGEMENT

We continued to receive strong support from membership with 100 corporate members and 169 individual members active in 2021-22.

Notable new members in 2021-22 included the Australian Signals Directorate and the Organ and Tissue Authority.

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 early 2022, we launched a campaign to increase our brand awareness and engagement with members. The aim is to build a greater reach and ensure that employees of our organisational members know who we are and what membership benefits they can access.

### 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.

Notable collaborations over the year were with Steople, the Griffith Review, EY and Proximity.

### 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 fourth year. The strength of the confederated model can be seen through the collaboration and knowledge sharing between IPAA divisions. Pleasingly, IPAA ACT will host the 2022 IPAA National Conference to be held in Canberra and online in October 2022.



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## IPAA ACT 2021-22

### DIGITAL ENGAGEMENT

#### DIGITAL DELIVERY

Digital delivery is now a core part of our operations. There were five fully digital and five hybrid events in the 2021-22 year. The hybrid model, which was adopted during the COVID19 pandemic, has enabled IPAA ACT a greater reach across Australia, with online attendance from members interstate or locally who might not have otherwise been able to attend in-person events. The organisation has also been exploring functionality and accessibility across virtual event platforms.

There were 4,156 virtual attendees of our events and programs in 2021-22.

#### PODCASTS

The 'Work with Purpose' podcast is now in its third year after its launch in April 2020. The podcast explores the important role the Australian Public Service and supporting organisations are playing in the Government's response to and recovery from the COVID-19 pandemic, and priorities for the future. The series is produced in a partnership between contentgroup and IPAA ACT, with the support of the Australian Public Service Commission. The podcast is available on Soundcloud, Spotify, Google Podcasts, Apple Podcasts and Stitcher and has attracted over 26,000 listeners during the year.

Our most popular Work with Purpose episode for the year was 'Making Meetings Work' on 6 June 2022 featuring Sean Innis, Principal of Damala St Consulting and Dr Subho Banerjee, Deputy CEO, Research and Advisory at the Australia and New Zealand School of Government (ANZSOG).

IPAA also partnered with the APSC to produce a four-part 'Integrity in the APS' podcast series released for Integrity Month in September 2021. The series explores the meaning of integrity and the pro-integrity culture and framework that the Australian Public Service (APS) has built to engender trust, professionalism and accountability across the service.

#### IPAA CONNECT

The fortnightly newsletter 'IPAA Connect' is a collection of curated content and resources from across the public sector. The newsletter is aimed at keeping members connected and updated on current IPAA events as well as relevant activities and resources from across the public sector profession.

There were 25 issues of the newsletter in 2021-22 and 40,777 'unique opens'. Our email mailing list continues to grow, with over 12,100 active subscribers in the 2021-22 year.

#### WEBSITE

The IPAA ACT website remains a key communication channel, with 80,851 sessions from 53,201 users over the 2021-22 period.

The Work with Purpose landing page was the most popular content on our website, followed by the 2022 Graduate Data Forum page, our Event Calendar and the Spirit of Service Awards pages.

Looking ahead, the organisation will be launching a new and contemporary website in 2023.

#### VIMEO CHANNEL

IPAA's Vimeo Channel continues to grow with a library of over 280 videos now available, covering all of our flagship and digital events. Total viewing time reached over 39 days and 10 hours during the year with over half of this occurring outside the Australian Capital Territory.

#### SOCIAL MEDIA ENGAGEMENT

Social media engagement continues to be a primary way to connect with members. LinkedIn and Twitter are the most successful channels for promoting IPAA ACT with a growing number of followers on both.

## IPAA ACT

### STRATEGIC PRIORITIES 2019-22



# OUR MISSION

PROMOTING EXCELLENCE AND PROFESSIONALISM  
IN PUBLIC ADMINISTRATION

# OUR PRIORITIES

## CONNECTING A TRUSTED PUBLIC SERVICE

Provide a platform for collaboration, debate and adoption of public sector reforms.

### A LEADING EVENT SERIES

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

### REFORM AND REVIEW

Share and explore international and Australian changes flowing from public sector reforms and reviews.

### A FLAGSHIP CONFERENCE

Deliver a flagship conference for Canberra's public sector leaders, and secondary conferences that deliver value to members.

## PROMOTING A SPIRIT OF SERVICE

Promote the importance, value and profession of contemporary public service.

### PROMOTING EXCELLENCE

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

### RECOGNISING LEADERSHIP

Recognise the contribution of exceptional public sector leaders across the sector, with a focus on leaders who are adaptive and future-focused.

### FOSTERING SPIRIT OF SERVICE

Celebrate and promote a diverse and contemporary public sector that is trusted, adaptive, collaborative, and citizen-centric.

## GROWING CAPABILITY AND PROFESSIONALISM

Enhance capability and increase the professionalism of public administration.

### DEVELOPING CAPABILITY

Promote and develop professional capability in the Australian and ACT public services through:

- MASTER CLASSES – that reinforce skills through group learning with respected leaders.
- FUTURE LEADERS – develop, foster and support emerging and future leaders.
- MENTORING – connect and nurture leaders and professionals from across the sector.
- NETWORKS – that provide opportunities, through open and closed sessions, for people from across the sector to meet and interact.

## EXTENDING OUR INFLUENCE AND ENGAGEMENT

Extend our reach and partnerships to increase our influence.

### PARTNERING ACROSS THE SECTOR

Partner with the public sector to support reform and change within public administration.

### PRIVATE SECTOR, PEAK BODIES, ACADEMIA

Extend and deepen partnerships and alliances that leverage content and increase IPAA's reach.

### BROADENING OUR MEMBERSHIP

Extend and diversify membership across the sector, including broadening our audience and increasing value for individual members.

### INCREASING NATIONAL COLLABORATION

Drive increased national collaboration with the IPAA divisions in all states and territories.

KEY INITIATIVES

DEBATE | COLLABORATE | INNOVATE | COMMUNICATE

BUILD YOUR CONNECTIONS  
CHALLENGE YOUR THINKING



# IPAA ACT

## FINANCIAL PERFORMANCE 2021-22

### Director's Report For the Year ended 30 June 2022

Your directors submit their report for the year ended 30 June 2022.

#### Directors

The names and details of the Company's directors in office during the financial year and until the date of this report are set out below. Directors were in office for this entire period unless otherwise stated.

Cath Ingram

Barry Mewett

Michael Manthorpe

David Hazlehurst

Cheryl-anne Moy

Appointed: 12 October 2021

Katherine Jones

Appointed: 4 May 2022

Steven Kennedy

Resigned: 3 May 2022

Alison Larkins

Resigned: 12 October 2021

#### Principal activities

The principal activities during the year of entities within the Institute of Public Administration Australia (ACT) Limited were to promote excellence and professionalism in public administration.

#### Auditor independence declaration

The lead auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001* for the year ended 30 June 2022 has been received and can be found immediately after the director's report.

Signed in accordance with a resolution of the board of directors.



Barry Mewett

20/10/2022.



Cheryl-anne Moy

Director's Report  
For the Year ended 30 June 2022 (continued)

Auditor independence declaration

{The Auditor's declaration will be provided by your Auditor.}

Institute of Public Administration Australia (ACT) Limited  
Statement of profit or loss  
For the Year Ended 30 June 2022

		2022 \$	2021 \$
	Notes		
<b>Revenue</b>	<b>3</b>	<b>2,353,271</b>	<b>1,658,064</b>
Operating expenses		(525,494)	(174,841)
Employee benefit expense	4	(1,238,275)	(1,001,151)
Depreciation expense		(39,916)	(38,874)
Digital and ICT expenses		(125,792)	(67,683)
Administrative expenses		(161,401)	(98,219)
IPAA National Secretariat expenses		(17,972)	(106,049)
Property related expenses		(39,510)	(42,725)
Right of use asset expenses	10	(87,652)	(92,471)
Motor vehicle expenses		(2,042)	(1,227)
<b>Surplus before income tax</b>		<b>115,217</b>	<b>34,824</b>
Income tax benefit/(expense)		-	-
<b>Surplus for the year</b>		<b>115,217</b>	<b>34,824</b>
Other comprehensive income for the year		-	-
<b>Total comprehensive income for the year</b>		<b>115,217</b>	<b>34,824</b>

Institute of Public Administration Australia (ACT) Limited  
Statement of financial position  
As at 30 June 2022

	Notes	2022 \$	2021 \$
<b>Assets</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5	588,197	876,487
Financial assets	6	1,093,763	1,093,763
Trade and other receivables	7	42,959	26,048
Other assets	8	31,533	66,509
<b>Total Current Assets</b>		<b>1,756,452</b>	<b>2,062,807</b>
<b>Non-current Assets</b>			
Plant and equipment	9	72,231	74,432
Right of use assets	10	86,112	165,600
<b>Total Non-current Assets</b>		<b>158,343</b>	<b>240,032</b>
<b>Total Assets</b>		<b>1,914,795</b>	<b>2,302,839</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Trade and other payables	11	166,656	139,044
Employee benefits	12	26,246	33,943
Other Liabilities	13	764,785	1,205,390
Lease liabilities - Right of use assets	14	90,335	82,570
<b>Total Current Liabilities</b>		<b>1,048,022</b>	<b>1,460,947</b>
<b>Non-current Liabilities</b>			
Lease liabilities - Right of use assets	14	7,787	98,123
<b>Total non-current Liabilities</b>		<b>7,787</b>	<b>98,123</b>
<b>Total Liabilities</b>		<b>1,055,809</b>	<b>1,559,070</b>
<b>Net Assets</b>		<b>858,986</b>	<b>743,769</b>
Retained Earnings		858,986	743,769
<b>Total Equity</b>		<b>858,986</b>	<b>743,769</b>

The above statement of financial position should be read in conjunction with the accompanying notes.

Institute of Public Administration Australia (ACT) Limited  
Statement of changes in equity  
For the Year Ended 30 June 2022

	2022	Retained earnings \$	Total \$
<b>Balance at 1 July 2021</b>		<b>743,769</b>	<b>743,769</b>
Net surplus for the year		115,217	115,217
<b>Balance at 30 June 2022</b>		<b>858,986</b>	<b>858,986</b>
<b>2021</b>			
<b>Balance at 1 July 2020</b>		<b>708,945</b>	<b>708,945</b>
Net surplus for the year		34,824	34,824
<b>Balance at 30 June 2021</b>		<b>743,769</b>	<b>743,769</b>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Institute of Public Administration Australia (ACT) Limited  
Statement of cash flows  
For the Year Ended 30 June 2022

	2022 \$	2021 \$
Notes		
<b>Operating activities</b>		
Receipts from customers	1,895,392	1,240,468
Interest received	363	9,523
Government subsidies	-	231,900
Finance costs - right of use assets	(8,164)	(12,984)
Payments to suppliers	(2,055,595)	(1,671,135)
<b>Net cash flows used in operating activities</b>	<b>(168,004)</b>	<b>(202,228)</b>
<b>Investing activities</b>		
Proceeds from sale of property, plant and equipment	1,774	2,952
Purchase of property, plant and equipment	9 (39,489)	(22,694)
Investments in term deposits	-	(9,433)
<b>Net cash flows used in investing activities</b>	<b>(37,715)</b>	<b>(29,175)</b>
<b>Financing activities</b>		
Payment of lease liabilities	(82,571)	(75,323)
<b>Net cash flows used in financing activities</b>	<b>(82,571)</b>	<b>(75,323)</b>
Net decrease in cash and cash equivalents	(288,290)	(306,726)
Cash and cash equivalents at 1 July	876,487	1,183,213
<b>Cash and cash equivalents at 30 June</b>	<b>588,197</b>	<b>876,487</b>

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

Institute of Public Administration Australia (ACT) Limited  
Notes to the financial statements  
For the Year Ended 30 June 2022

**Note 1. Significant accounting policies**

**1.1 Basis of preparation**

The financial report covers Institute of Public Administration Australia (ACT) Limited as an individual entity. Institute of Public Administration Australia (ACT) Limited is a not-for-profit entity limited by guarantee, incorporated and domiciled in Australia.

The financial statements are presented in Australian dollars except when otherwise indicated.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures of the Australian Accounting Standards Board and the *Corporations Act 2001*. The company is a not-for-profit entity for financial reporting standards under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the Australian Accounting Standards Board has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements are in Australian Dollars and have been rounded to the nearest dollar.

**New and Amended Accounting Policies Adopted by the Company**

**AASB 1060: General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities**

The Company has adopted AASB 1060: General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities for the first time this reporting period. The Standard, which sets out a new separate disclosure Standard to be applied by all entities that are reporting under Tier 2 of the Differential Reporting Framework in AASB 1053: Application of Tiers Of Australian Accounting, replaces the previous Reduced Disclosure Requirements (RDR) framework. The application of this standard has resulted in reductions in disclosures compared to RDR in Revenue, Leases and Financial Instruments; however, has resulted in new and/or increased disclosures in areas such as Audit Fees and Related Parties.

**1.2 Accounting Policies**

**a) Current versus non-current classification**

The Company presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

**Institute of Public Administration Australia (ACT) Limited**  
**Notes to the financial statements**  
**For the Year Ended 30 June 2022**

**Note 1. Significant accounting policies (continued)**

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments does not affect its classification.

The Company classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

**b) Taxes**

**Current income tax**

The Company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

**Goods and services tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except:

- When the GST incurred on a sale or purchase of assets or services is not payable to or recoverable from the taxation authority, in which case the GST is recognised as part of the revenue or the expense item or as part of the cost of acquisition of the asset, as applicable
- When receivables and payables are stated with the amount of GST included

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position. Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

Cash flows are included in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority is classified as part of operating cash flows.

**c) Cash and cash equivalents**

Cash and short-term deposits in the statement of financial position comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

**d) Accounts Receivable and Other Debtors**

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from donors. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Accounts receivable are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

**Institute of Public Administration Australia (ACT) Limited**  
**Notes to the financial statements**  
**For the Year Ended 30 June 2022**

**Note 1. Significant accounting policies (continued)**

**e) Revenue and other Income**

Revenue is recognised when the amount of the revenue can be measured reliably, it is probable that economic benefits associated with the transaction will flow to the Company and specific criteria relating to the type of revenue as noted below, has been satisfied.

Revenue is measured at the fair value of the consideration received or receivable and is presented net of returns, discounts and rebates.

**Income from services**

Revenue in relation to rendering of services is recognised depending on whether the outcome of the services can be estimated reliably. If the outcome can be estimated reliably then the stage of completion of the services is used to determine the appropriate level of revenue to be recognised in the period. If the outcome cannot be reliably estimated, then revenue is recognised to the extent of expenses recognised that are recoverable.

A receivable will be recognised when the goods are delivered. The Company's right to consideration is deemed unconditional at this time as only the passage of time is required before payment of that consideration is due.

**Interest income**

Interest is recognised in the statement of comprehensive income using the effective interest method.

**Other income**

Other income is recognised on an accruals basis when the Company is entitled to it. All revenue is stated net of the amount of goods and services tax.

**f) Financial instruments - initial recognition and subsequent measurement**

**Initial recognition and measurement**

Financial instruments are initially measured at fair value, when contractual rights or obligations exist. Subsequent to initial recognition these instruments are measured as set out below.

Fair value represents the price that would be received to sell an asset in an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

**Classification and subsequent measurement**

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Association's business model for managing them. All of the Association's other financial instruments are classified and subsequently measured at amortised cost. The Association applies a simplified approach to calculating expected credit losses (ECL's) for financial assets held at amortised cost by recognising a loss allowance based on lifetime ECL's at each reporting date.

Amortised cost is calculated as:

- the amount at which the financial asset or financial liability is measured at initial recognition
- less principal repayments

**Institute of Public Administration Australia (ACT) Limited**  
**Notes to the financial statements**  
**For the Year Ended 30 June 2022**

**Note 1. Significant accounting policies (continued)**

- plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest method less any reduction for impairment.

*Derecognition*

Financial assets are derecognised where the contractual rights to receipt of cash flows expires, or the asset is transferred to another party whereby the Association no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed is recognised in profit or loss.

**g) Property, plant and equipment**

Construction in progress is stated at cost, net of accumulated impairment losses, if any. Plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met. When significant parts of plant and equipment are required to be replaced at intervals, the Company depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred. The present value of the expected cost for the decommissioning of an asset after its use is included in the cost of the respective asset if the recognition criteria for a provision are met.

Property, plant and equipment transferred from customers are initially measured at fair value at the date on which control is obtained.

The depreciation rates used for each class of depreciable assets are:

• Office Furniture & Equipment	20 - 33%
• Building Improvement	25 - 30%
• ICT	33 - 50%
• Motor Vehicles	20%

The Company reviews the estimated residual values and expected useful lives of assets at least annually. In particular, the Company considers the impact of health, safety and environmental legislation in its assessment of expected useful lives and estimated residual values.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

**Institute of Public Administration Australia (ACT) Limited**  
**Notes to the financial statements**  
**For the Year Ended 30 June 2022**

**Note 1. Significant accounting policies (continued)**

**h) Impairment of Assets**

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that an asset may be impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and its value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised in profit or loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Where the future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the Company would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

Where an impairment loss on a revalued asset is identified, this is recognised against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that class of asset.

**i) Leases**

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

**Group as a lessee**

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

**(i) Right-of-use assets**

The Company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. The depreciation rate used for the right-of-use assets over the shorter of the lease term and the estimated useful lives of the assets, as follows:

• Office Furniture & Equipment	20 - 33%
• Motor vehicles and other equipment	20%

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in section (s) Impairment of non-financial assets.

**Institute of Public Administration Australia (ACT) Limited**  
**Notes to the financial statements**  
**For the Year Ended 30 June 2022**

**Note 1. Significant accounting policies (continued)**

**(ii) Lease liabilities**

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The Company's lease liabilities are included in Interest-bearing loans and borrowings.

**j) Provisions**

**General**

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

**Short-term employee benefits**

Provision is made for the Company's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled. The Company's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as part of current accounts payable and other payables in the statement of financial position.

**Institute of Public Administration Australia (ACT) Limited**  
**Notes to the financial statements**  
**For the Year Ended 30 June 2022**

**Note 1. Significant accounting policies (continued)**

**Other long-term employee benefits**

Provision is made for employees' annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on high quality corporate bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements of obligations for other long-term employee benefits for changes in assumptions are recognised in profit or loss in the periods in which the changes occur.

The Company's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Company does not have an unconditional right to defer settlement for at least 12 months after the reporting period, in which case the obligations are presented as current provisions.

**k) Comparative Figures**

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

**l) Key Estimates**

The Company assesses impairment at the end of each reporting period by evaluation of conditions and events specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

**Note 2. Significant accounting judgements, estimates and assumptions**

**Judgements**

In the process of applying the Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements:

**Employee benefits**

For the purpose of measurement, AASB 119: Employee Benefits defines obligations for short-term employee benefits as obligations expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. As the Company expects that all of its employees would use all of their annual leave entitlements earned during a reporting period before 12 months after the end of the reporting period, the Company believes that obligations for annual leave entitlements satisfy the definition of short-term employee benefits and, therefore, can be measured at the (undiscounted) amounts expected to be paid to employees when the obligations are settled.

**Performance obligations under AASB 15**

To identify a performance obligation under AASB 15, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by considering any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature/ type, cost/ value, quantity and the period of transfer related to the goods or services promised.

Institute of Public Administration Australia (ACT) Limited  
Notes to the financial statements  
For the Year Ended 30 June 2022

**Note 2. Significant accounting judgements, estimates and assumptions (continued)**

**Judgements (continued)**

**Lease term and Option to Extend under AASB 16**

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The options that are reasonably going to be exercised is a key management judgement that the Company will make. The Company determines the likelihood to exercise the options on a lease-by-lease basis looking at various factors such as which assets are strategic, and which are key to future strategy of the Company.

**Going Concern**

The COVID-19 outbreak has impacted the way of life in Australia. This has affected the ability of the Company to continue operations as usual and has impacted on its operating results. In accordance with national guidelines, the Company has implemented working arrangements in response to government requirements and to ensure the wellbeing and safety of all employees and visitors.

The Company has determined that there are no going concern risks arising from the impact of the COVID-19 outbreak. The Directors have determined that the Company remains in a healthy cash position and retained stable membership numbers for the 2022 financial year.

It is not possible to reliably estimate the duration and severity of the impact of COVID-19, as well as the impact on the financial position and results of the Company for future periods. However, based on analysis of the financial performance and position the financial statements have been prepared on a going concern basis. The Company believes at this point in time that there is no significant doubt about the entity's ability to continue as a going concern.

Institute of Public Administration Australia (ACT) Limited  
Notes to the financial statements  
For the Year Ended 30 June 2022

**Note 3. Revenue from contracts with customers**

	2022 \$	2021 \$
Corporate Membership Fees	890,623	766,657
Individual Membership Fees	24,061	28,152
Sponsorship	218,640	142,000
Publications	3,502	4,280
Interest income	363	9,523
Government Stimulus	-	222,450
Professional development	483,241	58,000
Programs	314,179	254,845
Other income	418,662	172,157
<b>Total Revenue and Other Income</b>	<b>2,353,271</b>	<b>1,658,064</b>

**Note 4. Key Management Personnel Remuneration**

	2022 \$	2021 \$
Key management personnel compensation	218,003	276,085
<b>Total compensation paid to key management personnel</b>	<b>218,003</b>	<b>276,085</b>

**Note 5. Cash and Cash Equivalents**

	Notes	2022 \$	2021 \$
Cash and cash equivalents	15	588,197	876,487

**Note 6. Financial Assets**

		2022 \$	2021 \$
Financial assets	15	1,093,763	1,093,763

**Note 7. Trade and Other Receivables**

		2022 \$	2021 \$
Trade receivables	15	42,959	26,048

**Note 8. Other Assets**

		2022 \$	2021 \$
Prepayments		31,533	66,509

Institute of Public Administration Australia (ACT) Limited  
Notes to the financial statements  
For the Year Ended 30 June 2022

**Note 9. Property, plant and equipment**

	2022 \$	2021 \$
<b>Office Equipment</b>		
At cost	60,592	60,592
Less: Accumulated Depreciation	(48,519)	(38,066)
Total Office Equipment	<u>12,073</u>	<u>22,526</u>
<b>Leasehold Improvements</b>		
Building Improvements	129,344	129,345
Less: Accumulated Depreciation	(124,347)	(107,211)
Total Leasehold Improvements	<u>4,997</u>	<u>22,134</u>
<b>Motor Vehicles</b>		
At cost	29,109	29,109
Less: Accumulated Depreciation	(13,972)	(8,150)
Total Motor Vehicles	<u>15,137</u>	<u>20,959</u>
<b>Information and Communications Technology (ICT)</b>		
At cost	67,243	29,995
Less: Accumulated Depreciation	(27,219)	(21,182)
Total ICT	<u>40,024</u>	<u>8,813</u>
<b>Total Plant and Equipment</b>	<u><b>72,231</b></u>	<u><b>74,432</b></u>

**(a) Movements in Carrying Amounts**

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial year.

	Office Furniture & Equipment \$	ICT \$	Motor Vehicles \$	Leasehold Improvements \$	Total \$
<b>Year ended 30 June 2022</b>					
Balance at the beginning of the year	22,527	8,813	20,958	22,134	74,432
Additions	-	39,489	-	-	39,489
Disposals	-	(1,774)	-	-	(1,774)
Depreciation	(10,454)	(6,504)	(5,821)	(17,137)	(39,916)
At 30 June 2022	<u>12,073</u>	<u>40,024</u>	<u>15,137</u>	<u>4,997</u>	<u>72,231</u>

Institute of Public Administration Australia (ACT) Limited  
Notes to the financial statements  
For the Year Ended 30 June 2022

**Note 10. Right of Use Assets**

The Company's lease portfolio includes leasehold buildings. This lease has a lease term of 5 years.

The option to extend or terminate are contained in the property leases of the Company. These clauses provide the Company opportunities to manage leases in order to align with its strategies. All of the extension or termination options are only exercisable by the Company. The extension options or termination options which were probable to be exercised have been included in the calculation of the Right of use asset.

This lease is measured at cost in accordance with the Company's accounting policy as outlined in Note 1.

**AASB 16 related amounts recognised in balance sheet**

	2022 \$	2021 \$
<b>Right of Use Assets</b>		
Leased Premises	324,575	324,575
Less: Accumulated Depreciation	(238,463)	(158,975)
Total Right of Use Asset	<u>86,112</u>	<u>165,600</u>
Opening Net Carrying Amount	165,600	245,087
Depreciation Expense	(79,488)	(79,487)
Net Carrying Amount	<u>86,112</u>	<u>165,600</u>

**AASB 16 related amounts recognised in the statement of profit or loss**

	2022 \$	2021 \$
Finance costs	8,164	12,984
Depreciation - right of use assets	79,488	79,487
	<u>87,652</u>	<u>92,471</u>

**Note 11. Trade and Other Payables**

	2022 \$	2021 \$
Trade Creditors	31,771	10,727
Accrued Liabilities	8,699	10,250
Payroll liabilities	72,894	52,624
GST payable	53,292	65,443
	<u>166,656</u>	<u>139,044</u>

Institute of Public Administration Australia (ACT) Limited  
Notes to the financial statements  
For the Year Ended 30 June 2022

**Note 11. Trade and Other Payables (continued)**

Financial liabilities at amortised cost classified as trade and other payables

	Notes	2022 \$	2021 \$
Financial liabilities as trade and other payables	15	<u>31,771</u>	<u>10,727</u>

**Note 12. Employee Benefits**

	2022 \$	2021 \$
<b>CURRENT</b>		
Provision for Annual Leave	<u>26,246</u>	<u>33,943</u>

Employee provisions represent amounts accrued for annual leave and long service leave.

The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the Company does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However, these amounts must be classified as current liabilities since the Company does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

**Note 13. Other Liabilities**

	2022 \$	2021 \$
Income received in advance	52,773	227,832
Memberships in advance	712,012	943,558
Sponsorships in advance	-	34,000
	<u>764,785</u>	<u>1,205,390</u>

**Note 14. Lease Liabilities**

	2022 \$	2021 \$
<b>CURRENT</b>		
Lease liability - Right of use asset	<u>90,335</u>	<u>82,570</u>
<b>NON-CURRENT</b>		
Lease liability - Right of use asset	<u>7,787</u>	<u>98,123</u>

Institute of Public Administration Australia (ACT) Limited  
Notes to the financial statements  
For the Year Ended 30 June 2022

**Note 15. Capital management**

The Company's financial instruments consist mainly of deposits with banks, short-term and long-term investments, accounts receivable and payable and lease liabilities.

The totals for each category of financial instruments, measured in accordance with AASB 9: Financial Instruments as detailed in the accounting policies to these financial statements, are as follows:

	Notes	2022 \$	2021 \$
<b>Financial assets</b>			
Cash and cash equivalents	5	588,197	876,487
Term deposit	6	1,093,763	1,093,763
Trade receivables	7	42,959	26,048
<b>Total financial assets</b>		<u>1,724,919</u>	<u>1,996,298</u>
<b>Financial liabilities</b>			
Trade payables	11	31,771	10,727
<b>Total financial liabilities</b>		<u>31,771</u>	<u>10,727</u>

**Note 16. Auditor Remuneration**

	2022 \$	2021 \$
Auditing the financial statements	9,570	8,965
<b>Total Auditor Remuneration</b>	<u>9,570</u>	<u>8,965</u>

**Note 17. Related party disclosures**

The Company's related parties include members from the Institute of Public Administration Australia - National Council.

*Members of National Council*

Members of National Council provide their services in a voluntary capacity. They receive no remuneration or retirement benefits. They are reimbursed for their out of pocket travel and related expenses.

**Note 18. Events after the reporting period**

The directors are not aware of any significant events since the end of the reporting period ending 30 June 2022.

**Note 19. Statutory Information**

The registered office and principal place of business of the Company is:  
Institute of Public Administration Australia (ACT) Limited  
Unit 4A, 16 National Circuit  
Barton ACT 2600

### Directors' declaration

In accordance with a resolution of the directors of Institute of Public Administration Australia (ACT) Limited, we state that:

1. In the opinion of the directors:
  - (a) the financial statements and notes of Institute of Public Administration Australia (ACT) Limited for the financial year ended 30 June 2022 are in accordance with the *Corporations Act 2001*, including:
    - (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2022 and of its performance for the year ended on that date; and
    - (ii) complying with Australian Accounting Standards - Simplified Disclosure Requirements and the *Corporations Regulations 2001*;
  - (b) the financial statements and notes also comply with Australian Accounting Standards as disclosed in Note ; and
  - (c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. This declaration has been made after receiving the declarations required to be made to the directors by the chief executive officer and chief financial officer in accordance with section 295A of the *Corporations Act 2001* for the financial year ended 30 June 2022.

On behalf of the board



Barry Mewett

20/10/2022



Cheryl-anne Moy

## IPAA ACT ACKNOWLEDGEMENTS

## ACKNOWLEDGEMENTS

### THANK YOU

IPAA ACT wishes to acknowledge the members of the Board, Council and Committees who support the organisation in good governance practices and providing value to our members.

We thank the many event facilitators and hosts, keynote and panel speakers, award assessors and judges, individual members, corporate members and organisations who generously contributed to our success over the past year.

We also wish to thank the many suppliers and vendors who have helped us deliver our range of events and services to members, often at a discounted or reduced rate.

We would also like to acknowledge the other IPAA divisions in each state and territory for working collaboratively with us over the year and sharing our purpose and passion for promoting excellence and professionalism in public administration.

### IMAGE ATTRIBUTION

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### DISCLAIMER

All information and occupants of positions in this report is provided as at 30 June 2022.

## CONTACTS

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

### LEADERSHIP TEAM

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Chief Executive Officer

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INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
ACT



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