

# **IPAA ACT** **2016-17** **ANNUAL** **REPORT**

**PROMOTING EXCELLENCE  
AND PROFESSIONALISM IN  
PUBLIC ADMINISTRATION**

**[www.act.ipaa.org.au](http://www.act.ipaa.org.au)**



## OUR MISSION

To promote excellence and professionalism in public administration.

## ABOUT US

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. It provides a platform for debate and discussion about improving and striving for excellence in public administration in Australia.

## CONTACT US

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## CORPORATE MEMBERS

### 2016-17

ACIL Allen Consulting	Department of Industry, Innovation and Science
ACT Government	Department of Infrastructure and Regional Development
Attorney-General's Department	Department of Social Services
Austrade	Department of the Environment and Energy
Australian Bureau of Statistics	Department of the House of Representatives
Australian Commission for Law Enforcement & Integrity	Department of the Prime Minister and Cabinet
Australian Criminal Intelligence Commission	Department of the Senate
Australian Federal Police	Department of the Treasury
Australian Financial Security Authority	Department of Veterans' Affairs
Australian Institute of Health and Welfare	EY
Australian Maritime Safety Authority	Food Standards Australia New Zealand
Australian National Audit Office	Geoscience Australia
Australian Pesticides & Veterinary Medicines Authority	Grains Research & Development Corporation
Australian Public Service Commission	Hyam Blair Group
Australian Research Council	Independent Parliamentary Expenses Authority
Australian Security Intelligence Organisation	Indigenous Business Australia
Australian Sports Anti-Doping Authority	Infrastructure Australia
Australian Taxation Office	Institute for Governance & Policy Analysis (UC)
Australian Transport Safety Bureau	Interaction Consulting
Boston Consulting Group	IP Australia
Business Aspect	Maddocks
Clayton Utz	Museum of Australian Democracy at OPH
Clean Energy Finance Corporation	National Blood Authority
Clean Energy Regulator	National Disability Insurance Agency
Commerce Decisions	National Gallery of Australia
Commonwealth Ombudsman	National Health and Medical Research Council
CPSU	National Museum of Australia
Crawford School of Public Policy (ANU)	Noetic Group
CSIRO Performance and Evaluation Unit	Office of National Assessments
Defence Housing Australia	Office of Parliamentary Counsel
Deloitte	Office of the Inspector-General of Intelligence & Security
Department of Agriculture and Water Resources	ORIMA
Department of Communications and the Arts	Parliamentary Library (Dept of Parliamentary Services)
Department of Defence	Predicate Partners
Department of Education and Training	Protiviti
Department of Employment	PwC
Department of Finance	Questacon
Department of Foreign Affairs and Trade	Royal Australian Mint
Department of Health	Safe Work Australia
Department of Human Services	Synergy Group Australia
Department of Immigration and Border Protection	Thinkplace



## PRESIDENT'S REVIEW



IPAA ACT has had another successful year, with strong engagement across our membership. We have enjoyed great support from across the sector, delivering exciting events and initiatives to promote excellence in public administration.

Following the significant growth of the organisation last year, 2016-17 was a period of consolidation and refinement across the business. The quality and scale of our program is at a high standard, with increasing attendance from key decision-makers.

Highlights from the year include:

- Membership – we have seen good growth in corporate and individual membership over the year, reflecting strong interest in IPAA.
- Attendance – event attendance has stabilised at 6,400 attendees, a small increase over the previous year, demonstrating the sustainability of the broader IPAA ACT program.
- Digital – our investment in digital content has paid significant dividends, with over 8,300 people engaging with digital video online. For the first time, our digital viewers have exceeded the number of people attending events in person.
- Conference – the second annual IPAA ACT Conference was delivered in November 2016, with a 50% increase in attendance over the inaugural conference in 2015. Planning is now well underway for the IPAA National Conference in Canberra in November 2017.
- Future Leaders – the launch of a new Future Leaders Program was a great success, with strong engagement from across our members. The following merger of the Future Leaders alumni and the former Young Professionals Network has been very well received by the target audience.
- Enduring Content – the ‘Twelve Speeches in 2016’ publication provides an enduring record of speeches from public sector leaders throughout the year. Hard copies were circulated to SES officers at corporate members across Canberra and to individual members.

None of our work would be possible without the IPAA ACT Council, committee members and other IPAA advocates, who provide us with so much support throughout the year. I thank them all for their contribution.

I write this introduction following my recent announcement to retire from the Australian Public Service. I welcome Frances Adamson, the Secretary of the Department of Foreign Affairs and Trade, into the role and wish her all the best for her term as President.

**Dr Gordon de Brouwer PSM**  
President

## IPAA ACT COUNCIL

A council of IPAA ACT members guide the ACT Division of IPAA under the leadership of its President, Dr Gordon de Brouwer PSM. Councillors are elected every two years and there is provision to co-opt additional members to Council as required.

### EXECUTIVE COMMITTEE



#### **President**

Dr Gordon de Brouwer PSM  
Secretary, Department of  
the Environment and Energy



#### **Treasurer**

Barry Mewett FIPAA  
Fellow and individual  
member



#### **Deputy President**

Brendan Sargeant  
Associate Secretary  
Department of Defence



#### **Deputy President**

Carmel McGregor PSM FIPAA  
Fellow and former  
Deputy Secretary



#### **Secretary**

Bronwen Overton-Clarke  
Commissioner for Public  
Administration,  
ACT Public Service



#### **Chair, Corporate Governance**

Jonathan Hutson  
Deputy Secretary,  
Department of Human  
Services



#### **National Representative**

Samantha Palmer FIPAA  
General Manager,  
Australian Bureau  
of Statistics



#### **Chief Executive Officer**

Drew Baker  
March 2015 - current  
(ex officio)

Occupants of positions as at 30 June 2017.

## COUNCILLORS



**Prof Deborah Blackman**  
School of Business,  
UNSW, Canberra



**Kathy Kostyrko**  
Director, Public Sector,  
Hays Specialist Recruitment



**James Cameron**  
Deputy Chairman a/g,  
Australian Communications  
and Media Authority



**Alison Larkins**  
Deputy Secretary,  
Department of Health



**Michelle Crosbie**  
General Manager,  
Clean Energy Regulator



**Kathy Leigh FIPAA**  
Head of Service,  
ACT Public Service



**Dr Jack Dan**  
National General Manager,  
Government, Telstra



**Leonie McGregor**  
CEO a/g, Independent  
Parliamentary Expenses  
Authority



**Prof Mark Evans**  
Director, Institute for  
Governance and Policy  
Analysis, UC



**Liz Quinn**  
Group Manager,  
Australian Public  
Service Commission



**Kerry Kennedy**  
IPAA Prime Minister's  
Awards Coordinator



**William Story**  
Assistant Secretary,  
Department of the Prime  
Minister and Cabinet



**Elizabeth Kelly PSM**  
Deputy Secretary,  
Department of the Prime  
Minister and Cabinet



**Alison Turner FIPAA**  
Program Review  
Consultant

## CEO'S REPORT



IPAA ACT has had a successful year. It was a period of consolidation, following the significant growth and change program delivered in 2015-16. There has continued to be strong interest in our program of events and activities to promote excellence and professionalism in public administration.

The quality and breadth of the program and activities for the year was excellent and, is outlined on pages 14-21 against each of the four themes in our strategic plan.

In addition to the achievements outlined in the President's introduction, there are a number of internal management points I would like to highlight:

- Financial – 2016-17 was a good year financially, with the division returning to a surplus after two consecutive years of deficits. It is pleasing to see double-digit revenue growth for the year. The Treasurer's report outlines our financial performance in more detail later in this document. We also continued to streamline our internal financial management, with positive commentary from our new auditors about our performance.
- Digital – we continued our work on ensuring all IPAA business is digital by default, moving our awards programs into a cloud-based award system. The Public Sector Innovation Awards were successfully delivered through the new platform, and the Prime Minister's Awards for Excellence in Public Sector Management were also moved online, including transitioning to a two-stage process.
- Human Resources – the organisation's staffing has stabilised and we have a great team in place, that is operating well and is a pleasure to work with. I would like to thank everyone for their efforts over the last year!

I would also like to thank Dr Gordon de Brouwer PSM, the President of IPAA ACT, for his passion and commitment to IPAA. At the time of writing this report, Gordon had announced his retirement from the Australian Public Service and his role as IPAA ACT President. I look forward to working with Frances Adamson, the incoming President.

Lastly, I would like to thank the Council and our members for their contribution and ongoing support.

**Drew Baker**  
Chief Executive Officer  
IPAA ACT

## IPAA ACT COMMITTEES AND STAFFING

IPAA ACT operates several committees to oversee the operation of the division, as detailed below. Each committee operates as a sub-committee of the Council, with members drawn from the division's corporate and individual membership base.

<p><b>Institute of Public Administration Australia (IPAA) ACT Division</b>          Executive Committee – as detailed on page 4          Councillors – as detailed on pages 4 and 5</p>		
<p><b>Corporate Governance Committee</b>  <i>Chair</i>          Jonathan Hutson</p>	<p><b>Programs and Events Committee</b>  <i>Chair</i>          William Story</p>	<p><b>Digital and Engagement Committee</b>  <i>Chair</i>          Alison Larkins</p>
<p><b>Capability and Professionalism Committee</b>  <i>Chair</i>          Leonie McGregor</p>	<p><b>IPAA Conference Committee</b>  <i>Chair</i>          Carmel McGregor</p>	<p><b>Future Leaders Committee</b>  <i>Chair</i>          Melanie O'Byrne</p>
<p><b>Canberra Evaluation Forum</b>  <i>Chair</i>          Pierre Skorich</p>	<p><b>Executive Assistant Series Committee</b>  <i>Chair</i>          Fiona Hess</p>	

The IPAA ACT office consists of a small team of dedicated individuals who focus on the efficient and effective operation of the division. The team consists of:

- Amanda Anderson – Program and Events Manager;
- Brenda Brodrick – Membership and Engagement Manager;
- Chantelle Muyot – Program and Events Coordinator;
- Pauline O'Neill – Finance Officer;
- Tania O'Neil – Secretariat and Program Coordinator;
- Paulette Paterson – Digital and Innovation Manager; and
- Mariline Zarrouk – Conference and Events Coordinator.

The team listed above is provided as at 30 June 2017.

## IPAA ACT CORPORATE PARTNERS

IPAA ACT thanks our corporate partners, whose support has enabled the division to offer a broader range of services to our members.

IPAA welcomed the Commonwealth Bank of Australia (CBA) as a new partner during 2016-17, following StatePlus concluding their arrangement. We look forward to continuing productive relationships with CBA and all our partners.



**Commonwealth**Bank  
of Australia

**HAYS** Recruiting experts  
worldwide



MinterEllison



# IPAA ACT PERFORMANCE IN 2016-17



## IPAA ACT YEAR IN REVIEW

It has been a successful year of sharing ideas, expertise, networking, professional development, awards, forums and publications.

# 82

CORPORATE MEMBERS  
REPRESENTING OVER

# 150,000+

PUBLIC  
ADMINISTRATION  
PROFESSIONALS

# 220+

INDIVIDUAL MEMBERS



# MEMBERS

PUBLIC SECTOR  
PRIVATE SECTOR  
ACADEMIA  
NFP & NGO  
STUDENTS  
FELLOWS OF IPAA

# 6.4K

ATTENDEES



# 46

EVENTS

# 80+

 SPEAKERS


# 8.3K

POST-EVENT  
VIEWERS

# 73%

INCREASE  
OVER 2015-16



# 1,560+

CURRENT  
TWITTER  
FOLLOWERS

# 49%

INCREASE  
OVER 2015-16



# 100+

MENTORING  
RELATIONSHIPS



## ATTENDEES AT THE CANBERRA EVALUATION FORUM



## ATTENDEES AT THE EXECUTIVE ASSISTANT SERIES



**PRIME MINISTER'S AWARDS FOR EXCELLENCE  
IN PUBLIC SECTOR MANAGEMENT  
PUBLIC SECTOR INNOVATION AWARDS**

[illegible]

# IPAA ACT

## EVENTS AND ATTENDANCE

Name	Activity
<b>Program and Events</b>	
2016 Public Sector Innovation Awards Presentation Ceremony	Award Program
2016 Prime Minister's Awards for Excellence in Public Sector Management	Award Program
2017 Public Sector Innovation Awards Judging	Award Program
2016 IPAA ACT Conference	Conference
Giovanna Massoni - Social Inclusion	Flagship Event
Behavioural Economics by Default - Supporting Better Policy Outcomes	Flagship Event
Annual Address - Dr Martin Parkinson AC, PSM	Flagship Event
Census 2016: Lessons Learned	Flagship Event
Unlocking Potential and BRANDit	Flagship Event
Women In Leadership Championing the Change	Flagship Event
New Frontiers in Behavioural Economics	Flagship Event
Natural Resource Management	Flagship Event
Coordination and Engagement - Australia's Role in MH370	Flagship Event
Government Communication: a UK Perspective (Alex Aiken)	Flagship Event
Marking 50 Years of Indigenous Affairs	Flagship Event
Sponsor Acknowledgement	IPAA Activity
Annual General Meeting	IPAA Activity
End of Year Versaille Exhibition	IPAA Activity
<b>Professional Development</b>	
Mental Wellbeing and Future Leaders	Future Leaders Program
2016 Launch Event	Future Leaders Program
2016 SES Panel Session	Future Leaders Program
2016 Development Panel Discussion	Future Leaders Program
2016 Finale Event	Future Leaders Program
2016 Conference Masterclass	Future Leaders Program
On the Couch - Alastair MacGibbon	Future Leaders Program
2016 Finale Event	Mentoring Program 2016
2017 Program Launch	Mentoring Program 2017
2017 Address by Elizabeth Kelly PSM	Mentoring Program 2017
2017 Address by Marianne Broadbent	Mentoring Program 2017
2017 Finale Event	Mentoring Program 2017
<b>Secretary Series</b>	
Address by Jane Halton AO, PSM (Valedictory)	Secretary Series
Address by Heather Smith PSM	Secretary Series
Address by Dennis Richardson AO	Secretary Series
Address by Andrew Colvin APM, OAM	Secretary Series
<b>Executive Assistant Series</b>	
Connections and Expectations	Executive Assistant Series
Stephanie Foster and Professional Development	Executive Assistant Series
Recognising the Role - Rhana Crago PSM	Executive Assistant Series
Masterclass - Training Shots	Executive Assistant Series
<b>Canberra Evaluation Forum</b>	
Canberra Evaluation Forum - Evaluating Collective Impact	Seminar
Canberra Evaluation Forum - Evaluations That Made a Difference	Seminar
Canberra Evaluation Forum - The Value of Visualising Data	Seminar
Canberra Evaluation Forum - Reflections on Evaluation	Seminar
Canberra Evaluation Forum - Evaluating Regulation in a World of Disruption	Seminar
Canberra Evaluation Forum - Using Evaluations to Recommend Reforms	Seminar
Canberra Evaluation Forum - User Centred Design and Evaluation	Seminar
Canberra Evaluation Forum - Engaging with External Evaluators	Seminar
<b>Total</b>	

Number held	Date	Registered	Attended	Post video
1	27-Jul	160	160	1189
1	9-Nov	287	238	415
1	26-Jun	40	35	1262
1	10-Nov	350	350	585
1	18-Nov	140	120	na
1	24-Nov	346	335	301
1	6-Dec	354	295	544
1	13-Dec	200	200	434
1	1-Mar	216	182	334
1	3-Mar	349	314	207
1	28-Mar	355	307	653
1	5-Apr	210	206	155
1	17-May	133	90	358
1	24-May	187	170	278
1	16-Jun	341	293	351
1	26-Aug	22	18	na
1	6-Sep	60	40	na
1	14-Dec	42	33	na
1	7-Sep	75	73	na
1	9-Sep	58	56	na
1	29-Sep	45	42	na
1	28-Oct	71	46	na
1	22-Nov	70	46	na
1	15-Nov	75	70	na
1	26-Jun	195	115	na
1	28-Jul	150	80	na
1	5-Apr	90	85	na
1	3-May	85	62	na
1	31-May	85	54	na
1	28-Jun	90	60	na
1	13-Oct	268	227	320
1	25-Oct	110	110	197
1	21-Nov	154	130	231
1	9-Feb	290	260	329
1	15-Sep	190	186	na
1	23-Nov	120	117	na
1	6-Apr	299	239	237
1	7-Jun	188	181	na
1	28-Jul	170	150	na
1	18-Aug	160	150	na
1	22-Sep	160	110	na
1	22-Oct	92	66	na
1	16-Mar	83	47	na
1	20-Apr	76	54	na
1	18-May	257	165	na
1	15-Jun	110	74	na
<b>46</b>	<b>na</b>	<b>7608</b>	<b>6441</b>	<b>8380</b>

# 2016-17 STRATEGIC THEME 1: SHAPING THINKING IN PUBLIC ADMINISTRATION

## EVENTS

IPAA delivered a significant event program throughout 2016-17, with positive feedback received from across our membership base. Our events featured speakers from across the public sector, private sector and academia.

Notable topics included:

- **Behavioural Economics** – two events discussed behavioural science in public administration;
- **Lessons Learned** – an event to discuss learnings from the 2016 Census, including cyber security;
- **Government Communication** – an international perspective from the United Kingdom; and
- **Natural Resource Management** – a panel with three portfolio Secretaries perspectives.

The IPAA Secretary Series continued with four standalone addresses during the year, which received high levels of attendance. The 'Annual Address to the APS' with the Secretary of the Department of the Prime Minister and Cabinet was again one of the most popular events on the calendar.

Overall event attendance for the year was almost identical to 2015-16, with approximately 6,400 attendees.

## CONFERENCE

IPAA ACT delivered our second ACT Conference in November 2016, following on from the success of the inaugural conference in 2015. The conference theme was "Public Service: Thinking Big", modelled on a series of three panel

conversations. The move to a new venue allowed for a 65% increase in attendance, with the event sold to capacity.

Due to the success of the 2016 conference, IPAA ACT has committed to run the 2017 conference as a national conference.

## DIGITAL

An ongoing theme for IPAA remains a focus on the digital transformation agenda, both in terms of events and the delivery of digital services to members.

The provision of digital video content is proving popular with members, with over 30% more people viewing video of our events than the number of people attending in person.

## DIVERSITY

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

- **Women in Leadership:**  
**Championing the Change** was held to celebrate International Women's Day with Senator the Hon Michaelia Cash, Minister for Women, and Lieutenant General Angus John Campbell DSC AM, Chief of Army.
- **Marking 50 Years of Indigenous Affairs** was held in partnership with the Department of the Prime Minister and Cabinet, to mark the anniversary of the 1967 referendum by inviting reflections on Commonwealth administration in Indigenous affairs.

IPAA also continued its focus on ensuring appropriate gender balance was achieved throughout the event program.



Senator the Hon Michaelia Cash



Andrew Colvin APM, OAM



Professor Sendhil Mullainathan



Frances Adamson



Dr Gordon de Brouwer PSM, Patricia Turner AM, Professor Ian Anderson AO, Professor Tom Calma AO and Dr Martin Parkinson AC, PSM, at 'Marking 50 Years of Indigenous Affairs'

## 2016-17 STRATEGIC THEME 2: PROMOTING EXCELLENCE IN PUBLIC ADMINISTRATION

### PRIME MINISTER'S AWARDS

The Prime Minister's Awards for Excellence in Public Sector Management were held again in 2016, with a strong field of nominations from public services across Australia.

The Awards were presented by Senator the Hon Arthur Sinodinos AO, the Cabinet Secretary, at a gala function at the National Portrait Gallery in Canberra.

The Gold Award winner was the Australian Taxation Office for the **SuperStream Initiative**, which transformed the superannuation system, providing productivity gains for industry and savings to super fund members to maximise retirement benefits.

The Silver Award winners were the NSW Government's Sydney Local Health District for **Electronic Medication Management at Concord Hospital** and, the Tasmanian Government's Department of Education for **Implementing Child and Family Centres in Tasmania**.

Commendations were also awarded to the Australian Government's Department of Human Services and the Fair Work Ombudsman.

### INNOVATION AWARDS

2016 saw the launch of the inaugural Public Sector Innovation Awards, a partnership between IPAA and the Public Sector Innovation Network (PSIN) to promote and celebrate innovation in the public sector.

The winners of the Awards were recognised at a ceremony in July 2016 as part of Innovation Month.

The winners of the Awards were:

- *Category 1 – Innovative Solutions*  
**REDWING Program**  
Department of Defence
- *Category 2 – Engaging with the Edge*  
**Mineral Potential Mapper**  
Geoscience Australia
- *Category 3 – Culture and Practice*  
**govCMS**  
Department of Finance
- *Category 4 – Digital Transformation*  
**Charity Portal**  
Australian Charities and Not-for-profits Commission

In early 2017, the 2017 Awards were launched, with a strong field of 67 nominations received from across the Australian Public Service and the ACT Government. The winners of the 2017 Awards were announced in July 2017 and will appear in the 2017-18 Annual Report.

### IPAA FELLOWS

IPAA ACT was pleased to recognise two new IPAA Fellows in 2016:

- Jane Halton AO, PSM – Secretary, Department of Finance; and;
- Samantha Palmer – General Manager, Australian Bureau of Statistics.

In addition to an announcement at the IPAA National Conference, we were pleased to also recognise Jane Halton's Fellow at her Valedictory Address, which IPAA hosted in October 2016.





Prime Minister's Awards – Gold Winner



Innovation Awards – Digital Winner



Prime Minister's Awards Judges



Innovation Awards Judges with the Minister



Senator the Hon Arthur Sinodinos AO



The Hon Greg Hunt MP

## 2016-17 STRATEGIC THEME 3: CAPABILITY AND PROFESSIONALISM

### CAPABILITY DEVELOPMENT

The capability and professionalism stream made significant progress throughout the year.

### FUTURE LEADERS

IPAA launched the inaugural Future Leaders Program in the second half of 2016, a development program for emerging and future leaders.

The program brought together 60 attendees from across the sector, based on a series of events delivered over several months. The program was a great success and, following an evaluation and review, will run again in 2017.

A new Future Leaders Committee was established in early 2017, which merged the former Young Professional's Network (YPN) and the alumni from the Future Leaders Program. The committee oversees an event series, the first of which was held in June 2017 as an "on the couch" conversation with Alastair MacGibbon, the Prime Minister's Cyber Security Advisor.

The Future Leaders Committee will run four activities per annum, in addition to the Future Leaders Program.

### MENTORING

IPAA delivered the fourth iteration of our Mentoring Program in 2016-17, which merged the former APS and ACT programs into one cohort of 50 mentoring pairs.

Building on feedback from the previous program, greater administrative support was provided for the program

to facilitate mentoring discussions outside of the formal sessions, as well as the provision of 'In Brief' materials for program attendees.

Speakers at the program included Dr Gordon de Brouwer PSM, Elizabeth Kelly PSM and Dr Marianne Broadbent. IPAA thanks Yellow Edge for their support of the 2016 Mentoring Program.

### EA SERIES

The Executive Assistant (EA) Series continued to thrive, with four events run throughout the year, all of which sold to capacity. Over 700 participants attended across the year, with extremely positive feedback received from all. The EA Series is overseen by an EA committee, and is IPAA's most efficient committee by far!

A highlight EA Series event was recognising Rhana Crago's Public Service Medal, held in April.

### CANBERRA EVALUATION FORUM

The Canberra Evaluation Forum (CEF) is an inter-agency network made up of Commonwealth and ACT Government departments and agencies, interested in evaluation and performance management issues in the public sector.

The CEF ran eight events over the year with over 800 attendees, an increase of 20% on the year prior.

### POLICY SERIES

IPAA began development of a Policy Series which will launch in 2018, to focus on how policy work is adapting to contemporary and future challenges.





The launch of the inaugural IPAA Future Leaders Program



Rhana Crago PSM with colleagues at the EA Series 'Recognising the Role' event



Gordon de Brouwer PSM, Glenys Beauchamp PSM and Daryl Quinlivan

## 2016-17 STRATEGIC THEME 4: EXTENDING OUR INFLUENCE AND ENGAGEMENT

### PARTNERSHIPS

IPAA worked closely with the APS and ACTPS throughout 2016-17 to discuss issues of importance across the sector.

IPAA partnered with several public sector organisations including the Department of the Prime Minister and Cabinet, the Australian Public Service Commission and the Department of Industry, Innovation and Science.

Notable partnered events included 'Marking 50 Years of Indigenous Affairs' and 'Unlocking Potential and BrandIT'.

A highlight for the year was a partnered event on Behavioural Economics that featured a panel of four Professors and Associate Professors from Harvard University, including Professor Sendhil Mullainathan, the Robert C. Waggoner Professor of Economics.

### MEMBERSHIP ENGAGEMENT

IPAA saw an increase in corporate and individual membership in 2016-17, as a result of an ongoing focus on engaging with corporate and individual members.

Engagement with departmental secretaries was particularly strong, with attendance at several significant events throughout the year.

Notable new members in 2016-17 from the Australian Government included the Australian Security Intelligence Organisation (ASIO) and the Independent Parliamentary Expenses Authority (IPEA).

All ACT-based IPAA Fellows were granted lifetime individual membership

during the year in recognition of their contribution to IPAA.

### PRIVATE SECTOR & ACADEMIA

IPAA continued to work with the private sector and academia, with an increasing number of approaches to partner on events and initiatives.

One notable new collaboration was with the International Association of Business Communicators (IABC) in Canberra to deliver 'Government Communication: A UK Perspective'. The keynote speaker was Mr Alex Aiken, Executive Director for Government Communications in the Cabinet Office at 10 Downing Street.

IPAA also continued its work with corporate partners on events. Two notable examples were KPMG's support for the Versailles end-of-year event held in December and MinterEllison's support for the International Women's Day event held in March 2017.

### IPAA NATIONAL

IPAA ACT has a strong commitment to working in a collaborative and collegiate manner with IPAA National and other state divisions of IPAA.

The division has been involved in several working groups, which looked at a national digital platform, the future of the National Conference, and national approaches to corporate membership.

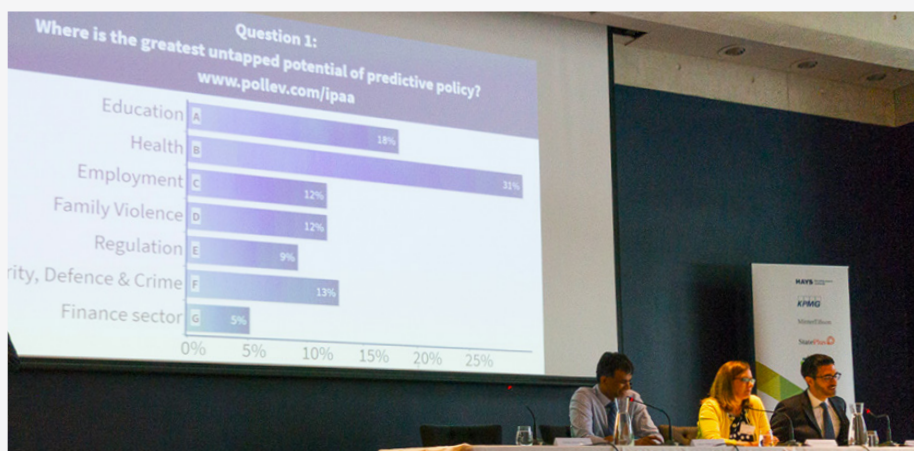
As mentioned elsewhere in this report, IPAA ACT is working closely with IPAA NSW on a new membership engagement system.



Secretary colleagues farewelled Jane Halton AO, PSM, at her Valedictory Address



Martin Parkinson AC, PSM, providing the Annual Address to the APS



IPAA hosting a panel of Professors from Harvard to discuss Behavioural Economics



# IPAA ACT: DIGITAL AND ONLINE ENGAGEMENT

Digital and online engagement continues to grow for IPAA ACT. Significant work was undertaken during the year and will continue into 2017-18 to update and modernise the organisation’s digital presence and online engagement.

## WEBSITE

Since redevelopment in March 2016, the website remains a key communication channel for IPAA ACT, with 53,000 web site sessions from 31,000 users over the 2016-17 period.

During the year, IPAA began scoping the move to a newer and more integrated digital platform. This included discussions with IPAA NSW about a possible move to a common platform, building on work already undertaken.

## EMAIL ENGAGEMENT

Email remains a key tool to communicate with the public sector, with continued growth in IPAA’s email subscription list to over 5,000 active subscribers. Open and click-through rates are high and well above industry benchmarks.

## VIMEO CHANNEL

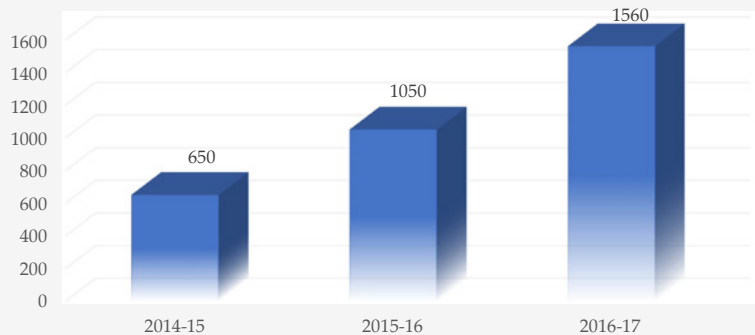
IPAA’s Vimeo Channel continues to grow with a library of over 90 videos now available, covering most of our flagship events. Video content views reached over 8,000 during the year. More detail on views of video content can be found in the events report on pages 12-13.

## SOCIAL MEDIA ENGAGEMENT

IPAA ACT continued to increase its social media engagement during 2016-17, with regular activity on Twitter (@IPAAACT), Instagram (ipaa\_act), Facebook and LinkedIn. Twitter followers increased by 47 percent to 1,560 followers over the 12 months to 30 June 2017 and the LinkedIn group page now has more than 460 followers. IPAA ACT also established Twitter, Facebook and LinkedIn sites for its Future Leaders Program.

The IPAA ACT website homepage features a livestream of IPAA’s tweets and a link through to IPAA’s Vimeo channel, further increasing the division’s social media engagement.

Figure 1 – IPAA Twitter followers



# IPAA ACT STRATEGIC PRIORITIES 2016-18



## OUR MISSION PROMOTING EXCELLENCE AND PROFESSIONALISM IN PUBLIC ADMINISTRATION

### OUR PRIORITIES FOR 2016–18

#### SHAPING THINKING IN PUBLIC ADMINISTRATION

Provide a platform to communicate and debate best practice in public administration.

#### PROMOTING EXCELLENCE IN PUBLIC ADMINISTRATION

Promote the achievements of, and excellence in, public administration in Australia.

#### KEY INITIATIVES

##### THOUGHT LEADERSHIP

Increase awareness of best practice and influence future directions in public administration.

##### IPAA CONFERENCE

Deliver the annual flagship event for public administration in Canberra.

##### IPAA EVENTS

Deliver a leading event series to discuss and debate contemporary public administration.

##### DIGITAL TRANSFORMATION

Promote the digital transformation agenda.

##### DIVERSITY

Promote the value of diversity in public administration.

##### NATIONAL AWARDS

Prime Minister's Awards for Excellence in Public Sector Management.

##### INNOVATION AWARDS

Award new and innovative approaches to public administration.

##### PERFORMANCE REPORTING AWARDS

Award good governance in public administration.

##### RECOGNISING LEADERSHIP

Recognise the contribution of public sector leaders.





## CAPABILITY AND PROFESSIONALISM

Develop the capability and increase the professionalism of public administration.

### PROFESSIONAL PUBLIC SERVICE

Promote the practice and craft of professional public service.

### CAPABILITY DEVELOPMENT

Promote and develop professional capability in the public sector.

### NETWORKS AND COLLABORATION

Provide platforms for practitioners in public administration to interact and engage.

### FUTURE LEADERS

Develop the next generation of public administration professionals.

### MENTORING

Link experienced professionals from across the field of public administration.

## EXTENDING OUR INFLUENCE AND ENGAGEMENT

Engage and influence across the full range of sectors that engage in public administration.

### PUBLIC SECTOR PARTNERSHIPS

Work with the APS and ACTPS to provide a platform for excellence and professionalism in the broader public sector.

### ENGAGING MEMBERS

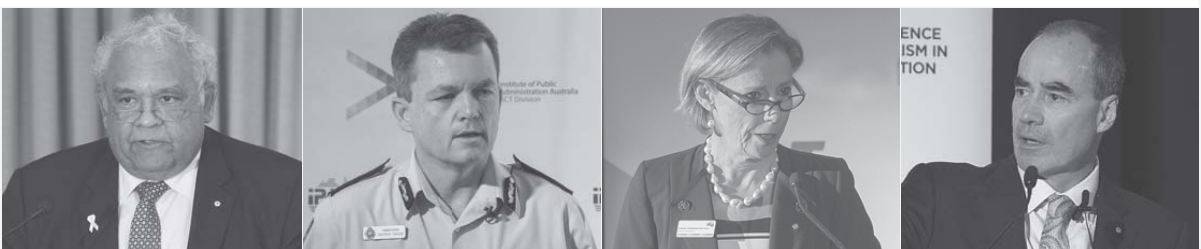
A renewed focus on engaging with IPAA corporate and individual members.

### PRIVATE SECTOR, ACADEMIA AND NGOS

Work with leading organisations in the field of public administration.

### IPAA NATIONAL

Continue and increase collaboration with IPAA National and other state and territory divisions.



# **IPAA ACT** **FINANCIAL PERFORMANCE**





## TREASURER'S REPORT



The audited financial statements for the year 2016-17 show an operating surplus of \$46,330 resulting in a retained net asset position of \$664,215.

The activity of the division has increased significantly for the second year running, with revenue turnover having increased by \$210,552 or 17.4%.

This reflects both increased membership income and additional revenue from conferences and events. Expenses for the year increased by \$85,092 or 6.6%, which largely reflects the additional costs of running more activities.

The strong cash position in the balance sheet gives the division a very healthy current ratio with assets exceeding liabilities by \$610,312. The current liabilities include substantial memberships paid in advance for the next three years.

It is pleasing to see the division return to a surplus position after two years of deficits, especially with strong revenue growth for two consecutive years.

A number of new activities were launched throughout the year, including the Future Leaders Program and a larger cohort for the Mentoring Program. It is pleasing to see that these activities further diversified IPAA's income beyond our membership and program revenue.

During the 2016-17 period, we took the opportunity to review our asset register and depreciation rates, with a number of changes resulting in a cleaner balance sheet position.

IPAA engaged a new external audit provider this year, following approval at the last Annual General Meeting. Bellchambers Barratt conducted the audit and it is good to see a positive audit report, as detailed on the following pages.

Looking ahead to 2017-18, the division will continue to focus on consolidation of our position in the market and gradual revenue growth with a small budgeted surplus each year.

I would like to take this opportunity to thank our corporate and individual members for their ongoing support, which has again been outstanding over the past twelve months.

I would also like to thank Drew and the IPAA team for their efforts throughout the year, to deliver significantly improved financial management and reporting.

Barry Mewett FIPAA  
Treasurer

# INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION

ABN 24 656 727 375

## COUNCIL'S REPORT

Your Council submit the financial report of the Institute of Public Administration Australia Incorporated – ACT Division for the year ended 30 June 2017.

### COUNCIL

The Council throughout the year and at the date of this report are detailed below. There were six meetings of Council throughout the 2016-17 period.

Council Member	Date Appointed to Council	Date Ceased	Number of Meetings Attended
Dr Gordon de Brouwer PSM	8 June 2016	NA	2
Ms Carmel McGregor PSM	8 September 2015	NA	5
Mr Brendan Sargeant	8 September 2015	NA	3
Mr Barry Mewett	8 September 2015	NA	6
Ms Bronwen Overton-Clark	8 September 2015	NA	6
Mr Jonathan Hutson	8 September 2015	NA	3
Ms Kathy Leigh	8 September 2015	NA	3
Ms Elizabeth Kelly PSM	2 August 2016	NA	4
Ms Leonie McGregor	8 September 2015	NA	2
Ms Liz Quinn	8 September 2015	NA	6
Professor Debbie Blackman	8 September 2015	NA	5
Ms Alison Turner	8 September 2015	NA	4
Ms Michelle Crosbie	8 September 2015	NA	4
Ms Samantha Palmer	8 September 2015	NA	6
Mr William Story	8 September 2015	NA	5
Ms Alison Larkins	8 September 2015	NA	3
Professor Mark Evans	8 September 2015	NA	4
Mr James Cameron	8 September 2015	NA	3
Dr Jack Dan	8 September 2015	NA	3
Ms Kathy Kostyrko	8 September 2015	NA	6
Mr Kerry Kennedy	8 September 2015	NA	5

### Principal Activities

The principal activities of the Association during the financial year ended 30 June 2017 were to promote excellence and professionalism in public administration.

### Significant Changes

No significant change in the nature of the principal activities of the Association occurred during the year.

## INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION

ABN 24 656 727 375

## COUNCIL'S REPORT

**Operating Result**

The surplus from ordinary activities amounted to \$46,330 (2016 deficit: \$78,948).

**Subsequent Events**

No matters or circumstances have arisen since the end of the financial year which have significantly affected or may significantly affect the operations of the Association, the results of those operations, or the state of the affairs of the Association in subsequent financial years.

Signed for on behalf of the Council by:



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Gordon de Brouwer PSM  
President, IPAA ACT



Barry Mewett  
Treasurer

Date this 8<sup>th</sup> day of August 2017.



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## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION

### Report on the Financial Report

We have audited the accompanying financial report of the Institute of Public Administration Australia Incorporated – ACT Division (the Association), which comprises the statement of financial position as at 30 June 2017, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certification by members of the Committee on the annual statements giving a true and fair view of the financial position of the Association.

### Committee Members Responsibility for the Financial Report

The Committee Members of the Association are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and the *Associations Incorporation Act 1991 (ACT)* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Association's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

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

*Liability limited by a scheme approved under Professional Standards Legislation*



## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION

### Opinion

In our opinion, the financial report of the Institute of Public Administration Australia Incorporated – ACT Division is in accordance with the *Associations Incorporation Act 1991 (ACT)*, including:

- (i) giving a true and fair view of the Association's financial position as 30 June 2017 and of its performance for the year ended on that date and the other matters required by Section 72 (2) of the *Associations Incorporation Act 1991 (ACT)*;
- (ii) we have obtained all the information and explanations required;
- (iii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the *Associations Incorporation Act 1991 (ACT)*; and
- (iv) proper accounting records and other records have been kept by the Institute of Public Administration Australia Incorporated – ACT Division as required by the *Associations Incorporation Act 1991 (ACT)*.

A handwritten signature in black ink, appearing to read 'Shane Bellchambers', written over a light blue horizontal line.

Shane Bellchambers, FCA  
Registered Company Auditor  
BellchambersBarrett

Canberra, ACT  
Dated this 8<sup>th</sup> day of August 2017

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
**ABN 24 656 727 375**

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2017**

	Note	2017 \$	2016 \$
Revenue	2	1,421,905	1,211,535
Depreciation expense		(41,225)	(12,958)
Employee benefits expense		(672,120)	(628,612)
Operating expenses		(366,857)	(392,888)
Office expenses		(113,417)	(78,590)
Digital and ICT expenses		(52,970)	(45,613)
Administrative expenses		<u>(128,986)</u>	<u>(131,822)</u>
<b>Net current year surplus / (deficit)</b>		<u>46,330</u>	<u>(78,948)</u>
Other comprehensive income		<u>-</u>	<u>-</u>
<b>Total comprehensive income for the year</b>		<u>46,330</u>	<u>(78,948)</u>

The accompanying notes form part of these financial statements.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**

**ABN 24 656 727 375**

**STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2017**

	<b>Note</b>	<b>2017 \$</b>	<b>2016 \$</b>
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	1,154,550	873,325
Financial assets	5	1,013,275	1,017,500
Trade and other receivables	6	2,440	45,600
Other assets	7	<u>12,353</u>	<u>6,303</u>
<b>TOTAL CURRENT ASSETS</b>		<u>2,182,618</u>	<u>1,942,728</u>
<b>NON-CURRENT ASSETS</b>			
Plant and equipment	8	<u>53,903</u>	<u>104,920</u>
<b>TOTAL NON-CURRENT ASSETS</b>		<u>53,903</u>	<u>104,920</u>
<b>TOTAL ASSETS</b>		<u>2,236,521</u>	<u>2,047,648</u>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	9	114,838	102,283
Provisions	10	26,313	15,985
Other liabilities	11	<u>1,431,155</u>	<u>1,311,495</u>
<b>TOTAL CURRENT LIABILITIES</b>		<u>1,572,306</u>	<u>1,429,763</u>
<b>TOTAL LIABILITIES</b>		<u>1,572,306</u>	<u>1,429,763</u>
<b>NET ASSETS</b>		<u>664,215</u>	<u>617,885</u>
<b>EQUITY</b>			
Canberra Evaluation Forum (CEF) members equity		-	21,454
Retained earnings		<u>664,215</u>	<u>596,431</u>
<b>TOTAL EQUITY</b>		<u>664,215</u>	<u>617,885</u>

The accompanying notes form part of these financial statements.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
**ABN 24 656 727 375**

**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 30 JUNE 2017**

	CEF Members Equity	Retained Earnings	Total
	\$	\$	\$
<b>Balance at 1 July 2015</b>	21,454	675,379	696,833
<b>Comprehensive income</b>			
Net (deficit) for the year	-	(78,948)	(78,948)
	<hr/>	<hr/>	<hr/>
<b>Balance at 30 June 2016</b>	21,454	596,431	617,885
	<hr/>	<hr/>	<hr/>
<b>Comprehensive income</b>			
Transfer (from) / to reserves	(21,454)	21,454	-
Net surplus for the year	-	46,330	46,330
	<hr/>	<hr/>	<hr/>
<b>Balance at 30 June 2017</b>	-	664,215	664,215
	<hr/>	<hr/>	<hr/>

The accompanying notes form part of these financial statements.



**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
**ABN 24 656 727 375**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

	Note	2017 \$	2016 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts from customers and members		1,582,244	1,422,361
Interest received		63,067	39,766
Payments to suppliers and employees		<u>(1,359,290)</u>	<u>(1,258,337)</u>
Net cash generated from operating activities		<u>286,021</u>	<u>203,790</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of plant and equipment		<u>(4,796)</u>	<u>(105,211)</u>
Net cash used in investing activities		<u>(4,796)</u>	<u>(105,211)</u>
Net increase in cash held		<u>281,225</u>	<u>98,579</u>
Cash and cash equivalents at beginning of financial year		<u>873,325</u>	<u>774,746</u>
Cash and cash equivalents at end of financial year	4	<u>1,154,550</u>	<u>873,325</u>

The accompanying notes form part of these financial statements.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**

**ABN 24 656 727 375**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements were authorised for issue on 8 August 2017 by the Council.

**Basis of Preparation**

The Institute of Public Administration Australia Incorporated - ACT Division applies Australian Accounting Standards – Reduced Disclosure Requirements as set out in AASB 1053: *Application of Tiers of Australian Accounting Standards*.

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the *Associations Incorporation Act (ACT) 1991*. The Association is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB 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 have been rounded to the nearest dollar.

**Accounting Policies**

**a. Income Tax**

The Association is exempt from income tax pursuant to Section 50-45 of the *Income Tax Assessment Act 1997*.

**b. Plant and Equipment**

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than the estimated recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount and impairment losses recognised either in profit or loss or as a revaluation decrease if the impairment losses relate to a revalued asset. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(e) for details of impairment).

The cost of fixed assets constructed within the Association includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overheads.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Association and the cost of the item can be measured reliably. All other repairs and maintenance are recognised as expenses in profit or loss during the financial period in which they are incurred.

**Depreciation**

The depreciable amount of all fixed assets, including buildings and capitalised lease assets, is depreciated on a straight-line basis over the asset's useful life commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
**ABN 24 656 727 375**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**b. Plant and Equipment (Continued)**

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

<b>Class of Fixed Asset</b>	<b>Depreciation Rate</b>
Office furniture and equipment	15 - 40%
Web site design	40%
Building improvements	30%

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing net proceeds with the carrying amount. These gains and losses are recognised in profit or loss in the period in which they occur. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

**c. Leases**

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset (but not the legal ownership) are transferred to the Association, are classified as finance leases.

Finance leases are capitalised by recognising an asset and a liability at the lower of the amount equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight-line basis over their estimated useful lives where it is likely that the Association will obtain ownership of the asset or ownership over the term of the lease.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are recognised as expenses on a straight-line basis over the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

**d. Financial Instruments**

**Initial recognition and measurement**

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Association commits itself to either purchase or sell the asset (ie trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified "at fair value through profit or loss" in which case transaction costs are recognised immediately as expenses in profit or loss.

INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION

ABN 24 656 727 375

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d. **Financial Instruments (Continued)**

**Classification and subsequent measurement**

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest method, or cost.

*Amortised cost* is calculated as the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the difference between that initial amount and the maturity amount calculated using the effective interest method.

The *effective interest method* is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying amount with a consequential recognition of an income or expense item in profit or loss.

(i) *Financial assets at fair value through profit or loss*

Financial assets are classified at "fair value through profit or loss" when they are held for trading for the purpose of short-term profit taking, derivatives not held for hedging purposes, or when they are designated as such to avoid an accounting mismatch or to enable performance evaluation where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Such assets are subsequently measured at fair value with changes in carrying amount included in profit or loss.

(ii) *Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

(iii) *Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Association's intention to hold these investments to maturity. They are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

(iv) *Available-for-sale investments*

Available-for-sale investments are non-derivative financial assets that are either not capable of being classified into other categories of financial assets due to their nature or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

(v) *Financial liabilities*

Non-derivative financial liabilities are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
**ABN 24 656 727 375**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**d Financial Instruments (Continued)**

**Impairment**

A financial asset (or a group of financial assets) is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of available-for-sale financial assets, a significant or prolonged decline in the market value of the instrument is considered to constitute a loss event. Impairment losses are recognised in profit or loss immediately. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified into profit or loss at this point.

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the Association recognises the impairment for such financial assets by considering the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

**Derecognition**

Financial assets are derecognised when the contractual right to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised when the related obligations are discharged, cancelled or have expired. The difference between the carrying amount 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.

**e. Impairment of Assets**

At the end of each reporting period, the Association assesses 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 value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another Standard.

Where it is not possible to estimate the recoverable amount of an individual asset, the Association 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 entity 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.



**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
**ABN 24 656 727 375**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**f. Employee Provisions**

**Short-term employee benefits**

Provision is made for the Association's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled within 12 months after the end of the annual reporting period in which the employees render the related service. Short-term employee benefits are measured at the amounts expected to be paid when the obligation is settled.

**Other long-term employee benefits**

Provision is made for employees' 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 government bonds that have maturity dates that approximate the terms of the obligations. Any re-measurements 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 Association's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Association 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.

**g. Cash and Cash Equivalents**

Cash and cash equivalents include cash on hand, deposits held at-call with banks and other short-term highly liquid investments with original maturities of three months or less.

**h. Trade and Other Receivables**

Trade and other receivables include amounts due from members as well as amounts receivable from customers for events, seminars and other programs. 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. Refer to Note 1(e) for further discussion on the determination of impairment losses.

**i. Revenue and Other Income**

Revenue from the rendering of a service is recognised upon the delivery of the service to the customer.

Membership fees are payable annually in advance. Only those membership fee receipts that are attributable to the current financial year are recognised as revenue.

Membership fees, sponsorships and deposits relating to periods beyond the current financial year are shown, excluding applicable taxes, in the Statement of Financial Position as Other liabilities.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

All revenue is stated net of the amount of goods and services tax.



**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
**ABN 24 656 727 375**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**j. Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities, which are recoverable from or payable to the ATO, are presented as operating cash flows included in receipts from customers or payments to suppliers.

**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. Accounts Payable and Other Payables**

Accounts payable and other payables represent the liabilities outstanding at the end of the reporting period for goods and services received by the Association during the reporting period that remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

**m. Provisions**

Provisions are recognised when the Association has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

**n. Key Estimates**

**(i) Impairment**

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

**(ii) 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 Association 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 Association 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.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
**ABN 24 656 727 375**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

	Note	2017 \$	2016 \$
<b>NOTE 2: REVENUE AND OTHER INCOME</b>			
Revenue			
Membership fees			
— Corporate		658,896	561,206
— Individual		43,827	25,295
Sponsorship		139,852	82,727
Interest income		58,842	39,766
Programs		442,569	437,343
Professional development		74,064	56,964
Publications		3,855	8,234
		<hr/>	<hr/>
Total revenue		1,421,905	1,211,535
		<hr/>	<hr/>
<b>NOTE 3: KEY MANAGEMENT PERSONNEL COMPENSATION</b>			
The totals of remuneration paid to key management personnel (KMP) of the Association during the year are as follows:			
Key management personnel compensation		239,974	244,772
		<hr/>	<hr/>
<b>NOTE 4: CASH AND CASH EQUIVALENTS</b>			
<b>CURRENT</b>			
Cash at bank		1,154,550	873,325
		<hr/>	<hr/>
Total cash on hand as stated in the statement of financial position and statement of cash flows	16	1,154,550	873,325
		<hr/>	<hr/>
<b>NOTE 5: FINANCIAL ASSETS</b>			
<b>CURRENT</b>			
Term deposit		1,013,275	1,017,500
		<hr/>	<hr/>
<b>NOTE 6: TRADE AND OTHER RECEIVABLES</b>			
<b>CURRENT</b>			
Trade Debtors		2,440	45,600
		<hr/>	<hr/>
	16	2,440	45,600
		<hr/>	<hr/>
<b>NOTE 7: OTHER ASSETS</b>			
<b>CURRENT</b>			
Prepayments		12,353	6,303
		<hr/>	<hr/>

## INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION

ABN 24 656 727 375

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017	2016
	\$	\$
NOTE 8: PLANT AND EQUIPMENT		
Office equipment:		
At cost	36,507	48,407
Accumulated depreciation	(24,116)	(13,059)
	<u>12,391</u>	<u>35,348</u>
Web Site Design		
At cost	-	12,224
Accumulated depreciation	-	(2,551)
	<u>-</u>	<u>9,673</u>
Leasehold Improvements		
At Cost	61,278	61,278
Accumulated depreciation	(19,766)	(1,379)
	<u>41,512</u>	<u>59,899</u>
Total plant and equipment	<u>53,903</u>	<u>104,920</u>

**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 Equipment	Web Site Design	Leasehold Improvements	Total
	\$	\$	\$	\$
Balance at 1 July 2016	35,348	9,673	59,899	104,920
Additions at cost	4,796	-	-	4,796
Disposals	(16,695)	(12,224)	-	(28,919)
Depreciation write-back	7,916	6,415	-	14,331
Depreciation expense	(18,974)	(3,864)	(18,387)	(41,225)
Carrying amount at 30 June 2017	<u>12,391</u>	<u>-</u>	<u>41,512</u>	<u>53,903</u>

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

	Note	2017 \$	2016 \$
<b>NOTE 9: TRADE AND OTHER PAYABLES</b>			
<b>CURRENT</b>			
Trade and other payables		12,097	1,071
Accrued expenses		10,322	-
Payroll liabilities		14,048	20,832
GST payable		<u>78,371</u>	<u>80,380</u>
		<u>114,838</u>	<u>102,283</u>
a. Financial liabilities at amortised cost classified as trade and other payables			
Trade creditors and accruals		114,838	102,283
Less: Accrued expenses		(10,322)	-
Less: Payroll liabilities		(14,048)	(20,832)
Less: GST payable		<u>(78,371)</u>	<u>(80,380)</u>
	16	<u>12,097</u>	<u>1,071</u>

**NOTE 10: EMPLOYEE PROVISIONS**

**CURRENT**

Provision for annual leave entitlements	<u>26,313</u>	<u>15,985</u>
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**Analysis of employee provisions**

	Employee Benefits \$	Total \$
Opening balance at 1 July 2016	15,985	15,985
Net increase in employee provisions	<u>10,328</u>	<u>10,328</u>
Balance at 30 June 2017	<u>26,313</u>	<u>26,313</u>

**Employee provisions – annual leave entitlements**

The provision for employee benefits represents amounts accrued for annual leave. Based on past experience, the Association expects the full amount of the annual leave balance to be settled within the next 12 months. Further, these amounts must be classified as current liabilities since the Association does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlements.

Long service leave entitlements are provided for within the Statement of Financial Position after five years' ongoing service. As at the date of the financial report, no employees have met the required period of service.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA INCORPORATED – ACT DIVISION**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

	2017	2016
	\$	\$
<b>NOTE 11: OTHER LIABILITIES</b>		
<b>CURRENT</b>		
Deposits received in advance	54,376	6,273
Memberships in advance	1,325,109	1,191,586
Sponsorships in advance	51,670	113,636
	<u>1,431,155</u>	<u>1,311,495</u>

IPAA accepts memberships to be paid up to three years in advance.

Membership fees, sponsorships and deposits relating to periods beyond the current financial year are shown, excluding applicable taxes, in the Statement of Financial Position as Other liabilities.

**NOTE 12: CAPITAL AND LEASING COMMITMENTS**

**a. Operating Lease Commitments**

Non-cancellable operating leases contracted for but not recognised in the financial statements

Payable – minimum lease payments:

– not later than 12 months	68,548	61,794
– between 12 months and five years	134,192	192,780
	<u>202,740</u>	<u>254,574</u>

The property lease commitment is a non-cancellable operating lease with a 5-year term, which commenced in July 2015. Included in the lease was a four month rent free period and annual fixed rental increases of 3%.

The MFD printer lease commenced in 2016 for a period of 3 years.

The telephony lease commenced in 2017 for a period of 2 years.

**NOTE 13: EVENTS AFTER THE REPORTING PERIOD**

The Council is not aware of any significant events since the end of the reporting period.

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 JUNE 2017**

**NOTE 14: RELATED PARTY TRANSACTIONS**

Other related parties include close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel individually or collectively with their close family members.

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated.

**NOTE 15: CONTINGENT LIABILITIES AND CONTINGENT ASSETS**

As at balance date the Association has no known contingent liabilities or contingent assets.

**NOTE 16: FINANCIAL RISK MANAGEMENT**

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

The carrying amounts for each category of financial instruments, measured in accordance with AASB 139: *Financial Instruments: Recognition and Measurement* as detailed in the accounting policies to these financial statements, are as follows:

	<b>Note</b>	<b>2017</b>	<b>2016</b>
		<b>\$</b>	<b>\$</b>
<b>Financial assets</b>			
Cash and cash equivalents	4	1,154,550	873,325
Term deposit	5	1,013,275	1,017,500
Trade and other receivables	6	2,440	45,600
<b>Total financial assets</b>		<b>2,170,265</b>	<b>1,936,425</b>
<b>Financial liabilities</b>			
Financial liabilities at amortised cost:			
– trade and other payables	9a	12,097	1,071
<b>Total financial liabilities</b>		<b>12,097</b>	<b>1,071</b>

**NOTE 17: ASSOCIATION DETAILS**

The registered office of the Association is:

Institute of Public Administration Australia – ACT Division  
Unit 4, 16 National Circuit  
Barton ACT 2600



## NOTES

## **IPAA ACT:** **ACKNOWLEDGEMENTS**

IPAA ACT wishes to acknowledge the many Committee Chairs, Committee Members, Facilitators, Speakers, judges, individual members and organisations who generously contributed to our success over the past year.

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

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

### **CONTACTS**

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