

IPAA ACT ANNUAL REPORT

2018–19

BUILD YOUR CONNECTIONS
CHALLENGE YOUR THINKING

INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA

IPAA
ACT

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.

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TABLE OF CONTENTS

CORPORATE MEMBERS 2018-19	2
PRESIDENT'S REVIEW	3
IPAA ACT BOARD AND COUNCIL	4
CEO'S REPORT	6
COMMITTEES AND STAFFING	7
CORPORATE PARTNERS	8
PERFORMANCE IN 2018-19	9
Year in Review	10
Events and Attendance	12
Strategic Theme 1	14
Strategic Theme 2	16
Strategic Theme 3	18
Strategic Theme 4	20
Digital and Online Engagement	22
STRATEGIC PRIORITIES 2019-22	23
IPAA ACT: A YEAR IN PHOTOS	26
FINANCIAL PERFORMANCE	34
Treasurer's Report	35
Financial Statements	36
ACKNOWLEDGEMENTS	56

CORPORATE MEMBERS

2018-19

ACIL Allen Consulting	Department of Industry, Innovation and Science
ACT Government	Department of Infrastructure, Transport, Cities and Regional Development
Attorney-General's Department	Department of Social Services
Australian Bureau of Statistics	Department of the Environment and Energy
Australian Centre for International Agricultural Research	Department of the House of Representatives
Australian Commission for Law Enforcement Integrity	Department of the Prime Minister and Cabinet
Australian Communications and Media Authority	Department of the Senate
Australian Federal Police	Department of Veterans' Affairs
Australian Financial Security Authority	Digital Transformation Agency
Australian Institute of Health and Welfare	Executive Intelligence Group
Australian Maritime Safety Authority	Ernst & Young
Australian National Audit Office	Fair Work Ombudsman
Australian Pesticides and Veterinary Medicines Authority	Food Standards Australia New Zealand
Australian Public Service Commission	Geoscience Australia
Australian Research Council	Grains Research & Development Corporation
Australian Security Intelligence Organisation	Grosvenor Management Consulting
Australian Sports Anti-Doping Authority	Holding Redlich
Australian Taxation Office	Independent Parliamentary Expenses Authority
Australian Trade and Investment Commission (Austrade)	Institute for Governance & Policy Analysis, UC
Australian Transaction Reports and Analysis Centre	Interaction Consulting
Boston Consulting Group	IP Australia
Callida Consulting	Maddocks
Clayton Utz	Murray-Darling Basin Authority
Clean Energy Finance Corporation	Museum of Australian Democracy at Old Parliament House
Clean Energy Regulator	National Blood Authority
Commonwealth Ombudsman	National Disability Insurance Agency
CPSU	National Gallery of Australia
Crawford School of Public Policy, ANU	National Health and Medical Research Council
CSIRO Planning, Performance and Evaluation	National Museum of Australia
Defence Housing Australia	NGS Global
Deloitte	Noetic Group
Department of Agriculture	Nous Group
Department of Communications and the Arts	Office of National Assessments
Department of Defence	Office of Parliamentary Counsel
Department of Education	Parliamentary Library, DPS
Department of Employment, Skills, Small and Family Business	PricewaterhouseCoopers
Department of Finance	Productivity Commission
Department of Foreign Affairs and Trade	Questacon
Department of Health	Reason Group
Department of Home Affairs	Royal Australian Mint
Department of Human Services	Safe Work Australia
	Synergy Group Australia Pty Ltd
	The Treasury

PRESIDENT'S REVIEW



IPAA has enjoyed a successful year, with strong support from our members. Following a period of growth last year, 2018-19 has been a period of consolidation and refinement.

The IPAA Council undertook a business planning activity mid-way through the year to review our strategic direction and priorities for the years ahead. It was a valuable exercise that included consultation with stakeholders across our membership, with inputs ranging from roundtables to surveys. I am pleased with the IPAA Strategic Plan 2019-2022, which outlines the continuing evolution of IPAA.

IPAA underwent several important changes throughout the year, including:

- **Constitution** – the organisation adopted a new constitution, the most significant rewrite in several decades. The new constitution brings with it more contemporary governance arrangements and greater recognition of corporate members.
- **Company structure** – as part of the constitutional changes, IPAA moved from an incorporated association to a company limited by guarantee. The new structure reflects the continued growth and maturing of the organisation.
- **Brand** – IPAA moved to a new corporate brand, part of a national rebrand of IPAA in all states and territories. The new and unified brand is an important part of IPAA's

ongoing transition to a more professional and recognisable organisation.

IPAA continued to perform well throughout the year, with program scale and attendance similar to last year. Two highlights from the year included:

- **Women in Leadership** – an important milestone was reached in 2018 with gender parity at the Secretary level, which IPAA supported through a 'Women in Leadership' series where all nine female Secretaries spoke and shared their views on women in leadership.
- **Independent Review of the Australian Public Service** – IPAA supported the important work of the review, including hosting two keynote addresses from David Thodey AO and several consultation workshops.

Our focus on Future Leaders has continued to grow, with the development program seeing increased interest from across the sector, supported by an enthusiastic Future Leaders committee.

None of our work would be possible without the IPAA ACT Council, committee members and other IPAA advocates. And of course the IPAA team, under Drew Baker's leadership, gave us outstanding support. I thank everyone for their contribution to the promotion of excellence and professionalism in public administration.

A handwritten signature in dark ink, reading 'Frances Adamson'.

Frances Adamson
President

IPAA ACT BOARD AND COUNCIL

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

BOARD AND COUNCIL MEMBERS



President and Chair

Frances Adamson
Secretary, Department of
Foreign Affairs and Trade



Board Member and Councillor

Elizabeth Kelly PSM
Deputy Secretary, Department of
Industry, Innovation and Science



Board Member and Deputy President

Carmel McGregor PSM FIPAA
Fellow and Individual Member



Board Member and Councillor

Samantha Palmer FIPAA
General Manager, Australian
Bureau of Statistics



Board Member and Deputy President

Michael Manthorpe PSM
Commonwealth Ombudsman



Company Secretary

Dr Vivienne Thom AM
Independent Consultant



Board Member and Councillor

Barry Mewett FIPAA
Fellow and Individual Member



Public Officer

Drew Baker
Chief Executive Officer, IPAA ACT

IN MEMORY



Kerry Kennedy Councillor and Lifetime Member

Prime Minister's Awards Coordinator

Kerry passed away during this term of Council on 10 April 2019. Kerry was closely involved with the Prime Minister's Awards for Excellence in Public Sector Management since their inception in 2002. The inaugural Kennedy Award will be presented in 2019, in honour of Kerry's unflagging contribution and commitment to the Awards.

COUNCIL MEMBERS



Dr Jill Charker

Deputy Secretary, Department of Employment, Skills, Small and Family Business



Leonie McGregor

First Assistant Secretary, Department of the Prime Minister and Cabinet



Prof Mark Evans

Director, Democracy 2025 Museum of Australian Democracy



Liz Quinn

Group Manager, Australian Public Service Commission



David Hazlehurst

Deputy CEO, Australian Trade and Investment Commission



Brendan Sargeant FIPAA

Strategic and Defence Studies Centre, Australian National University



Jonathan Hutson

Individual Member
Former Deputy Secretary



William Story

APS Review Taskforce, Department of the Prime Minister and Cabinet



Roxanne Kelley PSM

Chief Operating Officer, Department of Human Services



Prof Helen Sullivan FIPAA

Director, Crawford School of Public Policy, ANU



Alison Larkins FIPAA

Deputy Secretary, Department of the Prime Minister and Cabinet



Meredith Whitten

Deputy Director-General, ACT Government



Kathy Leigh FIPAA

Head of Service, ACT Government

Occupants of positions as at 30 June 2019.

CEO'S REPORT



IPAA has had a successful year – we continue to grow and mature as an organisation with a broad range of achievements across our program and with a number of corporate changes that have improved our governance and structure.

Our program was similar in scale to last year's, reflecting a year of consolidation. We continue to experience high levels of engagement from across the sector, with particularly strong interest in our flagship events, the Future Leaders initiatives and the Women in Leadership series.

As outlined in the President's report, IPAA had some significant corporate achievements in the form of a new constitution and the move to a company structure. I'd like to recognise the significant contribution provided by MinterEllison to ensure a smooth transition to our new arrangements.

Frances also mentions our business planning activities, which provided an excellent opportunity to engage with our members from across the spectrum. I'd like to acknowledge the significant contribution by KPMG who helped facilitate the business planning journey.

Over the last year we have significantly increased the number of partnered events, working with public sector organisations and other like-minded entities to deliver a broader program than previous years. This approach has increased the breadth and depth of our program, which I believe further strengthens IPAA's position in the Canberra market. I thank those who have chosen

to partner with IPAA and look forward to similar collaboration in the future.

Our financial performance for the year was strong, as outlined in the Treasurer's report later in this document, although a small loss was recorded for the year. This follows four consecutive years of growth and surpluses for the last two years, which puts the loss into perspective.

I'd like to record my thanks to Frances Adamson, Michael Manthorpe PSM and Carmel McGregor PSM for all their support during the year. It has been a pleasure to work with three such professional and committed individuals during a period of significant change for the organisation.

I would also like to thank the IPAA team for all their support throughout the year. As we continue to expand our operations, we experience the occasional growing pains. I thank everyone for their patience and willingness to pitch in and get things done!

Thanks for your support throughout the year and I look forward to another successful year ahead.

A stylized, handwritten signature in dark ink, appearing to read 'Drew Baker'.

Drew Baker
Chief Executive Officer

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.

Institute of Public Administration Australia (IPAA) ACT Division Board – as detailed on page 4 Councillors – as detailed on pages 4 and 5		
Corporate Governance Committee <i>Chair</i> Michael Manthorpe PSM	Programs and Events Committee <i>Chair</i> David Hazlehurst	Capability and Professionalism Committee <i>Chair</i> Leonie McGregor
IPAA ACT Conference Committee <i>Chair</i> Carmel McGregor	IPAA Future Leaders Committee <i>Chair</i> Jess Hardy	Canberra Evaluation Forum Committee <i>Chair</i> Pierre Skorich
Executive Assistant Series Committee <i>Chair</i> Fiona Hess		

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:

- Gemma Benn-Clibborn – Executive and Communications Manager
- Jess Bereth – Event Coordinator
- Frank Exon – Manager, IPAA National
- Jess Hardy – Membership Engagement Manager
- Sunny Hutson – Program Director
- Jessie Mazlin – Event Coordinator
- Chantelle Muyot – Event Manager
- Pauline O'Neill – Finance Officer
- Paulette Paterson – Digital and Innovation Manager
- Alanna Simmons – Event Coordinator

Occupants of positions as at 30 June 2019.

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.

We look forward to continuing productive relationships with all of our partners.



MinterEllison



IPAA ACT PERFORMANCE IN 2018-19



IPAA ACT YEAR IN REVIEW

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

88

CORPORATE MEMBERS
REPRESENTING OVER

150,000+

PUBLIC ADMINISTRATION
PROFESSIONALS

100+ SPEAKERS



7.9K

VIDEO CONTENT
VIEWS

250+

INDIVIDUAL MEMBERS



1,910+

TWITTER
FOLLOWERS

MEMBERS

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



180+

FUTURE LEADERS

7.3K @ 52

ATTENDEES EVENTS



100+

MENTORING
RELATIONSHIPS



PUBLIC SECTOR INNOVATION AWARDS

[illegible]

IPAA ACT

EVENTS AND ATTENDANCE

Event	Activity
Program and Events	
Innovation Month 2018 Launch event	Event
Risk and Innovation in the Public Sector	Event
Enabling Breadth and Depth of Expertise: Insights from the UK Civil Service	Event
Embracing Policy Complexity Making Systems Thinking Real in Government	Event
Beyond the Hype Human-Centred Design	Event
Address to the APS	Event
Promoting Performance Management Across Commonwealth Countries	Event
Independent Review of the APS	Event
Informing Policy Development The Importance of Engaging Early	Event
Graduate Data Forum: A Data-Based APS, A Better Australia	Event
Annual General Meeting	IPAA Activity
Australia's Public Sector - Fit for Purpose. Fit for Future.	IPAA National
Conference and Awards	
2018 Public Sector Innovation Awards Presentation Ceremony	Awards Program
2018 Prime Ministers Awards for Excellence	Awards Program
Public Sector Innovation: Delivering on the Promise	Awards Program
IPAA ACT 2018 Conference - Fit for the Future?	Conference
Professional Development	
2018 Program - Keynote Address (2 of 4)	Future Leaders Program 2018
2018 Program - Panel Event (3 of 4)	Future Leaders Program 2018
2018 Program - Finale (4 of 4)	Future Leaders Program 2018
2018 Program - Launch (1 of 5)	Future Leaders Program 2018
2018 Program - Citizen at the Centre (2 of 5)	Future Leaders Program 2018
2018 Program - Future of Work (3 of 5)	Future Leaders Program 2018
2018 Program - Leadership (4 of 5)	Future Leaders Program 2018
2018 Program - Finale (5 of 5)	Future Leaders Program 2018
2019 Mentoring Program - Launch (1 of 4)	Mentoring Program 2019
2019 Mentoring Program - Session 2 (2 of 4)	Mentoring Program 2019
2019 Mentoring Program - Session 3 (3 of 4)	Mentoring Program 2019
2019 Mentoring Program - Session 4 (4 of 4)	Mentoring Program 2019
2019 Program - Launch (1 of 5)	Future Leaders Program 2019
Secretary Series	
Address by The Hon John Lloyd PSM (Valedictory)	Secretary Series
Address by Kathryn Campbell AO CSC	Secretary Series
Address by Michael Pezzullo	Secretary Series
Address by Greg Moriarty	Secretary Series
Address by Nick Warner	Secretary Series
Future Leaders Series	
Future Leaders' Executive Breakfast	Future Leaders Series
End of Year	Future Leaders Series
What I Wish I'd Known	Future Leaders Series
Women in Leadership Series	
Session One - Williams Oration	Women in Leadership
Session Two	Women in Leadership
Session Four	Women in Leadership
Session Three	Women in Leadership
2019 - Women in Leadership - Senator the Hon Marise Payne	Women in Leadership
Canberra Evaluation Forum	
CEF - Improving Economic Evidence in Crime and Justice Evaluation	CEF
CEF - Analysing a Regional Government Intervention	CEF
Evidence Based Policy and Evaluation: Towards a New Professionalism	CEF
CEF - Evaluating Conflict Resolution in Central Australia	CEF
Executive Assistant Series	
Your Future as an EA	EA Series
End of Year	EA Series
EA's in a Digital Age: Your Roadmap to Success	EA Series
International Series	
UK Civil Service and the Policy Profession	International Series
Fit for the Future Series	
Citizen at the Centre	Fit for the Future Series
Independent Review of the APS Workshop	Fit for the Future Series
Total	

Number Held	Date	Registered	Attended
1	03-Jul-18	249	160
1	31-Jul-18	171	135
1	08-Aug-18	192	110
1	09-Oct-18	137	122
1	21-Nov-18	208	130
1	11-Dec-18	350	270
1	04-Feb-19	107	62
1	19-Mar-19	352	307
1	02-May-19	206	175
1	15-May-19	266	249
1	29-Nov-18	30	15
1	10-Aug-18	244	229
1	23-Jul-18	160	126
1	30-Oct-18	203	155
1	26-Feb-19	236	140
1	07-Nov-18	445	415
1	04-Jul-18	104	79
1	25-Jul-18	104	70
1	15-Aug-18	104	64
1	22-Aug-18	80	74
1	04-Sep-18	80	76
1	20-Sep-18	80	64
1	18-Oct-18	80	66
1	12-Nov-18	116	96
1	19-Mar-19	108	89
1	03-Apr-19	108	61
1	01-May-19	104	61
1	21-May-19	102	67
1	19-Jun-19	102	95
1	06-Aug-18	183	126
1	26-Sep-18	289	197
1	30-Oct-18	298	195
1	09-Apr-19	298	193
1	27-Jun-19	332	148
1	09-Oct-18	340	284
1	22-Nov-18	170	110
1	28-Jun-19	177	101
1	30-Aug-18	145	126
1	25-Sep-18	138	121
1	26-Nov-18	140	115
1	01-Nov-18	149	122
1	05-Mar-19	578	527
1	20-Sep-18	94	68
1	15-Nov-18	61	38
1	04-Apr-19	150	91
1	26-Jul-18	56	36
1	07-Sep-18	270	207
1	03-Dec-18	200	150
1	09-May-19	163	155
1	20-Jun-19	225	159
1	02-Aug-18	144	124
1	28-Aug-18	103	83
52		9531	7238

2018-19 STRATEGIC THEME 1: CONNECTING A TRUSTED PUBLIC SERVICE

EVENTS

IPAA delivered a significant event program throughout 2018-19, with positive feedback received from across our membership base. Our events featured speakers from across the public, private and not-for-profit sectors, and academia.

Notable topics included:

- **Informing Policy Development: The Importance of Engaging Early** – in May 2019 with a keynote address from Mike Mrdak AO, Secretary of the Department of Communications and the Arts.
- **Annual Address to the APS** – in December 2018 with the Secretary of the Department of the Prime Minister and Cabinet was one of the most popular events on the calendar.
- **Secretary Series** – the successful series continued with five standalone addresses during the year, which received high levels of attendance.

There were 7328 attendees at IPAA ACT events in 2018-19.

CONFERENCE

IPAA ACT delivered its conference in November 2018, with the theme "Fit for the Future?", modelled on a series of four panel conversations. The conference was held at Hotel Realm and sold to capacity with 415 attendees.

APS REVIEW

IPAA supported the Independent Review of the APS, tasked with ensuring the APS is fit-for-purpose for the coming decades. IPAA ran a consultation workshop event with the Review Taskforce in August 2018. Review Chair, David Thodey AO, spoke three months later at the IPAA

State conference and again in March 2019 in an event where they released the Panel's priorities for change engaging with the audience for feedback.

DIVERSITY

IPAA continued to focus on diversity in public administration, delivering five Women in Leadership Series events in 2018-2019. The following two events were of significance:

- **International Women's Day: Women in Leadership** – with Senator the Hon Marise Payne in March 2019.
- **Williams Oration** – the Inaugural William's Oration was delivered by Ann Sherry AO on 23 August 2018. IPAA ACT established the Williams Oration, in honour of Helen Williams AO, the first woman to be appointed Secretary of a federal government department.

INTERNATIONAL

In August 2018, IPAA welcomed Trevor Huddleston, Chief Analyst, UK Department of Work and Pensions to deliver a keynote titled, 'Enabling Breadth and Depth of Expertise: Insights from the UK Civil Service'.

In February 2019, IPAA and the Australian and New Zealand School of Government hosted Professor Prajapati Trivedi, the Director heading the Economic, Youth and Sustainable Development Directorate of the Commonwealth Secretariat in the UK, who gave an address on promoting performance management across Commonwealth countries.

In June 2019, IPAA hosted Sir Chris Wormald KCB, Permanent Secretary, Department of Health and Social Care (UK) for a keynote address and panel discussion centred around the UK Civil Service and Policy Profession.



Senator the Hon Marise Payne



David Thodey AO



Sir Chris Wormald KCB



Ann Sherry AO



HE Kwok Fook Seng, HE Chris Seed and HE Erica Shouten during a panel discussion at the 'IPAA ACT 2018 Conference'

2018-19 STRATEGIC THEME 2: PROMOTING A SPIRIT OF SERVICE

PRIME MINISTER'S AWARDS

The Prime Minister's Awards for Excellence in Public Sector Management were held for the sixteenth year in 2018, with a strong field of nominations from public services across Australia.

The Awards were presented by Senator the Hon Zed Seselja, the Assistant Minister for Treasury and Finance, at a Ceremony at the National Portrait Gallery.

The winners were:

- **Gold Award and Collaboration Award**
'Operation Sentinel: Queensland Police Service Commonwealth Games Group'
Queensland Government – Queensland Police Service
- **Silver Award**
'Hacking' fraud controls to identify vulnerabilities'
Australian Government – Department of Human Services
- **Commendation Award**
'Resource Allocation Model (RAM) for NSW Public Schools'
NSW Government – Department of Education
- **People and Change Award**
'Occupational Violence Prevention Program'
Victorian Government – Ambulance Victoria

INNOVATION AWARDS

This year saw the third annual 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 Awards were presented by Senator the Hon Zed Seselja at a Ceremony in July as part of 2018 Innovation Month.

The winners were:

- **Category 1 – Citizen Centred Innovation**
'Australia Says "YES" Australian Marriage Law Postal Survey'
Australian Bureau of Statistics
- **Category 2 – Culture and Capability**
'AUSTRAC's Asean-Australia Codeathon'
AUSTRAC
- **Category 3 – Digital and Data**
'TUPAIA: Improving Access to Health Care in Asia-Pacific - Harnessing Untapped Resources'
Department of Foreign Affairs and Trade
- **Judges' Award**
'Removal of the Outgoing Passenger Card'
Department of Home Affairs

IPAA NATIONAL FELLOWS

IPAA ACT was pleased to recognise three IPAA Fellows in 2018 at the ACT Conference in November:

- **Alison Larkins**
Deputy Secretary, Department of the Prime Minister and Cabinet and IPAA ACT Councillor
- **Bronwen Overton-Clarke PSM**
Former ACT Public Sector Standards Commissioner and IPAA ACT Councillor
- **Brendan Sargeant**
Former Deputy Secretary, Department of Defence and IPAA ACT Councillor

E A LYALL MEMORIAL PRIZE

The E A Lyall Memorial Prize, in partnership with the Australian National University, is awarded to the undergraduate student with the highest mark in the political science course 'Bureaucracy and Public Policy'.

The 2018 Prize was awarded to Matthew Bowes at an IPAA ACT event in April 2019.



Prime Minister's Awards – Gold Winner
Queensland Police Service



Innovation Awards – Citizen-Centred Innovation Winner
Australian Bureau of Statistics



Prime Minister's Awards – Silver Winner
Department of Human Services



Innovation Awards – Digital and Data Winner
Department of Foreign Affairs and Trade



Dr Andrew Banfield, Matthew Bowes, Frances Adamson and Frank Exon at the presentation of the 'E A Lyall Award'

2018-19 STRATEGIC THEME 3: GROWING CAPABILITY AND PROFESSIONALISM

CAPABILITY DEVELOPMENT

The IPAA ACT capability and professionalism stream continued to make significant progress throughout the year.

FUTURE LEADERS

Following the ongoing success of the of the Future Leaders Program in 2016 and 2017, IPAA ACT was pleased to deliver the program twice in 2018-19.

The two programs brought together over 180 'Future Leaders' from across the sector. Participants attended a series of events delivered over several months.

The programs were a great success and will run again twice in 2019-20.

The Future Leaders' Committee oversaw three events as part of the 'Future Leaders' Series' across the year with over 500 attendees.

A highlight of the Series was the 'Future Leaders' Executive Breakfast' in October 2018 with a keynote address by Claire Madden, social researcher, media commentator and author of 'Hello Gen Z: Engaging the Generation of Post-Millennials'.

MENTORING

The Mentoring Program ran twice in 2018-19. Bringing brought together over 200 people from across the Australian Public Service, ACT Public Service and the private sector.

IPAA delivered an interactive series of four events for each cohort, with one-on-one discussions facilitated by the pairs outside of the formal sessions.

Mentoring-In-Brief materials are provided to

program attendees following each session.

Glenys Beauchamp PSM, Secretary of the Department of Health, spoke at the launch about her experience with being both a mentee and a mentor throughout her extensive public service career.

IPAA thanks Yellow Edge for their ongoing support of the Mentoring Program.

EA SERIES

The 'Executive Assistant (EA) Series' continued to thrive, with three events run throughout the year, all of which sold to capacity.

Over 500 participants attended across the year, with extremely positive feedback received from all.

A highlight of the Series this year was the end of year event, which was an engaging discussion with Liz Cosson AM CSC, Secretary of the Department of Veterans' Affairs and her Executive Assistant Lizzi Walters.

The Series is overseen by the Executive Assistant Series Committee who meet at the IPAA ACT Office once a month. They are known to be IPAA's most engaged and efficient committee!

We look forward to seeing more successful 'EA Series' events in 2019-20.

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 four events over the year with over 200 attendees.



The launch of the 2018 IPAA Future Leaders Program



The launch of the 2019 IPAA Future Leaders Program



Members of the Future Leaders' Committee with keynote speaker Claire Madden
at the 'Future Leaders' Executive Breakfast'

2018-19 STRATEGIC THEME 4: EXTENDING OUR INFLUENCE AND ENGAGEMENT

PARTNERSHIPS

IPAA worked closely with the Australian Public Service (APS) and the ACT Public Service throughout 2018-19 to discuss issues of importance across the sector.

IPAA partnered with several government organisations in 2018-19 including the Department of the Prime Minister and Cabinet, the Australian Public Service Commission and the Department of Industry, Innovation and Science.

A highlight for the year was the *'Graduate Data Forum: A Data-Based APS, A Better Australia'* on 15 May 2019. This was run as a full-day conference held in partnership with the APS Graduate Data Network and the Department of the Prime Minister and Cabinet.

The forum featured keynote addresses by Renée Leon PSM, Secretary of the Department of Human Services and Deborah Anton, the interim National Data Commissioner.

IPAA also continued its partnership with the Australian Public Service Commission for the fourth annual *'Address to the APS'* on 17 December 2018.

MEMBERSHIP ENGAGEMENT

IPAA saw an increase in membership in 2018-19, as a result of an ongoing focus on engaging with corporate and individual members.

Engagement with departmental Secretaries remained strong, with attendance from all Departmental Secretaries at several significant events throughout the year.

Notable new members in 2018-19 included the Fair Work Ombudsman, the Productivity Commission and AUSTRAC.

PRIVATE SECTOR & ACADEMIA

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

One new collaboration was with the Australian of Institute of Company Directors (AICD) to deliver *'Risk and Innovation in the Public Sector'* on 31 July 2018 at the National Portrait Gallery.

IPAA also continued its work with corporate partners on events. Two notable examples were Hays Recruitment's support of the Executive Assistant Series with *'Your Future as an EA'* on 7 September 2018 and *'EAs in Digital Age: Your Roadmap to Success'* on 9 May 2019.

IPAA NATIONAL

IPAA ACT has a strong commitment to working collaboratively with the IPAA National Council and other IPAA state and territory divisions. The IPAA National Secretariat function currently sits within the IPAA ACT branch.

In August, the Secretariat coordinated an IPAA National Event Series in every State and Territory with National President, Professor Peter Shergold AC, speaking on the theme *'Australia's Public Sector: Fit for Purpose. Fit for Future?'*

The Secretariat also collaborated with the IPAA Divisions on the national rollout of a new IPAA brand, the development and approval of the IPAA National Work Plan 2019 and 2020, and the stand up of new national IPAA website.

Planning is also progressing for an event commemorating the 40th anniversary of IPAA as an independent national organisation in early 2020.



Elizabeth Kelly PSM, Dr Charlie Day, Patricia Kelly PSM and Dr Marlene Kanga AM FTSE
at 'Risk and Innovation in the Public Sector'



Dr Martin Parkinson AC PSM at the '2018 Annual Address to the Australian Public Service'



Members of the Australian Public Service Graduate Data Network at the
'Graduate Data Forum: A Data Based APS, A Better Australia;'

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 2019-20 to update and modernise the organisation’s digital presence and online engagement.

WEBSITE

The IPAA ACT website remains a key communication channel for the division, with 159,871 website sessions from 45,666 users over the 2018-19 period. This is an increase from the 2017-18 financial year of 121% in sessions and 9% in users.

Interestingly, over 10% of our website activity comes from outside of Australia, with a majority from the United States, Canada, the United Kingdom and India.

EMAIL ENGAGEMENT

Email remains a key tool to communicate with the public sector, with continued growth in IPAA’s email subscription list to over 9,000 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 170 videos now available, covering all of our flagship events. Video content views reached over 7,900 during the year.

SOCIAL MEDIA ENGAGEMENT

IPAA ACT continued to increase its social media engagement during 2018-19, with regular activity on Twitter (@IPAAACT), Instagram (@ipaa_act), Facebook and LinkedIn.

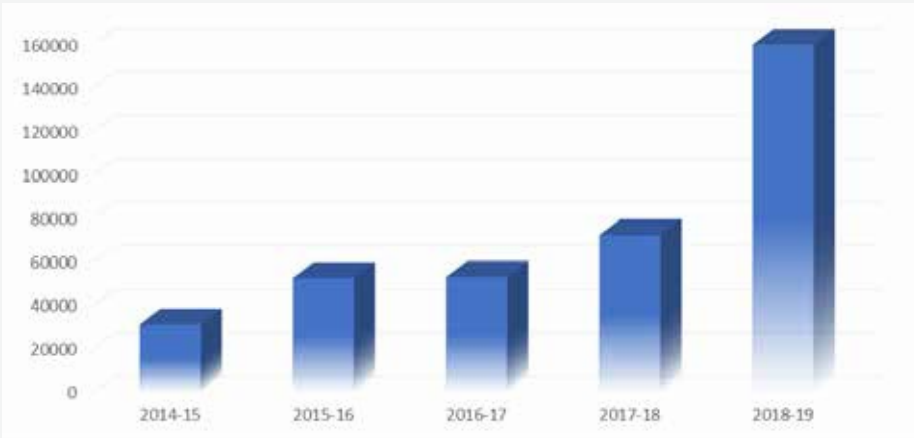
The IPAA ACT Facebook page now has over 400 followers.

Twitter followers increased by 9% to 1,910 followers over the 12 months.

The Future Leaders Committee continues to engage with their followers on Twitter and Facebook.

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 ACT Website Sessions



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.

PROMOTING A SPIRIT OF SERVICE

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

KEY INITIATIVES

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 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.

DEBATE | COLLABORATE | INNOVATE | COMMUNICATE



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.

BUILD YOUR CONNECTIONS
CHALLENGE YOUR THINKING

IPAA
ACT

IPAA ACT: A YEAR IN PHOTOS



Frances Adamson



Professor Peter Shergold AC



Peter Woolcott AO



Ros Kelly AO



Kerri Hartland, Professor Elanor Huntington, Hannah Wandel and Dion Devow
at the 'IPAA ACT 2018 Conference'



Greg Moriarty



Renée Leon PSM



Dr Heather Smith PSM



Mike Mrdak AO



Hala Batainah, Dr Steven Kennedy PSM, Liz Cosson AM CSC, Dr Michele Bruniges AM, Kerri Hartland and Daniel Sloper at 'Women in Leadership - Session Two'

IPAA ACT: A YEAR IN PHOTOS



Professor Elanor Huntington



Michael Pezzullo



His Excellency Kwok Fook Seng



Kathryn Campbell AO CSC



Former and current IPAA Presidents: Glenys Beauchamp PSM, Professor Andrew Podger AO, Professor Peter Shergold AC, Frances Adamson, Andrew Metcalfe AO and Dr Gordon de Brouwer PSM



Michael Manthorpe PSM



Carmel McGregor PSM



Kerri Hartland



Dr Steven Kennedy PSM



Ros Kelly AO, Dr Heather Smith PSM, Kathryn Campbell AO CSC and Suzanne McCourt
at 'Women in Leadership - Session Three'

IPAA ACT: A YEAR IN PHOTOS



Senator the Hon Marise Payne and Frances Adamson
at 'International Women's Day: Women in Leadership'



Dr Martin Parkinson AC PSM delivers the
'2018 Annual Address to the Australian Public Service'



Renée Leon PSM, Peter Woolcott AO and David Thodey AO
at the 'IPAA ACT 2018 Conference'



Kathy Leigh, Rosemary Huxtable PSM and Renée Leon PSM
at 'Women in Leadership - Session Four'



The audience hears an address by Her Excellency Erica Schouten
at the 'IPAA ACT 2018 Conference'



Michael Manthorpe PSM, Renée Leon PSM, Rob Stefanic, Dr Martin Parkinson AC PSM, Frances Adamson, Greg Moriarty,
Kerri Hartland, Liz Cosson AM CSC, Philip Gaetjens, Glenys Beauchamp PSM, Peter Woolcott AO and Kathy Leigh

IPAA ACT: A YEAR IN PHOTOS



Frances Adamson, Professor Peter Shergold AC, Kathy Leigh and Paul Coromandel
at *'Australia's Public Sector: Fit for Purpose. Fit for Future?'*



Frances Adamson, Senator the Hon Marise Payne and members of the Future Leaders' Committee
at *'International Women's Day: Women in Leadership'*



Liz Cosson AM CSC, Dr Michele Bruniges AM and Kerri Hartland
at *'Women in Leadership - Session Two'*



Glenys Beauchamp PSM, Daryl Quinlivan and Kathryn Campbell AO CSC
at *'Secretary Series: Michael Pezzullo'*



Ann Sherry AO, Helen Williams AO and Frances Adamson
at the inaugural *'William's Oration'*



Frances Adamson and Kerry Kennedy
at the *'2019 Prime Minister's Awards Ceremony'*

IPAA ACT FINANCIAL PERFORMANCE



TREASURER'S REPORT



The audited financial statements for the year 2018-19 show an operating deficit of \$28,076 resulting in a retained net asset position of \$686,275.

The activity of the division has increased for the fifth year running, with revenue turnover having increased marginally by \$52,030 or 2.7%. It is pleasing to see the turnover remain at this level, given last year's results included the National Conference, which was run in another state this year.

The small deficit this year reflects several one-off items, including:

- **Rebrand** – a rebrand of IPAA ACT as part of a national branding activity across all states and territories resulted in increased costs.
- **Company** – the development and adoption of a new constitution and transition to a company structure, which has run smoothly although incurred some costs.
- **Election** – the Federal Election and preceding caretaker period meant reduced activity over the March to May period, with decreased profitability for the period.
- **Accommodation** – further investment in accommodation upgrades to increase the office footprint as part of the ongoing growth of IPAA.

Given the four items above and the strong revenue performance for the year, the small

deficit is justifiable and manageable.

This follows two years of surplus and reflects IPAA's commitment to invest funds where appropriate.

The strong cash position in the balance sheet gives the division a very healthy current ratio. The liabilities include substantial memberships paid in advance for the next three years.

IPAA continues to diversify revenue with a broadening of capability programs, alongside strong performance from our ACT Conference. The full-year effect of the IPAA National Secretariat contract is now visible in the accounts, with additional funding secured from National for future years.

BellchambersBarrett conducted the audit for the third year, and it is good to see another positive audit report, as detailed on the following pages.

Looking ahead to 2019-20, the division will continue to focus on gradual revenue growth with a small budgeted surplus each year, building on the recently developed Strategic Plan 2019-2022.

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 very good financial management and reporting.

A handwritten signature in black ink, appearing to read 'Barry Mewett'.

Barry Mewett FIPAA
Treasurer

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Directors' Report 30 June 2019

The directors present their report on Institute of Public Administration Australia (ACT) Limited for the financial year ended 30 June 2019.

1. General information

Information on directors

The names of each person who has been a director during the year and to the date of this report are:

Frances Adamson

Michael Manthorpe

Carmel McGregor

Barry Mewett

Elizabeth Kelly

Samantha Palmer

During the financial year, the Institute of Public Administration Australia (ACT) Limited transitioned from an incorporated association to a company limited by guarantee effective 8th May 2019. All directors listed above were Councillors of the previous incorporated association.

Principal activities

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

No significant changes in the nature of the Company's activity occurred during the financial year.

Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2019 has been received and can be found on page 2 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director: 

Director: 

Dated this 20 day of AUGUST 2019



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AUDITOR'S INDEPENDENCE DECLARATION UNDER S307C OF THE CORPORATIONS ACT 2001 TO THE DIRECTORS OF THE INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (ACT) LIMITED

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2019 there have been no contraventions of:

- i. the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. any applicable code of professional conduct in relation to the audit.

Shane Belchambers, FCA
Registered Company Auditor
BellchambersBarrett

Canberra, ACT
Dated this 20 day of August 2019

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

**Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2019**

		2019	2018
	Note	\$	\$
Revenue	5	1,944,079	1,892,049
Operating expenses		(509,191)	(676,514)
Employee benefits expense		(938,563)	(791,905)
Depreciation expense		(38,193)	(25,050)
Digital and ICT expenses		(47,729)	(50,108)
Administration expenses		(193,144)	(136,382)
IPAA National Secretariat expenses		(140,299)	(38,385)
Property related expenses		(105,036)	(123,569)
Profit for the year		(28,076)	50,136
Total comprehensive income for the year		(28,076)	50,136

The accompanying notes form part of these financial statements.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 636 727 375

Statement of Financial Position
As At 30 June 2019

	Note	2019 \$	2018 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	7	1,231,319	1,111,621
Trade and other receivables	9	79,170	31,400
Term deposit	8	1,063,534	1,036,100
Prepayments	10	27,931	21,966
TOTAL CURRENT ASSETS		2,401,954	2,203,087
NON-CURRENT ASSETS			
Plant and equipment	11	96,560	103,531
TOTAL NON-CURRENT ASSETS		96,560	103,531
TOTAL ASSETS		2,498,514	2,306,618
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	12	180,929	128,685
Employee benefits	13	30,882	33,903
Other liabilities	14	1,586,268	1,421,089
TOTAL CURRENT LIABILITIES		1,798,079	1,583,657
NON-CURRENT LIABILITIES			
Employee benefits	13	14,160	8,610
TOTAL NON-CURRENT LIABILITIES		14,160	8,610
TOTAL LIABILITIES		1,812,239	1,592,267
NET ASSETS		686,275	714,351
EQUITY			
Retained earnings		686,275	714,351
TOTAL EQUITY		686,275	714,351

The accompanying notes form part of these financial statements.

4

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Statement of Changes in Equity
For the Year Ended 30 June 2019
2019

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2018	714,351	714,351
Net surplus (loss) for the year	(28,076)	(28,076)
Balance at 30 June 2019	686,275	686,275

2018

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2017	664,215	664,215
Net surplus for the year	50,136	50,136
Balance at 30 June 2018	714,351	714,351

The accompanying notes form part of these financial statements.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Statement of Cash Flows
For the Year Ended 30 June 2019

	Note	2019 \$	2018 \$
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from customers		2,224,373	2,012,989
Interest received		32,552	9,760
Payments to suppliers and employees		(2,080,571)	(1,990,607)
Net cash provided by operating activities		<u>176,354</u>	<u>32,142</u>
CASH FLOWS FROM INVESTING ACTIVITIES:			
Investments in term deposits		(25,434)	-
Purchase of plant and equipment		(31,222)	(75,071)
Net cash provided by investing activities		<u>(56,656)</u>	<u>(75,071)</u>
Net increase / (decrease) in cash and cash equivalents held		119,698	(42,929)
Cash and cash equivalents at beginning of year		<u>1,111,621</u>	<u>1,154,550</u>
Cash and cash equivalents at end of financial year	7	<u>1,231,319</u>	<u>1,111,621</u>

The accompanying notes form part of these financial statements.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 376

Notes to the Financial Statements

For the Year Ended 30 June 2019

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 Company limited by guarantee, incorporated and domiciled in Australia.

The functional and presentation currency of Institute of Public Administration Australia (ACT) Limited is Australian dollars.

The financial report was authorised for issue by the Directors on 20 August 2019.

Comparatives are consistent with prior years, unless otherwise stated.

1 Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Act 2001*.

2 Change in Accounting Policy

Financial Instruments - Adoption of AASB 9

The Company has adopted AASB 9 *Financial Instruments* for the first time in the current year with a date of initial adoption of 1 July 2018.

Classification of financial assets and financial liabilities

The table below illustrates the classification and measurement of financial assets and liabilities under AASB 9 and AASB 139 at the date of initial application.

	Classification under AASB 139	Classification under AASB 9	Carrying amount under AASB 139 \$ 2018	Reclassifi- cation \$	Remeasure- ments \$	Carrying amount under AASB 9 \$ 2018
Term deposit	Loans and receivables	Amortised cost	1,038,100			1,038,100
Trade and other receivables	Loans and receivables	Amortised cost	31,400	-	-	31,400
Total financial assets			1,069,500			1,069,500

Notes to the table:

(i) Reclassification from Held to Maturity to Amortised Cost

Term deposits that would previously have been classified as held to maturity are now classified at amortised cost. The Company intends to hold the assets to maturity to collect contractual cash flows and these cash flows consist solely of payments of principal and interest on the principal amount outstanding. There was no difference between the previous carrying amount and the revised carrying amount of these assets.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Notes to the Financial Statements For the Year Ended 30 June 2019

3 Summary of Significant Accounting Policies

(a) Income Tax

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

(b) Leases

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

(c) 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.

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

Sponsorships are recognised as revenue in the year in which the sponsorship event occurs.

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

All revenue is stated net of the amount of GST.

Revenue is recognised when the business is entitled to it.

(d) Goods and services tax (GST)

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

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included 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 operating cash flows.

(e) Plant and equipment

Plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Items of property, plant and equipment acquired for nil or nominal consideration have been recorded at the acquisition date fair value.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Notes to the Financial Statements For the Year Ended 30 June 2019

3 Summary of Significant Accounting Policies

(e) Plant and equipment

Depreciation

Plant and equipment is depreciated on a straight-line basis over the assets useful life to the Company, commencing when the asset is ready for use.

Leased assets and leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Building Improvements	20-30%
Office furniture and equipment	20-33.3%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(f) Financial instruments

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Impairment of Financial Assets

At the end of the reporting period the Company assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets at amortised cost

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of the estimated future cash flows discounted at the financial assets original effective interest rate.

Impairment on loans and receivables is reduced through the use of an allowance accounts, all other impairment losses on financial assets at amortised cost are taken directly to the asset.

Subsequent recoveries of amounts previously written off are credited against other expenses in profit or loss.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

**Notes to the Financial Statements
For the Year Ended 30 June 2019****3 Summary of Significant Accounting Policies****(f) Financial instruments****Financial assets**

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Company classifies its financial assets into the following categories, those measured at amortised cost.

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets. IPAA does not hold any financial assets at FVTPL or at FVOCI.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows are solely payments of principal and interest on the principal amount outstanding.

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 666 727 376

Notes to the Financial Statements For the Year Ended 30 June 2019

3 Summary of Significant Accounting Policies

(g) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(h) Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

(i) Trade and other payables

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

(j) Adoption of new and revised accounting standards

The Company has adopted all standards which became effective for the first time at 30 June 2019, the adoption of these standards has not caused any material adjustments to the reported financial position, performance or cash flow of the Company or refer to Note 2 for details of the changes due to standards adopted.

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The Company has decided not to early adopt these Standards. The following table summarises those future requirements, and their impact on the Company where the standard is relevant:

Standard Name	Effective date for entity	Requirements	Impact
AASB 16 Leases	1 July 2019	<p>AASB 16:</p> <ul style="list-style-type: none"> replaces AASB 117 Leases and some lease-related interpretations requires all leases to be accounted for 'on-balance sheet' by lessees, other than short-term and low value asset leases provides new guidance on the application of the definition of lease and on sale and lease back accounting largely retains the existing lessor accounting requirements in AASB 117 requires new and different disclosures about leases. 	Based on the entity's assessment, it is expected that the first-time adoption of AASB 16 for the year ending 30 June 2020 will have a material impact on the transactions and balances recognised in the financial statements.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Notes to the Financial Statements For the Year Ended 30 June 2019

3 Summary of Significant Accounting Policies

(j) Adoption of new and revised accounting standards

Standard Name	Effective date for entity	Requirements	Impact
AASB 1058 Income of Not for-Profit Entities	1 July 2019	<p>AASB 1058 clarifies and simplifies the income recognition requirements that apply to not-for-profit (NFP) entities, in conjunction with AASB 15 Revenue from Contracts with Customers. These Standards supersede all the income recognition requirements relating to private sector NFP entities, and the majority of income recognition requirements relating to public sector NFP entities, previously in AASB 1004 Contributions.</p> <p>Under AASB 1058, the timing of income recognition depends on whether a NFP transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service), or a contribution by owners, related to an asset (such as cash or another asset) received by an entity.</p> <p>This standard applies when a NFP entity enters into transactions where the consideration to acquire an asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives. In the latter case, the entity will recognise and measure the asset at fair value in accordance with the applicable Australian Accounting Standard (e.g. AASB 116 Property, Plant and Equipment).</p> <p>Upon initial recognition of the asset, AASB 1058 requires the entity to consider whether any other financial statement elements (called 'related amounts') should be recognised, such as:</p> <ul style="list-style-type: none"> a Contributions by owners; b Revenue, or a contract liability arising from a contract with a customer; c A lease liability; d A financial instrument; or e A provision. <p>These related amounts will be accounted for in accordance with the applicable Australian Accounting Standard.</p>	<p>The entity is yet to undertake a detailed assessment of the impact of AASB 1058. However, based on the entity's preliminary assessment, the Standard is not expected to have a material impact on the transactions and balances recognised in the financial statements when it is first adopted for the year ending 30 June 2020.</p>

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Notes to the Financial Statements For the Year Ended 30 June 2019

4 Critical Accounting Estimates and Judgments

The directors make estimates and judgements during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Key estimates - Impairment

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers.

Key estimates - 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 year end of the annual reporting period in which the employee 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.

5 Revenue and Other Income

	2019	2018
	\$	\$
Revenue		
Membership fees		
- Corporate	791,313	728,041
- Individual	38,831	35,757
Sponsorship	160,132	181,136
Interest income	32,552	34,585
Programs	731,796	749,972
Professional development	61,611	114,407
Other income	122,180	48,151
Publications	7,664	-
	<u>1,944,079</u>	<u>1,892,049</u>

6 Key Management Personnel Remuneration

The totals of remuneration paid to the key management personnel of Institute of Public Administration Australia (ACT) Limited during the year are as follows:

	2019	2018
	\$	\$
Key management personnel compensation	<u>252,266</u>	<u>249,893</u>

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Notes to the Financial Statements
For the Year Ended 30 June 2019
7 Cash and Cash Equivalents

	2019	2018
	\$	\$
Cash and cash equivalents	1,231,319	1,111,621
	<u>1,231,319</u>	<u>1,111,621</u>

8 Other Financial Assets

	2019	2018
	\$	\$
CURRENT		
Term deposit	1,063,534	1,038,100
Total	<u>1,063,534</u>	<u>1,038,100</u>

9 Trade and Other Receivables

	2019	2018
	\$	\$
CURRENT		
Trade receivables	79,170	31,400
Total current trade and other receivables	<u>79,170</u>	<u>31,400</u>

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable in the financial statements.

10 Other Assets

	2019	2018
	\$	\$
CURRENT		
Prepayments	27,931	21,966
	<u>27,931</u>	<u>21,966</u>

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

**Notes to the Financial Statements
For the Year Ended 30 June 2019**
11 Plant and equipment

	2019 \$	2018 \$
PLANT AND EQUIPMENT		
Office equipment		
At cost	74,749	51,410
Accumulated depreciation	(33,725)	(25,306)
Total office equipment	41,024	26,104
Leasehold Improvements		
At cost	124,818	116,935
Accumulated depreciation	(69,282)	(39,508)
Total leasehold improvements	55,536	77,427
Total plant and equipment	96,560	103,531

(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 Equipment \$	Leasehold Improvements \$	Total \$
Year ended 30 June 2019			
Balance at the beginning of year	26,104	77,427	103,531
Additions	23,338	7,884	31,222
Disposals	-	-	-
Depreciation expense	(8,418)	(29,775)	(38,193)
Balance at the end of the year	41,024	55,536	96,560

12 Trade and Other Payables

	2019 \$	2018 \$
CURRENT		
Trade payables	34,935	32,923
Accrued expenses	20,612	13,574
Payroll liabilities	22,645	17,429
GST payables	102,737	64,759
	180,929	128,685

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Notes to the Financial Statements
For the Year Ended 30 June 2019
12 Trade and Other Payables
(a) Financial liabilities at amortised cost classified as trade and other payables

	2019	2018
Note	\$	\$
Trade and other payables	180,929	128,685
Less: Accrued expenses	(20,612)	(13,574)
Less: Payroll liabilities	(22,645)	(17,429)
Less: GST payables	(102,737)	(64,759)
16	<u>34,935</u>	<u>32,923</u>

13 Employee Benefits

	2019	2018
	\$	\$
Current liabilities		
Provision for annual leave	30,882	33,903
	<u>30,882</u>	<u>33,903</u>
Non-current assets		
Provision for long service leave	14,160	8,610
	<u>14,160</u>	<u>8,610</u>

14 Other Liabilities

	2019	2018
Note	\$	\$
CURRENT		
Donations received in advance	131,147	56,450
Memberships in advance	1,383,121	1,342,668
Sponsorships in advance	72,000	21,951
	<u>1,586,268</u>	<u>1,421,069</u>

15 Leasing Commitments
(a) Operating leases

	2019	2018
	\$	\$
Minimum lease payments under non-cancellable operating leases:		
- not later than one year	78,446	71,009
- between one year and five years	352,299	430,745
	<u>430,745</u>	<u>501,754</u>

The property lease commitment is a non-cancellable operating lease with a 5-year term, which commenced in July 2018.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Notes to the Financial Statements For the Year Ended 30 June 2019

16 Financial Risk Management

	2019 \$	2018 \$
Financial assets		
Held at amortised cost		
Cash and cash equivalents	1,231,319	1,111,621
Term deposit	1,063,534	1,038,100
Trade receivables	79,170	31,400
Total financial assets	2,374,023	2,181,121
Financial liabilities		
Trade payables	34,935	32,923
Total financial liabilities	34,935	32,923

The Company has not restated comparatives when initially applying AASB 9, the comparative information has been prepared under AASB 139 *Financial Instruments: Recognition and Measurement*.

17 Contingencies

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2019 (30 June 2018: None).

18 Related Parties

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

There were no related party transactions for the period 1 July 2018 to 30 June 2019.

19 Events after the end of the Reporting Period

The financial report was authorised for issue on 20 August 2019 by the Board of Directors.

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

20 Statutory Information

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

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Directors' Declaration

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 3 to 17, are in accordance with the *Corporations Act 2001* and:
 - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
 - b. give a true and fair view of the financial position as at 30 June 2019 and of the performance for the year ended on that date of the Company.
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director



Director



Dated

20 AUGUST 2019



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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (ACT) LIMITED

Report on the Audit of the Financial Report

Opinion

We have audited the accompanying financial report of the Institute of Public Administration Australia (ACT) Limited (the company), which comprises the statement of financial position as at 30 June 2019, 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 directors' declaration.

In our opinion, the financial report of the company is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the company's financial position as at 30 June 2019 and of its performance for the year then ended; and
- (ii) complying with Australian Accounting Standards – Reduced Disclosure Requirements and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2019 but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the company 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 *Corporations Act 2001* 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.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (ACT) LIMITED

In preparing the financial report, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibility for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Shane Bellchambers, FCA
Registered Company Auditor
BellchambersBarrett

Canberra, ACT
Dated this 10 day of August 2019

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.

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