

# IPAA ACT ANNUAL REPORT

2019–20

**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

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

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ABN: 24 656 727 375

# 2019–20 ANNUAL REPORT

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## 2019–20 CORPORATE MEMBERS

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



## CHAIR'S REPORT



Despite the challenges presented by COVID-19, this year was a very successful one for IPAA with continued growth across the organisation. I would like to thank former President, Frances Adamson, for her exceptional leadership of IPAA. I was honoured to take on the role of Chair and President this year, building on Frances' fantastic achievements.

I would also like to thank Deputy President, Michael Manthorpe, for his outstanding support since I've been in the role of Chair and President, particularly stepping in for me at short notice during recent times.

### Status Report

The period July to December saw over 6,400 people attend IPAA events, a 20 per cent increase over the previous year and the largest audience for any six-month period on record.

A highlight was the Address to the Australian Public Service by the Prime Minister of Australia, the Hon Scott Morrison MP, which was also live-streamed across the country. I am pleased IPAA can host events of this nature, to support the work of the public sector. Another notable highlight was a conversation with the CEO of Microsoft, Satya Nadella, including a roundtable attended by many of my Senior Executive colleagues.

### Governance and COVID-19

Last year we elected a new Council for a two-year term, with the Board established at the first Council meeting. Our governance is working well, and we are well supported by our high-calibre Board and Council members from across the sector. As with many organisations, IPAA has been

directly impacted by COVID-19. This is most noticeable through the imposed physical distancing requirements which has limited IPAA's ability to convene the usual program of events from March 2020.

However, the Council and team have ensured that IPAA has adapted to the new operating environment, with a move to digital delivery for many of our events and services. Further detail on these measures is provided in the 'Year in Review' section of this report.

### Financial Report

The audited financial statements for the year 2019-20 show an operating surplus of \$22,671 resulting in a retained net asset position of \$704,946. 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.

BellchambersBarrett conducted the audit for the fourth year, and it is good to see another positive financial report, as detailed on pages 36 to 55. Looking ahead to 2020-21, the organisation will continue to focus on maintaining a sustainable financial position during an ongoing period of uncertainty.

### Thank you

Thank you to our members for your ongoing support, we look forward to welcoming you to our new suite of activities over the next year.

None of our work would be possible without the commitment and support of the IPAA ACT Board and Council, committee members and other IPAA advocates, along with the IPAA ACT team under Drew Baker's outstanding leadership. I'd like to personally thank everyone for their contribution to the promotion of excellence and professionalism in public administration.

**Dr Steven Kennedy PSM**  
Chair and President

## CEO'S REPORT



The last twelve months has been a very memorable time for IPAA.

As Steven has mentioned in his report, we enjoyed a strong start to the year, with a very successful period from July to December.

This demonstrates what a high-performing organisation we have become, hosting a broad range of speakers which has included Ministers, Secretaries, agency heads, thought leaders and experts from inside and outside the APS.

Alongside this full event program, we continue to deliver our successful capability and award programs.

We then experienced a turbulent period beginning in January, that included bushfires, smoke, hailstorms and the COVID-19 pandemic. I am exceptionally proud of how IPAA responded during this difficult time.

### A Responsive Business Model

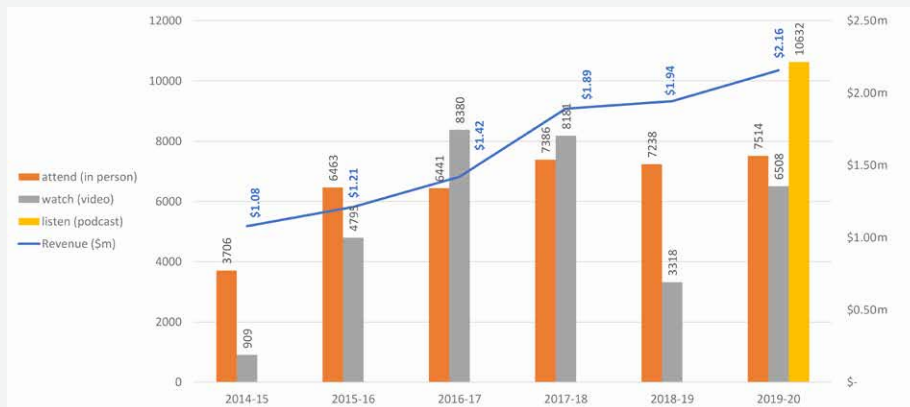
Like many other organisations, IPAA has rapidly transitioned to digital channels in response to the COVID-19 pandemic.

Part of the IPAA office in Barton has been converted into a professional recording studio and key members of the IPAA team have been trained in the use of our new audiovisual equipment.

The shift to digital has removed geographic boundaries between IPAA divisions across the state and territories, which has enabled shared content and resources. As outlined in the Chair's report, the significant increase in digital engagement has been impressive.

IPAA's 'Work with Purpose' podcast has provided a new platform for the discussion of issues relevant to the sector, with many key leaders from across the public service sharing their experiences and insights. The podcast has been exceptionally well received, and we have also seen a record number of attendees joining our many live streamed events.

Putting aside the challenges posed by the pandemic, the strong level of engagement has clearly illustrated the value of delivering IPAA events, programs and initiatives in new ways.



IPAA ACT engagement and revenue growth from 2014-15 to 2019-20.

While digital delivery cannot replace the networking and building of connections enabled by face-to-face events, it will be a core part of IPAA's program into the future.

### Changes at IPAA

I am concluding my role as Chief Executive Officer shortly, after a wonderful five-and-a-half years in the role. This will be my final CEO's Report before wrapping up in September.

IPAA occupies a privileged position as a trusted partner to host discussions and debate on issues of importance to those working in the field of public administration.

We have transformed IPAA over recent years and the organisation has become an integral part of Canberra's public sector network.

As the chart on the previous page highlights the organisation has more than doubled in size over the last five years —both in terms of engagement and revenue.

We have also matured considerably in our capability and governance which included the implementation of a new constitution in 2018 and 2019.

I would like to record my thanks to Presidents Glenys Beauchamp PSM, Dr Gordon de Brouwer

PSM, Frances Adamson and Dr Steven Kennedy PSM for their leadership of our Council. I would also like to thank the IPAA Board and Council for their ongoing support, and Michael Manthorpe PSM and Alison Larkins for their counsel over recent months.

In addition to my role as CEO of IPAA ACT, I have been fortunate to lead the IPAA National Secretariat for the last few years. I would like to thank Dr Gordon de Brouwer PSM for his support as National President, and recognise the CEOs and EDs of IPAA in each of the states and territories, for their collegiate approach and camaraderie.

Finally, I would like to thank the IPAA team for all of their support throughout the year, and indeed all of those who have supported me over the last five years. The 'IPAA family' as we like to call it, makes for a pretty special place to work.

I wish IPAA all the best in the future and look forward to its continued success.



**Drew Baker**  
Chief Executive Officer



Some members of the IPAA ACT team at the 2020 International Women's Day Breakfast in Gandel Hall at Parliament House.

# IPAA ACT BOARD AND COUNCIL

## BOARD OF DIRECTORS

IPAA ACT has a two-tier governance structure including a Board and a Council. The Board of Directors is the governing body of IPAA ACT and is elected by the Council. The Board was established at the first meeting of the 2019–2021 Council on 19 September 2019.



**Chair and President**

**Dr Steven Kennedy PSM**

Secretary,  
The Treasury



**Director and Deputy President**

**Michael Manthorpe PSM**

Commonwealth Ombudsman,  
Office of the Commonwealth  
Ombudsman



**Director and Deputy President**

**Alison Larkins FIPAA**

Commonwealth Coordinator-  
General of Migrant Services,  
Department of Home Affairs



**Director and Councillor**

**Cath Ingram FIPAA**

Partner and Chairman,  
KPMG Canberra



**Director and Councillor**

**Elizabeth Kelly PSM**

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



**Director**

**Barry Mewett FIPAA**

Individual Member  
IPAA Fellow



**Company Secretary**

**Victoria Press**

Chief of Staff to the Associate  
Secretary, Department  
of Defence



**Public Officer**

**Drew Baker (ex officio)**

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

## COUNCIL MEMBERS

IPAA ACT is supported by an elected Council of twenty members. The current Council were appointed on 4 September 2019 for the term 2019 to 2021. The Council represents the members of IPAA ACT under the leadership of its President, Dr Steven Kennedy PSM.



**Councillor**

**Richard Bartlett**

First Assistant Commissioner,  
Australian Public Service  
Commission



**Councillor**

**Professor Andrew Campbell**

Chief Executive Officer, Australian  
Centre for International  
Agricultural Research

## COUNCIL MEMBERS CONTINUED



**Councillor**

**Dr Jill Charker**

Deputy Secretary,  
Department of Education,  
Skills and Employment



**Councillor**

**Kathy Leigh FIPAA**

Head of Service and Director-  
General, ACT Public Service



**Councillor**

**Heather Cook**

Deputy Director-General,  
Australian Security Intelligence  
Organisation



**Councillor**

**Cheryl-anne Moy**

Deputy Secretary,  
Department of Home Affairs



**Councillor**

**Caroline Edwards**

Acting Secretary,  
Department of Health



**Councillor**

**Samantha Palmer FIPAA**

General Manager, Australian  
Bureau of Statistics  
*National Representative*



**Councillor**

**Professor Mark Evans**

Director, Democracy 2025  
Museum of Australian  
Democracy



**Councillor**

**William Story**

First Assistant Secretary a/g,  
Department of the Prime  
Minister and Cabinet



**Councillor**

**David Hazlehurst**

Deputy Secretary,  
Department of Agriculture,  
Water and the Environment



**Councillor**

**Professor Helen Sullivan FIPAA**

Director, Crawford School of  
Public Policy, Australian  
National University



**Councillor**

**Katherine Jones PSM**

Associate Secretary,  
Department of Defence



**Councillor**

**Dr Vivienne Thom AM**

Independent Consultant  
Individual Member



**Councillor**

**Roxanne Kelley PSM**

Deputy Secretary,  
The Treasury

*Occupants of positions as at 30 June 2020.*

# IPAA ACT COMMITTEES AND STAFFING

## COMMITTEE MEMBERS

Several committees oversee IPAA ACT initiatives and activities that ensure the organisation continues to progress towards achieving key priorities. Committee members are drawn from the IPAA membership base.

### **Corporate Governance Committee** | *Board Sub-Committee*

- Michael Manthorpe PSM, Commonwealth Ombudsman (Chair)
- Jonathan Curtis, Department of Parliamentary Services
- Sam Engele, ACT Government
- Bronwen Jagers, Australian Taxation Office
- Katherine Jones PSM, Department of Defence
- Roxanne Kelley PSM, The Treasury
- Kathy Kostyrko, Hays Recruitment
- Barry Mewett FIPAA, Fellow and Individual Member
- Victoria Press, Department of Defence
- Dr Frances Roden, IP Australia
- Dr Vivienne Thom AM, Independent Consultant

### **Program and Events Committee** | *Council Sub-Committee*

- David Hazlehurst, Department of Agriculture, Water and the Environment (Chair)
- Dr Jill Charker, Department of Education, Skills and Employment
- Heather Cook, Australian Security Intelligence Organisation
- Paul Coromandel, KPMG Canberra
- Petra Parker, MinterEllison
- Lucy Poole, Digital Transformation Agency
- Geoffrey Rutledge, ACT Government
- Catherine Seaberg, Australian Public Service Commission
- Pierre Skorich, Department of Agriculture, Water and the Environment
- William Story, Department of the Prime Minister and Cabinet
- Professor Helen Sullivan FIPAA, Crawford School of Public Policy at ANU

### **Engagement and Capability Committee** | *Council Sub-Committee*

- Samantha Palmer FIPAA, Australian Bureau of Statistics (Chair)
- Richard Bartlett, Australian Public Service Commission
- Professor Deborah Blackman, UNSW School of Business
- Professor Andrew Campbell, Australian Centre for International Agricultural Research
- Belinda Casson, Australian Taxation Office
- Professor Mark Evans, Democracy 2020, Museum of Australian Democracy at OPH
- Elizabeth Kelly PSM, Department of Industry, Science, Energy and Resources
- Damian West, ACT Government
- Kristy Zwickert, KPMG Canberra

#### **Future Leaders Committee | Special Interest Committee**

- Holly Noble, Department of Finance (Chair)
- Stephanie McLennan, Geoscience Australia (Deputy Chair)
- Deanne Allan, Attorney-General's Department
- Megan Aponte-Payne, Department of the Prime Minister and Cabinet
- Amy Burgess, Attorney-General's Department
- Mikaela Giri, Australian Border Force
- Rachel Martin, KPMG Canberra
- Rebecca-Lee McDougall, Department of Education, Skills and Employment
- Michael Sanese, PwC
- Kat Terris, Services Australia
- Avinash Vazirani, Department of Health
- Matt McMahon, Australian Electoral Commission (SES WSponsor)

#### **Executive Assistant Series Committee | Special Interest Committee**

- Fiona Hess, Department of Home Affairs (Chair)
- Alyssa Broomby, Digital Transformation Agency
- Esther Hunter, Attorney-General's Department
- Jeni Irving, Department of Industry, Science, Energy and Resources
- Sarah Kalleske, ACT Government
- Linda McLennan, Department of Agriculture, Water and the Environment
- Fay Prowse, ACT Government
- Liz Walters, Department of Veterans' Affairs

## **IPAA STAFF**

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

#### **IPAA ACT Team**

- Drew Baker – Chief Executive Officer
- Gemma Benn-Clibborn – Corporate Director
- Sunny Hutson – Program Director
- Jess Bereth – Event Coordinator
- Rachel Duncan – Office Administrator
- Sarah Hope – Membership and Communications Manager
- Chantelle Kreti – Event Coordinator
- Chantelle Muyot – Event Manager
- Pauline O'Neill – Finance Officer
- Wei Shen Tan – Project Officer
- Frank Exon – Executive Director, IPAA National

*Occupants of positions as at 30 June 2020.*

## IPAA ACT CORPORATE PARTNERS

IPAA ACT thanks our corporate partners for another year of support, which has enabled the organisation to offer a broader range of services to our members:

- Commowealth Bank of Australia
- Hays Recruitment
- KPMG Canberra
- Microsoft Australia
- MinterEllison
- Telstra

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



**Commonwealth**Bank  
of Australia

**HAYS** Recruiting experts  
worldwide



 Microsoft

MinterEllison





# IPAA ACT PERFORMANCE IN 2019-20



## IPAA ACT: 2019–20 YEAR IN REVIEW

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

# 94

CORPORATE MEMBERS  
REPRESENTING OVER

# 150,000+

PUBLIC ADMINISTRATION  
PROFESSIONALS



# 7.6K

ATTENDEES

# @ 44

IN-PERSON EVENTS

# 200+

INDIVIDUAL MEMBERS



# 800 & 15K

ATTENDEES LIVE-STREAMS

# @ PRIME MINISTER'S ADDRESS TO THE APS

# 68

IPAA EVENTS & ACTIVITIES  
ENGAGING

# 30,000+

PUBLIC ADMINISTRATION  
PROFESSIONALS



# 1.5K

VIEWERS

# @ 10

DIGITAL EVENTS

# MEMBERS

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



# 11.2K

LISTENERS

# TO 14

PODCASTS



# 8.3K

VIEWS

# OF 200+

VIDEOS



**800+**  
CONFERENCE ATTENDEES



**170+**  
SPEAKERS & PANELLISTS



**100+**  
PRIME MINISTER'S & INNOVATION AWARDS NOMINEES



**190+**  
FUTURE LEADERS PARTICIPANTS



**800+**  
ATTENDEES AT SECRETARY SERIES' EVENTS

## IPAA 2019–20 THEMES



# IPAA ACT: 2019–20

## EVENTS AND ATTENDANCE

Event	Activity
<b>Program and Events</b>	
Innovation Month Launch	Event
NAIDOC Week: A Whole of Government Indigenous Policy Evaluation Strategy	Event
Transformation: Modernising the AFP	Event
Corporate Rebels	Event
Prime Minister's Address to the Australian Public Service	Event
Annual General Meeting	Event
Prioritising Reform	Event
Doing Systems in Silos	Event
Canberra Evaluation Series   Designing Policy for Delivery	Event
Demystifying Cyber Security	Event
Williams Oration   Dr Megan Clark AC	Event
Delivering Great Policy	Event
A Utopian Democracy: Looking Beyond 2020	Event
Organisational Transformation and Cultural Change: with Satya Nadella, CEO of Microsoft	Event
How Do We Get to 7 Per Cent? Improving Employment for People with Disability in the APS	Event
Leadership Learnings from the ABS: The lows, the highs and everything in between	Event
Address to the Australian Public Service	Event
IPAA National 40th Anniversary	Event
International Women's Day   Senator The Hon Linda Reynolds CSC	Event
The Promise of Data in Government	Event
<b>Secretary Series</b>	
Secretary Series   Frances Adamson	Secretary Series
Valedictory Address   Dr Martin Parkinson AC PSM	Secretary Series
Valedictory Address   Duncan Lewis AO DSC CSC	Secretary Series
Secretary Series   Rosemary Huxtable PSM	Secretary Series
<b>Special Interest Series</b>	
EA Series   Demystifying the Recruitment Process	Executive Assistant Series
Future Leaders Series   Transformational Leadership	Future Leaders Series
EA Series   The EA's Personal Journey	Executive Assistant Series
<b>Conference</b>	
Governance in Changing Democracy - Pre-Conference Reception	Conference
Governance in Changing Democracy - Conference	Conference
Maximising Value from Data	Conference
Australian Government Economist Conference	Conference
<b>Awards</b>	
2019 Public Sector Innovation Awards - Pitch Event	Awards
2019 Public Sector Innovation Awards Ceremony	Awards
2019 Prime Minister's Awards for Excellence - Ceremony	Awards
<b>Professional Development</b>	
IPAA Masterclass   Informed Participation	Masterclass
Future Leaders Program Cohort 1 - Future of Work (2 of 5)	Development Program
Future Leaders Program Cohort 1 - Citizen at the Centre (3 of 5)	Development Program
Future Leaders Program Cohort 1 - Trust in Government (4 of 5)	Development Program
Future Leaders Program Cohort 1 - Finale (5 of 5)	Development Program
Future Leaders Program Cohort 2 - Launch (1 of 5)	Development Program
Future Leaders Program Cohort 2 - Future of Work (2 of 5)	Development Program
Future Leaders Program Cohort 2 - Citizen at the Centre (3 of 5)	Development Program
Future Leaders Program Cohort 2 - Trust in Government (4 of 5)	Development Program
Future Leaders Program Cohort 2 - Finale (5 of 5)	Development Program
<b>Digital Events</b>	
Graduate Data Forum - Panel 1: Ethics and Data Sharing	Online Event
Graduate Data Forum - Panel 2: Successes and Challenges of Data	Online Event
Graduate Data Forum - Keynote Address: Dr David Gruen	Online Event
Building Your Professional Brand Online with LinkedIn	Online Event
Graduate Data Forum - Keynote Address: Tom Rogers	Online Event
Graduate Data Forum - Summation: Celia Moss	Online Event
Stunning Digital Collaboration	Online Event
Delivering Better Results in Government	Online Event
Future Leaders Series   Working Across Sectors	Online Event
A Little Less Conversation, A Little More Action: Design and Systems Thinking	Online Event
<b>Podcasts</b>	
COVID-19 Response - with Peter Woolcott AO and Katherine Jones PSM	Work with Purpose
Relationships Matter - with Andrew Metcalfe AO	Work with Purpose
The New Normal - with Elizabeth Kelly PSM	Work with Purpose
Citizens First - Kathryn Campbell AO CSC	Work with Purpose
Making Good Decisions in a Time of Overload - Frances Adamson	Work with Purpose
Communicate, Communicate, Communicate - Cheryl-anne Moy	Work with Purpose
Small is Beautiful - Rebecca Cross and Katy Haire	Work with Purpose
Defence: Here to Help - with Greg Moriarty and General Angus Campbell AO DSC	Work with Purpose
Fighting Crime During COVID-19 - with Reece Kershaw APM and Michael Outram APM	Work with Purpose
A National Perspective   Leading Victoria, From Crisis to Recovery - with Chris Eccles AO	Work with Purpose
How ASIO Managed During a Global Health Crisis - with Mike Burgess	Work with Purpose
The Dynamic Duo - with Professor Brendan Murphy and Caroline Edwards	Work with Purpose
Doing the Basics Well - with Michael Manthorpe PSM, Grant Hehir and Angelene Falk	Work with Purpose
Launch of Innovation Month - with David Fredericks PSM and Dr Michele Bruniges AM	Work with Purpose

Number Held	Date	Registered	In-Person	Online
1	01-Jul-19	201	179	N/a
1	02-Jul-19	216	197	100
1	29-Jul-19	395	193	67
1	07-Aug-19	254	208	126
1	19-Aug-19	825	746	16120
1	04-Sep-19	42	37	N/a
1	18-Sep-19	117	97	N/a
1	15-Oct-19	147	65	N/a
1	23-Oct-19	148	88	N/a
1	31-Oct-19	144	116	116
1	04-Nov-19	98	67	N/a
1	08-Nov-19	277	237	N/a
1	13-Nov-19	112	71	N/a
1	21-Nov-19	580	534	74
1	26-Nov-19	351	214	90
1	28-Nov-19	178	90	N/a
1	05-Dec-19	385	307	299
1	18-Feb-20	131	106	30
1	25-Feb-20	607	581	115
1	11-Mar-20	250	220	132
1	12-Aug-19	337	223	141
1	26-Aug-19	425	302	130
1	11-Sep-19	297	179	578
1	28-Feb-20	326	175	100
1	13-Sep-19	212	152	N/a
1	26-Sep-19	221	104	N/a
1	10-Dec-19	134	115	N/a
1	28-Aug-19	201	106	N/a
1	29-Aug-19	265	231	N/a
1	17-Oct-19	180	158	116
1	19-Nov-19	364	335	N/a
1	23-Jul-19	103	97	257
1	31-Jul-19	201	155	399
1	13-Nov-19	181	176	N/a
1	17-Jul-19	30	23	N/a
1	10-Jul-19	102	91	N/a
1	24-Jul-19	102	84	N/a
1	08-Aug-19	102	92	N/a
1	27-Aug-19	143	124	N/a
1	05-Sep-19	88	78	N/a
1	24-Sep-19	88	70	N/a
1	15-Oct-19	88	72	N/a
1	06-Nov-19	88	72	N/a
1	14-Nov-19	88	62	N/a
1	07-Apr-20	261	N/a	138
1	07-Apr-20	261	N/a	85
1	14-Apr-20	N/a	N/a	66
1	17-Apr-20	58	N/a	30
1	21-Apr-20	N/a	N/a	88
1	06-May-20	N/a	N/a	71
1	22-May-20	62	N/a	41
1	04-Jun-20	118	N/a	72
1	10-Jun-20	150	N/a	172
1	24-Jun-20	774	N/a	684
1	06-Apr-20	N/a	N/a	2041
1	14-Apr-20	N/a	N/a	1042
1	20-Apr-20	N/a	N/a	869
1	28-Apr-20	N/a	N/a	1096
1	04-May-20	N/a	N/a	578
1	12-May-20	N/a	N/a	813
1	20-May-20	N/a	N/a	557
1	27-May-20	N/a	N/a	507
1	02-Jun-20	N/a	N/a	531
1	05-Jun-20	N/a	N/a	452
1	09-Jun-20	N/a	N/a	709
1	15-Jun-20	N/a	N/a	1183
1	22-Jun-20	N/a	N/a	471
1	29-Jun-20	N/a	N/a	432
<b>68</b>		<b>11508</b>	<b>7629</b>	<b>31718</b>

## 2019–20 STRATEGIC THEME 1: CONNECTING A TRUSTED PUBLIC SERVICE

### EVENTS

IPAA delivered a significant event program throughout 2019–20, with a mix of in-person and digital events. Notable in-person events were:

- **Prime Minister’s Address to the Australian Public Service:** on 19 August 2019 the Hon Scott Morrison MP, delivered a special address to the APS. The event attracted 800 attendees and was live streamed to 15,000 viewers across Australia.
- **Organisational Transformation and Cultural Change:** on 19 November 2019 IPAA was pleased to host Satya Nadella, CEO of Microsoft, for a relevant conversation on with David Thodey AO, CSIRO Chairman.
- **Williams Oration:** on 4 November 2019, Dr Megan Clark AC, Head of the Australian Space Agency delivered the second annual Williams Oration.

Notable digital events were:

- **Graduate Data Forum:** In April and May 2020 IPAA partnered with the Graduate Data Network to facilitate their annual forum. Viewed by over 300 graduates across the APS.
- **Design and Systems Thinking in the Public Sector:** on 24 June 2020 IPAA partnered with the ATO for a live streamed panel event attracting over 600 viewers.

There were 7,629 attendees at in-person events in 2019–20, with 1,447 digital event viewers.

### WORK WITH PURPOSE

On 6 April 2020 IPAA launched a weekly podcast called ‘Work with Purpose’ in partnership with contentgroup, and supported by the Australian Public Service Commission (APSC).

The podcast explores the Australian Government’s response to and recovery from the COVID-19 pandemic hearing from leaders across the public service.

In June a special series of the podcast was launched ‘Work with Purpose – a National Perspective’ to explore the way public services across Australia have responded to the pandemic.

There were 14 podcast episodes in 2019–20 which attracted an audience of 11,281 listeners

### DIVERSITY AND INCLUSION

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

- **A Whole of Government Indigenous Policy and Evaluation Strategy:** on 2 July 2019 in advance of NAIDOC Week.
- **How Do We Get to 7 Per Cent? – Improving Employment for People with Disability in the APS:** on 26 November 2019 in partnership with the APSC in recognition of *International Day of People with Disability*.
- **Women in Leadership with Senator the Hon Linda Reynolds CSC:** on 25 February 2020 in advance of *International Women’s Day*.

### INTERNATIONAL

*International Series* events continued to be popular with six events in 2019–20 hosting international speakers:

- **Corporate Rebels:** on 7 August 2019 with Pim de Morree and Joost Minaar, co-founders of the Netherlands-based organisation Corporate Rebels.
- **Doing Systems in Silos:** on 15 October 2019 featured Julian Corner, Chief Executive Officer of the Lankelly Chase Foundation in the United Kingdom.
- **Organisational Transformation and Cultural Change:** on 21 November 2019 with the CEO of Microsoft, visiting from the United States.



The Hon Scott Morrison MP



Senator the Hon Linda Reynolds CSC



Dr Megan Clark AC



Professor Brendan Murphy



Misha Kaur, Dr Luke Craven, Jo Wood and Dr Nina Terrey during a panel discussion at 'Design and Systems Thinking in the Public Sector' on 24 June 2020.



## 2019–20 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 seventeenth year in 2019.

The Awards were presented by Senator the Hon Ben Morton MP, the Assistant Minister to the Prime Minister and Cabinet, at a ceremony at Parliament House in Canberra.

The inaugural Kennedy Award was presented in honour of the late Kerry Kennedy, IPAA's Awards Coordinator and a champion of the Awards since their inception in 2002. The Award winners were:

- **Gold Award – 'A Transformed Great Barrier Reef Joint Field Management Program'**  
Australian Government, Great Barrier Reef Marine Park Authority and QLD Government, Department of Environment and Science
- **Silver Award – 'Australia's National Immunoglobulin Governance Program'**  
Australian Government, National Blood Authority
- **Commendation – 'Aboriginal Recorded Voice Announcements at Northern Territory Police Stations'**  
NT Government, Police Fire and Emergency Services; Department of Corporate and Information Services and Aboriginal Interpreter Service
- **Commendation – 'Solar Panel Validation'**  
Australian Government, Clean Energy Regulator
- **Collaboration Award – 'Creating Healthy Homes and Neighbourhoods in Sydney Local Health District'**  
NSW Government, Sydney Local Health District
- **Inaugural Kennedy Award – 'Electric Vehicle Working Group - Tasmania'**  
TAS Government, Tasmanian Climate Change Office, Department of Premier and Cabinet

### INNOVATION AWARDS

The fourth annual Public Sector Innovation Awards were held in 2019. A partnership between IPAA and the Public Sector Innovation Network (PSIN).

The Awards were presented by Dr Martin Parkinson AC PSM, the then Secretary of the Department of the Prime Minister and Cabinet, at a ceremony in July. The Award winners were:

- **Citizen Centred Innovation – 'Innovations in Anti-Doping'**  
Australian Sports Anti-Doping Authority
- **Culture and Capability – 'An Innovative Approach to Building Capability in Parliamentarians and their Staff'**  
Independent Parliamentary Expenses Authority
- **Digital and Data – 'Post in a Box Initiative'**  
Department of Foreign Affairs and Trade
- **Judges' Award – 'Family Safety Hub'**  
ACT Government
- **Judges' Award – 'ATO Tax Gap Research Program'**  
Australian Taxation Office

### IPAA NATIONAL FELLOWS

IPAA ACT was pleased to recognise two IPAA Fellows in 2019 at the IPAA National Conference in Darwin in September:

- **Frances Adamson FIPAA** – Secretary, Department of Foreign Affairs and Trade and IPAA ACT President (2017-2019).
- **Liz Quinn FIPAA** – General Manager, Australian Public Service Commission and IPAA ACT Councillor (2015-2019).

### E A LYALL MEMORIAL PRIZE

The E A Lyall Memorial Prize, in partnership with the ANU, is awarded to the undergraduate student with the highest mark in the course 'Bureaucracy and Public Policy'. The 2019 Prize was awarded to Niall Cummins and Jemimah Hamilton.





Prime Minister's Awards – Gold Winner  
Australian Government and Queensland Government



Innovation Awards – Citizen-Centred Innovation Winner  
Australian Sports Anti-Doping Authority



Prime Minister's Awards – Silver Winner  
National Blood Authority



Innovation Awards – Culture and Capability Winner  
Independent Parliamentary Expenses Authority



Professor Graham Durant AM, Dr Heather Smith PSM, Elizabeth Kelly PSM and Dr Martin Parkinson AC PSM  
at the '2019 Innovation Awards Ceremony' on 30 July 2019.

## 2019–20 STRATEGIC THEME 3: GROWING CAPABILITY AND PROFESSIONALISM

### CAPABILITY DEVELOPMENT

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

The Engagement and Capability Committee was formed following the election of the Council in September 2019, with representation from across the public, private and academic sector.

The Committee oversees IPAA ACT membership engagement activities, as well as capability development programs and awards.

### FUTURE LEADERS PROGRAM

Since its launch in 2016, the Future Leaders Program has grown to be one of IPAA's most popular activities. Significant interest in the program was received over the last year, attracting participants from across the federal and ACT public services. The Program was delivered twice in 2019–20, bringing together over 190 'future leaders' from across the sector.

Participants attended a series of events delivered over several months which included a Secretary keynote address and four panel discussions.

Additional cohorts were planned for 2020 calendar year, however, these were put on hold in response to the pandemic.

### FUTURE LEADERS SERIES

The Future Leaders Committee oversaw two events as part of the *Future Leaders Series* across the year, with over 250 attendees.

A *Series* highlight was the digitally delivered live streamed event 'Working Across Sectors' on 10 June 2020.

The event featured Dr Stephanie Fahey, Chief Executive Officer of the Australian Trade and Investment Commission (Austrade) and

Dave Pepper, Deputy Chief Executive Officer of the Canberra Health Service in the ACT Government.

The Future Leaders Committee continued to meet monthly, converting to video conferencing early in 2020. They remain engaged and passionate about activities promoting leadership development and capability in the public sector.

### MENTORING

After delivering two cohorts in 2018–19, the Mentoring Program did not run during the 2019–20 period. This allowed the organisation to be able to respond to increased interest in the Future Leaders Program.

The pause in the Mentoring Program has allowed the newly formed Engagement and Capability Committee to review the current Program as they consider re-design and improvements to best respond to the membership's interest.

Considerations will be made for digital or hybrid delivery in the future.

### EXECUTIVE ASSISTANT SERIES

There were two *Executive Assistant (EA) Series* events held during 2019–20, with over 250 participants in attendance.

A highlight of the *Series* was the end of year event featuring an engaging panel discussion with three EAs in key roles across the federal and ACT governments. The panel included Emma Geoghegan, EA to the Hon Darren Chester MP, Minister for Veterans and Defence Personnel; Kate Blake, EA to Ray Johnson, ACT Chief Police Officer and Rebecca Steffan, EA to Dr Heather Smith PSM, the then Secretary of Department of Industry, Innovation and Science.

The *Series* is overseen by the Executive Assistant Series Committee and we look forward to seeing more successful events in 2020–21.



The launch of the 2019 IPAA Future Leaders Program (Cohort 2) on 5 September 2019.



Drew Baker, Rebecca Steffan, Emma Geoghegan, Kate Blake and Alyssa Broomby at 'EA Series: The EA Personal Journey' on 10 December 2019.



Dr Stephanie Fahey and Dave Peffer at 'Future Leaders Series: Working Across Sectors' on 10 June 2020.

## 2019–20 STRATEGIC THEME 4: EXTENDING OUR INFLUENCE AND ENGAGEMENT

### PARTNERSHIPS

IPAA worked closely with the Australian Public Service (APS) and the ACT Public Service throughout 2019–20 to discuss issues of importance across the sector.

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

A highlight for the year was the 'Delivering Great Policy' event on 8 November 2019 at the Museum of Australian Democracy at Old Parliament House. The interactive event was held in partnership with the Delivering Great Policy team, a cross-Departmental initiative developed through the Secretaries Board.

IPAA also continued its partnership with the Australian Public Service Commission for the fifth annual 'Address to the APS' with the Secretary of the Department of the Prime Minister and Cabinet, Philip Gaetjens, on 5 December 2019. The event was held at the National Gallery of Australia as IPAA's end-of-year event.

### MEMBERSHIP ENGAGEMENT

IPAA saw an increase in membership in 2019–20.

Engagement with Departments remained strong, with attendance from all Departmental Secretaries and a majority of agency heads at several significant events throughout the year.

Notable new members in 2019–20 included the Australian Electoral Commission, the National Indigenous Australians Agency and the National Archives of Australia.

With a continued focus on individual membership, we are pleased to have several individual members

and Fellows on our Board and Council.

### PRIVATE SECTOR & ACADEMIA

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

A notable collaboration was 'A Utopian Democracy: Looking Beyond 2020' on 13 November 2019, an event held in partnership with DESIGN Canberra and the Museum of Australian Democracy at Old Parliament House.

IPAA partnered with the Museum of Australian Democracy's Democracy 2025 incorporating it into the Future Leaders Program – Trust in Government session, surveying each cohort of emerging leaders on trust.

### IPAA NATIONAL

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

IPAA ACT maintains a strong working relationship with the IPAA National President, Dr Gordon de Brouwer PSM, who commenced his term in September 2019. Dr de Brouwer is also a former IPAA ACT President (2016–17).

On 18 February 2020, the ACT division was pleased to host a special event on behalf of IPAA National, to commemorate the 40-year anniversary of IPAA becoming an independent national organisation.

The Governor-General of the Commonwealth of Australia, His Excellency General the Honourable David Hurley AC DSC (Retd) provided a keynote address to mark the occasion. The event welcomed many current and past IPAA Presidents as well as Council members from across the IPAA divisions.





Philip Gaetjens delivering the 'Annual Address to the Australian Public Service' at the National Gallery of Australia on 5 December 2019.



Dr Phillip Gould, Rosie Hicks, Marion Hemphill, Dr Ian Oppermann, Professor Abigail Payne and Dr Jill Charker at 'Maximising Value from Data' on 17 October 2019.



His Excellency General the Honourable David Hurley AC DSC (Retd) and Her Excellency Mrs Linda Hurley with former and current departmental Secretaries at 'IPAA National 40th Anniversary' on 18 February 2020.

# IPAA ACT: 2019–20

## DIGITAL ENGAGEMENT & COVID-19

### NEW DELIVERY MODEL

Digital and online engagement is more relevant than ever, with IPAA ACT making a rapid transition from in-person events to podcasts and live streams, to accommodate physical distancing requirements put in place in March 2020, in response to COVID-19.

Part of the IPAA ACT office in Barton has been converted into a recording studio, with investments made in digital production and audio visual equipment. In addition, several key staff have been reskilled to enable the effective delivery of professional and high quality content.

IPAA ACT worked closely with the Department of Finance to enable broadcasting through the federal government's 'GovTEAMS' platform. GovTEAMS has allowed IPAA to reach a broader public sector audience online, as an endorsed platform for live-streamed events.

### DIGITAL EVENTS

The response from members to our new digital content has been exceptional, with over 1,400 viewers streaming into events from the period April to June.

The combination of live streamed and pre-recorded sessions has meant that several speakers and panellists can come together at different times and from different geographical locations.

The new format is continuing to evolve, and we expect further developments into 2020–21

### PODCASTS

The 'Work with Purpose' podcast has been extremely successful, attracting over 11,000 listeners in a three-month period. The podcast continues to see an increasing audience base across Australia, with the introduction of a special national series 'A National Perspective' in June.

A new global series focussed on Australians in the world will also be introduced in 2020-21.

### IPAA CONNECT

In March 2020 IPAA launched 'IPAA Connect', a weekly collection of curated content and resources from across the public sector.

The newsletter was originally aimed to support members as they adjusted to working from home, and continued to mature over the progressing months as the public service settled into the 'new normal'.

The response from members has been excellent, with many reaching out directly to provide great feedback. There were 14 issues of the newsletter from March to June and 22,839 'unique clicks'.

Our email mailing list continues to grow, with over 11,300 active subscribers in the 2019–20 year, a 25% increase on 2018–19.

### WEBSITE

The IPAA ACT website remains a key communication channel, with 105,958 sessions from 64,909 users over the 2019–20 period.

This reflects an increase in users of 42% over the previous year.

Interestingly, over 15% of our website activity comes from outside of Australia, with a majority from the United States, United Kingdom, Canada, New Zealand and India.

### VIMEO CHANNEL

IPAA's Vimeo Channel continues to grow with a library of over 200 videos now available, covering all of our flagship and digital events. Video content views reached over 8,300 during the year.

### SOCIAL MEDIA ENGAGEMENT

IPAA ACT continued to increase its social media engagement, with regular activity on LinkedIn, Twitter, Facebook and Instagram. Followers on these channels have increased by 10–30% on the 2018–19 year. The IPAA ACT website homepage also features a twitter and video stream.

# 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



Dr Steven Kennedy PSM



Frances Adamson



The Great Hall at Australian Parliament House during the 'Prime Minister's Address to the APS' on 19 August 2019.



The Prime Minister of Australia the Hon Scott Morrison MP, the Hon Greg Hunt MP, the Hon Stuart Robert MP, Senator the Hon Zed Seselja and the Hon Ben Morton MP with members of the Secretaries Board.



Duncan Lewis AO DSC CSC delivering his Valedictory Address on 11 September 2019.



Dr Martin Parkinson AC PSM with colleagues at his Valedictory Address on 26 August 2019.



IPAA Presidents Dr Steven Kennedy PSM and Frances Adamson at her Secretary Series address on 12 August 2019.



## IPAA ACT: A YEAR IN PHOTOS



Satya Nadella



Renée Leon PSM



The audience in Australian Parliament House at 'In Conversation with Satya Nadella' on 21 November 2019.



Satya Nadella in conversation with David Thodey AO, in the Great Hall at Parliament House on 21 November 2019.



Rosemary Huxtable PSM



The Hon Ben Morton MP



The audience during Rosemary Huxtable's Secretary Series address on 28 February 2020.



A number of departmental Secretaries and agency heads at the end-of-year event the Annual Address to the APS' on 5 December 2019.

## IPAA ACT: A YEAR IN PHOTOS



Michael Manthorpe PSM, Dr David Gruen and David W Kalisch at 'Leadership Learnings from the ABS: the Lows the Highs and Everything in Between' on 28 November 2019.



Alison Larkins, Romlie Mokak, Bobby Maher, Professor Ian Anderson AO and Dr Jill Guthrie at 'NAIDOC: A Whole of Government Indigenous Policy and Evaluation Strategy' on 2 July 2019.



The audience in the James O Fairfax Theatre at the National Gallery of Australia at 'Corporate Rebels' on 7 August 2019.





Scott Grimley, Dr Jill Charker, Dr Ben Gauntlett, Suzanne Colbert AM, Peter Woolcott AO and Dr Heather Smith PSM at 'How Do We Get to 7 Per Cent?' on 26 November 2019.



Elizabeth Kelly PSM, Dr Megan Clark AC and Amanda Story at the '2020 Williams Oration' on 26 November 2019.



Members of Secretaries Board in Gandel Hall at the National Gallery of Australia during the 'Annual Address to the APS' on 7 August 2019.

## IPAA ACT: A YEAR IN PHOTOS



David Pembroke, General Angus Campbell AO CSC and Greg Moriarty recording 'Work with Purpose: Defence - Here to Help' on 25 May 2020.



Dr Michele Bruniges AM, David Fredericks PSM, David Pembroke and Dr Stephanie McLennan recording 'Work with Purpose: Need Drives Innovation' on 29 June 2020.



Frances Adamson, David Pembroke and Holly Noble recording 'Work with Purpose: Making Good Decisions in a Time of Overload' on 4 May 2019.





David Pembroke, Michael Outram APM and Reece Kershaw APM recording 'Work with Purpose: Fighting Crime During COVID-19' on 2 June 2020.



David Pembroke, Peter Woolcott AO and Katherine Jones PSM recording the first Work with Purpose podcast 'COVID-19 response accelerating reform of the Australian Public Service' on 6 April 2020.



Dr Phillip Gould, Amy Jarvoll and Tim Beard at the Graduate Data Network's 'Graduate Data Forum - A Data-Based APS: Reflections and New Directions' on 7 April 2020.

# IPAA ACT FINANCIAL PERFORMANCE 2019-20



## Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

### Directors' Report

30 June 2020

The directors present their report on Institute of Public Administration Australia (ACT) Limited (the Company) for the financial year ended 30 June 2020.

#### 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:

Michael Manthorpe – full year  
 Elizabeth Kelly – full year  
 Barry Mewett – full year  
 Steven Kennedy – appointed 15/10/19  
 Alison Larkins – appointed 15/10/19  
 Cath Ingram – appointed 15/10/19  
 Frances Adamson – 1/07/19 to 15/10/19  
 Carmel McGregor – 1/07/19 to 15/10/19  
 Samantha Palmer – 1/07/19 to 15/10/19

##### 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.

##### New Accounting Standard Implemented

###### Initial application of AASB 16

The Company has adopted AASB 16 Leases retrospectively with the cumulative effect of initially applying AASB 16 recognised at 1 July 2019. In accordance with AASB 16, the comparatives for the 2019 reporting period have not been restated.

The Company has recognised a lease liability and right-of-use asset for all leases (with the exception of short-term and low value leases) recognised as operating leases under AASB 117 Leases where the Company is the lessee. The lease liabilities are measured at the present value of the remaining lease payments. The Company's incremental borrowing rate as at 1 July 2019 was used to discount the lease payments.

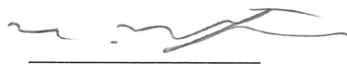
The right-of-use assets for equipment were measured at its carrying amount as if AASB 16: Leases had been applied since the commencement date but discounted using the Company's incremental borrowing rate per lease term as at 1 July 2019.

###### Initial application of AASB 15 and 1058

The Company has applied AASB 15: Revenue from Contracts with Customers and AASB 1058: Income of Not-for-Profit Entities using the cumulative effective method of initially applying AASB 15 and AASB 1058 as an adjustment to the opening balance of equity at 1 July 2019. Therefore, the comparative information has not been restated and continues to be presented under AASB 118: Revenue and AASB 1004: Contributions.

##### 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 2020 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: Michael Manthorpe  
 Dated this 21<sup>st</sup> day of August 2020



Director: Barry Mewett



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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 2020 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.

A handwritten signature in black ink, appearing to read 'Shane', with a horizontal line extending to the right.

Shane Bellchambers, FCA  
Registered Company Auditor  
BellchambersBarrett

Canberra, ACT  
Dated this 21<sup>st</sup> day of August 2020

**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 2020**

		2020	2019
	Note	\$	\$
Revenue	2	2,156,850	1,944,079
Operating expenses		(656,455)	(509,191)
Employee benefits expense		(983,288)	(938,563)
Depreciation expense		(42,450)	(38,193)
Digital and ICT expenses		(68,169)	(47,729)
Administration expenses		(125,755)	(193,144)
IPAA National Secretariat expenses		(121,080)	(140,299)
Property related expenses		(34,357)	(105,036)
Right of use asset expenses	9	(97,186)	-
Motor vehicle expenses		(5,439)	-
<b>Profit / (loss) for the year</b>		<u>22,671</u>	<u>(28,076)</u>
<b>Total comprehensive income for the year</b>		<u>22,671</u>	<u>(28,076)</u>

The accompanying notes form part of these financial statements.

**Institute of Public Administration Australia (ACT) Limited**

ABN: 24 656 727 375

**Statement of Financial Position**

**As At 30 June 2020**

	Note	2020 \$	2019 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	1,183,213	1,231,319
Short term deposits	5	1,084,330	1,063,534
Trade and other receivables	6	31,039	79,170
Other assets	7	35,760	27,931
<b>TOTAL CURRENT ASSETS</b>		<u>2,334,342</u>	<u>2,401,954</u>
<b>NON-CURRENT ASSETS</b>			
Plant and equipment	8	92,855	96,560
Right of use assets	9	245,087	-
<b>TOTAL NON-CURRENT ASSETS</b>		<u>337,942</u>	<u>96,560</u>
<b>TOTAL ASSETS</b>		<u>2,672,284</u>	<u>2,498,514</u>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	10	139,188	180,929
Employee benefits	11	40,664	30,882
Other liabilities	12	1,525,711	1,586,268
Lease liabilities – Right of use assets	13	74,474	-
<b>TOTAL CURRENT LIABILITIES</b>		<u>1,780,037</u>	<u>1,798,079</u>
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	11	1,760	14,160
Lease liabilities – Premises	13	181,541	-
<b>TOTAL NON-CURRENT LIABILITIES</b>		<u>183,301</u>	<u>14,160</u>
<b>TOTAL LIABILITIES</b>		<u>1,963,338</u>	<u>1,812,239</u>
<b>NET ASSETS</b>		<u>708,946</u>	<u>686,275</u>
<b>EQUITY</b>			
Retained earnings		<u>708,946</u>	<u>686,275</u>
<b>TOTAL EQUITY</b>		<u>708,946</u>	<u>686,275</u>

The accompanying notes form part of these financial statements.

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

**Statement of Changes in Equity**  
For the Year Ended 30 June 2020

2020

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2019	686,275	686,275
Net surplus for the year	22,671	22,671
<b>Balance at 30 June 2020</b>	<b>708,946</b>	<b>708,946</b>

2019

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2018	-714,351	714,351
Net (deficit) for the year	(28,076)	(28,076)
<b>Balance at 30 June 2019</b>	<b>686,275</b>	<b>686,275</b>

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 2020

	2020	2019
Note	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>		
Receipts from customers	2,182,364	2,224,373
Interest received	23,917	32,552
Government subsidies	132,500	-
Payments to suppliers and employees	(2,241,611)	(2,080,571)
Net cash provided by operating activities	<u>97,170</u>	<u>176,354</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>		
Investments in term deposits	(20,796)	(25,434)
Purchase of plant and equipment	(38,745)	(31,222)
Net cash payments for investing activities	<u>(59,541)</u>	<u>(66,656)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>		
Repayment of lease liabilities	(85,735)	-
Net cash payments for financing activities	<u>(85,735)</u>	<u>-</u>
Net (decrease) / increase in cash and cash equivalents held	(48,106)	119,698
Cash and cash equivalents at beginning of year	<u>1,231,319</u>	<u>1,111,621</u>
Cash and cash equivalents at end of financial year	4 <u><u>1,183,213</u></u>	<u><u>1,231,319</u></u>

The accompanying notes form part of these 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 2020

#### Note 1: Summary of Significant Accounting Policies

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

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

The financial report was authorised for issue on 21<sup>st</sup> August by the directors of the Company.

#### 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 of the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The Company 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 Company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

##### b. 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.

##### c. Accounts Receivable and Other Debtors

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

Accounts receivable are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. Refer to Note 1(h) for further discussion on the determination of impairment losses.

##### d. Revenue and Other Income

The Company has applied AASB 15: Revenue from Contracts with Customers (AASB 15) and AASB 1058: Income of Not-for-Profit Entities (AASB 1058) using the cumulative effective method of initially applying AASB 15 and AASB 1058 as an adjustment to the opening balance of equity at 1 July 2019. Therefore, the comparative information has not been restated and continues to be presented under AASB 118: Revenue and AASB 1004: Contributions. The details of accounting policies under AASB 118 and AASB 1004 are disclosed separately since they are different from those under AASB 15 and AASB 1058, and the impact of changes is disclosed in Note 1(o).

#### Interest income

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

**Institute of Public Administration Australia (ACT) Limited**

ABN: 24 656 727 375

**Notes to the Financial Statements****For the Year Ended 30 June 2020****d. Revenue and Other Income (continued)***Income from services*

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

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

*Other income*

Other income is recognised on an accruals basis when the Company is entitled to it.

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

**In the comparative period**

Donations and bequests are recognised as revenue when received.

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

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

**e. 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.

**f. Financial Assets***Initial recognition and measurement*

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions to the instrument. For financial assets, this is the date that the Company commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments (except for trade receivables) 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 expensed to profit or loss immediately. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Trade receivables are initially measured at the transaction price if the trade receivables do not contain significant financing component or if the practical expedient was applied as specified in AASB 15: Revenue from Contracts with Customers.

*Classification and subsequent measurement**Financial liabilities*

*Financial liabilities are subsequently measured at:*

- amortised cost; or
- fair value through 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 2020

#### f. Financial Assets (continued)

A financial liability is measured at fair value through profit or loss if the financial liability is:

- a contingent consideration of an acquirer in a business combination to which AASB 3: Business Combinations applies;
- held for trading; or
- initially designated as at fair value through profit or loss.

All other financial liabilities are subsequently measured at amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense over its profit or loss over the relevant period. The effective interest rate is the internal rate of return of the financial asset or liability. That is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

A financial liability cannot be reclassified.

#### *Financial assets*

Financial assets are subsequently measured at:

- amortised cost
- fair value through other comprehensive income, or
- fair value through profit or loss.

The initial designation of financial instruments to measure at fair value through profit or loss is a one-time option on initial classification and is irrevocable until the financial asset is derecognised.

#### *Equity instruments*

At initial recognition, as long as the equity instrument is not held for trading or not a contingent consideration recognised by an acquirer in a business combination to which AASB 3 applies, the Company made an irrevocable election to measure any subsequent changes in fair value of the equity instruments in other comprehensive income, while the dividend revenue received on underlying equity instruments investment will still be recognised in profit or loss. Regular way purchases and sales of financial assets are recognised and derecognised at settlement date in accordance with the Company's accounting policy.

#### *Derecognition*

Derecognition refers to the removal of a previously recognised financial asset or financial liability from the statement of financial position.

#### *Derecognition of financial liabilities*

A liability is derecognised when it is extinguished (ie when the obligation in the contract is discharged, cancelled or expires). An exchange of an existing financial liability for a new one with substantially modified terms, or a substantial modification to the terms of a financial liability, is treated as an extinguishment of the existing liability and recognition of a new financial liability.

#### *Derecognition of financial assets*

A financial asset is derecognised when the holder's contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

All the following criteria need to be satisfied for the derecognition of a financial asset:

- the right to receive cash flows from the asset has expired or been transferred
- all risk and rewards of ownership of the asset have been substantially transferred
- the Company no longer controls the asset (ie has no practical ability to make unilateral decision to sell the asset to a third party).

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised 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 2020****f. Financial Assets (continued)**

The Company recognises a loss allowance for expected credit losses on:

- financial assets that are measured at amortised cost or fair value through other comprehensive income
- lease receivables
- contract assets (eg amount due from customers under construction contracts)
- loan commitments that are not measured at fair value through profit or loss.

Loss allowance is not recognised for:

- financial assets measured at fair value through profit or loss, or
- equity instruments measured at fair value through other comprehensive income.

Expected credit losses are the probability-weighted estimate of credit losses over the expected life of a financial instrument. A credit loss is the difference between all contractual cash flows that are due and all cash flows expected to be received, all discounted at the original effective interest rate of the financial instrument.

The Company uses the simplified approach to impairment, as applicable under AASB 9.

*Simplified approach*

The simplified approach does not require tracking of changes in credit risk at every reporting period, but instead requires the recognition of lifetime expected credit loss at all times. This approach is applicable to trade receivables.

In measuring the expected credit loss, a provision matrix for trade receivables is used, taking into consideration various data to get to an expected credit loss. At each reporting date, the Company recognises the movement in the loss allowance as an impairment gain or loss in the statement of profit or loss and other comprehensive income. The carrying amount of financial assets measured at amortised cost includes the loss allowance relating to that asset.

**g. 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(h) for details of impairment).

The cost of fixed assets constructed within the Company 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 Company 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 (ACT) Limited

ABN: 24 656 727 375

### Notes to the Financial Statements

For the Year Ended 30 June 2020

#### g. Plant and Equipment (continued)

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

Class of Fixed Asset	Depreciation Rate
Office Furniture & Equipment	20-33%
Building Improvement	25-30%
ICT	50%
Motor Vehicles	20%

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.

#### h. Impairment of Assets

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

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

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

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

#### i. Leases

##### *The Company as lessee*

At inception of a contract, the Company assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Company where the Company is a lessee. However, all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

The lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives
- variable lease payments rate, initially measured using the index or rate at the commencement date
- the amount expected to be payable by the lessee under residual value guarantees
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options
- lease payments under extension options if lessee is reasonably certain to exercise the options
- payments for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.



## Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

### Notes to the Financial Statements

For the Year Ended 30 June 2020

#### i. Leases (continued)

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset whichever is the shortest.

Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Company anticipates exercising a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

#### j. Employee Provisions

##### Short-term employee benefits

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

The Company's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as part of current accounts payable and other payables in the statement of financial position.

##### Other long-term employee benefits

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

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

#### k. Comparative Figures

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

#### l. Provisions

Provisions are recognised when the Company 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.

#### m. Key Estimates

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

## Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

### Notes to the Financial Statements

For the Year Ended 30 June 2020

#### n. Key Judgements

##### *Employee benefits*

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

##### *Performance obligations under AASB 15*

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

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

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

##### *Going Concern*

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

The Company has determined that there are no going concern risks arising from the impact of the COVID-19 outbreak. The Directors have determined that the Company remains in a healthy cash position and retained stable membership numbers for the 2021 financial year.

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

#### o. New and Amended Accounting Policies Adopted by the Company

##### **Initial application of AASB 16**

The Company has adopted AASB 16 Leases retrospectively with the cumulative effect of initially applying AASB 16 recognised at 1 July 2019. In accordance with AASB 16, the comparatives for the 2019 reporting period have not been restated.

The Company has recognised a lease liability and right-of-use asset for all leases (with the exception of short-term and low value leases) recognised as operating leases under AASB 117 Leases where the Company is the lessee. The lease liabilities are measured at the present value of the remaining lease payments. The Company's incremental borrowing rate as at 1 July 2019 was used to discount the lease payments.

The right-of-use assets for equipment were measured at its carrying amount as if AASB 16: Leases had been applied since the commencement date but discounted using the Company's incremental borrowing rate per lease term as at 1 July 2019.

The right-of-use assets for the remaining leases were measured and recognised in the statement of financial position as at 1 July 2019 by taking into consideration the lease liability, prepaid- and accrued lease payments previously recognised as at 1 July 2019 (that are related to the lease).

## Institute of Public Administration Australia (ACT) Limited

ABN: 24 666 727 376

### Notes to the Financial Statements

For the Year Ended 30 June 2020

#### o. New and Amended Accounting Policies Adopted by the Company (continued)

The following practical expedients have been used by the Company in applying AASB 16 for the first time:

- leases that have remaining lease term of less than 12 months as at 1 July 2019
- the use of hindsight to determine lease terms on contracts that have options to extend or terminate
- applying AASB 16 to leases previously identified as leases under AASB 117: Leases and Interpretation 4.

#### Initial application of AASB 15

The Company has applied AASB 15: Revenue from Contracts with Customers and AASB 1058: Income of Not-for-Profit Entities using the cumulative effective method of initially applying AASB 15 and AASB 1058 as an adjustment to the opening balance of equity at 1 July 2019. Therefore, the comparative information has not been restated and continues to be presented under AASB 118: Revenue and AASB 1004: Contributions.

The Company has elected to apply AASB 1058 retrospectively only to contracts that are not completed contracts at the date of initial application. A classification change occurred which resulted in the deferred income now being classified as contract liability in line with wording used in AASB 15.

#### Note 2: Revenue and Other Income

	2020	2019
	\$	\$
Revenue		
Membership fees		
- Corporate	831,723	791,313
- Individual	33,297	36,831
Sponsorship	164,000	160,132
Interest income	23,917	32,552
Programs	709,199	731,796
Professional development	81,940	61,611
Other income	175,974	122,180
Government Stimulus	132,950	-
Publications	3,850	7,664
	2,156,850	1,944,079

#### Note 3: 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:

	2020	2019
	\$	\$
Key management personnel compensation	258,964	252,266

#### Note 4: Cash and Cash Equivalents

	2020	2019
	\$	\$
Cash and cash equivalents	1,183,213	1,231,319



**Institute of Public Administration Australia (ACT) Limited**

ABN: 24 656 727 375

**Notes to the Financial Statements**  
For the Year Ended 30 June 2020

**Note 5: Other Financial Assets**

	2020	2019
	\$	\$
CURRENT		
Financial assets mandatorily measured at fair value through profit or loss	1,084,330	1,063,534
	<u>1,084,330</u>	<u>1,063,534</u>

**Note 6: Trade and Other Receivables**

	2020	2019
	\$	\$
Trade receivables	31,039	79,170
<b>Total current trade and other receivables</b>	<u>31,039</u>	<u>79,170</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.

**Note 7: Other Assets**

	2020	2019
	\$	\$
CURRENT		
Accrued income	9,450	-
Prepayments	26,310	27,931
	<u>35,760</u>	<u>27,931</u>

**Note 8: Plant and Equipment**

	2020	2019
	\$	\$
PLANT AND EQUIPMENT		
<b>Office equipment</b>		
At cost	52,210	74,749
Accumulated depreciation	<u>(27,967)</u>	<u>(33,725)</u>
<b>Total office equipment</b>	<u>24,243</u>	<u>41,024</u>

Institute of Public Administration Australia (ACT) Limited

ABN: 24 656 727 375

Notes to the Financial Statements

For the Year Ended 30 June 2020

Note 8: Plant and Equipment (continued)

	2020	2019
	\$	\$
<b>Leasehold Improvements</b>		
At cost	124,818	124,818
Accumulated depreciation	(89,912)	(69,282)
Total leasehold improvements	<u>34,906</u>	<u>55,536</u>
<b>Motor Vehicles</b>		
At Cost	29,109	-
Accumulated depreciation	(2,329)	-
Total Motor Vehicles	<u>26,780</u>	<u>-</u>
<b>Information and Communications Technology (ICT)</b>		
At cost	18,632	-
Accumulated depreciation	(11,706)	-
Total ICT	<u>6,926</u>	<u>-</u>
<b>Total plant and equipment</b>	<u>92,855</u>	<u>96,560</u>

(a) Movements in Carrying Amounts

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

	Office Furniture & Equipment	ICT	Leasehold Improvements	Motor Vehicles	Total
	\$	\$	\$	\$	\$
<b>Year ended 30 June 2020</b>					
Balance at the beginning of year	41,024	-	55,536	-	96,560
Additions	9,636	-	-	29,109	38,745
Disposals	(13,543)	-	-	-	(13,543)
Transfers to / (from)	(16,242)	16,242	-	-	-
Depreciation write-back	13,543	-	-	-	13,543
Depreciation expense	(10,175)	(9,316)	(20,630)	(2,329)	(42,450)
<b>Balance at the end of the year</b>	<u>24,243</u>	<u>6,926</u>	<u>34,906</u>	<u>26,780</u>	<u>92,855</u>

**Institute of Public Administration Australia (ACT) Limited**

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**Notes to the Financial Statements**
**For the Year Ended 30 June 2020**
**Note 9: Right of Use Assets**

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

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

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

**i) AASB 16 related amounts recognised in the balance sheet**

	2020	2019
	\$	\$
<b>Right of use assets</b>		
Leased premises	324,575	-
Accumulated depreciation	(79,488)	-
Total right of use asset	<u>245,087</u>	<u>-</u>

**Movements in carrying amounts**

	2020	2019
	\$	\$
Recognised on initial application of AASB 16	324,575	-
Depreciation expense	(79,488)	-
Net carrying amount	<u>245,087</u>	<u>-</u>

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

Depreciation expense	(79,488)	-
Finance costs	(17,698)	-
	<u>(97,186)</u>	<u>-</u>

**Note 10: Trade and Other Payables**

		2020	2019
		\$	\$
<b>CURRENT</b>			
Trade payables	14	7,091	34,935
Accrued expenses		15,774	20,612
Payroll liabilities		30,503	22,645
GST payables		85,820	102,737
		<u>139,188</u>	<u>180,929</u>

**Institute of Public Administration Australia (ACT) Limited**

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**Notes to the Financial Statements**

For the Year Ended 30 June 2020

**Note 10: Trade and Other Payables (continued)**
**(a) Financial liabilities at amortised cost classified as trade and other payables**

Trade and other payables	2020	2019
	\$	\$
- total current	139,188	180,929
- total non-current	-	-
Financial liabilities as trade and other payables	<u>139,188</u>	<u>180,929</u>

**Note 11: Employee Benefits**

	2020	2019
	\$	\$
<b>CURRENT</b>		
Provision for annual leave	<u>40,664</u>	<u>30,882</u>
<b>NON-CURRENT</b>		
Provision for long service leave	<u>1,760</u>	<u>14,160</u>

**Employee provisions**

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

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

**Note 12: Other Liabilities**

	2020	2019
	\$	\$
<b>CURRENT</b>		
Income received in advance	204,192	131,147
Memberships in advance	1,253,519	1,383,121
Sponsorships in advance	68,000	72,000
	<u>1,525,711</u>	<u>1,586,268</u>

## Institute of Public Administration Australia (ACT) Limited

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### Notes to the Financial Statements For the Year Ended 30 June 2020

#### Note 13: Lease Liabilities

	2020	2019
	\$	\$
CURRENT		
Lease liability – Right of use asset	74,474	-
NON-CURRENT		
Lease liability – Right of use asset	181,541	-

#### Note 14: Financial Risk Management

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

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

		2020	2019
		\$	\$
<b>Financial assets</b>	<b>Note</b>		
Held at amortised cost			
Cash and cash equivalents	4	1,183,213	1,231,319
Term deposit	5	1,084,330	1,063,534
Trade receivables	6	31,039	79,170
<b>Total financial assets</b>		<b>2,298,582</b>	<b>2,374,023</b>
<b>Financial liabilities</b>			
Trade payables	10	7,091	34,935
<b>Total financial liabilities</b>		<b>7,091</b>	<b>34,935</b>

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.

#### Note 15: Related Party Transactions

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

##### Members of National Council

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

#### Note 16: Events after the Reporting Period

The directors are not aware of any significant events since the end of the reporting period ending 30 June 2020.

**Institute of Public Administration Australia (ACT) Limited**

ABN: 24 656 727 375

**Notes to the Financial Statements**  
**For the Year Ended 30 June 2020**

**Note 17: Statutory Information**

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

## 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 20, 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 2020 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      Michael Manthorpe

  
Director      Barry Mewett

Dated            21 August 2020





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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 2020, 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 2020 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.

#### Emphasis of matter

We draw attention to Note 1(o) of the financial report which notes the outbreak of COVID-19 as a global pandemic and how this has been considered by the directors in the preparation of the financial report. The impact of COVID-19 is an unprecedented event, which continues to cause a high level of uncertainty and volatility. As set out in the financial statements, no adjustments have been made to financial statements as at 30 June 2020 for the impacts of COVID-19. Our opinion is not modified in respect of this matter.

#### 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 2020 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.



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

### 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.

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.

A handwritten signature in black ink, appearing to read 'Shane Bellchambers'.

Shane Bellchambers, FCA  
Registered Company Auditor  
BellchambersBarrett

Canberra, ACT  
Dated this 21<sup>st</sup> day of August 2020

## IPAA ACT: ACKNOWLEDGEMENTS

IPAA ACT wishes to acknowledge the many Committee Chairs and members, event 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 events and 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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*All information and occupants of positions in this report is provided as at 30 June 2020.*



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

INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
ACT

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