

ANNUAL REPORT

2012-13

Institute of Public Administration Australia
ACT Division



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Corporate Members 2012–13

ACT Government	Department of Education, Employment and Workplace Relations	Minter Ellison – Canberra
ANZSOG Institute for Governance	Department of Families, Housing, Community Services and Indigenous Affairs	Museum of Australian Democracy
Attorney General's Department – D Branch	Department of Finance and Deregulation	National Archives of Australia
Attorney-General's Department	Department of Foreign Affairs and Trade	National Blood Authority
AusAID	Department of Health and Ageing	National Health and Medical Research Council
Australia Post	Department of Human Services	National Water Commission
Australian Bureau of Statistics	Department of Immigration and Citizenship	Noetic Group
Australian Commission for Law Enforcement Integrity	Department of Infrastructure and Transport	Office of Inspector-General of Intelligence and Security
Australian Competition and Consumer Commission	Department of Innovation, Industry, Science, Research and Tertiary Education	Office of National Assessments
Australian Customs and Border Protection Service	Department of Regional Australia, Local Government, Arts and Sports	Office of the Commonwealth Ombudsman
Australian Electoral Commission	Department of Resources, Energy and Tourism	ORIMA
Australian Institute of Health and Welfare	Department of Sustainability, Environment, Water, Population and Communities	Parliamentary Library
Australian Institute of Management	Department of the House of Representatives	People and Strategy
Australian Maritime Safety Authority	Department of the Prime Minister and Cabinet	PriceWaterhouseCoopers Australia (Economics and Policy Branch)
Australian National Audit Office	Department of the Senate	Protiviti
Australian Public Service Commission	Department of Treasury	Questacon – The National Science and Technology Centre
Australian Research Council	Department of Veterans' Affairs	Royal Australian Mint
Australian Sports Anti-Doping Authority	Ernst and Young	Russell Kennedy Pty Ltd
Australian Taxation Office	Fair Work Commission	Safe Work Australia
Australian Transport and Safety Bureau	Fair Work Ombudsman	School of Business – ADFA
Cantlie	Food Standards Australia New Zealand	SMS Management and Technology
Catch Recruitment	Grains Research and Development Corporation	Telstra Enterprise and Government
Centre for Public Management Pty Ltd	Indigenous Business Australia	The Nous Group
Clayton Utz	Insolvency and Trustee Service Australia	
Comcare	Interaction Consulting	
ComSuper	Jo Fisher Executive Search	
CrimTrac Agency	KPMG	
Department of Agriculture, Fisheries and Forestry		
Department of Broadband Communications and the Digital Economy		
Department of Climate Change and Energy Efficiency		
Department of Defence		

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Council Office Holders

President
Andrew Metcalfe
AO FIPAA

Secretary, Department of
Agriculture, Fisheries and
Forestry



Vice President
Carmel McGregor
PSM FIPAA

Deputy Secretary,
Defence People,
Department of Defence



Vice President
Professor John Halligan
FIPAA

Faculty of Business
Government and Law,
University of Canberra



Secretary
Drew Baker
(to February 2013)
Centre for Public
Management



Kimberley Dripps
(from February 2013)
Deputy Secretary,
Department of
Sustainability,
Environment, Water,
Population and
Communities



Treasurer
Barry Mewett FIPAA
KPMG



Assistant Secretary/
Treasurer
Paul O'Connor
CEO
Comcare



Chair of Corporate
Governance
Jennifer Cooke
Department of Human
Services

Immediate Past President and Patron

Ian McPhee PSM FIPAA
Auditor General for
Australia



Meeting Attendance
by Councillors is shown
on page 44.

Councillors

Stephen Bartos FIPAA
ACIL Allen Consulting

Andrew Cappie-Wood
FIPAA

ACT Government Service

Joshua Drummond
Young Professional
Network President
Department of Finance
and Deregulation

David Fintan
DLA Piper

Kathy Hilyard
(to May 2013)
People and Strategy

Andrew Kefford
ACT Government

Kerry Kennedy
Australian Electoral
Commission

Kathy Kostyrko
Hays Recruiting

Leonie McGregor
Department of the Prime
Minister and Cabinet

George Masri
Commonwealth
Ombudsman's Office

Carl Murphy
Department of Finance
and Deregulation

Lynne Tacy PSM FIPAA
Consultant

Alison Turner
Consultant

Secretariat

Executive Director
Tamara Cutcliffe MIPAA

Office and Accounts
Manager and Webmaster
Jessica Keyes

Program Secretariat
Amanda Anderson MIPAA

Annual Report Awards
Coordinator
Bill Nicol

Project Officer
John Brain MIPAA

Canberra Evaluation
Forum
Ian Giles

Corporate Governance
and Public Administration
Today Oversight
Karen May

IPAA Professional
Capabilities
Christine Flynn

2013 National Conference
Communications Manager
(from February 2013)
Melinda Holland,

2013 Support
Judy Pearce

Finance Officer
Pauline O'Neill

President's Report

I am pleased to report that IPAA ACT has had a very successful year for 2012-13.

Highlights include:

- Our flagship events, including our annual report awards, which were smoothly and successfully run.
- An enlightening presentation by Dr Ian Watt AO, Secretary of the Department of Prime Minister and Cabinet, on his 'Reflections on a year' at Parliament House on leading a key co-ordination agency and as head of the Public Service
- Inaugural Fellows Dinner for IPAA ACT
- Amalgamation with the Canberra Evaluation Forum
- The second Regional Conference held in Wagga Wagga in conjunction with Victorian and NSW Divisions;
- More events, live streaming and videos to prove it;
- IPAA ACT website averaging 2374 visits a month;
- Record levels of income and corporate and individual members.

We also presented a large number of seminars, workshops and awards, arguably the most events held in any year since IPAA ACT was established.

Keynote speakers have included Dr Ian Watt AO, Mr Terry Moran AC, Ms Lisa Paul AO PSM, and Ms Jane Treadwell.

Very pleasingly, the number of people attending seminars and workshops has also increased significantly this year.

Four editions of *Public Administration Today (Today)* were produced during the financial year, focusing on the themes of:

- Role of Public Sector Innovation
- Regionalism and Shared Services
- Views from the Outside (the public sector)
- Health, Ageing and Disability.

It is very pleasing to note that a number of agencies have taken the opportunity to host *Today* on their intranet sites, facilitating wider access to contemporary public sector issues.

The IPAA ACT Council recognises and greatly appreciates the support we receive from our members both individual and corporate, non-members who speak at our events, and our generous sponsors who continue to provide invaluable assistance to IPAA ACT.

I would like to send my thanks to IPAA ACT Council members, who have provided great support over the past year. Thank you also to Vice President Carmel McGregor PSM FIPAA who stood in for me while I was on leave last year overseas, and has very successfully managed the development of our IPAA 2013 National Conference.

I look forward to an even more successful 2013-14, with a highlight being the IPAA 2013 National Conference hosted here in Canberra in November 2013 as part of the Canberra Centenary celebrations.

Andrew Metcalfe AO
President



Strategic Plan 2011-14

IPAA ACT members are united in a common commitment to improve public administration in Australia. In July 2011, the Council launched the Strategic Statement setting out Themes for 2011-14.

Strategic Themes 2011-14

Our Vision:

*To enhance
Australia through
high quality
professional public
service*

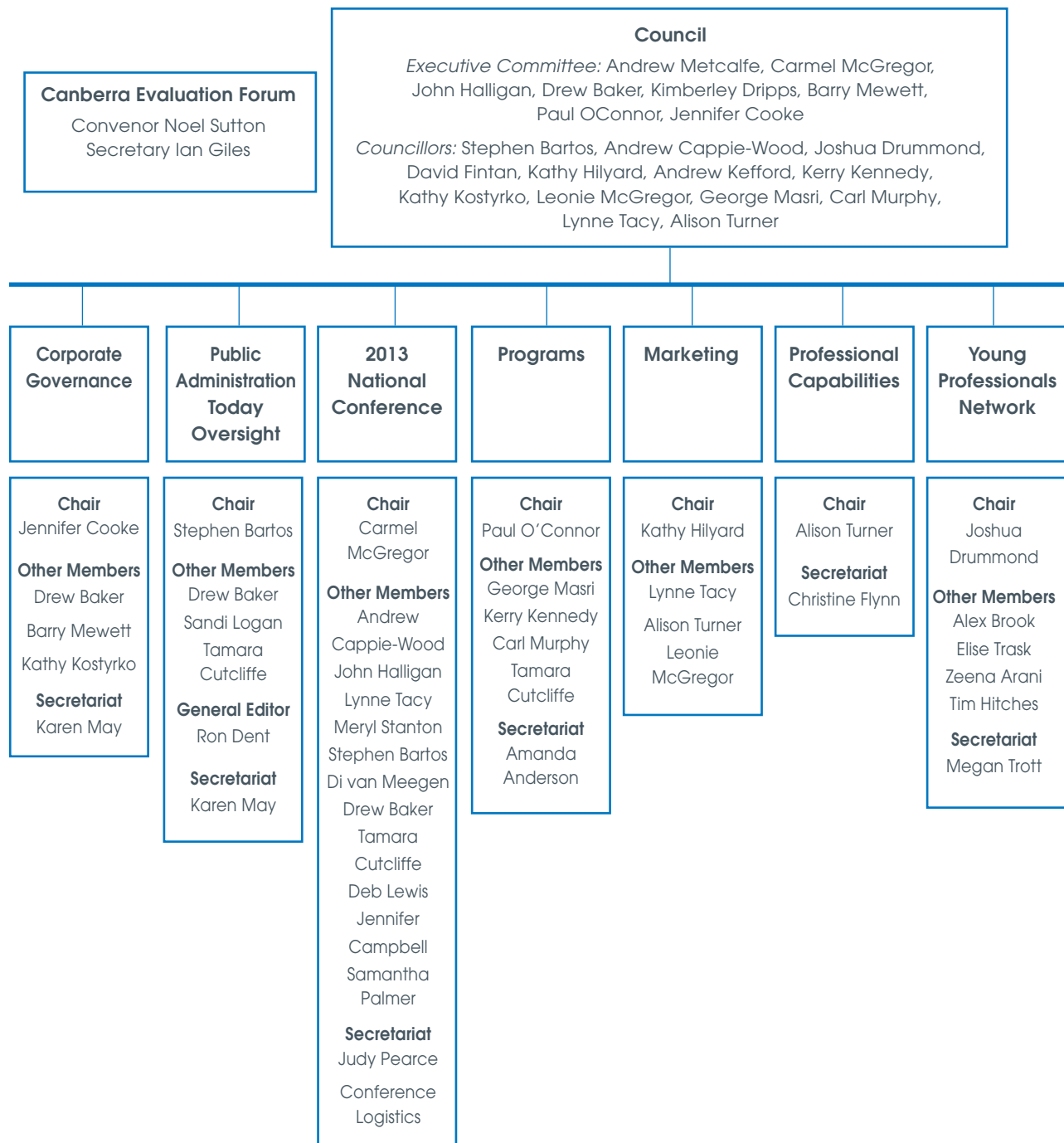
Our Mission:

*To promote
excellence and
good governance
in public
administration*

Strategic themes	Excellence in public administration and management practice	High quality, capable and professional public servants	A dynamic public sector into the next decade
Key focus	Better practice, lessons learned	Individuals as practitioners	Innovation in practices
Major initiatives	<ul style="list-style-type: none"> Annual Report Awards Prime Minister's Awards for Excellence 	<ul style="list-style-type: none"> Major project – (eg. professional standards) 	<ul style="list-style-type: none"> Website award Annual Research project – reform issue
Flagship events	<ul style="list-style-type: none"> Awards Dinners Prime Minister's Awards Annual Report Awards 	<ul style="list-style-type: none"> Annual Events <ul style="list-style-type: none"> Great debate End-of-year Young Professionals Network (YPN) graduates breakfast CEO/Secretary cocktails 	<ul style="list-style-type: none"> 2013 National Conference Secretary series (breakfasts with Secretary speaker)
Events	<ul style="list-style-type: none"> Awards assessor training Award winner seminars Short practice workshops Showcasing Events 	<ul style="list-style-type: none"> YPN events Training programs Public servant vignettes 	<ul style="list-style-type: none"> Speaker events <ul style="list-style-type: none"> Overseas visitors Private Academic Top 200 Published papers – future focused
Communities of practice	<ul style="list-style-type: none"> Practice based series 	<ul style="list-style-type: none"> Canberra Evaluation Forum YPN Womens network 	<ul style="list-style-type: none"> Innovation sessions
Publications	<ul style="list-style-type: none"> Public Administration Today 	<ul style="list-style-type: none"> Professional Standards 	<ul style="list-style-type: none"> Research papers

Service Framework 2011-14

IPAA ACT Structure



Corporate Governance

In the 2012-13 financial year the Corporate Governance Committee had a productive year developing and implementing various initiatives which included:

- Overseeing the financial standing of IPAA ACT and providing advice and support on staffing of the IPAA ACT office
- Assisting with preparations for the 2013 National Conference—particularly in considering the support needed for the organizing committee
- Overseeing the development of the Memorandum of Understanding Between IPAA ACT and the Canberra Evaluation Forum (CEF) and the subsequent amalgamation
- Managing sponsorship—reviewing the benefits offered to current sponsors and looking at potential future sponsors
- Overseeing Occupational Health & Safety provisions for the IPAA ACT Office (including revisiting the IPAA ACT Risk Management Plan)
- Ensuring benefits for IPAA ACT Members have continued to be developed and advertised effectively
- Overseeing an evaluation, with the independent consultant Phil Butler of AICD, of the operation of the IPAA ACT Council
- Further developing IPAA ACT governance processes – including refining terms of reference for subcommittees, and developing strategy documents
- Supporting Council election processes, including the clarification of electable positions
- Overseeing developments for IPAA ACT's publications in the light of the rapid development of digital resources

To keep abreast of new regulatory developments, the Executive Director attended a community presentation by the Australian Charities and Not-for-Profits Commission.



Sponsors and Partnerships

Continuing support from our sponsors has enabled the Institute to offer enhanced services to its members and to value-add to the many functions we have conducted with their help.

The Council would especially like to thank the following organisations for their support as sponsors during 2012-13:

- CPM
- KPMG and
- Clayton Utz

IPAA also worked with Courage Partners and Magical Learning in relation to delivering evaluation and writing workshops respectively.

Annual General Meeting

The Annual General Meeting for 2011-12 was held on 4 September 2012 at National Archives of Australia premises in Barton.

The Acting President, Carmel McGregor presented her report.

The Treasurer, Barry Mewett also presented his report.

Treasurer's Report

Financial Year 2012-13

The audited financial statements for the year ending 30/6/2013 show an operating deficit of \$8,235. The resultant Balance Sheet for the Division is an end of year net asset position of \$729,361, largely held in cash assets.

During this financial year the Division has continued to significantly increase the level of activity in the delivery of a wide range of events, from monthly member seminars to signature events. This strategy is consistent with the Council decision to provide increasing value to members. The corporate membership continued to be strong in this year, underpinning our ability to lift the quantity and quality of the membership activities. The result of a small operating deficit is considered to be in line with the increased activity of the Institute. Clearly the strong net asset position gives strength to the Division in striving for increased value to both corporate and individual members.

The major income items were the Corporate and individual memberships, sponsorship income, seminar net income, PAT income and training income (principally focussed on evaluation training). During this year there was only little copyright income, significantly down on the past two years. Key expenditure items included the cost of sales for PAT, workshop services (cost of training programs), venue hire and expenses, catering expenses and salaries and related expenses. Salary costs were increased to provide capability related to increased services.

The Institute continues to have a Balance sheet which is sound and which provides a good base for continuing to implement quality activities for the membership. It also provides a sound base for delivering the National Conference in 2013-14 whilst also delivering an on-going program of activity for the Division. The prepayment figure in the Balance Sheet reflects the level of activity already undertaken in relation to this Conference. The level of sponsorship and registrations to date give some reasonable level of confidence in achieving a financially successful outcome.

I would like to give thanks to Tamara Cutcliffe, Executive Director and her staff for their efforts in managing the finances of the Division in an efficient and effective manner throughout this year.

Barry Mewett
Treasurer



Annual Report Awards

As an annual ‘flagship’ event, the awards aim to encourage better annual reporting excellence in public administration. Annual reports are key accountability documents, presenting an agency’s functions and programs and its performance. An independent assessment through the Annual Report Awards tests the accountability, transparency and quality of reporting.

The annual reports inform stakeholders about the effectiveness of agencies. They are a key reference document—in fact, often the only consolidated source of information about an agency: what it does, and hopefully, how well it does it each year.

Assessors for the awards are sought from agencies. Three single day training workshops were held in late January and early February 2013.

A robust assessment methodology is applied to each annual report submitted in both hard copy and the mirror on-line versions.

Mr Andrew Metcalfe AO, President of IPAA ACT Division, and Professor John McMillan AO, the Australian Information Commissioner presented the Awards assisted by sponsors at a dinner on 23 May 2013 at University House. Professor McMillan also spoke about the importance of annual reports in the context of open societies, ‘big data’ and social media.

An IPAA ACT Departmental Shield for Co-operation and Contribution is awarded to an agency or body with the most number of assessors who complete assessor training, and also complete the assessment tasks according to the timetable. Now in its fourth year, this year the Shield was won for the second year in a row by the Australian Taxation Office edging out the Department of Agriculture, Fisheries and Forestry, and the Department of Finance and Deregulation.

As part of a continual improvement process, IPAA ACT conducted four single day workshops in late March and early April. These practical events are aimed at helping Commonwealth and ACT Government staff prepare their 2012-13 annual reports.

IPAA ACT acknowledges the service of judges, assessors and agencies in making the annual reporting awards possible.

‘A robust assessment methodology is applied to each annual report submitted in both hard copy and the mirror on-line versions.’

THE AWARD WINNERS 2011-12

Hard Copy Reports

Commonwealth Departments and Bodies Governed under the *Financial Management and Accountability Act 1997*

Gold

Australian Taxation Office

Silver

Australian Organ and Tissue Donation and Transplantation Authority

Bronze

Department of Foreign Affairs and Trade

Highly Commended

Department of Immigration and Citizenship

Commonwealth Agencies Governed under the *Commonwealth Authorities and Companies Act 1997*

Gold

Indigenous Business Australia

Silver

Aboriginal Hostels Limited

Bronze

Airservices Australia

Highly Commended

Cotton Research and Development Corporation

Torres Strait Regional Authority

ACT Government Agencies

Gold

ACT Policing

Silver

Environment and Sustainable Development Directorate

Bronze

Education and Training Directorate

Online Reports

Commonwealth Departments and Agencies Governed under the *Financial Management and Accountability Act 1997*

Gold

Australian Taxation Office

Silver

Australian Electoral Commission

Bronze

Department of Finance and Deregulation

Department of Health and Ageing

Commonwealth Agencies Governed under the *Commonwealth Authorities and Companies Act 1997*

Gold

Australian Institute of Health and Welfare

Silver

Reserve Bank of Australia

Bronze

Grains Research and Development Corporation

ACT Government Agencies

Highly Commended

Education and Training Directorate

Certificates of Appreciation

Certificates were issued to people who have been Annual Report assessors for four years or more including this year:

- Meredith Harkness, Department of Defence
- Louise O'Brien, CSIRO
- Karen Robinson, CSIRO

Certificates of appreciation were also issued agencies that had provided four or more of Annual Report assessors for this year's awards:

- Department of Agriculture, Fisheries and Forestry
- Department of Finance and Deregulation

Department Shield (for cooperation with, and contribution to, the Annual Report Awards)

Australian Taxation Office

'The annual reports inform stakeholders about the effectiveness of agencies.'

‘An independent assessment through the Annual Report Awards tests the accountability, transparency and quality of reporting.’



Michael D'Ascenzo presents the Department Shield to ATO Second Commissioner Neil Olesen



Professor John McMillan speaking at the Annual Report Awards



Annual Report Awards Dinner: Andrew Metcalfe and David Kalisch, Australian Institute of Health and Welfare

Prime Minister's Awards for Excellence

When the Prime Minister's Awards for Excellence in Public Sector Management were instituted in 2002, it was recognised that they would need to be founded not only on a prestigious base, but also one that exemplified the charter and objectives of the Institute—the Awards were to be not just about successful endeavours but also about public sector organisations going about things the right way.

During 2011, IPAA ACT undertook a rigorous review of the Awards and examined the appropriateness of the underpinning excellence model, the assessment methodology and the Awards criteria for supporting the over-arching aims of the Awards program into the future.

Focusing on specific initiatives, the Prime Minister's Awards for Excellence are based on demonstrated success against four key criteria contained in the IPAA Excellence in Public Sector Management Model. Information on the model can be obtained from the IPAA ACT website www.act.ipaa.org.au

Categories for the Prime Minister's Awards for Excellence include:

- Sustainable Excellence in Public Sector Management
- Collaboration—joint nominations between two or more agencies or across levels of government, involving high performing initiatives, and
- Innovation—initiatives involving high levels of innovation with actual or the potential for highly successful outcomes.

In 2012 the Awards process was not completed due to a reduced number of nominations being lodged. However in the early part of 2013, action was taken to market the Awards more broadly and it is expected that the 2013 Awards process will proceed and be a feature of the IPAA 2013 National Conference.

Conference, Seminars and Committee Reports

Programs

1. Transparency in Government

24 July 2012

This seminar reflected on the impact of recent reforms in Australian Government information policy, practices and oversight. The reforms are aimed at improving transparency across Government and community engagement. These reforms included the establishment of the Office of the Australian Information Commissioner (2013). The Commission is an independent oversight agency headed by the Australian Information Commissioner.



2. P3M3 Capability Lunch

(in association with the Australian Institute of Project Management)

1 August 2012

The Forum provided attendees with an understanding of required improvements in planning processes and Program and Project Management capabilities in the APS. Practitioners explained how Agencies are undertaking assessments and implementing their plans. The Forum was timed to precede the need for Agencies to complete progress towards capability targets to the Secretaries' ICT Governance Board in September 2012



Paul Madden, Ann Stewart, Michael Carmody, Mandy Newton, John Howarth and Boyd McCarron

3. Structuring and Developing a New Policy Proposal

8 August 2012

Speakers from Departments of Finance and Deregulation, and Prime Minister and Cabinet related tips and traps for new policy proposals. An important component of the session was explaining the path a policy proposal takes on its route to consideration by Cabinet.

4. Young Professionals Network

2012 Public Administration Debate:

'The public sector would be more efficient if it were privatised'

8 August 2012

Young public service professionals addressed this topic at the National Library. The judge, Ray D'Cruz from Victoria is a professional debating adjudicator. A great evening for all and a prime opportunity for young public servants to practise communicating with influence.



YPN Debaters with Adjudicator Ray D'Cruz, Patricia Scott, Tamara Cutcliffe, Professor Bruce Chapman and Paul O'Connor

5. Commonwealth-State Reforms

(in association with the Australian Institute of Management)

9 August 2012

An experienced speaker in both public and private sectors reviewed the reforms. An essential part of the discussion were the challenges and opportunities expected during implementation.

6. Gaming the System: Stopping Fraud in the Public Sector

28 August 2012

One of the key points of this seminar was that preventing fraud is the responsibility of all public servants, across all levels of government. Recent trends in fraud were discussed, as were opportunities to design fraud out of current programs.



7. Performance Management — Getting it Right — People and Processes

25 September 2012

In tight fiscal times improving efficiency is in sharp focus, so performance management is front and centre for the public sector. Speakers discussed evaluating organisational results against planned performance, identifying opportunities for improvement, taking action to address problems and maximising success.

8. Key Note Address and Lunch with Dr Watt

5 October 2012

Secretary of the Department of the Prime Minister and Cabinet reviewed his first year of leading this key co-ordination agency, and as head the public service.



Dr Watt AO delivers his Keynote Address at Parliament House

9. Reach Out — Improving Collaboration between Researchers and the Public Service

23 October 2012

A trend gaining momentum is the acknowledgement that it is important for academics and public servants to collaborate on the development of policy. Academics may have the evidence that can underpin the planning, development and review of government initiatives.



Prof John Lavis, Jane Treadwell, and Profs Mark Evans, Nikki Ellis and Paul Harris

10. Inaugural Fellows Dinner

24 October 2012

The Inaugural Fellows Dinner acknowledged three new IPAA ACT fellows, and a life member. These included Andrew Metcalfe AO, Carmel McGregor PSM, Peter Harris AO and Kerry Kennedy respectively.



FIPAAAs from left: Pat Barrett, John Nethercote, Michael Keating, Ian McPhee, Meredith Edwards, John McMillan, Tony Blunn, Lisa Paul, Claire Clarke (at front), Andrew Metcalfe, Barbara Belcher, Andrew Cappie-Wood, Rob Cornall, Carmel McGregor, Meryl Stanton, Stephen Bartos, Peter Kennedy, Philip Flood, Bill Blick, Barry Mewett, and Peter Harris

11. National Conference Launch — One year Countdown

27 November 2012

The IPAA ACT Council, corporate members and invited guests gathered to celebrate the launch of the IPAA 2013 National Conference — 'Serving Australia in the 21st Century'. It was clear that the coincidence of Canberra's 100 year centenary and the IPAA National Conference would make for one very big and exciting year.



Jane Halton, Gillian Bird, Carmel McGregor and Andrew Metcalfe

12. National Disability Insurance Scheme Update

27 November 2012

A panel of experienced speakers provided an update on a major initiative. The launch of trial sites across some Australian states proved to be of interest to both the attending and remote audience viewing the seminar through the live streaming facility. The questions were probing and insightful and elicited thoughtful responses from the panel.

13. End of Graduate Year Celebrations Morning Tea 6 December 2012

Graduates from both the Commonwealth and ACT Government public sectors listened to tips on building big public service careers from Ms Lisa Paul AO PSM, Secretary Department of Education, Employment and Workplace Relations.



Lisa Paul AO PSM, Secretary Department of Education, Employment, Training and Workplace Relations talks to graduates

14. Complaints Handling: Internal Mechanisms 26 February 2013

Government agencies' responsibility to ensure comprehensive complaints handling and review arrangement are in place was addressed by the Commonwealth Ombudsman, the Department of Human Services, Australian Taxation Office, and the Federation of Ethnic Communities Council.



15. Chief Executive Officers and Young Professionals' Breakfast 8 March 2013

The guest speaker, Ms Yassmin Abdel-Magied, Founder and President of 'Youth Without Borders' and included in the Australian and Financial Reviews and Westpac's 11 Women of Influence Awards (2012) wowed the audience with her enthusiasm for getting good things done both at home and abroad. Employed as an engineer in the oil and gas industry, Yassmin has championed inclusion across society.



Andrew Metcalfe, Yassmin Abdel-Magied and Carmel McGregor

16. IPAA Regional Conference hosted by IPAA Victoria, NSW and ACT in Wagga Wagga on 14 – 15 March 2013

Conference Theme —

Innovation Across Australia 14-15 March 2013

At this conference in Wagga Wagga, New South Wales, innovation was the 'word'. The conference program was richly enhanced by speakers promoting innovation and its place in the public sector.

Attendees enjoyed the opportunity to hear acclaimed speakers probe the idea of innovation and how it can advance changes to policy and programs. Speeches and podcasts from the conference are at <http://www.nsw.ipaa.org.au/IPAA-Regional-Conference-2013.aspx>

17. Breakfast on Benefits Management

(in association with the Australian Institute of Project Management)

20 March 2013

A third in a series on joint seminars. Speakers from the Department of Finance and Deregulation, KPMG, Department of Human Services and the Australian Federal Police, who as senior responsible officers addressed the context and need for benefits management, industry better practice, and case studies from several agencies.



Doug Witschi, Cath Ingram, Michelle Wilson, Rosemary Deininger and David Bryant

18. Leveraging Better Public Sector Management

26 March 2013

Ian McPhee, Auditor General for Australia

Australia has been a leader in implementing public sector reform and there is an expectation that the public sector will continue to perform strongly in the future. The timing of this seminar is relevant to all those working in the public and private sectors and academia, as we should now be thinking about how the public sector should serve Australia in the 21st Century.



19. Spotlight on Westminster Ministers and Public Servants: When Two Worlds Collide

9 April 2013

Speakers panel of Prof John Wanna of ANU, Mr Terry Moran AO IPAA National President and former Cabinet Minister and long serving senator, Hon. Nick Minchin. Event was chaired by Michelle Grattan, who acted as agent provocateur in the extensive panel discussion after individual short speeches.



National President Terry Moran AC addresses the Spotlight on Westminster event

20. Big Society Principles**23 April 2013**

Discussion and reality of the UK Big Society Program and possible policy transfer to Australia by experienced academics from Melbourne and Canberra.

**21. Annual Report Awards Dinner****23 May 2013**

See pages 10 to 13.

22. A Winning Strategy for Defence People**28 May 2013**

One of the great strengths of Defence is its acknowledgement that some cultural changes need to be made if the organisation is to evolve.. Following a series of reviews, recommendations on cultural change have been made and Defence is now putting these recommendations into practice. Defence personnel iterated that cultural change should be ever improving and be regularly evaluated.

**23. Breakfast with Linda Yueh****(in association with Telstra)****13 June 2013**

As director of the China Growth Centre, at Oxford, and an associate of the London School of Economics, Dr Yueh addressed young professionals on the economic rise of China, and the local implications of different scenarios.



Linda Yueh with Jack Dan

24. Commonwealth Financial Framework: Introduction — Sharpening the Focus**13 June 2013**

Speakers from the Department of Finance and Deregulation, Treasury and Comcare addressed the key issues. Two chief finance officers, for both a large and a small agency explained the actual application of the framework.

25. Caretaker Conventions and Machinery of Government Changes**25 June 2013**

Speakers from the Department of the Prime Minister and Cabinet, and the Australian Government Solicitor presented to a capacity audience (with almost 300 also on-line) on this topical subject prior to commencement of the caretaker period. By courtesy of the ANU E-Press the first thirty people to book and attend, received a copy of *Caretaker Conventions in Australasia: Minding the shop for Government*, by Anne Tiernan and Jennifer Menzies.

Institute of Public Administration of Australia (IPAA) ACT Operational Report July 2012 to June 2013

Excellence in Public Administration and Management Practice									
Better practice, lessons learned									
Major initiatives/events /Communities of practice/publications	Activity	Events	No. held	Date	No. Registered	No. Attended	No. Live streaming	Post video	
<i>PM Awards for excellence</i>	PM awards	Not held in 2012	0		0	0	0		
<i>Annual Report Awards</i>	AR Awards	Assessors Workshops (Yowani)	3	various	91	91			
	AR Awards	Better Annual Reports (AFC)	4	various	64	64			
	AR Awards	AR Awards Dinner (University House)	1	23 May	160	160			
<i>Other key events</i>	Event	Dr Watt keynote address (APH)	1	5 Oct	300	300			
	Event	Fellows Inaugural Dinner (Boathouse)	1	24 Oct	31	31			
<i>Practice Based Series — DEEWR unless otherwise indicated</i>									
	Forum	Developments in FOI	1	24 Jul		58	12		59
	Forum	New Policy Proposals (NPG)	1	8 Aug	243	161			
	Forum	Commonwealth/State reforms with AIM (Childers St)	1	9 Aug	na	60			
	Forum	Fraud Awareness	1	28 Aug	107	98	12		94
	Forum	Performance Management	1	25 Sep	173	124	18		18
	Forum	Reach Out-Improving Collaboration between researchers and the public service	1	23 Oct	108	81	49		1000+
	Forum	NDIS Update	1	27 Nov	90	69	40		5
	Forum	Complaints Handling - handling external complaints	1	26 Feb	131	123	6		233
	Forum	Leveraging Better Public Sector Management	1	23 Mar	141	76	22		5
	Event	Spotlight on Westminster: When two worlds collide	1	9 Apr	84	71			
	Event	Big Society	1	23 Apr	58	41	24		27
	Event	Winning Strategy for Defence	1	28 May	74	69	25		46
	Event	Commonwealth Financial Framework - sharpening the focus	1	13 Jun	143	127	301		15
	Event	Caretaker Conventions and Machinery of Government changes	1	25 Jun	191	157	298		
Public Administration Today	Publication	Now online and agencies can include on intranet	4						

High quality and professional public servants					
Individuals as practitioners					
Canberra Evaluation Program	CEF	CEF events	9	Monthly	
Evaluation Training	Training	Evaluation Training	5	various	60
	Training	Writing Training	10	various	98
	Collaboration	AIPM Lunch - Capability Planning P3M3	1	1-Aug	95
	Collaboration	Graduate exit morning tea with Lisa Paul at NPG	1	6-Dec	87
	Collaboration	AIPM breakfast - benefits management	1	20-Mar	93
Young Professionals Network	YPN	Arboretum visit	1	1-Jun	16
	YPN	Crisis Workshop with Attorney Generals & AFP	1	5-Nov	40
	YPN	Speed Networking Uni House	1	18-Apr	55
	YPN	Breakfast with Dr Linda Yueh with Telstra	1	13-Jun	48
Womens Network	YPN	CEO & YPN Breakfast featuring Yassmin Abdel-Magied	1	8-Mar	330
Major Project	Research	Professional capabilities development	many		
A dynamic public sector into the next decade					
Innovation in practices	Meetings	Key initiatives	Membership	2011	2012
2013 National Conference	Event	Regional Conference - Wagga Wagga	1	15-16 Mar	92
	Event	Conference Launch - one year countdown	1	27-Nov	71
Totals			62		92
					na
					na
Internal management	Meetings	Key initiatives	Membership	2011	2012
Governance committee	12	CEF Integration, 2013 review, risk mitigation, C structure	Corporate membership	72	74
Programs committee	10	Forward program and evaluation of events	Individual membership	167	195
Marketing committee	4	Development of 2013 National Conference marketing			
National Conference 2013	12	Program and speakers			
Standards Committee	3	Steering Ctee and 2 working groups established			
YPN	10	2012 and 2013 programs			
PAT Oversight	2	Public Administration Today			
Research papers	3	Professional Capabilities			

Public Administration Today (Today) Oversight

Today is primarily a communications medium for all IPAA members and aims to report IPAA activities, promote and celebrate achievements in Australian public sector management, disseminate information about major trends and developments, and facilitate discussion and debate.

The publishing team is dedicated to innovation and continuous improvement in surpassing readers' expectations. In 2013 an evaluation of *Today* was carried out. It included an online survey of readers, an analysis of web statistics, and feedback from stakeholders. All the evidence indicated that *Today* is performing well against its current objectives and goals.

The ACT Division of IPAA, with the support of National Council and State and Territory Divisions, publishes *Today* quarterly. During the past year the magazine has continued to develop in its new more colourful format and continues to meet members' needs for information about what's happening in their state or territory as well as the substantive issues confronting all levels of the public sector. Younger IPAA members have been particularly enthusiastic about the magazine in its new format. Since the last Annual Report, four editions of *Today* were published covering the following themes:

- Role of Public Sector in Innovation
- Regionalism and Shared Services
- Views from the Outside; and
- Health, Ageing and Disability.

Today also published more than 60 articles, 11 book reviews and has introduced several new features. These include, from Edition 35 (Jul-Sep 2013), a new series of Personal Profile features, which focus on IPAA members who are well known or outstanding in an aspect of their lives outside of the public service. Other new elements include several 'special features' introducing the people, structures and activities of each of the IPAA divisions, this is an ongoing feature of the magazine. Readers have continued to respond positively to *Today* in its new format under its editing and publishing team led by Faceworks Marketing Solutions' Ron Dent and Sally Woolford, ably assisted by editorial representatives in every IPAA jurisdiction:

Danette Fenton-Menzies (ACT and Commonwealth), Jo Rose (IPAA National Communications Officer), Craig Boaden (NSW), Kevin Thomas (NT), Christine Flynn and Ray Lane (QLD), Tony Lawson and Renae Haese (SA), Megan Alessandrini and Summa McIntyre (Tas), Robin Astley (Vic), David Gilchrist and Kylie Macqueen (WA), and the *Today* Oversight Committee. Chaired





by Stephen Bartos (Acil Tasman), the Committee comprises Drew Baker (CPM), Sandi Logan (Department of Immigration and Citizenship) and Tamara Cutcliffe (Executive Director, IPAA ACT Division).

In addition to the printed magazine, sample pages of *Today* including front covers and contents pages are made available free on the web (www.act.ipaa.org.au). The whole of the web-based magazine can be accessed, via user name and password, by IPAA members. *Today* also continues to be available via corporate members' intranets.

Between April and June 2013 Issue 34 received a total of 473 unique page views, including both the subscriber and sample only versions of the magazine. This compares to Issue 30, which received 358 unique page views between April and June of 2012 (including both the subscriber and sample only versions of the magazine). As a number of Commonwealth agencies host *Today* on their intranets and information on the number of visits received is not available, the number of visits reported represents an undercount of visits received.

Our thanks to the IPAA divisions for their continued support of *Today* magazine and especially to Ron Dent for the high standard of editing he has brought to this popular publication since Edition 28, Oct-Dec 2011.

To enquire about supporting *Today*, as a contributor, subscriber, sponsor and/or advertiser please, in the first instance, contact IPAA ACT.





2013 National Conference

IPAA ACT is hosting IPAA's 2013 National Conference. Under the leadership of Carmel McGregor, the Committee Chair and the Division's Vice President, a committee has provided planning guidance to Tamara Cutcliffe, Executive Director, and the 2013 Team.

The Conference will take place at the National Convention Centre in Canberra on 20 – 21 November. The theme for the conference is ***Serving Australia in the 21st Century*** and will examine the sub-themes of agility and resilience; productivity and innovation and crossing boundaries — broadly summarised as ***smarter, better, broader!***

The Conference was launched by IPAA ACT President, Andrew Metcalfe, at a cocktail function, in the National Portrait Gallery on Tuesday 27 November 2012 and was attended by senior members of the public and private sectors and potential conference sponsors.

The Conference program features over 55 distinguished speakers from the Commonwealth and State public sectors, academia, industry and the international community and the themes will be explored through a variety of keynote presentations, plenary and concurrent session and question and answer panels. See program at link <http://www.ipaa2013.org.au/conference/conference-program>.

Two innovative aspects of the conference will be *The Pitch* — 5 presentations, 5 minutes, 5 big ideas and *A day in the life of a public servant* — a photographic poster competition. *The Pitch*, sponsored by CPA Australia, is seeking inspiring ideas to make the public service smarter, better and broader and highlight innovation and leadership within public administration. The photographic competition, sponsored by Comcare, will showcase the diversity of public sector roles and the degree to which the public service touches every aspect of our lives.

The Conference is being held as part of celebrations to mark the Centenary of Canberra and is expected to attract up to 500 delegates. It will provide an opportunity for those who are passionate about the public sector to engage with peers and colleagues to improve public administration in Australia. Registrations opened in March and already there has been a good response to the conference.

We acknowledge Conference Logistics, our conference organisers for their support.

For information, see:

www.ipaa2013.org.au

Twitter IPAA2013

Facebook IPAA2013



Jeremy Lasek, Carmel McGregor,
John Halligan, Cath Ingram and
Andrew Metcalfe

Public Sector Professional Capabilities Project

A standards framework for public sector professions at National, State and Territory and local government levels

IPAA ACT commenced a project in 2012 to determine whether there is scope to improve public sector performance through a focus on improving professional capabilities. This year the ACT Council consider the research paper and agreed that the development and promulgation of a national professional capability framework for the Australian public sectors (i.e. national, state, territory and local) presented a significant opportunity to improve the quality of work by public servants. The concept was referred to the IPAA National Council in September 2012, who endorsed the IPAA ACT project and suggested that it be supported nation-wide.

ACT agreed to support a pilot phase of the project until November 2013, with the goal to make substantial progress on the framework and produce two draft standards (i.e. policy and procurement), for presentation at the 2013 National Conference in Canberra. A Steering Committee, chaired by Alison Turner, was formed to oversee the pilot phase and comprises people from the Commonwealth, State and Local Government sectors as well as relevant IPAA representatives, professional associations, academia and the training sector.

The project was endorsed by the Public Service Commissioner's Conference in April 2013. The membership of the policy and procurement capability design groups has now been settled and both groups held their first meetings in June 2013. Additional work has been undertaken on the standards framework, the standards template, and material for the web site.

In the next six months further effort will be devoted to progressing the design group and capability framework and maintaining the communications efforts. We expect material to appear on the web site soon.

IPAA Professional Capabilities — Steering Committee as at 30 June 2013

Leader

Alison Turner

PAA ACT Council. Consultant. Previous CEO National Blood Authority

IPAA Project Management

Christine Flynn

IPAA Qld Chair, Consultant

IPAA Committee Members

Penny Weir, Deputy Australian Public Service Commissioner

Kathy Hilyard, CEO People and Strategy

Professor Janine O'Flynn, Professor of Public Management, School of Social and Political Sciences, Faculty of Arts, The University of Melbourne

Harry Dunstall, Deputy Chief Executive Officer and General Manager Commercial, Defence Materiel Organisation

Kayelle Drinkwater, Chartered Institute of Purchasing and Supply (and A/g FAS DOFD)

Lynn James, Manager Industry Skills and Liaison, Government Skills Australia

Brian O'Mara, General Manager, NSW Local Government Procurement

Teresa Scott (APCC), Executive Director, Australasian Procurement and Construction Council Inc.

Catriona Vigor, Senior Manager, Infrastructure and Capital Works, Finance and Budget Division
Chief Minister and Treasury Directorate, ACT Government

Jane Treadwell, CEO DesignGov (Centre for Excellence in Public Sector Design)

IPAA Professional Capabilities — Procurement Design Group

Leader

Willem Bouwer

Commercial Policy and Practice Branch, Defence Materiel Organisation

IPAA Professional Capabilities – Policy Design Group

Leader

Phillip Glyde

Deputy Secretary, Department of Agriculture, Fisheries and Forestry



Young Professionals Network

The Young Professionals Network (YPN) helps people build networks with others interested in public administration and professional development. The YPN is a committee of IPAA ACT and delivers events and opportunities to IPAA members less than 36 years of age.

A committee includes representatives from different government agencies and other organisations and oversees YPN activities and interactions. In 2012-13 the committee focused on building greater public awareness of the YPN and IPAA brands.

Achievements in 2012-13 included an improved online presence through a Facebook webpage and continued involvement with other IPAA committees. The YPN also organised and promoted many successful events, including the Young Professional's Debate in August 2012. The event was well attended and included high profile speakers such as Patricia Scott, Commissioner Productivity Commission, and Bruce Chapman Professor of Economics at the ANU's Crawford School of Public Policy.

In November 2012, a half-day workshop provided a unique insight into how the Australian government provides a co-ordinated response to disasters. This informative presentation was given by Emergency Management Australia (EMA) and was followed by an interactive session.

At the end of the year the YPN marked the successful completion of graduate programs with a presentation from Lisa Paul AO PSM, Secretary of the Department of Education, Employment and Workplace Relations.

The YPN expanded its event program in 2013 with new events. For a second year the Chief Executive Breakfast in March proved very popular with agency heads/CEOs and many talented young professionals. Yassmin Abdel-Magied, Founder of Youth without Borders and 2010 Young Queenslander of the Year, gave an inspiring and courageous speech about her life and experiences.

The YPN launched a new 'Coffee Hour' initiative as a regular Friday morning get together at locations in Civic and the Parliamentary Zone.

April produced another good turn-out at the second Networking for the Future event with attendance from a variety of people from many different organisations. Kathy Hilyard, Managing Director, People & Strategy presented newly developed research about the different networking styles.

Two events wrapped up the year. The YPN was very privileged to have Dr Linda Yueh, Chief Correspondent for the BBC and presenter of a new global business programme on BBC World News, talk about the economic changes that can be expected in China over the next decade. The YPN also provided members with a unique insight into the newly opened National Arboretum.

The YPN would like to acknowledge the help and support provided by IPAA ACT in running all its events. In the new financial year the YPN will be looking to build closer relationships between young professionals and senior leaders from inside and outside the public service.

Membership

IPAA ACT is a division of a national not-for-profit professional association. It exists to give people with an interest in public sector accountability, governance and reform, the chance to exchange ideas on trends, practices and innovations.

IPAA ACT does this through:

- Being an advocate on public administration issues;
- Sponsoring public sector based research projects;
- Providing publications that keep members up-to-date with breaking news in the public sector;
- Conducting regular forums and information sessions for members to discuss current public sector issues; and
- Encouraging young professionals.

During 2012-13 there were 78 new individual and 20 new corporate members of the Institute. These figures are very positive for a member-based organisation.

An integral part of membership is the provision of the *Public Administration Today* (Today) publication — produced locally — which together with the nationally published *Australian Journal of Public Administration* (AJPA) provide regular updates detailing information on local and national administration issues, special features and other newsworthy items linking all members of the three spheres of the public sector and in all jurisdictions.

Membership is open to:

- People working in the public sector — local, state and territory and Commonwealth;
- People employed in educational organisations;
- Students pursuing full/part time courses relevant to public administration;
- People who have retired from full time work but wish to keep up to date with developments in public administration;
- Government agencies, departments and corporations;
- People employed in the private sector who provide services to government; and
- Those interested in public sector issues generally.

IPAA National Council

ACT Division was represented at National Meetings by Vice President Professor John Halligan.

A national strategy meeting was held at Sydney on 18 May, and was attended by Professor John Halligan, Executive Director Tamara Cutcliffe, and President of the Young Professionals Network, Joshua Drummond.



Judy Schneider, Kayelle Drinkwater, Di Van Meegan, Carmel McGregor and Jenny Stewart

IPAA ACT annually awards prizes to the best student at undergraduate level at the Australian National University, the University of Canberra, and the Canberra Institute of Technology, and the Public Sector Management Course. It jointly sponsors the Women on Politics Prize with ANU.



Kerry Kennedy, Andrew Kefford, George Masri and Joshua Drummond YPN President, at the 2013 Program Launch in February

IPAA ACT Website

The website is a vital communication tool for members and interested parties, allowing site users to communicate with IPAA ACT. It also provides key information on IPAA ACT's activities, and encourages their involvement.

Key objectives of the site are:

- to provide up to date information about the work of the organisation to members, the public sector and stakeholders;
- to promote our relationships with industry, the public sector, the education sector, and stakeholders;
- to promote publications;
- to register for events online – shopping cart and payment system; and
- to attract new members – email submission form.

Each new IPAA ACT event is posted on the site, along with information about other activities that may be of interest to members. The site is now IPAA ACT's primary method of dealing with a number of stakeholders.

Over the past 12 months there were 21,086 unique visitors to the website, and 184,501 page views. The percentage of new visits averaged 58.5%.

IPAA ACT Website — 2012-13 Financial Year Summary by Month^(a)

	Visits ^(b)	Unique visitors ^(c)	Page views ^(d)	Pages/visit ^(e)	% New visits ^(f)
Jul 2012	3,174	2,292	22,250	7.01	61.59
Aug 2012	2,551	1,826	15,934	6.25	57.19
Sep 2012	2,035	1,544	13,397	6.58	59.75
Oct 2012	2,291	1,763	15,188	6.63	60.41
Nov 2012	2,226	1,634	14,094	6.33	58.49
Dec 2012	886	672	5,636	6.36	57.79
Jan 2013	1,596	1,243	10,950	6.86	59.84
Feb 2013	2,438	1,734	15,809	6.48	54.84
Mar 2013	2,599	1,926	15,014	5.78	57.33
Apr 2013	2,933	2,230	18,376	6.27	61.00
May 2013	2,979	2,239	19,902	6.68	60.36
Jun 2013	2,788	1,983	17,951	6.44	54.09
Total	28,496	21,086	184,501		

Source: Google Analytics/Audience/Overview, by month, 1 July 2012-30 June 2013.

Notes: (a) Figures in last year's Annual Report were differently sourced and therefore not comparable. This means variables with the same name (e.g. visits) may represent different variables.

(b) For information on how Google Analytics calculates 'Visits' see: <https://support.google.com/analytics/answer/2731565?topic=2524483&ctx=topic&hl=en>

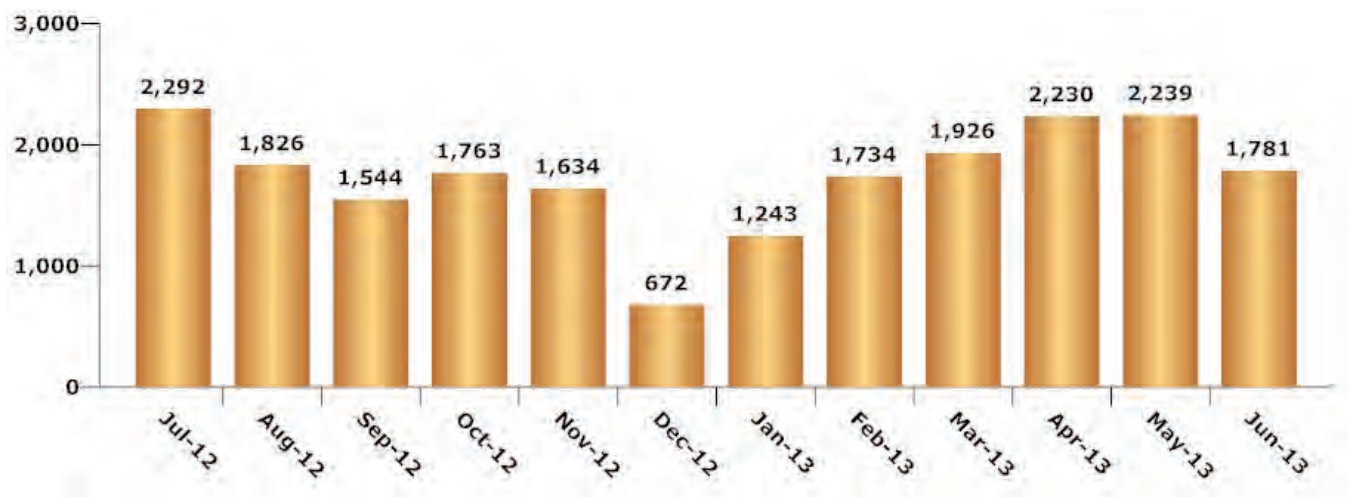
(c) 'Unique Visitors' is the number of unduplicated (counted only once) visitors to a website over the course of a specified time period.

(d) 'Page views' is the total number of pages viewed. Repeated views of a single page are counted.

(e) 'Pages/Visit' (Average Page Depth) is the average number of pages viewed during a visit to your site. Repeated views of a single page are counted.

(f) 'New visits' is an estimate of the percentage of first time visits.

IPAA ACT Website, Unique Visitors by Month, 2012-13



Over the past 12 months there were 21,086 unique visitors to the website, and 184,501 page views. The percentage of new visits averaged 58.5%.

Canberra Evaluation Forum

IPAA ACT and the Canberra Evaluation Forum (CEF) have continued a close association at a number of levels during the last year. To improve governance arrangements, in March 2013 the CEF formally became an activity within the IPAA ACT governance structure. A Memorandum of Agreement between the CEF and IPAA formalises operational procedures, administrative and financial arrangements. The Forum continues to be an inter-agency network of mainly Commonwealth and ACT Government departments/agencies, with some private sector companies and individuals.

The CEF was established in 1990 as a Department of Finance initiative with aim of promoting better practice in program and project evaluation. However in 1998 Finance disbanded its own Evaluation Branch, and that support was withdrawn. In the late 1990s the CEF became a not for profit, unincorporated networking Association that facilitated meetings of organisations/people interested in issues of common interest concerning program and project evaluation—with an emphasis on the program manager's perspective, rather than the practitioner's.

Each monthly CEF session is advertised in a Flier distributed via email to people specially registered to receive session information. The Forum sessions are 2 hours in duration and are held on eight to nine occasions a year, usually on the third Thursday of each month between March and November. Typically, the attendance ranges from a low of 80 to a high of 160 (subject to venue capacity) people with a monthly average of about 110.

IPAA ACT continues to co-badge with CEF on their monthly Fliers and the CEF promotes IPAA activities through the Forum sessions. Following feedback from the CEF participants at their monthly sessions the IPAA developed a training program about performing evaluations for individuals and Organisations.

The routine business of the Forum is overseen by the Facilitation Group—a volunteer group of people drawn from subscriber organisations—which provides direction, session development, a yearly program, planning and governance oversight, and arranges guest presenters for the Forum. The Facilitation Group records its monthly meetings, and appoints a CEF Convenor by consensus. All secretarial and administration for the CEF is being transitioned to IPAA ACT during 2013–14.

The Forum seeks input from interested groups to ensure the program reflects members and individual needs, and to inform our assessment of trends in new developments. A theme for the CEF in 2013 has been evaluation issues in the ACT, in recognition of the centenary of Canberra. During the last twelve months presentations have been given to the Forum participants from the ACT Auditor General; Australian Evaluation Society (Dr John Owen); Dr Tom Calma; Professor Ted Wilkes; RMIT (Professor Patricia Rogers); Senior Managers from the Office for Women (FaHCSIA); ACT Chief Minister's Department; Australian Bureau of Statistics; Australian Taxation Office and AusAID.

The subscription fees are set at a level to cover operating expenses, such as venue, administrative and secretariat costs. The Forum is a cost-effective means of professional and personal development for people:

- currently involved to varying degrees in all aspects of evaluation and performance management in their organisation;
- with an interest in the session topic, but who are not actually involved in managing performance of programs, nor are they directly involved in their evaluation;
- involved in policy development and analysis;

Additional information about the CEF is available on the IPAA ACT website.

**INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF
Institute of Public Administration
Australia Incorporated-ACT Division**

Report on the Financial Report

I have audited the accompanying financial report, being a special purpose financial report, of Institute of Public Administration Australia Incorporated-ACT Division, which comprises the balance sheet as at 30 June 2013, and the income statement, a summary of the significant accounting policies, other explanatory notes and the statement by members of the committee.

Committee's Responsibility for the Financial Report

The committee of the association is responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are consistent with the financial reporting requirements of the Associations Incorporation Act 1991 (Act) and are appropriate to meet the needs of the members. The committee's responsibility also includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

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

The financial report has been prepared for distribution to members for the purpose of fulfilling the committee's financial reporting obligations under the Associations Incorporation Act 1991 (Act). I disclaim and assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting my audit, I have complied with the independence requirements of Australian professional ethical pronouncements.

Auditors Opinion

In my opinion, the financial report of Institute of Public Administration Australia Incorporated-ACT Division presents fairly, in all material respects the financial position of Institute of Public Administration Australia Incorporated-ACT Division as of 30 June 2013 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the Associations Incorporation Act 1991 (Act).

Name of Firm: MCS Audit Pty Ltd
Chartered Accountants

Name of director:



Phillip W Miller CA

Address: Unit 2/2 Napier Close, Deakin, ACT 2600

Dated: 22nd August 2013

**Institute of Public Administration Australia Incorporated - ACT Division ABN
24 656 727 375**

Detailed Balance Sheet As At 30 June 2013

	Note	2013 \$	2012 \$
Current Assets			
Cash Assets			
CPS Bank Account		304,520	243,336
CBA Bank Account		484,272	245,497
CBA Bank A/c - Prov for Leave		12,931	13,071
CPS E-Saver Account		363,995	534,166
CPS Saving Account		12	20,001
Undeposited Funds		-	21,923
		<u>1,165,730</u>	<u>1,077,994</u>
Receivables			
Trade debtors		64,616	92,611
		<u>64,616</u>	<u>92,611</u>
Other			
Prepayments		90,542	-
		<u>90,542</u>	<u>-</u>
Total Current Assets		<u>1,320,888</u>	<u>1,170,605</u>
Non-Current Assets			
Property, Plant and Equipment			
Office Furniture & Equipment		34,596	31,812
Less: Accumulated depreciation		(24,462)	(22,190)
Web Site Design - At Cost		15,570	15,570
Less: Accumulated depreciation		(15,570)	(15,570)
Leased Assets - at Cost		7,108	7,108
Less: Accumulated amortisation		(7,108)	(7,108)
		<u>10,134</u>	<u>9,622</u>
Total Non-Current Assets		<u>10,134</u>	<u>9,622</u>
Total Assets		<u>1,331,023</u>	<u>1,180,227</u>

The accompanying notes form part of these financial statements.

**Institute of Public Administration Australia Incorporated - ACT Division ABN
24 656 727 375**

Detailed Balance Sheet As At 30 June 2013

	Note	2013 \$	2012 \$
Current Liabilities			
Payables			
Unsecured:			
Trade creditors		75,935	17,539
Accured Liabilities		5,706	5,103
CEF Clearing Account		1,980	30,559
		<u>83,621</u>	<u>53,201</u>
Current Tax Liabilities			
GST payable control account		5,617	8,468
Input tax credit control account		<u>(2,288)</u>	<u>(1,943)</u>
		<u>3,329</u>	<u>6,524</u>
Provisions			
Provision for Annual Leave		6,298	6,249
Provision Long Service Leave		9,419	7,795
		<u>15,716</u>	<u>14,044</u>
Other			
PAT Subs in Advance		42,415	5,905
PAT Sponsorship in Advance		5,000	-
Income in Advance		22,540	-
Memberships in Advance		367,595	344,681
Sponsorships in Advance		55,455	15,000
		<u>493,005</u>	<u>365,586</u>
Total Current Liabilities		<u>595,672</u>	<u>439,355</u>
Non-Current Liabilities			
Provisions			
Provisions for Long Service Leave		5,990	3,276
		<u>5,990</u>	<u>3,276</u>
Total Non-Current Liabilities		<u>5,990</u>	<u>3,276</u>

The accompanying notes form part of these financial statements.

**Institute of Public Administration Australia Incorporated - ACT Division ABN
24 656 727 375**

Detailed Balance Sheet As At 30 June 2013

	Note	2013 \$	2012 \$
<hr/>			
Total Liabilities		<u>601,661</u>	<u>442,630</u>
Net Assets		<u><u>729,361</u></u>	<u><u>737,597</u></u>
 Members' Funds			
Accumulated surplus (deficit)		<u>729,361</u>	<u>737,597</u>
Total Members' Funds		<u><u>729,361</u></u>	<u><u>737,597</u></u>

The accompanying notes form part of these financial statements.

Institute of Public Administration Australia Incorporated - ACT Division
ABN 24 656 727 375
Income and Expenditure Statement
For the year ended 30 June 2013

	2013	2012
	\$	\$
Income		
Assessor Training	13,055	20,600
Administration Fee	3,364	182
Conferences & Seminars	51,892	27,591
Training	139,393	109,820
Copyright Income - CBPA & PAT	2,635	74,117
Today Magazine Income	25,621	-
ARA 10-11	(300)	16,080
Prime Minister Dinner	-	18,515
Memberships	555,480	689,551
APR 11-12	11,880	-
Publication Sales	52,128	122,614
PAT Advertising Income	-	5,945
PAT Sponsorship Income	-	8,000
Sponsorship Income	48,545	82,909
Subscriptions Income	37,930	33,683
Secretariat Services	-	600
YPN	16,382	-
APR Dinner	18,375	-
PAT Admin Income	-	10,000
ARA Dinner 2010-2011	-	17,388
PMs 2011	-	20,040
Book Launch	-	1,364
Reimburaement for Conferences	41,701	-
Other Income	21,225	23
Interest received	-	34,289
Total income	<u>1,039,306</u>	<u>1,293,310</u>
Less Cost of Sales		
Packaging & Handling	865	-
Postage	12,354	20,317
Printing	53,983	58,906
Typesetting & Editing	<u>71,631</u>	<u>73,893</u>
	<u>138,833</u>	<u>153,116</u>
Total Income	900,473	1,140,194

The accompanying notes form part of these financial statements.

Institute of Public Administration Australia Incorporated - ACT Division
ABN 24 656 727 375
Income and Expenditure Statement
For the year ended 30 June 2013

	2013	2012
	\$	\$
Expenses		
Accounting & Audit Fees	12,810	9,830
Bookkeeping	10,416	10,300
Administrative Services	10,750	10,900
Advertising	16,507	13,648
Bank Fees	7,725	5,283
Bad Debt Expense	6,653	139,307
Consulting Fees	18,355	25,967
Courier Fees	583	20
Depreciation	2,272	1,992
Eligible Equipment <\$1000	7,740	10,650
Insurance	5,136	4,497
Leasing Charges	2,792	10,283
Office Expenses	8,478	5,759
Parking	480	174
Postage	14,224	8,615
Printing & Stationery	19,698	26,097
Subscriptions & Newspapers	2,205	2,770
Website Hosting & Design	5,732	18,049
Computer Maintenance & Service	12,507	13,923
Telephone	7,141	7,649
Staff & Council Ammenities	1,653	934
Security Costs	655	2,160
Repairs & Maintenance	144	6,483
Rent	18,894	20,469
Electricity	2,505	2,143
Computer Expenses	3,750	511
Cleaning Costs	6,106	4,634
Australian Journal	14,443	18,700
Capitation Fees	5,467	12,866
Photography	5,010	2,690
Trophies & Prizes	2,009	2,330
Awards & Prizes	87	939
Venue Hire & Expenses	86,504	72,933
Workshop Services	74,382	69,064
Catering Expenses	29,489	12,434
Conferences & Seminars - Other	3,550	18,219
Travel & Accomodation	13,602	7,610

The accompanying notes form part of these financial statements.

Institute of Public Administration Australia Incorporated - ACT Division
ABN 24 656 727 375
Income and Expenditure Statement
For the year ended 30 June 2013

	2013	2012
	\$	\$
Expenses (Cont.)		
Internet Expenses	599	355
Membership Fees	173	827
Marketing Assistance	1,628	7,771
Staff Training	-	2,925
Presentation Costs	17,405	6,049
Salaries - ordinary	383,269	286,102
Leave Provision	4,386	14,205
Superannuation	44,069	25,590
Reportable Super Expense	13,564	14,310
Professional Development	3,161	-
Total expenses	<u>908,708</u>	<u>938,962</u>
Profit from ordinary activities before income tax	(8,235)	201,231
Income tax revenue relating to ordinary activities	-	-
Net profit attributable to the association	<u>(8,235)</u>	<u>201,231</u>
Total changes in equity of the association	<u>(8,235)</u>	<u>201,231</u>
Opening retained profits	737,596	536,365
Net profit attributable to the association	(8,235)	201,231
Closing retained profits	<u>729,361</u>	<u>737,596</u>

The accompanying notes form part of these financial statements.

**Institute of Public Administration Australia Incorporated - ACT Division ABN
24 656 727 375**

**Notes to the Financial Statements
For the year ended 30 June 2013**

Note 1: Summary of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporations Act . The committee has determined that the association is not a reporting entity.

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

(a) Property, Plant and Equipment (PPE)

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

(b) Impairment of Assets

At the end of each reporting period, the entity reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the income statement.

(c) Employee Benefits

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

(d) Provisions

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

(e) 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.

**Institute of Public Administration Australia Incorporated - ACT Division ABN
24 656 727 375**

**Notes to the Financial Statements
For the year ended 30 June 2013**

(f) Revenue and Other Income

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Grant and donation income is recognised when the entity obtains control over the funds, which is generally at the time of receipt.

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

(g) Leases

Leases of PPE, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the association, are classified as finance leases.

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

Leased assets are depreciated on a straight line basis over the shorter of their estimated useful lives or the lease term. Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the period in which they are incurred.

(h) 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 Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the assets and liabilities statement are shown inclusive of GST.

(i) Trade and Other Payables

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

**Institute of Public Administration Australia Incorporated - ACT Division ABN
24 656 727 375**

**Notes to the Financial Statements
For the year ended 30 June 2013**

	2013	2012
Note 2: Cash assets		
Bank accounts:		
CPS Bank Account	304,520	243,336
CBA Bank Account	484,272	245,497
CBA Bank A/c - Prov for Leave	12,931	13,071
Other cash items:		
CPS E-Saver Account	363,995	534,166
CPS Saving Account	12	20,001
Undeposited Funds	-	21,923
	<u>1,165,730</u>	<u>1,077,994</u>

Note 3: Property, Plant and Equipment

Leasehold improvements:		
- At cost	50,166	47,382
- Less: Accumulated depreciation	(40,032)	(37,760)
	<u>10,134</u>	<u>9,622</u>
Leased plant and equipment:		
- At cost	7,108	7,108
- Less: Accumulated amortisation	(7,108)	(7,108)
	<u>-</u>	<u>-</u>
	<u>10,134</u>	<u>9,622</u>

**Institute of Public Administration Australia Incorporated - ACT Division ABN
24 656 727 375**

Statement by Members of the Committee

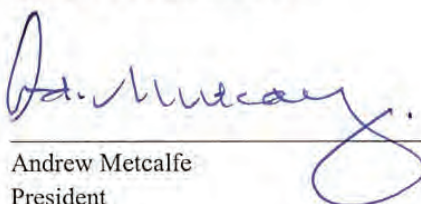
For the year ended 30 June 2013

The Committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.


In the opinion of the Committee the Income and Expenditure Statement, Statement of Financial Position, and Notes to the Financial Statements:

1. Presents fairly the financial position of Institute of Public Administration Australia Incorporated - ACT Division as at 30 June 2013 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the association will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:



Andrew Metcalfe
President



Barry Mewett
Treasurer

28/8/2013

The accompanying notes form part of these financial statements.

Meeting Attendance by Councillors 2012-13

	2 Aug 2012	16 Oct	27 Nov	5 Feb 2013	9 April	18 June
Baker	no	no	no	yes	yes	yes
Bartos	yes	no	yes	yes	yes	yes
Cappie-Wood	no	no	no	no	yes	no
Cooke	no	no	yes	yes	yes	yes
Cutcliffe	yes	yes	yes	yes	yes	yes
Dripps	N/A	N/A	N/A	N/A	yes	no
Drummond	yes	no	yes	yes	no	no
Fintan	yes	no	yes	no	no	no
Halligan	On leave	On leave	yes	No	no	yes
Hilyard	no	yes	yes	no	yes	N/A #
Kefford	no	no	no	yes	yes	no
Kennedy	yes	yes	yes	yes	yes	yes
Kostyrko	yes	yes	no	No	yes	yes
McGregor C	yes	yes	yes	yes	yes	yes
McGregor L	no	yes	no	no	yes	no
Masri	no	yes	yes	yes	yes	yes
Mewett	yes	yes	yes	yes	yes	yes
Metcalfe	On Leave	On Leave	yes	yes	yes	no
Murphy	yes	no	yes	yes	no	yes
O'Connor	yes	yes	yes	no	no	no
Tacy	no	yes	no	no	yes	yes
Turner	yes	yes	no	yes	yes	yes

resigned 23 April 2013

Acknowledgements

We are grateful to the Committee Chairs, Facilitators, Speakers, Committee Members, Judges, Members and Organisations who generously contributed to the success of the year. These include:

Peter Achterstraat

President IPAA NSW

Yassim Abdel-Magied

Young Queenslander of the Year

Drew Baker

Centre for Public Management

Stephen Bartos

Canberra Executive Director

ACIL Allen Consulting and

IPAA ACT Council

Kate Baxter

Director, TAFE Western Institute

Glenys Beauchamp PSM

Secretary

Department of Regional Australia,
Local Government, Arts and Sport

David Bowen

CEO National Disability Insurance
Scheme

Launch Transition Agency and
Chair National Injury Insurance
Scheme Advisory Group

Greg Bowen

Canberra Evaluation Forum

Department of Immigration and
Citizenship

Stephen Brady

Deputy Director General

Strategic Initiatives and

Performance Group

Department of Premier and

Cabinet NSW

Jennifer Campbell

Department of Climate Change
and Energy Efficiency

Kathryn Campbell CSC

Secretary

Department of Human Services

Andrew Cappie-Wood

Head of Service ACT Government

Michael Carmody AO

Chief Executive Officer

Australian Customs and Border
Protection Agency

Amy Chandran

Department of the Prime Minister
and Cabinet

Prof Bruce Chapman AO

Director, Policy Impact

Crawford School of Public Policy

Australian National University

Grahame Cook PSM

Grahame Cook Consulting

Tony Corcoran

Assistant Secretary

Freedom of Information and

Information Management,

Department of Defence

Jackie Curtis

Department of Human Services

Jonathan Curtis

Director Drugs, Firearms and Fraud

Attorney-General's Department

Ray D'Cruz

Editor, Australia-Asia Debating

Guide

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First Assistant Secretary

Department of Finance and

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DEEWR Audio Visual Team

Alexander Douglas

AusAID

Joshua Drummond

President

Young Professionals Network

Prof Niki Ellis

Chief Executive Officer

Safety, Compensation and

Recovery Research

Monash University

Prof Mark Evans

ANZSOG Institute for Governance

University of Canberra

Danette Fenton-Menzies

Magical Learning

Chris Field

Department of Sustainability,

Environment, Water, Population

and Communities

Ian Fitzgerald

Chief Human Capital Officer

Australian Public Service

Commission

Geoff Gorrie PSM

Annual Report Awards

Peter Grant PSM

Annual Report Awards

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Professional Fellow

University of Canberra

Prof John Halligan

Research Professor of Government

and Public Administration

University of Canberra

Ian Hamm

Director, Indigenous Economic

Development

Department of Business and

Innovation Victoria

Paul Harris

Deputy Director

HC Coombs Policy Forum

Crawford School of Public Policy

Australian National University

Peter Harris AO

Secretary, Commonwealth

Department of Broadband

Communications and the Digital

Economy and recently appointed

Chairman of Productivity

Commission

Graeme Head

Public Service Commissioner
NSW Public Service Commission

Joanna Hearne

Canberra Evaluation Forum
Department of Finance and
Deregulation

Christine Herrmann

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Assistant Secretary
Insurance and Risk Management
Branch
Department of Finance and
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Kathy Hilyard

Managing Director
People and Strategy

John Howarth

Chair Tanner James Management
Consultants

Cath Ingram

Chair Canberra Office, KPMG

Wendy Jarvie

Annual Report Awards

Maria Katsonis

Special Adviser, Strategy and
Innovation
Victorian Department of Premier
and Cabinet

Andrew Kefford

Commissioner for Public
Administration
Chief Minister and Treasury
Directorate
ACT Government

Kerry Kennedy

Co-ordinator
Prime Minister's Awards for
Excellence

Geraldine Kennett

IPAA Victoria

Kathy Kostyrko

Hays Personnel

Jeff Lamond PSM

Centre for Public Management

Prof John Lavis

Director, McMaster Health Forum
McMaster University, Canada

Sian Leathem

IPAA National

Mark Leishman

Partner, Advisory Division KPMG

Deb Lewis

Department of Climate Change
and Energy Efficiency

Sandi Logan

National Communications Manager
Department of Immigration and
Citizenship

Jason Lucchese

Assistant Commissioner
Corporate Relations
Australian Taxation Office

Carmel McGregor PSM

Deputy Secretary
Department of Defence

Prof John McMillan AO

Australian Information
Commissioner

Ian McPhee PSM

Auditor-General for Australia

Paul Madden

Deputy Secretary, and
Chief Information and Knowledge
Officer
Department of Health and Ageing

Alex Maskiell

Department of Foreign Affairs and
Trade

George Masri

Office of Commonwealth
Ombudsman

Andrew Metcalfe AO

Secretary, Department of
Agriculture, Fisheries and Forestry
and IPAA ACT Council

Barry Mewett

Partner KPMG

Hon. Nick Minchin,

former Senator for South Australia,
and Federal Cabinet Minister

Terry Moran AC

IPAA National President

Carl Murphy

First Assistant Secretary
Corporate Services Division
Department of Finance and
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Crawford School of Public Policy
Australian National University

David Mylan

Australian Public Service
Commission

Colin Neave AM

Commonwealth Ombudsman

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Chief Executive Officer
Federation of Ethnic Communities
Council
Australia

Sheri Norton

Director, Corporate and
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Yass Valley Council

Mandy Newton

National Manager
International Development Group
Australian Federal Police

Tony Nippard

Executive Director
Knowledge Management and
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State Services Authority, Victoria

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Budget Policy and Coordination
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Paul O'Connor

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Comcare

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Employment and
Workplace Relations

Tulip Penney

Australian Institute of Health
and Welfare

Neil Quarmby

General Manager of Regulatory Services,
Comcare

Donna Rygate

Chief Executive Officer
NSW Office of Communities

Gill Savage

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Commissioner
Productivity Commission

Sheree Schmaal

Vice President
Young Professionals Network

Jo Sedgers

Director Learning and Development
TAFE Western Institute

Pierre Skorich

Clean Energy Regulator

Judith Smith

Attorney General's Department

Meryl Stanton PSM**Ann Steward**

Deputy Secretary and
Australian Government Chief
Information Officer, Department of
Finance and Deregulation

Martin Stewart-Weeks

CISCO

Prof Helen Sullivan

Director
Melbourne School of Government
University of Melbourne

Noel Sutton

Chair
Canberra Evaluation Forum
Facilitation Group

Brenda Thomson

Department of Broadband,
Communication and the Digital
Economy

Jane Treadwell

Chief Executive Officer
Centre for Excellence in Public
Sector Design

Craig Wallace

President of People with Disability
Australia and
Deputy Community Co-Chair NDIS
Expert Panel for the ACT

Mark Webb

Executive Director, Innovation and
Services Group, NSW Public Service
Commission

Prof John Wanna

Sir John Bunting
Chair of Public Administration
Australian National University

Dr Ian Watt AO

Secretary
Department of the Prime Minister
and Cabinet

Doug Witschi

Australian Federal Police

Peter Williams

Chief Edge Officer
Centre for the Edge

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