

IPAA VICTORIA ANNUAL REPORT

YEAR ENDING 30 JUNE 2000

1999–2000

*public workshops*

*information leaders*

*seminars*



INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA, VICTORIA

*actions innovation*

# LEADERSHIP & INNOVATION IN THE PUBLIC SECTOR

## ABOUT IPAA VICTORIA

The Institute of Public Administration, Australia (IPAA) is a national body for public sector leaders and managers, tertiary academics and administrators and private sector and community organisations that support the delivery of government services. IPAA is affiliated with similar organisations throughout the world.

The public sector plays a vital role in the daily lives of all Australians. Through a range of far-reaching and innovative programs, the Victorian Division is enhancing the work and influence of the sector throughout the country.

In Victoria, the Institute serves as an important source of intellectual capital, information and opinion on issues of government policy, innovation and networking.



INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA, VICTORIA

LEADERSHIP & INNOVATION IN THE PUBLIC SECTOR

*reform*  
*information*  
*forums* *leaders*  
*intellectual*

## VISION

*Leadership and Innovation in the Public Sector: An influential Institute supporting the development of a world-class public sector in Victoria.*

## MISSION

*Leadership in the development of a high quality professional public sector in Victoria: Enhancing the reputation, integrity and capacity of the public sector:*

## WHAT WE VALUE

- **Leadership & Innovation in the public sector:** to be a leading facilitator of networking of senior level professionals encompassing knowledge exchange and policy leadership
- **High standards of information and opinion:** presenting cutting edge thinking on government policy, innovation & reform
- **Recognising and promoting excellence:** in public administration
- **Client focus and continuous improvement:** responding to the professional needs of members and key clients
- **Entrepreneurship:** a commitment to the development of innovative, forward looking products and services

- **Research and debate:** on public administration issues
- **Ethical standards and integrity:** in the practice of public administration
- **National and international exchange:** of ideas, networking and best practice in public administration and management
- **Public awareness:** of public administration in Victoria.

## KEY OBJECTIVE

- Be the association of choice for executives and managers in the public, community, tertiary and private sectors who have a professional interest and commitment to public administration

## KEY SERVICES

- **High quality conferences, seminars & Think Tanks** which keep members informed about the major directions in government policy, innovation and reform
- **Innovative training & development programs** which provide members with the knowledge and skills to meet the demands of their role in the public sector

- **Significant grants and awards** which acknowledge and reward public sector achievements
- **Effective public awareness & communications programs** which raise the profile of the Institute and the work of the public sector
- **Leading edge speakers' papers**
- **Diverse membership programs & services**, which support the professional and personal ambitions of IPAA members
- **Progressive business programs** which expand the financial and market opportunities of the Institute and enhance service to members.

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## PRESIDENT'S MESSAGE



In my second report as President it is a pleasure to announce that the Institute is well prepared to move to the next stage of its growth and development, leading to further improvement in services to members.

This year has seen increases in our membership base, an exciting program of events attracting record numbers of participants and success in the highly competitive training and development field.

### **BUILDING FOR THE FUTURE**

The next stage of the Institute's growth and development will require consolidation of those things we do well and a program of expansion to ensure improved services to members and an enhanced profile among non-members.

Plans for expansion of our services and products are based on the healthy financial outcome detailed in the Audited Financial Statements elsewhere in this report.

The achievement of a sound financial result for the second year in a row provides Council with the confidence to expand our range of activities, expand services to members and 'grow the business'.

In the coming 12 months, Council has decided to further develop our support

for innovation and excellence in the public sector by expanding our initial venture into training and development and extending and revising our scholarship and awards program. These initiatives will confirm the Institute's commitment to building a strong and dynamic public sector in Victoria.

Services to members will be increased through development of a web site offering members a diverse range of free services and support and implementation of a regular Roundtable for IPAA Victoria Fellows.

The Institute will also increase its presence in the local and commonwealth sectors.

This expanded range of products and services will require an increase in the Institute's secretariat. Consistent with our strong financial position, Council has agreed to employ more professional staff, to build new strategic alliances and to upgrade our information and communication systems to ensure we are able to take advantage of the opportunities offered by the Internet.

### **THE YEAR IN REVIEW**

In every aspect of the Institute's activities, it has been a highly successful year.

*In performance terms, the Institute has achieved:*

- 16% increase in individual memberships
- 18% increase in corporate memberships
- 18% increase in seminar and conference participation
- 20% increase in seminar revenue
- increased sponsorship for the SGE awards

- 100% achievement target for *Gain the Edge* participation.

As well, the Institute's membership base now not only includes the senior levels of the public sector and academic community, but increasingly members of Victoria's business sector and community organisations. This reflects the Institute's increasing profile and influence and the ongoing changes in the way services are delivered.

New services this year included providing all members with complimentary copies of *Victoria in Future* published by the Research Unit of the Department of Infrastructure and the first issue of the Business and Higher Education Roundtable publication *Future Australia*. Institute Fellows also received a complimentary copy of Dick Morris's *The New Prince*. Members were also welcomed to the Fellows Dinner. Held at the Crown Towers, this is now an annual IPAA event to which individual members are invited as guests of the Institute.

I am particularly pleased to welcome new members to the Institute. I hope you will enjoy your membership and the services we offer and that you will be with us for a very long time.

### **IPAA SEMINARS AND CONFERENCES**

One of the reasons people join the Institute is the access they gain to the best speakers and practitioners in public administration through the seminar program. The program continues to grow and prosper in both status and prestige and again this year numbers participating and programs offered have increased.

The Gold Leadership Forums and the State Budget Briefings continue to attract large followings. This year two new seminar series, *Building Leaders*, *Managing People* and *Social Policy Under the Microscope* have built on the Institute's reputation for keeping abreast of current issues in public administration.

High profile international speakers in the past year include:

Michael Lyons, Chief Executive Officer, Birmingham City Council, UK; Elizabeth Reveal, Vice President, Management & Evaluation & Chief Finance Officer, United Nations Foundation; Dr David Millibrand, Head, Prime Minister's Policy Unit, UK Government; Jon Bright, Head, New Deals for Communities Unit, Department of the Environment, Transport & the Regions, UK; Dick Morris, President vote.com

From within Australia, speakers have included: The Hon. John Howard MP, Prime Minister; The Hon Peter Costello MP, Treasurer of Australia; The Hon. Steve Bracks MP, Premier of Victoria; Sandy Hollway, Chief Executive Officer, Sydney Organising Committee for the Olympic Games; Fred Hilmer AO, Chief Executive Officer, Fairfax; Professor Henry Reynolds, Senior Research Fellow, University of Tasmania; Hugh Mackay, Social Researcher/Author.

### TRAINING AND DEVELOPMENT

The Institute takes pride in our seminar and conference program and while it continues to grow and prosper, it is most important that the Institute develops a broad range of services and revenue streams.

Council believes that an increased commitment to training and development is an important part of the Institute's role in promoting improvement in the public sector and has agreed to undertake additional initiatives in the coming year.

In this respect it is most pleasing to see our middle management leadership program, *Gain the Edge*, delivered in a partnership with The Nous Group, has completed a second successful year. As well the first of the *Knowledge Worker Series* has demonstrated that we can also compete in technical training; in this case, statistical and data analysis.

### MARKETING AND COMMUNICATION

In the area of marketing and communication, the Institute's new look has been well received. The Newsletter *Going Public* and membership packages have been significantly improved both in presentation and content.

Our new editor, Kathy Skelton and our designer Sally Wright have brought new levels of professionalism to the Institute's publications and their work has attracted positive feedback from members.

### IPAA SECRETARIAT

Zana Smith is now in her third year as Executive Director of the Institute. She continues to design the highly successful conference and seminar program as well as our new training activities. Her energy, creativity and business skill have played no small part in our growth and our expanded range of services in recent times.

Zana and her 'A' team, Andrea Smith and Nicki Koutrakis are making sure we are ready to face the challenges of the future.

### SPECIAL THANKS

As you would expect, every success in an organisation like IPAA Victoria is due to the efforts of many people.

I would like to thank my Secretary colleagues, especially Peter Allen, Secretary, Department of Education and Bill Scales, Secretary, Department of Premier and Cabinet for their generous support, which assists the Institute to recognise achievement, stimulate inquiry and promote the professional image of the public sector.

Finally, I would like to take this opportunity to thank IPAA Councillors for their commitment to the Institute's continued development and our many members for your continued support and encouragement.

In the coming year, Institute members can expect to see enhanced membership benefits, new training and development opportunities, the continuation of high quality seminar and *Think Tank* programs, special interest groups and a new award and recognition program.

Given such a successful year, I am looking forward to 2000 – 2001 with a sense of purpose and optimism for the continued prosperity and growth of the Institute.



Peter Harmsworth  
President

## GOVERNANCE

*A Council led by Peter Harmsworth, Secretary of the Department of Justice, governs the Institute.*

*The Victorian Division Council consists of 10 elected Councillors.*

The Council is structured to ensure the Institute's policies and practices reflect the interests and needs of a diverse membership base which includes the Local, State and Commonwealth Government sectors as well as the community, private and tertiary sectors.

Councillors are elected for two years. The Executive Director is an Ex-Officio member of the Council.

### COUNCIL MEMBERS



**Peter Harmsworth**  
Secretary  
Department of Justice

*President, IPAA Victoria*

*Fellow, Institute of Public Administration Australia, Victorian Division*

#### Former Positions

- Director/Deputy Secretary, Office of Training and Further Education
- Director-General, Victorian Office of Corrections
- Deputy Director-General, Victorian Office of Corrections
- Manager, Organisational Services, State Electricity Commission, Victoria
- Director, Management Consultancy Victorian Public Service Board



**Clare McArdle**  
Director, Sector Development  
Local Government Division  
Department of Infrastructure

*Vice – President, IPAA Victoria*

*Councillor since 1998*

#### Former Positions

- First Assistant Secretary, Government & Secretariat Department of Premier & Cabinet
- Director, Office of the Secretary Department of Infrastructure
- Director, City Strategy Moreland City Council
- Member, Tasmanian IPAA Council



**Peter Seamer**  
Chief Executive Officer, Federation  
Square Management Company

*Vice – President, IPAA Victoria*

*Fellow, Institute of Public Administration Australia, Victorian Division*

*Councillor since 1999*

*Vice – President, Board of Box Hill Institute of TAFE*

#### Former Positions

- Chief Executive Officer City of Whitehorse
- Chief Executive Officer City of Greater Bendigo
- Chief Executive Officer City of Essendon



**Prue Digby**  
Executive Director,  
Local Government Division  
Department of Infrastructure

*Fellow, Institute of Public Administration Australia, Victorian Division*

*Councillor since 1999*

*Board memberships: State Library, Australian Institute of Management, Ruyton Girls School*

#### Former Positions

- Chief Executive Officer, City of Yarra
- Manager, Community & Cultural services, City of Melbourne
- Manager, Neighbourhood Services City of Melbourne
- Manager, Family & Children's Services
- Social Worker, North Melbourne Social Services



**Patricia Faulkner**  
Secretary  
Department of Human Services

*Fellow, Institute of Public Administration Australia, Victorian Division*

*Councillor since 1999*

*Trustee VicSuper*

#### Former Positions

- Partner, KPMG and National Industry Business Development Leader for the Public Sector
- Director, Consumer Affairs, Victoria
- Director, Occupational Health & Safety, Department of Labour Victoria
- Director, Employment, Department of Labour, Victoria
- Consultant, Director and Deputy General Manager, Public Service Board of Victoria



**Professor Brian Galligan**  
**Professor of Political Science**  
**University of Melbourne**  
**Director, Centre for Public Policy**  
**University of Melbourne**

*Councillor since 1996*

**Former Positions**

- Professor, Division of Politics & Economics of the Research School of Social Sciences at the Australia National University & Director of its Federalism Research Centre
- Professor, Division of Politics and Economics of the Research School of Social Sciences at the Australia National University and Director of its Federalism Research Centre

*\*Resigned position on Council March 1999*

*\*Appointed, Head Department of Political Science, University of Melbourne, March 1999*



**Jane Reynolds**  
**Director, Leadership Development**  
**Department of Justice**

*Councillor since 1998*

**Former Positions**

- Director, Office of Fair Trading & Business Affairs
- Director of the Office of Women's Affairs, Department of Justice
- Corporate Affairs, Attorney-General's Department
- Social Worker, Melbourne and UK non-government agencies



**John Roskam**  
**Manager, Government &**  
**Corporate Affairs, Rio Tinto**

*Councillor since 1998*

**Former Positions**

- Chief of Staff to Dr David Kemp, Federal Minister for Education, Training and Youth Affairs
- Senior advisor to the Victorian Minister for Education, Don Hayward

*\*Leave from Council January – August 1999 to work in United Kingdom*



**Dr Martin Rush**  
**Assistant Commissioner**  
**Commonwealth Public Service &**  
**Merit Protection Commission**

*Councillor since 1992*

*Chair, Audit & Finance Committee*

*Fellow, Institute of Public Administration Australia, Victorian Division*

*Member, Commonwealth Executives Forum in Victoria*

**Former Positions**

- Senior positions in both State & Commonwealth Departments, mainly in central personnel agencies with focus on industrial relations and human resource management



**Casey J Tan**  
**Director, CiTi Consulting Group**

*Councillor since 1995*

*Member, Finance and Audit Committee*

*Fellow, Institute of Chartered Accountants*

*Fellow, Institute of Public Administration Australia, Victorian Division*

*Foundation Fellow, Institute of Company Directors*

**Former Positions**

- Director, Public Sector Services Arthur Anderson
- Director, Financial Management and Operational Efficiency, Department of Treasury and Finance



**Zana G Smith**  
**Executive Director, IPAA Victoria**

*Ex-Officio Member of Council*

**Former Positions**

- Program Director, IPAA Victoria
- Manager, Schools of the Future Principal Leadership and Development, Department of Education
- Coordinator, State Computer Education Unit, Department of Education

# MEMBERSHIP

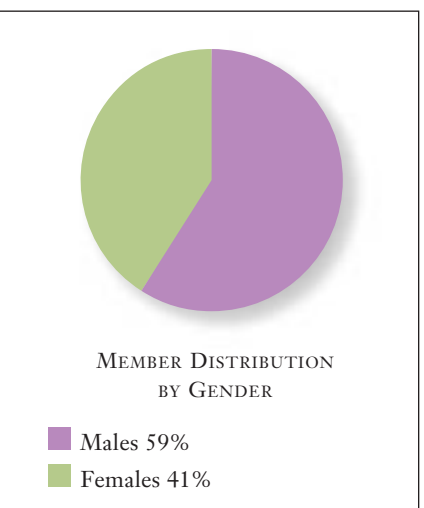
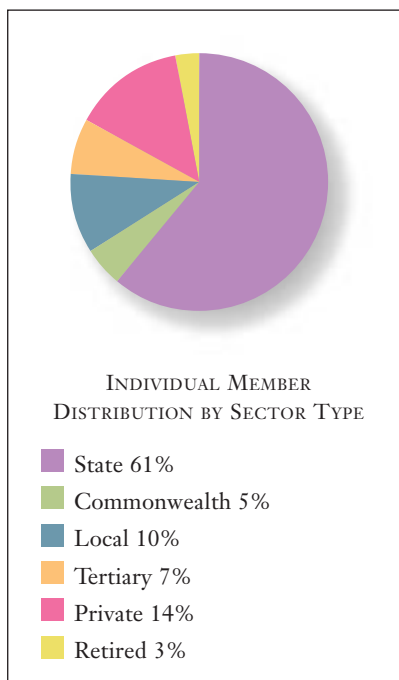
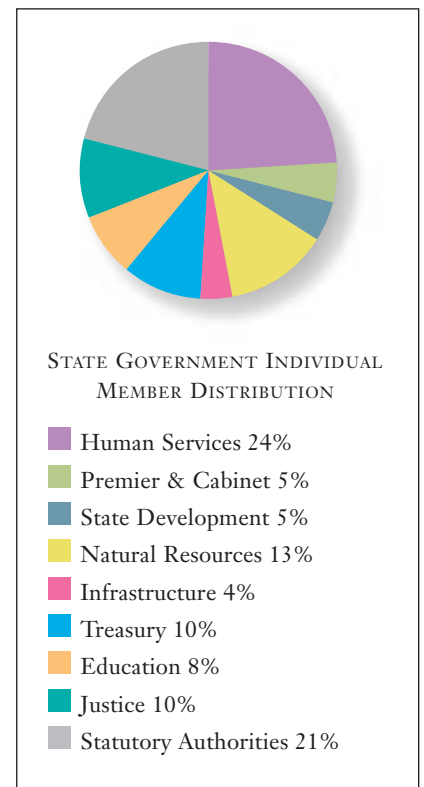
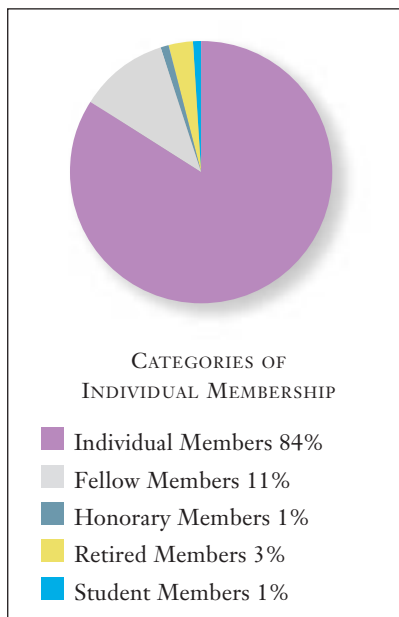
IPAA VICTORIA PROVIDES MEMBERS WITH AN IMPRESSIVE NETWORKING RESOURCE FOR PROFESSIONAL DEVELOPMENT AND ACCESS TO THE INSIGHTS OF A BROAD RANGE OF HIGHLY SKILLED COLLEAGUES WITHIN THE PUBLIC AND PRIVATE SECTORS.

*Membership of IPAA Victoria is extensive and is open to individuals employed in federal and state government departments, local government, statutory authorities, tertiary institutions, community organisations and the business community.*

*The Institute offers three levels of personal membership – Individual, Retired and Student and three levels of Corporate Membership – Gold, Silver and Bronze.*

*The Institute recognises senior and high achieving members through the Fellow level of membership and the awarding of Life Memberships.*

## INDIVIDUAL MEMBERSHIP PROFILE



## INDIVIDUAL MEMBERSHIP

INDIVIDUAL MEMBERSHIP INCREASED BY 16% (109 NEW MEMBERS) FROM THE 1998-99 END OF FINANCIAL YEAR FIGURES AND CORPORATE MEMBERSHIP GREW BY 18%. MEMBERSHIP PATTERNS IN EACH MEMBERSHIP CATEGORY VARIED ONLY SLIGHTLY FROM THE PREVIOUS YEAR.

At 30 June 2000, individual members numbered 629.

### Note:

1. Individual membership statistics include the 12 Fellows who are also corporate members.
2. Not included in the individual membership statistics:
  - a The Corporate Members who are accorded individual membership status and voting rights (28)
  - b Corporate Associates who are nominated by the corporate member to receive individual benefits but who do not have voting rights (40)
3. State government employees participating in seminars and training activities as corporate members account for between 70 and 80 percent of IPAA's business. This has been the trend since 1995.

*The high number of new members and significant improvement in retention is due to:*

- continued success of the membership retention strategy
- increased take up of the 'mentor a member' scheme for corporate members
- effectiveness of incentive schemes to attract new members
- pro-rata joining fees for new members
- success of the *Fellow* and *Life Member* program

## INDIVIDUAL MEMBERSHIP BENEFITS

THE INSTITUTE IS RECOGNISED AS THE RESPONSIBLE FACE OF DEBATE AND DISCUSSION IN THE PUBLIC SECTOR, PROVIDING MEMBERS WITH 'LEADING EDGE' OPPORTUNITIES TO BE INFORMED ABOUT THE MAJOR DIRECTIONS IN AUSTRALIAN SOCIETY THROUGH:

- seminars and conferences
- bi-monthly Newsletter 'Going Public'
- quarterly issues of the AJPA the *Australian Journal of Public Administration*, featuring international and national comparative studies, best practice case studies, research and review of government programs

- *Grants and Awards* which acknowledge the achievements and contribution made by Victorian public sector employees in the delivery of government services
- opportunities to network with other public sector employees, tertiary professionals and business leaders

*In the past year, the Institute has enhanced services to members:*

- members' guests can attend breakfast or luncheon functions at individual member rates
- members receive priority places at training and development programs
- members are eligible for two new Scholarship Awards valued at \$7,500
- members can access speakers' papers, access the Institute's dataset of facilitators, speakers, public administration courses, web sites and can draw on IPAA's considerable network
- Members receive complimentary copies of research publications and
- The new *Fellows Roundtable* will provide opportunities to meet in small group settings with colleagues in government, business and the community.

## 2000 IPAA VICTORIA FELLOWS & LIFE MEMBERS

IN 1999, IPAA VICTORIA HONoured ITS HIGHEST ACHIEVING MEMBERS BY REVIVING ITS FELLOWS PROGRAM AFTER A GAP OF 25 YEARS. IN ALL, 58 MEMBERS WERE HONoured AS THE INSTITUTE MADE UP THE GROUND LOST IN RECOGNIZING MEMBERS' CONTRIBUTIONS TO PUBLIC ADMINISTRATION.

THE INSTITUTE ALSO REINSTATED THE AWARDING OF LIFE MEMBERS.

THIS YEAR 17 FELLOWS AND 2 LIFE MEMBERSHIPS WERE AWARDED BY THE COUNCIL.

Public administration disciplines cover many fields including law, economics and finance, community health and medicine, education, meteorology, science and the environment, engineering, urban planning and the development of public policy, to name just a few. The range of disciplines is again represented in this year's Fellows list.

There is little doubt that the business of Government is conducted more efficiently today than in any previous generation.

This improvement has arisen for a number of reasons, of which the most important include the impact of technology on productivity; the increasingly important contribution of the private, community and academic sectors; and the much higher level of educational qualifications in our workforces.

All of these things have had major impacts on the public service's capacity to improve life for the community. However, technology and education levels are not enough on their own. It is the drive and energy of people, their willingness to innovate and their capacity to work constructively with the community that bring about sustainable change.

This year's Fellows exemplify that drive, that energy and that capacity, as the management gurus put it, to think beyond the square. On behalf of the Victorian Division and all IPAA members, we congratulate them and welcome them as members of the IPAA Victoria Fellows Roundtable.

The Institute also celebrates the contribution of members who have helped shape the success the Institute enjoys today by awarding them Life Membership.



*L – R, Peter Kirby, past president of the Institute and National Fellow presents Life Memberships to Helmut Glenk and Richard Butler AM.*

### *Year 2000 Fellows*

**Dr John Alford**

Associate Professor  
Melbourne Business School  
The University of Melbourne

**Peter Alexander**

Chief Manager  
Westpac Banking Corporation

**Wayne Cameron**

Auditor-General, Victoria

**Professor John Catford**

Director/Chief Health Officer  
Department of Human services

**Alan Clayton**

Deputy Secretary, Justice Operations  
Department of Justice

**Karen Cleave**

Director  
Office of Departmental Services  
Department of Education  
Employment & Training

**Russell Cooper**

Managing Director  
South Eastern Water

**Neil Edwards**

Secretary  
Department of State & Regional  
Development

**Dimity Fifer**

Chief Executive Officer  
Victorian Council of Social Services

**Jeff Floyd**

Chief Executive Officer  
Tourism Victoria

**Bill Griffiths**

General Manager  
School Accountability &  
Development Division  
Department of Education  
Employment & Training

**Grant Hehir**

Deputy Secretary  
Budget & Financial Management  
Department of Treasury & Finance

**Professor Kwong Lee Dow AM**

Deputy Vice Chancellor  
The University of Melbourne

**Terry Moran**

Secretary  
Department of Premier & Cabinet

**Chloe Munro**

Secretary  
Department of Natural Resources  
& Environment

**Professor Lyndsay Neilson**

Secretary  
Department of Infrastructure

**Dr John Zillman AO**

Director  
Bureau of Meteorology, Victoria

### *Fellow Benefits*

In addition to individual member benefits, Fellows of the Victorian Division receive:

- invitation to special Fellow events
- the Canberra Bulletin
- the right to use the post nominal initials FIPAAV
- selected research publications
- membership of the Fellow Roundtable

### *Year 2000 Life Members*

**Helmut Glenk**

**Richard Butler AM**

Honorary Members receive free membership.

## CORPORATE MEMBERS

Adult Multicultural Education Services  
(AMES)  
.....  
Australian Customs Service  
.....  
Australian Electoral Commission  
(Victoria)  
.....  
Building Control Commission  
.....  
Bureau of Meteorology  
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Catholic Education Office  
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City of Ballarat  
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City of Boroondara  
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City of Greater Dandenong  
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Hume City Council  
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City of Melbourne  
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City of Moreland  
.....  
Deakin University  
.....  
Department of Education, Employment  
& Training, Victoria  
.....  
Department of Family & Community  
Services  
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Department of Health & Aged Care  
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Department of Human Services,  
Victoria  
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Department of Infrastructure, Victoria  
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Department of Justice, Victoria  
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Department of Immigration  
& Multicultural Affairs  
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Department of Natural Resources  
& Environment, Victoria  
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Department of Premier & Cabinet,  
Victoria  
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Department of State & Regional  
Development, Victoria  
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Department of Treasury & Finance,  
Victoria  
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Department of Veterans Affairs  
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Energy Efficiency Victoria  
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Government Information  
& Communications  
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KPMG Chartered Accountants

LMT Australia  
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Melbourne City Link Authority  
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National Crime Authority  
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Office of Gas Safety  
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Office of Public Employment, Victoria  
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Rural Finance Corporation of Victoria  
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Southern Grampians Shire Council  
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Sport & Recreation Victoria  
.....  
Tourism Victoria  
.....  
VicRoads  
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Victorian Casino & Gaming Authority  
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Victorian Legal Aid  
.....

### CORPORATE MEMBER BENEFITS

- Special corporate member rates for seminars, conferences and Think Tanks.
- *Joint Initiatives Program.* Corporate members can present seminars in partnership with the Institute.
- Consultancy services for corporate members wishing to run seminars of their own.
- *Mentor a Member Program.* Corporate members can nominate employees for individual membership of the Institute.
- Special corporate member rates for IPAA's training and development courses.
- Multiple copies of the *Australian Journal of Public Administration, Australia* (AJPA).
- Multiple copies of *Going Public*, the Institute's newsletter.
- Multiple copies of complimentary research publications.

## IPAA VICTORIA AWARDS

THE INSTITUTE  
ACKNOWLEDGES AND  
REWARDS OUTSTANDING  
ACHIEVEMENTS BY  
PUBLIC SECTOR  
EMPLOYEES THROUGH  
ITS AWARDS PROGRAM

### *IPAA Victoria/SGE Awards*

### AWARD FOR PUBLIC SECTOR ACHIEVEMENT & INNOVATION

This award sponsored by the SGE – the Service Credit Union is valued at \$5,000. It acknowledges innovative leadership of an individual or team who have devised more effective ways of achieving corporate objectives.

#### WINNER

**The Research Unit**  
Department of Infrastructure

For the development, management and marketing of the highly successful project *'From Doughnut City to Café Society'* – a project which uses innovative research and analysis to communicate significant changes and challenges to Melbourne's urban development at the end of the 20th century.

#### Winning team members

<b>Rebecca Davison</b>	<b>Matthew Deacon</b>
<b>Dee Johnson</b>	<b>Fiona McKenzie</b>
<b>John O'Leary</b>	<b>Libby Porter</b>
<b>Jeremy Reynolds</b>	<b>Brian Vandenberg</b>
<b>Andrew Watkins</b>	<b>Krystna Zerger</b>

**A HIGH COMMENDATION WAS AWARDED TO:**

**The Contract Services Team**  
Department of Infrastructure for  
*'Contracting DoI'*.

*'Contracting DoI'* is an innovative online contracting support tool, which provides ready access to an extensive range of contracting information.

**Team members**

**Pauline Bernard**                      **Trish Byron**  
**Simone Dickins**                      **Glenys Robinson**  
**Loreta Tarquinio**

**A HIGH COMMENDATION WAS AWARDED TO:**

**Paul Swain**  
State Coordinator, Juvenile Fire  
Awareness and Intervention Program  
for *'Juvenile Fire Awareness and  
Intervention Program'*

A statewide joint venture between the Metropolitan Fire and Emergency Services Board, the County Fire Authority and the Royal Children's Hospital.

**TRAVELLING SCHOLARSHIP IN PUBLIC SECTOR MANAGEMENT**

This new scholarship valued at \$5,000 is sponsored by SGE and provides financial support for a personal study tour to research issues relevant to both the employer organisation and the broader public sector.

**WINNER**

**Heather Scovell**  
Group Manager, Community  
Services, City of Melbourne  
*'Illegal Drug Use in Public Space'*

Heather plans to study and report on:

- approaches to managing visible drug activity in public places
- the issues related to the planning and location of drug treatment facilities
- support to business in managing illegal drug use in and around their premises.

**UNIVERSITY PRIZES**

J. A. Aird, a former Secretary of the Institute gives his name to the annual prize awarded to the top student in each university undertaking a course or subject in public administration.

**AWARDS**

Jan Plain for a high distinction in *'Public Management'* as part of her Master of Public Policy and Management degree awarded by Monash University.

Morgana Brady for achieving a high distinction in the subject *'Public Policy Making in Australia'* as part of her Bachelor of Arts Degree, awarded by the University of Melbourne.

Merinda Northrop for achieving a high distinction in the subject *'Competition Policy and Law'* as part of her Law Degree awarded by LaTrobe University.



Above from L to R: Achievement & Innovation winning team 'DoI' Research Unit, Andrew Watkins, Rebecca Davison, Norm Banner, Jeremy Reynolds, Geoff Bann, Krystyna Zerger, Ray Clarke, Peter Harmsworth and Matthew Deacon.



Above L to R: Contract Services team Tony Butler, Loreta Tarquinio, Trish Byron, Simone Dickins, Glenys Robinson and Peter Harmsworth.



Left from L to R: Norm Banner, Director SGE, Geoff Bann SGE, Heather Scovell winner of the travelling scholarship, Ray Clarke SGE and Peter Harmsworth.

# IPAA VICTORIA CONFERENCE & SEMINAR PROGRAM

*The most successful of its kind in Australia, IPAA Victoria's conference and seminar program continued to grow in stature attracting increasing numbers of members and supporters and raising the profile of the Institute in the public sector and beyond.*

*THE PERFORMANCE OF THE PROGRAMS IS MEASURED BY A 18% INCREASE IN PARTICIPATION AND 20% INCREASE IN REVENUE.*

## THE 1999 – 2000 CALENDAR

### *Gold Leadership Forums*

Gold Leadership status reflects the importance IPAA accords its most senior and influential members and supporters.

The combination of high profile audience and Australia's most influential public sector speakers enhances the profile of the Institute.

- **Hugh Mackay**  
Social Researcher/Author  
*'Turning Point Luncheon'*
- **Sandy Hollway**  
CEO, Sydney Olympic Games Organising Committee  
*'Staging the Olympics – Strengthening Australia's Confidence, Economy & Culture'*

- **Fred Hilmer AO**  
Chief Executive Officer, Fairfax  
*'Competition Policy and Australia's Future'*
- **The Hon. Steve Bracks MP**  
Premier of Victoria  
*'The Way Ahead for Victoria – Policies, People, Progress'*
- **Professor Henry Reynolds**  
Senior Research Fellow, University of Tasmania  
*'Reconciling the Books – Achieving a Socially Inclusive Society'*

### *Major Directions in the Victorian Public Service*

#### *'FROM POLICY TO IMPLEMENTATION – MAKING THE BIG IDEA HAPPEN'*

- **Dr John Paterson AO**  
Secretary, Department of Infrastructure  
*'Scanning the Horizon & Reading the Entrails – Navigation in a World of Ambiguity'*
- **Richard Parker**  
Chief Executive Officer, Melbourne City Link Authority
- **Kim Edwards**  
Managing Director, Transurban

City Link  
*'Achieving Results Through Public-Private Sector Partnerships'*

**Dahle Suggett**  
Principal, The Allen Consulting Group

**Elizabeth O'Keeffe**  
Director, Land Victoria  
*'Managing Relationships & Communicating Change'*

- **Peter Rohan**  
Partner & National Head Business Consulting, Ernst & Young  
*'Managing Risk'*

#### *'BUILDING LEADERS, MANAGING PEOPLE'*

- **Colin Pidd**  
Director BTL Consulting Group

#### *'TACKLING SOCIAL DISADVANTAGE – FORCES FOR CHANGE'*

- **Jon Bright**  
Head, New Deals for Communities Unit  
Department of the Environment Transport & the Regions, UK  
Former Deputy Director, Social Exclusion Unit, Cabinet Office, UK

- **Peter Allen**  
Secretary, Department of Education, Employment & Training

- **Peter Harmsworth**  
Secretary, Department of Justice  
President, IPAA Victoria

- **Warren McCann**  
Secretary, Department of Human Services

*'VICTORIAN STATE BUDGET BRIEFING'*

- **Ian Little**  
Secretary, Department of Treasury & Finance
- **Dr Vince Fitzgerald**  
Executive Director  
The Allen Consulting Group

*Think Tanks**'Global Pressures, Local Reaction - The Common Search for Better Government'*

- **Michael Lyons**  
Chief Executive Officer,  
Birmingham City Council, UK

*'Building a Civic Society – The Role of Public – Private Sector Partnerships'*

- **Elizabeth Reveal**  
Vice President, Management & Evaluation & Chief Finance Officer  
United Nations Foundation and Better World Fund

*Joint Business Forums with Malcolm Teague*

- **Robert Gottlieb**  
National Business Commentator,  
The Australian  
*'Business and the Economy after the 2000 Federal Budget'*
- **The Hon. Kim Beazley MP**  
Leader of the Federal Opposition  
*'Australia under a Labor Government'*
- **The Hon. Peter Costello MP**  
Federal Treasurer  
*'Perspectives of the Australian Economy'*
- **The Hon. John Howard MP**  
Prime Minister of Australia  
*'What is Ahead for Australia'*

*Joint Business Forums with Public Relations Institute of Australia*

- **Dick Morris**  
President, VOTE.com  
*'Does Direct Democracy Have a Future?'*

*IPAA National Conference, Darwin*

'Looking Forward, Looking Out'

*Training and Development Programs**'Gain the Edge'*

*Gain the Edge* is an innovative and challenging course for public sector middle managers who want to enhance their leadership potential and develop the political acumen, sound judgement and good analysis skills valued by employers.

*Gain the Edge* is delivered in partnership with The Nous Group.

- Module 1:** The Future of the Public Sector
- Module 2:** Drivers for Change: Challenges and Directions
- Module 3:** Leading Innovation
- Module 4:** Serving the Community
- Module 5:** Managing Risk
- Module 6:** Policy Development and the Political Environment

*'Knowledge Worker Series'*

The first of the *Knowledge Worker Series*, delivered by Philip Holmes-Smith a leading public sector consultant, teaches participants about data and how to turn data into information which can be used to develop and analyse policy, monitor projects and review government programs.

Participants learn how to link information from multiple sources, develop risk scenarios and create innovative opportunities.

**Course A:** 'Statistics for Policy Development and Analysis'

**Course B:** 'Using Statistics for Planning & Resource Allocation'

Course Leader:  
Phillip Holmes-Smith

NOTES

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FINANCIAL  
STATEMENTS

YEAR ENDED 30 JUNE 2000

1999–2000

*public workshops*

*information*

*seminars*

*innovation*

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## INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 30 JUNE 2000

	2000	1999
	\$	\$
<b>INCOME</b>		
	Notes	
Advertising	500	-
Bank interest	25,686	12,193
Membership Subscriptions	160,955	86,783
Seminars	438,672	365,763
Sponsorship	-	13,625
Training	261,653	20,167
Net proceeds from disposal of Fixed Assets	2,246	-
<b>TOTAL INCOME</b>	<b>889,712</b>	<b>498,531</b>
 <b>EXPENDITURE</b>		
Bank charges	9,588	6,922
Consultancy Services	22,005	10,000
Corporate Services	31,974	20,541
Depreciation	11,028	3,551
IT/Communications	14,043	5,004
Membership Services	71,932	54,601
Salaries/On costs	111,846	84,269
Seminars	264,115	205,720
Training	164,228	10,432
<b>TOTAL EXPENDITURE</b>	<b>700,759</b>	<b>401,040</b>
 <b>OPERATING SURPLUS</b>	<b>188,952</b>	<b>97,491</b>
 <b>ACCUMULATED SURPLUS AT THE BEGINNING OF THE FINANCIAL YEAR</b>	<b>314,253</b>	<b>216,762</b>
 <b>ACCUMULATED SURPLUS AT THE END OF THE FINANCIAL YEAR</b>	<b>503,205</b>	<b>314,253</b>

**BALANCE SHEET AS AT 30 JUNE 2000**

		2000	1999
	Notes	\$	\$
<b>CURRENT ASSETS</b>			
Cash on hand and at Bank	2	718,323	580,570
Prepayments		30,203	-
Receivables		49,639	948
<b>TOTAL CURRENT ASSETS</b>		<b>798,165</b>	<b>581,518</b>
<b>NON-CURRENT ASSETS</b>			
Fixed assets	3	33,197	270
<b>TOTAL NON-CURRENT ASSETS</b>		<b>33,197</b>	<b>270</b>
<b>TOTAL ASSETS</b>		<b>831,362</b>	<b>581,788</b>
<b>CURRENT LIABILITIES</b>			
Accrued expenses		8,991	148
GST Liability (Net)		22,000	-
Provision for prizes		-	500
Accrued revenues		264,395	244,002
Creditors		32,771	22,887
<b>TOTAL CURRENT LIABILITIES</b>		<b>328,157</b>	<b>267,537</b>
<b>NET ASSETS</b>		<b>503,205</b>	<b>314,253</b>
<b>MEMBER FUNDS</b>			
Accumulated surplus		503,205	314,253
<b>TOTAL MEMBER FUNDS</b>		<b>503,205</b>	<b>314,253</b>

The accompanying notes form part of this financial report.

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2000

	2000	1999
	\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b> Notes		
Receipts from membership contributions	158,961	86,783
Receipts from membership activities	723,212	560,629
Interest received	25,686	12,193
Payments to suppliers and employees	(728,397)	(381,672)
Net cash provided by operating activities	7 179,462	277,933
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Fixed asset purchases	(47,549)	-
Proceeds on disposal of fixed assets	5,840	-
Net Cash used by investing activities	(41,709)	-
Net increase in cash held	137,753	277,933
Cash at the beginning of the financial year	580,570	302,637
Cash at the end of the financial year	2 718,323	580,570

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2000

### NOTE 1 STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

This financial report is a general financial report that has been prepared in accordance with all accounting standards, other mandatory professional reporting requirements and the requirements of the Associations Incorporation Act (Victoria).

The financial report is prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where stated, current valuations of non-current assets. Cost is based on the fair values of the consideration given in exchange for assets. The accounting policies have been consistently applied, unless otherwise stated.

The following is a summary of the material accounting policies adopted by the Council in the preparation of the financial report:

**(a) Income Tax**

The Institute of Public Administration Australia, (Victorian Division) Incorporated (the 'Victorian Division') is treated as an exempt body under the Income Tax Assessment Act.

**(b) Fixed Assets**

The depreciable amount of all fixed assets are depreciated over the useful lives of the assets to the Victorian Division commencing from the time the asset is held ready for use.

**(c) Leases**

For the year ended 30th June 2000 the Victorian Division has not made any lease payments under any operating leases. From 1st July 2000, the Victorian Division has become responsible for payments under an operating lease for office rent.

**(d) Employee Entitlements**

An accrual has been made for the Victorian Division's liability for employee entitlements arising from services rendered by employees to balance date.

**(e) Revenue**

Membership subscriptions are recognised over the period of the membership.

Seminar and training revenue is recognised over the period to which the activity relates.

At balance date if an activity has not been completed, an estimate of the total revenue and expense for the activity is recognised on a proportional basis from commencement date to balance date.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2000

### NOTE 2 CASH ON HAND AND AT BANK

	2000	1999
	\$	\$
Cash on Hand	200	300
Cash at Bank	287,108	222,867
Bank Term Deposit (This deposit is provided as security to the landlord in respect of renting the office premises).	5,063	-
Commonwealth Bank Bill – at cost	425,952	357,403
	<b>718,323</b>	<b>580,570</b>

### NOTE 3 FIXED ASSETS

	2000	1999
	\$	\$
Computer Equipment	43,091	21,088
Less: Accumulated Depreciation	(15,366)	(21,088)
	<b>27,725</b>	<b>0</b>
Office Equipment	7,555	1,380
Less: Accumulated Depreciation	(2,083)	(1,110)
	<b>5,472</b>	<b>270</b>
	<b>33,197</b>	<b>270</b>

### NOTE 4 OPERATING LEASE COMMITMENTS

	2000	1999
	\$	\$
Being for rent of office premises Payable:		
– Not later than 1 year	21,332	18,975
– Later than 1 year but not later than 5 years	23,863	45,195

The property lease is a non-cancellable lease with a three-year term, with rent payable monthly in advance. Contingent rental provisions within the lease agreement require that the minimum lease payments shall be increased by the amount of \$690 per annum. An option exists to renew the lease at the end of the three-year term for an additional term of two years. The lease does not allow for subletting of the leased area.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2000

### NOTE 5 NON-MONETARY CONTRIBUTIONS RECEIVED

The Institute of Public Administration, Australia (Victorian Division) Incorporated received non-monetary contributions from member bodies which are not reflected in the financial statements. These contributions include costs, general expenses and staff resources.

	2000	1999
Executive Director Remuneration	12 months	12 months
Membership & Promotions Manager Remuneration	-	9 months
Rental of Office Premises	12 months	12 months

### NOTE 6 RELATED PARTIES

The Council Members all act in an honorary capacity and have not received any remuneration for their services.

### NOTE 7 CASH FLOW INFORMATION

	2000	1999
	\$	\$
<b>(a) Reconciliation of Cash</b>		
Cash on hand	200	300
Cash at bank	287,108	222,867
Cash on deposit	431,015	357,403
	<b>718,323</b>	<b>580,570</b>
<b>(b) Reconciliation of net cash provided by operating activities to operating surplus</b>		
Operating Surplus	188,952	97,491
<b>Non-cash flows in operating surplus:</b>		
Depreciation	11,028	3,551
Profit on disposal of fixed assets	(2,246)	-
<b>Changes in assets and liabilities:</b>		
(Increase)/Decrease in receivables	(48,691)	3,545
(Increase)/Decrease in prepayments	(30,203)	4,136
Increase in creditors and accruals	60,622	169,210
<b>Net cash provided by operating activities</b>	<b>179,462</b>	<b>277,933</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDING 30 JUNE 2000

### NOTE 8 FINANCIAL INSTRUMENTS

#### (a) Interest Rate Risk

The Council's exposure to interest rate risk, which is the risk that a financial instrument's value will fluctuate as a result of changes in market interest rates and the effective weighted average interest rates on those financial assets and financial liabilities, is as follows:

	Weighted Average		Floating Interest Rate		Fixed Interest Rate Maturing			
	Effective Interest Rate				Within 1 year		1 to 5 years	
	2000	1999	2000	1999	2000	1999	2000	1999
<b>FINANCIAL ASSETS</b>	%	%	\$	\$	\$	\$	\$	\$
Cash	4.85	2.75	287,308	223,167	-	-	-	-
Short Term Deposits	5.5	4.7	431,015	357,403	-	-	-	-
Prepayments and receivables	0.0	0.0	79,842	948	-	-	-	-
Total Financial Assets			798,165	581,518				
<b>FINANCIAL LIABILITIES</b>								
Creditors and accruals	-	-	328,157	267,537	-	-	-	-

#### (b) Credit Risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets is the carrying amount, net of any provisions for doubtful debts, as disclosed in the balance sheet and notes to the financial report.

The Council does not have any material credit risk exposure to any single debtor or group of debtors under financial instruments entered into by the Council.

#### (c) Net Fair Values

The aggregate net fair values and carrying amounts of financial assets and financial liabilities are disclosed in the balance sheet and in the notes to and forming part of this financial report.

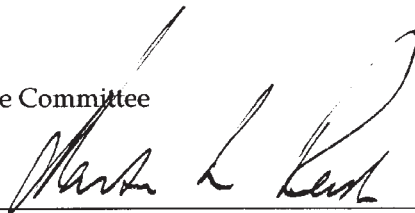
**STATEMENT BY MEMBERS OF THE COUNCIL**

In the opinion of the Council: The financial report as set out on pages 1 to 9:

1. Presents fairly the financial position of the Institute of Public Administration Australia, (Victorian Division) Inc. as at 30 June 2000 and its performance for the year ended on that date, in accordance with Australian Accounting Standards, mandatory professional reporting requirements and other authoritative pronouncements of the Australian Accounting Standards Board.
2. At the date of this statement, there are reasonable grounds to believe that the Institute of Public Administration Australia, (Victorian Division) Inc. will be able to pay its debts as and when they fall due.

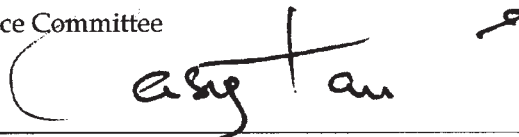
This statement is made in accordance with a resolution of the Council and is signed for and on behalf of the Council by:

Chairman, Audit & Finance Committee



Dr Martin Rush B.Sc, PhD (Melb.), Grad Dip Bus, FIPAAV

Member, Audit & Finance Committee



Casey J. Tan B.Com; FCA, FAICD, FAIM, FIPAAV

Dated at Melbourne this

12 day of October 2000

**McINNES, GRAHAM  
& GIBBS**

CHARTERED ACCOUNTANTS

JOHN L.C. MINNES  
STREY L. GRAHAM  
DAVID I. GIBBS  
MICHAEL J. HUNTINGTON  
DAVID J. REID

1 WELLINGTON PASADÉ  
PO BOX 126 EAST MELBOURNE  
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**INDEPENDENT AUDITOR'S REPORT TO  
THE COUNCIL MEMBERS OF  
INSTITUTE OF PUBLIC ADMINISTRATION, VICTORIA**

**Scope**

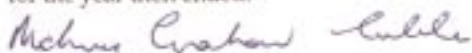
We have audited the financial report of the Institute of Public Administration, Victoria, being Balance Sheet, Income and Expenditure Statement, Statement of Cash Flows and Notes thereto for the year ended 30 June, 2000. The Council is responsible for the preparation and presentation of the financial report and the information contained therein. We have conducted an independent audit of the financial report in order to express an opinion on it to the Council.

Our audit has been conducted in accordance with Australian Auditing Standards to provide reasonable assurance as to whether the accounts are free of material misstatement. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the accounts, and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion whether in all material respects, the financial report is presented fairly in accordance with the requirements of Australian Accounting Standards and other mandatory professional reporting requirements, so as to present a view of the Association which is consistent with our understanding of the association's financial position and the results of its operations and cash flows.

The audit opinion expressed in this report has been formed on the above basis.

**Audit Opinion**

In our opinion, the financial report presents fairly in accordance with applicable Accounting Standards and the Associations Incorporation Act (Vic.) the financial position of the Institute of Public Administration, Victoria as at 30 June 2000, and the result of its operations and cash flows for the year then ended.



McInnes Graham & Gibbs  
Chartered Accountants



DI Gibbs  
Partner  
East Melbourne

Dated: 12th October 2000

NOTES

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*service* *rewarding*  
*practice networks*  
*professional public*



INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA, VICTORIA

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PO Box 314, Collins Street West, Vic 8007

*forums* *conne*