



Institute of Public Administration Australia
(Victoria)

IPAA VICTORIA

Enhancing the capacity, integrity and reputation of the public sector



Annual Report 2007–2008

The Institute of Public Administration Australia, Victoria (IPAA Victoria) is the independent professional association for the public sector.

IPAA offers state-of-the-art professional development programs and events, administers significant awards, and provides high-level networking opportunities across government.

Our mission is to enhance the capacity, integrity and reputation of the public sector in Victoria.

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FROM THE PRESIDENT

Changes to governments in 2007/2008 provided IPAA with an opportunity to explore the role of public administration during periods of political transition. Distinguished former public servants Peter Shergold and Michael Keating candidly discussed the process of preparing for, and briefing, new governments. Senator John Faulkner outlined current machinery of government reforms in the federal sphere, and Premier John Brumby addressed IPAA about some of his government's priorities shortly after assuming the premiership.

This year, IPAA's own management was also in transition. We warmly welcomed Executive Director, Kathy Laster, and Program Director, Geraldine Kennett, who have already made great progress in implementing IPAA's ambitious Strategic Plan 2007/2010.

As our Financial Statements indicate, we made a surplus of almost \$100,000, notwithstanding significant upgrades to our infrastructure. Like most organisations however, we suffered a paper loss on our investments as a result of share market volatility. The Board's decision to invest our reserves in a diversified share portfolio should, however, provide a secure base for IPAA in the longer term.

Some major achievements of the 2007/2008 financial year include:

- Welcoming 21 new Corporate Members from across the public sector, including city councils, statutory agencies and not-for-profit organisations.
- Launch of Young IPAA (YIPAA), for people under 36 years of age, to promote generational renewal in the public sector. YIPAA is developing as a vibrant network with its own professional development program.
- The inaugural IPAA Oration was delivered to a capacity audience by influential Harvard professor, Mark Moore, on the topic of measuring public value.

- Introduction of seven new courses to enhance capacity in key sections of the public sector, including induction modules for senior people joining the public sector for the first time. Participation rates in our programs have increased by 30% or 1,200 people.
- Regional outreach with the inaugural Regional Budget Lunch in Geelong, sponsored by IPAA Gold Corporate Member, TAC. We plan to expand our regional offerings over the coming year.
- Partnerships and joint ventures are now a feature of IPAA's events calendar. For example, we supported the Bureau of Meteorology in its centenary lunch with the Hon Peter Garrett as keynote speaker and assisted the Victorian Auditor-General's Office with a breakfast for the National Auditors-General Conference. We also conduct a regular risk management course in conjunction with the Victorian Managed Insurance Authority.
- Development of the IPAA Indigenous Initiative, which aims to increase Indigenous participation in our program. An Indigenous steering committee has been formed to re-establish the Victorian Indigenous Public Sector Network.

In 2007/2008, we have advanced our mission to enhance the capacity, integrity and reputation of the public sector in Victoria. I would like to thank my hard working colleagues on the Board, as well as IPAA Fellows and the staff of IPAA Victoria for their dedication to this shared goal. Finally, I thank our members – both corporate and personal – for their ongoing commitment to their professional association.

Fran Thorn
President

OUR BOARD



Fran Thorn
President, Chair
Executive Committee

BA Hons (Monash),
MA, MBA (Melb),
Grad Dip of
Librarianship (RMIT)

Elected 2006

Secretary,
Department of
Human Services,
since 2007



Peter Allen
Vice President, Chair
Awards Committee,
Member Executive
Committee

BA (Sydney),
Dip Journalism (Melb)

Elected 2005

Under Secretary,
Portfolio Services and
Strategic Projects,
Department of
Human Services,
since 2002



Dr Claire Noone
Vice President,
Member Executive
Committee

BA/ LLB, DipEd, MBA
(Melb), DBA (RMIT)
Barrister and Solicitor
of the Supreme Court
of Victoria and the
High Court of Australia
(admitted 1985)

Appointed 2006
Elected 2007

Executive Director
Consumer Affairs,
Department of Justice,
since 2008



Prof John Alford

BA (Monash), MBA,
PhD (Melb)

Elected 2007

Professor of Public
Sector Management,
Australia and New
Zealand School
of Government,
since 2003 and
Melbourne Business
School, University of
Melbourne, since 2001



Paula Giles

Member Awards
Committee

BA Hons, (Melb), MA
(La Trobe)

Elected 2007

Director, Strategic
Programs and
Commercial,
Municipal Association
of Victoria, since 2004



Prof. Kathy Laster
Ex Officio Member

LLB, MA (Melb), JSD
(Columbia), Barrister
and Solicitor of the
Supreme Court of
Victoria and the High
Court of Australia
(admitted 1985)

Executive Director,
IPAA Victoria, since
2007



Dr Art Yew Looi

Member Audit,
Finance and Risk
Committee

BE Hons, PhD
(Monash), CEng CSci
MIChemE, MIEAust
CPEng

Elected 2006

Manager, Dangerous
Goods Department,
Metropolitan Fire and
Emergency Services
Board, since 2002



Dr Geoff Love

Member Awards
Committee

BSc Hons, MSc (La
Trobe), MBA (Deakin),
PhD (Colorado State)

Appointed 2006

Formerly Director
of Meteorology,
The Bureau of
Meteorology
2003-2008



David Spokes

Chair Audit, Finance
and Risk Committee

BSocWk, BA (Melb)

Elected 2000

Chief Executive
Officer, City of Port
Phillip, since 2001



James van Smeerdijk

Member Audit,
Finance and Risk
Committee

BSc Hons, MBA (Melb)

Elected 2002

Deputy Chairman,
Allen Consulting
Group (ACG) & Chief
Executive Officer
of subsidiary ACG
Corporate Advisory,
since 2008



Michael White

Member Audit,
Finance and Risk
Committee

BA (Tas), DipEd
(Flinders), MEd (Tas)

Elected 2005

Director, MW Group
Consulting, since
2008

FROM THE EXECUTIVE DIRECTOR



This year IPAA has been on the move both physically and organisationally. Our new home at the top of Little Bourke Street is close to our membership at the government end of town. Please visit us at our new light-filled space complete with our own training room.

IPAA's historic records have moved to the State Library of Victoria; a much better location than our old basement. The archives, which document 80 years of achievement, are now accessible to our members and the general public.

As foreshadowed in last year's Annual Report, IPAA has 'gone green'. We have replaced hard-copy with electronic communication. For example, the IPAA E-Newsletter now provides members with bi-monthly email updates on our events, seminars and courses. Our sustainable practices have not only reduced our environmental footprint, but also led to significant cost-savings, enabling us to spend more on new program offerings.

Our staffing structure has also changed. We have made key senior appointments in the new roles of Program Director and Marketing and Communications Manager. To meet the needs of a seasonal business, we now have a talented group of casual staff who regularly assist us at peak periods. We have further improved productivity by reviewing our business processes and ICT needs and in 2008/2009 we will implement a new web-based management system. Excluding salaries, our overall operating costs have decreased by almost 10 per cent.

During 2007/2008 we delivered 15 seminars involving 69 speakers and 3370 participants. Our 11 courses were conducted 46 times involving 19 facilitators and 26 guest presenters. Other membership activities included well attended Fellows Roundtables and YIPAA events.

Much of the success of our program is attributable to the contributions of our senior members to the learning of their colleagues. I thank all the speakers and facilitators, acknowledged by name in the body of this report, for their generous support of our work.

In this, my first year as Executive Director, I would like to join with Program Director Geraldine Kennett in thanking the IPAA Board, in particular the President, for its guidance during this year of management transition. We also thank IPAA Fellows for their ideas and support.

Geraldine and I are looking forward to another successful year working with our small but highly skilled team at IPAA Victoria, meeting the needs of our members.



Kathy Laster
Executive Director

OUR STAFF



Executive Director - Prof. Kathy Laster

Program Director - Geraldine Kennett

Finance and Business Manager – Rathika Mahadeva
(Karl Norman until May 2008)

Marketing and Communications Manager - Melanie Hopgood-Bould (P/T)

Membership Manager – Tanya Sokolowski

Project Manager – Kate Edwards

Events Coordinator – Natalie Burns

Finance Officer – York Cook

Membership Officer – Stewart Thorn (P/T)

We also acknowledge the contribution of our student interns and casual staff to our work in 2007/2008.

OUR MEMBERS

Corporate Members

Platinum Members

Dept. of Education & Early Childhood Development
Dept. of Human Services
Dept. of Innovation, Industry & Regional Development
Dept. of Justice
Dept. of Planning & Community Development
Dept. of Premier & Cabinet
Dept. of Primary Industries
Dept. of Sustainability & Environment
Dept. of Transport
Dept. of Treasury & Finance
Victorian Managed Insurance Authority
WorkSafe Victoria

Gold Members

KPMG
State Services Authority
State Trustees
Transport Accident Commission
VicRoads
Victorian Curriculum & Assessment Authority

Silver Members

Australian Fair Pay Commission
Building Commission
Environment Protection Authority
Victorian Auditor-General's Office

Bronze Members

Allen Consulting Group
Australian Bureau of Statistics
Australian Centre for the Moving Image
Australian Electoral Commission
Australian Customs Service
Bendigo Cemeteries Trust
Bureau of Meteorology
Catholic Education Office
Centrelink North Central Region
City of Ballarat
City of Boroondara
City of Glen Eira
City of Melbourne
City of Port Phillip
Clayton Utz
Deacons
Dept. of Families, Housing, Community Services & Indigenous Affairs
Dept. of Health & Ageing
Dept. of Parliamentary Services
Dept. of Veterans' Affairs
Essential Services Commission
Fawkner Memorial Park
Growth Areas Authority
Jo Fisher Executive
Melbourne Citymission
Minter Ellison Lawyers
Monash University
Moonee Valley City Council
Moreland City Council
Moreland Community Health Service
Municipal Association of Victoria
Nous Group
Office of the Child Safety Commissioner
Office of the Commissioner for Law Enforcement Data Security
Office of the Disability Services Commissioner
Ombudsman Victoria
Royal Children's Hospital Education Institute
Scaffidi Hugh-Jones
Sentencing Advisory Council
Southern & Eastern Integrated Transport Authority
Sustainability Victoria
Swinburne University of Technology
Victoria Legal Aid
Victoria University
Victorian Commission for Gambling Regulation
Victoria Council of Social Services
Victorian Electoral Commission
Victorian Equal Opportunity & Human Rights Commission
Victorian Institute of Teaching
Victorian Law Reform Commission



Membership

This year IPAA's Corporate Membership grew by over 40 per cent. Our new members come from across the public sector; from small not-for-profits to local government and large commonwealth agencies.

We welcomed two new Platinum Members, the Victorian Managed Insurance Authority and WorkSafe, who join all 10 Victorian government departments in this top tier of membership.

Fellows Roundtable

IPAA Victoria Fellows are distinguished members of IPAA recognised for their exemplary service to public administration. Fellows formally gather together quarterly for the Fellows Roundtable.

Fellows visited Bunjilaka Gallery at the Melbourne Museum where curator Tony Birch explained the creation of the moving 'Koori Voices' exhibition.

The Fellows' visit to the 'Medieval Imagination' exhibit at the State Library of Victoria was a fitting occasion to mark the transfer of IPAA's historic archives to the State Library of Victoria's Manuscripts Collection.



By The Numbers

Personal Members: **594** (18% increase)

Life Members: **11**

Victorian Fellows: **126**

National Fellows: **18**

YIPAA: **167** (new category)

Corporate Members: **72** (41% increase)

Corporate Associates: **50,000** (approximately)

IPAA National Council

IPAA Victoria is an active member of IPAA National Council and shares ideas and resources with IPAA Divisions in other states.

IPAA Victoria AGM 2007

IPAA welcomes Professor John Alford and Paula Giles, who were elected to the IPAA Board at the Annual General Meeting held on November 21, 2007.

IPAA acknowledges the contribution made by retiring members, Professor Mark Considine and Professor Lyndsay Neilson.

Peter Allen, Dr Claire Noone and Michael White were re-elected to the Board.



Partnerships

Partnerships with our Corporate Members have enabled us to deliver a richer program. For example, we partnered with the TAC for the inaugural regional budget briefing in Geelong.

Communities of Practice

This year IPAA Victoria established a Community of Practice for Leaders in Human Resources. Senior HR practitioners instrumental to building the capacity of the public sector, discussed public sector workforce challenges.



PROFESSIONAL DEVELOPMENT

This year IPAA developed a three tiered program catering for the specific professional needs of people working in the public sector.

The Fundamentals of Public Administration stream orients those joining the public sector to the culture of government. Conducted 13 times this year, our long standing course How Government Works has been revised and is now augmented by our new offering Protocols and Proprieties. IPAA also delivered these courses in-house for various government departments.

The Public Administration in Action stream focuses on emerging leaders and those in senior policy roles. Program participants benefit from professional insights into policy, risk and critical stakeholder management.

Now in its 10th year, our five-day intensive program Gain the Policy Edge continues to be a rite of passage for policy leaders in the public sector. Over 800 participants from across government have completed the course since 1998 and remain connected to IPAA and each other.

The Leading Public Administration stream provides a forum for public sector leaders to hear about and discuss contemporary issues in public administration. Premier John Brumby, Governor David de Kretser AC, Professor Mark Moore, the Hon Peter Garrett and Peter Shergold were among this year's keynote speakers.



Professional Development Framework 2007-2008



SEMINARS

IPAA Seminars bring together our membership for presentations and discussion forums. They also provide an opportunity to connect people and ideas through our whole-of-government networks.

Topics this year included:

- **Spotlight on Spring Street**
State Rights, Microeconomic Reform & Fitting into the Global Plan;
Reforming Education in Australia;
Do the States Have a Future?
- **Leadership Speaks**
New Frontiers for Government and the Public Service with Premier John Brumby;
Looming Challenges: Climate Change and Health with the Governor of Victoria, Professor David de Kretser AC
- **Changing Public Administration**
Transition in Government with Peter Shergold and Michael Keating;
The Public Service: Tradition & Renewal with Senator John Faulkner
- **Public Sector Reform Breakfast Seminar**
(in partnership with the Victorian Auditor-General's Office)
- **Australia's Climate Future Centenary Lunch**
(in partnership with the Bureau of Meteorology) with the Hon Peter Garrett AM
- **Writing Seminar:**
Play on Words: Writing for Another
- **Emerging Leaders Forum**
The New Inventors: The public service in changing times

- **Executive Conversations**
(sponsored by Ernst & Young)
Sustainable Water & Energy Policy
- **Get Connected**
Changing the Way Government Works Together
- **IPAA Oration**
Recognising Public Value: How to measure performance with Professor Mark Moore

COURSES

IPAA courses are half to two day learning and development activities generally conducted in groups of between 10 and 40 participants.

Established courses:

- How Government Works
- Get to the Point
- Convincing Conversations
- Gain the Policy Edge

New courses in 2007/2008

- Protocols and Proprieties
- Presentation Skills
- Beyond Compliance
- Speech Writing
- Critical Stakeholder Management
- Building the Business Case
- Local Government at Work



By The Numbers

We delivered **11** courses
46 times for **1090** participants
 presented by **45** speakers & facilitators.
 We held **15** seminars
 with **69** distinguished speakers
 & **3370** participants.
 Participation rates in 2007/2008
 increased by **30 %**

EVENTS



International Women's Day Dinner

Women from 'Across the Generations', celebrated the Centenary of Women's Suffrage in Victoria at the seventh International Women's Day Dinner held at the Telstra Dome on March 5.

Over 1200 guests, many dressed in the suffragette colours of purple, white, green and gold, were entertained by the Women's Circus, the Victoria Police Show Band and a film showcasing the achievements of three generations of women working in the public sector.

Throughout the evening, MC Julie McCrossin held vox-pop style interviews with leading women in the public sector such as Penny Armytage, Secretary, Department of Justice, Helen Silver, now Secretary, Department of Premier and Cabinet and Lydia Wilson, CEO, Manningham City Council.

We thank our sponsors, KPMG, Hudson, RACV, NAB and Clayton Utz for supporting this significant event on the public sector calendar.



State Budget Briefings

Grant Hehir, Secretary, Department of Treasury and Finance, addressed capacity audiences at both the State Budget Briefing Breakfast and the inaugural Regional Budget Briefing Lunch in Geelong.

At the Geelong event, sponsored by IPAA Gold Member TAC, Grant Hehir outlined provisions in the 2008 budget benefiting regional Victoria, in particular the Greater Geelong area.

IPAA has decided to make the Regional Budget Briefing an annual event to be held in a different regional centre each year.





LEADERSHIP PROJECTS

IPAA Indigenous Initiative

The IPAA Indigenous Initiative seeks to actively engage Indigenous people in IPAA's program.

The Initiative is a tangible commitment to Reconciliation. It seeks to incorporate Indigenous perspectives into all aspects of our professional development program. For example, Indigenous public servants now play more active roles as facilitators and speakers and Indigenous participation across our program has grown.

We are working with a steering committee of senior Indigenous public servants to re-establish the Victorian Indigenous Public Sector Network.

Through YIPAA, we offer particular support to building the capacity of younger Indigenous people working in the public sector.

YIPAA

Generational renewal is one of the major challenges facing an ageing public sector.

In November 2007 we launched Young IPAA (YIPAA); a forum for talented young professionals under 36 years of age.

YIPAA's 170 members are led by an elected body, advising IPAA Victoria on the content and direction of YIPAA's own unique program, which included:

- The Strategic Career Planning Breakfast with recruitment specialists offering insider advice on career 'tips and traps'.
- The Peer Plus Mentoring Program matching experienced Gen Xs with their younger Gen Y counterparts in a structured support network, benefiting both mentors and mentees.
- The Lunch and Learn series providing YIPAA members with new skills and insights into the work of specialist agencies.
- YIPAA Twilight Talks with senior public servants talking candidly about 'Things I Wish I had Known'.



AWARDS



New IPAA Fellows were inducted at the IPAA Annual Dinner held in December 2007. We would like to congratulate all of our Fellows for their significant contributions to public administration.

IPAA National Fellows

Professor John Alford

Professor John Alford has made an outstanding contribution to the study and practice of public administration. He is currently the Professor of Public Sector Management at ANZSOG on extended secondment from the Melbourne Business School (MBS) and has a wealth of experience as a manager in the Victorian public service.

Professor Alford directs the internationally renowned Executive Fellows Program aimed at current and future leaders in the public service. His research focuses on strategic management, performance monitoring and personnel management in the public sector. Professor Alford has been an active and generous supporter of IPAA Victoria and is a member of the IPAA Victoria Board.

Terry Garwood

Terry Garwood's 28 year public service career is marked by leadership and passion. Currently Executive Director, Freight, Logistics and Marine Division, Department of Transport, Terry Garwood has held numerous senior positions in both the State and Commonwealth public services. As Regional Director within the Department of Human Services, he was responsible for the Department's operations across 10 shires and rural cities, from Mildura in the north to Gisborne in the south. A member of the Yorta Yorta people, Terry Garwood was also Director of Aboriginal Affairs Victoria for seven years. Alongside his leadership in government, he has been pivotal in launching major Aboriginal community initiatives.

IPAA Victoria Fellows

Chris Barrett, Chief of Staff to the Federal Treasurer, formerly Secretary, Department of Premier & Cabinet

Richard Bolt, Secretary, Department of Primary Industries

Frances Davies, State Manager, Department of Families, Housing, Community Services & Indigenous Affairs

Noelene Duff, Chief Executive Officer, Whitehorse City Council

John Griffin PSM, Executive Director, Courts, Department of Justice

Bruce Hartnett, Chairman, State Services Authority

Prof. Owen Hughes, Deputy Dean, Australia & New Zealand School of Government

Dr Claire Noone, Executive Director Consumer Affairs, Department of Justice, formerly Executive Director, Corporate Services, Department of Justice

Des Pearson, Victorian Auditor-General, Victorian Auditor-General's Office

John Roskam, Executive Director, Institute of Public Affairs

Pru Sanderson, Chief Executive Officer, VicUrban

Donald Speagle, Director, Office of the Vice-Chancellor, The University of Melbourne

Dr Lynne Williams, Deputy Secretary, Economic & Financial Policy, Department of Treasury & Finance

Young Tall Poppies

Jointly sponsored by IPAA and the Australian Institute of Policy and Science, the Young Tall Poppy Award for Public Administration recognises outstanding work performance and leadership potential among young public servants.

2007 Winners

Christine Oakley, Department of Planning and Community Development

Jennifer Cleeve, Department of Premier and Cabinet

PUBLICATIONS & RESOURCES

This year IPAA gave the green light to electronic communication. Our online approach saves money, improves efficiency and is better for the environment. Now IPAA members can read about 'what's on', register for programs and download course material via the IPAA website: www.vic.ipaa.org.au



Green Card

IPAA distributed a Green Card to members encouraging them to provide their email addresses. Members were more than happy to help us reduce our environmental footprint.

It was fitting that the last hard copy publication distributed to members was a paper by Professor Ross Garnaut.

E-News

The bi-monthly E-Newsletter keeps IPAA members up to date with the latest news on IPAA events, courses and membership services.

Wall Planner

The wall planner calendar allows members to see IPAA's yearly offerings at a glance.

National Publications

Members received four issues of the Australian Journal of Public Administration (AJPA) and Public Administration Today (PAT).

IPAA Brand

IPAA Victoria is a well respected brand, which we have given a more contemporary look and feel. Our course brochures now feature purpose designed cartoons by former Sunday Age cartoonist John Wright.

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2008

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INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2008

	Notes	2008	2007
		\$	\$
REVENUE			
Membership Subscriptions		455,137	428,798
Seminars & Conferences		643,270	842,715
Courses		1,038,698	826,128
Bank Interest		38,217	84,694
Investment Revenue		56,851	-
Gain on Disposal of Assets		5,531	-
TOTAL REVENUE		2,237,704	2,182,335
EXPENDITURE			
Membership Services		164,389	177,626
Seminars & Conferences		421,237	451,168
Courses		376,511	458,989
Employee Remuneration & On-Costs		810,050	634,353
Corporate Services		259,434	204,842
Rental Expenses on Operating Leases		66,161	58,350
Depreciation		32,885	19,626
Annual Audit	4	8,480	9,680
TOTAL EXPENDITURE		2,139,147	2,014,634
NET SURPLUS attributable to the Institute	2	98, 557	167,701

The accompanying notes form part of this Financial Report.

BALANCE SHEET

AS AT 30 JUNE 2008

	Notes	2008	2007
		\$	\$
CURRENT ASSET			
Cash & Cash Equivalents	5	239,384	1,875,305
Trade & Other Receivables		36,121	82,489
Other Current Assets		58,738	27,370
TOTAL CURRENT ASSETS		334,243	1,985,164
NON-CURRENT ASSETS			
Plant and Equipment	6	395,454	49,134
Financial Assets	7	782,524	-
TOTAL NON-CURRENT ASSETS		1,177,978	2,034,298
TOTAL ASSETS		1,512,221	49,134
CURRENT LIABILITIES			
Unearned Revenue		337,580	510,991
Trade & Other Payables	8	118,303	407,468
Provision for Employee Entitlement		19,911	26,646
TOTAL CURRENT LIABILITIES		475,794	945,105
TOTAL LIABILITIES		475,794	945,105
NET ASSETS		1,036,427	1,089,193
EQUITY			
Reserves	9	(151,323)	-
Retained Surplus		1,187,750	1,089,193
TOTAL EQUITY		1,036,427	1,089,193

The accompanying notes form part of this Financial Report.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2008

	Notes	Financial Assets Reserve	Retained Earnings	Total Equity
		\$	\$	\$
Balance as at 30 June 2006		-	921,492	921,492
Surplus for the Period		-	167,701	167,701
Balance as at 30 June 2007		-	1,089,193	1,089,193
Surplus for the Period		-	98,557	98,557
Revaluation decrements		(151,323)	-	(151,323)
Balance as at 30 June 2008		(151,323)	1,187,750	1,036,427

The accompanying notes form part of this Financial Report.

CASHFLOW STATEMENT

FOR THE YEAR ENDED 30 JUNE 2008

	Notes	2008	2007
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from Membership Contributions		554,805	351,063
Receipts from Program Activities		1,455,257	1,686,357
Interest Received		47,860	84,694
Payments to Suppliers & Employees		(2,419,780)	(1,999,649)
NET CASH (USED IN) /PROVIDED BY OPERATING ACTIVITIES	13	(361,858)	122,465
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for Investments		(1,206,639)	-
Redemptions of Investments		320,000	-
Fixed Asset Purchases		(379,205)	(38,398)
Proceeds on Disposal of Assets		5,531	-
Payments for Deposits		(13,750)	-
NET CASH (USED IN) INVESTING ACTIVITIES		(1,274,063)	(38,398)
Net Increase/ (Decrease) in Cash Held		(1,635,921)	84,067
Cash at the Beginning of the Financial Year		1,875,305	1,791,238
CASH AT THE END OF THE FINANCIAL YEAR	13	239,384	1,875,305

The accompanying notes form part of this Financial Report.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2008

NOTE 1

STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

Statement of Compliance

This Financial Report is a general purpose financial report, which has been prepared on an accrual basis in accordance with the Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements of the Australian Accounting Standards Board and the requirements of the *Associations Incorporation Act 1981 (Vic)*.

The Financial Report covers the Institute of Public Administration Australia (Victorian Division) Incorporated, (the Institute), as an individual entity. The Institute is an association incorporated in Victoria under the *Associations Incorporation Act 1981 (Vic)*.

The Financial Report was authorised for issue on the 27th day of October 2008.

BASIS OF PREPARATION

Reporting Basis and Conventions

The Financial Report has been prepared on an accrual basis and is based on historical costs and where necessary, modified by the revaluation of selected non-current assets, financial assets and liabilities for which the fair value basis of accounting has been applied.

The following is a summary of the material accounting policies adopted by the Institute in the preparation of the Financial Report. The accounting policies have been consistently applied unless otherwise stated.

a) Income Tax

The Australian Taxation Office (ATO) has classified the Institute as a body exempt from paying income tax under the *Income Tax Assessment Act 1997 (Cth)*.

b) Plant & Equipment

Each class of plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment losses.

The carrying amount of plant and equipment is reviewed annually by the Institute to ensure it is not in excess of the recoverable amounts from those assets. The recoverable amount is assessed on the basis of the expected net cash flows, which will be received from the assets' employment and subsequent disposal. The expected net cash flows have not been discounted to present values in determining recoverable amounts.

c) Depreciation

The depreciable amounts of all plant and equipment are depreciated on a straight line basis over the useful lives of the assets to the Institute commencing from the time the asset is held ready for use. The depreciation rates range between 10% - 33% per annum. Leasehold improvements are depreciated over the unexpired period of the premises lease.

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

Class of fixed asset	Depreciation rates	Depreciation basis
Computer Hardware	33 %	Straight line basis
Office Furniture & Equipment	20 %	Straight line basis
Leasehold Improvements	10 %	Straight line basis

d) Leases

Lease payments under operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred. Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

e) Employee Benefits

Provision is made for the Institute's liability for employee benefits arising from services rendered by employees to balance date.

Employee benefits expected to be settled within one year together with benefits arising from wages and salaries, annual leave and sick leave, which will be settled after one year, have been measured at their nominal amount.

Other employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits.

f) Revenue Recognition

Membership subscriptions are recognised over the period of membership on an accruals basis.

Seminar and course revenue is also recognised on a proportional basis over the period to which the activity relates. If at balance date an activity has not been completed, a determination of the unearned revenue and accrued expenses or prepayments in relation to the activity is made and recognised on the Balance Sheet.

g) Cash

For the purposes of the Cash Flow Statement, cash includes cash on hand, at banks and on deposit.

h) Goods and Services Tax

Revenues, expenses and assets are recognised net of GST, except where the amount of GST incurred is not recoverable from the ATO. 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 or prepayments. Receivables and payables in the Balance Sheet are shown inclusive of GST.

i) Receivables

Debtors to be settled are carried at amounts due. Debt recovery is assessed at the Balance Sheet date and specific provision is made for any doubtful debts.

j) Payables

Liabilities are recognised for amounts to be paid within the future for goods and services received, whether or not billed to the Institute. Creditors are settled normally within 30 – 45 days.

k) Critical Accounting Estimates & Judgements

The members of the Audit, Finance and Risk Committee evaluate estimates and judgements incorporated into the Financial Report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Institute.

l) Going Concern

The Institute has an excess of current liabilities over current assets of \$141,551 as at 30 June 2008. The financial statements have been prepared on a going concern basis which contemplates the continuity of normal operating activities and the realisation of assets and settlement of liabilities in the ordinary course of operations. The going concern basis is considered appropriate as included in current liabilities. These are amounts for unearned revenue of \$337,580, which are to be satisfied through the delivery of services over the next 12 months. The ability of the Institute to continue as a going concern is dependent on ongoing income from membership contributions and membership activities. In the event of any significant reduction in contributions, the activities of the Institute would need to be reduced.

If the Institute is not able to continue as a going concern, it may be required to realise its assets and extinguish its liabilities other than in the normal course of business and at amounts different to those stated in the financial statements. No adjustments have been made as to the amounts and classification of assets or liabilities that might be necessary should the Institute not continue as a going concern, as the Board is of the opinion that the Institute will continue to operate and will be able to pay its debts as and when they become due and payable. The Board believes the Institute will be able to fund operations on a positive cash flow basis for the next 12 months.

m) Reclassification of Financial Information

Where necessary, comparative information has been reclassified to achieve consistency in disclosures with current financial period amounts and other disclosures.

n) Financial Instruments

Financial instruments, incorporating financial assets and financial liabilities, are recognised when the Institute becomes a party to the contractual provisions of the instruments. Trade date accounting is adopted for financial assets that are delivered within timeframes established by marketplace convention. Financial instruments are initially measured at fair value plus transaction costs where the instrument is not classified as at fair value through profit and loss. Transition costs related to instruments classified as at fair value through profit and loss are expensed to profit and loss immediately. Financial instruments are classified and measured as set out below.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the Institute no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations have expired or are discharged or cancelled. The difference between the carrying value of the financial liability extinguished or transferred to another party and fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed is recognised in profit and loss.

Classification and Subsequent Measurement

Financial Assets at Fair Value through Profit and Loss

Financial assets are classified at fair value through profit and loss when they are held for trading for the purpose of short term profit taking, where they are derivatives not held for hedging purposes, or designated as such to avoid an accounting mismatch or to enable performance evolution where a group of financial assets is managed by key management personnel on a fair value basis in accordance with a documented risk management or investment strategy. Realised and unrealised gains & losses arising from changes in fair value are included in profit and loss, in the period in which they arise.

Loans and Receivable

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost using the effective interest rate method.

Held-to-Maturity Investments

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Institute's intention to hold these investments to maturity. They are subsequently measured at amortised cost using the effective interest rate method.

Available-for-Sale Financial Assets

Available-for-sale financial assets are non-derivative financial assets that are either designated as such or that are not classified in any of the other categories. They comprise of investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

Financial Liabilities

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost using the effective interest rate method.

Impairment

At each reporting date, the Institute reviews whether there is objective evidence that a financial instrument has been impaired. In the case of Available-for-Sale investments, a prolonged decline in the value is considered to determine whether impairment has occurred. Impairment losses are recognised in the income statement.

o) Impairment of Assets

At each reporting date, the Institute reviews the carrying value 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.

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

p) New & Revised Accounting Standards & Interpretations

The Institute has adopted all of the new and revised Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations.

The members of the Audit, Finance and Risk Committee have given due consideration to new and revised standards and interpretations issued by the AASB that are not yet effective and do not believe they will have any material financial impact on the Financial Report of the Institute. The Institute has adopted AASB 7 Financial Instruments: Disclosures and all consequential amendments which became applicable on 1 January 2007. The adoption of this standard has only affected the disclosure in these financial statements. There has been no effect on profit and loss or the financial position of the Institute.

NOTE 2

ITEMS INCLUDED IN SURPLUS

Surplus has been determined after:

	2008	2007
	\$	\$
EXPENSES		
Depreciation of Non Current Assets		
Computer Equipment	15,376	12,956
Plant & Equipment	12,239	6,670
Leasehold Improvements	5,270	-
	32,885	19,626
RENTAL EXPENSE ON OPERATING LEASES		
Annual Rental Expense for Lease	66,161	58,350
MOVEMENT IN PROVISIONS		
Employee Benefits	(6,735)	16,550

NOTE 3

KEY MANAGEMENT PERSONNEL COMPENSATION

Board Members Remuneration

Elected Members of the Board act in an honorary capacity and have not received any remuneration for their services.

The Executive Director is an ex-officio member of the Board. The Executive Director's remuneration and on-costs are fully funded by the Institute.

	2008	2007
	\$	\$
Short-term Employee Benefits	67,844	107,545
Post-Employment Benefits	79,515	139,738
	147,359	247,283

NOTE 4

AUDITOR'S REMUNERATION

	2008	2007
	\$	\$
Audit & Review Services	8,480	9,680

NOTE 5

CASH & CASH EQUIVALENTS

	2008	2007
	\$	\$
Cash on Hand	500	215
Cash at Bank	238,884	854,219
Short Term Deposit	-	12,144
Commonwealth Bank Bill – at Cost	-	1,008,727
Cash & Cash Equivalents	239,384	1,875,305

**NOTE 6
PLANT AND EQUIPMENT**

	Computer Equipment	Office Equipment	Leasehold Improvements	Total
	\$	\$	\$	\$
Gross Carrying Amount				
Balance at 30 June 2007 – at cost	105,912	69,875	-	175,787
Additions	11,990	50,110	317,105	379,205
Disposals	-	(9,739)	-	(9,739)
Balance at 30 June 2008	117,902	110,246	317,105	545,253
Accumulated Depreciation				
Balance at 30 June 2007	76,245	50,408	-	126,653
Depreciation Expense	15,376	12,239	5,270	32,885
Disposals	-	(9,739)	-	(9,739)
Balance at 30 June 2008	91,621	52,908	5,270	149,799
Carrying Amount				
As at 30 June 2007	29,667	19,467	-	49,134
As at 30 June 2008	26,281	57,338	311,835	395,454

**NOTE 7
FINANCIAL ASSETS**

	2008	2007
	\$	\$
Available-for-Sale Financial Assets	782,524	-
Available-for-sale financial assets comprise: Investments in managed funds and property syndicates at market value	782,524	-

**NOTE 8
TRADE & OTHER PAYABLES**

	2008	2007
	\$	\$
Trade & Sundry Payables	78,437	251,453
Accrued Expenses	25,849	82,008
GST Liability	14,017	74,007
	118,303	407,468

**NOTE 9
RESERVES**

Financial Assets Reserve

The Financial Assets Reserve records revaluations of financial assets.

**NOTE 10
OPERATING LEASE COMMITMENTS**

Non-cancellable operating leases contracted for, but not capitalised in the financial statements.

	2008	2007
	\$	\$
Payable – minimum lease payments		
- Not later than 1 year	52,500	46,184
- Later than 1 year but not later than 5 years	247,500	3,864
	300,000	50,048

The property lease is a non-cancellable lease with a five-year term, with rent payable monthly in advance. An option exists to renew the lease at the end of the five-year term for an additional five years. The lease does not allow for subletting of the leased premises and is due to expire on 1 January 2013 with a further term of five years.

**NOTE 11
CONTINGENT LIABILITIES**

As at 30 June 2008, there were no contingent liabilities.

**NOTE 12
RELATED PARTIES TRANSACTIONS**

Transactions with Related Parties

(a) The Institute provides membership services to organisations for which some Board Members hold executive positions.

(b) A Board member is the Deputy Chairman of The Allen Consulting Group, a business contracted directly to the Institute for the delivery of a short course, How Government Works. The amount paid during the 2007-08 year was \$ 26,582 (2006-07 \$ 39,979). At the year end \$4,728 owed, and is included in current liabilities (2006-07 \$11,928). A conflict of interest was declared and the Board Member did not participate in the preparation of the Tender, the selection process or in the management of the contract.

(c) During the 2006-07 year, a related party to the former Executive Director was contracted directly to the Institute for the delivery of editorial and writing services. The amount paid in 2006-07 for these services was \$16,380 and the amount owing at the end of 2006-07 was \$10,890; included in current liabilities. A conflict of interest was declared and the Executive Director did not participate in the preparation of the tender, the selection process or in the management of the contract.

The above amounts are based on normal commercial terms no more or less favourable than may be negotiated with any other independent party.

**NOTE 13
CASH FLOW INFORMATION**

	2008	2007
	\$	\$
(A) RECONCILIATION OF CASH & CASH EQUIVALENTS		
Cash on Hand	500	215
Cash at Bank	238,884	854,219
Cash on Deposit	-	1,020,871
	239,384	1,875,305
(B) RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES TO OPERATING SURPLUS		
Operating Surplus	98,557	167,701
Non-Cash Flows in Operating Surplus		
Depreciation	32,885	19,626
Gain on Disposal of Assets	(5,531)	-
Reinvestment of Investment Distributions	(47,208)	-
Changes in Assets & Liabilities		
Decrease / (Increase) in Trade Receivables	46,368	(7,039)
Increase in Prepayments	(17,618)	(1,859)
Decrease in Unearned Revenue	(173,411)	(60,221)
(Decrease) / Increase in Creditors & Accruals	(289,165)	4,257
Decrease in Provisions	(6,735)	-
Net Cash Provided by Operating Activities	(361,858)	122,465

**NOTE 14
FINANCIAL RISK INSTRUMENTS**

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

The Institute does not have any derivative instruments at 30 June 2008.

Financial Risk Exposures and Management

The main risks the Institute is exposed to through its financial instruments are interest rate risk, liquidity risk, credit risk and price risk.

Interest Rate Risk

Interest rate risk is managed with a mixture of fixed and floating rate debt.

Sensitivity Analysis – Interest rates

The following sensitivity analysis is based on the interest rate risk exposures in existence at the balance sheet date. At 30 June 2008, if interest rates had moved, as illustrated in the table below, with all other variables held constant, post tax profit and equity would have been affected as follows:

	Net Profit Higher/(Lower)		Net Assets Higher / (Lower)	
	Year Ended 30 June		As at 30 June	
	2008	2007	2008	2007
	\$	\$	\$	\$
Increase in interest rates of 1% (100 basis points)	2,394	18,753	2,394	18,753
Decrease in interest rate of 2% (200 basis points)	(4,788)	(37,506)	(4,788)	(37,506)

Foreign Currency Risk

The Institute is not exposed to fluctuations in foreign currencies.

Liquidity Risk

The Institute manages liquidity risk by monitoring forecast cash flows and ensuring that adequate un-utilised borrowing facilities are maintained.

The Institute's policy is to ensure no more than 30% of borrowings should mature in any 12 month period.

Trade and Sundry Payables are expected to be paid as follows:

	2008	2007
Less than 6 months	\$118,303	\$407,468

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 allowances for doubtful debts, as disclosed in the Balance Sheet and notes to the Financial Report. The Institute does not have any material credit risk exposure to any single debtor or group of debtors under financial instruments entered into by the Board.

Price Risk

The Institute is exposed to equity securities price risk. This arises from investments held in managed funds and classified on the balance sheet as available-for-sale. The Institute is not exposed to commodity price risk.

The Audit, Finance and Risk Committee consists of IPAA Board members and a co-opted member with accountancy qualifications. The members meet on a regular basis to analyse financial risk exposure and to evaluate treasury management strategies in the context of the most recent economic conditions and forecasts. The Committee's overall risk management strategy seeks to assist the Institute in meeting its financial targets, while minimising potential adverse effects on financial performance. The Audit, Finance and Risk Committee operates under policies approved by the Committee members and the IPAA Board. Risk management policies are approved and reviewed by the committee on a regular basis. These include the use of credit risk policies and future cash flow requirements.

Sensitivity Analysis – Equity prices

The following sensitivity analysis is based on the equity price risk exposures in existence at the balance sheet date at 30 June 2008. If equity prices had moved, as illustrated in the table below, with all other variables held constant, post tax profit and equity would have been affected as follows:

	Net Profit Higher / (Lower)		Net Assets Higher / (Lower)	
	Year Ended 30 June		As at 30 June	
	2008	2007	2008	2007
	\$	\$	\$	\$
Increase in equity prices of 20%	-	-	156,505	-
Decrease in equity prices of 20%	-	-	(156,505)	-

Net Fair Values

The net fair values of equity investments have been valued at the quoted market bid price at balance date adjusted for transactions costs expected to be incurred. For other assets and other liabilities, the net fair value approximates their carrying value. No financial assets and financial liabilities are readily traded on organised markets if standardised for other than listed investments. Financial assets, where the carrying amount exceeds net fair values, have not been written down as the Institute intends to hold these assets to maturity.

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 the financial statements.

NOTE 15

SEGMENT REPORTING

The Institute operates in the provision of education and professional development services to Members of the Institute within Victoria.

NOTE 16

SUBSEQUENT EVENTS

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

NOTE 17

INSTITUTE DETAILS

The registered office and principal place of business of the Institute is:

Institute of Public Administration Australia (Victorian Division) Inc.
Level 3, 37 Little Bourke Street
MELBOURNE VIC 3000

The principal activities of the Institute are to facilitate membership, networking and leadership opportunities for executives, managers, and young professionals working in or servicing the public sector and the provision of seminars and courses relevant to the public sector.

STATEMENT BY MEMBERS OF THE BOARD

FOR THE YEAR ENDED 30 JUNE 2008

In the opinion of the Board; the Financial Report as set out on pages 12 – 20:

1. Presents a true and fair view of the financial position of the Institute of Public Administration Australia (Victorian Division) Incorporated as at 30 June 2008, and its performance for the year ended on that date, in accordance with Australian Accounting Standards, Australian Accounting Interpretations and other pronouncements of the Australian Accounting Standards Board and the requirements of the *Associations Incorporation Act 1981 (Vic)*.

2. At the date of this statement, there are reasonable grounds to believe that the Institute of Public Administration Australia (Victorian Division) Incorporated will be able to pay its debts as and when they fall due.

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

Chair, Audit, Finance & Risk Committee

Member, Audit, Finance & Risk Committee



David Spokes BSocWk, BA (Melb)



James van Smeerdijk BSc Hons, MBA (Melb)

Dated at Melbourne this 27th day of October 2008

INDEPENDENT AUDITOR'S REPORT



Chartered Accountants
& Business Advisers

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF THE INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (VICTORIA DIVISION) INCORPORATED

We have audited the accompanying financial report of the Institute of Public Administration Australia (Victorian Division) Incorporated (the Institute) which comprises the Balance Sheet as at 30 June 2008 and the Income Statement, Statement of Changes in Equity and Cash Flow Statement for the year ended on that date, a summary of significant accounting policies and other explanatory notes and the Statement by Members of the Board.

The Responsibility of the Members of the Board for the Financial Report

The Members of the Board of the Institute are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Associations Incorporation Act (Vic) 1981. This responsibility includes establishing and maintaining internal controls 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

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's 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 Members of the Board, as well as evaluating the overall presentation of the financial report.

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

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

Auditor's Opinion

In our opinion, the financial report of the Institute of Public Administration Australia (Victorian Division) Incorporated is in accordance with the Associations Incorporation Act (Vic) 1981 including:

- (i) giving a true and fair view of the Institute's financial position as at 30 June 2008 and of its performance and cash flows for the year ended on that date; and
- (ii) complying with Australian Accounting Standards and the Associations Incorporation Act (Vic) 1981.



PKF
East Coast Practice



J A Mooney
Partner

27 October 2008
Melbourne

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ACKNOWLEDGEMENTS

IPAA would like to thank the chairs, speakers and facilitators who supported us in 2007-2008.

Chairs

Lachlan Bruce, formerly Executive Director, Business Innovation and Strategy, Department of Innovation, Industry and Regional Development

Sally Curtain, Manager, Regional Management Project, Department of Justice

Michael Kane, IPAA Victoria Fellow, Executive Director, Policy & Cabinet, Department of Premier and Cabinet

Steve Marshall, Chief Executive Officer, Victorian Managed Insurance Authority

Dr. Claire Noone, IPAA Victoria Vice President, IPAA Victoria Fellow, Executive Director, Consumer Affairs, Department of Justice

Des Pearson, IPAA Victoria Fellow, Victorian Auditor-General

Monica Pfeffer, Director, Social Policy Unit, Department of Human Services

Chantelle Renn, President, YIPAA, Senior Policy Officer, Department of Premier and Cabinet

Fran Thorn, IPAA Victoria President, IPAA Victoria Fellow, Secretary, Department of Human Services

Matthew Wilson, Family Services Coordinator, Wyndham City Council

Speakers

Terry A'Hearn, Director, Sustainable Development, Environment Protection Authority Victoria

Prof. David Adams, Professor of Management and Innovation, University of Tasmania

Peter Allen, IPAA Victoria Vice President, IPAA National Fellow, Under Secretary, Portfolio Services and Strategic Projects Division, Department of Human Services

Melissa Anderson, Graduate and Youth Employment Recruitment Advisor, Department of Justice

Daniel Ballard, Project Manager, Development and Innovative Projects, Department of Human Services

Chris Barrett, IPAA Victoria Fellow, Chief of Staff to the Federal Treasurer, Office of the Treasurer, formerly Deputy Secretary, Policy and Cabinet, Department of Premier and Cabinet

Jim Betts, Secretary, Department of Transport

Dr. Tony Birch, Lecturer, Creative Writing, School of Culture and Communication, University of Melbourne

Yehudi Blacher, IPAA Victoria Fellow, Secretary, Department of Planning and Community Development

Richard Bolt, IPAA Victoria Fellow, Secretary, Department of Primary Industries

Ric Brazzale, formerly Executive Director, Business Council for Sustainable Energy

Dr. Chris Brook, IPAA Victoria Fellow, Executive Director, Regional and Rural Health, Department of Human Services

The Hon John Brumby MP, Premier of Victoria

Shane Carmody, Director of Collections and Access, State Library of Victoria

Peter Castellanos, Managing Director, Clean Technology AustralAsia

Mary Clarke, Director, Economic Policy, Department of Premier and Cabinet

Max Coultard, Academic Program Director, Graduate School of Business, Monash University

Dr. Wendy Craik, Chief Executive Officer, Murray-Darling Basin Commission

Cr. Janet Cribbes, Mayor, City of Port Phillip

Prof. Peter Dawkins, IPAA Victoria Fellow, Secretary, Department of Education and Early Childhood Development

Joel Deane, Speech Writer, Office of the Premier of Victoria

Prof. David de Kretser AC, Governor of Victoria

Senator John Faulkner, Special Minister of State, Cabinet Secretary

Patricia Faulkner, IPAA National Fellow, National Partner in Charge of Health and Social Policy and State Governments, KPMG

Adam Fennessy, Executive Director, Infrastructure and Economics, Department of Premier and Cabinet

Joel Fetter, Legal & Industrial Officer, Australian Council of Trade Unions

Dr. Vince FitzGerald, Chairman, IPAA National Fellow, The Allen Consulting Group

Ben Foskett, IPAA Victoria Fellow, Deputy Secretary, Industry and Trade; Chief Executive Officer, Invest Victoria, Department of Innovation, Industry and Regional Development

Prof. Ross Garnaut, Professor of Economics, Australian National University; Vice Chancellor's Fellow, University of Melbourne

The Hon Peter Garrett AM MP, Minister for the Environment, Heritage and the Arts

Terry Garwood, IPAA National Fellow, Executive Director Freight Logistics and Marine Division, Department of Transport

Ron Gibson, Managing Director, GoNetworking

Susan Gillett, Executive, Infrastructure Policy, Gateway Unit, Department of Treasury and Finance

Dr. William Glaser, Consultant Psychiatrist

Prof. Roy Green, Dean, Macquarie Graduate School of Management

Prof. David Griggs, Director of the Monash Sustainability Institute, Monash University

John Hall, Chief Financial Officer, Department of Innovation, Industry and Regional Development

Prof. John Halligan, Research Professor in Government and Public Administration, Faculty of Business and Government, University of Canberra

Peter Harris, IPAA Victoria Fellow, Secretary, Department of Sustainability and Environment

Grant Hehir, IPAA Victoria Fellow, Secretary, Department of Treasury and Finance

Claire Higgins, Chair, Barwon Health; Deputy Chair, Country Fire Authority Board

Gregory Hywood, IPAA Victoria Fellow, Chief Executive Officer, Tourism Victoria, Department of Innovation, Industry and Regional Development

Brian Johnson, Senior Analyst, Budget and Financial Management Division, Department of Treasury and Finance

Michael Kane, IPAA National Fellow, Executive Director, Policy and Cabinet, Department of Premier and Cabinet

Maria Katsonis, Executive Director, Public Policy and Organisation Reviews, State Services Authority

Prof. Jack Keating, Professorial Fellow in Education, University of Melbourne

Dr. Michael Keating AC AO, IPAA National Fellow, Chairman, Independent Pricing and Regulatory Tribunal, formerly Secretary, Department of Prime Minister and Cabinet

Rob Knowles, Member, National Health and Hospital Reform Commission, formerly Victorian Minister for Health

Prof. Robert Lamb, Director, Australian Synchrotron

Megan Lilly, Associate Director, Education Policy, Australian Industry Group

Robert Lorenzon, Manager, Environment & Energy, Australian Industry Group

Dr. Geoff Love, IPAA Victoria Fellow, formerly Director, Bureau of Meteorology

Glenn Maguire, Director, Commercial Division, Department Of Treasury and Finance

Steve Marshall, Chief Executive Officer, Victorian Managed Insurance Authority

Phil Martin, Executive Director, Government Relations, Australian Football League

Vincent Martin, Director, Competition and Regulation Policy, Economic and Financial Policy Division, Department of Treasury and Finance

Penelope McKay, Director, Budget and Financial Management Division, Department of Treasury and Finance

Prof. Mark Moore, Hauser Professor of Non-Profit Organizations, Harvard Kennedy School

Jane Niall, IPAA Victoria Fellow, Deputy Secretary, Policy and Coordination, Department of Innovation, Industry and Regional Development

Philip Norman, Senior Economist, Policy and Intergovernmental Relations Division, Department of Transport

Kelly O'Shannassy, Chief Executive Officer, Environment Victoria

Mark O'Toole, Comedy Writer for John Safran, Comedy Inc, Full Frontal, Spicks and Specks

Rae Perry, Chief Executive Officer, Victorian Local Governance Association

Simon Ramsay, President, Victorian Farmers Federation

Jeremy Reynolds, Manager, Demographic Research, Department of Planning and Community Development

Ben Rimmer, Deputy Secretary, Strategic Policy and Implementation, Department of Prime Minister and Cabinet

John Roskam, IPAA Victoria Fellow, Executive Director, Institute of Public Affairs

Kay Rundle, IPAA Victoria Fellow, Chief Executive Officer, City of Greater Geelong

Sebastian Salicru, Director and Principal, PTS Consulting

Jennifer Samms, IPAA Victoria Fellow, Executive Director, Ministerial Taskforce on Aboriginal Affairs, Department of Planning and Community Development

Prof. Cheryl Saunders AO, Director, Centre for Comparative Constitutional Studies; Associate Dean (Juris Doctor), Melbourne Law School, University of Melbourne

Anne-Marie Schwirtlich, Chief Executive Officer and State Librarian, State Library of Victoria

Dale Seymour, IPAA Victoria Fellow, Deputy Secretary, Energy, Resources and Major Projects, Department of Primary Industries

Prof. Peter Shergold AC AM, IPAA National Fellow, Chief Executive Officer, Centre for Social Impact, University of New South Wales, formerly Secretary, Department of Prime Minister and Cabinet

Helen Silver, IPAA Victoria Fellow, Secretary, Department of Premier and Cabinet, formerly General Manager, Government Business, National Australia Bank

David Spokes, IPAA Victoria Fellow, Chief Executive Officer, City of Port Phillip

John Sturdy, Director, Public Sector, Hudson Global Resources

Dr. Dahle Suggett, IPAA Victoria Fellow, Deputy Secretary, Office for Education, Policy and Innovation, Department of Education and Early Childhood Development

Deborah Sullivan, General Manager, Finance and Corporate Services, Dental Health Services Victoria

Meredith Sussex, IPAA Victoria Fellow, Executive Director of Integrated Transport Planning, Department of Transport

Helene Teichmann, Convener, Yachad Accelerated Learning Project

Rhys Thomas, Director Corporate Services, City of Darebin

Fran Thorn, IPAA Victoria President, Secretary, Department of Human Services

Kathy Townsend, Managing Director, Kathleen Townsend Executive Solutions

Kerry Walker, Director, Neighbourhood Justice Centre, Department of Justice

Prof. Patrick Weller AO, Director, Centre for Governance and Public Policy, Griffith University

Dr. Lynne Williams, IPAA Victoria Fellow, Deputy Secretary, Economic and Financial Policy, Department of Treasury and Finance

Jane Wilson, National Communications Manager, Grocon, formerly Media Adviser to the Victorian Attorney General

Ron Wilson, Executive Director, Health Insurance Restricted Membership Association of Australia, formerly Chief of Staff to the Leader of the Opposition in Victoria

Dean Yates, Deputy Secretary, Financial Reform, Department of Treasury and Finance

Keith Yeo, Director Corporate Services, City of Banyule

Facilitators

Wayne Burns, Director, Allen Consulting Group

Elaine Canty, Director, Canty Communication

Gerard Castles, Consultant, Scaffidi Hugh-Jones

Lisa Gorton, Consultant, Scaffidi Hugh-Jones

Michael Gurr, Playwright, Author and Speechwriter

Dr. Fiona Hanlon, IPAA Victoria Fellow, Principal, Serenus Thinking

Bernie Hobbs, Science writer and Broadcaster

Bruce Hughes, Consultant, Method9

Ray Judd, Director, IPAA Victoria Fellow, The Nous Group

Terry Maher, Consultant, formerly Chief Executive Officer, Knox City Council

Julie McCrossin, Journalist and Public Speaker

Tim Orton, Managing Director, The Nous Group

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Ian Porter, Senior Consultant in Strategy and Public Policy, The Nous Group

Philip Shanahan, Consultant & former Chief Executive Officer, City of Portland

Dr. Randal Stewart, Principal, Strategy and Public Policy, The Nous Group

Samantha Zimmerman, Risk Management Advisor, Victorian Managed Insurance Authority

OUR VISION IS TO HELP BUILD A WORLD-CLASS PUBLIC SECTOR IN VICTORIA.

WE VALUE:

- leadership and innovation in the public sector
- high standards of information and debate
- recognition and promotion of excellence
- ethical standards and integrity
- a focus on membership
- continuous improvement of services
- entrepreneurship.

AS AN ORGANISATION WE ALSO VALUE:

- partnerships and collaboration
- transparency and accountability
- teamwork and learning
- public benefit outcomes
- efficiency and productivity (doing more with less).



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