



ANNUAL REPORT

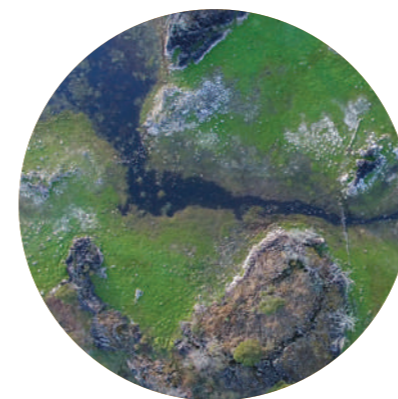
2018-2019

INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA

IPAA
VICTORIA



We respectfully acknowledge the Traditional Owners of Country throughout Victoria and pay respect to the ongoing living cultures of First Peoples.



Budj Bim Cultural Landscape

In July 2019, the Budj Bim Cultural Landscape – located in Gunditjmara Country – was recognised on the UNESCO World Heritage List.

The Gunditjmara had pursued world heritage listing for more than 20 years and with the help of Heritage Services and Aboriginal Victoria, the nomination was accepted for consideration by UNESCO in 2018.

The project to gain world heritage listing was a co-winner of the *Advancing Aboriginal Self-Determination Award*, in IPAA Victoria's Leadership in the Public Sector Awards 2018.

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Did you know?

After our formation in 1929, IPAA Victoria initially reflected a membership of senior officers of the federal and state public services. Today we engage across the broader public purpose sector and with a diversity of people.

Today:

- > 72% of attendees at our professional development courses and events are women
- > Over 2.6% identify as Aboriginal and/or Torres Strait Islander
- > Around 47% are in lower level and early career roles

WE ARE IPAA VICTORIA

We are the professional association for the public purpose sector in Victoria. We represent over 100,000 public purpose sector professionals in Victoria.

We are a self-funded, membership-based, not-for-profit organisation.

We connect, learn and grow together, share our knowledge and ideas to strengthen our sector's service to those we serve, the Victorian community.

OUR VALUES

- > *We are agile and responsive to the needs and views of our members*
- > *We are inclusive and embrace diversity*
- > *We connect and collaborate*
- > *We adopt the highest standards of integrity and ethical behaviour*
- > *We are reflective, innovative and committed to continuous improvement*

A MESSAGE FROM



KYM PEAKE

PRESIDENT

Our members and others in the public purpose sector face many challenges. These include increasingly complex public policy problems; changing public sector workforce demographics and competition for talent; need for greater relationship leadership and empathy; growing need for evidence-based decision-making; a paradox of declining public trust and rising citizen expectations including demand by citizens for personalised services and choice; rapid advancements in technology and ability to capture big data; equity and fairness and climate change.

IPAA Victoria continues to reflect on these critical challenges and how we can best support and advance the public purpose sector. It is because of this that we are looking to the future. A future where IPAA Victoria grows and changes with the public purpose sector, and purposefully represents our members. In looking at the future, we also have to be informed by our past.

At the close of 2018-2019, we commenced celebrations of IPAA Victoria's rich 90-year history. The world today is much different from 1929 when IPAA Victoria was founded. What remains constant is our commitment to support our members. As we acknowledge the significant achievements of the past year and our rich history, our ear is to the ground and our eye is fixed firmly on the future.

I feel privileged to take on the presidency role from **Gill Callister** and extend my appreciation and sincerest thanks to Gill for igniting a change for IPAA Victoria. In my opinion, most notably, through her leadership in establishing the **Integrity and Ethical Leadership Program (IELP)**. In 2018-2019, in much part due to Gill's championing, IPAA Victoria proudly delivered the first public program in the IELP for senior leaders, the Senior Executive IELP.

We undertook important research into the capabilities of the modern public purpose sector professional and launched our new **Programs Strategy** and supporting

capability framework. This five-year strategy will build on our popular professional development suite to improve and introduce dynamic learning experiences, introduce new capabilities to our offer, and allow us to reach new audiences across our broad membership.

We built on our history of challenging the status quo, by working hand-in-hand with First Nations members to advance reconciliation and Aboriginal self-determination, and with our female members to advance gender equity. We grew with our early career members by creating opportunities for our young professionals to lead the conversations important to them through **YIPAA**.

Our individual and organisational members are at the core of everything we do. I am keen to build on our achievements to ensure our efforts help to empower and uplift our members' work and drive purposeful member interactions in an increasingly complex and challenging environment.

I would like to thank our Chief Executive Officer **David Ali** for his leadership of the hard-working IPAA Victoria team, the team itself, our partners and sponsors. A warm thank you to all my fellow board members and committee members who support IPAA Victoria's governance. Your support is invaluable.

I extend my gratitude to our members, drawn from Victoria's diverse public purpose sector. Thank you for your unwavering support and I look forward to connecting with you at an IPAA Victoria event in the very near future.



DAVID ALI

CHIEF EXECUTIVE OFFICER

The role of a professional association like IPAA Victoria – to bring together the diversity of our sector and empower our members and the public sector to thrive – has never been more critical.

This narrative was often repeated at the American Society for Public Administration national conference I attended in early 2019. Attendees from over 40 countries were reminded of the important work public sector professionals around the globe do every day. There was much discussion on focussing on the citizen, listening to different voices, connecting and collaborating, data evidence and analytics to inform policy and service delivery, co-creating and co-producing services and programs, and transformation and development of the workforce of the future.

We have focussed on some of these themes over the past 12 months as IPAA Victoria continues to reposition itself as the modern professional association we must be for our members and the public purpose sector. This annual report captures a snapshot of the immense efforts and progress our members and team made in 2018-2019.

Some of those moments have been:

- Hosting the **IPAA National Conference** where we welcomed delegates from across Australia and New Zealand to tackle the big issues facing the sector
- Supporting our early career members, **YIPAA**, with opportunities to grow, connect and learn at member-led events and through the **Peer Plus Mentoring Program**
- Connecting senior leaders to grow together in our first public delivery of the **Senior Executive Integrity and Ethical Leadership Program (IELP)**
- Celebrating our members with a refreshed **Leadership in the Public Sector Awards**
- Reinforcing our commitment to reconciliation, advancement and self-determination for our Aboriginal

and Torres Strait Islander members and community with a new **Reconciliation Action Plan** and events like the **Jackomos Oration**

- Partnering with our members on a diverse range of thought leadership and practically-charged forums
- Establishing the **Women's Network** with a focus on advancing gender equity
- Leading the conversation with impactful signature events, such as the **State Budget Briefing Breakfast** and **International Women's Day Gala Dinner**
- Introducing a new corporate livery, website and the online member-led forum, **The Hub**
- Launching our **Programs Strategy** to reimagine and refresh our professional development offerings in line with the capabilities of a modern public purpose sector

I want to extend a heartfelt thank you to our board for their advice, support and oversight during the year – led firstly by **Gill Callister** and then **Kym Peake** – to our hard-working and enthusiastic team, our partners, our facilitators and sponsors who power IPAA Victoria to achieve.

Importantly, I want to thank our members – individual and corporate – for your support, involvement and enthusiasm. You are what makes IPAA Victoria what we are – thank you.

And I hope that you all will be part of IPAA Victoria's exciting next chapter, as we continue to create opportunities for our members: *to connect, to grow, to celebrate, to challenge the status quo* and *to look to the future* as we inspire outstanding public purpose leadership.

OUR TEAM



Our team is comprised of our permanent staff, contractors and – from time to time – an intern or two from some of our state’s great academic institutions.

Thank you to all our team who power IPAA Victoria to achieve for our members.

OUR BOARD OF DIRECTORS

FROM 13 NOVEMBER 2018



KYM PEAKE

PRESIDENT

Secretary, Department of Health and Human Services (Vic)

Chair Executive Committee

Chair Programs Committee (until November 2018)

Elected 2013

Re-elected 2015, 2017

IPAA Victoria Fellow 2015

IPAA National Fellow 2016



ADRIAN ROBB

DEPUTY PRESIDENT

Chair, IELP Steering Committee

Member, Executive Committee

Member, Finance, Audit and Risk Committee

Member, Strategic Program Committee

Chair, Awards Committee (until March 2019)

Elected 2013

Re-elected 2015, 2017

IPAA Victoria Fellow 2012

IPAA National Fellow 2016



CLARE AMIES

Chief Executive, WorkSafe Victoria

Appointed 2018



ELAINE CARBINES

Chief Executive Officer, G21 Geelong Region Alliance

Chair, Geelong Advisory Committee

Elected 2015

Re-elected 2017

IPAA Victoria Fellow 2018



AMANDA CATERMOLE PSM

Deputy Secretary, Health and Aged Care, Department of Human Services (Clth)

Appointed February 2018

Elected November 2018



NOELENE DUFF

Chief Executive Officer, City of Whitehorse (until July 2019)

Appointed December 2018

IPAA Victoria Fellow 2007



PROF JENNY LEWIS

Professor of Public Policy, School of Social and Political Sciences University of Melbourne

Chair, Strategic Programs Committee

Appointed February 2018

Reappointed December 2018



DR EMILY PHILLIPS

Chief Executive, Agriculture Victoria Deputy Secretary, Agriculture Department of Jobs, Precincts and Regions

Chair, Women's Network Advisory Committee

Member, Audit, Finance & Risk Committee (until November 2018)

Co-opted 2014

Elected 2015

Re-elected 2017

IPAA Victoria Fellow 2014



BEN RIMMER

Chief Executive Officer, City of Melbourne (until December 2018)

Member, Audit, Finance & Risk Committee

Appointed May 2018

Reappointed December 2018

IPAA Victoria Fellow 2015

IPAA National Fellow 2017



ANGELA SINGH

Executive Director, Koorie Outcomes Division, Department of Education and Training (Vic)

Chair, Aboriginal Advisory Committee

Co-opted February 2019

IPAA Victoria Fellow 2014



JENNIFER WOLCOTT

Acting Director, Emergency Management Resilience Emergency Management Victoria (until July 2019)

Chair, Awards Committee (from March 2019)

Member, Women's Network Advisory Committee

Co-opted 2016

Elected 2017



DEAN YATES

Victorian Government & Public Sector Leader, Advisory, EY

Chair, Audit, Finance & Risk Committee

Member, Executive Committee

Elected 2016

Re-elected 2018

IPAA Victoria Fellow 2010



DAVID ALI

Chief Executive Officer, IPAA Victoria

Ex officio Board member

Board Secretary

Appointed December 2016

IPAA Victoria Fellow 2013

UNTIL 13 NOVEMBER 2018



GILL CALLISTER PSM

Secretary, Department of Education and Training (Vic) (until November 2018)

President

Chair, Executive Committee

Appointed 2013

Elected 2015

Re-elected 2017

Resigned November 2018

IPAA Victoria Fellow 2005

IPAA National Fellow 2014



DR JENNY GRAY PSM

Chief Executive Officer, Zoos Victoria

Member, Audit Finance and Risk Committee

Member, Executive Committee

Co-opted 2014

Elected 2015

Re-elected 2017

Resigned November 2018

IPAA Victoria Fellow 2017



IAN HAMM

Chief Executive Officer, Victorian Aboriginal Community Controlled Health Organisation (VACCHO) (until August 2018)

Chair, Indigenous Advisory Committee

Elected 2016

Resigned November 2018

IPAA Victoria Fellow 2012



NATALIE JAMES

Partner, Deloitte Australia

Elected 2016

Resigned November 2018

IPAA Victoria Fellow 2015

01

TOGETHER, WE CONNECTED

With a focus on building capability and encouraging innovation, 2018-2019 was a year of connection. The year presented opportunities to connect beyond usual networks, get out from behind the desk and hear new perspectives.

We connected beyond Victoria's borders with our interstate IPAA cousins hosting the IPAA National Conference and with overseas thought-leaders to collaborate, share and co-design.

We welcomed 5,105 attendees to just our events alone and were driven by our mission to connect the people of the public purpose sector, our members, thought-leaders and supporters.

IPAA VICTORIA'S YOUNG PROFESSIONALS - YIPAA

Providing opportunities to young professionals to connect, learn, and grow

Our young professionals' network navigated their own way toward connecting, learning and growing as part of a strong focus on developing the public sector capability of the next generation of leaders.

Aligning with YIPAA's key objectives, the network hosted three events that coincided with IPAA Victoria's determination to grow our reach using the innovative ideas of our youngest members.

These events were:

- YIPAA Annual Address: Sustainable Development Goals and the Victorian Public Sector (3 July 2018)
- Behavioural Insights in Policymaking (11 December 2018)
- New Term, New Priorities – key social and economic priorities of the Victorian Government (29 May 2019)

STUDENT PLACEMENTS

Building links between IPAA Victoria, academia and future leaders

We introduced student placements for university students, providing a direct link between the public purpose sector and academia.

Students were introduced to the purpose and role of IPAA Victoria and the sector, and had opportunities to work on projects with real impact.



Previous page: Leadership in the Public Sector Awards 2019
Current page: YIPAA committee member Bonnie Rowe speaking at our State Budget Briefing Breakfast 2019

MEMBER PROFILE



Christopher Lee

Senior Policy Advisor, Department of Environment, Land, Water and Planning

How long have you been a member of IPAA Victoria?

"Since approximately 2016 (time flies) and have been volunteering as a committee member on the Sustainability Community of Practice and also as deputy chair for YIPAA."

Why did you join IPAA Victoria?

"As an emerging professional within the public sector, joining IPAA Victoria was the logical choice to exploring the breadth and depth of government policies and to connect with other similar minded professionals across the whole of the public purpose sector. This is combined with the opportunities offered through YIPAA such as Peer Plus Mentoring and also flagship professional development and thought leadership events such as the YIPAA Annual Address."

What are the greatest benefits of being a member of IPAA Victoria?

"The opportunity to learn from different areas across government which, at first glance, might not be related to your current work but in the end actually shares quite a bit of overlap."



INTEGRITY AND ETHICAL LEADERSHIP PROGRAM ALUMNI DINNER (7 NOVEMBER 2018)

Hosting the inaugural IELP Alumni Dinner for the alumni of our Senior Executive IELP

On 7 November 2018, we hosted the inaugural IELP Alumni Dinner with 'guest provocateur' **Serena Lillywhite**, Chief Executive Officer of Transparency International Australia. The evening was delivered with the support of EY.

Ms Lillywhite reflected on the declining trust in government, and the implications this has on the integrity of policy making. Her address was followed by a guided discussion with the alumni.

These events are unique opportunities for our **Senior Executive IELP** alumni to reconnect with peers, grow their networks and keep the critical integrity and ethics discussion alive.

INTERNATIONAL DAY OF PEOPLE WITH A DISABILITY FORUM (4 DECEMBER 2018)

Understanding the critical role of people with a disability within the public purpose sector, and wider Victorian community

Partnering with the Enablers Network at the Victorian Public Sector Commission (VPSC), we delivered the first disability forum as part of the 2018 Disability Awareness Week.

VPSC Commissioner, **Dr Paul Grimes PSM**, opened with a discussion on the VPSC's work on access and inclusion, inviting discussion and the sharing of personal stories and achievements.

The event utilised the exchanging of stories and personal triumphs to build ideas, break barriers and move public purpose sector mountains.

ASIA CAPABILITIES AND INSIGHTS WITH VICTORIA'S INTERNATIONAL COMMISSIONERS TO ASIA (7 MAY 2019)

Increasing Victoria's economic competitiveness and positioning in a global market

The Asia Capabilities and Insights with Victoria's International Commissioners to Asia event was held on 7 May 2019. This provided a unique opportunity for our members to strengthen their understanding of Victoria's economic relationships within Asia.

With the Victorian State Government's commitment to engaging directly with key Asian economies, the public purpose sector is called on to meet these opportunities. The event highlighted that Asia capabilities, engagement, and awareness are critical factors and effective tools in increasing Victoria's economic competitiveness.

FLAGSHIP STATE BUDGET BRIEFING BREAKFAST (28 MAY 2019)

Getting the inside scoop on the state government's budget and fiscal forecasts

In the unmissable yearly tradition, **David Martine PSM**, Secretary of the Victorian Department of Treasury and Finance, delivered a keynote presentation on the 2019-2020 budget, outlining exclusive insights on how the budget was shaped.

The event provided an analysis and an opportunity for panel discussion with the aim of identifying what the budget means from a public service perspective.

In a first for IPAA Victoria, the breakfast was livestreamed to Geelong, and connected our wider Victorian membership to key budget insights.

KICKING OFF OUR 90TH BIRTHDAY (20 JUNE 2019)

Our Fellows came together to kick off our 90th birthday year for a special dinner on 20 June 2019, with more celebrations in store throughout 2019-2020.

COMMUNITIES OF PRACTICE (COPS)

Allowing both individual and corporate members of IPAA Victoria to learn from others and share their experiences

Our CoPs are a series of specialist interest groups that allow both individual and corporate members of IPAA Victoria to connect, learn and share their experiences. This year, we held 10 CoPs events, which were attended by 890 people.



Attendance at IPAA Victoria's biggest events shines a light on the values of our member community. The top three events for 2018-2019 were:

- International Women's Day Gala Dinner (7 March 2019) with **1,205** attendees
- State Budget Briefing Breakfast (28 May 2019) with **591** attendees
- IPAA National Conference: Fault lines for the Future of the Public Sector (17 October 2018) with **396** attendees

**IPAA NATIONAL CONFERENCE
(16 AND 17 OCTOBER 2018)**

Contributing and connecting to a national discussion

In October 2018, IPAA Victoria hosted the IPAA National Conference with the theme *Fault Lines for the Future Public Sector*.

Our members connected with colleagues from across Australia and New Zealand with international leading speakers, contributing to an examination of the 'big ideas' and challenges facing the public purpose sector in Victoria, nationally and globally.

We explored hyper-partisanship, automation and AI, the use of consultants and other challenges and opportunities facing the sector.

The conference featured international speakers and highly-reputable panel members in a Q&A style format, facilitated by the ABC's **Tony Jones**.

Professor Peter Schergold AC, IPAA National President, delivered a key note address at the conference dinner. His address, *Australia's Public Sector: Fit for Purpose?*, drew on the responses to an online survey promoted as part of the IPAA National Event Series, held across Australia in August 2018.

Some other speakers included:

- Emeritus Professor **Gillian Triggs** who gave the Garran Oration
- **G. Edward DeSeve**, Senior Fellow, Fels Institute of Government, University of Pennsylvania (USA)
- **Jill Rutter**, Director, Institute for Government (UK)
- Professor **Helen Sullivan**, Director, Crawford School of Public Policy, ANU
- **George Megalogenis**, Australian journalist, political commentator and author
- **Emma Hogan**, NSW Public Service Commissioner
- **Terry Moran AC**, former Secretary, Department of Prime Minister & Cabinet



Clockwise from top: IPAA National Conference attendees, ABC's Tony Jones, new IPAA National Fellows with Peter Schergold AC.

02

TOGETHER, WE GREW

The public purpose sector is changing.

For our members, this means adapting, learning new skills and ways of working, navigating a complex world, and working with a plethora of stakeholders.

In 2018-2019, we supported our members to grow together through our events, our suite of professional learning and development programs and forums like our new online member-driven platform, *The Hub*.

This year we introduced our new five-year Programs Strategy and Public Purpose Capability Framework. The strategy is set to shake up what – and importantly how – we deliver learning opportunities to members, at all stages in their careers.

We continue to keep our ear to the ground and eye to the future. Growth is a part of who we all are.

PEER PLUS MENTORING

Sharing. Supporting. Growing.

The Peer Plus Mentoring Program continues to be one of our most valued opportunities for members, linking young professional mentees with experienced public purpose sector mentors.

Running over the calendar year, in 2019, the program has brought together 40 mentees and 34 mentors from across all three levels of government.

The program is now in its twelfth year and continues to offer unprecedented mentoring opportunities that allow members to professionally, and strategically, grow.

GAIN THE POLICY EDGE (GTPE)

Evolving with the Victorian community

In 2018-2019, our flagship program Gain the Policy Edge (GTPE) celebrated 20 years. This program's long history is testament to the value it provides.

The five-day program, delivered in partnership with Nous Group, equips participants with the skills to design and develop policy in a rapidly changing world.

BUILDING THE BUSINESS CASE (15 NOVEMBER 2018)

Partnering to provide practical insights

In its 10th year, we partnered once more with Victoria's Department of Treasury and Finance (DTF) to present Building the Business Case.

This popular seminar is a great example of IPAA Victoria working hand-in-glove with our members to deliver learning opportunities grounded in practical insights from those who live and breathe the policy or service delivery domain.



Previous page: Senior Executive IELP participants
Current page: Peer Plus Mentoring participants

WHAT THE NUMBERS SAY

Moving mountains with our members

In 2018-2019:

- **68%** increase in attendance at our professional development and learning programs compared to 2017-2018
- **1,801** total attendees at our publicly delivered programs
- **114** programs delivered in total (not to mention Gain the Policy Edge and the Senior Executive IELP)
- **1,114** hours of programs delivered over the year
- **90** programs delivered in-house – that's a 70% increase!
- The most popular in-house program was Presenting with Confidence
- Our most attended program was Strategic Thinking with **157** attendees



"Systems thinking has helped me consider the role I'm playing in any situation and better understand the systems in which I'm operating."

Nigel Cadywould

Director Customer Engagement,
Cenitex
Senior Executive IELP alumnus



"I am now more reflective rather than reactive when facing a dilemma."

Dr Geoff Allan

Chief Operating Officer, Austroads
Senior Executive IELP alumnus

INTEGRITY ETHICAL LEADERSHIP PROGRAM (IELP)

Growing the public purpose sector's ethical leadership capability and integrity culture

One of the biggest achievements of 2018-2019 was the delivery of our first program in our Integrity and Ethical Leadership Program (IELP) suite, the Senior Executive IELP.

This moment came together after two years of research and consultation with the public purpose sector and expert partners, working with our principal partner EY and delivering a pilot program in early 2018.

Feedback has been highly positive, with participants indicating that the program offered real value to build ethical leadership, decision-making capability and the skills to build positive integrity cultures.

With the momentum of the flagship Senior Executive IELP, we are developing programs targeted at other key cohorts, like public purpose sector managers and general staff.



Senior Executive IELP participants

THE FUTURE OF WORKFORCE IN AUSTRALIA (16 APRIL 2019)

Grasping the future with adaption and learning

Our work is transitioning to the digital, globalised work economy, and we are ready for it.

The Future of Workforce in Australia forum, presented with Australia Post, introduced the OECD Future of Work initiative. This initiative looks at how demographic change, globalisation and technological progress are affecting job quality and quantity, as well as labour market inclusiveness.

Speakers included **Ben Neal** from PwC, **Susan Davies** from Australia Post, **Lilian McKenzie** from the Department of Health and Human Services (VIC) and **Rebecca Holden** from Telstra.

AN INTERNATIONAL APPEAL

Connecting beyond borders

In a first for IPAA Victoria, June 2019 saw us say “hello” to the world as our writing expert and facilitator **Anne McCaig** delivered the Government Writing program by video link into Bangalore and Mumbai, India.

This workshop demonstrated that our professional learning and development programs hold value beyond Victoria’s borders.

THE HUB – TAKING OUR MEMBER COMMUNITY ONLINE

Driven by ambition, united by purpose

In another first for 2018-2019, we launched *The Hub*, our online interactive community that allows our members to directly contribute to conversations surrounding the topics that impact the public purpose sector.

The Hub provides members with the opportunity to showcase their projects, share knowledge and connect with others.

Some of the first contributions included:

- **David Finlayson** on Geelong’s GROW, *Local Revolution: How a Simple Idea Will Transform Lives Across Victoria*
- **Adam Fennessy**’s reflection, *Feeling the Love: Fond Memories from a Distinguished VPS Career*
- Professor **Janine O’Flynn** on *Why Public Sector Leaders Need to Loosen the Reins on Their Staff.*

FACILATOR PROFILE



Anne McCaig

Anne McCaig is one of IPAA Victoria’s professional development facilitators. She delivers the popular *Writing Briefs for Decision Makers*.

“IPAA Victoria provides a fabulous array of professional development programs to refresh and invigorate professionals.

“The highlight of my IPAA Victoria year was definitely the development and delivery of a three-module workshop for the locally-engaged staff of Invest Victoria (part of DJPR).

“We broke the content down in concept and delivery style to make it work for audio-visual delivery via WebEx from Melbourne to multiple overseas locations. With the support of the Trade Commissioner to India, we agreed to pilot the program with her staff in Bangalore and Mumbai.

“We developed a practical workbook to explain the principles of writing for decision makers - ministers and senior departmental executives - who are mostly unknown to the overseas staff.”

03

TOGETHER, WE CELEBRATED

Celebrating great people, teams, organisations and their work are fundamental to our mission. We do this, not only through acknowledging achievement where due, but also through providing opportunities for our members to learn from each other's successes.

In 2018-2019 we took pause to applaud those who make the public purpose sector everything that it is, today, and everything it can be, tomorrow.

From the announcement of the 2018 Fellows to the Leadership in the Public Sector Awards and the Top 50 Public Sector Women, it has become evident that our members are working harder than ever to deliver public value and public good.

Congratulations to the outstanding, forward thinking and innovative people who continue to contribute to the positive development of the wider Victorian community.



New Fellows with immediate past President Gill Callister PSM

MEMBER PROFILE



Penny Armytage

Special Adviser, Victorian Government Account, KPMG Chair, Transport Accident Commission

With over 30 years of service and leadership to the community, Ms Armytage has vast experience in managing public policy and service delivery in both the justice and human service sectors. Ms Armytage is currently the Chairperson for the Royal Commission into Victoria's Mental Health System.

Originally a social worker, where she helped improve the lives of women and vulnerable children, she has become a highly regarded public sector leader.

In Ms Armytage's nine years as Secretary, Department of Justice (VIC), she provided policy advice across five portfolios including Attorney-General's, Police and Emergency Services.

Another significant role was her involvement in Victoria's whole-of-government response to the 2009 Black Saturday bushfires and subsequent Royal Commission, chairing the weekly State Co-ordination and Management Council meeting.

She served as IPAA National President from 2015 to 2017. In 2018 she was awarded Honorary Life Membership.

FELLOWSHIP

Celebrating the people at the heart of IPAA Victoria

IPAA Victoria Fellowship is awarded annually to members in recognition of their outstanding contribution to public administration and public value, service to IPAA Victoria, and public purpose sector leadership.

In 2018 we awarded fellowship to members who have made significant progress in transforming their own communities, workplaces and beyond.

At the Annual Dinner and Fellows' Oration in November 2018, we welcomed and awarded the following new Victorian Fellows:

Assoc Prof Catherine Althaus

Deputy Dean, Australia and New Zealand School of Government (ANZSOG)

Marlo Baragwanath

Victorian Government Solicitor, Victorian Government Solicitor's Office

Elaine Carbines

Chief Executive Officer, G21 Geelong Region Alliance

Matt Carrick

Chief Executive Officer, State Trustees Limited

Nick Foa

Deputy Secretary, Housing, Infrastructure, Sport and Recreation, Department of Health and Human Services

Dr Steve Hodgkinson

Chief Information Officer, Department of Health and Human Services

Robyn White

Director, Policy, Planning and Regulation Reform, Strategy and Planning Group, Department of Economic Development, Jobs, Transport and Resources

Kylie White

Deputy Secretary, Energy, Environment and Climate Change, Department of Environment, Land, Water and Planning

The following Victorian Fellows were awarded IPAA National Fellowship in 2018:

Cheryl Batagol PSM

Chair, Environment Protection Authority Victoria

David Martine PSM

Secretary, Department of Treasury and Finance

The IPAA Victoria member awarded Honorary Life Member in 2018:

Penny Armytage

Special Adviser, Victorian Government Account, KPMG Chair, Transport Accident Commission



Cheryl Batagol PSM delivers the Fellows' Oration 2018



Annual Dinner and Fellows' Oration 2018

LEADERSHIP IN THE PUBLIC SECTOR AWARDS 2018

Celebrating the ideas and public purpose people that transform communities

Keeping our finger on the pulse, in 2018 we unveiled a revision of the Leadership in the Public Sector Awards with the introduction of four new categories and four refreshed categories.

Our judges – drawn from across the public purpose sector – reviewed a record 96 nominations across the eight categories and one scholarship.

The winners were awarded at a ceremony on 19 February 2019, hosted by IPAA Victoria President **Kym Peake**.

Advancing Aboriginal Self Determination

Winner: Budj Bim World Heritage Nomination Project (Department of Premier and Cabinet)

Winner: Burra Lotjpa Dunguludja - The Aboriginal Justice Agreement Phase 4 (Aboriginal Justice Caucus)

Communication Excellence Award

Winner: Deadly Questions (Department of Premier and Cabinet)

Evidence-Based Policy Award

Winner: Real-Time Prescription Monitoring Implementation (Department of Health and Human Services)

Human-Centred Service Delivery Award

Winner: Designing Melbourne's High Capacity Metro Trains (Transport for Victoria)

Innovative Regulation Award

Winner: Hive - A Fresh Approach to Regulation- New Digital Tool Provides Consistent Risk Assessment (Victorian Commission for Gambling and Liquor Regulation)

Leading Employer Award

Winner: Westernport Water

Robust Governance Award

Winner: Education State Board (Department of Education and Training)

Sustainable Communities and Environments Award

Winner: Wyndham Solar City (Wyndham City Council)

Young Indigenous Leader Scholarship

In 2018, the biennial Young Indigenous Leader Scholarship was awarded to **Bonnie Cavanagh** (Victoria Police).



Leadership in The Public Sector Awards 2018



Attendees at the awards



Wyndham City Council, winners of the Sustainable Communities and Environments Award

TOP 50 PUBLIC SECTOR WOMEN (2018)

Celebrating the exceptional female leaders of the public sector

IPAA Victoria, in partnership with Davidson, was proud to continue the Top 50 Public Sector Women initiative launched in Victoria in 2017.

The awards showcase the exceptional female leaders who are building high performing teams, transforming communities and overcoming challenges to create a brighter future for all Victorians.

04

TOGETHER, WE CHALLENGED THE STATUS QUO

A public purpose sector that reflects the community our members serve is better equipped to respond to the challenges and opportunities of our times.

Through fostering connections, incubating opportunities and sparking ideas, 2018-2019 was the year IPAA Victoria continued to provide a platform for our members to promote equality, inclusion and representation.

Women and First Nations people continue to be at the heart of our purpose, as we deliver initiatives to better empower and serve the people who are representative of these groups.



Previous page: Leadership in the Public Sector Awards
 Current page: Aboriginal Justice Caucus, co-winners of the Advancing Aboriginal Self-Determination Award



Uncle Bill Nicholson, Wurundjeri elder

TOGETHER, WE CHALLENGED THE STATUS QUO

RECONCILIATION, REPRESENTATION AND ADVANCEMENT

In 2018-2019, IPAA Victoria and our Aboriginal Advisory Committee committed to, and launched, our new Reconciliation Action Plan (RAP). Our RAP outlines the IPAA Victoria reconciliation journey and growing commitment to reconciliation over the 2018-2020 period.

We aspire to positively connect public sector people, knowledge and ideas to strengthen our service to the Victorian community and support Australia's reconciliation journey.

All of the IPAA Victoria team acknowledge and respect the culture and contribution of Aboriginal and Torres Strait Islander peoples, and recognise that true and lasting reconciliation improves prosperity for all Australians.

Highlights from the year include:

NAIDOC Week

Because of her, we can!

In July, we celebrated NAIDOC Week 2018 by hosting a morning tea. Members of our Aboriginal Advisory Committee, Professional Indigenous Network, graduates from the Graduate Certificate in Management (Public Sector), and the IPAA Victoria team celebrated the invaluable contributions that Aboriginal and Torres Strait Islander women have made – and continue to make - to our communities, our families, our history and to our nation.

Young Indigenous Leader Scholarship 2018

The winner of IPAA Victoria's *Young Indigenous Leader Scholarship 2018* was **Bonnie Cavanagh** from Victoria Police. A proud Taungurung woman, Ms Cavanagh is passionate about diversity, inclusion and positive social empowerment.

The scholarship provides a tailored professional development package to a young Aboriginal or Torres Strait Islander public servant, working with IPAA Victoria's Chief Executive Officer.

The new Advancing Aboriginal Self-Determination Award

Empowering Aboriginal communities to achieve long-term change and improved outcomes

In 2018, we launched the new *Advancing Aboriginal Self-Determination Award* as part of a refreshed Leadership in the Public Sector Awards, working alongside members of our Aboriginal Advisory Committee and Awards Committee.

This award celebrates initiatives and projects towards Aboriginal self-determination, as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples, through active partnerships that are transferring policy and program decision-making and resources to the Victorian Aboriginal community.

There were two winners of the award: the **Budj Bim Heritage Nomination Project**, from the Department of Premier and Cabinet (VIC), and the **Burra Lotjpa Dunguludja, Aboriginal Justice Agreement Phase 4** from the Aboriginal Justice Caucus.

Jackomos Oration (7 September 2018)

Towards treaty

The biennial Alick and Merle Jackomos Oration was delivered by **Jill Gallagher AO**, Victorian Treaty Advancement Commissioner. A proud Gunditjmara woman, Ms Gallagher delivered a rousing address on the road to treaty and how all Victorians have a role to play.

"Every Victorian has a responsibility to be involved in this process. Inform yourself and stay informed. Be on top of what's happening with Aboriginal Victorians in the treaty space," – Jill Gallagher

The Jackomos Oration celebrates the work of Alick and Merle Jackomos, who shaped Aboriginal life in Victoria, establishing the Aborigines Advancement League and the Victorian Aboriginal Legal Service. We would like to acknowledge the passing of **Merle Jackomos OAM** (1929-2019), a proud Yorta Yorta woman to the dreamtime. The oration was delivered with the support of PwC.

WOMEN'S NETWORK

Advancing women in public purpose sector leadership

Advancing women into leadership presents a strategic opportunity to strengthen our sector.

In August 2018, we established an advisory committee to drive the direction and priorities of the IPAA Victoria Women's Network. The committee consists of 12 people and identifies four areas of need in advancing women in the public sector, informed by VPSC data.

The strategic framework for the advancement of women in the public sector will allow the sector to plan and monitor strategies that work toward advancing women, and further demonstrates IPAA Victoria's commitment to advancing women working with, or alongside, the public purpose sector.

We hosted several events to contribute to the progress of female leaders. These included:

- **International Women's Day Gala Dinner (7 March 2019)**

This annual event is one of the most-loved and attended occasions on our events calendar. It is the perfect opportunity to network, support, celebrate, and inspire women and men alike.

In 2019, over 1200 guests attended the gala dinner. Guest speakers included the Victorian Minister for Women **Gabrielle Williams**, broadcaster and comedian **Libbi Gorr**, former Australian Olympic Committee CEO **Fiona de Jong**, veteran journalist **George Negus** and well-known news presenter **Jennifer Hansen**.

- **Unleashing the Power of Gender Equity Networking Lunch (25 October 2018)**

This networking lunch brought together members of the Women's Network to hear from keynote speaker **Dr Sue Williamson**, from the University of New South Wales, and guest speaker **Keryn Negri**, Chief Executive Office, Victorian Civil and Administrative Tribunal.

Dr Williamson's address drew on research she co-authored into the role of middle managers in progressing gender equity.

- **Top 50 Public Sector Women 2019**

We commenced the nomination process for the Top 50 Public Sector Women 2019.



Clockwise from top left: Guests at IWD 2019, Kym Peake at IWD 2019, winner of the Young Indigenous Leader Scholarship 2018, IWD 2019 panelists



05

TOGETHER, WE LOOK TO THE FUTURE

The future is here. It's a future of disruption and change, tackling 'wicked problems', building trust and realising new opportunities.

IPAA Victoria's eye is firmly fixed on the future, with our members' needs front and centre to empower them to rise to the challenges and thrive.

The development of our new Programs Strategy, our new brand and website, are just a few of the ways that we positioned IPAA Victoria for the future in 2018-2019.

We closed the financial year with the first of our 90th birthday celebrations, but continue looking forward to deliver for our members, stakeholders and the wider community.

BUILDING OUR EVIDENCE BASE

Better understanding our members' needs and responding with purpose

In 2018, we welcomed the first IPAA Victoria team members to our newly created Research and Evaluation team.

Our first mission was to lay the ground work for the new Programs Strategy, with a comprehensive curricular audit of our professional learning and development programs. The team attended and reviewed all programs (no mean feat!), drawing on participant feedback.

The review's value will continue to bear fruit as we move toward a bolder, fresher IPAA Victoria for our members.



Clockwise from top left: IPAA National Conference, IWD 2019, Senior Executive IELP, IPAA National Conference



A NEW BRAND, A NEW WEBSITE, A NEW-LOOK IPAA VICTORIA

Amplifying the member experience

IPAA Victoria led the change on a new corporate branding for IPAA divisions across Australia. This positions IPAA Victoria as a bold-thinking organisation, creating a place for public purpose sector professionals to connect, grow and celebrate together.

The newly created branding and website will provide an opportunity to explore some of the big challenges and questions facing our members, and provide a resource and avenue for collaboration and information exchange, like through *The Hub*.

A BOLD APPROACH TO LEARNING AND DEVELOPMENT

Embarking on a revolutionary, new five-year program strategy

In 2018-2019, we sowed the important seeds for a more dynamic, collaborative and compelling learning experience for our members. Our professional development and learning programs will now be shaped by a fresh, bold five-year Programs Strategy.

Working with Cube Group, the strategy responds to:

- Rapid advancements in technology and ability to capture big data
- A paradox of declining trust and rising citizen expectations
- Demand for personalised services and choice
- Increasingly complex public policy problems
- Changing public sector workforce demographics and competition for talent.

The strategy is underpinned by the Capability Framework for the Modern Public Purpose Workforce. This framework, building on NESTA's work, reflects the diverse range of capabilities that are needed within public purpose teams across four broad areas:

- Public service stewardship
- Working together
- Ideas into action
- Leading people and change.

06



SUMMARY FINANCIAL REPORT

Statement of profit or loss for the year ended 30 June 2019

Revenue

	2019 \$	2018 \$
Membership subscriptions	1,822,365	1,880,396
Seminars, workshops and events	2,508,383	2,320,260
Investment revenue	27,594	13,502
Interest revenue	24,223	20,657
Gains on financial assets at FVTPL	34,479	14,857
Other revenue	-	34,809
Total revenue	4,417,044	4,284,481

Expenditure

	2019 \$	2018 \$
Employee benefits	(1,638,214)	(1,572,487)
Seminars, workshops and events	(1,463,713)	(1,348,519)
Contract staff	(239,572)	(95,032)
Program development	(225,237)	(949,632)
Rent and occupancy	(139,967)	(125,277)
Consultants and professional fees	(111,845)	(103,902)
Advertising and marketing	(90,218)	(191,583)
Fringe benefits tax	(82,371)	-
IT and communications	(66,328)	(66,893)
Payroll tax	(38,154)	(36,349)
Depreciation	(21,485)	(43,356)
Doubtful debts (expense) / recovery	5,000	102,240
Other expenses	(195,615)	(137,272)
Total expenditure	(4,307,719)	(4,568,062)
Surplus / (deficit) for the year	109,325	(283,581)
Total comprehensive income for the year	109,325	(283,581)

Notes on the summary financial report

This financial report is an extract of the full financial report for the year ended 30 June 2019. This summary financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of IPAA Victoria as the full financial report, which is available on request.

The presentation currency used in this summary financial report is Australian dollars (AUD).

You can access the full financial report on our website: www.vic.ipaa.org.au

Statement of financial position as at 30 June 2019

	2019 \$	2018 \$
Assets		
Current assets		
Cash and cash equivalents	1,615,136	1,577,515
Trade and other receivables	2,268,563	871,045
Financial assets	150,000	450,000
Other assets	42,013	33,622
Total current assets	4,075,712	2,932,182
Non-current assets		
Financial assets	533,453	351,799
Property, plant and equipment	45,280	50,466
Total non-current assets	578,733	402,265
Total assets	4,654,445	3,334,447
Liabilities		
Current liabilities		
Trade and other payables	885,553	874,547
Provisions	58,950	57,504
Other liabilities	2,209,048	1,028,857
Total current liabilities	3,153,551	1,960,908
Non-current liabilities		
Provisions	27,120	9,090
Total non-current liabilities	27,120	9,090
Total liabilities	3,180,671	1,969,998
Net assets	1,473,774	1,364,449
Equity		
Retained earnings	1,473,774	1,364,449
Total equity	1,473,774	1,364,449

Statement of changes in equity for the year ended 30 June 2019

2019	Retained earnings \$	Total \$
Balance at 1 July 2018	1,364,449	1,364,449
Surplus / (deficit) for the year	109,325	109,325
Balance at 30 June 2019	1,473,774	1,473,774

Board members' declaration

The board members declare that in the board members' opinion the full financial report of IPAA Victoria found on the website vic.ipaa.org.au has been prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- giving a true and fair view of IPAA Victoria's financial position as at 30 June 2019 and of its financial performance for the year ended;
- Complying with Australian Accounting Standards - Reduced Disclosure Requirements and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013; and
- there are reasonable grounds to believe that IPAA Victoria is able to pay all of its debts, as and when they become due and payable; and

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profit Commission Regulation 2013.



Dean Yates
Chair, Audit, Finance and Risk Committee



Kym Peake
President

Date: 30/10/2019

Commentary

For the year ended 30 June 2019, IPAA Victoria reported a year end surplus of \$109,325 compared to a deficit in 2018 of \$283,581.

Overall revenue increased by \$132,563 (2018: \$249,613) or 3 per cent (2018: 6 per cent) over the 2019 financial year to \$4,417,044 (2018: \$4,284,481). Continued growth in the delivery of seminars, workshops and events was the key driver to the increase in revenue.

The increase in revenue was partly offset by lower membership subscription retention levels (3 per cent less than 2018). We have refined our membership model and marketing strategy this calendar year and will continue to make further improvements identified through our research and in the refreshed Strategic Plan.

Expenditure was \$4,307,719 or 6 per cent lower than 2018 at \$4,568,062.

The employee and contractor expense increase reflects IPAA Victoria's new organisational structure and use of contractor expertise to support operational plan deliverables.

The increase of 9 per cent in seminars, workshops and events expenditure is mainly attributable to the increased delivery of professional development programs and the success of the IPAA National Conference.

Advertising and marketing expenditure was lower than prior year due to rebranding in 2018.

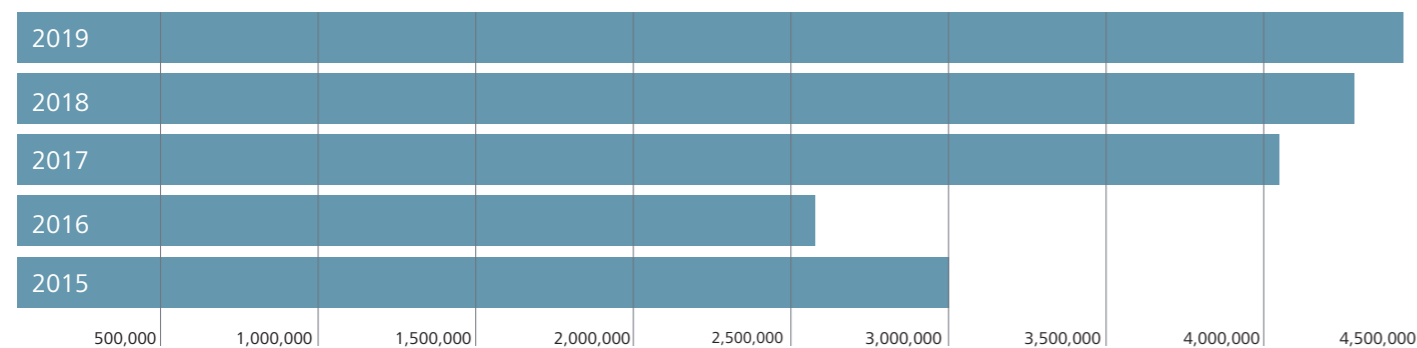
In 2019 and 2018 we reversed out the provision for doubtful debts as a result of recovering amounts owed.

The net operating result for 2019 includes an additional strategic investment in program development and refinement, related to the Integrity and Ethical Leadership Program (IELP) of \$113,805 (2018: \$272,641).

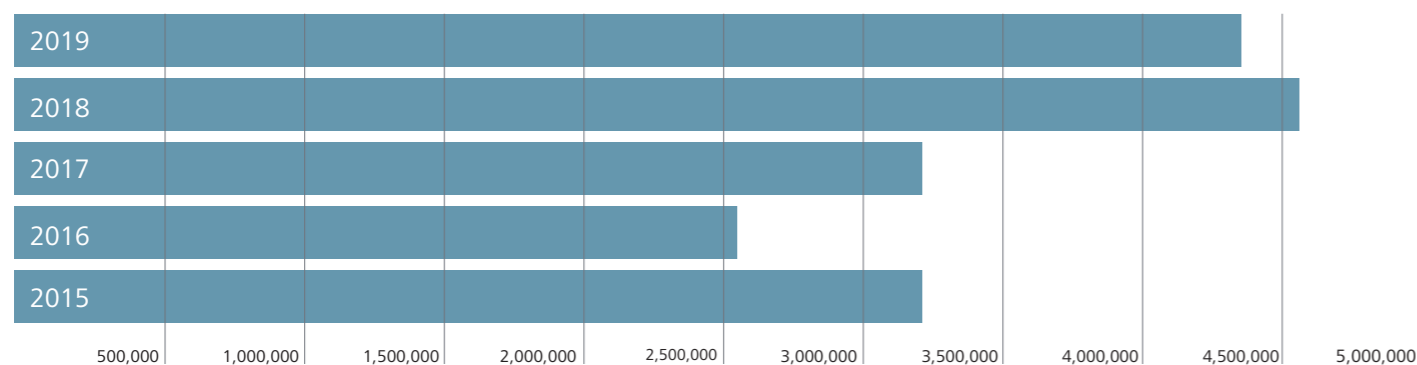
IPAA Victoria's balance sheet reflects net assets increasing by \$109,325 or 8 per cent when compared to 2018.

Aas at 30 June 2019, IPAA Victoria held cash assets of \$1,615,136, meaning that IPAA Victoria is able to meet all financial commitments as they fall due.

Income



Expenses



AUDITORS' REPORT



INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (VICTORIAN DIVISION) INC

ABN: 49 012 662 861

Independent audit report to the members of Institute of Public Administration Australia (Victorian Division) Inc

Opinion

The 2019 annual report that contains a summary financial report, which comprises the statement of financial position as at 30 June 2019, the income statement and statement of changes in equity for the year then ended, and board declaration, are derived from the audited financial report of Institute of Public Administration Australia (Victorian Division) Incorporated for the year ended 30 June 2019.

In our opinion, the accompanying summary financial report is consistent, in all material respects, with the audited financial report.

Summary Financial Report

The summary financial report does not contain all the disclosures required by Australian Accounting Standards and the Australian Charities and Not-for-profits Commission Act 2012. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon. The summary financial statements and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial report.

The Audited Financial Report and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 30 October 2019.

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 contact@sawarddawson.com.au
 sawarddawson.com.au

Board's Responsibility for the Summary Financial Statements

The board is responsible for the preparation and presentation of the summary financial report.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

Saward Dawson

Jeffrey Tulk
 Partner
 Blackburn

Date: 30 October 2019



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OUR BOARD ADVISORY COMMITTEES

Thank you to all our committee members who provided their time and expertise to support IPAA Victoria's governance.

EXECUTIVE COMMITTEE (FROM JULY 2018 UNTIL AGM 2018)

Gill Callister (chair)
Jenny Gray
Adrian Robb
Dean Yates
David Ali (CEO)

EXECUTIVE COMMITTEE (POST AGM 2018)

Kym Peake PSM (chair)
Adrian Robb
Dean Yates
David Ali (CEO)

AUDIT FINANCE AND RISK COMMITTEE (FROM JULY 2018 UNTIL AGM 2018)

Dean Yates (Chair)
Paul Broderick PSM
Jenny Gray
Carolyn Jackson
Emily Phillips
David Ali (CEO)

AUDIT FINANCE AND RISK COMMITTEE (POST AGM 2018)

Dean Yates (Chair)
Paul Broderick PSM
Carolyn Jackson
Ben Rimmer
Adrian Robb
David Ali (CEO)

PROGRAMS COMMITTEE (2018)

Kym Peake (chair)
Sarah-Jane McCormack
Alison McClelland
Gabrielle Reilly
Adrian Robb
Sonia Sharp
Dahle Suggett
Andrew Wear
Gary Atherton
Prof Jenny Lewis
David Ali (CEO)

STRATEGIC PROGRAMS COMMITTEE (2019)

Prof Jenny Lewis (chair)
Gabrielle Reilly
Adrian Robb
Dahle Suggett
Gary Atherton
Ben Rimmer
Anthony Schinck
Sam Hannah-Rankin
Dale Clarke
Natasha Thompson
David Ali (CEO)

ABORIGINAL ADVISORY COMMITTEE (2018-2019)

Angela Singh (chair, 2019)
Ian Hamm (previous chair, 2018)
Josh Smith
Geraldine Kennett
Mason Atkinson
Taryn Lee
Kylie Belling
Travis Lovett
Simon Flagg
Tim Kanoa
James Van Smeerdijk
Antoinette Gentile
David Ali (CEO)

AWARDS COMMITTEE (FROM JULY 2018 UNTIL MARCH 2019)

Adrian Robb (chair)
Kathryn Anderson
Genevieve Dolan
Taryn Lee
Tanya Smith
Dr Gillian Sparkes
Helen Vaughan
Jennifer Wolcott
David Ali (CEO)

AWARDS COMMITTEE (FROM MARCH 2019)

Jennifer Wolcott (chair)
Adrian Robb (deputy chair)

Kathryn Anderson
Genevieve Dolan
Taryn Lee
Dr Rebecca Koss
Tanya Smith
Helen Vaughan
David Ali (CEO)

WOMEN'S NETWORK ADVISORY COMMITTEE (2018-2019)

Dr Emily Phillips (chair)
Jennifer Wolcott
Christabelle Adjoyan
Mira Bacelj
Charlotte Fox
Adam Fennessy PSM
Paul Grimes PSM
Lisa Ippolito
Rebecca McKenzie
Christine Nixon APM
Zoe Thorn
Shawn Wilkey

GEELONG ADVISORY COMMITTEE (2018-2019)

Elaine Carbines (chair)
Jennifer Cromarty
Stephen Ryan
Ashley Clearihan
Leanne Barnes
Georgia Quill
Pam Williams
Amy Hand

BALLARAT ADVISORY COMMITTEE (2018)

Craig Findlay (chair)
Anthony Schinck
Christine Ferguson
Justine Linley
Paul O'Donohue

BENDIGO ADVISORY COMMITTEE (2018)

Bernie O'Sullivan (chair)
Jeff Rigby
Bruce Duncan
Robert Stephenson

OUR CORPORATE MEMBERS

Thank you to all our corporate members.

PLATINUM CORPORATE MEMBERS

Department of Education and
Training (VIC)

Department of Environment, Land,
Water and Planning (VIC)

Department of Health and Human
Services (VIC)

Department of Jobs, Precincts and
Reigons (VIC)

Department of Justice and
Community Safety (VIC)

Department of Premier and Cabinet
(VIC)

Department of Transport (VIC)

Department of Treasury and Finance
(VIC)

Victoria Police

GOLD CORPORATE MEMBERS

Transport Accident Commission

VicRoads

Victorian Auditor-General's Office

WorkSafe Victoria

SILVER CORPORATE MEMBERS

Australia Post

Cube Group

dandolopartners

Deloitte Australia

Fair Work Commission

Hall and Wilcox Lawyers

KPMG

Maddocks

Nous Group

State Revenue Office

VicSuper

Victorian Curriculum and Assessment
Authority

Victorian Managed Insurance
Authority

BRONZE CORPORATE MEMBERS

Accident Compensation Conciliation
Service

Ambulance Victoria

AMES Australia

Australian Centre for the Moving
Image

Australian Institute for Teaching and
School Leadership

Barwon Water

Boroondara City Council

City of Ballarat

City of Greater Bendigo

City of Melbourne

Commercial Passenger Vehicles
Victoria

Commission for Children and Young
People

Country Fire Authority

Court Services Victoria

CPA Australia

Dairy Food Safety Victoria

Davidson

Department of Employment, Skills,
Small and Family Business (AUS)

Department of Home Affairs (AUS)

Department of Parliamentary Services
(VIC)

Department of Social Services (AUS)

Development Victoria

Disability Services Commissioner

Eastern Health

Emergency Management Victoria

Energy Safe Victoria

EPA Victoria

Ernst & Young

Essential Services Commission

Fair Work Ombudsman

Fisher Leadership

Forensicare

Game Management Authority

Grosvenor Performance Group

Hays

Health Purchasing Victoria

Holding Redlich Lawyers &
Consultants

Hudson

Hume City Council

HWL Ebsworth Lawyers

Independent Broad-based Anti-
corruption Commission

Infrastructure Victoria

KJA

Lander & Rogers Lawyers

Maribyrnong City Council

Metropolitan Fire and Emergency
Services Board

Moreland City Council

National Disability Insurance Agency

NGS Global

North East Catchment Management Authority

Office of the Victorian Information Commissioner

Parks Victoria

Productivity Commission

Socom

Southern Metropolitan Cemeteries Trust

Sustainability Victoria

The Greater Metropolitan Cemeteries Trust

The Melbourne School of Government

VicHealth

Victoria Legal Aid

Victorian Agency for Health Information

Victorian Asbestos Eradication Agency

Victorian Building Authority

Victorian Commission for Gambling and Liquor Regulation

Victorian Council of Social Service

Victorian Electoral Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Government Solicitor's Office

Victorian Inspectorate

Victorian Legal Services Board + Commissioner

Victorian Ombudsman

Victorian Planning Authority

Victorian Registration and Qualifications Authority

Victorian Responsible Gambling Foundation

Western Program Alliance

Westernport Water

Yarra City Council

Zoos Victoria

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Cranlana Centre for Ethical Leadership

Deloitte Australia

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Department of Health and Human Services (VIC)

Department of Justice and Community Safety (VIC)

Department of Premier and Cabinet (VIC)

Department of Treasury and Finance (VIC)

Ernst & Young (EY)

Fisher Leadership

KPMG

Maddocks

Nous Group

Pitcher Partners

PricewaterhouseCoopers (PwC)

The University of Melbourne

Transport Accident Commission

VicSuper

Victorian Managed Insurance Authority

Victorian Public Sector Commission

WorkSafe Victoria

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