

IPAA Victoria Annual Report

2020 -
2021

IPAA Victoria acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and future, and extend that respect to all Aboriginal and Torres Strait Islander peoples today

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INTRO - DUCTION

2020-2021 has again been an extraordinary year for us all. The COVID-19 pandemic has continued to have a profound impact on all our lives and IPAA Victoria was required, like so many, to continue to adapt to new ways of doing things in order to keep ourselves safe and continue to provide value to our members.

The last year has seen the people and organisations that make up our membership base undertake extraordinary efforts to support community and continue service provision. IPAA Victoria in turn continued to shift the way we provide our offerings to our members, to optimise access to news, emerging topics, courses, events, networks and seminars.

Together with our members, IPAA Victoria stood strong, adapted and pushed forward to build capability and strengthen the impact of the public purpose sector, challenge the status quo and remain empathetic amidst uncertainty.

IPAA Victoria has had a rich year and we are excited about new opportunities opening up for everyone as we turn our faces to tomorrow.



Message from the President

John Bradley

For IPAA Victoria and our members, 2020-2021 was both one of the most challenging years in our history but also one of the most important. Our sector has faced unprecedented disruption and uncertainty in our operating environment, creating enormous challenges in the professional and personal lives of our members and supporters.

In this critical hour of community need, the public purpose sector has shone – in local government, the Victorian public sector, the Australian public sector and our diverse partners. The sector has seen a showcase of innovation from service delivery to tenacious and inspiring leadership. Just as often, the extent of contribution by our sector was unseen, as staff managed their own personal challenges and disrupted homes, businesses and communities to deliver, individually and collectively, for the public.

It has been a similar year for IPAA Victoria itself. 2020-2021 saw the rapid adaptation by IPAA Victoria's staff and members to support our sector. Despite the challenging environment, more people – rather than less – used our services and attended our events. We continued to see strong support through our personal and organisation memberships, and we were able to transition our flagship events and new activities into the online world.

We supported the professional development and networks of over 9000 participants in learning programs and events. The year saw a major extension in 'in house' professional development programs tailored to individual agencies, reaching 1770 participants.

Our staff and partners successfully fast-tracked our digital learning model to deliver high quality programs online. We celebrated the impact of the public sector and discussed the most important issues, through events like our online International Women's Day

panel. When we were able to, IPAA Victoria brought the sector together face to face, as in our 2020 Leadership in the Public Sector Awards and 2021 State Budget Breakfast Briefing.

During the financial year, despite significant impacts on our primary revenues, our organisation achieved a small but valuable financial surplus which helps the sustainability of our not-for-profit organisation.

We are incredibly grateful to those whose work and dedication helped to create these results. Our small team of staff have performed extraordinarily under enormously challenging conditions. My colleagues on the IPAA Victoria Board, along with all those involved in our communities of practice, Young IPAA network and governance processes have continued their volunteer involvement in our organisation despite the enormous professional and personal pressures that we were all experiencing.

Just as importantly, our members, partners and supporters have continued to engage with us by attending our events and contributing their insights, experience and support to the development and delivery of our program of events and training.

In 2021-2022, IPAA Victoria looks forward to supporting the 'great reconnection' in our public purpose sector. In the year ahead, our focus will be on our members – providing the support they need to navigate current challenges with personal resilience, furthering their career development, increasing their collaboration and cross-sector engagement, celebrating their achievements and learning from their experience.

We look forward to working with our staff, members and the public purpose community on these critical endeavours.

John Bradley
President, IPAA Victoria



Message from the Chief Executive Officer

Nina Cullen

I am excited to be part of the IPAA Victoria team. I joined in May 2021 and have enjoyed meeting with and learning from members, partners, the Board, our Fellows and the IPAA Victoria team. As we all appreciate, and as noted in the President's report, the past year has been one of the most challenging periods for every individual. It has most certainly been challenging for the whole public purpose sector. Yet it has also shown a beautiful level of resilience, adaptability, and care. Bringing these thoughts closer to home, I have witnessed how IPAA Victoria has adapted, innovated and continued to provide a range of different, new and engaging services for our diverse membership base, during these disrupted times.

In 2020-2021, we experienced many of the difficulties faced by all workplaces negotiating the transition to remote working and the loss of intangible benefits that come from face-to-face working. Like other small businesses, we were required to radically reshape our business model and create a range of different offerings to continue to support the changing needs and impacts on our members and supporters. We were highly cognisant of the challenges facing the sector that we support and could see first hand the continued community service they were delivering. This report shows how we sought to prioritise our member needs as well as meet our business challenges.

In 2020-2021, we delivered 267 separate events and professional development programs to a total of 9021 participants, which is an increase on each of the previous two years. We now have 101 organisation

members representing well over 100,000 people, as well as 370 personal members and 263 Victorian Fellows. We value having a strong level of engagement with the sector we represent and this report provides an overview of the work that we have done to respond to and create that engagement. We are already planning how we will take this engagement much further.

In 2021-2022, together with the team, we are looking forward to a year of diverse offerings to highlight the committed work of the public purpose sector, to explore new ways individuals and organisations can re-connect and flourish, to help members navigate the reopening of 2022, and to listen to what individuals in the sector most need in our changing world.

To be the CEO of IPAA Victoria is to be a steward of a long standing and dedicated organisation that seeks to support one of our most critical community and professional sectors. I therefore want to thank the team that I joined earlier this year, including our very hard-working staff, our exceptionally dedicated Board and Committee members, our Fellows, members, partners and the many long-term friends and supporters of IPAA Victoria who continue to generously provide advice, assistance and support.

I am truly looking forward to building on the innovations IPAA Victoria has started and to continue to strengthen our support of the public purpose sector.

Nina Cullen
Chief Executive Officer, IPAA Victoria



IPAA VICTORIA TEAM

Who We Are

IPAA Victoria is Victoria's peak public purpose sector professional association. We are a trusted provider and partner, connecting, empowering and celebrating Victoria's public purpose sector. We provide platforms for public purpose sector professionals and organisations to thrive, strengthen their capability, share knowledge and expertise, and converse with opinion leaders and peers. Join us to network, engage with complex issues through thought leadership, renowned professional development programs, communities of practice and other inspirational opportunities.

Definition of the Public Purpose Sector

People who are united around a common purpose to deliver an outcome that serves the community. Whether they are from the public, not-for-profit, community, tertiary or business sectors, they share a commitment to operating in true partnership, recognising the need to transfer to the common purpose some of their authority and/or knowledge, and holding themselves mutually accountable for delivery of the outcome.

Our Values



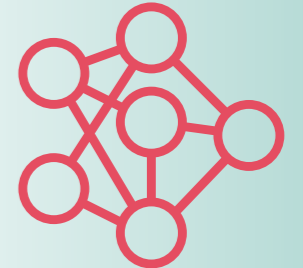
Innovation

Together, we contribute to shaping a stronger public purpose sector



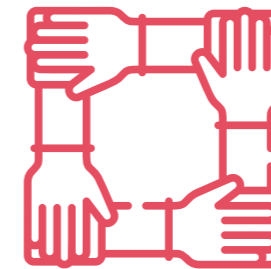
Inclusivity & Safety

We provide a safe place for multiple voices



Connection

We build and grow strong reciprocal relationships and networks



Integrity

We are consistent in demonstrating and promoting honesty, transparency and ethical behaviour



Excellence

We constantly seek to improve the quality of our service to members

IPAA Victoria Strategic Refresh 2020-2023

We will support our members to strengthen Victoria's community by developing their capability, resilience and courage to respond to challenges and continually adapt. In partnership with Victoria's public purpose sector we will:

1. Be member-driven and provide experiences that our members find rich, engaging and relevant
2. Continue to deepen the support we provide to further our members' capability and career development
3. Facilitate collaboration and deepen engagement to enhance the impact of our members and their work
4. Utilise thought leadership to share, build knowledge and capability
5. Celebrate achievements in the public purpose sector and enable member-to-member support to learn from, share experience and expertise
6. Expand the suite and value of the offerings and services we deliver.

Board of Directors

**IPAA Victoria Board from AGM,
1 July 2020 to 17 November 2020**



David Ali

**CHIEF EXECUTIVE OFFICER,
IPAA VICTORIA**

Ex officio Board member
Board Secretary
Member, Executive Committee

Appointed December 2016
Resigned February 2021

IPAA Victoria Fellow 2013



Clare Amies

CHIEF EXECUTIVE OFFICER, GENU

Member, Audit, Finance & Risk
Committee

Appointed December 2018
Elected November 2019



John Bradley

**SECRETARY, DEPARTMENT OF
ENVIRONMENT, LAND, WATER AND
PLANNING (VIC)**

President
Chair, Executive Committee

Co-opted August 2020
Elected November 2020



Nina Cullen

**CHIEF EXECUTIVE OFFICER,
IPAA VICTORIA**

Ex officio Board member
Board Secretary
Member, Executive Committee

Appointed May 2021



Noelene Duff PSM

**CHIEF OF ADMINISTRATORS,
CITY OF CASEY**

Member, Strategic Program Committee

Appointed December 2018
Elected November 2019

IPAA Victoria Fellow 2007



Graeme Emonson PSM

**DEPUTY SECRETARY, CORPORATE
SERVICES DEPARTMENT OF
ENVIRONMENT, LAND, WATER AND
PLANNING**

Member, Strategic Programs Committee

Elected November 2019

IPAA Victoria Fellow 2011



Entsar Hamid

**GENERAL MANAGER, GOVERNMENT
& STAKEHOLDER ENGAGEMENT &
REGISTRY SERVICES, VICTORIAN LAND
REGISTRY SERVICES**

Deputy President

Member, Executive Committee

Member, Audit, Finance & Risk
Committee

Women's Advisory Committee

Co-opted December 2019
Appointed November 2020

**IPAA Victoria Board from 1 July 2020 to AGM,
17 November 2020**

David Ali
Clare Amies
John Bradley
Amanda Cattermole PSM
Noelene Duff PSM
Graeme Emonson PSM
Entsar Hamid

Prof Jenny Lewis
Kym Peake
Ben Rimmer
Angela Singh
Tracey Slatter
Jennifer Wolcott
Dean Yates



Prof Jenny Lewis

**PROFESSOR OF PUBLIC POLICY,
SCHOOL OF SOCIAL AND POLITICAL
SCIENCES UNIVERSITY OF MELBOURNE**

Chair, Strategic Programs Committee

Appointed 2018
Elected November 2019



Karina Posanzini

**A/CHIEF EXECUTIVE OFFICER,
IPAA VICTORIA**

Ex officio Board member
Board Secretary
Member, Executive Committee

Appointed March – April 2021



Ben Rimmer

**ASSOCIATE SECRETARY, DEPARTMENT
OF FAMILIES, FAIRNESS AND HOUSING
(VIC) & CHIEF EXECUTIVE OFFICER,
HOMES VICTORIA**

Member, Audit, Finance & Risk
Committee

Appointed 2018
Elected November 2019



Angela Singh

**REGIONAL DIRECTOR, NORTH WESTERN
VICTORIA REGION, SCHOOLS AND
REGIONAL SERVICES, DEPARTMENT OF
EDUCATION AND TRAINING (VIC)**

Chair, Aboriginal Advisory Committee
Member, Awards Advisory Committee

Co-opted February 2019
Elected November 2019

IPAA Victoria Fellow 2014



Tracey Slatter

**MANAGING DIRECTOR, BARWON
WATER**

Member, Awards Committee

Elected November 2019

IPAA Victoria Fellow 2013



Jennifer Wolcott

Chair, Women's Advisory Committee
Chair, Awards Advisory Committee

Co-opted 2016
Elected 2017
Re-elected November 2019



Dean Yates

**PARTNER, OCEANIA CENTRAL
AGENCIES LEADER AND VICTORIAN
GOVERNMENT LEADER, FINANCIAL
ACCOUNTING ADVISORY SERVICES
ERNST & YOUNG**

Chair, Audit, Finance & Risk Committee
Member, Executive Committee

Elected 2016
Re-elected 2018
Re-elected November 2020

IPAA Victoria Fellow 2010

Our Members

IPAA Victoria's members are the voice of Victoria's public purpose sector. They strengthen ideas and transform them into conversations and action. After a year like never before, IPAA Victoria is humbled by our membership base which has seen modest growth in some categories from the previous financial year.

Representing a diverse range of people across a number of industries and organisations, IPAA Victoria members have adjusted to unprecedented ways of working with dignity and versatility.

Through our membership offerings, IPAA Victoria supported our members to connect, learn and grow at every stage of their career.

For the year 2020-2021, IPAA Victoria had;

17

Honorary life members who have contributed to the depth and knowledge that is ingrained within the core of the public purpose sector

357

Personal members who continued to support each other online during unprecedented lockdowns and workplace re-arrangements

13

Retired members who have given their insight and knowledge to the public purpose sector across many organisations for many years

263

Victorian Fellows

101

Organisation members representing over 100,000 individuals

2020-2021 Member Snapshot



9 Platinum Members



4 Gold Members



9 Silver (Large) Members



79 Silver (Small) Members

IPAA Victoria would like to thank all our members for their outstanding support in 2020-2021.

Professional Development Programs and Events

In 2020-2021, IPAA Victoria delivered 267 separate events and professional development programs to a total of

9,021
participants

The participation rates in individual publicly available professional development programs are distinct from the numbers of participants

we have had overall. 92 public professional development programs were held in 2020-2021.

IPAA Victoria continued to make the most of online delivery to provide an extensive range of an adapted suite of professional development programs and events for the year 2020-2021.

Building on the work done in the first half of 2020, professional development programs and events were predominately delivered in an online format where members of the public purpose sector were able to access information and insight from most locations

across the country. When possible, some professional development programs and events were able to be a hybrid of in-person and online delivery.

Driven by the idea of accessibility during trying times, the online professional development programs and events became instrumental in maintaining a strong sense of community amongst the IPAA Victoria and wider public purpose sector ecosystem.



1,381 registrations

In total there were 1,381 registrations across the 18 sessions of the series, with five sessions each attracting over 100 registrations

YIPAA: Masterclass Series

IPAA Victoria's Young IPAA (YIPAA) is an inclusive network of young professionals who work in or with the public purpose sector.

Across four weeks from 3 to 27 August 2020, YIPAA delivered a signature Masterclass Series on Change Agency: Reflect, Anticipate and Respond to Affect Change. The themes of the Masterclass Series were:

- Reflect: Learning from the Past
- Anticipate: Understanding Change Drivers
- Respond: How can We Respond to Change to Get the Best Outcomes?
- Affect: How to Drive Change in Your Work

Partners of the Masterclass Series were Deloitte, the Victorian Managed Insurance Authority and the Victorian Public Sector Commission.



Lunchbox Seminar Series

The IPAA Victoria Lunchbox Seminar Series continued its run in the second half of 2020. The series had visited a number of different topics which explored common problems being faced by those navigating the effects of COVID-19.

Utilising expertise from across IPAA Victoria's own networks and Communities of Practice, the topics of the final seminars included:

- How IPAA Victoria will better support the public purpose sector in the new future post COVID-19
- How to connect with and influence anyone
- Intelligent Automation

Communities of Practice Activities

IPAA Victoria's Communities of Practice (CoPs) networks provided integral insight into the importance of community as they came together to celebrate

common interests and provide further learning opportunities throughout 2020-2021.

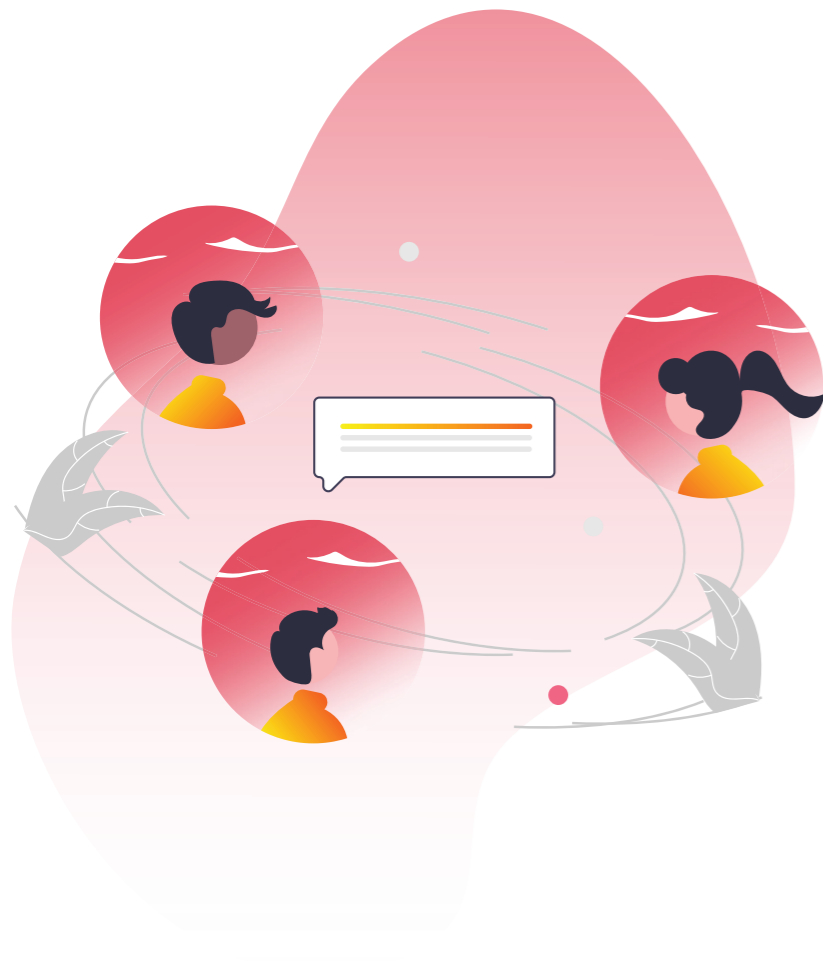
IPAA Victoria's CoPs activities allowed for individual and organisation members of IPAA Victoria to connect, learn and share their experiences.

The 2020-2021 CoPs included;

- African-Australian (NEW)
- Asia Capability
- Communication
- People and Culture
- Procurement (NEW)
- Risk
- Sustainability

IPAA Victoria is grateful to Grosvenor Performance Group and VicSuper for their partnership and support of the Procurement and People and Culture CoPs respectively.

In 2020, 47 mentees worked with 35 mentors in partnerships and small groups to enhance their networks, build their resilience and chart a new professional career plan in a rapidly changing public purpose sector.



Peer Plus Mentoring Program

As with so many activities in 2020-2021, our Peer Plus Mentoring Program changed significantly to adapt to the challenges of COVID-19. Participants continued to meet online or in-person when allowed, while IPAA Victoria offered online workshops, activities and resources to support their career and professional development conversations.

This program showcased the opportunities created by COVID-19's impacts within the work place, and shed a positive light on the importance of mentorship, especially when working remotely.

"The mentee has most of the skills, experience and thoughts to unlock their potential. In the grand scheme of things they are 3.9kms of my walking 4km loop. The mentor provides only that final 100m that completes the loop, but it can be quite a crucial 100m. A mentor can't always walk that full distance with you, but they can work with you to cross the bridge."

- Nick Field, Director Organisational Performance, Essential Services Commission (Peer Plus Mentor)



"This is the view from my second bedroom/ work office. I love catching glimpses of people walking their dogs or doing their daily exercise when sitting at my desk. The catch up sessions I've had with my mentor, David Taylor, have provided another kind of window - a great sense of grounding as we talk through the difficulties of navigating work in this current environment. Sometimes all you need is to be reminded of small steps that can be implemented even when the going gets tough. Just like how a quick glimpse of the park is a reminder of better things to come post-lockdown."

- Sophine Chai, Department of Jobs, Precincts and Regions (2020 Peer Plus Mentee)

In-house Professional Development Programs

Amongst other services, IPAA Victoria provides professional development programs in workplaces thereby reducing organisations' costs and maximising their training budgets. Onsite professional development programs are tailored to an organisation's specific needs with case studies, or other material specific to the organisation, helping to optimise the learning outcomes for all participants.

2020-2021 continued the previous year's shift in attendance rates at IPAA Victoria in-house professional development programs due to the inability to meet in-person and attend the programs as a cohort.

A RECORD
105
 PROGRAMS DELIVERED IN-HOUSE
 TO **1,770**
 MEMBER ORGANISATION EMPLOYEES, THE MOST IN THE LAST
5 YEARS

Global Victoria Presenting with Confidence In-House Professional Development Sessions

IPAA Victoria is proud to have collaborated with Global Victoria on the exciting new initiative of four full days (split over two days due to time zones) of the Presenting with Confidence in-house sessions. The sessions were held in August and September 2020 in locations across the world.

The Global Victoria collaboration and in-house sessions were a great way to showcase the power of

digital learning and provide an accessible opportunity for staff to continue to learn and grow.

IPAA Victoria looks forward to optimising its new found ability to adapt and adjust using online resources to provide more opportunities for in-house programs to expand and grow.

The sessions were held in the following locations:

- Africa
- Beijing
- Chengdu
- Dubai
- Jakarta
- Melbourne
- Mumbai
- New York
- Santiago
- Seoul
- Shanghai
- Singapore
- Turkey



Reaching Across Borders

One of the most positive effects of COVID-19 was the ability to engage further with IPAA Victoria's followers from beyond Victoria.

Given the shift to online services, 58 of IPAA Victoria's interstate and New Zealand based personal members were able to actively participate in IPAA Victoria's events and programs online. IPAA Victoria looks forward to growing this participation further in future years.

**EACH
EVENT
ATTRACTED
OVER 400
ATTENDEES**

Caring for Country

In September–October 2020, IPAA Victoria partnered with the Victorian Aboriginal Heritage Council on the Caring for Country series of online regionally focused events. The Caring for Country series was an opportunity to hear from Traditional Owners from across Victoria, talking about why it is so important to protect cultural heritage, how it is managed, and what needs to occur at the government level to help Traditional Owners (and all Victorians) better care for Country.

The first online event featured Stuart Harradine from Barengi Gadjin Land Council and Rodney Carter, chair of the Victorian Aboriginal Heritage Council. In the second online event, attendees heard from Dja Dja Wurrung Clans Aboriginal Corporation's Jon Marshallsay and Taungwurrung elder Mick Harding.

IPAA Victoria is a strong advocate for Aboriginal people's employment in the public purpose sector and will continue to promote the use of accessible and inclusive resources that allow for Aboriginal peoples to be fairly represented within the sector. IPAA Victoria's Aboriginal Advisory Committee develops and leads IPAA Victoria's work to promote cultural awareness, respect, and opportunities for Aboriginal and Torres Strait Islander peoples and communities with the public purpose sector.

The hybrid in-person and online event attracted 101 attendees across the two days, allowing 40 to join in-person and 61 online.

Attendees came from 19 different organisations in the public purpose sector, including State and Federal departments, statutory authorities, universities, businesses and not-for-profits.



Public Sector Summit

In previous years, Public Sector Week was always one of the largest events of the year for IPAA Victoria. This year, as part of adapting to the impact of the pandemic, on 27 and 28 April 2021 IPAA Victoria held a Public Sector Summit responding to the question "Does the disruption caused by COVID-19 hold the key to new opportunities, new delivery models and different ways of working?"

COVID-19 continues to cause many to adapt and acquire different ways of thinking about current and emerging problems. However, to help address this ongoing uncertainty, the Public Sector Summit was an opportunity for the public sector to consider shifting away from prior norms, and consider different governance, funding models and processes to support evolutionary change. Key issues that were explored and debated included:

- What are the opportunities for the Public Sector?
- What are the new ways of delivering services to better meet community needs and expectations?
- How can leaders and managers best lead an effective hybrid workforce or are there better alternatives?

The Public Sector Summit comprised six sessions:

1. The impact of COVID-19 and the vision for the Victorian Public Sector
2. Learning from the Public Sector pandemic response – embracing digital services and new delivery models
3. What lessons can the sector take forward?
4. Rebuilding a better future – what is the role of the public purpose sector in the economic recovery?
5. The role of the public sector in a well-being led recovery
6. Leading an effective hybrid workforce

IPAA Victoria was proud to provide an accessible forum on critical issues for our members. We thank our guest speakers and panellists who provided their insight and experience on these important and contemporary topics.

The major partner for the Public Sector Summit was EY.



CELEBRATING WOMEN



Women's Framework

IPAA Victoria's strategic priority to advance women in the Victorian public purpose sector is supported by our Women's Advisory Committee. IPAA Victoria's commitment is demonstrated across IPAA Victoria's suite of activities and initiatives including networking events with the Senior Executive Women's Network, and two signature events: Top 50 Public Sector Women 2020 and International Women's Day.

The Top 50 Public Sector Women of 2020

On 16 September 2020, with a celebratory online event, IPAA Victoria officially announced the Top 50 Public Sector Women for 2020. The event formally recognised the strong leadership of women who make a stand-out difference across the public sector in 'Established' and 'Emerging' Leader categories.

Collectively, the awards;

- Recognise individual excellence and achievement of exceptional female leaders and their significant work.
- Provide a platform of support and encouragement to other women working in the public sector, and
- Showcase successful female leaders across the public sector in Victoria as role models for both men and women.

At the event, addresses were given by Victorian Public Sector Commissioner, Adam Fennessy PSM, who presented the Established Leader category recipients, and Alison Leighton, General Manager - Strategy, Planning and Climate Change, City of Melbourne, who presented the Emerging Leader category recipients.

We thank Aunty Georgina Nicholson, Wurundjeri Elder for her sharing Welcome to Country with us and Top 50 Alumna (2019), Libby Murphy APM, Victoria Police Assistant Commissioner, Road Policing Command for her inspirational address.

The awards were carefully considered and judged by the IPAA Victoria Judging Panel. The judging panel members were Adam Fennessy PSM, Julia Griffiths, Justin Hanney, Clare McCartin, Dr Emily Phillips and Julie Reid.

Partners of the Top 50 Public Sector Women for 2020 were Davidson, the Victorian Public Sector Commission and City of Melbourne.

Celebrating International Women's Day

Our International Women's Day event is always a high point in IPAA Victoria's calendar. Seeing hundreds of faces at our online celebration on 4 March 2021 was a reminder of the connections that this event helps to create and the contribution that exceptional women leaders make to the community through their commitment and contribution to the work of the public purpose sector.

That work was highlighted through the insights of four guest speakers: Nicole Bartholomeusz, Chief Executive Officer, Cohealth; Jill Gallagher AO, Chief Executive Officer, Victorian Aboriginal Community Controlled Health Organisation; Kate Matson, Deputy Secretary, Department of Health; and Vivienne Nguyen, Chairperson Victorian Multicultural Commission. In a discussion led by two-time winner of the prestigious Walkley Award, the ABC's Virginia Trioli, they explored the strengths and weaknesses of the public sector's work to protect some of our most vulnerable communities during the COVID-19 crisis.

The IPAA Victoria International Women's Day partners were Fisher Leadership, KPMG Australia and Maddocks.



State Budget Briefings

The Victorian Government's annual State Budget provides projections for Government revenue and expenditure for the following year, and outlines services to be delivered.

Due to the pandemic, the Victorian Government delayed the delivery of its 2020-2021 State Budget from the usual May to November 2020. Delivery of the 2021-2022 State Budget occurred in May 2021.

Accordingly, in 2020-2021, IPAA Victoria delivered two State Budget briefings: the first, covering the

2020-2021 Budget, was an abridged online event on 25 November 2020 with 407 participants, and the second covering the 2021-2022 Budget was a hybrid in-person and online event with 288 participants.

On 21 May 2021, the day after the Victorian Treasurer had delivered the 2021-2022 State Budget, IPAA Victoria held one of its signature events, the State Budget Briefing Breakfast for 2021. This was a key event for those wishing to learn about the most important Victorian government policy document

for 2021-2022: where the key investments will be made; the economic factors that are at play; and the trends and assumptions that are shaping the future of Victoria.

Attendees and online participants received a presentation from David Martine PSM, Secretary of the Department of Treasury and Finance. This was followed by a panel discussion with David Martine PSM, Danielle Wood, Chief Executive Officer, Grattan Institute; Dean Yates, IPAA Victoria Board member/ EY Oceania

Government Assurance, Victorian Government Leader; and Event Host, Andrew Davies, Chief Executive Officer, Victorian Managed Insurance Authority, on what the Budget means from a macro view, from a service delivery and a public service perspective.

The partner for the State Budget Briefing Breakfast for 2021 was the Victorian Managed Insurance Authority.

2020 Leadership in the Public Sector Awards

On 20 April 2021, IPAA Victoria recognised and honoured the energy, expertise, and dedication of teams and organisations working in, and with, the Victorian public purpose sector across all three levels of government.

This year's theme was The Everyday The Extraordinary, reflecting that what the public purpose sector does every day is extraordinary – and never more so than during 2020.

The awards, held in-person at ZINC at Federation Square and streamed online, took on extra significance as they rewarded the work undertaken by all levels of government, and their related service organisations, during the immense challenges of 2020 including the devastating bushfires at the start of the year and the ongoing impacts of COVID-19.

Two young, talented individuals were also recognised for their excellence and potential to contribute to the public sector.

The JA Aird Memorial Prize, named after founding member and former president of IPAA Victoria, John Allen Aird, was awarded to Felix Geake-Ransome for receiving the highest score in Public Policy Making at the University of Melbourne.

The Young Aboriginal Leader Scholarship is awarded every two years to acknowledge and support a young Aboriginal and Torres Strait Islander leader who works in or with the public sector, offering a professional development scholarship to a high performing Aboriginal or Torres Strait Islander person under-36 who demonstrates leadership potential and dedication to serving the public. The 2020 scholarship was awarded to Kye Hardie, Victoria Legal Aid.

2021 Leadership in the Public Sector Award Winners:

Category: Advancing Aboriginal Self-Determination Award

Winner: Bushfire Recovery Victoria

Project: Aboriginal Culture and Healing Recovery Program

Category: Communication Excellence Award

Winner: Department of Premier and Cabinet

Project: Family Violence Reform Rolling Action Plan 2020-2023

Category: Emergency Management Award

Winner: Department of Health and Department of Families, Fairness and Housing

Project: Wastewater Surveillance for SARS-CoV-2

Category: Evidence-Based Policy Award

Winner: Department of Education and Training

Project: Supporting Student Cohorts Affected by Family Violence Initiative

Category: Human-Centred Service Delivery Award

Winner: Ambulance Victoria

Project: TelePROMPT: a Telehealth Prehospital Response of Mental Health and Paramedic Team

Category: Innovative Regulation Award

Winner: Solar Victoria - Department of Environment, Land, Water and Planning

Project: Solar Homes Assurance Framework

Category: Leading Employer Award

Winner: State Revenue Office Victoria

Project: State Revenue Office Victoria Leading Employer

Category: Sustainable Communities and Environments Award

Winner: Sustainability Victoria

Project: Community Power Hubs Pilot Program

IPAA Victoria would like to thank our event partner the Victorian Public Sector Commission and awards category partners: Australia Post, Better Regulation Victoria, Bushfire Recovery Victoria, Department of Health and Department of Families, Fairness and Housing, Department of Environment, Land Water and Planning, Department of Premier and Cabinet and Victorian Land Registry Services for their support of this year's awards.



2020 National Fellows

IPAA National awarded two Victorian IPAA Fellows with National Fellow recognition

- Adam Fennessy PSM, Commissioner, Victorian Public Sector Commission

- Dr Jenny Gray PSM, Chief Executive Officer, Zoos Victoria



Looking Forward

IPAA Victoria is proud of all that we have achieved in 2020-2021.

IPAA Victoria has ambitious strategic priorities reflected in the Strategic Refresh 2020-2023. To bring this to life, we have developed three strategic themes for 2022:

- 1. A Story of Delivery for the Community: Telling the delivery story of the public purpose sector – COVID, challenges, change**
- 2. Trust, Integrity and Accountability: Keeping the system intact – Acknowledging the role of public service (and servant)**
- 3. Connection, Collaboration and Capabilities: Harnessing the best of both worlds to drive collaboration and skills growth**

IPAA Victoria – Strategic Themes 2022

The themes below capture the key insights and focus areas for the public purpose sector, to help guide IPAA Victoria's offerings for 2022



A story of delivery for the community

Telling the delivery story of the public purpose sector – COVID, challenges, change

What this could include:

1. Celebrating the ongoing achievements of the sector and its people
2. Showcasing the new ways of working being implemented across organisations
3. Promoting the need to continually focus on wellbeing and resilience
4. Exploring what the post-COVID recovery will look like



Trust, integrity and accountability

Keeping the system intact – Acknowledging the role of public service (and servant)

What this could include:

1. Increasing integrity in the way that individuals and organisations behave
2. Promoting inclusion and equity in all that is developed and gets done
3. Focusing on seamless, streamlined, accountable service delivery through digital, surge workforces, and other transformations
4. Information sharing, case studies, training to assist the rebuild of trust and ensure integrity



Connection, collaboration and capabilities

Harnessing the best of both worlds to drive collaboration and skills growth

What this could include:

1. Driving collaboration and creating space for greater connections and networking in and out of hybrid settings
2. Working collaboratively with the sector to solve problems, identify opportunities, share thought leadership and develop the new skills required to capitalise on the shifts the sector has made
3. Exploring processes, capabilities and ways of working – what should stay and what should go?
4. Learning from and enhancing regional and operational connection and needs

IPAA Victoria Board Advisory Committees from 1 July 2020 to AGM, 17 November 2020

Strategic Programs Committee

Prof Jenny Lewis (Chair)
Gary Atherton
Dale Clarke
Noelene Duff
Sam Hannah-Rankin
Gabrielle Reilly
Ben Rimmer
Adrian Robb
Dr Dahle Suggett
Natasha Thompson

Aboriginal Advisory Committee

Angela Singh (Chair)
Mason Atkinson
Bonnie Cavanagh
Suzie Coates

Curt Garwood
Ward Garwood
Tim Kanoa
Travis Lovett
Mikala Purton
Josh Smith
Jana Stewart

Audit, Finance & Risk Committee

Dean Yates (Chair)
Clare Amies
Paul Broderick PSM
Ben Rimmer

Executive Committee

Kym Peake (Chair)
Dean Yates
David Ali (CEO)

Awards Committee

Jennifer Wolcott (Chair)
Kathryn Anderson
Genevieve Dolan
Tracey Slatter
Tanya Smith
Helen Vaughan

Women's Network Advisory Committee

Jennifer Wolcott (Chair)
Christabelle Adjoyan
Adam Fennessy PSM
Charlotte Fox

Entsar Hamid
Lisa Ippolito
Rebecca McKenzie
Christine Nixon APM
Zoe Thorn
Shawn Wilkey
David Ali (CEO)(ex officio)

IELP Steering Committee

Adrian Robb (Chair)
Clare Amies
Tony Bates
Marg Burge
Margaret Gillespie
Sam Hannah-Rankin
Verity Harris
Jenny Lewis
David Ali (CEO) (ex officio)

IPAA Victoria Board Advisory Committees from AGM, 17 November 2020 to 30 June 2021

Strategic Programs Committee

Prof Jenny Lewis (Chair)
Gary Atherton
Dale Clarke
Noelene Duff
Dr Graeme Emonson
Sam Hannah-Rankin
Mark Hewitson
Dr Dahle Suggett
Natasha Thompson

Aboriginal Advisory Committee

Angela Singh (Chair)
Mason Atkinson
Sandra Bell
Tirzah Bokelund
Bonnie Cavanagh
Suzie Coates
Curt Garwood
Ward Garwood
Travis Lovett
Mikala Purton
Josh Smith
Jana Stewart

Audit, Finance & Risk Committee

Dean Yates (Chair)
Clare Amies
Paul Broderick PSM
Entsar Hamid
Ben Rimmer

Executive Committee

John Bradley (Chair)
Entsar Hamid
Dean Yates
David Ali (CEO) (November 2020 to February 2021)
Karina Posanzini (A/CEO) (March 2021 – April 2021)
Nina Cullen (CEO) (May 2021 – June 2021)

Awards Committee

Jennifer Wolcott (Chair)
Kathryn Anderson
Genevieve Dolan
Angela Singh
Tracey Slatter
Tanya Smith

Helen Vaughan
Darren Whitelaw

Women's Network Advisory Committee

Jennifer Wolcott (Chair)
Christabelle Adjoyan
Adam Fennessy PSM
Charlotte Fox
Entsar Hamid
Lisa Ippolito
Rebecca McKenzie
Christine Nixon APM
Zoe Thorn
Shawn Wilkey

David Ali (CEO) (ex officio) (November 2020 to February 2021)

Karina Posanzini (A/CEO) (ex officio) (March 2021 to April 2021)

Nina Cullen (CEO) (ex officio) (May 2021 to June 2021)

IELP Steering Committee

Clare Amies (Chair)
Tony Bates
Marg Burge
Margaret Gillespie
Sam Hannah-Rankin
Verity Harris
Jenny Lewis
David Ali (CEO) (ex officio) (November 2020 to February 2021)

Karina Posanzini (A/CEO) (ex officio) (March 2021 to April 2021)

Nina Cullen (CEO) (ex officio) (May 2021 to June 2021)

Our Partners

Thank you to all our partners.



Summary Financial Report

NUMBERS

Institute of Public Administration Australia (Victorian Division) Inc

ABN: 49 012 662 861

Statement of profit or loss and other comprehensive income

For the year ended 30 June 2021

	2021 \$	2020 \$
Revenue	3,547,659	4,273,175
Expenditure		
Employee benefits	(1,631,945)	(1,641,750)
Seminars, workshops and events	(873,990)	(1,538,052)
Contract staff	(164,748)	(251,830)
Program development	(42,960)	(189,928)
Depreciation	(123,115)	(109,332)
Advertising and marketing	(120,340)	(62,326)
Fringe benefits tax	(106,523)	(101,629)
Consultants and professional fees	(104,080)	(89,230)
IT and communications	(82,012)	(74,004)
Rent and occupancy	(21,182)	(57,009)
Payroll tax	(31,430)	(2,252)
Doubtful debts (expense) / recovery	9,974	2,619
Other expenses	(117,658)	(176,585)
Total expenditure	(3,410,009)	(4,291,308)
Surplus / (deficit) for the year	137,650	(18,133)
Total comprehensive income for the year	137,650	(18,133)

Institute of Public Administration Australia (Victorian Division) Inc

ABN: 49 012 662 861

Statement of financial position

For the year ended 30 June 2021

	2021 \$	2020 \$
Assets		
Current Assets		
Cash and cash equivalents	1,538,363	1,470,560
Trade and other receivables	943,316	892,607
Other assets	41,240	59,617
Total current assets	2,522,919	2,422,784
Non-current assets		
Financial assets	2,081,641	1,745,346
Property, plant and equipment	24,261	39,523
Right-of-use assets	140,051	228,504
Intangible assets	81,238	52,400
Total non-current assets	2,327,191	2,065,773
Total assets	4,850,110	4,488,557
Liabilities		
Current liabilities		
Trade and other payables	433,203	660,721
Lease liabilities	87,333	82,151
Provisions	79,017	113,738
Other liabilities	2,471,701	1,979,960
Total current liabilities	3,071,254	2,836,570
Non-current liabilities		
Lease liabilities	70,276	157,609
Provisions	115,289	38,737
Total non-current liabilities	185,565	196,346
Total liabilities	3,256,819	3,032,916
Net assets	1,593,291	1,455,641
Equity		
Retained earnings	1,593,291	1,455,641
Total equity	1,593,291	1,455,641

Institute of Public Administration Australia (Victorian Division) Inc

ABN: 49 012 662 861

Statement of changes in equity

For the year ended 30 June 2021

2021

	Retained earnings \$	Total \$
Balance at 1 July 2020	1,455,641	1,455,641
Surplus / (deficit) for the year	137,650	137,650
Balance at 30 June 2021	1,593,291	1,593,291

2020

	Retained earnings \$	Total \$
Balance at 1 July 2019	1,473,774	1,473,774
Surplus / (deficit) for the year	(18,133)	(18,133)
Balance at 30 June 2020	1,455,641	1,455,641

Notes on the Summary Financial Report

This financial report is an extract of the full financial report for the year ended 30 June 2021. This summary financial report cannot be expected to provide a full understanding of the financial performance, financial position and financing and investing activities of IPAA Victoria as compared to the full financial report. 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

Commentary

The disruption of the COVID-19 pandemic with continued public health restrictions, lockdowns and working from home requirements has had a significant and protracted impact on the economy.

Over the past year, we have worked around the easing and tightening of restrictions to postpone and run our professional development training and events in-person, online or via hybrid delivery.

As we reflect on the impacts and disruption caused by the COVID-19 pandemic since March 2020, we thank the IPAA Victoria team for their dedication, commitment and agility. In these unprecedented times, IPAA Victoria reported a surplus of \$138k for the year, when compared to a deficit of \$18k for the previous year.

This was achieved after the following unusual and infrequent in nature items:

- capital gain on financial assets marked to fair value of \$270k (2020: \$113.5k loss),
- government grants (JobKeeper) \$346k (2020: \$117k),
- government grants (cash flow boost) \$37.5k (2020: \$62.5k),
- government grants (business support grant) \$25k (2020: nil).

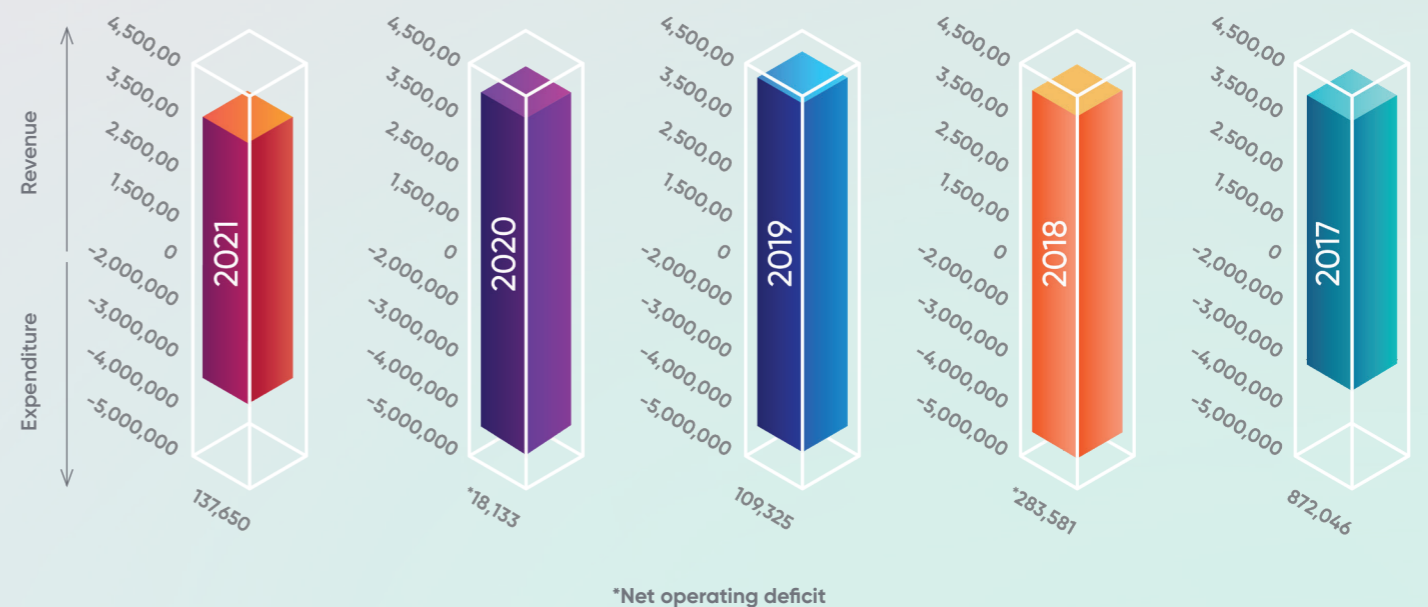
A decrease in total revenue of \$726k was predominantly the result of a decrease in seminar, workshops and events revenue of \$1m due to the COVID-19 pandemic and a decrease in memberships of \$305k due to a reduction in the fee structure for our platinum organisational members and overall, a small reduction in some membership categories. This was offset by the above mentioned unusual and infrequent in nature items.

Total expenditure decreased by \$881k due to the reduction in seminar, workshops and events costs of \$664k, a change in approach to program development (\$147k) and a reduction in the use of contractors (\$87k).

Total assets increased by \$362k from the previous year predominantly due to an increase in the investments in listed securities and managed funds (\$336k).

Total liabilities increased by \$224k due to unearned revenue for future professional development training and events (\$492k). This was offset mainly by the decrease in trade and other payables of \$227.5k from the reduction in costs due to the COVID-19 pandemic.

The overall net assets result of \$1,593k is a strong balance sheet to move into the new financial year. This will allow IPAA Victoria to continue to deliver on its Strategic Refresh 2020-2023 as well as provide valuable support to members through the prolonged recovery from the COVID-19 pandemic and beyond.



Institute of Public Administration Australia (Victorian Division) Inc

ABN: 49 012 662 861

Board members' declaration

The board members declare that in the board members' opinion the financial report of IPAA Victoria has been prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- (i). giving a true and fair view of IPAA Victoria's financial position as at 30 June 2021 and of its financial performance for the year ended;
- (ii). complying with Australian Accounting Standards - Reduced Disclosure Requirements and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013; and
- (iii). 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.

Board member  Board member 

Date: 19 October 2021



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 2021 annual report that contains a summary financial report, which comprises the statement of financial position as at 30 June 2021, 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 2021.

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 17 November 2021.

Board's Responsibility for the Summary Financial Statements

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

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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

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: 17 November 2021

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Member of Russell Bedford International

THANK YOU

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA
(VICTORIAN DIVISION) INC ABN: 49 012 662 861**

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