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**Institute of Public
Administration Australia**
SA Division



2012/2013 Annual Report
1 January 2012 – 30 June 2013

About IPAA

The Institute of Public Administration Australia South Australian Division (IPAA SA) is a non-political, not-for-profit, incorporated organisation that serves as an important source of intellectual capital, information and opinion on issues of government policy, innovation, reform and networking.

IPAA SA is the professional association for public sector administrators and private sector organisations which support the delivery of government services. IPAA SA is affiliated with similar organisations interstate and throughout the world.

IPAA SA is the professional body for public sector employees in South Australia. IPAA's partnership agreement with the State Government means that almost 80,000 employees are members of IPAA.

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

We remain a membership organisation, and we are non-political and not-for-profit. We cater across the State, Federal and Local spheres of Government. Our long history means we have support from many long-term members and contributors and our independence means we can deliver un-biased information and learnings from across the jurisdictions.

Our Mission

Enhancing the reputation, integrity and capacity of the public sector.

To provide leadership in the development of a high quality, professional public sector in SA.

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Reporting period

The 2012/13 Annual Report has been produced to provide members with an outline of our recent performance and activities.

This report covers the period 1 January 2012 to 30 July 2013.

President and CEO's Overview



Erma Ranieri
President

It has been 18 months of major change to ensure our sustainability into the future and to continue to provide relevant and important services that connect people in the public sector across all three jurisdictions.

During 2012 it was evident that to survive we needed to dramatically change our operations. An analysis of the previous 3 years highlighted that IPAA relied on a 'windfall' to get it across the line each year and very much relied on revenue generated from the Professional Development training program. During the first 6 months of 2012 we amended the budget to reflect our true operation, analysed all aspects of our operation, focused on delivering and meeting the expectations of the Senior Management Council (SMC). We formalised our arrangement with SMC which means that their contribution covers the period between July 2013 and June 2015. We split the Program Committee and formed two sub-committees of Council. One being the Event & Forum Sub-committee (E&F) and the other being the Professional Development Sub-committee (PD), as these two committees reflect our core business. We invited members of the SMC's Human Resource Leadership Group onto the PD Sub-committee and four agreed. We then proceeded in developing the 2012-2013 programs aligning this with the South Australian Public Sector Competency Framework and since then we have had much success in this area. In fact we had our most financially successful months on record in PD revenue in October and November 2012 and each month since then up to the end June 2013 we have either met or exceeded budget which has been a significant turnaround. Council met several times to discuss sustainable alternative operating models with one selected in August 2012 and this has been closely monitored and is demonstrating positive results.



Carmel Noon
Chief Executive Officer

A major contribution to the turnaround in the later part of 2012 to the end of June 2013 has been the analysis of our entire operation which has informed the operating model. Council agreed to a new operating model in October 2012 and this has been constantly reviewed including weekly PD status reports being made available to Councillors. We have also improved systems and are working more efficiently and productively enabling us to reduce staff numbers and the use of casuals. Hence employment expenses are down considerably and operating expenses are also lower. Our marketing processes have also substantially improved and we are listening more to our customers.

Our Events and Forum program has been a major success for the entire 18 months and has been the catalyst to improve our reputation and brand in the sector. This is demonstrated by the huge numbers that now attend our events and forums and the positive feedback that we receive via surveys. Major events over this period have been listed in this Annual Report.

Introduction of our 2013 Prospectus enabled us to improve our professional image and marketing. This assisted us in attracting two new partners; Wallmans Lawyers (Platinum) and Technology One (Gold). Due to the SMC agreement, where approx. 80% of the state public service receive State Government membership, our Professional Members have slowly decreased, which is expected and as per what has occurred in similar situations with our IPAA divisions interstate. However, since the improvement in our reputation and the work we have done on our membership categories, we have seen a steady increase in membership and have clearly differentiated the benefits between employees of SMC and what Professional Members receive. We introduced two new categories being Local Government and Corporate. We are also resurrecting the Young Institute of Public Sector Administration Australia (YIPPA) encouraging young public sector employees to become more involved in the sector.

President and CEO's Overview

The Divisional Council welcomed the following Councillors:

Geoff Knight, Chief Executive DMITRE

Dan Butler, Manager Change@SA, Office of Public Sector Renewal

The following Councillors retired at the AGM in 2012 and we wish to acknowledge and thank them for their services to IPAA during their terms:

Warran McCann Commissioner for Public Sector Employment

Lance Worrall Deputy Chief Executive DMITRE

We would like to officially thank the Hon Jay Weatherill for being the Patron of IPAA since November 2011. We would also like to thank the Hon Michael O'Brien who was the Minister for the Public Sector up to January 2013 and Dr Susan Close, Parliamentary Secretary assisting the Hon Jay Weatherill in his capacity as the now Minister for the Public Sector for their constant support of IPAA events and forums.

We would also like to acknowledge the support of our partners for without them our services would be very much diminished; Senior Management Council (SMC) of the State Government (Premium), PwC (Platinum), Wallmans Lawyers (Platinum), Flinders University (Gold) and Technology One (Gold).

Finally we wish to acknowledge and thank our Divisional Council Members and the dedicated staff who have endured a challenging 18 months full of highs and lows and thankfully over the last 12 months of this reporting period more highs!

The next financial year is also looking promising with many opportunities being presented. South Australia is heading into a State Election in early 2014 and with this comes the possibility of further challenges for IPAA. In order to meet future challenges and opportunities the Divisional Council have scheduled a Strategic Planning/Review day in early December 2013 (after the AGM 28 November) to come to the table and review our current Business model and to also discuss alternate operating models that may be necessary from 1 July 2014, to ensure that IPAA SA is sustainable as the professional association for the public sector. After 80 years of providing services to the public sector and with the SA Division being the first IPAA in Australia, it is critical that we ensure our future viability and sustainability.



Erma Ranieri

President



Carmel Noon

Chief Executive Officer

Divisional Council

Councillors/Office Bearers



President (effective from 23 August 2012)

Erma Ranieri
Chief Executive,
Change@SouthAustralia
(formerly Public Sector Renewal Program);
Deputy Chief Executive,
Department for Manufacturing,
Innovation, Trade, Resources
and Energy



Vice President

Chris Oerman
Executive Director, Corporate Services,
Department of Planning, Transport and
Infrastructure
Executive Director, Government Services
Group, Department of the Premier and
Cabinet (effective from October 2012);



Treasurer

John Comrie
JAC Comrie Pty Ltd



Secretary

Paul Sutton
General Manager, Corporate Services
City of Charles Sturt

Councillors



Ruth Ambler
Executive Director, Strategic
Policy and Organisational
Performance
Attorney-General's Department



Elaine Bensted
President of IPAA SA (effective to 26 July
2012);
Chief Executive, Office of TAFE SA
(effective to August 2012);
Chief Executive Officer, Zoos South
Australia (effective from September 2012)



Daniel Butler
Change Management Strategist,
Public Sector Management
Division, Department of the
Premier and Cabinet;
Manager,
Change@SouthAustralia, Office
for Public Sector Renewal
(effective from September 2012)



Debra Contala
Public Trustee
Attorney-General's Department



Geoff Knight
Chief Executive
Department for Manufacturing,
Innovation, Trade, Resources
and Energy

Retired Councillors



Warren McCann
Commissioner for Public Sector
Employment



Lance Worrall
Deputy Chief Executive
Department of Manufacturing, Innovation,
Trade and Resources

Divisional Council

Divisional Council Meetings

Divisional Councillor	Number eligible to attend	Number attended
Erma Ranieri	8	7
Chris Oerman	8	7
Paul Sutton	8	7
John Comrie	8	6
Elaine Bensted	8	3
Debra Contala	8	8
Ruth Ambler	8	7
Geoff Knight	7	3
Daniel Butler	7	4
Carmel Noon	8	8

From 1st January 2012 to 30th June 2013 IPAA SA held eight (8) Divisional Council meetings.

Councillors did not receive remuneration for their attendance nor contribution at the Divisional Council meetings.

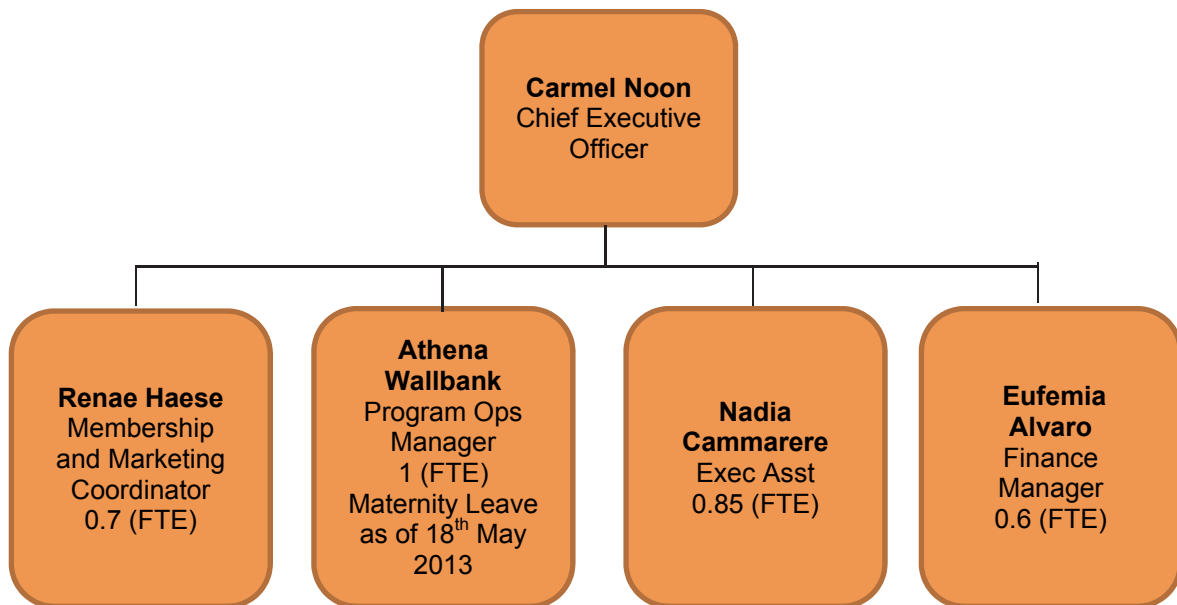
Executive Committee Meetings

Office Bearers	Number eligible to attend	Number attended
Elaine Bensted (President resigned in August 2012)	5	4
Erma Ranieri (Current President from August 2012)	7	7
Chris Oerman	12	10
Paul Sutton	13	9
John Comrie	13	11
Carmel Noon	13	13

From 1st January 2012 to 30th June 2013 IPAA SA held thirteen (13) Executive Committee meetings.

Executive Committee Members did not receive remuneration for their attendance nor contribution at the Executive Committee meetings.

Organisation Chart



Professional Development



The Numbers

1559 people attended
61 workshops delivered on
142 occasions

Most Popular

Write on Target
Project Management in the Public Sector
Essentials for EAs and PAs

During 2012 IPAA formed a Professional Development (PD) Sub-committee of the IPAA Divisional Council and met for the first time on 6th August 2012. This sub-committee had six scheduled meetings from August 2012 to end June 2013. The main purpose of the PD Sub-committee is to recommend an annual financial year costed PD program to the Divisional Council by March/April each year. This is to be reviewed by the end of September/early October each year, to ensure that the program is performing as expected and to better inform decisions for the January-June financial year period. This PD sub-committee comprises key government personnel, with 4 members being from the Senior Management Council (SMC) HR Leadership Group, as follows;

Chris Oerman (Chair) Executive Director, Corporate Services, Department for Planning, Transport and Infrastructure

Debra Contala Public Trustee, Attorney-General's Department

Anna Gabrielli General Manager, People and Culture, Department of Primary Industries and Resources

Anna Geromichalos Manager, Human Resources, Department of Treasury and Finance

Linda Hundertmark Director, People, Capability and Culture, Department of Environment, Water and Natural Resources

Charles Moore Director, Strategy and Performance, Department of Manufacturing, Innovation, Trade, Resources and Energy

Carmel Noon Chief Executive Officer, IPAA (ex-officio)

Athena Wallbank Program Manager (maternity leave from May 2013)

Nadia Cammarere Acting Program Manager

In the lead up to the release of the January - June 2013 program the sub-committee met a few times. There had been much analysis done on the PD program and the data collated assisted the decision making process. This data included the most attended, the most financially viable training courses and the feedback that we had received via surveys throughout the previous 12 months. What was also critical was aligning the program to the South Australian Public Sector's Competency Framework to ensure that we were delivering a program that was aligned to the State Government's training requirements. The 3 frameworks cover: *Entry Level Employee (ASO1 - 2)*, *First Line Manager (ASO3 - 5)* and *Middle Managers (ASO6 - 8)*.

During the period of reporting January 2012 – June 2013, attendance at IPAA's Professional Development courses has been at an all-time low and an all-time high. During the period between January and June 2012 we saw a substantial decline in registrations. The main reason for this was the late dissemination of the 2012 Professional Development Program which was released in January that year. This was quite disconcerting and over that period we endeavoured to give this core area of our business much analysis, as mentioned above, and by September 2012 we started to see an improvement, with a total of 987 participants during 2012, and 572 during the first six months of 2013. This compares to 966 in 2011 and 877 in 2010. In addition, during the 2012/2013 18 month period the number of Professional Development courses ran was at an all-time high with a total of 92 during 2012, and 50 during the first six months of 2013, compared to 71 in 2011, and 64 in 2010. The number of courses offered has also increased with a total of 61 during 2012/2013, compared to 40 in 2011, and 36 in 2010. We needed to schedule more courses in the August-December 2012 period to try and make up for the losses in the first 6 months of that year.

Professional Development

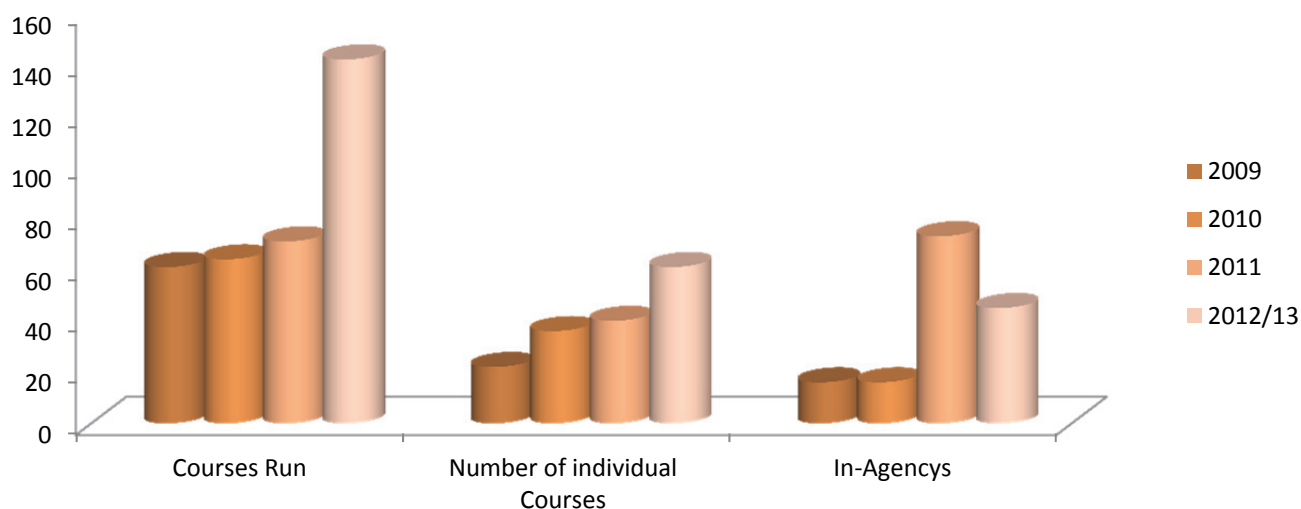
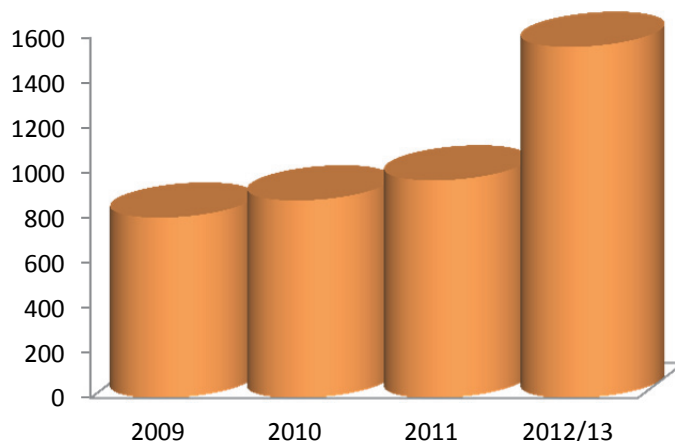


However, it is not all about numbers and more about the quality of the program ensuring we meet the needs of the sector, which we feel the program now does and is constantly monitored and reviewed. Much financial analysis has been undertaken and we are now knowledgeable on the cost to IPAA in scheduling our program. Improved processes were also put in place to ensure that all courses at least break even prior to them running. This has included the implementation of a costing model, preparing budgets for each course, strategic marketing and changes in the Facilitator agreement. All data is shown in the graphs below:

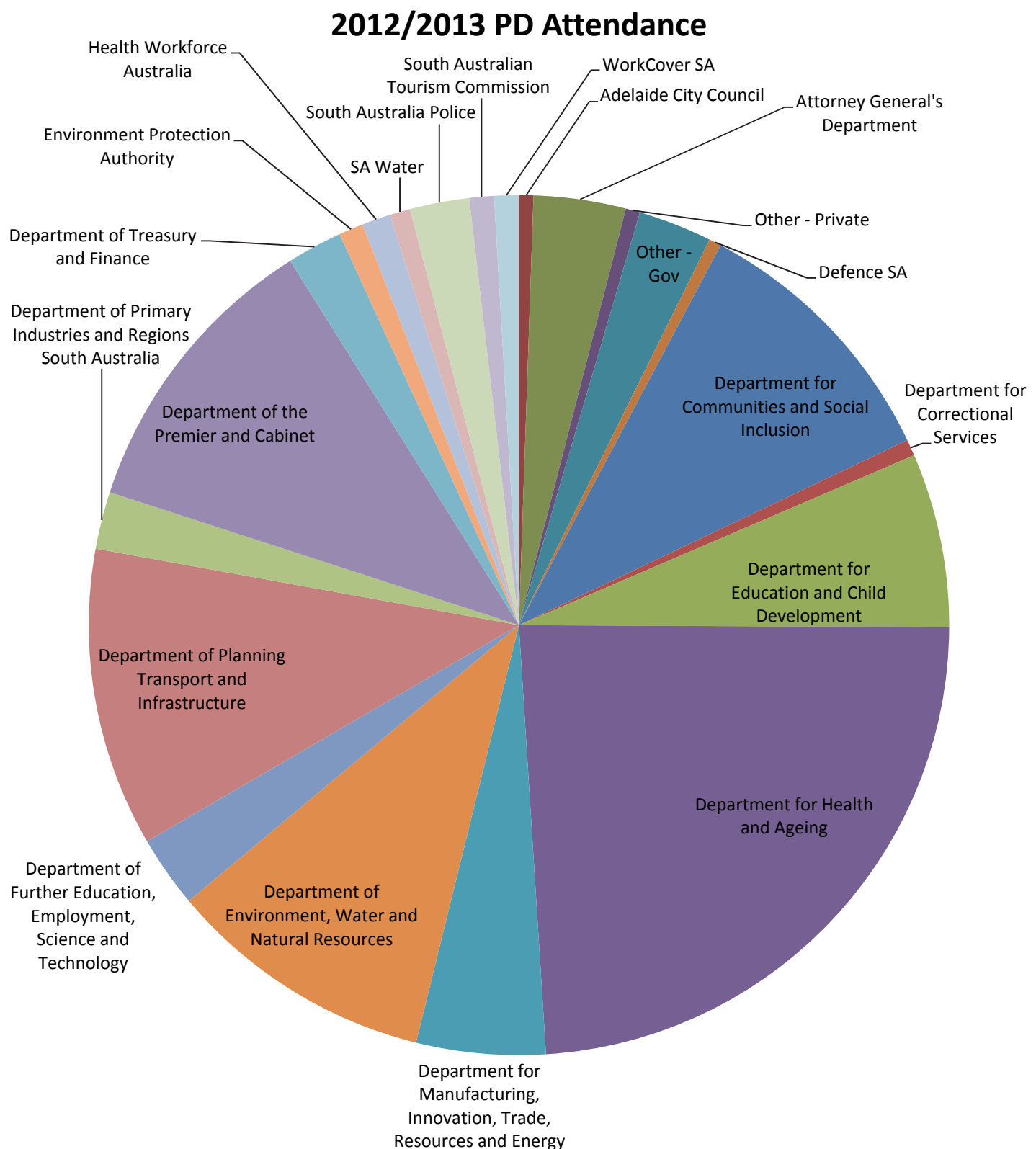
IPAA's Facilitators - 2012/2013

- **OZ>Train**
- **Centre For People Development**
- **Flinders University**
- **Knee Deep**
- **V Lee HRM Consulting**
- **Sue Averay**
- **Mark Priadko**
- **Kerrie Ashcroft**
- **Luke Broomhall**
- **Michelle Prak**
- **Locher**
- **Dr Nigel Starck**
- **Sharron Ferrier**
- **Libby Blake**

Attendance



Professional Development



The graph above shows the organisations' participants in our scheduled professional development courses during 2012/2013.

Professional Development

In-Agency

The number of in-agency workshops that were tailored and delivered for individual departments and agencies did not exceed 2011 predominantly due to IPAA successfully attaining the SA Health tender that year; with 73 being delivered in 2011 compared with 45 delivered in both 2012/2013. However this does show an increase when compared with 2010 and 2009 which both ran 16 in-agency workshops. The overall inquiries for in-agency training (specifically tailored training) and the prominence of departments connecting IPAA as a potential provider for this training has dramatically increased, with the in-agency budget being exceeded by October 2012.



**Government
of South Australia**

Delivered for:

Attorney-General's Department
SA Water
SA Health
WorkCover
Public Trustee's Office
Motor Accident Commission
South Australia Police
StateNet Services

Department of Further Education, Employment, Science and Technology
Department of Environment, Water and Natural Resources
Department for Communities and Social Inclusion
Department for Correctional Services
Department of the Premier and Cabinet

Extended Programs

IPAA has three core Extended Programs being: *Diploma of Government (Management)*, *Diploma of Project Management and Mentoring*. These programs have proven to be very successful, according to the positive feedback received and the high level of participation, resulting in multiple repeats of each program during the January 2012 to June 2013 period. These extended programs also align to the competency frameworks, as previously mentioned.

The Diploma of Government (Management) creates learning pathways into executive roles for individuals with management aspirations. It provides strategic, personal and operational outcomes through applied learning, case studies and work-based projects. During January 2012 to June 2013, IPAA successfully completed two intakes of the Diploma of Government (Management) with 15 participants and we commenced another intake in March 2013, with 11 full time and 3 part time students. Numbers for some of the modules have attracted applicants to the individual diploma modules such as Managing Budgets and Financial Plans, Facilitate Change and Manage Conflict which increased overall attendance to these courses. Both intakes were received very well, with positive feedback from participants:

Kari Seely, Executive Officer to CEO, WorkCover SA

"I gained a great deal from this course, from strategies and tactics to discovering things about how my own organisation is operating. I particularly appreciated the discussion around the group, which always provided helpful ideas and further thinking on any given topic. I appreciated the facilitators courage in allowing that freedom."

Mentoring is one of IPAA's most successful methods of knowledge sharing and career coaching. Feedback from past participants has shown that this program provided public servants with the type of support that their agency/department could not offer. IPAA's Mentoring Program has been continually successful with four intakes held during January 2012 to June 2013 with 41 participants. IPAA is fortunate to have high calibre of Mentors involved resulting in very positive feedback and satisfaction from the Mentorees.

Dr Maria Paul, Senior Consultant Rehabilitation Physician, SA Brain Injury Rehabilitation Service, SA Health

"The informal networking meetings where specific leadership/ management topics are discussed have been invaluable. I would wholeheartedly recommend this programme to anybody who is interested in self-development and actualisation of their potential."

The Diploma of Project Management is an intensive course and is IPAA's original accredited program and one of its most popular. This qualification covers the planning, implementation and evaluation of projects from a Project Manager's perspective. In this program, managers and project team leaders will learn the critical processes required to plan, implement and review complex projects. During January 2012 to June 2013, due to the steady popularity of this program, IPAA scheduled five intakes of the Diploma of Project Management with high attendance of 66 participants, qualified public servants. SA Health undertook an 'in-agency' for the Diploma of Project Management for 13 participants completing in July 2013.

Cathy Rutjens, Project Officer, Operations Unit, Department of Planning, Transport and Infrastructure

"The course was delivered by an experienced and enthusiastic facilitator, resulting in a comfortable and enjoyable learning environment. The learning outcomes as promoted in the course detail were achieved; relevant and easily transferrable to my role as a Project Officer. I highly recommend this course for people working as project managers, project leaders or as part of a project team. The 'handout material' is a valuable reference."

Event, Forum & Workshops

During 2012/2013 the Events and Forum Sub-committee (E&F) scheduled eight (8) meetings. The purpose of this sub-committee of the Divisional Council is to provide input on the structure and content of the E&F annual program, make recommendations to Council, monitor the success and performance, report the findings to Council on a regular basis, provide Council with advice on potential risks and associated mitigation strategies and petition potential speakers and presenters to be involved in the program. This sub-committee comprises key government personnel, as follows;



Erma Ranieri (Former Chair) Deputy Chief Executive, Strategy, People and Culture, DMITRE

Ruth Ambler (Chair as of April 2012) Executive Director, Strategic Policy and Organisational Performance, Attorney General's Department

Paul Sutton General Manager, Corporate Services, City of Charles Sturt

Chris Oerman Executive Director, Corporate Services, Department for Planning, Transport and Infrastructure

Erin Faehrmann Performance Manager, Infrastructure Management and Delivery, SA Water

Daniel Butler Change Management Strategist, Public Sector Management Division, Department of the Premier and Cabinet

Samantha Fletcher Principal Program Coordinator, Public Sector Management Division, Department of the Premier and Cabinet

Carmel Noon Chief Executive Officer, IPAA SA (ex-officio)

Athena Wallbank Program Manager (maternity leave from May 2013), IPAA SA

Renae Haese Membership and Marketing Coordinator, IPAA SA

This sub-committee was pivotal in IPAA's achievements over the past year in this area, including the formalisation of the Senior Management Council (SMC) agreement in order to clarify what events and forums are covered by the SMC Agreement, ensuring that expectations are clear and met and both parties obtain value from the arrangement.

A major achievement of the 18 month period was the collaboration with the Public Sector Management Division (PSMD) on the High Performance Framework (HPF) Seminar Series which attracted over 1,700 public sector employees across the three events. The first of the HPF series: *A Focus on Customer & Citizen Participation & Partnerships* was held in March 2012 with 400 attendees, and at that time was the largest attendance that IPAA has ever had at an event. This forced us to address our registration system and resulted in an improvement that ensured that we were able to handle a large influx of registrations. The second in the HPF series: *Developing an Innovative and Continuous Improvement Culture*, held in May 2012 was attended by over 500 participants with the keynote speaker being Göran Roos, Honorary Professor, Warwick Business School.

The HPF flagship event, *Leadership* was held in May 2013 and addressed the crucial HPF characteristic of Leadership: '*High performing organisations are well led*'. This event had the highest attendance of the series attracting over 800 attendees, with the key-note speaker being the inspirational Tim Jarvis AM, Expedition Leader, who is one of the world's leading explorers possessing an extraordinary adventure and leadership resume and he had a great story to tell.

Another successful event for IPAA in 2012 was the *Ethics in the Workplace* forum that took place in May. The focus of this event was "*How do we imbue the code of ethics into our day to day operations?*", and this event gave the Commissioner of Public Sector Employment, Warren McCann, the opportunity to discuss the recent release of the State Government's Code of Ethics with over 400 State Government public sector employees.

Over the last 18 months IPAA has collaborated with PSMD on the South Australian Executive Service's (SAES) program. This included the debrief in June 2012 on Cabinet's 7 Strategic Priorities of Government delivered by Hon Jay Weatherill MP, Premier and Jim Hallion, Chief Executive, Department of the Premier and Cabinet.

Another debrief was held in November 2012 where Premier Weatherill announced the commencement of the Public Sector Renewal Program. Speakers at this forum were the Hon Jay Weatherill MP, Premier of South Australia, Hon Michael O'Brien MP, Minister for the Public Sector and Minister for Finance, Jim Hallion, Chief Executive, Department of the Premier and Cabinet and facilitated by Erma Ranieri, Deputy Chief Executive, Department for Manufacturing, Innovation, Trade, Resources and Energy and Chief Executive, Change@SA. Terry Moran, IPAA National President visited Adelaide in May 2013 and presented to the SAES cohort, the title being: *A spotlight on Westminster: Ministers and Public Servants – when two worlds collide*, followed by an *On the Couch* discussion, facilitated by Scott Ashby, Chief Executive, Department of Primary Industries and Regions (PIRSA). IPAA also organised an exclusive SAES *On the Couch* forum with the Hon Justice Bruce Lander QC in June 2013 before his commencement as the Independent Commissioner Against Corruption (ICAC). The session allowed members of SAES to direct questions, facilitated by Rick Persse, Chief Executive, Attorney General's Department, to the future Commissioner in regards to himself and his newly appointed role.

Event, Forum & Workshops

Over the past 18 months IPAA has strengthened the *On the Couch* brand by holding several successful forums including overseas visiting dignitaries. IPAA collaborated with Carnegie Mellon University (CMU) and their International speakers program which brought Dr Jack Chow, Service Professor, Carnegie Mellon's Heinz College of Public Policy - March 2012 and Michael Scherger, Performance Improvement Officer, US Department of Homeland Security's Office of Intelligence and Analysis - September 2012 to the sector. Late 2012 the *On the Couch* brand took another direction with the introduction of *On the Couch* the CE Series which aimed to explore the personal and professional lives of the Chief Executives of the Senior Management Council (SMC). The forums are hosted by IPAA's Platinum partner PwC, and held at their scenic premises every 6-8 weeks. The first *On the Couch* the CE Series was with Dr Campbell Gemmell, Chief Executive of the Environment Protection Authority (EPA), in May 2013. The forum was a huge success and Dr Gemmell introduced the concept of the interviewer becoming the interviewee at the next forum. Following his *On the Couch*, Dr Gemmell interviewed South Australian Police Commissioner, Gary Burns in June. The series continues to date, and is proving to be very popular, especially with their staff and of course *Chatham House* rules apply!

A key outcome of the events and forums that IPAA organise is that information is not just delivered at a stand-alone event with no follow-up. This is demonstrated with the introduction and implementation of the workshop program.

The event held in November 2012; *Mental Health and the Workplace* could arguably be the most important and successful event of the last 18 months, due to the nature of the content, reception from the audience and the incredible positive feedback we received from the survey we sent out. The Commissioner for Public Sector Employment Office of the Public Employment and Review collaborated with IPAA to hold this presentation and panel event with the keynote speaker being Professor Michael Kidd AM Board Director- *beyondblue*, and Executive Dean, Faculty of Health Sciences, Flinders University. This forum attracted over 450 public sector employees and the feedback that came back said we couldn't stop there. Much of the feedback raised the issue that managers found 'Mental Health' a difficult conversation to be had with their staff, and asked the question: "*How do we do this?*" IPAA engaged Luke Broomhall, Director of Broomhall Young Psychology, to develop and facilitate a series of workshops focusing on key topics under the mental health banner.

The first of the series titled '*Difficult Conversations*' commenced in April 2013 and has been repeated to sell out venues several times. Others in the series have begun and include, *Staying Well at Work*, and *Bullying and Harassment: Definitions, Reasons and Strategies*. Again, based on registrations and feedback these workshops will continue throughout the next financial year.



Event, Forum & Workshops

The 18 month period also saw IPAA collaborate with partners to bring large scale relevant Public Sector events; October 2012 IPAA partnered with the University of Adelaide to deliver the inaugural Sir John Downer Oration which was to honour the remarkable Sir John Downer entitled *"The United States and China – is there really a choice?"*. This Oration was delivered by, former Prime Minister of Australia, the Hon John Howard OM AC SSI and attracted over 900 people. In February 2013 IPAA also collaborated with Adelaide Thinkers in Residence on another event that attracted an audience of over 900, titled *Creating Productive and Healthy Organisations*. As part of Dr Martin Seligman's final visit as an Adelaide Thinker in Residence he presented and contributed to a panel in response to the question; *"Can the science of positive psychology contribute to productive and positive workplaces?"* Thérèse Rein drew on her extensive experience of implementing positive psychology across her global business to enable both clients and employees to reach their potential. Erma Ranieri, Chief Executive of SA's Public Sector Renewal Program Taskforce, discussed the central role of employees in enabling positive organisational change and better outcomes.

Another successful collaboration over the last 18 months has been with the Department of Education and Child Development (DECD). IPAA has assisted DECD with the marketing and administration of some of their events and forums including; *Educating for the Future* event that took place in August 2012, the *On The Couch* with Valerie Hannon also in August 2012 and the collaboration on the full day event *Innovation & Learning from Research* in October 2012 which saw over 430 teachers learn new innovative ideas for the class room. We have also collaborated on *Exploring Innovation - Full Day Learning Program at Significantly Innovative Schools*.

June 2013 saw the second of the Across Government HR Forum titled *Transformational HR Conference*. The conference addressed how HR functions can apply systems thinking, the importance and implications of emotional intelligence measures in the workplace, and the myriad ways in which organisational psychology can be applied at an individual and organisational level to over 200 participants. The 2013 Annual Economic Breakfast held in June 2013, attracted over 230 attendees and Premier Weatherill delivered the 2013-2014 Budget: his first as Treasurer. Raymond Spencer, Chair of the Economic Development Board engaged Premier Weatherill in an in depth discussion on the budget and its implications for SA.

Over the last 18 months our E&F program has been supported by the Hon Michael O'Brien, who was the Minister for the Public Sector up to January 2013 and since then we have been supported by Premier Jay Weatherill in his capacity as the Minister for the Public Sector and when he isn't available to participate Dr Susan Close, Parliamentary Secretary assisting the Minister for the Public Sector represents him. We take this opportunity to thank them for their involvement and on-going support.

We will continue to listen and act upon the feedback we obtain from our members and attendees and therefore continue to deliver relevant events, forums and workshops on public sector priorities and issues of the day.



Event, Forum & Workshops

Event Highlights

High Performance Framework: A Focus on Customer & Citizen Participation & Partnerships

The March 6 2012 event was a major success with over 500 participants.

The Hon Michael O'Brien MP, Minister for the Public Sector

Elaine Bensted, Chief Executive, Office of TAFE SA and President of IPAA SA

Bill Cinnamond, Director, Public Sector Management Division, Department of the Premier and Cabinet

Emma Lawson, Director, Community Engagement, Department of the Premier and Cabinet

David Speirs, Principal Policy Officer, Community Engagement, Department of the Premier and Cabinet

Wendy Campana, Chief Executive Officer, Local Government Association

Keith Bartley, Chief Executive of the Department of Education and Child Development

Peter Welling, Director, Service SA



Ethics in the Workplace

On 8 May 2012, our Ethics in the Workplace forum followed on from the highly successful IPAA events of 2010/11 on the then relatively new Code of Ethics and its effects on the public sector.

Hon Minister Wortley MLC, Minister for Industrial Relations

Warren McCann, Commissioner of Public Sector Employment

Craig Stevens, Managing Solicitor, Crown Solicitor's Office

Elbert Brooks, Executive Director, Public Sector Workforce Relations

Kate Stephens, Director Workforce Relations and Strateg

Chris Oerman, Executive Director, Corporate Services, Department of Planning, Transport and Infrastructure.



High Performance Framework: Developing an Innovative and Continuous Improvement Culture

The 22 May 2012 event focusing on Characteristic Four: *High Performing Organisations are Innovative and Continuously Improving* was a huge success with over 600 public servants in attendance.

Hon Michael O'Brien MP, Minister for the Public Sector

MC - Erma Ranieri, Deputy Chief Executive, DMITRE, and President of IPAA SA

Göran Roos, Honorary Professor, Warwick Business School

Bill Cinnamond, Director, Department of the Premier and Cabinet

Geoff Knight, Chief Executive, DMITRE

Raymond Spencer, Chair, Economic Development Board

Raymond Garrand, Chief Executive, DFEST

Heather Falckh, Manager, Strategic Planning & Business Excellence, DCSI



Annual Economic Outlook Breakfast 2012

IPAA, in partnership with PwC, hosted the annual breakfast where the Treasurer, the **Hon Jack Snelling MP**, provided commentary to the State Budget, just days after it had been delivered. **Mark Coughlin** from PwC led the Treasurer through a discussion on the rationale, implications and outcomes of the State Budget. After the discussion, IPAA councillor **Elaine Bensted**, the MC for the event, facilitated a Q&A session.



2012 Across Government HR Forum: Modernisation of HR

The first annual HR forum was a fully packed day including inspiring speakers.

Brett Minchington, Chairman/CEO, Employer Brand International

Bill Cinnamond, Director, Public Sector Management Division, Department of the Premier and Cabinet

Rachel Capetanakis, Strategic Program Manager, Office of the Chief Information Officer

Erma Ranieri, Deputy Chief Executive, DMITRE, and President of IPAA SA

Jane Booth, Associate Director, PwC

Keith Bartley, Chief Executive, Department for Education and Child Development; and HR Leaders Panel including all speakers and **Phil O'Loughlin**



SAES Debrief: 7 Strategic Priorities of Government

Hon Jay Weatherill MP, Premier, Minister for State Development

Jim Hallion, Chief Executive, Department of the Premier and Cabinet

MC: Elaine Bensted, Chief Executive, Office of TAFE SA

Event, Forum & Workshops

Citizen Centric Community of Practice

The Citizen Community of Practice (CCCoP) brought together service delivery practitioners with a passion for the development and delivery of more citizen-centric services in South Australia.

Hon Michael O'Brien MP, Minister for the Public Sector

Peter Welling, Director Service SA, Department for Transport Energy & Infrastructure

Sir John Downer Oration

To honour the remarkable Sir John Downer, the inaugural Sir John Downer Oration, entitled "The United States and China – *is there really a choice?*" was delivered by, former Prime Minister of Australia, the **Hon John Howard OM AC SSI**. IPAA collaborated with the University of Adelaide to deliver this event.

Mental Health and the Workplace

The Commissioner for Public Sector Employment Office of the Public Employment and Review in collaboration with IPAA held a forum on Mental Health and the Workplace.

Hon Minister O'Brien, Minister for the Public Sector and Minister for Finance

Ms Anne Burgess (MC), Assistant Commissioner, Public Sector Grievance Review Commission

Warren McCann, Commissioner for Public Sector Employment

Professor Michael Kidd AM, Board Director, *beyondblue*, and Executive Dean, Faculty of Health Sciences, Flinders University

Ms Therese Fitzpatrick, Workforce and Workplace Program Leader, *beyondblue*

Mr Craig Stevens, Managing Solicitor, Crown Solicitor's Office

Dr John Brayley, Public Advocate, Office of the Public Advocate, Attorney General's Department

Don Dunstan Oration 2012

Raymond Spencer is the Chair of the Economic Development Board and presented the 2012 Don Dunstan Oration on the future of culture and performance in the South Australian Public Sector. **Erma Ranieri** the Deputy Chief Executive of DIMTRE and Chief Executive of Change@SA, was the Master of Ceremonies for this Oration.

Creating Productive and Healthy Organisations

As part of **Dr Martin Seligman's** final visit as *Adelaide Thinker in Residence* he presented and contributed to a panel in response to the question; "*Can the science of positive psychology contribute to productive and positive workplaces?*" **Thérèse Rein** drew on her extensive experience of implementing positive psychology across her global business to enable both clients and employees to reach their potential. **Erma Ranieri**, Chief Executive of SA's Public Sector Renewal Program Taskforce, discussed the central role of employees in enabling positive organisational change and better outcomes for citizens.

High Performance Framework: Leadership

The flagship of the series and addressed the crucial HPF characteristic of Leadership; in particular '*High performing organisations are well led*'.

Tim Jarvis AM, Expedition Leader and author

Susan Close, Parliamentary Secretary assisting the Minister for the Public Sector

Leanne Ansell-McBride, CEO, Victorian Leadership Development Centre

Rick Persse, Chief Executive, Attorney-General's Department

2013 Across Government HR Forum: Transformational HR Conference

The conference addressed how HR functions can apply systems thinking, the importance and implications of emotional intelligence measures in the workplace, and the myriad ways in which organisational psychology can be applied at an individual and organisational level.

Susan Close, Parliamentary Secretary assisting the Minister for the Public Sector

Dr Barry Bales, Assistant Dean for Professional Development at the Lyndon B. Johnson School of Public Affairs

Joyce Sparks, Director, Governor's Centre, LBJ School of Public Affairs, The University of Texas

Luke Broomhall, Director, Broomhall Young Psychology

Economic Outlook Breakfast 2013

This event followed **Premier Weatherill's** delivery of the 2013-2014 Budget: his first as Treasurer. **Mr Raymond Spencer**, Chair of the Economic Development Board engaged Premier Weatherill in an in depth discussion on the budget and its implications for SA.



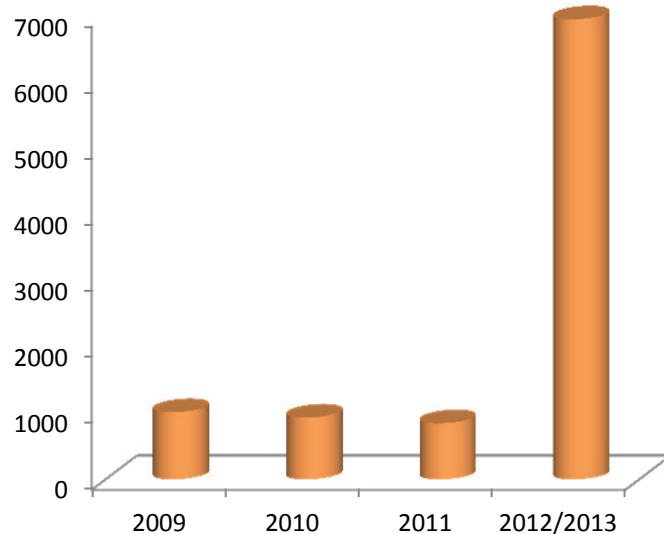
Event, Forum & Workshops

Achievements

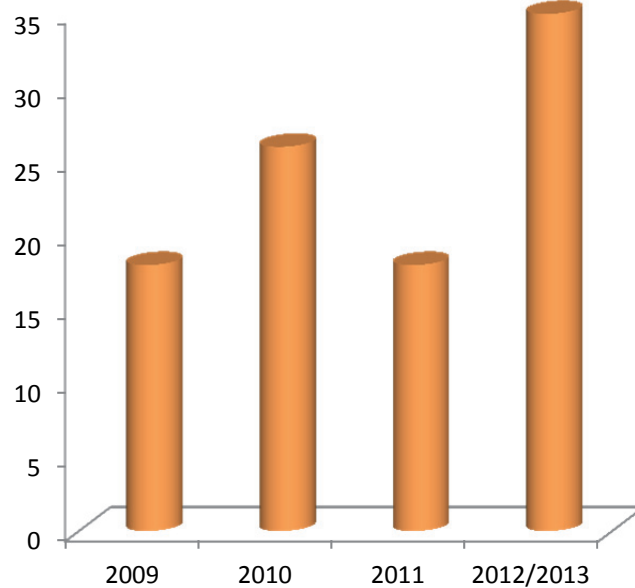
Attendance at IPAA's events was at an all-time high, with a total of 3764 participants during 2012, and 3190 during the first six months of 2013. This compares to 850 in 2011 and 935 in 2010. In addition, during the 2012/2013 18 month period the number of events ran was a total of 22 during 2012, and 13 during the first six months of 2013, compared to 18 in 2011, and 26 in 2010.



Attendance at Events

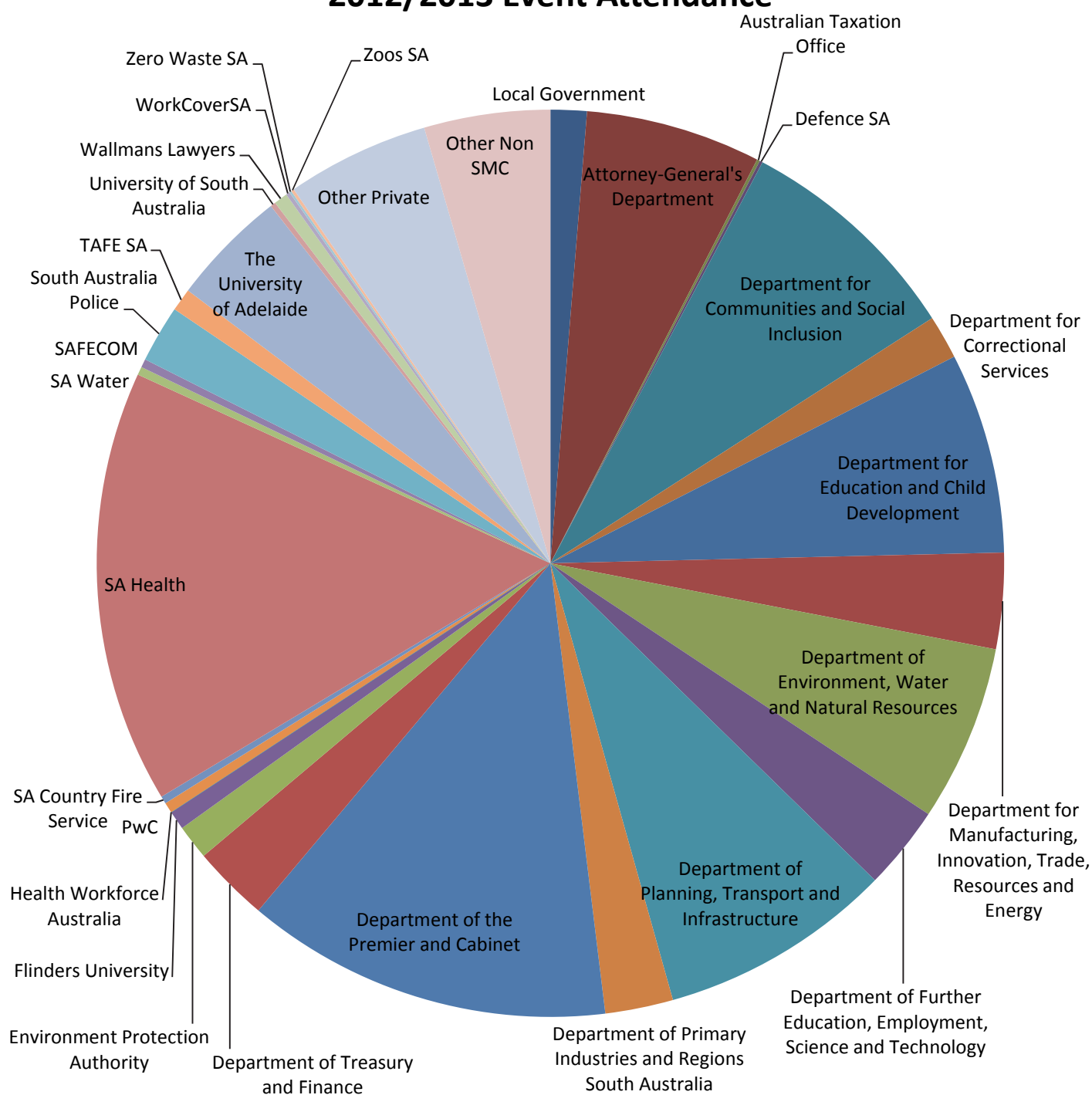


Number of Events



Event, Forum & Workshops

2012/2013 Event Attendance



The graph above shows the organisations' participants in our events, forums and workshops during 2012/2013.

Partners & Corporate Members

Partners

The following partnerships were renewed in 2012/13:

- Platinum, PwC, renewed for 2012 to 2013 and 2013 to 2014 financial years
- Gold, Flinders University, renewed from December 2012 to December 2013

The following partnerships were new in 2012/13:

- Platinum, Wallmans Lawyers, from May 2013 to May 2014
- Gold, TechnologyOne, from February 2013 to January 2014

Corporate Members

- Health Workforce Australia - May 13 to April 14
- KPMG – July 2012 to June 2012
- SA Water July 2012 to June 2012
- MJ Recruit – September 2012 to September 2013
- WorkCoverSA – August 2012 to July 2013

Non SMC State Government Corporate Members

- Auditor-General – July 2012 to June 2013
- Defence SA – July 2012 to June 2013

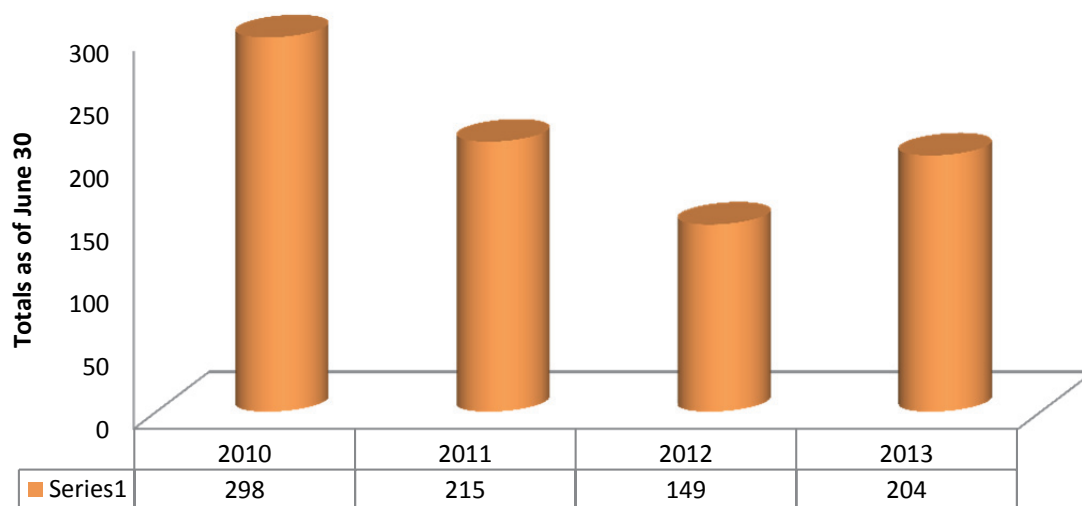
Local Government Corporate Members

- Adelaide City Council – July 2012 to June 2013
- City of Charles Sturt – July 2012 to June 2013
- City of Onkaparinga – January 2012 to December 2013



Professional Members & Survey

Professional Membership of IPAA was analysed during 2012 to differentiate between State Government Corporate Members and Professional Members. New benefits included the offset of membership fees with training vouchers to the value of membership, the complimentary use of IPAA's training room for professional development purposes, a membership certificate, and a member card linked to special offers and networking forums. As the graph shows below membership was down during 2012, but has increased gradually in 2013. We feel this had been due to clearly differentiating the benefits between the State Government (SMC) Membership and Professional Membership.



Members and Users Survey

IPAA members and users were surveyed regarding the performance of IPAA. The following responses were from 637 present and past members and users ranging from across all government sectors and private sectors. The survey revealed that the most common reason for becoming a Professional Members of IPAA SA was, *'To be informed on a range of issues'* (67%), followed by *'Professional development opportunities'* (50%), *'To support the public sector's professional body'* (50%) and *'To network'* (33%). Past professional members stated that the main reason they discontinued their membership was because the cost is too high for them to pay themselves (53%). Other reasons included, *'They did not have enough time to attend events'* (32%), *'Their employer isn't willing to pay the membership subscription'* (26%), *'There isn't enough value included to make it attractive'* (21%) and that, *'They do not enjoy networking'* (5%).

Nearly all survey participants (97%) rated that they were satisfied with IPAA SA over all, and 95% stated they were satisfied with the personal value IPAA SA provided to them. The majority (75%) of survey participants agreed that IPAA SA delivers valuable services to members. The majority (74%) of survey participants also agreed that IPAA SA provides good networking opportunities. The majority (75%) agreed that IPAA SA is well respected in the public sector. Most participants (72%) agreed that IPAA SA communicates well with members. Nearly half of the participants (43%) agreed that their involvement with IPAA SA enhanced there career pathways.

The majority of respondents stated that the content of IPAA SA's programs as either excellent or good including Mental Health Workshops (92%), Events and Forums (89%), Professional Development courses (88%), and the Mentoring Program (86%). In addition marketing collateral was rated as excellent or good by the majority of respondents; IPAA Website (81%) and eNews email (87%).

Staff performance was overwhelmingly positive, with nearly all (96%) respondents stating IPAA staff are easy to get in contact with, and that staff respond promptly. In addition 100% of respondents agreed that staff are friendly and approachable, and that staff are helpful.

Treasurer's 2012/2013 Report



John Comrie
Treasurer

It was a decision of Council in 2012 that the financial year be changed from a calendar year to a financial year commencing 1 July and concluding 30 June in the following year. This was to align our financial operations with the State Government operations, other key stakeholders and IPAA Divisions interstate. Therefore the period of this report is 1 January 2012 - 30 June 2013. The end of year result for the eighteen months ending 30 June 2013 was a net loss of \$168,976. However the period between January – June 2013 generated a profit of \$43,025. Total income for the period January 2012 – June 2013 was \$1,609,495 compared to \$1,229,212 in the calendar year of 2011 (*bearing in mind it is a comparison of 12 and 18 month periods*).

There have been many reasons why there was such a substantial deficit in particular in the first 6-8 months of 2012, being the period that mostly contributed to our net loss. A major reason was the late dissemination of the 2012 Professional Development program to the target audience and this affected attendance levels. Also during the 18 month period no major revenue generating tenders were available to respond to unlike in 2011 where IPAA was awarded a tender by SA Health for a comprehensive program of budget training for nurse managers. The program generated revenue of \$254,641 for IPAA. Without this activity IPAA's overall expenses would have exceeded income for the 2011 year. It was reported in the Treasurer's Report for the 2011 Annual Report; *"without significant additional income such as that earned in 2011 from the one-off SA Health contract, the Division will find it hard to maintain and service levels and generate income materially in excess of annual operating expenses in 2012 and beyond."*

During the second half of calendar 2012 various initiatives were taken by the Divisional Council and its Chief Executive Officer to arrest this loss and I'm pleased to advise that these measures were successful and since late 2012 the organisation's monthly income has consistently exceeded its expenses.

IPAA's financial contribution from the Senior Management Council (SMC) of the State Government was renewed in April 2012. SMC verbally agreed that the contribution would be for a 3 year period being 1 July 2012 – 30 June 2015 resulting in a contribution of \$245,000 for the period 1 July 2012 – 30 June 2013 and that benefits would only be available to employees of SMC Agencies (non SMC Government organisations could 'buy' into the agreement). In April 2013 SMC agreed to formalise this arrangement in writing and we now have clear direction on the SMC/IPAA program, KPI's and expectations.

Significant expenses for the 18 month period included the following;

*January 2012 – relocated to refurbished office space at a cost of \$17,344. This was due to consistent feedback from users that the previous premises were dark and 'not user friendly'.

*New PC's and server were purchased at a cost of \$22,685 (exc. GST), plus additional cost of IT support being \$4,920 per year.

**Part of the surplus of 2011 was allocated to the above two 2012 expenses*

Employment related expenses for the eighteen months were \$681,451 compared to \$484,767 for the previous twelve months, bearing in mind again this is not comparing an equal time period. Over the 18 month period we exceeded this line item in the budget by \$12,074. In July and August 2012 two redundancy payments took place costing \$13,417.

Since June 2012 we have been operating with 3FTE's less than previous years, increased activities and improved bottom-line. Our insurance has even been reduced by \$8K per annum due to not hiring in the casual labour as we have done in the past.

Treasurer's 2012/2013 Report

Although liabilities exceeded assets as at 30 June IPAA's Divisional Council is confident of the continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business. Liabilities as at 30 June included monies received in advance (membership fees and sponsorship etc) amounting to \$329,309. It is unlikely that these monies will need to be repaid as IPAA will carry out activities in 2013/14 for which the monies were received. Equity would have been \$200,043 not negative \$129,266 if it hadn't been for these recorded liabilities.

The bank balance at the end of June was \$126,195. This was \$25,864 less than predicated in the cash flow report. This was mainly due to fewer Senior Management Council (SMC) invoices for 2013/14 paid prior to 30 June than predicted.

During this period and especially after the financial demise of IPAA QLD, we have had much discussion with our national office. We have been given guarantees by the National Executive that IPAA National Executive is prepared to:

- support the South Australian Division with actions to assist in continuing to enhance the reputation of IPAA in South Australia – by way of involving the National President in South Australia events and activities and developing a greater awareness of the role of IPAA through National opportunities and
- consider requests from the South Australian Division for limited financial support, should it be required to meet essential expenditure in 2013-2014.

As part of our response to the financial challenges steps were also taken to improve training course and event budgeting and costing processes to better inform decisions regarding discretionary activity under consideration and what it cost IPAA SA to provide our core services to the public sector and to meet expectations of the Senior Management Council (SMC) arrangement.

In summary, although the financial performance of the period between January 2012 and June 2013 resulted in a substantial deficit as reported above, this loss was mainly in the first 6-8 months of 2012. The work that has been done by Council, management and staff over this period to ensure that IPAA is financially viable and operating as efficiently and effectively as possible is addressing that reverse.

The next financial year is looking promising with a few exciting opportunities currently being discussed. It is pleasing that the SMC contribution has been formalised covering the July 2013 - June 2015 period. However, it has been agreed nationally that the training component of all IPAA Divisions places the organisation in a vulnerable position as it is so subject to market forces and therefore we need to ensure our operating model is not reliant on this area for the survival of IPAA.

A strategic planning/review day is scheduled in December 2013 to further address this critical issue.

2012/2013 Financial Statements

29 October 2013

Ms Carmel Noon
Chief Executive Officer
Institute of Public Administration Australia (SA)
Level 6, 12 Pirie Street
ADELAIDE SA 5000

Dear Ms Noon

Institute of Public Administration Australia (SA) 2012/13 Audit

The audit of the Institute of Public Administration Australia (SA) has recently been completed. The scope of the audit covered the Institute's major accounting functions and included the test verification of financial transactions processed and recorded during the year. The results of the audit were satisfactory.

The financial statements of the Institute for the year ended 30 June 2013 are returned herewith together with my Independent Auditor's Report.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'W J Tate', is positioned above the printed name.

W J Tate CPA

INDEPENDENT AUDITOR'S REPORT

To the Institute Members

Pursuant to rule 5.2.3 of the Constitution of the Institute of Public Administration Australia, South Australian Division Inc., I have audited the accompanying financial report, being a special purpose financial report of the Institute of Public Administration Australia, South Australian Division Inc. for the eighteen months ended 30 June 2013. The financial report comprises:

- A Statement of Comprehensive Income
- A Statement of Financial Position
- Notes, comprising a summary of significant accounting policies and other explanatory information
- A Certificate by the President and the Chief Executive Officer.

Councillors' Responsibility for the Financial Report

The Councillors' of the entity are responsible for the preparation of the financial report, and have determined that the basis of preparation described in Note 2 is appropriate to meet the requirements of the Associations Incorporation Act 1985 (SA) and is appropriate to meet the needs of the members. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with Australian Auditing Standards. The Auditing Standards require that the auditor complies with relevant ethical requirements relating to audit engagements and plans and performs the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

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

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

Basis of Accounting and Restriction on Distribution

Without modifying my opinion, I draw attention to Note 2 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist the Institute of Public Administration Australia, South Australian Division Inc. to meet the requirements of the Associations Incorporation Act 1985 (SA). As a result, the financial report may not be suitable for another purpose. My report is intended solely for the members of the Institute of Public Administration Australia, South Australian Division Inc.



WJ Tate CPA

29 October 2013

INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION

Statement of Comprehensive Income for the eighteen months ended 30 June 2013

		1/1/12 to 30/06/13	1/1/11 to 31/12/11
INCOME:	Note	\$	\$
Partnerships	5	56,284	34,966
Professional Development and General Events & Forums	6	1,133,068	872,645
Membership	7	415,850	309,677
Other Income	8	4,293	11,924
Total Income		1,609,495	1,229,212
EXPENSES:			
Employee benefits		681,451	484,767
Supplies and services	9	296,602	210,373
Seminars and other functions	10	785,333	427,990
Depreciation and Amortisation	11a & 11b	15,085	13,078
Total Expenses		1,778,471	1,136,208
TOTAL COMPREHENSIVE RESULT		(168,976)	93,004

Statement of Financial Position as at 30 June 2013

		30 June 2013	31 December 2011
CURRENT ASSETS:		\$	\$
Cash		126,495	170,544
Receivables	17	227,556	39,355
Prepayments & Stock		15,302	16,969
Total Current Assets		369,353	226,868
NON-CURRENT ASSETS:			
Plant and equipment	11a	12,563	4,940
Leasehold improvements	11b	-	-
Total Non-Current Assets		12,563	4,940
Total Assets		381,916	231,808
CURRENT LIABILITIES:			
Payables	12	163,571	31,380
Revenue Received In Advance		329,309	143,802
Employee Benefits	13	18,302	16,916
Total Current Liabilities		511,182	192,098
Total Liabilities		511,182	192,098
NET ASSETS		(129,266)	39,710
EQUITY:			
Retained Earnings	14	(129,266)	39,710
TOTAL EQUITY		(129,266)	39,710
Unrecognised contractual commitments	15		
Contingent assets and liabilities	16		

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1 Mission Statement

The Institute aims to enhance the reputation, integrity and capacity of the public sector, and to provide leadership in the development of a high quality, professional public sector in South Australia.

2 Significant Accounting Policies

(a) Statement of Compliance

The Divisional Council has determined that the Institute is not a reporting entity.

The financial statements of the Institute are drawn up as a special purpose financial statements, prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act 1985. The financial statements contain only those disclosures considered necessary by the Divisional Council to meet the needs of its members.

The accounts have been prepared in accordance with the requirements of the Associations Incorporation Act 1985 and applicable Australian Accounting Standards.

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted by the Institute for the reporting period ended 30 June 2013. Refer to Note 3.

(b) Basis of Preparation

The preparation of the financial statement requires the use of certain accounting estimates and requires management to exercise its judgement in the process of applying the Institute's accounting policies. The areas involving a higher degree of judgement or where assumptions and estimates are significant to the financial statements, these are outlined in the applicable Notes.

The Institute's Statement of Comprehensive Income and Statement of Financial Position have been prepared on an accrual basis and are in accordance with historical cost convention. The financial statements have been prepared on a eighteen month operating cycle and presented in Australian currency.

Going Concern

The financial report has been prepared on the going concern basis. Although liabilities exceeded assets as at 30 June IPAA's Divisional Council is confident of the continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business. Liabilities as at 30 June included monies received in advance (membership fees and sponsorship etc) amounting to \$329,309. It is unlikely that these monies will need to be repaid as IPAA will carry out activities in 2013/14 for which the monies were received.

In addition the continuity of normal business activities is deemed realistic given:

- The renewal of the Senior Management Council (SMC) and IPAA's agreement for the financial period between 1 July 2013 to 30 June 2015, which has been formalised via a *Letter of Exchange* between the two parties.

(c) Revenue Recognition

Individual membership subscription income is recognised on the date that membership commences.

Corporate membership subscription income and subscription receipts which are attributable to the current financial year are recognised as income

Receipts relating to periods beyond the current financial period (excluding individual memberships) are shown in the Statement of Financial Position as revenue received in advance under the heading of Current Liabilities. Income from seminars and other functions is recognised upon the delivery of service to attendees.

Interest revenue is recognised on a proportional basis taking in to account the interest rates applicable to the financial assets.

Change in Accounting Policy

The Institute has changed its accounting period from calendar year to financial year.

(d) Cash and cash equivalents

Cash and cash equivalents includes cash on hand and deposits held at call with bank.

(d) Receivables

Receivables are recorded at their recoverable value. At the end of each reporting period, the Institute reviews the extent of its receivables and a provision is raised in respect of any balance where recovery is considered doubtful.

(e) Plant and Equipment

Minor items of plant and equipment with a value of less than \$2,000 are generally expensed in the Statement of Comprehensive Income at the time they are acquired. Plant and equipment, on acquisition, is deemed to be held at fair value.

(f) Depreciation of Plant and Equipment

Plant and equipment with an acquisition cost individually greater than \$2,000 is systematically depreciated using the straight line method of depreciation over their useful lives. This method is considered to reflect the consumption of their service potential.

Major depreciation periods are as follows:

Office equipment - PC's 3 years, Phone system 5 years

Furniture and Fittings - between 5 to 10 years.

(g) Employee Benefits

These benefits accrue for employees as a result of services provided up to the reporting date that remain unpaid. Short-term benefits are measured at nominal amounts.

No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees is estimated to be less than the annual entitlement of sick leave.

Salaries and annual leave

Liabilities for salaries and annual leave have been recognised as the amount unpaid at the reporting date. The liability for annual leave has been calculated at nominal amounts based on current remuneration rates as at reporting date. The annual leave liability is expected to be payable within twelve months.

Long service leave

A liability for long service leave is recognised after an employee has completed 4 years of service.

On-costs

Employee benefit on-costs (Work Cover and superannuation) are recognised separately under payables.

Superannuation

Contributions are made by the Institute to a private sector superannuation scheme. These contributions are treated as an expense when they occur. There is no liability for payments to beneficiaries as they have been assumed by the superannuation scheme.

(h) Income tax

The Institute is a registered not-for-profit organisation and is exempt from income tax.

3 Changes in Accounting Policies

The Australian Accounting Standards and Interpretations that have recently been issued or amended but are not effective, have not been adopted by the Institute for the reporting period ending 30 June 2013. The Institute has assessed the impact of the new and amended Standards and Interpretations and considered there will be no impact on the accounting policies or the financial report of the Institute.

4 Financial Risk Management

The Institute has no significant concentration of credit risk. The Institute has policies and procedures in place to ensure that transactions occur with customers with appropriate credit history.

In relation to liquidity / funding risk, the continued existence of the Institute in its present form is dependant on its ability to attract members and attendees to seminars and other functions in order to provide an adequate cash inflow for the Institute's operations.

5 Partnerships

	1/1/12 to 30/06/13	1/1/11 to 31/12/11
	\$	\$
Platinum/Gold/Silver/Bronze Partnerships	56,284	34,966
	<u>56,284</u>	<u>34,966</u>

6 Professional Development and General Events & Forums

Professional Development	841,417	439,790
Professional Development In Agencies	146,786	130,148
SA Health Tender	-	254,641
General Events & Forums	144,865	17,800
Professional Development Executive	-	25,987
Mentoring	-	4,279
	<u>1,133,068</u>	<u>872,645</u>

7 Membership

Corporate Membership ¹	386,758	262,725
Individual Membership	29,092	46,952
	<u>415,850</u>	<u>309,677</u>

1) In 2010 the Institute entered into a corporate partnership / training arrangement, with a number of SA Government Departments, covering the financial year. One hundred percent of the funding arrangement for 2012/13, \$230,291 is reflected as Current Liabilities, Revenue Received in Advance.

As at 31 December 2011 the total number of members were 180. By 30 June 2013 the total number of members were 184. Refer also Note 2.(c)

8	Other Income	1/1/12 to 30/06/13	1/1/11 to 31/12/11
	Fee for Service	-	3,000
	Interest	4,127	7,587
	Miscellaneous Income	166	1,337
		<u>4,293</u>	<u>11,924</u>
9	Supplies and Services		
	Rental of Premises	100,019	69,061
	Administration Costs	53,020	29,773
	Staff Training	6,559	14,438
	Marketing	10,792	11,275
	IT Costs	25,514	11,219
	AJPA	11,308	9,654
	Today	14,244	9,509
	Capitation	10,752	8,498
	Telephone	11,569	7,840
	Divisional Council	522	7,789
	Parking	8,771	4,593
	National Conference	1,427	3,850
	Postage	7,111	3,667
	Mentoring Program	-	3,361
	Bank Charges	6,087	3,315
	Equipment Leases	6,264	3,033
	Monthly Newsletter and Bulletins	1,600	2,215
	Relocation/Fitout costs	17,344	2,064
	Miscellaneous	3,699	5,219
		<u>296,602</u>	<u>210,373</u>
10	Seminars & Other Functions		
	Speakers Fees	534,375	337,735
	Catering	127,741	42,852
	Workshop Incidentals & Miscellaneous	4,640	2,250
	Venue Costs	35,116	14,416
	Printing	31,553	21,142
	Equipment Hire	41,149	6,442
	Accommodation & Transport	1,476	752
	Gifts	1,867	120
	Publicity & Marketing	7,250	715
	Couriers & Postage	166	1,566
		<u>785,333</u>	<u>427,990</u>
11a	Plant and Equipment	30/06/13	31/12/11
	Gross Carrying Amount		
		\$	\$
	Balance at start of period	75,767	75,767
	Additions	23,208	-
	Disposals	-	500
	Balance at end of period	<u>98,475</u>	<u>75,767</u>
	Accumulated Depreciation		
	Balance at start of period	70,827	66,246
	Depreciation Expense	15,085	4,581
	Balance at end of period	<u>85,912</u>	<u>70,827</u>
	Net Book Value at end of period	<u>12,563</u>	<u>4,940</u>

11b Leasehold Improvements	30/06/13	31/12/11
	\$	\$
Balance at start of period	-	8,497
less Amortisation	-	8,497
Net Book Value at end of period	-	-

12 Payables	30/06/13	31/12/11
	\$	\$
Creditors	127,447	35,478
GST Liability	24,765	(15,718)
PAYG Liability	7,730	7,746
Employment On-costs - Superannuation	3,575	3,874
Employment On-costs - Work Cover	54	-
	<u>163,571</u>	<u>31,380</u>

Interest Rate and Credit Risk

Creditors are raised for all amounts billed but unpaid. Creditors are usually paid within 30 days. Employment on-costs are settled when the respective employee benefit is discharged. All payables are non-interest bearing. The carrying amount of payables approximates net fair value.

13 Employee Benefits	30/06/13	31/12/11
	\$	\$
Current		
Annual Leave	11,224	6,651
Salaries Payable	7,078	10,265
	<u>18,302</u>	<u>16,916</u>

14 Retained Earnings	30/06/13	31/12/11
	\$	\$
Balance at start of period	39,710	(53,294)
Net Result (as per Statement of Comprehensive Income)	(168,976)	93,004
Balance at end of period	<u>(129,266)</u>	<u>39,710</u>

15 Unrecognised contractual commitments

Remuneration Commitments

Commitments for the payment of salaries and other remuneration under employment contracts in existence at the reporting date but not recognised as liabilities are payable as follows:

	30/06/13	31/12/11
	\$	\$
Within one year	147,000	147,000
Later than one year but not longer than five years	61,250	281,750
Total Remuneration Commitments	<u>208,250</u>	<u>428,750</u>

Amounts disclosed include commitments arising from executive contracts. In 2010, most employment contracts were restructured from set term to ongoing contracts (permanent employees).

Operating Lease Commitments

Commitments in relation to the operating lease contracted for at the reporting date but not recognised as liabilities are payable:

	30/06/13	31/12/11
	\$	\$
Within one year	64,625	61,651
Later than one year but not longer than five years	44,479	253,805
Total Operating Lease Commitments	<u>109,104</u>	<u>315,456</u>

Other Commitments

There are no other commitments

16 Contingent Assets and Liabilities

There are no known contingent assets and liabilities as at 30 June 2013.

17 **Receivables**

Interest Rate and Credit Risk

Receivables are raised for all goods and services provided for which payment has not been received. Receivables are normally settled within 30 days. Debtors are non-interest bearing. It is not anticipated that counterparties will fail to discharge their obligations. The carrying amount of receivables approximates net fair value due. In addition, there is no concentration of credit risk.

STATEMENT BY RESPONSIBLE OFFICE BEARERS

We certify that the above Financial Statements represent, to the best of our knowledge and belief, an accurate account of the affairs of IPAA SA Division Inc for the eighteen months 1 January 2012 to 30 June 2013 and the position at that date.


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Erma Ranieri (President)

Carmel Noon (Chief Executive Officer)