



# NATIONAL STRATEGIC PLAN 2021-2025

INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**

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PUBLIC ADMINISTRATION  
AUSTRALIA



The Institute of Public Administration Australia (IPAA) is a nonpartisan and apolitical member-based organisation which provides public sector thought leadership and works to strengthen the capacity of public servants through events, training and other activities.

IPAA was established as an independent national organisation on 1 January 1980 and is governed by a National Council under the leadership of the current National President, Dr Gordon de Brouwer PSM FIPAA.

## **CONTACT US**

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## **CREDITS**

Design by Kathryn Oosthuizen,  
IPAA SA

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# PRESIDENT'S FOREWORD

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Dr Gordon de Brouwer PSM FIPAA



This National Strategic Plan sets out a collaborative approach for the Institute of Public Administration Australia (IPAA), as the national body for those involved in public administration across Australia. The plan is both ambitious and pragmatic. It charts a course for an active, articulate, and contemporary professional body, supporting outcomes for public sector and for the Australian community.

The plan was developed over a six-month period by IPAA's National Council in consultation with each of our eight Divisions. As a confederated body, the plan reflects

and complements the current strategic plans of IPAA Divisions, providing an overarching national context for IPAA's operations.

Delivery under the plan will be supported by an annual implementation plan, co-designed by the Chief Executive Officers and Executive Directors of each IPAA Division and IPAA's National Executive Director.

This National Strategic Plan will provide IPAA with the framework to realise our vision of increasing membership across each jurisdiction, expanding and

enriching our offerings at a national level, and building stronger connections between people working in the public sector and the wider public purpose sector.

Ultimately IPAA is here to support our public services in the great work they do to improve the lives of all Australians.









# ABOUT IPAA

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The Institute for Public Administration Australia (IPAA) is a member-based, national organisation for those involved in public administration across Australia.

IPAA has strong relationships and works with the wider public purpose sector — including the university, community, not-for-profit and professional services sectors — to support the delivery

of public services and policy that improves the lives of Australians. This involves unique partnerships, memberships and evolving relationships in each jurisdiction.

While this strategic plan reflects the commonality of IPAA's work across Australia, we recognise and value the differences that each Division brings in terms of diversity of intent, purpose, membership, and business models.

IPAA is proudly apolitical, nonpartisan and not-for-profit. We became a confederated national organisation in 1980. Each of the eight IPAA Divisions were established prior to 1980 as regional groups of the Institute of Public Administration based in London. Our first regional group was formed in South Australia in 1927.

See [www.ipaa.org.au](http://www.ipaa.org.au) for more information.

# RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

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We acknowledge the Traditional Custodians of the land and pay our respects to their Elders — past, present and emerging. We acknowledge all Indigenous Australians and their continuing connection to Country, culture and community.

IPAA recognises that Aboriginal and Torres Strait Islander peoples and cultures make a unique contribution to Australia, and to public services across the country.





## **'Commitment to connection'**

By Sarah Richards, a Ngiyampaa woman born on Gadigal land (Sydney) who grew up on Wiradjuri (Griffith) and Yugambel (Gold Coast) country before moving to Ngunnawal country in 2012.

*Please see page 19 for more information.*



# OUR NATIONAL COUNCIL



**Dr Gordon de Brouwer PSM**  
**FIPAA** is the IPAA National President. He is an Honorary Professor and Distinguished Policy Fellow at the Australian National University.

**Kevin Riley** is the IPAA National Treasurer. He is a Fellow of the Institute of Chartered Accountants (Australia and New Zealand) and a Fellow of CPA Australia.



**John Hubby FIPAA** is the IPAA National Secretary. He is also Vice-President of IPAA New South Wales, and Deputy Secretary, Corporate Services, with NSW Department of Communities & Justice.



**Mike Rowe MIPAA** represents IPAA Western Australia. He is the Director-General, Department of Communities.



**Sam Palmer FIPAA** represents IPAA ACT. She is General Manager Visitor Economy and Client Programs, Australian Trade and Investment Commission (Austrade).

**Vicki Telfer PSM** represents IPAA Northern Territory. She is the Commissioner for Public Employment in the Northern Territory, Northern Territory Government.



**Elizabeth Koff FIPAA** represents IPAA New South Wales. She is the Secretary of NSW Health.



**Jacqui Allen** represents IPAA Tasmania. She is the Deputy-Secretary, Cultural and Tourism Development, Department of State Growth, Government of Tasmania.



**Erma Ranieri PSM FIPAA** represents IPAA South Australia. She is the Commissioner for Public Sector Employment, Government of South Australia.



**John Bradley** represents IPAA Victoria. He is the Secretary, Department of Environment, Land, Water and Planning, Government of Victoria.



**Ian Stewart AO FIPAA** represents IPAA Queensland. He is the former Commissioner of Police (Retired), Queensland Police Service.

# OUR PURPOSE

**IPAA's purpose is to promote excellence and pride in public service across Australia.**



# OUR VISION

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Our vision for the next four years is to increase our membership across each jurisdiction, expand and enrich our offerings at a national level with the support of our strategic partners, and to build stronger connections between people working in the public sector and the university, community, not-for-profit and professional services sectors.



# OUR VALUES

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IPAA operates as a non-partisan and not-for-profit organisation. We provide a safe, apolitical environment for those working within the public sector and the wider public purpose sector to meet, learn and debate the big issues facing public administration in Australia.

Inclusivity, diversity and collaboration are important to us, and we actively look for opportunities to partner with other trusted organisations to support our members in new, creative and innovative ways.

# OUR ENVIRONMENT, PARTNERS, AND STAKEHOLDERS

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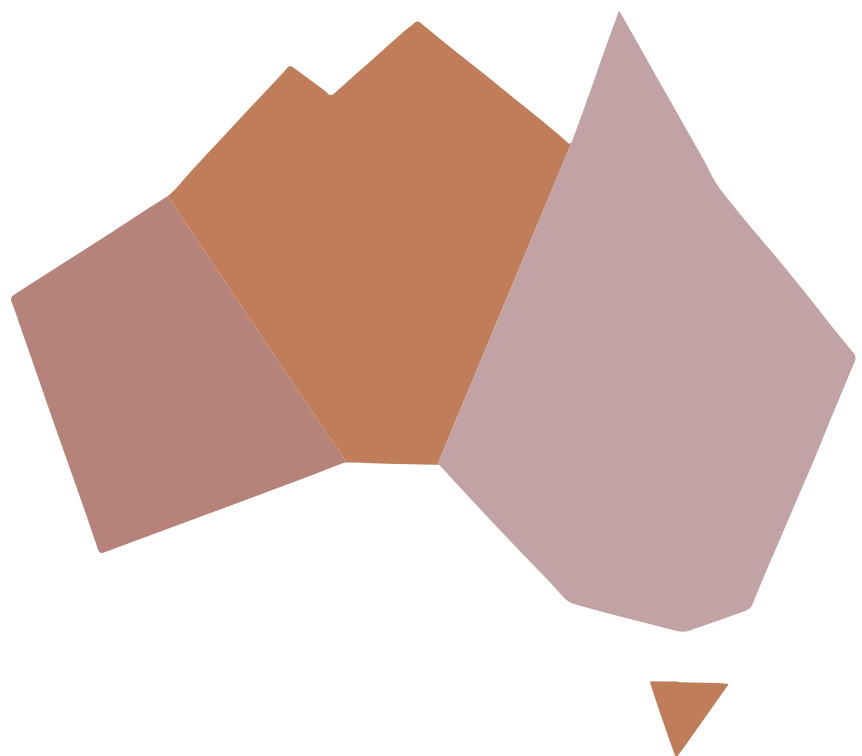
IPAA is a member-based organisation. Many of our members are drawn from the various public services across Australia as well as the university, community, not-for-profit and professional services sectors.

Our Divisions are independent entities that come together as a confederated national organisation. Some are not-for-profit companies; others are run entirely by volunteers.

Across our eight Divisions and nationally, IPAA employs about 40 staff — we like to think we punch above our weight! The year 2020 saw IPAA pivot in response to the COVID-19 pandemic with a rapid transition to digital delivery. IPAA

is working to provide members with safe networking opportunities that combine the best of face-to-face and digital delivery.

IPAA partners with a broad cross-section of organisations including government organisations, professional services firms, banks and financial institutions, technology companies, legal firms, recruiting firms, universities, and publishers. As well as collaborating with IPAA and providing in-kind support, a number of these organisations also provide support to IPAA's events program and member activities through active sponsorship.



NT  
SA  
QLD  
ACT  
NSW  
TAS  
VIC  
WA



# OUR OBJECTIVES

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IPAA will focus its collective energy on the delivery of four strategic objectives:

- 1** Speaking out as the voice of Australia's public sectors to promote the value of public service, the work of public servants and those they work with.
- 2** Supporting professional excellence in Australia's public sectors to help people working in and with the sectors to build relationships with colleagues from different jurisdictions and learn from their distinct experiences.
- 3** Building national and international partnerships to enrich and expand member offerings, experiences and understanding.
- 4** Improving our structures and processes to ensure that IPAA's governance arrangements are fit for purpose, its operations are resilient to changing economic conditions, and that member needs are met.

**These objectives will be underpinned by the following actions...**

## **Speaking out as the voice of Australia's public sectors**

### **Action 1**

IPAA, through the National President, speaks on matters of importance to the profession, engaging with the media, collaborating with state, national and international counterparts, making submissions to inquiries, and facilitating conversations with public sector leaders from across Australia.

### **Action 2**

IPAA recognises individuals who have made exceptional contributions to IPAA and the profession.

## **Supporting professional excellence in Australia's public sectors**

### **Action 1**

IPAA provides cross-jurisdictional professional development opportunities.

### **Action 2**

IPAA shares nationally relevant news, research and public administration insights, and promotes its forward events program to Australian public administrators.

### **Action 3**

IPAA works with other organisations to build and promote an expanding body of evidence to support 'future-ready' public sectors.

## **Building national and international partnerships**

### **Action 1**

IPAA builds relationships with national and international organisations to promote excellence in Australia's public sectors.

### **Action 2**

IPAA partners with organisations in the delivery of its National Strategic Plan.

## **Improving our structures and processes**

### **Action 1**

IPAA modernises its National Constitution and Governance Charter to ensure they are contemporary and fit for purpose.

### **Action 2**

IPAA develops and implements a national corporate membership model for the benefit of the organisation and its members.



## DELIVERING THE PLAN

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IPAA's National Strategic Plan will be delivered through the combined strength of the IPAA Divisions, the National Council, and the National Secretariat and supported by a national budget that is augmented by in-kind contributions from IPAA Divisions, and sponsorship from strategic partners.

The National Council have tasked the Chief Executive Officers and Executive Directors of the eight IPAA Divisions, the National Executive Director to co-design and deliver an annual Implementation Plan to support the delivery of this National Strategic Plan.

## MEASURING SUCCESS

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The National Secretariat will work with the Chief Executive Officers and Executive Directors of the eight IPAA Divisions to develop a monitoring, evaluation and reporting process and plan that enables the National Council to measure IPAA's success in delivering the National Strategic Plan.



## REFINING THE PLAN

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The National Secretariat will coordinate quarterly reporting on progress in delivering the Plan to the National Council as well as an annual report on progress and recommendations for improvement.

The National Council will review the Plan in the first quarter of each new financial year and allocate a national budget to support its delivery.

IPAA will also work with its strategic national partners to secure sponsorship for signature national events and new initiatives.

# OPPORTUNITIES TO PARTNER WITH IPAA

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IPAA works closely with a number of organisations to give effect to our purpose.

These partnerships enrich our national program of events and thought leadership, our contribution to the study of Australian public administration, and ensure the effective design and delivery of our national conference and award programs.

If you are interested in partnering with IPAA at a national level — either through sponsorship or value in-kind arrangements — please contact our National Executive Director to start a conversation.





# OUR PARTNERS

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## CURRENT DIAMOND PLUS PARTNERS



## CURRENT DIAMOND PARTNERS

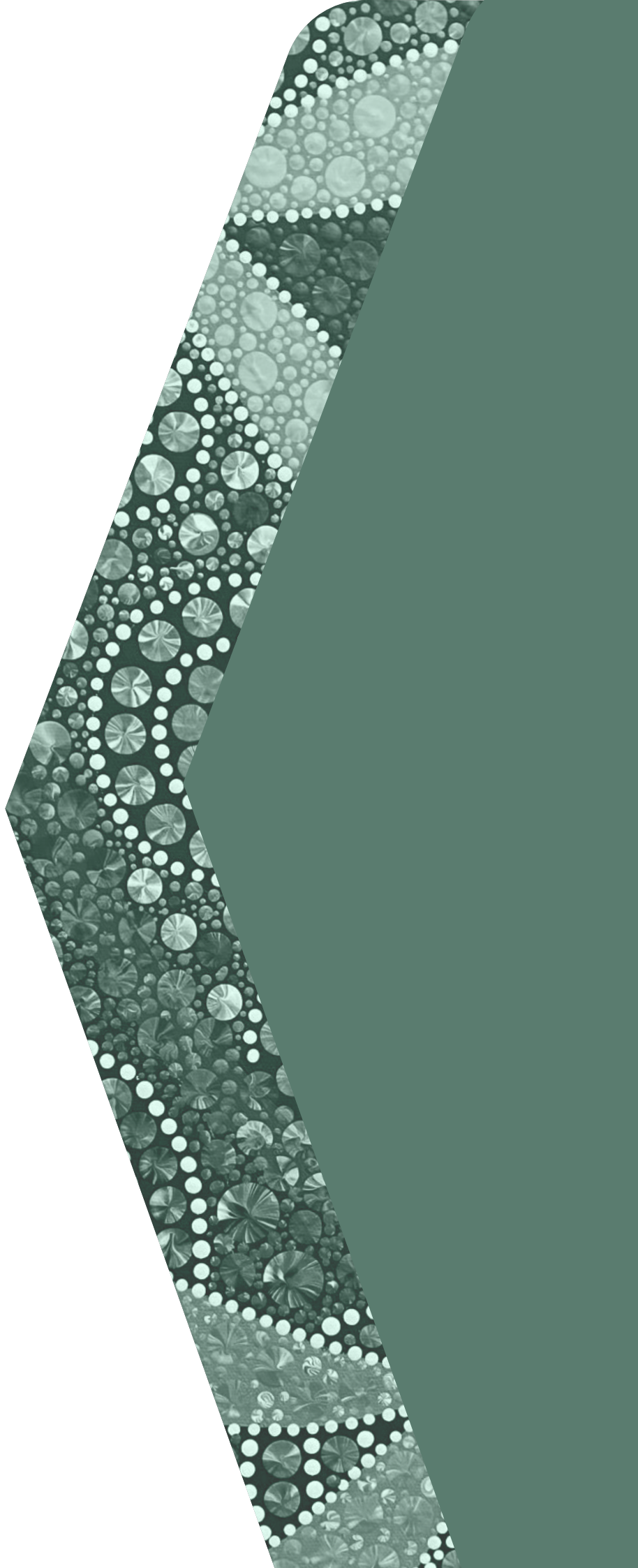


## CURRENT OPAL PARTNERS



UNIVERSITY OF  
**CANBERRA**

**WILEY**





## 'Commitment to connection'

By Sarah Richards, a Ngiyampaa woman born on Gadigal land (Sydney) who grew up on Wiradjuri (Griffith) and Yugambel (Gold Coast) country before moving to Ngannawal country in 2012.

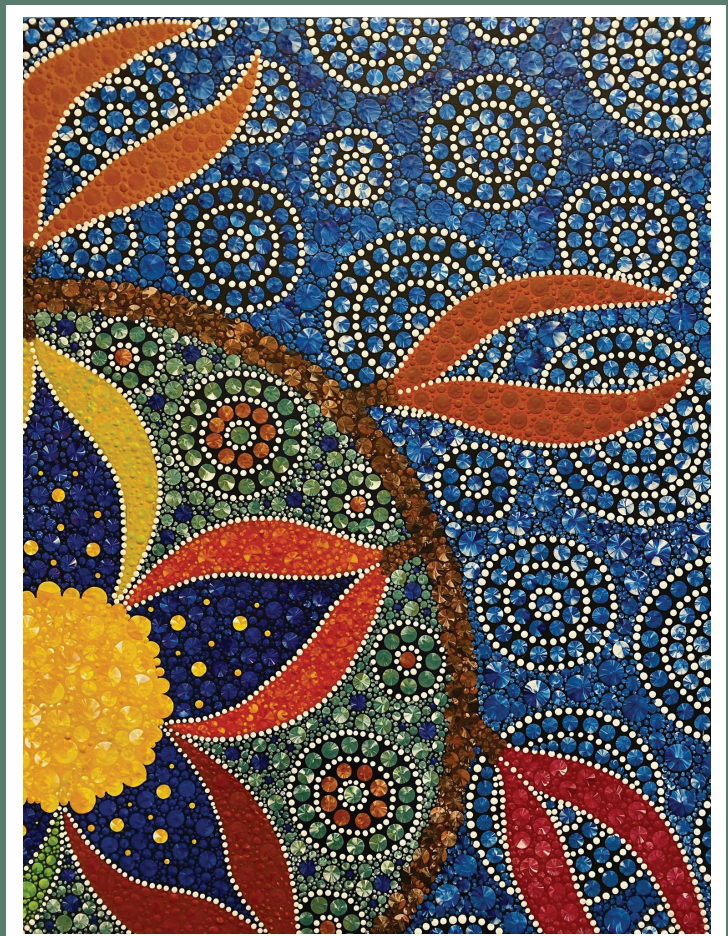
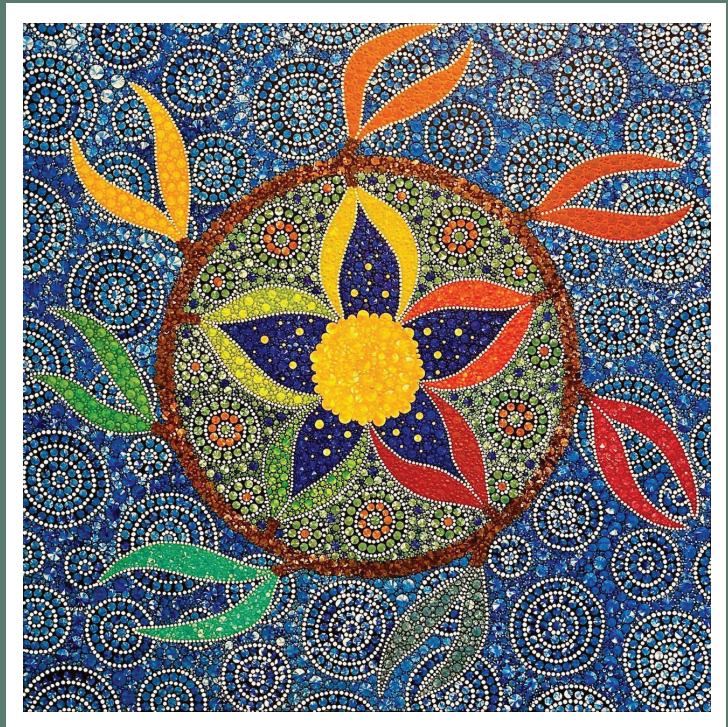
The painting was commissioned by IPAA ACT in 2021. IPAA ACT manages IPAA's national program in partnership with the National Council and IPAA Divisions around Australia.

"'Commitment to connection' tells the story of IPAA ACT and their commitment to Canberra and community, including their ongoing journey of reflection, respect and reconciliation.

The overall concept reflects connection with the private, public, peak bodies and academic sectors and relationships with the other state and territory IPAA's coming together to share expertise and knowledge. Debating, collaborating, innovating, communicating and building capability in public administration. In particular it shows IPAA ACT as a conduit to connect. The colours and elements of 'Commitment to connection' are inspired by those seen in the Canberra region.

The leaves of a eucalyptus, the most common native trees in the region but also common in other regions of Australia, represents IPAA ACT and the other sectors coming together in an abstract royal bluebell shape to represent Canberra. The colours of the leaves were inspired by the colours I see during autumn in the region.

Since moving to the region nearly a decade ago, I am still mesmerized by the beautiful colours seen in the distinct seasons experience in the region, autumn included. The royal bluebell's yellow centre represents IPAA ACT and the sectors coming together, the royal bluebell petals represent each of the sectors coming together, the royal bluebell represents the ACT community. Surrounded on the outside by IPAA QLD, NSW, VIC, NT, WA, SA, TAS to represent their connection to the Australian community."











IPAA

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