

21  
22 **IPAA**

ANNUAL REPORT

INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
SOUTH AUSTRALIA

## REPORTING PERIOD

The 2021-2022 Annual Report has been produced to provide members with an outline of our performance and activities during this period. This report covers the period from 1 July 2021 - 30 June 2022.

## ACKNOWLEDGEMENTS

IPAA SA wishes to acknowledge the Divisional Council Members, Facilitators, Speakers, Personal Members, South Australian Senior Leadership Committee and organisations who generously contributed to our success over the past year.

We also wish to thank the many suppliers who have helped us deliver our range of services, often at a discounted or reduced rate.

If you are interested in working with IPAA SA as a partner, supplier or sponsor, please contact us.



# CONTENTS

About Us	4
President's Report	6
Executive Director's Report	7
Governance	8
Meet the Team	10
Year at a Glance	12
Membership Summary	14
Personal Membership	14
State Government Membership	16
Corporate Membership	17
Professional Development Program	18
In-Agency Program	24
Events Program	26
Communications and Engagement	36
Partners & Sponsors	38
National Fellowship Award	40
Treasurer's Report	41
Financial Statements	42



# ABOUT US

## WHO IS IPAA SA?

Established in 1927, the Institute of Public Administration Australia (IPAA SA) is the professional association for public sector employees and is active across Federal, State and Local Government in South Australia. IPAA SA is both a non-political and not-for-profit incorporated association which allows us to serve as a source of intellectual capital information and opinion on issues of government policy, innovation, reform and networking.

Our core mission is to enhance the reputation, integrity and capacity of the public sector, as well as to provide leadership in the development of high-quality professional public service in South Australia. The public sector plays an essential role in the daily lives of all Australians and as part of our mission we constantly seek to provide a range of far-reaching and innovative programs to enhance the capabilities and efficacy of those working within the public sector.

With our longstanding history, we have gained the support of many long-term members and contributors, providing us with the independence to deliver unbiased information and knowledge from across the jurisdictions.



# OUR VALUES



## Leading Together

We lead by example, helping to shape the public sector we need.



## Big Picture Thinking

We have a strategic approach across systems and networks.



## Exceptional Contributors

We are a principled community of effective and passionate people.



## Looking Forward

We provide new ideas and positive perspectives.



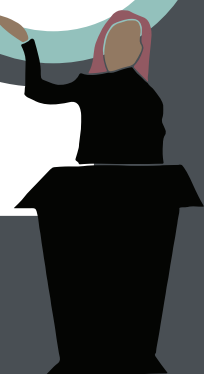
## Positive Relationships

Respect and generosity are at the heart of everything we do.



## Legacy of Distinction

We are building on a tradition of rigour and reliability.





# PRESIDENT'S REPORT



It was a successful year for IPAA SA, despite the ongoing impact of COVID-19. Like it has done since 1927, IPAA SA continued to support our members and the broader public sector, connecting members through digital and face-to-face channels and promoting excellence in public service.

COVID-19 and the state election brought about a sense of uncertainty and change for the public sector. IPAA SA spent the financial year working hard to support the sector through this time. This period highlighted the importance of creating up-to-date learning and connecting opportunities.

This year saw us deliver 26 events both in person and online to ensure that we could have the greatest reach to our members. We had over 3,400 views of the 11 digital events delivered this year. To support our members, we focused on providing thought leadership around change, uncertainty and the intricacy of the caretaker period and MOG changes. We also continued our focus on providing support around mental health by continuing the COVID-19 Mental Wellbeing – Interview Series and developing a brand-new series, Mental Health and Wellbeing Check-In Series, for the Public Sector.

A highlight of the year has been working with PwC to deliver the Future of Work Series. Where Chief Executives of the Senior Leadership Committee (SLC) nominated delegates to attend a series of six workshops that explored future trends for the government. The series explored the topics of culture, wellbeing, innovation, skills, leadership and experience. The series resulted in an in-depth report with future actions that was provided to the SLC.

Since 2020 IPAA SA has pivoted quickly to develop new ways to support the public sector, and IPAA SA has continued to build on how we deliver value to the sector. This year saw us

deliver a record number of professional development courses – 223 courses delivered to over 2,600 delegates. This year also saw us triple the number of in-agency programs that we deliver. It was the most successful year for delivering tailored training directly to teams within an organisation on record. In total, 90 In-Agency workshops were delivered to 1,443 participants during the financial period.

As a result of IPAA SA's outstanding results in 2021-2022 and the preceding years, Council has been in an enviable position of looking at the future strategic direction of IPAA SA with a mindset to grow our offerings and back-end systems.

I would like to take this opportunity to thank our members for their ongoing support and the many who have devoted time to contributing to IPAA SA. I would also like to thank my IPAA SA Divisional Council colleagues for their support over the last year and the IPAA SA team for their dedication to supporting the sector.

**Erma Ranieri**  
IPAA SA President



# EXECUTIVE DIRECTOR'S REPORT

This report provides a snapshot of the work of IPAA SA over the 2021-22 financial year. This year has been tremendously successful as we navigated the challenges of COVID-19. Like many government organisations, we have needed to be proactive by adapting our services to meet the needs of our members. In many ways, the last year was a year of consolidation in terms of reviewing the very quick responses we made during the pandemic to our services and evaluating these services to ensure their continued relevance to the public sector.

COVID did disrupt some of the work on our 2020 -2023 strategic plan, but in other ways, it drove some of the transformations forward. This year we took a deliberate focus on achieving the goals of the Strategic Plan. The premise of the IPAA SA Strategic Plan 2020-2023 is to build on the strong position of the organisation by continuing to excel at our 'business as usual' while developing four key priorities during the next three years:

- Advancing the Profession (Executive Engagement)
- Extending Our Reach (Partnerships)
- Future of Learning (Online Learning and Micro-Credentialing)
- Deepening Our Connections (Agency Collaboration)

One of the year's highlights was the development and delivery of the PwC and IPAA SA Future of Work Executive Roundtable Series. This was developed to achieve our 'Advancing the Profession' strategic goal of engaging with those working at the public sector executive level. The series consisted of 6 interactive workshops where delegates discussed the future challenges and opportunities in the public sector. The Senior Leadership Committee (SLC) nominated 30 high performers who were actively in the midst of tackling future work challenges to attend. The series was a professional development activity uniquely designed to develop relationships and collaboration between delegates. As a group, they were provided with a platform to cross-pollinate ideas to take back to their departments. Post series, IPAA SA and PwC provided the SLC with a report outlining the discussions had during the sessions and recommendations to move forward from delegates. The final report for the series is available through the QR code below.

As a direct result of the strategic plan, this year, we also delivered content, including a 2022 Goal Planner, exclusively to our members, reviewed the professional development program and developed more in-agency training than ever before. We also continued to work on our staff structure and processes to achieve customer service excellence. As a result, the team's

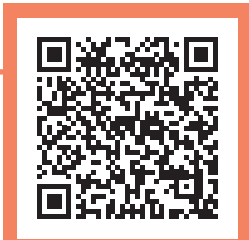
structure was reviewed, and a new role of Customer Service Officer was created.

I'd like to express my thanks to the IPAA SA President, Erma Ranieri. Her support for me, the team and the Institute over the last 12 months has been invaluable. I would also like to thank the entire Divisional Council for their ongoing commitment, dedication and support over the past year. It is an absolute pleasure and a privilege to work with a Council dedicated to improving public administration and whose experience and insights have resulted in IPAA SA's fantastic end-of-year result.

I take this opportunity to acknowledge the hard-working and dedicated team we have at IPAA SA. Our success this year is a testament to their hard work and exceptional job. They are passionate about the goals of the Institute and the contributions we strive to deliver for the sector. I thank everyone for their support, teamwork and dedication to IPAA SA's mission.

Public administrators and their organisations play a vital role in the community, and I am very proud to lead the team of such a valuable organisation to the community of South Australia. I am grateful every day that I get to work with such committed people and organisations.

**Renae Haese**  
**Executive Director**



## EXECUTIVE COMMITTEE


**ERMA RANIERI PSM FIPAA  
PRESIDENT**

Commissioner for Public Sector  
Employment  
Office of the Commissioner for  
Public Sector Employment

## EXECUTIVE COMMITTEE


**DAVID REYNOLDS PSM FIPAA  
VICE PRESIDENT**

Chief Executive  
Department for Trade and  
Investment

## EXECUTIVE COMMITTEE


**MARK THOMSON  
TREASURER**

Partner  
PwC Australia

## EXECUTIVE COMMITTEE


**CAROLINE MEALOR FIPAA  
COMPANY SECRETARY**

Chief Executive  
Attorney General's Department


**BRENTON CAFFIN  
COUNCIL MEMBER**

Executive Director  
Department of the Premier  
and Cabinet


**CHARLES MOORE  
COUNCIL MEMBER**

Consultant  
C Moore Solutions


**RICK PERSSE FIPAA  
COUNCIL MEMBER**

Chief Executive  
Department of Treasury  
and Finance


**CATHY TAYLOR FIPAA  
COUNCIL MEMBER**

Chief Executive  
Department for Child Protection


**RENAE HAESE  
EX-OFFICIO COUNCIL MEMBER**

Executive Director  
IPAA SA

# DIVISIONAL COUNCIL

AS AT 30 JUNE



## GOVERNANCE

The SA Division of the Institute is managed by a Divisional Council, consisting of up to seven elected and two nominated members. There is also an Executive Governance Committee who monitors IPAA SA's financial performance and legal obligations.

The Executive of the Divisional Council is made up of the President, Vice-President, a Treasurer and a Company Secretary. Councillors are elected at the Annual General Meeting for a two-year term and serve until the second Annual General Meeting after their election, where they are eligible to nominate to seek re-election or retire.

# MEET THE

**EUFEMIA  
ALVARO**

Finance  
Manager

**SEAMUS  
MULLINS**

Customer Service  
Officer

**CHANTELLE  
BOURLIOUFAS**

Executive Officer

**KATHRYN  
OOSTHUIZEN**

Membership &  
Marketing  
Coordinator



# ETEAM

**ATHENA  
WALLBANK**

Event Manager

**RENAE HAESE**

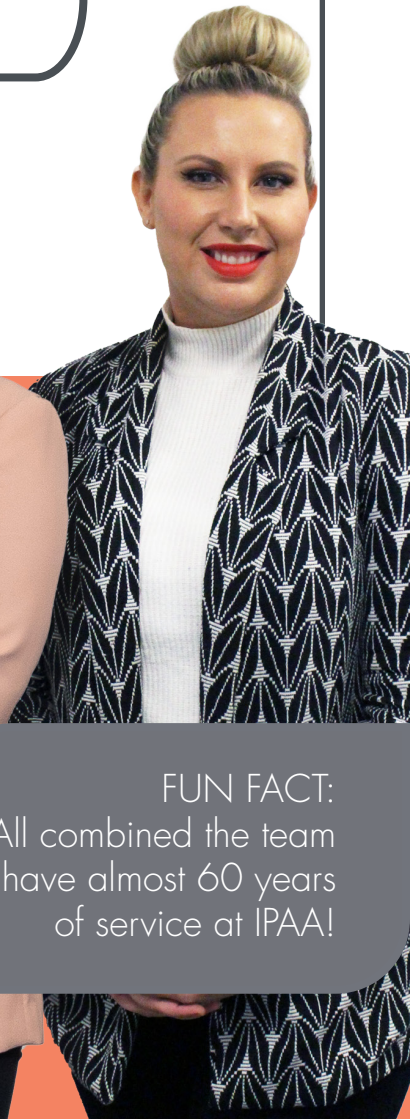
Executive Director

**LAYLA  
ROHRLACH**

Team Support  
Officer

**NICKY TRAN**

Professional  
Development  
Coordinator



**FUN FACT:**  
All combined the team  
have almost 60 years  
of service at IPAA!

## EVENTS



**1,557 delegates**

at **18** in-person events and **3,475 views** of **11** live-streamed or digital events from

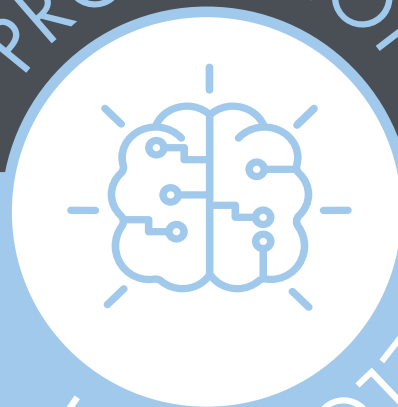
**129 organisations.**

Our most watched event was

**'The Premier's Address to Public Sector'** with a total of

**1,265** watchers online and in-person.

## PROFESSIONAL DEVELOPMENT



**2,629**

**delegates** from **102** organisations attended **54** courses delivered on **223** occasions

## IN-AGENCY



**445**

**delegates** across **90** training sessions

**62**

MEMBERSHIP



**125 Personal Members** with the most popular category of membership being **Executive Membership**

## 36 CORPORATE AND STATE GOVERNMENT MEMBERS

Representing over **100,000 +** public administration professionals



PARTNERSHIP

**,000** website visitors,  
**6,836** clicks on IPAA SA emails and over **1,771** hours of video resources watched



ENGAGEMENT

YEAR AT  GLANCE



# MEMBERSHIP

## PERSONAL MEMBERSHIP

As at 30 June 2022, there were 125 financial Personal Members of IPAA SA. A rapid shift in career trajectories for many members and a recent change in government prompted a need for people to reaffirm their engagement with their professional association or, in turn, to re-evaluate the fit of membership to meet their current needs. This led to a growth of the Executive level of membership, and a contrasting decreased uptake of personal membership for more junior members.

During this time, IPAA SA sought to embrace new ways of engaging with members and providing them with greater opportunities to share insights and ideas.

### Membership by Type:

#### 37 Executive Members

Membership for executives looking to connect and spread ideas while supporting their association.

#### 25 Professional Level Members

Membership for public sector professionals wanting to build skills and champion the sector.

#### 21 Emerging Leader Members

Membership for those ready to take the leap into leadership.

#### 15 YIPAA (Young IPAA) Members

Membership for under 35s looking to build their career and network.

#### 13 Manager/Next Exec Members

Membership for those at a management level and those aspiring to executive level.

#### 4 Graduate and Student Members

Membership for those who want the best possible start to their career.

#### 2 Affiliate Members

Membership for those who are no longer working in the sector but still want to keep in touch.

#### 7 Unassigned (which included staff membership)



# MAJOR PROJECTS

---

## Round two of the IPAA SA Mentoring Program

As an added benefit for our members, participation in the IPAA SA Personal Member Mentoring Program was complimentary. By joining this program, mentees could be paired with a more experienced mentor for a six-month period. They were able to tailor the mentoring experience to meet their individual needs through casual goal-based mentoring. This meant that the program was highly responsive to the goals of both mentees and mentors, and presented unique outcomes and structures for each pairing. Twenty-five mentees took part in this round of the program, and we look forward to delivering the program again in 2023, in a revised post-COVID format. On behalf of our Divisional Council, we would like to extend our thanks to the mentors who supported this program and shared their valuable time and experience.

## Further Development of Future Platforms for Members

IPAA SA began the next stage of development on projects designed to support members through implementing new digital systems. In 2020-21, the first phase of this project was completed with the launch of the new IPAA SA website. Continuing development will see further improvements to the website with a range of new features to offer our members.

During the 2021-22 period, the website continued to grow in terms of performance; as at June 2022, it had nearly doubled its total yearly visitors.

## Member Resources and Opportunities

To support our members' career growth and development we delivered a number of exclusive resources and opportunities to Personal Members. These included:

- **IPAA SA 2022 - Goal Setting Starter Pack** | This interactive guide was provided to all members to help them plan SMART goals for the long and short term.
- **IPAA SA LinkedIn Networking Group** | A private LinkedIn group was trialled for members, to provide a safe space to connect and share. In this group members were provided with frequent updates on IPAA SA news or thought starters.

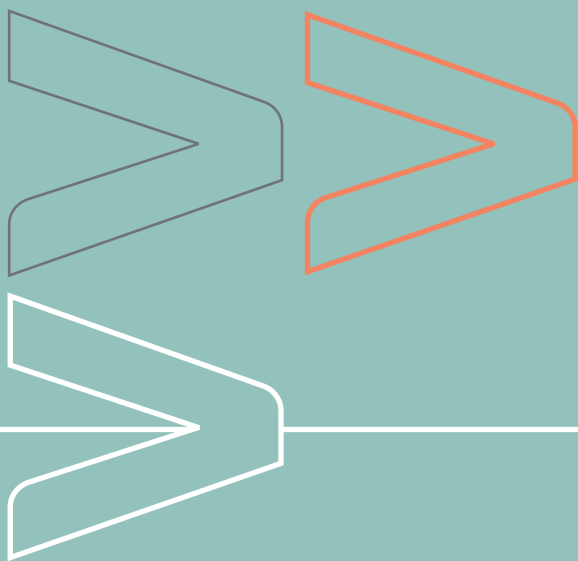
# STATE GOVERNMENT MEMBERSHIP

AS AT 30 JUNE 2022

Over 100,000 State Government Employees in SA benefit from the partnership arrangement that IPAA SA has with the State Government's Senior Leadership Committee (SLC). This is known as our State Government Membership which entitles complimentary entry to most of IPAA SA's exclusive public sector events and forums, plus preferential rates on all courses within our Professional Development Program. IPAA SA acknowledges and thanks the support of its State Government Members from the following departments under the SLC Agreement:

- Attorney-General's Department
- Auditor-General's Department
- Courts Administration Authority
- Defence SA
- Department for Child Protection
- Department for Correctional Services
- Department for Education
- Department for Energy and Mining
- Department for Environment and Water
- Department for Health and Wellbeing
- Department for Innovation and Skills
- Department for Trade and Investment
- Department of Human Services
- Department for Transport and Infrastructure
- Department of Primary Industries and Regions South Australia
- Department of the Premier and Cabinet
- Department of Treasury and Finance
- Education Standards Board
- Environment Protection Authority
- Parliament SA
- South Australia Police
- South Australian Fire and Emergency Services Commission
- South Australian Country Fire Service





## CORPORATE MEMBERSHIP

### AS AT 30 JUNE 2022

Our Corporate Members consist of organisations and not-for-profit groups with close ties and connections to the public sector. The Corporate Membership program allows us to collaborate with these members for the good of the public sector and to expand our offering to members.

We also offer our Corporate Members unique opportunities to access key people within the public sector through our events and forums, networking functions and the Professional Development program, which helps create stronger ties between the government and the community.

We acknowledge and thank the following Corporate Members for their ongoing support:

- BDO
- Department of Social Services
- Department of Education, Skills and Employment
- KPMG
- National Centre for Vocational Education Research
- Renewal SA
- ReturnToWorkSA
- Pacific People Solutions
- The Paraplegic & Quadriplegic Association of South Australia Ltd
- SA Water
- South Australian Tourism Commission
- State Superannuation Office (Super SA)
- TAFE SA
- Teachers Registration Board





# PROFESSIONAL DEVELOPMENT

The Professional Development program continues to deliver relevant, skills-based training for the public sector.

A total of 223 professional development courses were delivered to 2,629 delegates.

During the past financial year, IPAA SA has continued to learn and grow from the disruption of the pandemic and has continued to improve on the training program. Over the financial year, 30% (67 courses) of the Professional Development program was delivered online to 856 delegates (an average of 12.8 delegates per course), while 70% (156) was delivered face-to-face to 1,773 delegates (an average of 11.4 delegates per course).

Due to the recommendations of social distancing during COVID, the face-to-face training room needed to be hired at external venues. The IPAA SA office training room was used to deliver 41 courses. The other remaining 115 face-to-face courses were delivered off-site (Figure 1).

During the July – December 2021 PD Program, 109 courses were run to 1,149 delegates while the February – June 2022 program had 114 courses run to 1,480 delegates. This compares to a total of 93 training programs delivered to 1,275 delegates in the February to June 2021 period. This further compares to 1,561 delegates at 123 courses in the entire 2019/20 financial year.

During the financial year, 97% of delegates were from State Government agencies and departments, 1% were from Federal government departments, and a final 1% was from the non-for-profit sector. For the first time this year we had delegates attend from other state's State Government agencies.

Venue	Courses
Adelaide Convention Centre	2
Chartered Accountants	3
Cliftons	23
Spot Co Level 3	42
Spot Co Level 6	45

Figure 1

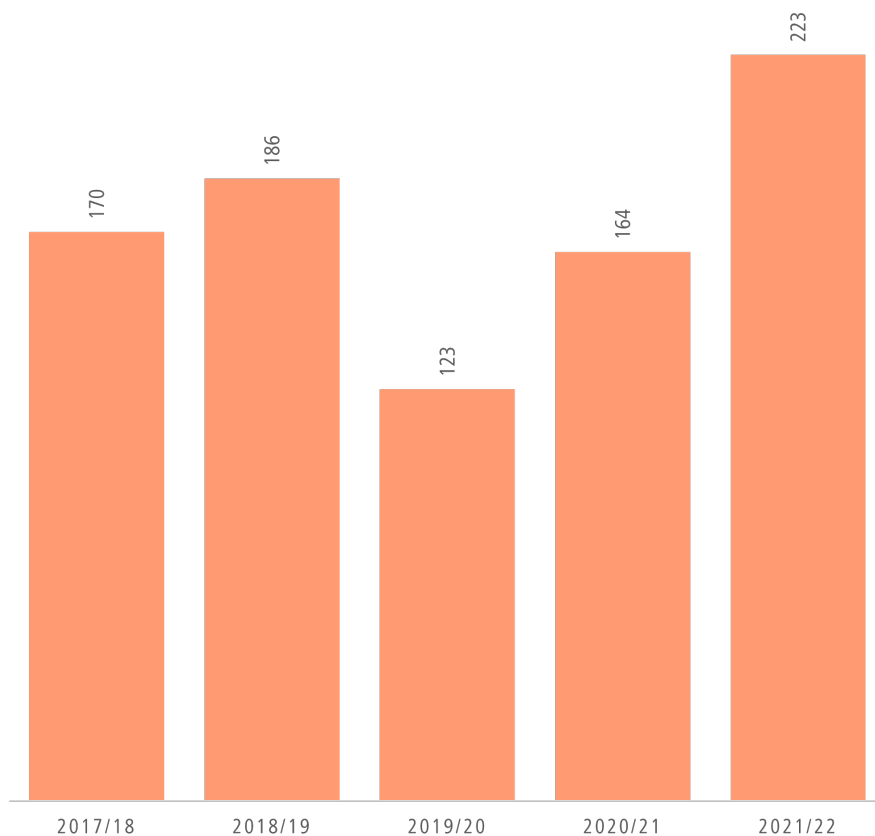
## MOST ATTENDED COURSES OF 2021-22

- 1# Managing Your Project: Intro to Project Management
- 2# How to Write Effective Meeting Minutes
- 3# In Brief: Writing Briefings for Decision Makers (online)
- 4# Effective Writing for Government
- 5# Leadership Communication Skills

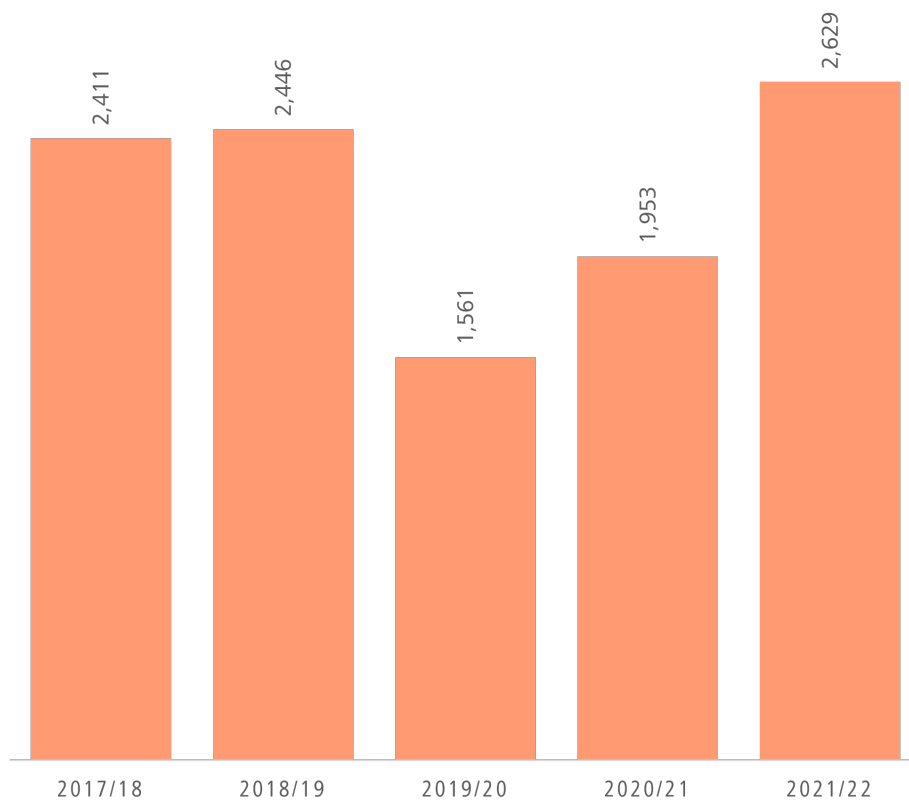
## NEW COURSES FOR 2021/22

- > Writing Clearly & Concisely
- > Cultural Diversity and Awareness for Public Sector

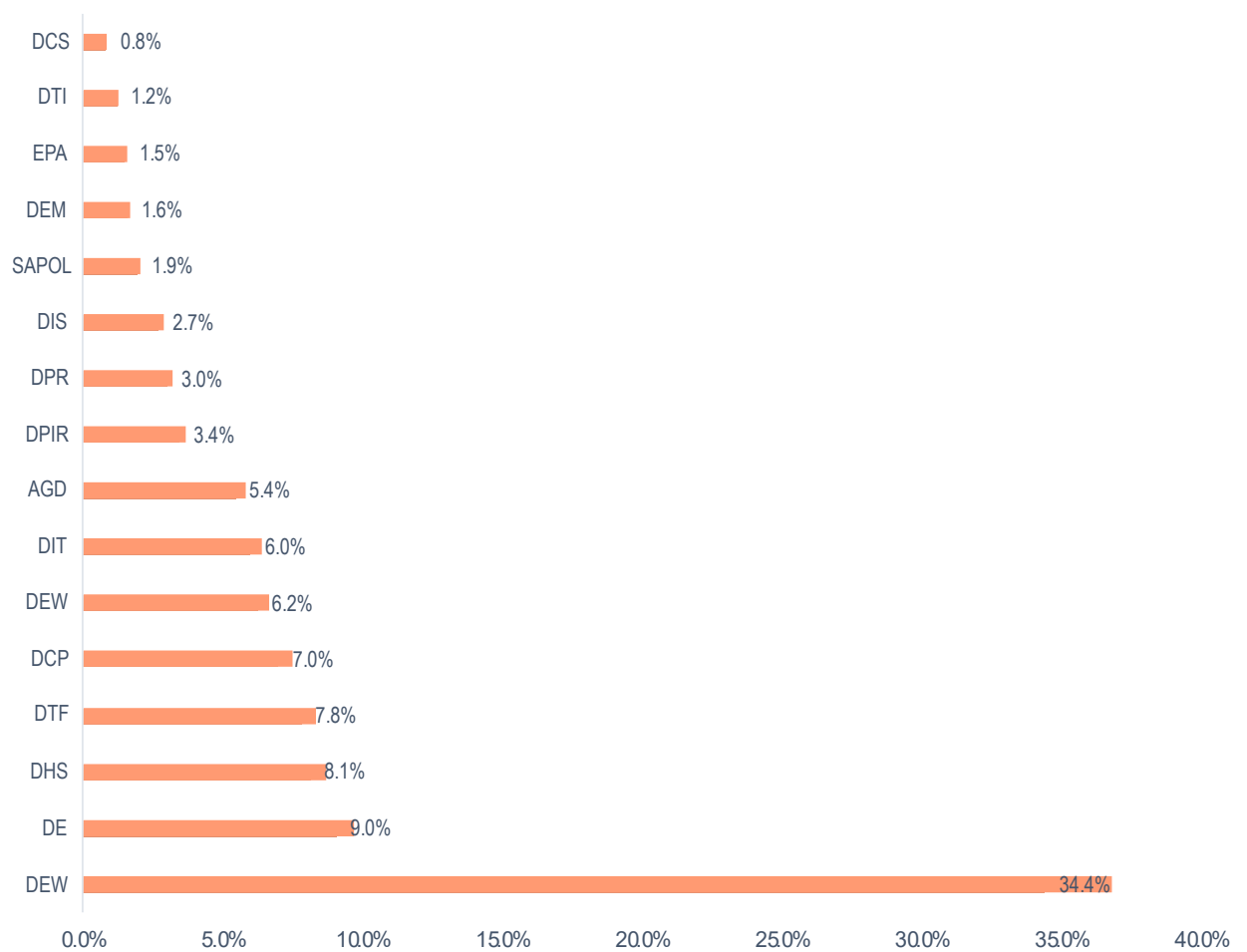
## NUMBER OF PROFESSIONAL DEVELOPMENT COURSES DELIVERED



## NUMBER OF DELEGATES AT PROFESSIONAL DEVELOPMENT COURSES



## ATTENDANCE BY SLC DEPARTMENT



## OUR FACILITATORS

**Thank you to our facilitators, who have continued to support the Professional Development Program.**

95% of delegates ranked their facilitators as excelling in the delivery of their program.

- Kristen Barry
- Jack Buckskin
- Tina Cini
- Jacky Dakin
- Sharon Ferrier
- David Griggs
- Rob Hall
- Cheryl Hill
- Thilan Legierse
- Dr Rob Manwaring
- Anne McCaig
- John Peake
- Kerry Pienaar
- Mark Priadko
- David Rawlings
- Chris Ryan
- Associate Professor Cassandra Star
- Dr Nigel Starck
- Maree Upton
- Carolyn Vigar
- Heather Walker
- Scott Way
- Anthony Wilson
- Samantha Young

//

***I am writing a report to submit to my manager regarding the training I received, how beneficial it was & how useful it would be to our organisation if others were to undertake this training."***

Adam Hunt - SA Metropolitan Fire Service



What do our delegates think about IPAA SA Professional Development?

It has given me a better insight into the language I use in my e correspondence and face-to-face discussions with colleagues.

I started going over my work critically, looking at whether it was clear to a reader. I spoke to my supervisor, and it has made her more aware of her own writing here.

**(I will) seek feedback from my colleagues and have more open and supportive conversations with staff regularly.**

I work on a number of working groups and will choose those where a particular issue we are stuck on could be pulled out and worked on using the critical thinking model proposed.

The communication tools will be a huge benefit, learning to ask the right questions to get the required information.

**I will approach my colleagues for feedback to provide different views.**

**I have increased confidence and knowledge in planning and running a meeting.**

**(I will be) more aware of my personality and the language I use.**

I will handle conflict with greater understanding and confidence.

**I went straight back to the office and rearranged a briefing I was to give to make it easier for our Minister to read and understand and more likely for him to take action on.**

I have previously felt nervous about spending too many minutes. Now I feel that it is okay for me to ask for a summary of the agenda item or a summary of the meeting.

**Spend more time planning the content/structure of a report associated with the purpose.**

email

It is for the  
ever look at  
work too!

ose one  
out and  
provided.

ach giving  
people in a  
way now.

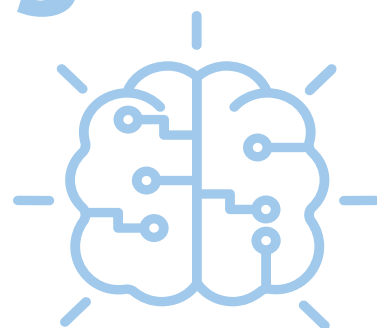
f

e

as writing to  
re likely for

reaking up when taking  
me to interrupt and ask  
action.

# The ways IPAA SA is shaping the public sector - This is what our delegates say they walk away with after attending our Professional Development



Consult with the GM and Exec Director to gain a clear understanding of the culture that they are seeking to impart on the office, and set expectations with reality.

I will articulate my emails better I'm already thinking about my budget differently and telling all the managers in my office they need to do this course.

One of the main things I will do different from the outset is to approach discussion with the team differently when it comes to making decisions that go against their recommended approach



# IN-AGENCY WORKSHOPS

We partner with the best facilitators and training providers in South Australia and boast an excellent reputation for our in-agency work. We work closely with the public sector daily and understand the environment our members operate within. Our in-agency program allows organisations to design specialised training for teams that ensures learning outcomes are achieved cost-effectively.

IPAA SA's in-agency program was in demand during the 2021-22 financial year. It was the most successful year for delivering tailored training directly to teams within an organisation on record. The popularity of in-agency training may have been a result of the COVID-19 pandemic and people not wanting to have too much interaction with one another. However, this was not seen during the 2020-21 period. In total, 90 in-agency workshops were delivered to 1,443 participants during the financial period. Of the 90 in-agency courses that were delivered, 20 were delivered online.

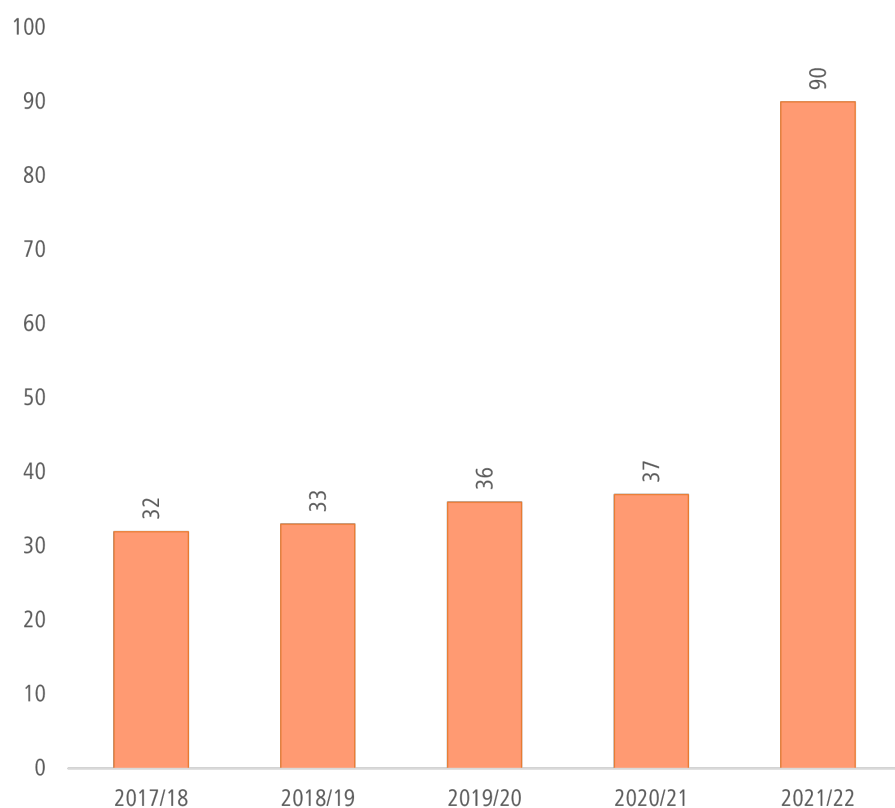
## Some of the programs delivered in-agency include:

- 21st Century Manager Series
- Analysing and Presenting Data
- Authentic Leadership Skills
- Develop your Career Path
- Building a Constructive Culture
- Business Acumen & Financial Management Online
- Cultural Diversity and Awareness for the Public Sector
- Developing Your Online Writing Skills
- Emotional Intelligence and Beyond
- Financial Acumen & Persuasive Reports
- Financial Training
- How to Write Effective Meeting Minutes
- In Brief: Writing Briefings for Decision Makers Online
- Introduction to Public Policy
- Introduction to Risk Management
- Leader Conversations
- Leading and Managing Change
- Managing Different Personalities Online
- Positive Psychology PERMA+
- Produce Persuasive Reports
- Managing Your Project: An Introduction to Project Management
- Mechanics of Government
- New and Emerging Manager Series
- Performance Conversations
- Performance Matters
- Personal Resilience
- Produce Persuasive Reports & Proposals
- Team Power
- Intro to Supervision & Management of Graduates
- Understanding the Public Sector
- Write Clearly and Concisely

**37**  
in-agency  
courses  
designed for  
**28** different  
agencies and  
organisations  
and delivered  
**90** times to  
**1,443**  
delegates.



## NUMBER OF IN-AGENCY WORKSHOPS



//

*I really liked the way it was designed around our office and case studies were so relevant - this is so rare in training and the material usually provided is irrelevant to your work.*

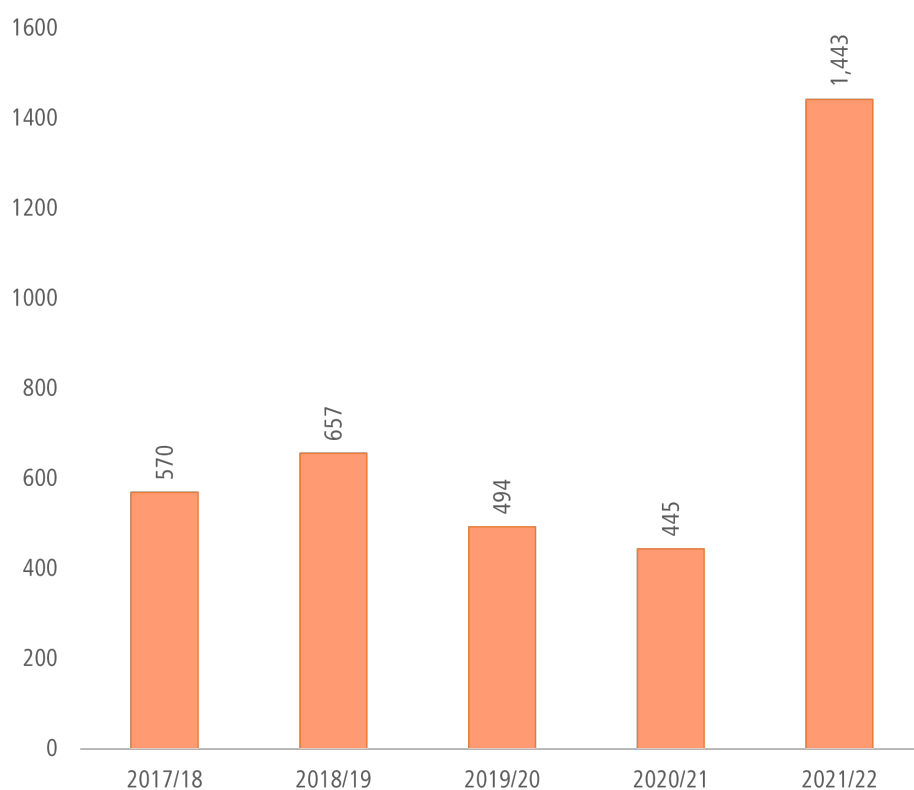
//

//

*The course content was just exactly what our organisation needed!*

//

## NUMBER OF DELEGATES ATTENDING IN-AGENCY TRAINING COURSES





# EVENTS

## EVENTS REPORT

---

During this financial year, the continuing COVID pandemic and state election meant the feeling of looming change and uncertainty was ever-present in the community. To support our members, we focused on providing thought leadership around change, uncertainty and the intricacy of the caretaker period and MOG changes. We also continued our focus on providing support around mental health by continuing the COVID-19 Mental Wellbeing – Interview Series and developing a brand-new series, Mental Health and Wellbeing Check-In Series for the Public Sector.

During the July 2021 to June 2022 financial year, IPAA SA delivered 29 events. Of these 29 events, 18 were delivered to an in-person audience (1,557 attendees over the 2021-22 period). The events delivered this financial year reached 3,475 views. All the events, forums and workshops had a whole of government focus and aligned with the objectives of the State Government.

In the 2020-21 period, we ran significantly less events compared to recent years. A number of things contributed to this reduced number, including the uncertainty of the pandemic, which resulted in a change of focus and priorities for many in government, as well as corporate members and partners.

This year's attendance of the event program was drawn from 129 unique organisations, more than last year's figure of 117 organisations. The State public service still remain as our highest sector delegates (with 92%). 100% of delegates surveyed after attending an in-person agreed they would attend an IPAA SA event in the future.

## FEEDBACK HIGHLIGHTS

---

- 98% of delegates surveyed agreed that IPAA SA registration and customer service at an IPAA SA event was of good quality.
- 96% of delegates surveyed agreed that the event management of an IPAA SA event was of good quality.
- 96% of delegates surveyed agreed that the overall quality of in-person IPAA SA events were good.
- 96% of delegates surveyed agreed the IPAA SA event they attended was useful.
- 95% of delegates surveyed after attending an in-person agreed that they found value in their attendance.
- 94% of delegates surveyed agreed that IPAA SA Speakers and presentations were of good quality.
- 92% of delegates surveyed would recommend future IPAA SA events to friends or colleagues.

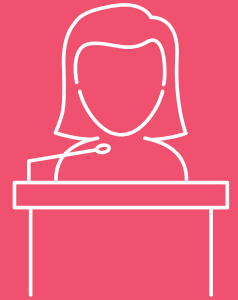
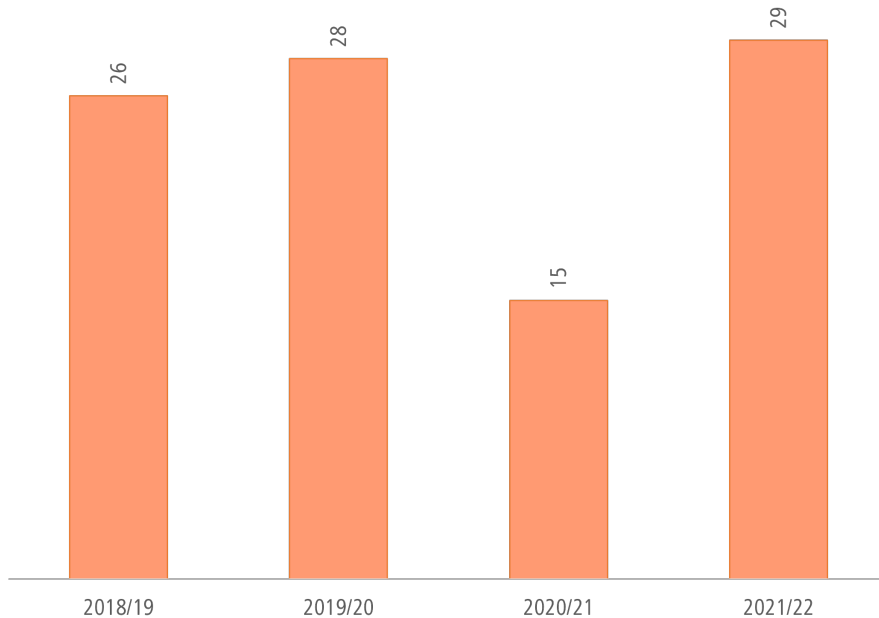


What do our  
delegates think  
about IPAA SA  
Events?

*"Keep up the fabulous work supporting debates and personal development within the SA Public Sector"*

*"The emails prior to the event to inform about times / expectations etc are wonderful"*

## NUMBER OF EVENTS RUN



**42**  
speakers

**58** SA State Government  
Agencies and Departments

**3** Interstate State Government  
Agencies and Departments

**3** Federal Agencies

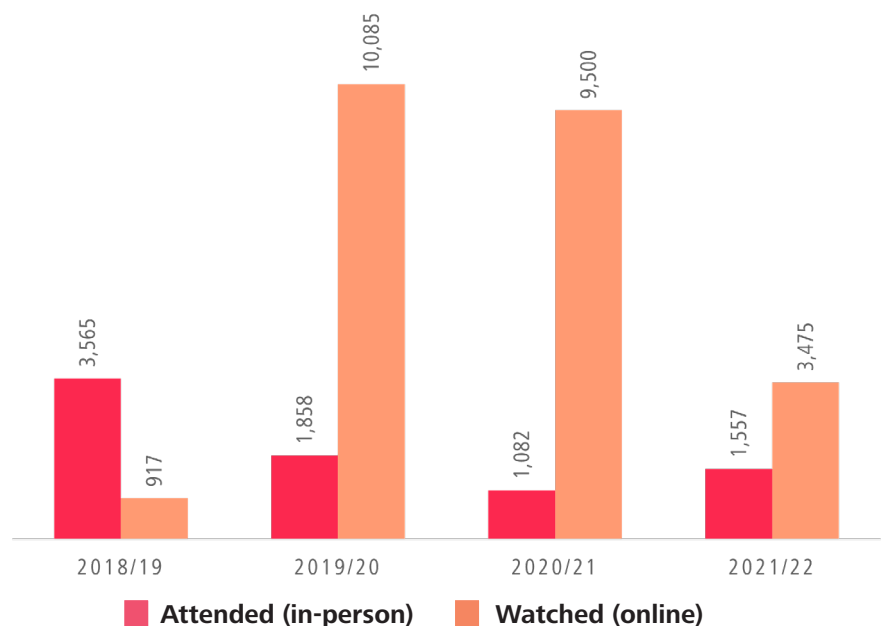
**12** Not-for-Profit  
Organisations and Associations

**4** Local Government Councils

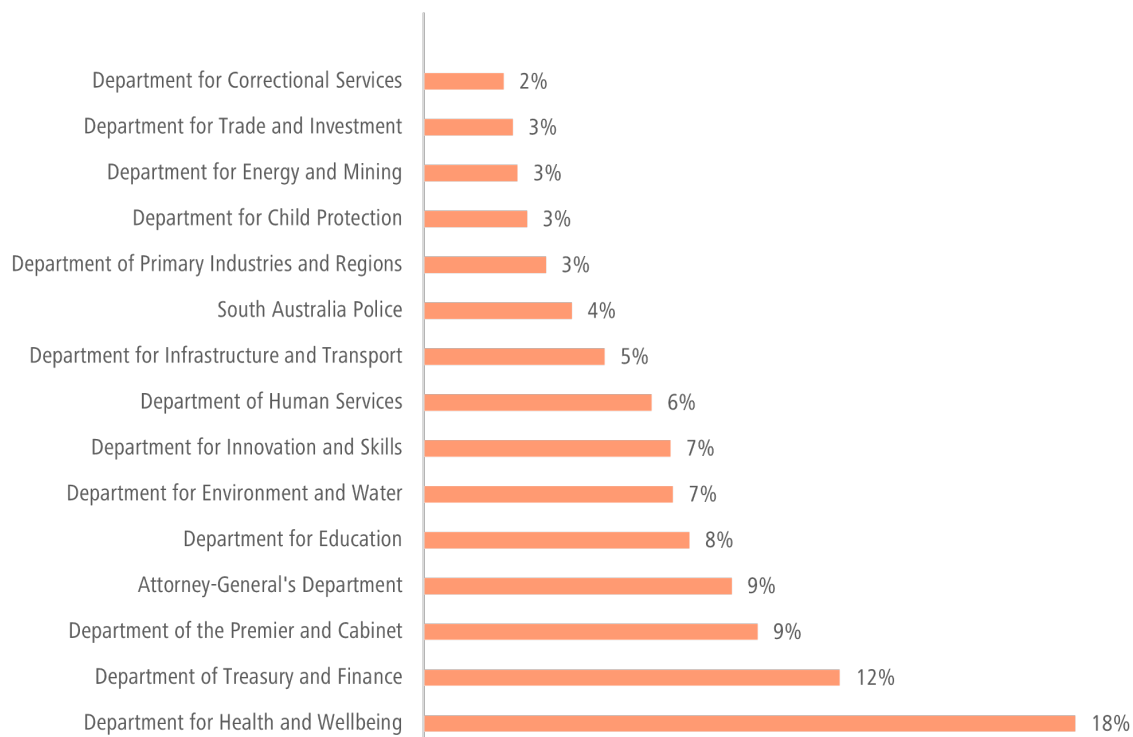
**29** Private Sector  
Organisations

**5** Universities and Colleges

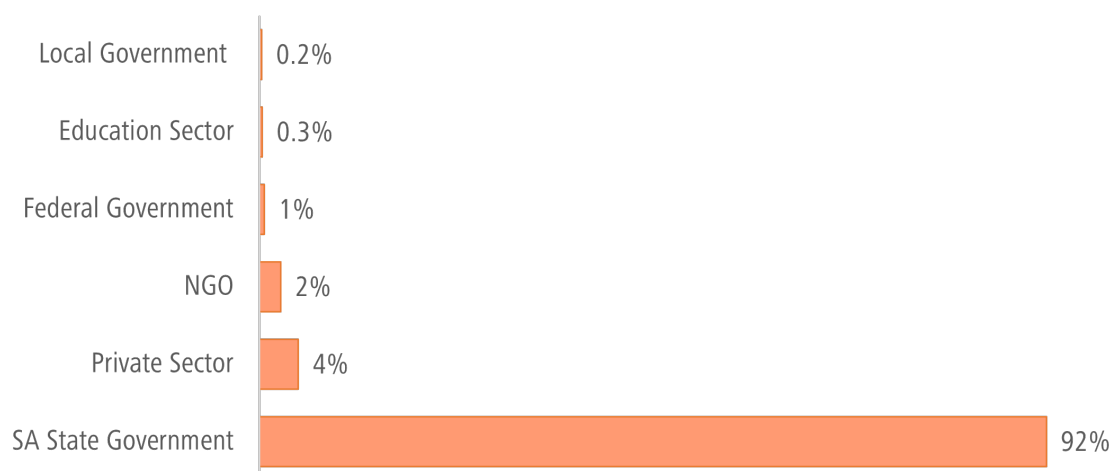
## EVENT ATTENDANCE



## EVENT ATTENDANCE BY SLC DEPARTMENT



## EVENT ATTENDANCE BY SECTOR



# EVENT HIGHLIGHTS

## ANNUAL ECONOMIC OUTLOOK BREAKFAST 2021

**Dates:** 2 July

**Total Views:** 155

IPAA SA, in conjunction with PwC, Australia, hosted the 2021 Annual Economic Outlook Breakfast with the Hon. Rob Lucas MLC, former Treasurer of South Australia. At this event, we heard from the Treasurer in his final year of tenure and explored the 2021-22 state budget. This discussion was followed by an interactive panel discussion and audience Q&A.

### Speakers included:

- **The Hon Rob Lucas MLC**, Treasurer of South Australia Member of the Legislative Council
- **David Firth**, State General Manager, Business Banking, Bank SA
- **Jamie Briggs**, Adelaide Managing Partner, PwC Australia
- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President

## IPAA SA & PWC FUTURE OF WORK SERIES - CULTURE, WELLBEING, INNOVATION, SKILLS, LEADERSHIP & EXPERIENCE, FINAL WRAP

**Dates :** 8 July, 5 August, 2 September, 28 October, 18 November

**Registered:** 39 per session

This highly interactive roundtable event hosted by IPAA SA in partnership with PwC explored the future of work with executives from across the public sector, PwC partners, directors and leaders across industries to harness the post-pandemic world's opportunities.

The 2021 series explored topics in PwC's "The Future of Work, Thinking Beyond: How the pandemic is rewiring a new world of work" report and addressed how the 'critical questions for organisations' apply to the public sector.

### Speakers included:

#### Session 1 - Culture

- **Caitlin Guilfoyle**, Future of Work, PwC
- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President

#### Session 2 – Wellbeing

- **Lyn Dean**, Chief Executive, Wellbeing SA
- **Sharron Ponniah**, Public Health Policy Specialist Evaluation & Economics | Workplace Mental Health & Wellbeing Strategy and Implementation, PwC

#### Session 3 – Innovation

- **Tom Pennington**, Director, Technology Consulting, PwC
- **Andrew Nunn**, South Australian Chief Entrepreneur

#### Session 4 – Skills

- **Tim Rawlings**, Director at PwC's Skills for Australia, PwC
- **Adam Reid**, Chief Executive, Department for Innovation and Skills

#### Session 5 – Leadership & Experience

- **Nick Reade**, Chief Executive, Department of the Premier and Cabinet

## SKILLING SA GRADUATION CEREMONY

Date: 31 August 2021

Registered to attend: 128

To recognise the work undertaken by participants in completing their qualifications and the strategic role of the public sector in the broader Skilling SA initiative, the Skilling SA Graduation Ceremony was hosted. The event provided an opportunity to promote the SA public sector as an employer of choice, providing opportunities for training and employing South Australians, including young people and Aboriginal trainees.

The event focused on new participants and included participants in the Aboriginal traineeship program.

### Speakers included:

- **Hon David Pisoni MP**, Minister for Innovation and Skills
- **Kelly Harrington**, Principal Aboriginal Engagement, Office of the Commissioner for Public Sector Employment

### Event MC:

- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President

*"It's fantastic to see excellence recognised in the public sector."*

*"Thanks Dascia and Erma for sharing your journey, I enjoyed the wide-ranging conversation"*

## ON THE COUCH WITH DASCIA BENNETT

Release Date: 7 September 2021

Total Views: 60

These interviews are aimed at looking at the person behind the role and focus on their interests, influences, leadership styles, career highlights, journey, aspirations, values and what they see as their priorities in their current role and insights for the future.

Our guest for this event was Ms Dascia Bennett, Chief Executive of Super SA. During this session, Ms Bennett shared some of the highlights of her career as well as her insights and goals for her current role.

### Speakers included:

- **Dascia Bennett**, Chief Executive, Super SA
- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President

## FUTURE OF POLICY SERIES - FUTURE OF THE CITY

Date: 9 September 2021

Registered: 44

IPAA SA & Deloitte held an exclusive event as part of their new Future of Policy Series. This was an interactive session where participants had the opportunity to hear from subject experts on policy matters facing South Australia.

Speakers discussed the new possibilities for the state that these changes have unlocked. We also heard from members of the 'ForceForty' group, talented under 40s from all around Australia, who were attracted to SA to set up a business and the reasons they chose Adelaide.

### Speakers included:

- **Aaron Hill**, Deloitte Partner
- **Alison Lloyd-Wright**, Executive Director – Population Strategy at the Department of the Premier & Cabinet

*"It was good to think about wider policy issues that impact on the State"*

## MASTERCLASS-RESEARCH-POLICY PARTNERSHIPS

**Date:** 13 & 14 September 2021 and 26 October 2021

**Registered to attend:** 36

Hosted in partnership with SAHMRI, this was an interactive short course that uses a 'learning by doing' approach. It included lectures, small group work, self-reflection, group discussion, and feedback from participants.

### Speakers included:

- **Carmel Williams**, Director, Centre for Health in All Policies Research Translation, Health Translation SA
- **Adam Graycar**, Director and Professor of Public Policy, Stretton Institute, The University of Adelaide

## IPAA SA PERSONAL MEMBERS NETWORKING EVENT

**Date:** 29 September 2021

**Registered to attend:** 13

This event was exclusive to IPAA SA Personal Members and was designed for our Graduate & Student, Young IPAA (YIPAA) and Emerging Leader membership categories. This was an opportunity for members to develop their skills to confidently build networks and make connections.

### Speakers Included:

- **Veronica Lee**, Director, HRM Matters

## IPAA SA ANNUAL GENERAL MEETING

**Date:** 11 November 2021

**Registered to attend:** 16

The 2021 Annual General Meeting was a great opportunity for Personal Members to actively get involved

in their association, meet fellow members and have their say on the leadership of the institute.

### Speakers:

- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President
- **Mark Thomson**, Partner, PwC Australia, IPAA SA Treasurer

## IPAA SA PWC CEC BREAKFAST

**Date:** 25 November

**Registered to attend:** 22

Following on from the Future of Work series that IPAA SA and PwC Australia co-designed to connect the emerging leaders from across the public sector, we invited the CEC and the IPAA SA Council for a breakfast to provide them with a report outlining the topics, discussions, key recommendations and actionable insights to move forward from delegates.

### Speakers:

- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President
- **Govert Mellink**, Lead Partner, Adelaide Future of Work, PwC Australia
- **Lauren Lang**, Future of Work Lead, PwC Australia

## UNDERSTANDING THE CARETAKER PERIOD

**Date:** 21 February 2022

**Online Views:** 717

In the lead up to the South Australian election IPAA SA hosted the 'Understanding the Caretaker Period' event.

### Speakers:

- **Ingrid Norman**, Crown Solicitor, South Australian Crown Solicitor's
- **Alison Lloyd-Wright**, Executive Director, Cabinet Office, Department of the Premier and Cabinet
- **Caroline Mealor FIPAA**, Chief Executive, Attorney-General's Department

*"Great event, pertinent, articulate, knowledgeable, experienced and thoughtful guest speaker."*

## COVID-19 MENTAL WELLBEING - INTERVIEW SERIES

**Date:** 28 February 2022

**Online Views:** 539

During this interview, we spoke to South Australia's Mental Health Commissioner John Mannion, who was interviewed by Commissioner for Public Sector Employment, Erma Ranieri on supporting staff during the next phase of the COVID journey.

### Speakers:

- **John Mannion**, SA Mental Health Commissioner, Wellbeing SA
- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President

## **FUTURE OF POLICY: CLIMATE CHANGE AND SUSTAINABILITY**

**Date:** 28 February 2022

**Online Views:** 32

Bringing together the global context, the view from business and the role of government, this session explored how the State can benefit from these opportunities across all sectors of the economy.

### **Speakers:**

- **Richard Day**, Director, Strategy Policy and Communications Growth State and Low Carbon Transition, Department for Energy and Mining, South Australia
- **Alicia Genet**, Head of Social Performance and Sustainability, Santos Limited
- **John O'Brien**, Partner, Energy Transition & Decarbonisation, Deloitte Financial Advisory, Australia
- **Professor Ian Overton**, Chief Executive, Green Industries SA

## **MENTAL HEALTH AND WELLBEING CHECK-IN SERIES FOR THE PUBLIC SECTOR (WEBINAR)**

**Date:** 10 March - 9 June 2022

**Registered to Watch Online:** 44

The Mental Health and Wellbeing Check-In for the Public Sector Series provided participants with the tools and strategies to better support themselves, and their staff to feel 'better now' and overcome challenging situations.

### **Speakers:**

- **Liana Busoli**, Psychotherapist, BigLife

*"Information and content of webinar very, relevant, beneficial, useful and delivered well"*

## **WAYS TO FEEL BETTER NOW - SESSION 1 (WEBINAR)**

**Date:** 10 March 2022

**Registered Online:** 15

This 60-minute webinar taught participants how to use knowledge of their own neurobiology to 'hack' their stress response and will teach some evidence-based, practical things they could do to feel better 'right now'.

### **Speakers:**

- **Liana Busoli**, Psychotherapist, BigLife

## **STAFF MENTAL HEALTH - WHAT YOU NEED TO KNOW -SESSION 2 (WEBINAR)**

**Date:** 21 April 2022

**Registered Online:** 11

This webinar taught participants what they need to do to support their staff's mental health.

### **Speakers:**

- **Liana Busoli**, Psychotherapist, BigLife

## **HELPING THE HELPERS - SESSION 3 (WEBINAR)**

**Date:** 9 June 2022

**Registered Online:** 32

This webinar gave evidence-based tools and strategies for dealing with

challenging interactions and for taking care of wellbeing afterwards.

### **Speakers:**

- **Liana Busoli**, Psychotherapist, BigLife

## **INTO THE UNKNOWN: DEALING WITH CHANGE AND UNCERTAINTY (VIRTUAL)**

**Date:** 18 March 2022

**Online Views:** 274

Our line-up of experienced speakers explored how we can continue to be purposeful, collaborative, and resilient in the public sector when faced with uncertainty.

### **Speakers:**

- **John Dare**, CEO, Emotous, LLC, USA
- **Lisa Paul AO PSM, FAICD, FAIM, FIPAA, FACEL, FANZSOG**, Change Management Consultant, Self-Employed
- **Cathy Taylor FIPAA**, Co-Chair Economic Participation Working Group, Chief Executive, Department for Child Protection

*"Speakers and facilitation was fantastic. Really good to be able to attend virtually too."*

*"So informative and very inspiring"*

### A CONVERSATION WITH PROFESSOR NICOLA SPURRIER (VIRTUAL)

**Date:** 12 April 2022

**Online Views:** 398

Chief Public Health Officer, SA Health, Professor Nicola Spurrier, who is the public face of South Australia's response to the COVID-19 public health crisis, joined us as our guest speaker. In this interview, we looked at the person behind the role and talked to Professor Spurrier about her interests, influences, leadership styles, career highlights, journey, aspirations, values and what she sees as priorities in her current role and insights for the future.

#### Speakers:

- **Professor Nicola Spurrier**, Chief Public Health Officer, SA Health
- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment Office of the Commissioner for Public Sector Employment, IPAA SA President

### NAVIGATING THE DIGITAL DILEMMA

**Date:** 19 & 20 May 2022

**Registered to attend:** 91

Hosted in partnership with Flinders University these workshops took participants on a journey through

controversial stances and hard realities to uncover strategies to help South Australia thrive in the digital world.

#### Speakers:

- **Nick Fleming**, Founding Director of Innergise
- **Ambassador (Rtd) Jeff Bleich**, Former US Ambassador to Australia and former Special Counsel to Barack Obama, Chief Legal Officer at Cruise

### NAVIGATING CHANGE OF GOVERNMENT PANEL DISCUSSION (VIRTUAL)

**Date:** 26 May 2022

**Online Views:** 337

Our experienced panellists explored the implications of a change of government, shared their insights, highlighted helpful frameworks and tools, and answered questions in navigating a MOG change successfully.

#### Speakers:

- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President
- **Kate Stephens**, Director, Human Services, Attorney-General's Department
- **Shelley Willsmore**, Chief Human Resources Officer, Office of the Commissioner for Public Sector Employment

*"As a proud Public Servant, I find these discussions thought provoking and empowering."*

### 2022 ANNUAL ECONOMIC LUNCHEON

**Date:** 10 June 2022

**Registered to Attend:** 177

IPAA SA, in conjunction with PwC Australia, hosted the 2022 Annual Economic Outlook Luncheon with the Hon Stephen Mullighan MP, Treasurer of South Australia. Those who attended heard from South Australia's new Treasurer for the first time as he explored the crucial 2022-23 State Budget.

#### Speakers:

- **Hon Stephen Mullighan MP**, South Australian Treasurer, State Member for Lee
- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment, Office of the Commissioner for Public Sector Employment, IPAA SA President

### PREMIER'S ADDRESS TO THE PUBLIC SECTOR 2022

**Date:** 24 June 2022

**Registered to attend:** 621

**Online Views:** 644

The Premier of South Australia and IPAA SA's newest patron made his first address to the State's public sector.

#### Speakers:

- **The Hon Peter Malinauskas MP**, Premier, South Australia
- **Erma Ranieri PSM FIPAA**, Commissioner for Public Sector Employment Office of the, Commissioner for Public Sector Employment, IPAA SA President





# COMMUNICATIONS & ENGAGEMENT



42,160  
email opens

13k+  
Google  
search clicks

## 2021-22 COMMS WRAP UP

Communications and engagement activities in 2021-22 continued to support us in deepening our engagement with all levels of the public sector and affiliated organisations.

Emerging into a post-Covid environment, activity continued to focus on supporting our members with timely and relevant information that helps them to perform their vital roles for the state.



### WEBSITE

SA.IPAA.ORG.AU is the hub of all IPAA SA activity and is the central platform for members to engage with our offerings. From 1 July 2021 to 30 June 2022, the website attracted over 62,000 users across 81,400 sessions – this figure has nearly doubled the previous period's website visitations.

Although IPAA SA receives the core of its website traffic from direct linking, search engine performance was also strongly considered in the continuous

improvements to the website. On average each month, IPAA SA received more than 71,000 Google Search impressions and over 13,000 clicks from organic search engine traffic.

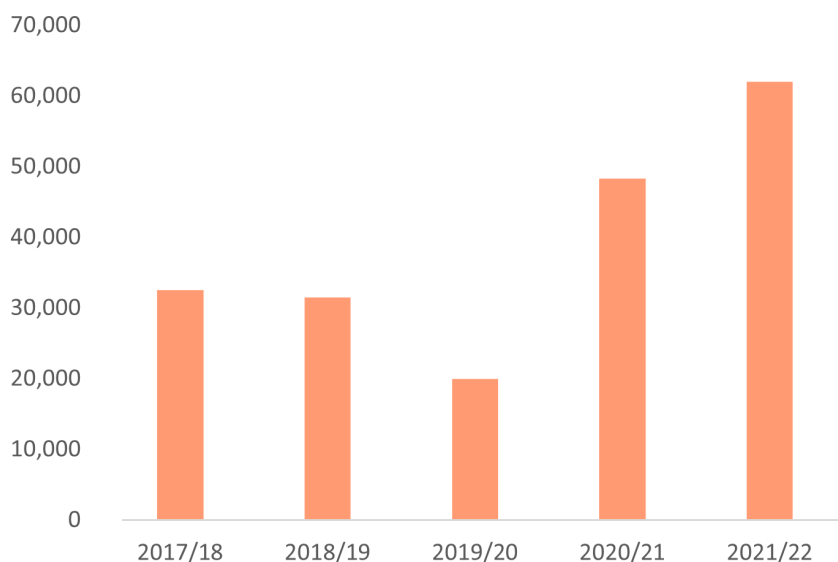
The most visited pages on the IPAA SA website were the Homepage, closely followed by the Professional Development Training Calendar, as well as Upcoming Events and the A-Z list of courses.

### News and Publications

During this period, we offered news articles via the IPAA SA website as additional sources of information and insight to our members. Some popular articles for this period included:

- How You Can Apply Neuroleadership to Manage Others
- Launch of the PwC Australia Skilled Service Hub
- Celebrating the Female Leaders Who Inspire Us – International Women's Day 2022
- How to Set Realistic and Achievable Goals You Can Reach in 2022
- Mental Health Month | Managing Motivation and Stress

## NUMBER OF WEBSITE USERS PER FINANCIAL YEAR



## VIDEO PLATFORMS

With a growing library of video resources, IPAA SA hosts content on both Youtube and Vimeo. Combined across both platforms, there was a cumulative 1,771 hours of watch time and a total of 4,569 views of content. Our most viewed video for this period was the recording of 'Understanding the Caretaker Period', which helped public sector employees understand the conventions and requirements of working through the caretaker period leading up to the state election in March 2022.



## SOCIAL MEDIA

IPAA SA's primary social media channels are LinkedIn and Twitter – with a presence also maintained on Facebook. LinkedIn is our fastest-growing channel, with a total following of 1,015 as of 30 June 2022. This following increased by over 20% from the previous period. We use LinkedIn as another medium of sharing information with our members and as a way of connecting with people who may be new to what IPAA SA has to offer. On average, each month 3,142 people see IPAA SA content on LinkedIn, making it a valuable platform for engagement.



## EMAIL ENGAGEMENT

We recognise how valuable our Member's time is, which is why we do our best to keep our communications concise and relevant. During this period, we provided three ongoing monthly EDM's, bringing our audience information on events, professional development, news, resources and opportunities.

Our IPAA SA Connect monthly email reached its 35th edition in June of 2022, and since its inception at the beginning of 2020, it continues to provide members with a valuable source of information and has evolved to meet the changing needs of our members.

Aside from ongoing EDMs, IPAA SA also supported one-off communications to reach out to members on special opportunities and events from our partners. These included access to specialised professional development and free webinars.

In total, 42,160 people opened an IPAA SA email, with our most opened email for the period being IPAA SA Connect #35, sent in May 2022, which focused on how public servants can navigate a change of government.



# PARTNERS & SPONSORS

Our partnership program builds a true partnership between the Institute and other organisations, on an underlying philosophy of mutual benefit and common values.

On behalf of our Divisional Council we would like to extend our sincere thanks for the continued support of our partners and sponsors.



**Government  
of South Australia**

## SENIOR LEADERSHIP COMMITTEE

### Government of South Australia

IPAA SA has an agreement with the Senior Leadership Committee (SLC) of the Government of South Australia. This agreement means that approximately 100,000+ State Government employees are members of IPAA SA. Our events, forums and training programs are designed in consultation with the SLC.

## PARTNER EVENT HIGHLIGHTS

### Future of Work Series

In partnership with PwC Australia, this series presented a timely three-part exploration of the "Future of Work", focusing on the themes of culture, wellbeing and innovation. This series was designed to meet the needs of leaders within the public sector.

### Future of Policy Series

In partnership with Deloitte, we presented an event around the "Future of Policy" on the topic of population. This event was aimed to offer insight and discussion opportunities to YIPAA and Emerging Leader Members of IPAA SA.

### Aus Post Webinar Series

Australia Post presented a webinar series over this period which explored insights around what COVID-19 means for connecting with rural communities and for future demographics. IPAA SA's members could engage with this event series for free.



Flinders University enjoys a well-justified reputation for its excellence in teaching and research. It has long-standing commitment to enhancing educational opportunities for all and a proud record of community engagement.



Over Australia Post's long history, their social purpose and commitment to the community has remained the same; to create connections and opportunities that matter to every Australian.

## Deloitte.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax, and related services. During Deloitte's 175-year history, the organisation has grown tremendously in both scale and capabilities. Deloitte currently has approximately 330,000 people in more than 150 countries and territories, and serves four out of five Fortune Global 500® companies.



### PLATINUM PARTNER

#### PwC Australia

PwC firms assist organisations and individuals create the value they are looking for through their network of firms in 158 countries with close to 169,000 people who are committed to delivering quality in assurance and tax advisory services.



# 2021 NATIONAL FELLOWS

---

## RUTH AMBLER FIPAA & CAROLINE MEALOR FIPAA



Ruth Ambler FIPAA

Presented by IPAA National President, Dr Gordon de Brouwer PSM, this award seeks to recognise those who have made the upmost contribution to the best practice of public administration and demonstrate the institute's core values as the prime association for public sector professionals.

This award was presented to not one, but two, South Australian members, Ruth Ambler and Caroline Mealor for their outstanding contributions.

Ruth Ambler has made significant impacts on government reform across reconciliation, government boards and in implementing measures to support a cabinet-led government direction.

Caroline Mealor is strongly committed to reform of the criminal justice system, having led major reform in this area. Additionally, she has led SA's involvement in the National Redress Scheme and coordinated the State's response to two Royal Commissions.

On behalf of the IPAA SA Divisional Council and Personal Members, we would like to extend our sincere congratulations and thanks to these two outstanding women in public service.



Caroline Mealor FIPAA

# TREASURER'S REPORT

Financial Year 2022 (FY2022) produced a more stable operating environment compared to the two COVID impacted years that preceded it. These conditions, combined with flexible service delivery models developed in response to the COVID challenges, enabled a solid net surplus outcome of \$273,620.

Total income for the year was up \$230,449 to \$1,811,107 compared to the previous year. This is an effective increase in income of \$462,487 or 35% when adjusted for the effects of COVID support payments received in 2021 and 2022.

Revenue growth was largely derived from increases in professional development activity. Professional development courses saw growth in both the demand for courses and the number of attendees per course, resulting in 32% revenue growth. Demand for in-agency programs was extensive, with revenue 233% above 2021 levels. Equally pleasing was that both service offerings grew whilst at the same time maintaining or improving profit margins.

Whilst professional development activities dominated the revenue growth, encouragingly, other markers of performance, such as membership revenue, also increased in FY2022.

However, the slower transition back to large-scale face-to-face events saw the demand for events and event management to continue to be well below historic levels, albeit with events held later in the financial year yielding high attendance rates.

Increased overall activity levels saw a corresponding increase in the variable costs that comprise our cost of sales, with actual costs for FY2022 of \$805,727, up from \$591,400 for the previous year. The net effect of the above activities is a gross profit for the year of \$1,005,380.

Net assets, including cash, also increased throughout FY2022. Combined with a strong operating model, this will allow continued investment in growing the organisation.



Finally, a significant feature of the continued financial strength of IPAA SA was the agreement with the Senior Leadership Committee (SLC) of the State Government, for reduced rates on Professional Development programs and free access to key events for their staff covering the financial period 1 July 2021 to 30 June 2022. This agreement continues for 2022-2023.

**Mark Thomson**  
**IPAA SA Treasurer**



# **FINANCIAL STATEMENTS**

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION**

For the year ended 30 June 2022

**Statement of Comprehensive Income for the year ended 30 June 2022**

		30 June 2022	30 June 2021
	Note	\$	\$
<b>INCOME:</b>			
Partnerships	4	38,190	29,854
Professional Development and General Events & Forums	5	1,453,272	1,004,438
Membership	6	313,178	307,862
Other Income	7	6,467	238,504
<b>Total Income</b>		<b>1,811,107</b>	<b>1,580,658</b>
<b>EXPENSES:</b>			
Employee benefits		515,860	519,732
Supplies and services	8	136,611	145,380
Seminars and other functions	9	805,727	591,400
Depreciation and Amortisation	10 & 11	71,269	71,710
Interest Expense	11	8,020	9,135
<b>Total Expenses</b>		<b>1,537,487</b>	<b>1,337,357</b>
<b>NET SURPLUS/(DEFICIT)</b>		<b>273,620</b>	<b>243,301</b>

**Statement of Financial Position as at 30 June 2022**

		30 June 2022	30 June 2021
		\$	\$
<b>CURRENT ASSETS:</b>			
Cash		1,604,315	1,488,108
Receivables	18	108,902	36,693
Prepayments & Stock		39,414	21,336
<b>Total Current Assets</b>		<b>1,752,631</b>	<b>1,546,137</b>
<b>NON-CURRENT ASSETS:</b>			
Plant and equipment	10	7,235	690
Right of use assets	11	103,588	172,647
<b>Total Non-Current Assets</b>		<b>110,823</b>	<b>173,337</b>
<b>Total Assets</b>		<b>1,863,454</b>	<b>1,719,474</b>
<b>CURRENT LIABILITIES:</b>			
Payables	12	138,228	94,282
Contract liabilities	13	408,269	510,050
Provision for employee benefits	14	28,423	22,935
Lease liabilities - Right of use assets	16	75,893	69,058
<b>Total Current Liabilities</b>		<b>650,813</b>	<b>696,325</b>
<b>NON-CURRENT LIABILITIES:</b>			
Provision for employee benefits	14	39,172	47,406
Lease liabilities - Right of use assets	16	40,253	116,147
<b>Total Non-Current Liabilities</b>		<b>79,425</b>	<b>163,553</b>
<b>Total Liabilities</b>		<b>730,238</b>	<b>859,878</b>
<b>NET ASSETS</b>		<b>1,133,216</b>	<b>859,596</b>
<b>EQUITY:</b>			
Retained Earnings	15	1,133,216	859,596
<b>TOTAL EQUITY</b>		<b>1,133,216</b>	<b>859,596</b>

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION**

**For the year ended 30 June 2022**

**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 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, as follows:

AASB 101, *Presentation of Financial Statements*

AASB 108, *Accounting Policies, Changes in Accounting Estimates and Errors*

AASB 1048, *Interpretation of Standards*

AASB 1054, *Australian Additional Disclosures*

AASB 1058, *Income of Not-for-Profit Entities*

**(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, 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 twelve month operating cycle and presented in Australian currency.

**(c) Revenue Recognition**

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

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

Receipts relating to periods beyond the current financial period are shown in the Statement of Financial Position as contract liabilities 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.

**(d) Cash and cash equivalents**

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

**(e) 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.

**(f) 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.

**(g) 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 - PCs 3 years, Phone system 5 years

Furniture and Fittings - between 5 to 10 years.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION**

**For the year ended 30 June 2022**

**(h) Employee Benefits**

These benefits accrue for employees as a result of services provided up to the reporting date that remain unpaid. Short-term and long 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**

The Institute recognised the long service leave for employees which the Institute believes will reach 7 years of service and become legally entitled to pro-rata long service leave.

**On-costs**

Employee benefit on-costs (Return to Work SA and superannuation) are recognised within the Provision for Employee Benefits.

**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.

**(i) Income tax**

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

**3 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 dependent 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.

**4 Partnerships**

	30 June 2022	30 June 2021
	\$	\$
Platinum/Gold/Bronze Partnerships	38,190	29,854
	<u>38,190</u>	<u>29,854</u>

**5 Professional Development and General Events & Forums**

Professional Development	1,052,334	801,858
IPAA & AICD Training	-	93,500
Professional Development In Agencies	363,190	107,330
General Events & Forums	37,748	1,750
	<u>1,453,272</u>	<u>1,004,438</u>

**6 Membership**

Corporate Membership	299,561	295,831
Individual Membership	13,617	12,031
	<u>313,178</u>	<u>307,862</u>

## INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION

For the year ended 30 June 2022

		30 June 2022	30 June 2021
<b>7</b>	<b>Other Income</b>		
	Interest	284	341
	Jobkeeper	-	155,700
	Miscellaneous Income	6,183	82,463
		<u>6,467</u>	<u>238,504</u>
<b>8</b>	<b>Supplies and Services</b>		
	Administration Costs	46,810	42,383
	IT Costs	22,629	18,118
	Bad Debt	-	15,600
	National Levy (Capitation)	12,249	12,249
	Telephone	9,845	10,406
	Marketing	4,870	9,410
	Equipment Purchases	11,102	9,119
	AJPA	5,812	5,812
	Equipment Leases	5,064	5,136
	Bank Charges	4,861	4,963
	Rental of Premises	6,019	6,778
	Postage	2,528	2,710
	Staff Training	4,346	2,600
	Divisional Council	-	117
	National Conference	358	-
	Parking	118	(21)
		<u>136,611</u>	<u>145,380</u>
<b>9</b>	<b>Seminars &amp; Other Functions</b>		
	Speakers Fees	610,557	455,698
	Catering	70,245	33,912
	Venue Costs	69,797	41,250
	Printing	29,482	22,644
	Equipment Hire	23,935	22,074
	Accommodation & Transport	20	-
	Publicity, Marketing & Other	1,691	15,822
		<u>805,727</u>	<u>591,400</u>
<b>10</b>	<b>Plant and Equipment</b>		
	<b>Gross Carrying Amount</b>		
	Balance at start of period	109,555	109,555
	Additions	8,755	-
	Disposals	-	-
	Balance at end of period	<u>118,310</u>	<u>109,555</u>
	<b>Accumulated Depreciation</b>		
	Balance at start of period	108,865	108,169
	Depreciation Expense	2,210	696
	Balance at end of period	<u>111,075</u>	<u>108,865</u>
	<b>Net Book Value at end of period</b>	<u>7,235</u>	<u>690</u>

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION**

**For the year ended 30 June 2022**

**11 Right of Use Assets**

The Institute's lease portfolio includes leasehold building. The lease has a lease term of 2.5 years.

The option to extend for a term of 2 years or terminate are contained in the property leases of the Institute. These clauses provide the Institute opportunities to manage leases in order to align with its strategies. The extension options or termination options which were probable to be exercised have been included in the calculation of the Right of Use Asset.

The incremental borrowing rate used is 5.2%. This is based on the RBA borrowing rate at 1 July 2020 showing an average business loan rate of 3.7% and applying a 1.5% risk margin on top.

The lease is measured at cost in accordance with the Institute's accounting policy as outlined in Note 2.

**AASB 16 related amounts recognised in the balance sheet**

	30 June 2022	30 June 2021
Right of use assets	\$	\$
Leased premises	250,285	250,285
Adjustment to opening balance	64,886	64,886
Accumulated depreciation	(211,583)	(142,524)
Total right of use asset	103,588	172,647

**Movement in carrying amounts**

Opening Balance	172,647	178,775
Adjustment to opening balance	-	64,886
Depreciation expenses	(69,059)	(71,014)
Net carrying amount	103,588	172,647

**AASB 16 related amounts recognised in the statement of comprehensive income**

Depreciation expense	69,059	71,014
Interest expense	8,020	9,135
	77,079	80,149

**12 Payables**

Creditors	115,695	71,074
GST Liability	4,120	9,443
Salaries Payable	8,257	5,324
PAYG Liability	9,231	7,872
Return to Work SA	58	37
Superannuation Payable	867	532
	138,228	94,282

**Interest Rate and Liquidity 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 Contract liabilities**

Contract liabilities relate to monies received in advance for goods and services, for which revenue is recognised when the goods and services are provided. It includes amounts invoiced in relation to Professional Development, General Events and Membership which relate to future periods. In the prior year this balance was classified as Revenue Received in Advance.

The revenue is expected to be recognised in the year 2022/23.

Revenue totalling \$465,567 was recognised in 2021/22 that was included in contract liabilities at 1 July 2021.

Contract liabilities	408,269	510,050
	408,269	510,050

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION**

**For the year ended 30 June 2022**

	30 June 2022	30 June 2021
	\$	\$
<b>14 Provision for Employee Benefits</b>		
<b>Current</b>		
Annual Leave	25,568	20,732
Employment On-costs - Superannuation	2,685	2,073
Employment On-costs - Return to Work SA	170	130
	<u>28,423</u>	<u>22,935</u>
<b>Non-Current</b>		
Long Service Leave	35,237	42,851
Employment On-costs - Superannuation	3,700	4,285
Employment On-costs - Return to Work SA	235	270
	<u>39,172</u>	<u>47,406</u>
<b>Total</b>	<u>67,595</u>	<u>70,341</u>
<b>15 Retained Earnings</b>		
Balance at start of period	859,596	616,295
Net Result (as per Statement of Comprehensive Income)	273,620	243,301
<b>Balance at end of period</b>	<u>1,133,216</u>	<u>859,596</u>
<b>16 Lease Liabilities</b>		
<b>Current</b>		
Lease liability - Right of use asset	<u>75,893</u>	<u>69,058</u>
<b>Non- Current</b>		
Lease liability - Right of use asset	<u>40,253</u>	<u>116,147</u>
<b>Total</b>	<u>116,146</u>	<u>185,205</u>
<b>17 Contingent Assets and Liabilities</b>		
There are no known contingent assets and liabilities as at 30 June 2022.		
<b>18 Receivables</b>		
<b>Interest Rate and Credit Risk</b>		
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.		
Receivables	67,322	28,102
Accrued income	-	8,591
	<u>67,322</u>	<u>36,693</u>

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION**

**For the year ended 30 June 2022**

19	<b>Maturity Analysis</b>		Note	2022 Contractual maturities			2021 Carrying amount/ fair value
				2022 Carrying amount/ fair value	Within 1 year	1-5 years	
	Category of financial asset and financial liability	Statement of Financial Position line item					
	<b>Financial assets at amortised cost</b>						
	Cash	Assets		1,604,316	1,604,316	-	1,488,108
	Receivables	Assets	18	67,322	67,322	-	36,693
	<b>Total financial assets</b>			<b>1,671,638</b>	<b>1,671,638</b>	<b>-</b>	<b>1,524,801</b>
	<b>Financial liabilities at amortised cost</b>						
	Contract liabilities	Liabilities	13	366,689	366,689	-	510,050
	Lease liabilities	Lease Liabilities	16	116,147	75,893	40,254	185,205
	<b>Total financial liabilities</b>			<b>482,836</b>	<b>442,582</b>	<b>40,254</b>	<b>695,255</b>

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA - SA DIVISION**

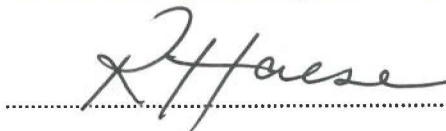
**For the year ended 30 June 2022**

**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 year 1 July 2021 to 30 June 2022 and the position at that date.

There are reasonable grounds to believe that Institute of Public Administration Australia South Australian Division Inc will be able to pay its debts as and when they fall due.

..... Erma Ranieri (President)

..... Renae Haese (Executive Director)

## HEAD OFFICE

214 Melbourne Street  
North Adelaide SA 5006

PO Box 755  
North Adelaide SA 5006

T: (08) 8267 4777  
[www.deannewbery.com.au](http://www.deannewbery.com.au)

Dean Newbery  
ABN: 30 164 612 890

## INDEPENDENT AUDITOR'S REPORT

**To the members of the Institute of Public Administration Australia South Australian Division Inc.**

### Opinion

We have audited the accompanying financial report of the Institute of Public Administration Australia South Australian Division Inc. (the Association), which comprises the Statement of Financial Position as at 30 June 2022, the Statement of Comprehensive Income, the Statements of Financial Position for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and other explanatory information.

In our opinion, the accompanying financial report of the Association is in accordance with the requirements of the *Associations Incorporations Act 1985* and the Australian Accounting Standards (including Australian Accounting Interpretations), including;

- (i) giving a true and fair view of the Association's financial position as at 30 June 2022 and of its performance for the year then ended; and
- (ii) that the financial records kept by the Association are such as to enable financial statements to be prepared in accordance with Australian Accounting Standards.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described as in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Association in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

### Responsibility of the Board for the Financial Report

The Board of the Association is responsible for the preparation of the financial report in accordance with Australian Accounting Standards and the *Associations Incorporation Act 1985*, and for such controls as the Board determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Board is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Report**

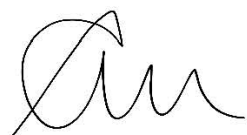
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that the audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- Conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**DEAN NEWBERY**



**SAMANTHA CRETEN**

**Partner**

Signed on the 4<sup>th</sup> day of November 2022,  
at 214 Melbourne Street, North Adelaide, South Australia 5006



**IPAA SA**

SA.IPAA.ORG.AU

08 8212 7555

Level 6, 12 Pirie Street, ADELAIDE SA 5000