



**Institute of
Public Administration
Australia**
Queensland Division

ANNUAL REPORT 1998/99



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Institute of Public Administration Australia

Queensland Division

Profile

The Institute of Public Administration Australia (IPAA) is a national professional association of people from all sectors of government, the private sector, education institutions and community with a common interest in public administration and public reform.

IPAA Qld provides a forum for discussion and debate on leading edge issues, offers educational programmes and projects and advocates and promotes best practice in public administration, management and reform.

Vision

The Institute will be the leading professional body for the active promotion of excellence and innovation in public sector management and administration.

Mission

The goals of IPAA Qld are to

- advocate for and promote excellence and innovation in public sector management and administration;
- provide leadership and advocacy in debates on the role of public sector management and administration;
- enhance public management and administration through quality professional development and training;
- maintain and further develop an active and representative membership base;
- ensure that all business activities are conducted in a professional and ethical manner and support the overall aims and objectives of IPAA; and
- promote research into and discussion of issues related to public sector management and administration.

Values

In achieving our mission, we value:

- excellence and innovation;
- ethical standards and integrity;
- a strong client focus in internal and external relationships;
- diversity within the membership of the organisation;
- a professional and accountable approach;
- free and open debate; and
- quality.

Core Activities

The core activities of the Institute are to provide:

- an independent body to contribute to the dialogue on public management and administration;
- a forum to provide opportunities for consultation, networking and information exchange across and between the tiers of government, private sector and educational institutions in Queensland;
- responsive, relevant and timely programmes and services to members;
- a range of activities which can maintain and develop an active membership base;
- sponsorship of timely research which leads debate in public sector management and administration;
- opportunities to increase the profile of IPAA outside Brisbane to improve representation from regional areas in the membership; and
- leadership in debate on contemporary issues affecting the public sector.

Strategic Issues

1. Raising the profile of the Institute;
2. Extending the range and scope of research of public sector issues;
3. Utilising electronic information to the benefit of members;
4. Planning a major international conference on public sector issues for 2003; and
5. Strengthening the leadership role of the Institute.

Corporate Governance

The Institute is a membership based, non profit organisation governed by an elected Council comprising a President, two Vice Presidents, Secretary, Treasurer and 12 Councillors. All positions on the council are voluntary and Council members are elected for a 2 year term. IPAA Qld funds a full-time administration office with a Business Manager, an Administration Officer and a part-time administration assistant. Four sub committees oversee key activities for the organisation. These are:

- Finance and Business
- Membership Services and Sponsorship
- Professional Development and Training
- Research and Publications

The Council meets monthly to direct the affairs of the Queensland Division. All members are invited to stand for Council which currently includes a range of people from middle to senior management in the local, state and commonwealth government sectors, universities and the private sector.

Membership

The Institute provides a range of services direct to its members.

Forums for discussion and debate are designed to promote interaction between members, to provide opportunities for information exchange across and between the spheres of government in Queensland and to provide a means for members to keep ahead of the debate on significant changes and reforms sweeping the public sector across the country.

Innovative professional development sessions provide dynamic presenters on global and grassroots topics including personal development, public sector reform issues and other workshops based on membership feedback and input.

The Public Interest and *The Australian Journal of Public Administration* provide regular updates detailing information on local and national public administration issues, special features, appointments and other newsworthy items linking all members of the three spheres of the public sector.

Annual state and national conferences offer the opportunity to be brought up-to-date with all that is happening in the public sector in Queensland, Australia and overseas.

Membership is open to:

- People working in the public sector – local, state and commonwealth;
- People employed in educational institutions;
- Students pursuing full-time courses relevant to public administration
- People who have retired from full-time work but still wish to keep up to date;
- Government agencies, departments and corporations;
- Those interested in public sector issues.

President's Report

The past year was an excellent one for IPAA in terms of advancing learning and debate on public sector issues. With strong support from Council, our Business Manager, Dianne James, the Conference Organising Committee, sponsors and our members, we have been able to successfully reach a number of milestones.

Membership growth continues to be healthy. Our membership has increased from 330 individual and 33 corporate in July 1998 to 435 and 41 in July 1999.

The State Conference held in August 1999 was another huge success with a record number of delegates (over 250). Mr Michael Lyons was an excellent keynote speaker who generously gave of his time in workshops, as well as in the plenary session. All speakers and workshop leaders engaged their audiences well. The result was an excellent event. Congratulations to Geoff Skeritt and his Committee.

The Professional Development Program has been very successful over the past year. We are continuing to upgrade and extend our course offerings and to add even greater value in this important area of learning.

We have successfully concluded our first major research project (on purchaser/provider). It was launched at the national conference in Hobart last year and has received a great response from sponsors and readers.

Council has also commissioned the University of Queensland to undertake our second major research project on "The Management of Intellectual Property in the Public Sector".

Another important initiative has been the launch of research grants to promote thought on key public sector issues. Once again, this has received an enthusiastic response and a number of applications were received. Council has approved the first four projects and we look forward to the outcomes.

Our website has been upgraded significantly and we are rapidly advancing towards an e.IPAA world. We can envisage a much greater web presence for our members, including much greater search and interactive capacities.

We have successfully taken on board the role of national secretariat. Through the excellent work of Dianne and Andrea, we can claim to be providing an improved service to the national organisation at about one third of the original cost.

Financially, the past year was very successful indeed. Annual accounts tabled at the Annual General Meeting show we have recorded a surplus for the year of \$148,700 and hold a very healthy cash balance of \$535,100 (up from \$386,387 the year before, despite our increased activities).

Our publications have continued to be of a high quality, with a particularly good response to "The Public Interest". Decision-makers lunches and Members Only functions have also been a feature, with the real highlights being the Tim Costello and Michael O'Higgins events.

For the future, we can look forward to a vibrant and energetic organisation under the leadership of Brian Head.

I stand down from my term as President feeling satisfied with the past two years of IPAA leadership in advancing public sector debates and understanding. None of our achievements would have been possible without the strong support of the IPAA Council and the members of all of the committees. My heartfelt thanks to you all.

I am also indebted to Dianne James for her excellent support as Business Manager. She has been responsible for a highly efficient and effective administrative operation. It has been of such quality that it made my role so much easier and more strategic.

I will remain active in the organisation. Thanks to all for the support I have received.

Rob Carter
President

Council 1998/99

President

Mr Rob Carter

Chief Executive Officer
Brisbane City Council

Immediate Past President and National Deputy President

Ms Carolyn Mason

General Manager
Residential Tenancies Authority

Vice President

Ms Robyn Darmody

Special Projects Officer
Crown Law
Department of Justice

Vice President

Mr Ray Lane

Director
Support Services
Department of Justice

Treasurer

Mr Alan Warren

Director
Financial Planning
Brisbane City Council

Secretary

Ms Susan Ohlsen

Senior Consultant
Qld Treasury

Assistant Secretary

Mr Don Bletchly

Director
Public Transport and Strategy
Qld Transport

Councillors

Ms Margaret Allison

A/Deputy Director-General
Department of Families Youth &
Community Care

Mr Russell Bricknell

Senior Consultant
KPMG

Mr Bruce Chalmers

Corporate Communications Manager
Ergon Energy

Dr Brian Head

Commissioner
Office of the Public Service Commissioner
Dept of the Premier and Cabinet

Mr Stephen Jones

Manager
Office of Economic Development
Beaudesert Shire Council

Mr Scott Prasser

Manager
Industry Strategies Branch
Office of Industry Development
Department of State Development

Dr Patty Renfrow

Lecturer in Public Administration
Centre for Public Administration
University of Queensland

Mr Digby Ross

Official Receiver/Branch Head
Insolvency and Trustee Service Australia

Assoc Prof Neal Ryan

Director of Research and Development
Faculty of Business
Queensland University of Technology

Ms Mary Seefried

Director Research Publications
Publications and Resources
Qld Parliamentary Service

Mr Matthew Smith

Principal Finance Officer
SFMD
Qld Treasury

Ms Glynda Summers

Director of Nursing
Redcliffe Hospital
Qld Health

Staff

Dianne James

Business Manager

Andrea Clelland

Administration Officer

Jan Meyer

Administration Assistant

Treasurer's Report

1998–99 was yet another year of strong financial results. The strategic focus taken by the IPAA Council and its Sub-committees (Finance and Business, Professional Development and Training, Membership Services and Sponsorship, Research and Publications), including regular reporting against stretch financial and non-financial targets, was a key factor in IPAA's strong financial performance.

Our revenue was approximately \$297,000 more than the original budget, with \$249,000 of this being a direct result of the increased level of professional activities provided by IPAA. The additional cost of this activity was only \$129,000, reflecting the high demand for the courses and workshops on offer, which led to many being repeated and resultant economies of scale.

Other highlights of IPAA's \$148,713 surplus for 1998–99 were:

- it was achieved without increasing the general prices of Professional Development activities;
- early bird discount prices were provided to members, reducing general membership fees by \$20 to \$95;
- increased membership leading to budget being exceeded by \$13,403;
- completion of the Purchaser/Provider research project, Case Studies in Delivering Government Services, at a cost of \$60,805;
- a modest \$10,516 increase in Corporate Service expenses, including salaries. This compares favourably with the significant increase in activities undertaken;
- the office successfully tendered for and took over, the administrative function for the IPAA National Office;
- IPAA's Internet Site was developed at a cost well under budget; and
- \$31,168 was derived from business activities such as the National Office contract and co-ordinating external conferences.

The 1999–00 Budget has been framed around a break even strategy once again. Included in this budget is \$20,000 for research grants and a \$12,000 contribution to the Intellectual Property research project. However, should demand continue to outstrip expectations due to the high value for money of services and products offered, a profit is likely to arise.

To take full advantage of our strong financial position a motion is being put to the Annual General Meeting that IPAA Council be delegated to invest some of its funds in higher return investments such as investment trusts. Your support for this motion will assist us to generate additional interest on our funds.

In conclusion my thanks and congratulations to all of IPAA's Committees for the manner in which they have embraced the financial targets set in our strategic plan.

Particular thanks go to my colleagues on the Finance and Business Committee for their direction setting and especially to Dianne James and Andrea Clelland for the outstanding manner in which they manage and run IPAA Queensland.

Alan Warren

Treasurer

Business Manager's Report

The reports presented by the Institute's Council members in this 1998-99 Annual Report clearly demonstrate that the Queensland Division has had significant achievements over the past year.

At the heart of any successful organisation are committed and motivated people, and this is particularly the case for the Queensland Division. I would like to thank the members, sponsors, customers and the IPAA Council and staff for their contribution to this success.

Our members are the core of the Institute, and they have been extremely active this year in attending members functions, contributing to our forum sessions, providing ideas for new activities and giving feedback on how well we have done and where we can improve. The wonderful response we had to our member focus groups reflects the enthusiasm and commitment of our members. The information collected from these focus groups has been consolidated into a strategic plan which is included as an appendix at the end of this annual report.

The sub committee structure of Council is important to the effective functioning of the Institute, where ideas are generated and shaped to ensure the best possible services and activities for the members. My thanks go to our sub committee convenors – Russell Bricknell, Robyn Darmody, Ray Lane and Patty Renfrow – and the members of their committees who provide the energy and impetus behind all of the activities of the Institute.

The number of events conducted by the Institute this year has almost tripled, and there has also been an increase in the number of activities organised such as the Research Project, the administration of the National Office and the administration of conferences and workshops for government and kindred organisations. This increase of activity has been achieved with a minimum increase in staff time. My thanks must go to our Administration Officer, Andrea Clelland, who has contributed greatly to this success. Andrea provides an extremely efficient and friendly service to both members and clients, and adds value to the Institute in everything that she does. My thanks are also extended to Jan Meyer who joined us towards the end of the financial year. Jan works on an "as needed" basis, and her flexibility and input is very much appreciated.

Rob Carter, as President, has provided strong leadership in raising the profile of the Institute in the local government sector, ascertaining high profile speakers for a number of the Institute's activities and advocating for the Institute in the circles that he travels. In conjunction with Rob's input, ongoing activities such as the professional development programme, our research projects and grants, our conferences, our lunch time activities and our business activities have all contributed to enhancing the profile of the Institute in public sector circles, increasing its credibility and attracting a steady flow of new members.

I thank Rob Carter and the council members for their input over the past 12 months, for the direction they have provided to me as Business Manager of the Institute, and for the leadership and the valuable contributions they provide to the Institute as a whole. The strategic plan developed by Rob Carter and his council will be taken forward by Dr Brian Head and the 1999/00 Council, and I look forward to working with them in developing and building upon this strong foundation.

Dianne James
Business Manager

Financial and Business Committee Report

In reviewing the operations of the Finance and Business (FAB) Committee for the last year, it became evident that the FAB Committee does not operate in isolation. I would therefore like to commence this report by thanking the members of the other Committees of IPAA for their support in meeting the financial targets set by FAB. The professional manner in which they undertook their responsibilities made this a very successful year. The extent of this success can be seen from the Treasurer's report and it has been pleasing to see benefits now being passed back to the members and the profession, particularly through the research grants, members only functions and improved client services.

The Business Plan laid down many objectives for the FAB Committee and all performance targets have been achieved by the Committee and/or the Business Manager.

On behalf of the FAB Committee I would like to acknowledge the hard work and dedication of the Business Manager, Ms Dianne James, who was ably supported by Ms Andrea Clelland and Ms Jan Meyer over the last year.

In anticipation of the possible affects of Y2K, special emphasis was given during the year to upgrading the Institute's computer equipment and ensuring that all programs were Y2K compliant.

The Committee once again investigated the best method of investing members' funds to ensure the maximum return for members and this will be pursued next year. An assets register was established to protect assets and ensure that they are replaced in the most economical manner in the future.

During the year the Queensland Branch continued to successfully manage the IPAA National Office and achieved all performance targets set out in the contract.

A highlight of the year was the development of the IPAA home page and, as a major initiative for the next financial year, this will be upgraded with advice from E-IPAA, a sub-committee that has been established under the chair of Ms Carolyn Mason.

The FAB Committee was pleased to orchestrate the development of the new Strategic Plan for 1999-2000, which involved meetings with members through a series of focus groups. These focus groups provided valuable input and helped reinforce those things which IPAA does well and allows us to improve areas to ensure that members receive value for their annual subscriptions.

Major plans for next year will include ensuring that all of IPAA's financial operations are GST compliant and restructuring all business operations so that there will be minimal affect upon services provided.

In conclusion, I would like to thank the members of the FAB Committee – Treasurer Mr Alan Warren and Councillors Ms Susan Ohlsen, Ms Glynda Summers and Mr Matthew Smith – for their assistance. I look forward to working with them during the next financial year and any member who accepts my invitation to attend the meetings of the FAB Committee.

Ray Lane

Convenor

Membership, Services and Sponsorship Committee Report

IPAA has experienced significant growth in its membership base in 1998/99. This has been an exciting time for us as we have seen our individual members numbers exceed our target of 350. At the end of 1998/99 our individual members numbered 435. At the same time we have also experienced growth in our corporate members as we also exceeded our target of 40. Our corporate membership base at the end of 1998/99 was 41 members.

This places an even greater focus on the services and support IPAA provides its membership. Additionally, with our membership base growing we are also seeing greater numbers of regional members looking to become actively involved in IPAA. This provides the Institute with a significant challenge of delivery services to a membership base from across the State.

In the past twelve months the Membership, Services, and Sponsorship Committee has started to focus its activities on four key areas:

- Individual member services;
- Member functions;
- Internet based service delivery; and
- Providing services to regional members.

Individual member services

The focus of membership activities is to attract new members, provide individual members with the level of service expected of a professional association and to market the benefits of being a member. Our focus has been on providing a benefit for being a member of the Institute. The benefits of individual membership include:

- The use of post nominals;
- A certificate of membership;
- Invitations to members only functions with topical speakers;
- Individual subscription to the Australian Journal of Public Administration;
- Individual copy of Public Interest magazine;
- Member discounts on all professional development activities including the State Conference;
- Online access to information on management, administration, and policy directions; and
- A Members directory.

Additionally, IPAA conducted a series of focus groups with a sample of members to ascertain the views and perceptions of the Institute and the services it provides members. IPAA will continue to consult regularly with its members to ensure that we are providing services that meet and even exceed member expectations.

Member functions

During 1998/99 IPAA conducted a number of functions specifically for members. Functions including members only lunches, debates, and cocktail functions are designed to provide a forum for genuine debate on the issues confronting Public Administration as well as an opportunity for networking amongst members. Our member only functions this year featured guest speakers such as Mr Tim Costello and a debate which was jointly presented by your Institute and the Australian Human Resource Institute.

In 1999/2000 your Institute will continue to conduct a series of member only functions targeting interesting speakers and issues for contemporary public sector management. Additionally, IPAA is currently investigating the feasibility of providing member only function for our members in regional locations.

Internet based service delivery

During 1998/1999 IPAA launched its own web site which contains a number of features for the members. Through the Institute's web page members are able to participate in a question and answer forum on Public Sector issues; connect to other sites focused on public sector issues; download conference papers, research publications, and articles from Public Interest; and join or renew their membership of the Institute. This provides an exciting means of communicating with members.

For 1999/2000 IPAA is exploring means of providing services to our members via the Internet regardless of their location. This is a key project for the Institute as it moves forward into the new millennium and we need the input of members to ensure that we consider all possibilities that the Internet can provide us.

Providing services to our regional members

The focus groups conducted by IPAA toward the end of 1998/2000 indicated that members wanted the Institute to provide services specifically designed for members who live outside of the Southeast corner of the State. Our regional members are not often able to participate fully in the activities of the Institute including professional development and member only functions. This will become increasingly important as IPAA's membership base grows.

The Institute is currently exploring opportunities to deliver services to regional members. To do this we need to understand the feasibility in delivering services such as professional development programs and members functions in various centres. We will also need the assistance of enthusiastic members in regional centres to promote IPAA and encourage colleagues to join the Institute and benefit from the services it provides.

The coming year places significant challenges in front of the committee as it seeks to explore new and innovative ways to deliver services to members and through its Business Plan secure sufficient sponsorship to enable the Institute to continue to deliver high quality services to members.

The Committee would like to express its appreciation to Dianne James for her untiring efforts in this area and to the Convenors of the other Committees for their ongoing support, advice, and involvement in the ongoing drive to ensure the Institute provides best value for its members.

Russell Bricknell

Convenor

Research & Publications

The Research & Publications committee remains strongly committed to promoting research into and discussion of issues related to public sector administration and management. To that end the Committee has expanded its commissioning and funding of research projects of interest and relevance to our members, is exploring the establishment of a Research Register, and has continued the quarterly publication of *The Public Interest* magazine and the annual awarding of student prizes for excellence in public administration.

Joint Venture Research Projects

In 1997–98, the Committee commissioned a major joint venture research project, *Contemporary Approaches to Service Delivery* that was undertaken by a QUT-based research team. Six state agencies (Justice, Natural Resources, Public Works & Housing, Training & Industrial Relations, Transport, Qld Health) and the Brisbane City Council participated in the project that was jointly funded by the participating organisations and IPAA. The research project examined a range of service delivery mechanisms employed by different agencies (e.g. commercialisation, purchaser/provider split) and then considered some of the common success factors and impediments. The findings of the research were published in an IPAA monograph, *Case Studies in Delivering Government Services – What Worked, What Didn't*, that was launched in Queensland at a special workshop in October 1998 and again nationally at the Institute's Annual National Conference in Hobart in November. The monograph has been very well received by IPAA members, state and commonwealth agencies, and Universities.

The success of the 1997-98 joint venture research project led to planning in late 1998 for a second such project to examine another significant and contemporary topic, intellectual property in the public sector. This project also will be funded by IPAA and participating agencies which include the Brisbane City Council, and the Qld departments of Communication, Information, Local Government & Planning; Main Roads; Natural Resources; Primary Industries; and State Development. Tenders were called for by 30 June 1999 and the University of Queensland was the successful applicant. The project is expected to be completed in February 2000.

Research Grants

The second major initiative undertaken by the Committee is the establishment of a research grant program. IPAA has agreed to award up to 4 grants for research on topics of relevance to public administration and management. The grants, up to \$5000 each, are designed to assist in the advancement of the theory and practice of public administration and management. IPAA plans to publish findings from the research projects via monographs and articles in *The Public Interest*. Students, academics, and practitioners in Queensland are eligible to apply. Proposals were called for by 14 July and the final recommendations were presented to the IPAA Council for approval at its September meeting.

The Public Interest

The Institute's flagship and quarterly magazine, *The Public Interest*, continues to be well received by the membership. In 1998-99, articles covered a broad array of topics at all levels of government (e.g. national competition policy, tax reform, accrual output budgeting, women in local government, state CEOs and SES officers), as well as providing timely information about the activities of the Qld parliamentary committees, book reviews, and professional development conferences.

Research Register

Another initiative that has been considered by the Committee in 1999 is the feasibility of establishing a Research Register as a mechanism to showcase current and relevant research to practitioners and the community on a regular basis. The Committee intends to explore this idea further during 1999/2000 including the possibility of seeking partnerships with academic institutions.

Awards

IPAA's *Awards for Excellence in the Study of Public Administration* continue to be well-received and have been showcased at the annual conference and in *The Public Interest*. New criteria for the award of these prizes were developed in the 1997-98 period and the Committee is currently reviewing the financial amount of the prizes.

Patty Renfrow

Convenor

Professional Development Committee

1998/99 has been an extremely successful year in the delivery of Professional Development. This year 1746 people attended our skills workshops, a rise of 790 over last year.

The highlight of each year is the Annual Conference, and this year with the theme of *Value Management and Managing Values* was particularly successful both from the comments from registrants, and financially, with 255 attendees. We have continued the focus on an international guest as our keynote speaker, and our thanks go to Mr Michael Lyons, CEO of Birmingham City Council. The Institute also organised for Michael to visit City Councils around Australia, and provide a number of presentations for IPAA Divisions in other States.

In fulfilling the objectives of our strategic objectives developed within IPAA's business plan, a joint presentation with AHRI was undertaken with 249 people thoroughly enjoying a debate on *The Public Sector should act like the Private Sector*. Our thanks go to our speakers who contributed so much to the success of the day. In a similar way, we have had discussions with the executive of the Australian College of Health Service Executives and will be developing some specialised programs with a common interest to them.

Clayton Utz has continued to support the Institute, through the series of Decision Maker lunches. The highlight of this year's program was the address by Rev. Tim Costello.

In line with our objective to provide a forum for discussion of issues of current interest, a series of topical seminars were conducted. In association with the Research and Publications Committee, a seminar on *Contemporary Approaches to the Government Service Delivery* provided a forum for the discussion of the findings of the report. Contingency Planning for Y2K was also addressed at a well attended seminar.

A growing part of the professional development program is the conduct of in-house programs. A full list of these, along with details of all activities undertaken, follow this report.

Much of the success in attracting participants into our skills programs has arisen from the initiative of publishing a comprehensive program of activities twice yearly. We will continue to refine our marketing material, to further enhance our capacity to provide information to existing and potential clients of our professional development program.

This year we did not undertake any activities outside of Brisbane. We have been working with the Membership Services and Sponsorship Committee to develop and implement professional development initiatives in regional Queensland.

Our focus on the forthcoming year will be to ensure the quality of our skills development program, particularly with a view to arranging the program into a series of modules that can be of value as stand-alone activities, or that can be combined to provide related development around a key theme such as leadership.

We will also be experimenting with ways of using our website to provide alternate ways of developing and delivering our professional development program, particularly to members.

The shape and direction of our forthcoming program will also draw on the contribution made by members through the focus group discussion on IPAA's strategic direction and role. The continuing strength and success of the professional development program relies on feedback and suggestions from members and activity participants on what is relevant and of value to them.

The Professional Development Committee members have given much of their time and energy, and my thanks to them all for the ideas and assistance they have given over the past twelve months.

The quality of the organisation of the professional development program has contributed to its success. For many people, their attendance at an IPAA training program is their first contact with our organisation. The skill and professionalism of Dianne and Andrea ensures that the experience demonstrates the Institute's mission of providing excellence and innovation in all that it undertakes.

Robyn Darmody

Convenor

Professional Development Activities 1998–1999

<i>Activity</i>	<i>Date</i>	<i>Number of attendees</i>
Skills Workshops		
Activity Based Costing	2 July 1998	15
Analysing & Developing Business Plans	3 December 1998	9
Competitive Tendering Seminars	October 1998	24
Conflict Resolution	29 October 1998	17
Customer Research	3 & 4 June 1999	19
Methodologies & Survey Design	10 & 11 June 1999	18
Developing Service Level Agreements	26 May 1999	19
	27 May 1999	19
	28 May 1999	20
Manager as Coach	15 June 1999	12
Managing Client Aggression	13 May 1999	17
Managing Community Consultation & Issue Management	3 December 1998	20
	5 May 1999	20
People Skills for Supervisors	19 November 1998	17
	20 April 1999	19
	5 May 1999	19
Policy Skills	3 September 1998	15
	21 October 1998	20
	5 November 1998	21
	14 April 1999	18
	13 May 1999	20
Project Management – Advanced	7 June 1999	20
	6 and 13 August 1998	16
	7 and 14 August 1998	13
	9 and 12 November 1998	12
Project Management – Basic	25 & 26 June 1999	18
	9 & 10 June 1999	16
	27 August 1998	17
	25 February 1999	19
	3 March 1999	20
Report Writing in the Public Sector	24 March 1999	13
	16 July 1998	20
	18 August 1998	14
Report Writing in the Public Sector	10 June 1999	16
Superead	31 March 1999	15
	22 April 1999	11
Understanding Statistics	8 October 1998	17
	20 May 1999	16
Win that Job	16 September 1998	16
	13 April 1999	19
Writing for the Public Sector	18 March 1999	15
	30 March 1999	16
	31 March 1999	16
Writing Ministerials and Official Correspondence	8 & 9 April 1999	11
	21 & 22 April 1999	15
Professional Activities		
Case Studies in delivering Government Services	17 November 1998	126
Contingency Planning – if it doesn't work, what then?	17 February 1999	93
Lunches		
Joint Activity – AHRI luncheon debate	25 February 1999	249
Clayton Utz Decision Makers – Tim Costello	9 March 1999	150
State Conference	20 August 1998	255
TOTAL		1746

INHOUSE PROGRAMMES

Advanced Project Management	May 1999	Old Nursing Council
Basic Project Management	April 1999	Dept of Housing
Community Consultation	May 1999	Dept of Housing
Contract Management	November 1998	Dept of Veteran's Affairs
Managing Client Aggression x 5	Aug/Sept 1998	Dept of Health
Policy Skills	June 1999	Old Nursing Council
Policy Skills	April 1999	Dept of Housing
Report Writing for the Public Sector	June 1999	Old Nursing Council
Understanding and Using Statistics	June 1999	Dept of Transport

National Fellows of the Institute

Each year, the National Council bestows the award of National Fellow on individuals in recognition of their outstanding contribution to the study and practice of public administration. In 1998/99, the National Council presented the following National Fellowships:

Ms Carolyn Mason

General Manager, Residential Tenancies Authority, Queensland

Dr Allan Hawke

Secretary, Commonwealth Dept of Transport and Regional Development, ACT

Elizabeth Proust

Group General Manager, Human Resources & Management Services, ANZ Group Ltd, Victoria

Ms Jan Smith

Assistant Director-General, Public Sector Management Officer, Premier's Department, New South Wales

Dr Chris Whitaker

Director-General, Department of Transport, Western Australia

Carolyn Mason

Carolyn has contributed to the development of the Queensland and Commonwealth public sector through a diversity of positions in the fields of state development, health, vocational education and training, women's policy, treasury and finance and residential tenancies.

She has demonstrated, and continues to demonstrate, a very strong professional and personal commitment to service of the public in all its forms, and to the advancement of public administration. She has long advocated the value adding role of the public sector to the social and economic welfare of the country.

Carolyn has a range of achievements to her credit, including the creation of a new function within Government with policy, service delivery and consultation responsibilities achieving whole of Government influence, in providing advice to the highest level of Government on social, financial, state development and economic issues and on being recognised as a player in the current policy discussion on the role of Government and the public sector within change management and new governance structures.

She has held a range of positions in the Institute and is currently the Immediate Past President of the Queensland Division and the National Deputy President. She has provided direction for business improvement processes for the Institute to establish it as a successful and profitable small business, with improved coverage and quality of its professional development and training programme. She has been at the forefront of ensuring that the Institute focuses on providing relevant quality services to its members. She was also the convenor of the organising committees for the largest and most successful national conference of the Institute held in Brisbane in 1995.

In all these positions, Carolyn has demonstrated a strong commitment to public administration and is highly regarded within the public sector community as a person of great integrity and leadership.

The Queensland Division of the Institute was pleased to nominate Carolyn for this award, and on behalf of the Council and members of the Institute, extends its congratulations to her.

Prizes awarded by IPAA Queensland

IPAA Awards a range of prizes at undergraduate and postgraduate levels to public administration students in Queensland Universities. Each university nominates their most successful students who receive a cash prize, complimentary membership to the Institute and registration at its Annual State Conference.

Griffith University

Mr Paul French

Highest aggregate assessment results with an overall GPA of at least 6.0 in four or more undergraduate subjects required for a major in Politics and Public Policy (Public Administration) in the Bachelor of Commerce Degree

Ms Anna Moynihan

Highest aggregate assessment results with an overall GPA of at least 6.0 in those subjects required for the Public Management specialisation in the Master of Public Sector Management

Central Queensland University

Mr Matthew Smee

Highest weighted GPA of at least 6.0 in those subjects requirement for the Public Management specialisation in the Graduate Diploma in Management.

Sponsors

IPAA Queensland wishes to acknowledge and thank the organisations identified below which have supported the Institute in 1998/99 through specific programmes and services:

Brisbane City Council

Clayton Utz *dynamic law*

Crown Law Office

Department of Main Roads

Drake Queensland

KPMG

Office of the Public Service
Commissioner

Institute of Public Administration Australia (Qld Division) Inc

Financial Statements

1 July 1998 to 30 June 1999

Notes to and forming part of the Financial Statements for the year ended 30 June 1999

NOTE 1: STATEMENT OF ACCOUNTING POLICIES

This special purpose financial report has been prepared for distribution to the members to fulfil the committee of management's financial reporting requirements under the Associations Incorporation Act (Qld). The accounting policies used in the preparation of this report, as described below, are consistent with the financial reporting requirements of the Associations Incorporation Act and the constitution of the Institute and with previous years, and are, in the opinion of the Committee of Management, appropriate to meet the needs of members.

The financial report has been prepared on a cash basis of accounting including the historical cost convention and the going concern assumption. They do not take into account changing money values, or except where specifically stated, current valuations of non-current assets.

The requirements of the Australian Accounting Standards and other professional reporting requirements (UIG Consensus Views) do not have mandatory applicability to the Institute because it is not a 'reporting entity'. The accounting policies have been consistently applied, unless otherwise stated. The following is a summary of the significant accounting policies adopted by the Institute in the preparation of the financial statements.

(a) Income Tax

The committee believes that under Section 23 (g) (v) of the Income Tax Assessment Act the Institute is exempt from income tax.

(b) Fixed Assets

Plant and equipment is expensed in the year of acquisition.

NOTE 2: MORTGAGES, CHARGES AND SECURITIES

The Institute has no mortgages, charges or securities affecting the property of the Institute at balance date.



Rob Carter

President



Alan Warren

Treasurer



Suite 1, 33 Sanders Street
P.O. Box 6517 Upper Mt Gravatt 4122
Phone (07) 3849 4499 Fax (07) 3343 8873

INDEPENDENT AUDIT REPORT

To the members of the Institute of Public Administration Australia (Queensland Division) Inc.

Scope

We have audited the attached special purpose financial report, except for the “1998 / 99 Budget” column, comprising the Statement of Income and Expenditure, Profit and Loss Statement and Balance Sheet of the Institute of Public Administration Australia (Qld Division) Inc. for the year ended 30 June 1999. The Institute’s Committee of Management is responsible for the financial report and have determined that the accounting policies used are consistent with the financial reporting requirements of the Institute’s constitution and are appropriate to meet the needs of the members. We have conducted an independent audit of the financial report in order to express an opinion on it to the members of the Institute. No opinion is expressed as to whether the accounting policies used are appropriate to the needs of the members.

The financial report has been prepared for distribution to members for the purpose of fulfilling the Committee of Management’s financial reporting requirements under the Institute’s constitution. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report. These procedures have been undertaken to form an opinion whether, in all material respects, the financial report is presented fairly in accordance with the cash basis of accounting whereby revenue is recorded when it is received, expenses are recorded when they are paid, and no assets or liabilities, other than cash and bank balances, are recorded. Accounting Standards and other professional reporting requirements (UIG Consensus Views) are not applicable to the cash basis of accounting adopted by the Institute.

The audit opinion expressed in this report has been formed on the above basis.

Qualification

As is common for organisations of this type, it is not practicable for the Institute to maintain an effective system of internal control over donations, subscriptions and other fund raising activities until their initial entry in the accounting records. Accordingly, our audit in relation to fund raising was limited to amounts recorded.

Qualified Audit Opinion

In our opinion, except for the effects of such adjustments, if any, as might have been determined to be necessary had the limitation discussed in the qualification paragraph not existed, the financial report presents fairly in accordance with the cash basis of accounting, as described above, the payments and receipts of the Institute for the year ended 30 June 1999 and its cash and bank balances as at that date.

27 August 1999

Barr Group Pty Ltd



G Shephard
Registered Company Auditor



P C Smith FCA
Director

Institute of Public Administration Australia, Queensland Division Inc
Income and Expenditure Statement
1998/99 Financial Year

1997/98	INCOME	Budget 1998/99 1999/00	1998/99	Indicative Budget
	Membership			
\$1,325	Individual Membership 1996/97			
\$27,753	Individual Membership 1997/98			
\$26,658	Individual Membership 1998/99		\$8,067	
	Individual Membership 1999/00	\$35,000	\$29,905	\$10,000
	Individual Membership 2000/01			\$35,000
\$800	Corporate Membership 1996/97			
\$21,900	Corporate Membership 1997/98			
\$26,100	Corporate Membership 1998/99		\$9,416	
	Corporate Membership 1999/00	\$30,000	\$31,300	\$4,000
	Corporate Membership 2000/01			\$35,000
\$104,536	Sub Total – Membership	\$65,000	\$78,688	\$84,000
	Professional Activities			
\$8,430	Seminar Income 1996/97			
\$145,442	Seminar Income 1997/98		\$9,298	
\$21,180	Seminar Income 1998/99	\$180,000	\$395,045	\$325,000
	Seminar Income 1999/00		\$14,107	
\$62,253	1997 Conference Registrations & Sponsorship			
\$29,583	1998 Conference Registrations & Sponsorship	\$55,000	\$55,764	
	1999 Conference Registrations & Sponsorship	\$30,000	\$29,168	\$100,000
\$11,375	Sponsorship		\$11,309	
\$278,262	Sub Total – Professional Activities	\$265,000	\$514,690	\$425,000
	Research and Publications			
\$45,000	Research Project 1998	\$21,850	\$18,758	\$60,000
\$1,670	Advertising – Public Interest	\$2,700	\$3,225	\$2,500
\$810	Subscriptions – Public Interest	\$800	\$420	\$500
\$202	Publication Sales	\$4,000	\$174	\$0
\$47,682	Sub Total – Research and Publications	\$29,350	\$22,576	\$63,000
	Corporate Services			
\$1,080	Distribution of Promotion Material	\$1,000	\$530	\$1,000
\$10,390	Bank Interest	\$11,000	\$16,693	\$18,000
\$3,717	Other Income	1000	\$885	\$1,000
\$15,187	Sub Total – Corporate Services	\$13,000	\$18,108	\$20,000
	Other Activities			
	National Office	\$17,866	\$19,866	\$20,500
	Business Activities	\$9,145	\$43,183	\$14,000
	Sub Total – Other Activities	\$27,011	\$63,049	\$34,500
\$445,667	TOTAL INCOME	\$399,361	\$697,111	\$626,500

1997/98	EXPENDITURE	Budget 1998/99 1999/00	1998/99	Indicative Budget
	Membership			
\$700	Awards	\$2,000	\$800	\$1,000
\$2,369	Promotion (and Sponsorship)	\$2,000	\$2,261	\$2,000
\$1,268	Member only functions	\$5,000	\$5,741	\$10,000
\$707	Other member expenses		\$2,275	
\$1,476	Membership Directory	\$3,000	\$3,294	\$4,000
	AGM and Annual Report	\$2,000	\$4,075	\$5,000
	Regional Membership			\$10,000
\$6,520	Sub Total – Membership	\$14,000	\$18,446	\$32,000
	Professional Activities			
\$11,936	Seminar Expenses 1996/97			
\$77,134	Seminar Expenses 1997/98		\$6,751	
\$3,790	Seminar Expenses 1998/99	\$100,000	\$201,439	
	Seminar Expenses 1999/00			\$200,000
\$22,020	1997 Conference Expenses			
\$4,452	1998 Conference Expenses	\$30,000	\$25,730	
	1999 Conference Expenses		\$25,229	\$50,000
\$119,331	Sub Total – Professional Activities	\$130,000	\$259,150	\$250,000
	Research and Publications			
\$8,070	AJPA & Capitation fees	\$12,000	\$7,161	\$12,000
\$2,939	Canberra Bulletin			
\$5,328	Research Project 1998	\$61,200	\$60,805	\$72,000
	Research Grants			\$20,000
\$2,431	Public Interest Typesetting and Design	\$3,200	\$1,784	\$3,000
\$1,284	Public Interest Printing	\$7,200	\$7,942	\$9,000
\$2,130	Public Interest Postage and Packaging	\$2,200	\$2,057	\$3,000
\$45	Other Public Interest Expenses		\$23	
\$85	Distribution of promotional material			
\$22,312	Sub Total – Research and Publications	\$85,800	\$79,771	\$119,000
	Corporate Services			
\$80,013	Wages and Superannuation	\$98,000	\$98,584	\$120,000
\$320	Workers Compensation	\$350	\$90	\$500
\$540	Professional Development	\$2,000	\$595	\$1,000
\$1,035	Travel Expenses	\$200	\$63	\$500
	Travel to National Meetings	\$2,500	\$34	\$1,000
\$463	Other Council Expenses	\$500	\$302	\$500
\$607	National Conference		\$430	
\$2,242	Bank Fees	\$2,500	\$1,606	\$2,000
\$1,128	AMEX charges	\$2,500	\$3,655	\$4,000
\$8,966	Rent and Electricity	\$9,500	\$9,042	\$10,000
\$1,008	Office Cleaning	\$1,000	\$1,019	\$1,500
\$2,438	Insurance	\$2,500	\$893	\$1,500
\$1,659	Office Equipment	\$2,000	\$6,238	\$10,000
\$866	Maintenance of Equipment	\$1,000	\$4,699	\$8,000
\$5,465	Stationery	\$6,000	\$10,670	\$15,000
\$4,668	Telephone/Fax	\$5,000	\$6,781	\$8,000
\$3,885	Postage	\$4,000	\$5,978	\$8,000
\$674	Photocopying	\$1,000	\$1,059	\$1,500
	Fees and Charges		\$78	\$1,000
\$638	Miscellaneous Expenses	\$1,000	\$201	\$1,000
\$116,615	Sub Total – Corporate Services	\$141,550	\$152,016	\$195,000
	Other Activities			
	National Office	\$5,330	\$787	\$1,000
	Business Activities	\$1,028	\$31,094	\$3,100
	Internet expenses (including e-IPAA)	\$20,000	\$7,133	\$15,000
	GST Compliance Costs			\$10,000
	Total – other activities	\$26,358	\$39,014	\$29,100
\$264,778	TOTAL EXPENDITURE	\$397,708	\$548,398	\$625,100
\$180,889	SURPLUS/LOSS	\$1,653	\$148,713	\$1,400

Institute of Public Administration Australia, Queensland Division Inc
 Balance Sheet
 Financial Year 1998/99

1997/98

1998/99

	Current Assets	
\$386,387	Cash	\$535,100
\$386,387	Members' Equity	\$535,100

Income & Expenditure Statement
 Financial Year 1997/98

\$445,667	Operating Revenue	\$697,111
\$264,778	Operating Expenses	\$548,398
\$180,889	Operating Profit (Loss)	\$148,713
\$205,499	Retained Earnings at beginning of 1998/99 financial year	\$386,387
\$386,387	Retained Earnings at end of 1998/99 financial year	\$535,100

Business Plan

1. To advocate for and promote best practice in public sector administration						
Strategy	Planned Action	Performance Measures	Costs	By Whom	By When	
1.1	Conduct forums to discuss and debate current topics of public sector administration and reform	IPAA Programme to cover current issues and different points of view	At least two forums to be conducted	Cost recovery	PD Committee	June 2000
1.2	Facilitate networking information sharing between officers from the three tiers of government, academic institutions and relevant private sector organisations	IPAA Forums IPAA State Conference	Increased attendance at events from all sectors	Cost recovery	Council PD Committee	Ongoing
1.3	Strengthen the leadership role of the Institute	Gain input from the IPAA membership in order to inform and direct the institute's leadership role	Incorporate input sessions at member only functions	Cost recovery	Executive	2 times per year
1.4	Provide advice and comment on significant issues concerning public sector administration and reform	Identification of issues and production of response		nil	Executive	Ongoing
1.5	Monitor the management and operation of the Institute	Liaise with other committees to identify key performance indicators and targets		nil	F&B Committee	Ongoing
1.6	Challenge National on roles and responsibilities and assist in these responsibilities	All Councillors are informed of National activities through – <ul style="list-style-type: none"> • Receipt of material received from National • Provision of a report after each National Council meeting by Qld's representative on National Council Responses provided to National Council		Minimal Airfares and accommodation	Business Manager National Council Rep/Council	Ongoing After each National Meeting

2. To provide quality professional development and training

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
2.1 Develop and implement an annual professional development and training programme which covers a range of topics and issues of relevance to a broad cross section of officers from the three tiers of government, academic institutions and private sector organisations.	<ul style="list-style-type: none"> • talk to individual and corporate members and sponsors in the identification of key issues and themes • provide a focus on best practice in the public and private sectors • seek input from participants of programmes on evaluation form • meet with OPS, Commonwealth Agency Broker and Local Government • link with universities that have a public sector programme 	<ul style="list-style-type: none"> • Two six monthly professional development programmes designed to incorporate a range of issues relevant across public and private sectors and academic institutions • All programmes to receive an overall rating of satisfactory or above from 90% of attendees • At least 4 professional activities other than skill development workshops to be conducted in each six month programme • At least 2 professional activities that address the particular needs of a specific group eg Senior Officer, Corporate Directors, Business Government Units, to be conducted in each six month programme. 	\$170,000 surplus	PD Committee	<p>Programme to 31 December finalised by June 1999</p> <p>Programme to 30 June 2000 finalised by November 1999</p>
2.3 Undertake joint ventures with key agencies and like organisations	<ul style="list-style-type: none"> • Contact the following organisations: Australian Human Resource Institute; Australian Society of Health Science Executives; Institute of Company Directors • Identify other agencies where mutual benefits can be gained 	At least 2 joint ventures to be conducted in 1999/2000		PD Committee	Ongoing
2.4 Develop a marketing plan for the annual programme which aims to increase the participation rates from a broader target audience	Marketing plan for 2 x 6-monthly programmes to be developed and implemented	<ul style="list-style-type: none"> • Increase in participation rates • Increase in range of sectors from which attendees are involved 		PD Committee	1 month before the finalisation of the programmes

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
2.5 Provide access to professional development and training in non metropolitan regions within each calendar year in association with corporate members	<ul style="list-style-type: none"> Contact representatives of State Government departments in one regional centre to ascertain interest Investigate which course is most appropriate 	Provision of training in at least one regional centre, such as Townsville	Cost recovery	PD Committee in conjunction with MSS	In programme by Nov 1999
2.6 Undertake and report on rigorous evaluation of all activities to ensure relevance, quality and value for money	<ul style="list-style-type: none"> Develop a range of evaluation forms for distribution to participants of IPAA activities Evaluation forms to be distributed to participants Information to be collated into a report format for easy comparison 	<p>Evaluation reports to be submitted to PD Committee</p> <p>Evaluation reports to be submitted to Council to include statistical information on who attends – male/female; Commonwealth/State/Local; level of classification; member/non-member</p>	Covered in operational costs	<p>Business Manager</p> <p>PD Committee Business Manager</p>	<p>After each programme at each PD Committee meeting</p> <p>To commence on 1 July 1999</p>
2.7 Commence the planning of the 2003 National/ International Conference in Brisbane	<ul style="list-style-type: none"> Investigate the feasibility of conducting an international conference in 2003 Book venue 	Report to Council		PD Committee	July 2000
2.8 Utilise technology to provide alternative ways of delivering professional development programmes	Investigate the feasibility of web-based training courses	Report to Council		Business Manager with E-IPAA working group	December 1999
2.9 Conduct the annual State Conference of the Division	Set up a sub-committee to oversee the organisation of the State Conference	Over 250 in attendance	\$50,000 surplus	PD Committee	February 2000

3. To maximise services to members, membership levels and sponsorship
GOAL: TO MAKE NON MEMBERS JEALOUS OF MEMBERS

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
3.1 MEMBER SERVICES To provide high quality service to individual and corporate members COMMITTEE MEMBER RESPONSIBLE FOR MEMBER SERVICES: Digby Ross	<ul style="list-style-type: none"> Monitor and improve the services provided to members 	<ul style="list-style-type: none"> Recognition of membership through the use of post nominals, a certificate of membership and a membership card 4 issues of the AJPA per year 4 issues of <i>The Public Interest</i> per year Member discounts on all conferences and training programmes Two complimentary passes to functions provided with membership renewal Attendance at all member only functions (4-5 per year) Member only access to website (being re-developed) Copy of membership directory which includes networking opportunities to contact people with particular expertise in public administration Copy of publication of findings of IPAA research projects 	General budget	Business Manager MSS Committee	Ongoing
	<ul style="list-style-type: none"> Identify members needs via surveys and information gathered from focus groups and member-only functions 	<ul style="list-style-type: none"> Decoment member feedback after each focus group and function Decisions made having regard to members' views 	General Budget	MSS Committee Business Manager	Ongoing Ongoing

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
	<ul style="list-style-type: none"> • Identify needs of corporate members • New members kit, including letter of welcome to all new members and member guide • All existing members receive letter of acknowledgement and membership card • All mail outs to members personalised with covering letter • Maximise renewal of membership by personal followup • Analyse and acknowledge letters of resignation • Produce a membership directory • Members guide – how to get the most out of your membership 	<ul style="list-style-type: none"> • Visit to corporate members each year • All new members receive a kit within 2 days of receipt of membership • Within 5 days of receipt • All letters signed by President, Councillor or Business Manager included with any material sent to members • Phone calls or letters of reminder to renew at 1, 2 and 3 months after membership has lapsed • All letters of resignation analysed by MSS Committee and acknowledged • Membership directory revised and produced • Guide produced and disseminated to members in a variety of ways 	<p>General Budget</p> <p>General Budget</p> <p>General Budget</p> <p>\$3,000</p> <p>\$1,000</p>	<p>Business Manager</p> <p>Business Manager</p> <p>Business Manager & MSS Committee</p> <p>Business Manager & MSS Committee</p> <p>Business Manager & MSS Committee</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 1999</p> <p>January 2000</p>
<p>3.2 MEMBER FUNCTIONS To provide a diverse range of members only functions</p> <p>COMMITTEE MEMBERS RESPONSIBLE FOR FUNCTIONS: Robyn Darmody and Chris Lisha</p>	<ul style="list-style-type: none"> • New members orientation to IPAA • Bring a friend to members only functions • Hot topic briefings as lunchtime brown paper bag sessions • Site visits (eg linked with Premier's excellence awards) • Keynote speakers • Cocktail functions 	<p>Members leave with something more than they came with, eg speaker to provide input, knowledge about IPAA, launch of a product</p> <p>Councillors have looked after members so that they feel welcome and a part of the organisation</p>	<p>General Budget</p>	<p>Business Manager & MSS Committee</p>	<p>June 2000</p>

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
<p>3.3 ELECTRONIC INFORMATION To have input into the E-IPAA Working Group with respect to member only services via electronic media</p> <p>COMMITTEE MEMBER RESPONSIBLE FOR ELECTRONIC INFORMATION: Don Bletchly</p>	<ul style="list-style-type: none"> • Exclusive member access via password within the IPAA site • Listserv type service for member chat page • Links to public administration sites • Provide a means of educating our members on how to use the IPAA site • Ensure that IPAA information being published on the internet is reader friendly and cuts across all levels with a journalistic approach 	<p>Increase in the number of members using the IPAA site</p>		<p>MSS Committee in conjunction with E-IPAA Working Group</p>	<p>To be determined</p>
<p>3.4 REGIONAL PRESENCE To investigate the feasibility of establishing a regional service for IPAA</p> <p>COMMITTEE MEMBER RESPONSIBLE FOR REGIONAL PRESENCE: Russell Bricknell</p>	<p>Analyse which area would be appropriate through the following ways:</p> <ul style="list-style-type: none"> • Provide communication mechanisms • Establish cost • Identify contact people • Trial PD Activities • Seek assistance from central agencies • Understand culture and work ethics of the regions 	<p>Plan of action provided to Council</p>		<p>MSS Committee</p>	<p>December 1999</p>
<p>3.5 SPONSORSHIP To seek Sponsorship, the amount and type to be determined in discussion with relevant committees</p>	<p>Secure sponsorship for:</p> <ul style="list-style-type: none"> • Special events • Research and publications • State Conference 	<p>Sponsorship procured in line with our principles of ethics and integrity</p>		<p>MSS Committee and Business Manager</p>	<p>Ongoing</p>
<p>3.6 STATISTICS To monitor membership demographics and membership retention in order to guide decision making</p>	<p>Maintain and report on the membership database for corporate and individual members with data items to include sector, geographic locations, size of organisation, key contact people, length of membership, areas of interest and use of IPAA programmes and services.</p>	<p>Monthly report to Council</p> <p>Database maintained effectively</p> <p>Inclusion of membership profile in Annual Report to members</p>	<p>General Budget</p>	<p>MSS Committee and Business Manager</p>	<p>Ongoing</p> <p>Annual Report commencing 2000</p>

4. To ensure that all business activities are conducted in a professional and ethical manner and support the overall aims and objectives of IPAA						
Strategy	Planned Action	Performance Measures	Costs	By Whom	By When	
4.1 Maintain accounting and administrative systems that are suitable for the operations of the Institute	<ol style="list-style-type: none"> 1 The review the accounting and administrative systems on a yearly basis 2 To review the chart of accounts on a yearly basis with respect to their applicability to Institute operations 3 To take corrective action of any problems identified in the chart of accounts 4 To take corrective action on any administrative difficulties 	<ol style="list-style-type: none"> 1 Report to Council 2 Report to Council 3 Within 2 months of the review 4 Within 1 week of notification 	nil	F&B Committee Business Manager	2 months after AGM	
4.2 Maintain accounts of the Institute that are easily understood	<ol style="list-style-type: none"> 1 Seek feedback from council and other interested parties as to the applicability of financial information supplied 2 Maintain an accounting system which can supply data to interested parties on request 3. Oversee the auditing of financial transactions 	<ol style="list-style-type: none"> 1 Response within 1 month of receiving feedback 2 Data supplied within 1 month of request 3 Audited financial reports provided in Annual Report 	Minimal – covered in operation costs	Chair F&B Committee Business Manager	ongoing	
4.3 Negotiate annual financial targets and provide authoritative financial and administrative support to the various committees of IPAA	Keep regular contact with the charts of the various committees of IPAA	Satisfaction of committees with advice given with regard to financial issues associated with projects and activities	Covered in operational costs	F&B Committee	ongoing	
4.4 Develop strategic frameworks which will support a long term viable financial base for the Institute	<ul style="list-style-type: none"> • Cash flows and investment options to be monitored and reviewed • Assist the Membership, Services and Sponsorship Committee in gaining sponsorship 	The degree to which the asset base of the Institute is maintained	nil	F&B Committee F&B Committee	monthly	

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
4.5 Manage the Customer Service Agreement with National Council	<ul style="list-style-type: none"> • Review administrative and accounting procedures • Monitor performance against the service plan 	Report to National Council	Nil	Business Manager	Yearly
4.6 Utilise electronic information to the benefit of members via E-IPAA	1 Form a working group of members with specific expertise in electronic media	1 Working group formed	Nil	F&B Committee	August 1999
	2 Develop a long term plan for the setting up of E-IPAA	2 Plan developed and presented to Council		Carolyn Mason to chair working group	December 1999

5. To promote research into and discussion of issues related to public sector management and administration					
Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
5.1 Fund and/or support research projects which further the interests of the Institute				R&P Committee Business Manager	
5.1.1 – To commission one joint venture research project	5.1.1 – To seek partners for the Intellectual Property Research Project, develop a brief, advertise for researchers, monitor and produce research results	Publish research results and disseminate results in a variety of ways	\$20,000 IPAA Contribution plus \$10,000 per agency		December 1999
5.1.2 – To provide up to 4 research grants for studies relating to public administration	5.1.2 – Produce guidelines, selection criteria, advertise and give out research grants	Publish research of successful applicants	\$20,000		December 2000
5.1.3 – Establish a research register to provide a means of showcasing current and relevant research to practitioners and the community on a regular basis	5.1.3 – Examine the feasibility of establishing a research register and seek interest/ partnerships with academic institutions with respect to this research register	Proposal to Council including costs	\$10,000		
5.2 Ensure clarity of outcomes for joint venture research projects	Formulate a policy for IPAA commissioned research	A document which outlines the Institute's policy on joint venture research projects	Nil	R&P Committee Business Manager	Before commencement of next research project
5.3 Review a policy for IPAA publications, including monographs, conference papers, <i>The Public Interest</i> , web publishing	<ul style="list-style-type: none"> • Liaise with PD and other presenters to determine whether they are agreeable to have their material published by IPAA (Old Division) (ie will they provide the Institute with 'copyright' or give it permission to publish such material) • Determine precise in-house and external costs of publishing such material and ascertain whether any subsidies (eg from PD facilitators or their organisations) can be obtained to help defray the cost of publications 	A policy document consistent with the Institute's objectives in fostering excellence in public administration research	Nil	R&P Committee R&P Committee Business Manager	December 1999

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
5.4 Award prizes to outstanding students in the field of public administration	<ul style="list-style-type: none"> Awards to be offered to all universities in Queensland who offer majors/ specialists in public administration Establish and document the extent of the IPAA student prize 	Awards presented to students at Queensland universities	\$2,000	R&P Committee	December 1999 April 1999
5.5 Review the readership satisfaction of <i>The Public Interest</i>	Questions about the appropriateness of <i>Public Interest</i> to be included in conference and membership evaluations and member focus groups			R&P Committee	August 1999



**Institute of
Public
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