



**INSTITUTE OF PUBLIC
ADMINISTRATION AUSTRALIA
QUEENSLAND DIVISION INCORPORATED**

ANNUAL REPORT 1999/2000

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IPAA 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 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 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.

IPAA PROFILE

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 national 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 funds a full-time administration office with a General Manager, a Programme and Development Officer, a Membership and Services Officer, and part-time administration assistants as required.

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

A recent initiative of the Council is the formation of the e-IPAA Steering committee that will manage the architecture and redevelopment of the Division's website.

The Council meets monthly to direct to 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

1999/2000 was another year of strong achievement and success for IPAA in making solid progress with our six key goals:

- promoting excellence and innovation in public sector management
- providing leadership and advocacy in debates on the role of public sector management
- providing quality professional development and training
- maintaining and developing an active and representative membership base
- ensuring that our business activities are conducted in a professional and ethical manner, and
- promoting research and discussion on issues of public sector management and administration.

The strength of IPAA arises from its active membership and energetic Council committees which oversight the main areas of activity.

Membership continues to be very healthy, with individual memberships increasing slightly to 441 and corporate memberships increasing by 20% to 52 in July 2000.

The State Conference held in August 2000 was another great success with around 300 delegates. The distinguished keynote speakers and workshop leaders challenged us to rethink some basic assumptions about how the public sector agencies engage with their clients, the citizens, as well as with other agencies. Different approaches to partnering were explored in innovative ways. Our special thanks go to Rich Goodkey (from Alberta), Noel Pearson, and Jude Munro for their keynote speakers roles. Congratulations to the organising committee, led by Bob Shead, and thanks to all the sponsors from the private and public sectors.

We had another excellent financial outcome, with an annual operating surplus exceeding \$100,000 and a cash balance exceeding \$640,000 (most of which is securely invested). The Council believes this solid resource base provides us with the opportunity to extend the breadth and quality of services to members (including regional members), and to invest more in research projects and partnering with other organisations.

Our professional development program has again been very well supported, with a growing suite of offerings and a turnover of \$300,000. Evaluation of each course is undertaken, leading to refinements in the program and useful feedback for the presenters. Innovative new offerings have been made available to ensure we keep up with changing needs. It is intended to assess options for delivering some courses in a major regional centre, and looking to partnering options to ensure regional delivery is well supported and promoted.

IPAA has recently invested in making available some research grants to encourage public sector management research. Our first major research project (on purchaser/provider arrangements) was completed by a research group at Queensland University of Technology and published in late 1998. Our second major research project on "The Management of Intellectual Property in the Public Sector" went to tender last year and the successful consortium at the University of Queensland will finalise the report in October 2000. The above major projects are jointly funded with participating agencies.

Four small research grants have also been awarded in the last year, as detailed in the Research and Publications report below. A further round of small research grants will be advertised in early 2001. Our quarterly journal, *The Public Interest*, has continued to provide not only information for members, but also a useful range of articles on public management and administration at the local, state and federal levels of government.

We have held a number of member-only functions to promote interaction between members, and some welcome/induction functions for new members. We held a Decision-Makers lunch in May with the



PRESIDENT'S REPORT

guest speaker being Allan Hawke, Secretary of the Commonwealth Department of Defence. His straightforward style and his experience of redesigning business processes in several agencies, ensured a memorable occasion.

The IPAA website is being redeveloped following a thorough consultative process to specify our future needs. A tender process was recently undertaken to select a web designer. The intention is to greatly increase the usefulness of e.IPAA for members, including a greater search and interactive capability. We think it is important to extend the range of channels through which members can obtain information and interact.

The Queensland office has successfully concluded its initial contract for undertaking the duties of the national IPAA office, and the national executive has agreed to extend the contract and to adjust the scope of the required activities. The Queensland office, through our General Manager Dianne James and her staff, has provided a professional and cost-effective service for the national body. The national body is also about to decide on a significant national research project, in which Queensland might expect to play a major role.

In reaching this favourable outcome for the past year of activities, we are all indebted to our business services group (General Manager Dianne James, assisted by Andrea Clelland, Vi-Mary Hartridge, Jodie Hobday and Beverley Reading), our chairs of committees (Ray Lane, Patty Renfrow, Robyn Darmody, Russell Bricknell and Carolyn Mason), our councillors, and the many IPAA members who have contributed their time and ideas.

Brian Head
President

COUNCIL 1999/2000

President:	Dr Brian Head Deputy Director-General Environmental Protection Agency
Immediate Past President:	Mr Rob Carter Chief Executive Officer Brisbane City Council <i>Resigned May 2000</i>
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 Chief Financial Officer Brisbane Transport Brisbane City Council
Secretary:	Ms Susan Ohlsen Senior Consultant Qld Treasury
Assistant Secretary:	Mr Don Bletchly Director Public Transport and Strategy Qld Transport
Councillors:	Mr Russell Bricknell Senior Consultant KPMG Mr Bruce Chalmers Corporate Communications Manager Ergon Energy 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 Assoc Prof Neal Ryan Director of Research and Development Faculty of Business Queensland University of Technology

COUNCIL AND STAFF 1999/2000

Councillors (cont.)

Ms Mary Seefried

Director Research Publications
Publications and Resources
Qld Parliamentary Service

Mr Bob Shead

Director
BDO Kendalls

Mr Geoff Skerritt

Executive Director
Strategic Business Development
Q Build
Dept of Public Works

Mr Matthew Smith

Principal Finance Officer
SFMD
Qld Treasury
Resigned July 2000

Ms Glynda Summers

Director of Nursing
Redcliffe Hospital
Qld Health

Ms Christine Sykes

State Director
Dept of Immigration & Multicultural Affairs

Staff:

Dianne James

General Manager

Andrea Clelland

Membership & Client Services

Vi-Mary Hartridge

Programme & Development

Jodie Hobday

Administration Assistant

Beverley Reading

Administration Assistant

PAST PRESIDENTS

- 1999– **Dr Brian Head**, Public Service Commissioner, Office of the Public Service
- 1997–99 **Mr Rob Carter**, Chief Executive Officer, Brisbane City Council
- 1995–97 **Ms Carolyn Mason**, Director, Audit Commission Implementation Office
- 1993–94 **Dr Glyn Davis**, Associate Professor, School of Politics & Public Policy, Griffith University
- 1990–93 **Dr Ken Wiltshire**, The University of Queensland
- 1988–89 **Mr Geoff Stevenson**, Director-General, Dept of Transport
- 1987–88 **Mr Barry Nutter**, Qld Professional Officers' Association
- 1985–86 **Mr K Scanlon**, Australian Public Service Board
- 1984– **Dr C Brennan**, Chairman, Queensland Public Service Board
- 1982–83 **Mr R W Crowle**, Regional Director (Qld) Australian Public Service Board
- 1981– **Mr R J Howatson**, Commissioner, Industrial Conciliation and Arbitration Commission
- 1979–80 **Mr K W Wiltshire**, Senior Lecturer in Public Administration, Uni of Qld
- 1977–78 **Mr S C Rawlings**, Deputy Secretary, Dept of Main Roads
- 1975–76 **Mr J J See**, Regional Director, Comm Dept of Employment & Youth Affairs
- 1972–74 **Mr K M Seeney**, Qld Commissioner for Transport
- 1970–71 **Mr R M Brown**, State Manager, Australia Post
- 1967–69 **Mr H O Muhl**, ISO, MVO, Under Secretary, Dept of Labour Relations & Consumer Affairs
- 1965–66 **Mr A Gibson**, Regional Director, Dept of Labour & National Service
- 1958–64 **Mr L J Feenaghty**, MBE, Secretary, Dept of Main Roads
- 1951–57 **Mr H N Smith**, ISO, Commissioner, State Electricity Commission

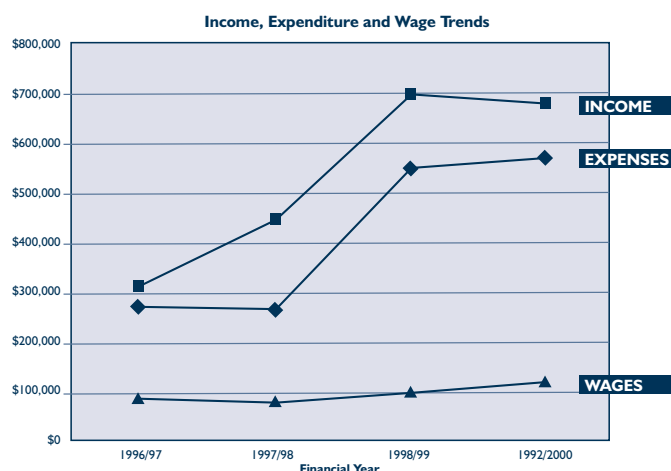
TREASURER'S REPORT

The solid financial position of IPAA was consolidated during 1999-00 with a profit of \$104,457 being recorded for the year, compared with a budgeted profit of \$1,400. This result is due to two key factors:

1. An ongoing focus on expenditure monitoring and control by all committees and the staff of IPAA. The outcome was that total expenditure coming in was almost \$55,000 below budget despite a significant increase in activity as well as the additional work involved in planning for the GST.
2. Actual income exceeding budget by \$48,000. This was largely due to the successful targeting of audiences and scheduling of programs. This strategy led to numerous courses being oversubscribed, enabling repeat sessions to be undertaken very cost effectively.



The graph below clearly demonstrates the exceptional financial growth of the Institute since 1996-97. The decline in revenue against an increase in expenses in 1999-00 reflects the provision of more free of charge or nominal charge functions for members as well as the increasing number of members taking advantage of these opportunities.



However, the most significant trend highlighted by the graph is wages growth being limited to 42% since 1996-97 while revenue grew by 119% over the same period. The key roles played by the committees and the General Manager, Dianne James and her staff have generated these efficiencies.

Despite a budgeted increase in revenue of \$140,000 next year, our bottom line is a forecast loss of \$14,161. While at first glance this may seem incongruous, the IPAA Council has made a conscious decision to re-invest income in the

provision of high quality services to members, including taking advantage of technology, which more than utilises the increased revenue.

These initiatives include:

- An increased emphasis on free member only functions
- Absorption of most of the GST impact on membership fees
- A regional program costing \$27,500
- Creation of an extra position to continue to develop and expand the professional development program
- \$55,000 for the e-IPAA project to ensure we remain at the leading edge of technology utilisation in public sector institutions.

In conclusion, special thanks to Ray Lane and my fellow Finance and Business Committee members for their robust advice and assistance as well as to Dianne James (surely the best business manager in town) and Andrea Clelland for their expert and innovative management and administration throughout the year.

Alan Warren
Treasurer

GENERAL MANAGER'S REPORT

Once again it is a pleasure to reflect on the Institute's activities over the past year. The strength of the Institute is that it is driven by its membership, through an enthusiastic and committed President and Council, and particularly through the dedicated convenors and committee members of the sub committees.

The Finance and Business Committee meet without fail every month to oversee the accounts and give support to myself and the staff members in the administration aspects of the Institute. My thanks go to Ray Lane, as convenor of the FAB committee, for providing a supportive role to both myself and our staff members. I truly appreciate the skills of our Treasurer, Alan Warren, in analysing the financial reports and assisting me in providing reports that provide meaningful information for analysis. My thanks also to Susan Ohlsen for the support she has given me this year, particularly in constitutional matters.



Our professional development programme and our membership activities increased to such a degree this year that we found it appropriate to employ a part-time staff member to take on the co-ordination of some of these activities. My thanks go to Robyn Darmody for her support as convenor of Professional Development, and to Russell Bricknell, for his input as Membership Services Convenor. These two areas are key aspects of the Institute, and the fact that they are member driven is the major factor behind their success.

The research area of the Institute has also expanded, and this is due mostly to the energetic drive of the Research and Publications sub committee, convened by Patty Renfrow, which has not only overseen a major Research Project put forward by Council, but has instigated a number of projects such as the Research Grants and the Research Partnership Project. These types of projects take considerable time and thought to be truly successful, and contribute significantly towards excellence in public administration. My thanks to Patty Renfrow for providing the leadership in this area.

This year saw the setting up of a steering committee to oversee the architecture and redevelopment of the Institute's website. Carolyn Mason, as convenor of this committee, has provided enthusiasm and direction for this committee, particularly in keeping in touch with the membership to ensure the website is developed in line with members' needs.

My thanks must also go to Brian Head and members of Council. I appreciate the support Brian provides to both myself and our staff members, and the input and direction given by Council members. I am also most appreciative and impressed by the professional manner in which all Council members and sub committee convenors deal with Council and membership matters.

I welcome Vi-Mary Hartridge, our newly appointed Programme and Development Officer, and Jodie Hobday, our new casual administration assistant, to our staff team. These appointments will allow the Institute to continue to grow and better meet the needs of members.

My sincere thanks must go to our Membership and Client Services Officer, Andrea Clelland, who provides tireless, dedicated and enthusiastic support to myself, the Councillors, our members and our clients. Thanks also to Vi-Mary, Jody and Beverley Reading for their enthusiasm and dedication to their work, and their support to members and Council.

I look forward to working with Brian, Council members, Sub Committee and Steering committee convenors in the coming year, and having ever increasing contact with our members.

Dianne James
General Manager

FINANCE AND BUSINESS COMMITTEE REPORT

The Finance and Business (FAB) Committee continued its liaison with the other committees and the General Manager over the past twelve months to complete what has been a successful and challenging year. It saw an increase in member funds and improved and extended services to members and an increase in research activity, which is covered in detail in the Treasurer's Report. Of major importance has been that the requirements of the business plan have been met especially the goal of ensuring that business activity complies with ethical standards and supports the overall aims and objectives of IPAA Qld.

Y2K and GST provided challenges not only for FAB but also for the administrative staff particularly given our contractual responsibilities for IPAA National Office. Thanks to good planning, and the purchase of new hardware and testing of all programs prior to 2000, the Y2K "bug" came and went unnoticed.

Unfortunately the same could not be said about GST. While members would have noticed little change in their renewal notices and membership fees, the event was a little more complicated. Dianne James had a coordinating and advisory role with the other Divisions, given our responsibilities nationally, which brought its own unique difficulties involving the management of the consultant for national implementation and ensuring commonality of approach in all Divisions. Through perseverance and some good old-fashioned common sense it all came together. Our Division's data base program, which supports all of its professional activities, while being upgraded to be GST compliant, lost its functionality for events such as the State Conference but as expected was handled with minimal disruption to members.

e-IPAA made a move from being a sub-committee of FAB to an independent committee reporting direct to Council. This highlighted the importance of this project in the delivery of future services to members and the exciting possibilities of e-commerce. FAB will maintain an interest in the project and will have cross membership on the e-IPAA Committee being mindful of the resourcing and service delivery aspects of the project.

A review of all administrative functions was undertaken during the year with a view to determine appropriate staffing numbers and mix to ensure the outcomes of the business plan were achieved, particularly the new initiatives. Input was sought from all committee Chairs as to their priorities and requirements and Dianne James visited the New South Wales Branch to assess their operation and "steal" good ideas. As an outcome two new part time positions were created: Programme and Development Officer and Administration Officer. An existing position was redesignated Membership and Client Service Officer to reflect the importance of membership services. The position of General Manager was redesigned and designated General Manager to strengthen its strategic role and focus on major projects.

As the lease in Charlotte Chambers is coming to an end work is commencing on seeking new accommodation. The question of accommodation was raised during the year when the need for a training and meeting area was identified. After a cost benefit analysis it was decided to defer the proposal and incorporate it in negotiations for a new location.



FINANCE AND BUSINESS COMMITTEE REPORT

Members would have noticed a new look to our stationery. This new image was adopted after considerable debate. The design will be used on future home pages for e-IPAA and for all promotional material. Where appropriate the national logo will also be used to reinforce that IPAA is a national body. It is hoped that the new Queensland logo will assist us in developing a distinctive identity for our business activities.

The FAB committee meet monthly (excluding December) to review the financial statements, monitor expenditure and where possible assist in the smooth running of the office. I would like to thank the members of the committee, Alan Warren (Treasurer), Susan Ohlsen, Glynda Summers and Matthew Smith for their assistance and support during the year. Unfortunately Matthew resigned from Council this year – his presence at FAB meetings will be sadly missed.

Finally FAB is only successful due to the support and work carried out by the dedicated and committed staff of IPAA Qld and I would like to thank Dianne James, Andrea Clelland, Vi-Mary Hartridge, Jodie Hobday and Beverley Reading for their endeavours over the past year.

Ray Lane
Convenor,
Finance and Business

MEMBERSHIP, SERVICES AND SPONSORSHIP COMMITTEE REPORT

IPAA has continued to experienced growth in its membership base in 1999/00. At the end of 1999/00 our individual members numbered 441. At the same time we have also experienced growth in our corporate members as we exceeded our target of 40. Our corporate membership base at the end of 1998/99 was 52 members.

This continues to place a 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 delivering 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;
- New members lunches;
- 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.

Member functions

During 1999/00 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.

In 2000/01 your Institute will continue to conduct a series of member only functions targeting interesting speakers and issues for contemporary public sector management. Additionally, IPAA will conduct functions in Townsville as a parallel to their professional development programs.



Internet based service delivery

During 1999/00 IPAA established its e-IPAA committee to explore the opportunities for delivering an enhanced range of services to members using e-Commerce applications. The e-IPAA Committee report provides an update of how your Institute is improving services to members.

The Institute's web page provides members with a range of services including participation in a question and answer forum on Public Sector issues; links to other sites focused on public sector issues; download conference papers, research publications, and articles from Public Interest; and opportunities to join or renew your membership of the Institute. This provides an exciting means of communicating with members.

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,
Membership, Services and Sponsorship

RESEARCH AND PUBLICATIONS COMMITTEE REPORT

The Research & Publications committee continues its work to promote research into and discussion of issues in public administration. Over the last 12 months, the Committee has commissioned a second joint venture research project, awarded four \$5000 research grants, explored the establishment of a Research Partnership project, and continued the quarterly publication of *The Public Interest* magazine and the annual award of student prizes for excellence in public administration.

Joint Venture Research Projects

A second joint venture research project was commissioned during the 1999-00 financial year. This project, *Managing Intellectual Property in the Public Sector*, examines yet another significant and contemporary topic in public administration.

The project has been jointly funded by IPAA and 5 participating agencies which include the Brisbane City Council, and the QLD departments of Communication, Information, Local Government, Planning & Sport; Natural Resources; Primary Industries; and State Development.

The tender for the joint venture project was awarded to a team of researchers from The University of Queensland: Dr Paul Steffens and Dr Michael Waterhouse of the Technology Management Centre, and Dr Art Shulman and Dr Drew Wollin of the Graduate School of Management. The project has been completed. The researchers conducted a poster session at the IPAA State Conference in August. To further disseminate the research findings, a comprehensive report of the study will be published by IPAA in October, a summary of the study will appear in the December issue of *The Public Interest*, and the researchers will workshops for the project's participating agencies over the next few months.



Research Grants

During the last financial year, the Committee established a research grant program to promote research that advances the theory and practice of public administration and management. Students, academics, and practitioners in Queensland are eligible to apply.

IPAA awarded 4 grants of up to \$5000 each to the following projects and investigators:

- *Leadership Styles in Local Government: The Political and Managerial Interface*, Dr John Martin, School of Management, QUT.
- *Culture in Australian Public Sector Organisations*, Dr Rachel Parker, School of Management, QUT.
- *Leading at the Grass Roots: Investigating the Leadership and Business Management Training Perceptions of 'Skilled Blue Collar Workers'* Di Nailon, Faculty of Education, QUT.
- *The Addition of Marketing to the Managerial Skills Base in the Public Sector*, Dr Susan Dann, Graduate School of Business, QUT.

Summaries of the 4 research projects will be published in the December issue of *The Public Interest*. A second round of research grants is planned for early 2001.

Research Partnership

A new initiative that has been considered by the Committee during the 1999-00 financial year is a Research Partnership in Public Management. The Research Partnership is conceived as a mechanism to increase the awareness and the application of research in public administration by bringing together public sector practitioners and researchers from academic institutions. The Research Partnership, therefore, is designed to facilitate research and knowledge on critical issues confronting public sector managers.

As part of its deliberations on this initiative, the Committee is planning a meeting of senior public sector and university representatives in August 2000 to further consider the feasibility of establishing a Research Partnership.

National Council Research Project

The success of IPAA's joint venture research projects attracted the attention of the National IPAA Council in late 1999 as it began to consider a research project on a national level. National Council sought advice and information from IPAA QLD's General Manager and its Research & Publications Committee. In March 2000, National Council established a National Research Steering Committee to explore potential topics and the mechanisms for such a project. The Committee is currently in the process of developing a Call for Proposals and a Request for Sponsorships (from public sector organisations across Australia). IPAA QLD, along with the other state Councils, is represented on the Steering Committee.

The Public Interest

The Institute's flagship and quarterly magazine, *The Public Interest*, continues to be well received by the membership. In 1999-00, articles covered a broad array of topics at all levels of government (e.g. the GST, accrual output budgeting, community capacity building, global pressures on the public sector, state CEOs, local government elections, and enhancing accountability), as well as providing timely information about the activities of the QLD parliamentary committees, book reviews, and professional development conferences.

History of IPAA QLD

The Committee also considered the feasibility of a research project documenting the history of IPAA's Queensland Division. A number of possible mechanisms for undertaking such a project and the associated costs were canvassed by the Committee. These in turn were then discussed at Council which recognised the importance of the Institute's history, but also the likelihood that such a project would not recover costs. Further consideration of the project will be given next year and in the meantime the IPAA office has begun organising archival materials.

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*. The financial amount of the prizes is \$200, and they also include full registration at the annual IPAA QLD conference and one-year's membership in IPAA.

Patty Renfrow

Convenor,
Research and Publications

PROFESSIONAL DEVELOPMENT COMMITTEE REPORT

Each year, access to our professional development activities grows and this past year has continued the trend for the Institute. 910 people attended our skills workshops, a rise of 151 over last year. As well, we have sought to ensure that the professional development program increases the breadth of activities available to members and to our target audience.

The strength of the program and of the Council's commitment to increasing its reach has resulted in the addition of Vi-Mary Hartridge to the IPAA Office team in May 2000, with one of her key roles being the further development of our program and its marketing. I look forward to reporting on the increased focus that Vi-Mary's addition to the team will bring.

The highlight of each year is the Annual Conference, and this year with the theme of *Partnerships – Fact or Fiction*, the Institute has maintained its reputation for a lively, topical and relevant conference. Our thanks go to our keynote speakers, Rich Goodkey from Alberta, Canada, Jude Munro, former CEO, City of Adelaide and Noel Pearson, Advisor to the Cape York Land Council and ATSIC for their contribution. The conference was hugely successful both from the comments from registrants, and financially, with 300 attendees.

The success of key events such as the Annual Conference ensures that we are able to keep the Institute on a secure financial footing. We have also tried to ensure that all of our programs remain financially accessible to a wide range of participants without compromising the need to recover our costs. My thanks go to the IPAA staff for their continuing efforts to ensure that the Institute obtains value for money from its suppliers, while maintaining a vigilant watch on the quality of the activities offered. This ensures that we have a well-respected reputation in what is a very highly contested market place.

Another highlight of the past year has been the *Meet the Decision Makers* luncheons. In September, Michael O'Higgins' presentation *The information revolution – how it will transform government*, was very relevant, not only to the many members and guests attending, but his ideas provided our e-IPAA Committee with a sound framework for the proposals to take the Institute into the e-era. In May, Dr Allan Hawke shared his vision and experiences in developing successful leadership strategies in his presentation on *Leadership and Performance Framework*.

The conduct of in-house programs for our corporate members continues to grow. A full list of these programs, together with details of all activities undertaken, follows this report.

The six-monthly publication of our program of activities continues to be a successful marketing tool, with many programs fully booked on the strength of the material published in that schedule. We will continue to look at ways of effectively marketing our activities that blends the success of the proven methods as well as experimenting to reach new markets. .

This year saw our skills development program delivered only in the Brisbane area. In co-operation with the Membership and Service Committee, we have been finalising the proposals for delivering professional development activities in a pilot area. In addition, we are working with the e-IPAA Committee to explore the full potential of the re-developed IPAA website for our professional development program.

Much of the progress in both of these activities depends on the availability of our IPAA staff to actively pursue ideas into action. The additional resources in the Office will help alleviate our pleasing problem of having too many ideas and initiatives and not enough time in the day to undertake them!



PROFESSIONAL DEVELOPMENT COMMITTEE REPORT

Our forthcoming program will draw on the success of existing programs as well as continued experimentation with new and innovative programs and activities. The continuing relevance of our program relies on the contribution made by members and participants in suggesting activities, topics and speakers, for which I offer thanks on behalf of the Institute.

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.

Finally, my heartfelt thanks to Dianne and her team whose professionalism, energy and commitment to the Institute ensures the success of the professional development program.

Robyn Darmody

Convenor,
Professional Development

e-IPAA COMMITTEE REPORT

The e-IPAA Committee was formed during the year to oversee the re-development of the IPAA website as the way to address the capacity of IPAA Qld to provide services and conduct its business electronically. IPAA Qld has had a website since 1998, but Council identified the need to improve the design and functionality of the site, and to encourage greater use by members.

The Institute's Decision Makers' Lunch in September 1999 was addressed by Michael O'Higgins, global head of the PA Consulting Group's Government and Public Service Group. He presented a highly informative and insightful speech on how the information revolution could be used to transform the work of government. He advocated implementation through 5 roll out stages, namely brochure ware, interactivity, data base management, e-commerce, and virtual communities. The point



he made strongly was that the order of scheduling implementation is key to building client acceptance and use. The framework he proposed had been adapted by the e-IPAA Committee in its work.

An invitation was sent to all IPAA members to attend a "focus" group meeting on 22 November 1999 to discuss the development of the e-IPAA vision, and to establish a committee for the re-development of the website. The meeting was very well attended with over 40 members providing their ideas and sharing their knowledge and experience. From this meeting, 5 areas were identified as issues to address in the website re-development process, namely, the purpose of the website; its content and use; its design; accessibility to the site; and, member education and training.

From this meeting, the e-IPAA Committee was formed, as well as a broader email group for consultation. The Committee sought further input from all members as part of the consultation process through an email which asked them "why they visit a website, which websites do they visit regularly and why do they not return to websites".

The Committee developed material for inclusion in the Business Plan, and identified the goal: *to develop the capacity of IPAA to operate as a best practice virtual organization for its membership and client base*. The main task for the Committee has been the preparation of project documentation resulting in the *Architecture and Website Re-Development: Request for Proposal*. This document identifies the business objectives of the project, which are to:

- Provide best practice in the provision of information and services on a website to members and clients;
- Enhance the effectiveness in the way in which members and clients connect with IPAA Queensland;
- Improve the efficiency of IPAA Qld's Committees in developing and implementing their services and specific projects; and
- Improve the accuracy, timeliness and consistency of information provided to members and clients.

The identification of the membership of IPAA and the clients of IPAA separately is an important concept in the re-development of the website where the provision of member-only services has been specified as a requirement.

The Request for Proposal was endorsed by Council at its June meeting, and was publicly advertised in July 2000. The Committee will assess the proposals and appoint an organisation to undertake the re-development work in the coming year.

At the same time, Queensland IPAA is co-coordinating an e-IPAA group for the National Council. The task of this group will be to address the range of issues around the central question of what the role is for a national website for IPAA *vis a vis* the State Divisions' websites. Queensland will also offer the other Divisions the learning from the Queensland re-development process.

Carolyn Mason

Convenor,
e-IPAA

PROFESSIONAL DEVELOPMENT ACTIVITIES

<i>Activity</i>	<i>Date</i>	<i>Number of attendees</i>
Skills Workshops		
Advanced Project Management	28 & 29 September	18
	3 & 4 April	20
	6 & 7 April	20
A Balanced Approach to Life	12 April	17
Service Level Agreement	1 September	14
	21 October	16
Basic Project Management	29 July	19
	26 August	17
	16 February	20
	21 March	20
	2 May	18
Benchmarking & Performance Measurement	29 March	14
Manager as Leader of Change	1 December	9
	28 June	21
Manager as Coach	20 October	9
	13 April	8
Managing Client Aggression	7 June	13
Contract Management	27 October	15
	4 May	13
Conflict Resolution	23 May	20
Community Consultation	9 August	14
Customer Research Methodologies	26 & 27 July	20
	13 & 14 October	17
Developing Emotional Intelligence in the Workplace	8 & 9 June	18
Manager as Facilitator	10 November	10
	31 May	13
Frank and Fearless Feedback	19 April	14
Strategies to Get Your Next Job	8 September	19
	11 April	12
Writing Ministerials & Official Correspondence	2 & 3 September	14
	16 & 17 March	15
The LAP and HAP of Negotiating	2 December	21
People Skills for Supervisors	6 October	19
	22 & 23 February	20
Policy Skills	28 July	12
	7 September	19
	28 March	21
	20 June	19
Polished Presentations	3 May	15
Preparing an Effective Job Application	18 May	19
Magic Minutes	1 March	14
Marketing Yourself For Promotion	16 & 17 May	12

PROFESSIONAL DEVELOPMENT ACTIVITIES

<i>Activity</i>	<i>Date</i>	<i>Number of attendees</i>
Negotiation Skills	18 April	20
	30 May	21
Writing Effectively for Public Sector	24 August	16
	6 October	10
	24 February	16
	25 May	16
	2 May	15
Report Writing in the Public Sector	7 October	14
Superead	30 September	18
	11 November	15
	5 April	17
	19 April	15
	5 May	11
Service Level Agreements	20 April	10
Team Management	9 May	7
Time Management	14 April & 10 May	11
Lunches		
Decision Makers	16 September	92
	19 May	87
Joint Activities		
QWIPS Career Development	23 March	15
	30 March	11
Inhouse Programmes		
<i>Activity</i>	<i>Department</i>	
Community Consultation	Dept. Main Roads	
Writing Ministerials and Official Correspondence	DETIR	
One day Writing Effective Ministerials 31/8	Dept. of Health	
Policy Skills 16/12/99	Local Govt. Assoc. of Qld	
Writing Effectively for the Public Sector	Dept Main Roads	
Report Writing	Training Council	
Superead	Dept of Equity & Fair Trading	
Understanding and Using Statistics	Dept Housing	
Advanced Project Management	DETIR	
Basic Project Management	DETIR	
Benchmarking & Performance Measurement	DETIR	
Understanding you Client's Business	DETIR	
State Conference	5 August	257
Total		1372

PRIZES AND GRANTS

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 full registration at the IPAA Annual State Conference.

Griffith University

Mr Simon Dewberry

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

Mr Les Dunn

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

IPAA Qld Research Grants

In January 1999 the Queensland Division of the Institute of Public Administration established a Research Grant in order to advance the study and practice of public sector management and administration. Grants of up to \$5,000 were made available for Queensland individuals or teams for worthy and high quality research in public sector management and administration. Applications were invited from students, academics or practitioners for funding for research projects. The successful applicants were:

Dr John Martin, School of Management, QUT	\$5,000
<i>Leadership Styles in Local Government: The Political and Managerial Interface,</i>	
Dr Rachel Parker, School of Management, QUT	\$5,000
<i>Culture in Australian Public Sector Organisations,</i>	
Dr Di Nailon, Faculty of Education, QUT	\$5,000
<i>Leading at the Grass Roots: Investigating the Leadership and Business Management Training Perceptions of 'Skilled Blue Collar Workers',</i>	
Dr Susan Dann, Graduate School of Business, QUT	\$3,700
<i>The Addition of Marketing to the Managerial Skills Base in the Public Sector.</i>	

The researchers' final reports will be published by the Institute, and a summary article will be published in the December edition of *The Public Interest*.



Mr Simon Dewberry (right) and Mr Les Dunn (second from right) receiving this years IPAA prize

SPONSORS

IPAA Queensland wishes to acknowledge and thank the organisations identified below that have supported the Institute in 1999/00 through specific programmes and services:

Amlink Technologies

Ansett Australia

Clayton Utz

Crown Law

Dept of Main Roads

Dept of State Development

Dept of the Premier and Cabinet

KPMG

Qld Treasury

NOTES TO FINANCIAL STATEMENTS

1 July 1999 to 30 June 2000

Notes to and forming part of the Financial Statements for the year ended 30 June 2000.

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 Incorporate 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 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.

(c) GST

GST Liability	\$7,542
GST Tax Credit	\$34

NOTE 2: MORTGAGES, CHARGES AND SECURITIES

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



Brian Head
President



Alan Warren
Treasurer



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 1999/2000 Budget column, comprising the Statements of Income and Expenditure, Profit and Loss Statement and Balance Sheet of the Institute of Public Administration Australia (Queensland Division) Inc. for the year ended 30 June 2000. 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 form 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 2000 and its cash and bank balances as at that date.

31 August 2000.

Barr Group Pty Ltd



G Shepherd
Registered Company Auditor

FINANCIAL STATEMENTS

Institute of Public Administration Australia, Queensland Division Inc Income and Expenditure Statement 1999/2000 Financial Year

1998/9	INCOME	Budget 1999/00	1999/00	Indicative Budget 00/01 (Inc GST)
	Membership			
\$8,067	Individual Membership 1998/99			
\$29,905	Individual Membership 1999/00	\$10,000	\$10,904	
	Individual Membership 2000/01	\$35,000	\$23,623	\$49,500
\$9,416	Corporate Membership 1998/99			
\$31,300	Corporate Membership 1999/00	\$4,000	\$11,533	
	Corporate Membership 2000/01	\$35,000	\$19,978	\$50,600
\$78,688	Sub Total – Membership	\$84,000	\$66,038	\$100,100
	Professional Activities			
\$9,298	Seminar Income 1997/98			
\$395,045	Seminar Income 1998/99		\$10,140	
\$14,107	Seminar Income 1999/00	\$325,000	\$392,710	
	Seminar Income 2000/01		\$14,380	\$457,100
	Regional Programmes			\$23,100
\$55,764	1998 Conference Registrations & Sponsorship			
\$29,168	1999 Conference Registrations & Sponsorship	\$100,000	\$78,350	
	2000 Conference Registrations & Sponsorship		\$17,442	\$83,000
\$11,309	Sponsorship		\$3,000	
\$514,690	Sub Total - Professional Activities	\$425,000	\$502,882	\$563,200
	Research and Publications			
\$18,758	Research Project	\$60,000	\$40,000	\$86,900
\$3,225	Advertising - Public Interest	\$2,500	\$2,340	\$3,300
\$420	Subscriptions - Public Interest	\$500	\$180	
\$174	Publication Sales	\$0	\$123	\$550
\$22,576	Sub Total - Research and Publications	\$63,000	\$42,643	\$90,750
	Corporate Services			
\$530	Distribution of Promotion Material	\$1,000	\$1,013	
\$16,693	Bank Interest and Interest from Investments	\$18,000	\$23,651	\$30,000
\$885	Other Income	\$1,000	\$797	\$1,320
\$18,108	Sub Total - Corporate Services	\$20,000	\$25,462	\$31,320
	Other Activities			
\$19,866	National Office	\$20,500	\$20,532	\$22,585
\$43,183	Business Activities	\$14,000	\$17,389	\$7,700
\$63,049	Sub Total - Other Activities	\$34,500	\$37,921	\$30,285
\$697,111	TOTAL INCOME	\$626,500	\$674,945	\$815,655
	EXPENDITURE			
	Membership			
\$800	Awards	\$1,000	\$600	\$2,000
	Other Prizes			\$5,000
\$2,261	Promotion (and Sponsorship)	\$2,000	\$1,725	\$2,200
\$5,741	Member only functions	\$10,000	\$8,903	\$16,500
\$2,275	Other member expenses		\$1,398	
\$3,294	Membership Directory	\$4,000		\$5,500
\$4,075	AGM and Annual Report	\$5,000	\$3,878	\$3,300
	Regional Membership	\$10,000		\$5,000
\$18,446	Sub Total - Membership	\$32,000	\$16,505	\$39,500

FINANCIAL STATEMENTS

1998/9	INCOME	Budget 1999/00	1999/00	Indicative Budget 00/01 (Inc GST)
Professional Activities				
\$6,751	Seminar Expenses 1997/98			
\$201,439	Seminar Expenses 1998/99		\$5,103	
	Seminar Expenses 1999/00	\$200,000	\$246,575	
	Seminar Expenses 2000/01			\$282,700
\$25,730	1998 Conference Expenses			
\$25,229	1999 Conference Expenses	\$50,000		
	2000 Conference Expenses		\$8,624	\$33,000
	Regional Programmes			\$27,500
\$259,150	Sub Total - Professional Activities	\$250,000	\$260,302	\$343,200
Research and Publications				
\$7,161	AJPA & Capitation fees	\$12,000	\$12,081	\$18,400
\$60,805	Research Project	\$72,000	\$65,150	\$94,050
	Research Grants	\$20,000	\$9,500	\$8,800
\$1,784	Public Interest Typesetting and Design	\$3,000	\$2,935	\$3,000
\$7,942	Public Interest Printing	\$9,000	\$6,021	\$6,000
\$2,057	Public Interest Postage and Packaging	\$3,000	\$2,440	\$2,000
	Research Partnership Project			\$15,000
\$23	Other Public Interest Expenses			
\$79,771	Sub Total - Research and Publications	\$119,000	\$98,127	\$147,250
Corporate Services				
\$98,584	Wages and Superannuation	\$120,000	\$119,647	\$154,536
\$90	Workers Compensation	\$500	\$385	\$880
\$595	Professional Development	\$1,000	\$1,369	\$1,650
\$63	Travel Expenses	\$500	\$1,268	\$1,100
\$34	Travel to National Meetings	\$1,000		
\$302	Other Council Expenses	\$500	\$1,476	\$1,650
\$430	National Conference			
\$1,606	Bank Fees	\$2,000	\$2,396	\$2,500
\$3,655	AMEX charges	\$4,000	\$3,578	\$5,000
\$9,042	Rent and Electricity	\$10,000	\$9,305	\$13,200
\$1,019	Office Cleaning	\$1,500	\$1,150	\$1,650
\$893	Insurance	\$1,500	\$1,628	\$2,200
\$6,238	Office Equipment	\$10,000	\$17,039	\$11,000
\$4,699	Maintenance of Equipment	\$8,000	\$3,967	\$6,600
\$10,670	Stationery	\$15,000	\$14,846	\$16,500
\$6,781	Telephone/Fax	\$8,000	\$6,449	\$8,800
\$5,978	Postage	\$8,000	\$2,454	\$5,500
\$1,059	Photocopying	\$1,500	\$1,378	\$1,650
\$78	Fees and Charges	\$1,000	\$523	
\$201	Miscellaneous Expenses	\$1,000	\$1,820	\$2,200
\$152,016	Sub Total - Corporate Services	\$195,000	\$190,677	\$236,616
Other Activities				
\$787	National Office	\$1,000	\$390	\$1,100
\$31,094	Business Activities	\$3,100	\$355	\$1,650
\$7,133	Internet expenses (including e-IPAA)	\$15,000	\$4,132	\$55,000
	GST Compliance Costs	\$10,000		\$5,500
\$39,014	Total - other activities	\$29,100	\$4,877	\$63,250
\$548,398	TOTAL EXPENDITURE	\$625,100	\$570,488	\$829,816
\$148,713	SURPLUS/LOSS	\$1,400	\$104,457	-\$14,161

FINANCIAL STATEMENTS

Institute of Public Administration Australia Queensland Division Inc Balance Sheet Financial Year 1999/2000

1998/99		1999/00
	Current Assets	
\$535,100	Cash	\$644,182
	Current Liabilities	
	GST Collected for 2000/01	\$4,624
\$535,100	Members' Equity	\$639,558

Income and Expenditure Statement Financial Year 1999/2000

\$697,111	Operating Revenue	\$674,945
\$548,398	Operating Expenses	\$570,488
\$148,713	Operating Profit (Loss)	\$104,457
\$386,387	Retained Earnings at beginning of 1999/00 financial year	\$535,100
\$535,100	Retained Earnings at end of 1999/00 financial year	\$639,558

Acknowledgement

The President and Council of IPAA Qld wish to express their appreciation for the generous support and assistance extended by Mr Graham Shepherd, Barr Group Pty Ltd.

STRATEGIC PLAN 2000–2003

I. To advocate for and promote best practice in public sector administration

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When	
I.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 2001
I.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
I.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
I.4	Provide advice and comment on significant issues concerning public sector administration and reform	Identification of issues and production of response		nil	Executive	Ongoing
I.5	Monitor the management and operation of the Institute	Liase with other committees to identify key performance indicators and targets		nil	F&B Committee	Ongoing
I.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 accommo- dation	General Manager National Council Rep/Council	Ongoing After each National Meeting

STRATEGIC PLAN 2000–2003

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 30 June 2001 finalised by November 2000</p> <p>Programme to 31 December 2001 finalised by June 2001</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 2000/2001	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	

STRATEGIC PLAN 2000–2003

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	Dec 2000
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>PD Officer</p> <p>PD Committee General Manager</p>	After each programme at each PD Committee meeting
2.7 Commence the planning of the 2003 National Conference in Brisbane	<ul style="list-style-type: none"> Investigate the feasibility of conducting a national conference in 2003 Book venue 	Report to Council		PD Committee	July 2001
2.8 Utilise technology to provide alternative ways of delivering professional development programmes	Investigate the feasibility of web-based training courses	Report to Council		General Manager with e-IPAA working group	December 2000
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 2001

STRATEGIC PLAN 2000–2003

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	<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	General 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"> Document member feedback after each focus group and function Decisions made having regard to members' views 	General Budget General Budget	MSS Committee General Manager	Ongoing Ongoing

STRATEGIC PLAN 2000–2003

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 Investigate ways to 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 General 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>General Manager</p> <p>General Manager</p> <p>General Manager & MSS Committee</p> <p>General Manager & MSS Committee</p> <p>General Manager & MSS Committee</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2000</p> <p>December 2000</p>
3.2 MEMBER FUNCTIONS To provide a diverse range of members only functions	<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>General Manager & MSS Committee</p>	<p>June 2001</p>

STRATEGIC PLAN 2000–2003

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
3.3 ELECTRONIC INFORMATION To have input into the e-IPAA Working Group with respect to member only services via electronic media	<ul style="list-style-type: none"> • Exclusive member access via password within the IPAA site • Listserve 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 	Increase in the number of members using the IPAA site		MSS Committee in conjunction with e-IPAA Working Group	To be determined
3.4 REGIONAL PRESENCE To investigate the feasibility of establishing a regional service for IPAA	Analyse which area would be appropriate through the following ways: <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 	Plan of action provided to Council		MSS Committee	December 2000
3.5 SPONSORSHIP To seek Sponsorship, the amount and type to be determined in discussion with relevant committees	Secure sponsorship for: <ul style="list-style-type: none"> • Special events • Research and publications • State Conference 	Sponsorship procured in line with our principles of ethics and integrity		MSS Committee and General Manager	Ongoing
3.6 STATISTICS To monitor membership demographics and membership retention in order to guide decision making	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.	Monthly report to Council Database maintained effectively Inclusion of membership profile in Annual Report to members	General Budget	MSS Committee and General Manager	Ongoing Annual Report commencing 2000

STRATEGIC PLAN 2000–2003

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 General 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 General 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
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	General Manager	Yearly

STRATEGIC PLAN 2000–2003

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 General Manager	
5.1.1	To commission one joint venture research project	5.1.1 – To seek partners for 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	June 2001
5.1.2	To provide up to 4 research grants for studies relating to public administration	5.1.2 – Review guidelines, selection criteria, advertise and give out research grants	Publish research of successful applicants	\$20,000	June 2001
5.1.3	Investigate the feasibility of setting up a Research Partnership to provide a means of showcasing current and relevant research to practitioners and the community on a regular basis	5.1.3 – Invite relevant agencies to meet to seek support in a research partnership and seek interest/partnerships with academic institutions with respect to this research partnership	Plan of action	\$10,000	December 2000
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 General 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 (Qld 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 December 2000 R&P Committee General Manager

STRATEGIC PLAN 2000–2003

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 	Awards presented to students at Queensland universities	\$2,000	R&P Committee	June 2001
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	Ongoing

STRATEGIC PLAN 2000–2003

6. To develop the capacity of IPAA to operate as a best practice virtual organisation for its membership and client base

Strategy	Planned Action	Performance Measures	Costs	By Whom	By When
6.1 Redevelop the Institute's website	<ol style="list-style-type: none"> 1. Advertise and appoint consultants 2. Work in partnership with the consultants to achieve the objectives set out in the brief. 	<ol style="list-style-type: none"> 1. Appointment of consultants 2. Objectives of brief achieved 	As allocated in budget	e-IPAA sub committee	July 2001
6.2 Maintain an email group of members as a resource for the e-IPAA sub committee	Email list to receive minutes of e-IPAA sub committee meetings, draft and completed project plan and all other information relevant to the implementation of the project plan and advancing the goal of e-IPAA.	All relevant information emailed to group	Covered in operational	General Manager	Ongoing
6.3 Develop a specific regional and rural strategy with the Membership Services & Sponsorship Committee	<ol style="list-style-type: none"> 1. Membership Services & Sponsorship (MSS) committee to attend meetings of e-IPAA to provide input on strategy. 2. Business Manager to visit two regional centres to consult on accessibility and content issues. 3. Regional members to be encouraged to provide input. 	<ol style="list-style-type: none"> 1. Strategy developed with MSS Committee 2. Visit by June 2001 	Covered in operational costs \$2000	MSS committee General Manager	Ongoing
6.4 Develop functional links with other relevant sub committees of IPAA	<ol style="list-style-type: none"> 1. Professional Development (PD) committee to provide input on PD activities and requirements in the development and implementation of the project plan. 2. Research & Publications (R&P) to provide input on R&P activities and requirements as appropriate 	<ol style="list-style-type: none"> 1. Attendance and input from representatives of IPAA sub committees 2. Input to project plan provided in timely manner 			Ongoing
6.5 Take the leadership role to establish the role of the National website with respect to the State Division sites	<p>IPAA Queensland to chair a national e-IPAA steering committee to</p> <ol style="list-style-type: none"> a. clarify the role of the national website versus the role of state division sites; and b. ascertain the degree to which State Divisions wish to use the work of the Qld Division in the development/ redevelopment of their state websites. 	<ol style="list-style-type: none"> 1. Meeting of National e-IPAA steering committee 2. Report to National Council on progress 3. Agreement of State Divisions on role of national and state sites 4. Liaison with States who wish to use the work of Qld e-IPAA. 	As per contract agreement between national and Qld IPAA	Carolyn Mason, as chair of e-IPAA Qld and National IPAA vice president	Finalised by June 2001



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