



2003 - 2004 Annual Report

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Our Vision

To be the leading professional body in public sector management for Western Australia.

Our Mission

To advance excellence in public sector management by:

- providing quality professional development and training;
- maintaining and developing an active and representative membership base;
- promoting research into and discussion of issues related to public sector management;
- providing networking opportunities and a forum for sharing best practice, knowledge and ideas; and
- recognising individuals and organisations achieving the highest standards of professional practice and service.

Our values are integral to our success.

We value:

- professionalism – professional services and quality products;
- independence – an independent voice;
- public interest – positive outcomes for the community;
- diversity – active and diverse membership; and
- customer focus – strong customer focus both internally and externally.

Our objectives are to:

- provide relevant and appropriate services and benefits to members;
- raise the profile of the Institute and ensure 'IPAA' is a name that is recognised and valued;
- strengthen the leadership role of the Institute and have an independent public voice;
- attract and retain a representative membership base;
- provide networking opportunities for sharing best practices and knowledge; and
- promote a positive image of the public sector.

Corporate governance

IPAA is a membership-based, not-for-profit organisation governed by an elected Council comprising a President, two Vice Presidents, Secretary, Treasurer, ten elected Councillors and several co-opted Councillors. All positions on Council are voluntary and Council members are elected for a two-year term.

As at 30 June 2004, IPAA WA funds a full time Business Office led by the General Manager. Full time operational staff are an Events and Memberships Officer, Training and Accounts Officer and Training Assistant. Part-time staff are a Marketing Manager and Administrative Assistant. This staffing complement has gradually grown over the full year, in concert with the sustained growth of the professional development program and membership services.

Four committees oversee key activities for IPAA WA. These are:

Finance and Business

The Finance and Business Committee advises Council on the budget and monthly accounts and the operations of the Business Office. In association with the other Committees, it recommends targets for financial plans and budgets and adopts a monitoring and stewardship role on behalf of the Council. This year its role has grown correspondingly with the increasing growth and activities of the Business Office, particularly since the move of the Office to independent premises.

Promotion and Membership Services

The Promotion and Membership Services (P&MS) Committee is tasked with raising awareness and promoting IPAA to attract new members. It also focuses on membership activities to retain existing members, including sponsorship, members' events, website and promotional material.

Professional Development

The Professional Development (PD) Committee is responsible for overseeing the annual program of continuing education activities including training, seminars, presentations and workshops. It seeks input from members and other relevant stakeholders where possible and ensures that continuing education activities are topical, relevant and of a high quality.

Young Professionals

The Young Professionals (YP) Committee is responsible for developing, in consultation with the PD Committee, a program of professional development activities to meet the needs of young professionals (under 35 years) working in the public sector and other young people with an interest in public administration. The YP Committee also promotes, in consultation with the P&MS Committee, the benefits of IPAA membership to young professionals and facilitates the development of networks amongst young professionals.

President	Dr Wally J Cox Chairman, Environmental Protection Authority
Vice Presidents	Ms Maxine Murray (to December 2003) Commissioner for Public Sector Standards
	Dr Peter Wilkins (to December 2003) Office of the Auditor General
	Ms Deirdre O'Donnell (from December 2003) Parliamentary Commissioner for Administrative Investigations (Ombudsman)
	Mr Christopher Williams (from December 2003) Curtin Business School
Secretary	Ms Diane Gilbert (to December 2003) Nyaania Pty Ltd
	Ms Val Marsden (from December 2003) Department of Education and Training
Treasurer	Mr Tim Benjamin Benjamin and Associates Migration Lawyers and Educational Consultants
Councillors	Dr Chris Berry WA Local Government Grants Commission
	Mr Sandy Clarkson Chemistry Centre
	Ms Lyn Genoni Department of the Premier and Cabinet
	Dr Jim Rhoads Curtin University
	Ms Marion Seboa Department of Education and Training
	Mr Shayne Sherman Office of the State Ombudsman
	Dr Garrick Stanley Department of Justice
	Ms Jan Stuart The University of Western Australia

Ms Ruth Young
Department of the Premier and Cabinet

Mr Roger Watson (to December 2003)
Office of the State Ombudsman

Co-opted

Ms Susan Kurtjak
Australian Public Service Commission

Ms Tania Lawrence
Department of the Premier and Cabinet

Ms Nicky Howe (to December 2003)
Department of Consumer and Employment Protection

Ms Rosemary Seneviratne (to Aug 2003)
Department of Consumer and Employment Protection



President, Councillors and General Manager at the 2003 Christmas party

2003-2004 as at 30 June 2004

Full time

Ms June Waters
General Manager

Ms Jodie Sarginson
Events and Memberships Officer

Ms Sharon White
Training and Accounts Officer

Ms Alicia Rinaldi
Training Assistant

Part time

Ms Fiona Robinson
Marketing Manager

Ms Leah Timmins
Administrative Assistant



Participants enjoying an IPAA WA Young Professionals breakfast seminar



A Year of Growth and Achievement

It has been a privilege to have led the WA Division of the Institute again this year and I am pleased to report that this has been an outstanding year.

The WA Division has grown significantly and this can be directly attributed to the enthusiasm and support of our Council and Committees and to the energies and motivation of the IPAA WA staff. I congratulate all involved for another excellent year of achievement.

Dr Wally Cox, President IPAA WA

The results this year are outstanding by any measure:

- Total membership has grown 37% over the past year to 432
- Corporate membership has increased by 35% to 50
- Young Professionals now represent 16% of Individual members
- Over 5000 people attended our events, an increase of 87%
- This year's 94 events more than doubled those held last year
- Professional Development (PD) revenue increased 89%
- A record 63 speakers presented in our major awareness seminar program
- An increase of 95% in registrations for our major seminar program
- Average attendance at major seminars increased 42% to 232
- A record 66 training courses were held, an increase of 187%

This has been achieved by:

- knowing our members and customers and working to meet their needs;
- recruiting and retaining experienced and qualified staff for the IPAA WA Business Office;
- developing efficient systems and processes in the Business Office, overseen by good governance arrangements and a focus on results;
- setting and exceeding targets;
- attention to detail;
- leadership and guidance by Council and Committees; and
- excellent support of our events by members.

The achievement of a positive financial result for the second year provides Council with the confidence to expand our range of events, activities and services to 'grow the business'. Whilst we are pleased with the financial independence and flexibility that sound financial base provides, we are particularly proud of the value that members place on being a part of IPAA WA.

The growth of the professional development program directly links to our increased profile and growth in membership. We now have the highest number of individual members at any time in our history, corporate membership is growing and we are increasingly approached by other organisations that wish to become involved in IPAA WA activities.

Members can be assured that Council will not rest on its success to date but is looking to build on our range of services and products to strengthen our place in WA public administration.

Our Young Professionals have made an encouraging start and I look forward to further developments and growth in this important area. Attracting and retaining young professionals as IPAA members will help ensure that the Institute remains a vibrant and relevant organisation into the future.

In an organisation like IPAA WA success is due to the efforts of many people.

I thank Vice Presidents Maxine Murray and Peter Wilkins and later Deirdre O'Donnell and Christopher Williams who give their time to chair Committees and ably deputise for me from time to time. Thank you to Tania Lawrence and the members of the Young Professional Committee for their commitment this year. Secretaries Diane Gilbert and later Val Marsden have provided helpful and much appreciated service to Council. Honorary Treasurer Tim Benjamin remains dedicated to the Institute and is deserving of our particular thanks in this year of rapid growth. Thanks to our team of Councillors who provide generously of their time and energies in making a valued contribution to our many activities.

Thanks to June Waters who, in her second year as General Manager, continues to provide the vital leadership role in the Business Office. June and her team have driven much of our success this year. IPAA WA is now amongst the leaders in professional development for the public sector in WA and will undoubtedly continue to go from strength to strength.

Next year promises to be another outstanding year of achievement for IPAA WA. It is the WA Division's 60th birthday in 2005 and I look forward to celebrating with you.



DR WALLY J COX

**PRESIDENT
IPAA WA DIVISION**



June Waters, General Manager

ROLE

Both for our valued members and the wider public sector, IPAA WA seeks to provide a broad range of relevant, topical and interesting awareness seminars and practical skills training appropriate to the public sector. This is the primary role of the Business Office.

ACHIEVEMENTS

The establishment of a separate, independent Business Office for the Western Australian Division of the Institute is a milestone in the journey we are taking, to position IPAA WA as the leader in the provision of public sector professional development in the State.

At the start of this year, the Business Office was located in less than 20 square metres of office space within a government department. The Office of Multicultural Interests (OMI) in the Department of the Premier and Cabinet (DPC) continued to be generous and gracious in hosting the Business Office, but it was apparent that we had outgrown our space and needed to find alternative accommodation. In October 2003, Council started to consider whether to purchase or lease another premises.

Council noted in November 2003 that "...staff were currently working in appalling (overcrowded) conditions, the presentation of IPAA was currently poor and it was in the interests of members to improve this; there was a perception that IPAA was being subsidised by government".

After investigation of costs, in February of this year Council decided to defer the option of purchase and to find a suitable office space to lease for two years.

As General Manager, I was given the task of finding suitable office space to lease, within a tight budget and located in the city. There were many issues to be considered, including adequate floor space, the existence and location of cabling, provision of furniture and equipment and set up costs. The 'move' project had to be undertaken without any reduction in providing the professional development program or services to members and had the added pressure of OMI's preparations for its own move to another office building at the same time as our move.

During this period our staff changed several times. Long-serving part-time assistant Andrea Wilson returned to her home agency in early August 2003 at the end of her secondment. In December 2003, Membership and Events Officer Natalie Conomy, whose energy had served us well for six months, departed to travel. Our part-time Training and Accounts Officer Kaye van der Plas, who provided a great deal of assistance with our events management system, departed in the same month to return to her own conference management business.

Using the contact point of lecturers in the practical Diploma in Events Management offered by several TAFE Colleges, we have since employed events-trained staff. We have also focussed on improving the quality of our customer service and professionalism through in-house training of these new staff. Jodie Sarginson started in November 2003 as Events and Memberships Officer. After several short-term staff over January 2004, we also employed Sharon White as Training and Accounts Officer and split the Administrative Assistant job between the two top candidates for that position, Alicia Rinaldi and Leah Timmins. All these new starters have become valuable and enthusiastic members of the Business Office team who work efficiently and well together.

In January 2004 my secondment to IPAA from DPC was extended for a second year. In February we welcomed back former General Manager Fiona Robinson as part-time Marketing Manager. And by June our need for resources had sufficiently increased (with continued growth, particularly in training courses during that period) that we created a full-time Training Assistant position - Alicia Rinaldi - as well as a part-time Administrative Assistant role.

Meanwhile, after thorough investigation of eight potential office locations, a modest space of 80 square metres at 44 St George's Terrace was found to be the most cost-effective for our needs. In March, I proudly watched the historic moment as President Wally Cox, Vice President Deirdre O'Donnell and Secretary Val Marsden signed the two-year lease on our new office premises on the 20th floor of St Martins Tower. The Common Seal of the Institute (purchased especially for this occasion) was used for the first time.



**Signing the Lease
Vice President Deirdre O'Donnell, President Dr Wally Cox and Secretary
Val Marsden, with General Manager June Waters**

Then followed an extremely busy month for the Business Office in securing new information technology systems to suit our requirements and establishing the fit-out and all the equipment required in a modern office.

Thanks go to long-serving IPAA Member Mike Culmsee; and Councillor Diane Gilbert and husband Colin pitched in to help with the information technology (IT) equipment. The IT staff in DPC and OMI helped transfer our data from their equipment to our new server. OMI's Corporate Services staff were particularly helpful in identifying many items of furniture surplus to their needs for IPAA to use on long-term loan. And the Ombudsman, Deirdre O'Donnell's office was similarly helpful in loaning IPAA some further items of furniture as well as low-line office partitioning. We have borrowed more items from St Martins, with the result that very little office furniture has had to be purchased and the office (with a mildly eclectic look about it!) was set up with moderate outlay.

Finally moving day arrived – Saturday 8 May 2004. But the new space turned out to be inadequate for all the new equipment (especially the persistent hum of the server and photocopier). After further negotiations with St Martins, we leased an additional 15 square metres to create a small adjoining workroom for storage and office machines.

Council minutes note: “Council congratulated Ms Waters and her team for managing the office move in such a timely and efficient fashion and asked that the Council’s congratulations be conveyed to the rest of the staff on the outstanding job they had done”.

As General Manager I attended a meeting in Brisbane of the Executive Directors of the other Australian IPAA Divisions to exchange ideas and views and the IPAA National Council meeting. I also attended the innovative and stimulating IPAA National Conference run by the Queensland Division in November 2004 and came back exhilarated with ideas and new contacts.

The Business Office team continues to work hard to provide the best service possible to IPAA members and our wider public sector audience.

Amongst other initiatives this year, we have:

- overhauled the records management system;
- created new systems and processes to keep up with the continuously changing work flow, as our professional development program and membership has grown;
- reviewed our staffing needs and updated job descriptions several times;
- implemented the recommendations of the Pricewaterhouse Coopers review of finance processes;
- worked with Council and the website administrator to specify and begin building a new website;
- increased training for IPAA WA staff; and
- provided support to Council and Committees.

OUTLOOK

It is imperative for the ongoing success, credibility and profile of IPAA WA that we are able to sustain our service provision at this new level.

Challenges for next year include:

- investigating a move to an integrated online web-hosted events management system (from our current single-event system);
- implementing the new IPAA WA website;
- introducing automated update of our email marketing system to better serve member and customer needs;
- moving much of the routine record keeping and bookkeeping tasks from the Treasurer into the Business Office;
- again reviewing our finance processes to ensure good governance;
- separating corporate support from events operations;

- realigning staff duties in accordance with the changes in finance processing and the provision of corporate services; and
- reviewing all job descriptions and undertaking a comparative analysis with like organisations in WA, regarding work conditions and salaries.

ACKNOWLEDGEMENTS

I would like to praise the work of all our staff members; they have an energy and dedication that exceeds all expectations. Their focus on customer service, professionalism and loyalty is of great value to IPAA WA.

I extend my appreciation to President Wally Cox and the IPAA State Council, the Committee Chairs and our staff team for the professional and moral support they give me in my position as General Manager of such a dynamic organisation.

In particular I thank Honorary Treasurer Tim Benjamin for his advice and support during this year of growth and achievement. Tim's encouragement and words of wisdom in some of the more hectic moments have assisted me immensely and I hope that Tim continues to help guide IPAA WA for another twenty plus years.

I would also like to acknowledge the moral support and encouragement of IPAA Queensland whose Executive Director Dianne James and her staff, in particular Peter Rumph, have helped to inspire us towards what can be achieved.

It is an exciting time for IPAA WA and I am looking forward with great enthusiasm to another year ahead.



JUNE WATERS

**GENERAL MANAGER
IPAA WA DIVISION**



ROLE

The Professional Development (PD) Committee is responsible for overseeing the annual program of continuing education activities including training, seminars, presentations and workshops.

It seeks input from members and other relevant stakeholders where possible and ensures that continuing education activities are topical, relevant and of a high quality.

Deirdre O'Donnell
Chair, Professional Development Committee

ACHIEVEMENTS

There has been high demand for IPAA WA professional development activities this year. Record membership numbers, a growing list of young professional and corporate members, new seminars, new training courses, better marketing to our target audience, a more efficient Business Office and the recruitment of events-qualified operational staff to better handle registrations and inquiries, have all contributed to this exceptional result.

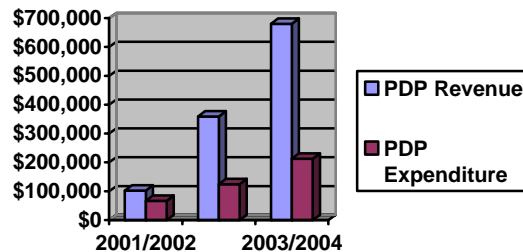
Over the course of the year, just over 5000 people attended our 94 events and activities, an impressive 87% increase on the previous year (2688 people), demonstrating the continuing success of the program.

Just under 60% of all participants were members or corporate members, evidence that IPAA WA training courses and seminars represent value and relevance to our membership. This greatly increased attendance reflects a most pleasing increase in IPAA's profile in WA.

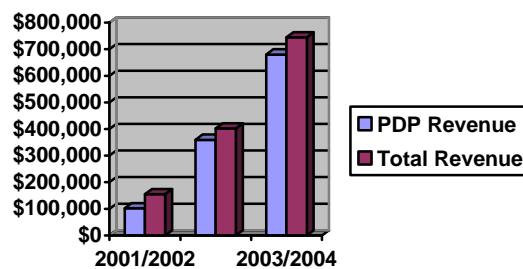
This year's total of 94 events is more than double the number held last year (42). The Business Office organised:

- 11 major events, consisting of one breakfast seminar, three half-day seminars and also seven breakfast seminars with the option of an additional half-day seminar;
- 7 member events;
- 3 special events;
- 3 CEO Forums;
- 4 Young Professionals events; and
- 66 skills training courses (compared with 23 in 2002-03).

The following chart shows the rapid growth in revenue of the Professional Development Program (PDP) over the past three years, against a modest increase in PDP expenditure which is exclusively related to running the PD program. Last year PDP revenue increased by 89% following an increase of 251% from the previous year.



The following chart shows that the percentage of PDP revenue compared with total revenue has increased from 66% in 2001-2002 to 89% in 2002-2003 and further to 91% in 2003-2004.



Seminar program

Our major awareness seminar program continued to grow in stature, attracting increasing numbers of members and supporters and raising the profile of the Institute in WA.

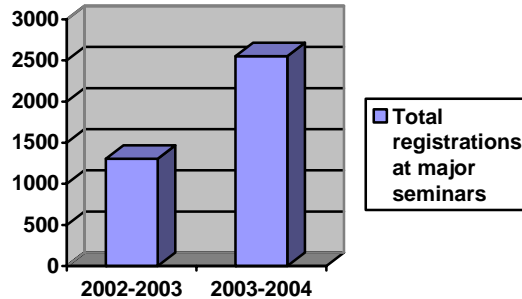
In 2003-2004, IPAA WA again provided a diverse, stimulating and relevant program on a range of topics and issues of interest to the public sector. Comments from participants have been consistently positive.

The thrust of the seminar program is to give practical demonstration to theory and show what can be achieved through leadership and innovation. Most of our major events comprise a breakfast with one or two keynote speakers, followed by the option of an additional half-day seminar with up to six speakers. The breakfast explores the 'big picture' while the seminar gives practical guidance. This has proved to be a popular combination.

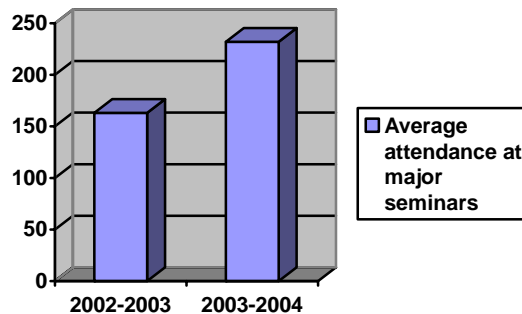
This year in our major seminar program we have identified and secured a record 63 speakers, including one from overseas and six from interstate, on a diverse range of topics. Arranging this many speakers is a major task for the Business Office, but the results have been impressive.

Speakers included representatives from all three tiers of government, academia, community organisations, law and accounting firms and other professional bodies. We thank all our speakers, many of whom do not ask for a speakers fee and are particularly grateful to the many senior public service officers who contribute in this way to IPAA's professional development program.

Registrations for our major awareness seminars have almost doubled from last year. Last year, 1307 people attended 8 major events. This year, 2,552 people (an increase of 95%) attended 11 major events, as illustrated below:



Last year's average attendance at our major seminars was 163, this year it has increased by 42% to 232, reflecting our greater profile and improved marketing, shown as follows:



Participants consistently rated IPAA WA major events as a very good source of information about public sector administration and management, with most finding the content 'useful' and recommending IPAA WA events to their colleagues.

The Institute continued to partner with other organisations to hold many of our major awareness seminars. This year, some of our largest events were held in partnership – the biggest being *Consulting Citizens: Engaging with Aboriginal Western Australians, Launch of the Guide 'Consulting Citizens: Planning for Success'*. At this breakfast, 382 attended, of whom 267 stayed for the optional half-day seminar. For this event we were proud to partner with Citizens and Civics Unit of the Department of the Premier and Cabinet (DPC), the Aboriginal and Torres Strait Islander Commission (ATSIC), the Aboriginal and Torres Strait Islander Service (ATSIS) and the Department of Indigenous Affairs. Special thanks go to Dr Christina Gillgren, IPAA Individual Member and Director, Citizens and Civics Unit, DPC, who was instrumental in the success of this major event.

We have also partnered this year with the Citizens and Civics Unit for another event and DPC for two further events. Partnered events were also held with the Records Management Association of Australasia (thanks to Lesley Ferguson), Curtin University's Graduate School of Business (thanks to Linley Lord), the Australasian Evaluation Society (thanks to Rosemary Cant), Murdoch University's Business School (thanks to Dr Richard Joseph) and the WA Regional Office of the Australian Public Service Commission (special thanks to Susan Kurtjak, Regional Director and IPAA WA Councillor).

Outlook for seminars in 2004-2005

We have agreed to hold an ongoing series of seminars and workshop forums with the Citizens and Civics Unit of DPC, as the topic *Consulting Citizens* continues to hold wide interest.

Beginning in July 2004 we negotiated to hold a monthly series of *Public Sector Legal Briefs* with major law firm Corrs, Chambers Westgarth. This promises to be an exciting, relevant and useful series for our members and public sector audience.

We plan to continue partnered breakfasts with the WA Regional Office of the Australian Public Service Commission, to help bring to Perth senior public figures of interest to our audience.

We also propose a partnership for a series of joint policy forums with the forthcoming John Curtin Institute of Public Policy at Curtin University.

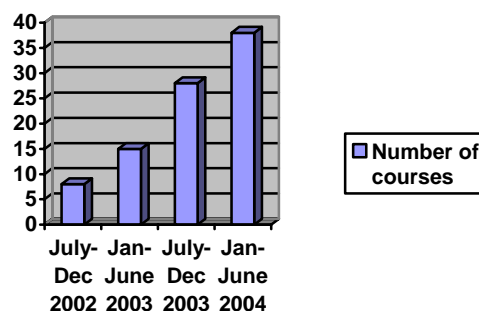
General Manager June Waters reports to the PD Committee that there are many new opportunities for major awareness events and we anticipate an exciting year ahead.

Details of the topics and speakers in our 2003-2004 major awareness seminar program is contained in a table appended to this report.

Training program

IPAA WA is also well known for value-for-money, small group skills training courses and we continue to receive requests for new topics to expand our program. This year, the training program has again expanded in response to feedback, with a number of new topics of relevance to public administration and many more course dates offered to meet the increased demand.

The following chart shows the growth in the number of training courses held over the past two years, from 23 in 2002-2003 to a record 66 in 2003-2004, an increase of 187%. The training program now brings in a significant proportion of our PD revenue.



This year, just over 1300 people attended 66 courses. Of the 66 courses, 50 were fully booked. Only 6 were held with fewer than optimum numbers (less than 90% full).

Overall participant satisfaction rating was 'very good' to 'excellent', with 99% recommending IPAA WA courses to others.

The General Manager (herself a qualified and experienced trainer) worked with existing IPAA course facilitators and identified new facilitators who would be able to contribute to our program.

This has achieved the following:

- expansion of the policy course program;
- expansion of the writing course program;
- addition of new courses in other topic areas, such as effective networking and producing corporate publications; and
- development of the objectives and application for each course, ensuring relevance and topicality for the public sector. This applies both to the development of new courses and to the revision and updating of existing courses.

Nine training course facilitators were used this year to present a variety of topics as listed below, mostly in writing and policy skills for which IPAA WA is well known.

- Effective Complaints Handling
- Principles of Good Writing
- Report Writing an Introduction and Refresher
- Public Sector Policy Development
- Engaging Stakeholders in Public Policy
- Writing Ministerial Letters
- Email and Online Writing
- Writing Policy Documents
- Essential Grammar, Spelling and Punctuation
- Effective Networking #I – Skills Set and Process
- Writing for the Ear (speech notes)
- Developing a Policy Framework
- Facilitation Skills
- How to Build and Lead a Team
- Inside Government – the Legislative Framework
- Introduction to Policy Work
- Writing an Award Winning Annual Report
- Writing Ministerial Briefs
- E-Writing and Editing
- Writing Skills for Modern Government
- Advanced Report Writing for middle to senior government
- Effective Networking #II – Advanced Techniques
- Producing Corporate Publications
- Writing a Supporting Case

Thanks to our training course facilitators, some of whom have served IPAA now for many years including Dorothy Wardale, Maxinne Sclanders and Jan Siggers. Others have only recently joined IPAA's training program and we look forward to continuing our relationship with them all.

This year, IPAA WA successfully tendered for the Department of Housing and Works' in-house series of business writing courses. We negotiated and arranged six courses for DHW using two facilitators to present various writing topics for both 'beginner' and 'advanced' levels.

Other events

Continuing from the previous year, we held three IPAA CEO Forums - informal breakfasts exclusively for Chief Executive Officers from Commonwealth and State government agencies. We thank the speakers and hosts for their contribution to these events:

Date	Speaker	Host/s
Aug	Lyn Russell, CEO, Thuringowa City Council, QLD	Colin Nagle, Australian Bureau of Statistics and Graeme Windsor, WA Regional Office of the Australian Government Solicitor WA
Nov	Peter Hastings, QC, Counsel assisting the Police Royal Commission	Alistair Bryant, Department of Culture and the Arts, Graeme Windsor, WA Regional Office of the Australian Government Solicitor WA and Susan Kurtjak, Australian Public Service Commission
June	Lyndon Rowe, Chairman, WA Economic Regulation Authority	Alistair Bryant, Department of Culture and the Arts

Our Young Professionals program and Members events, are described elsewhere in the annual report.

OUTLOOK

There is still much to do to enhance our professional development program, operate it more efficiently and better align it to the needs and interests of our members and target audience.

Challenges for IPAA WA in the coming year include:

- investigating the move to a web-based integrated electronic events management system, giving us the capability to accept event registrations and payments online;
- providing an additional staffing resource at the senior level to take charge of the Training program and provide support to the General Manager in organising the Seminar program;
- improving the capacity of the Business Office to hold events by moving corporate support operations to a dedicated book-keeper/corporate support officer, thus releasing the events-qualified staff to focus their efforts on the professional development program;
- further improving our relationships with public sector agencies, aligning our professional development program to better meet their needs, through a more targeted approach and better marketing;
- further building and developing our small group skills training program to include a greater range of relevant, timely and appropriate topics specifically for the public sector, to meet the many requests we receive from agencies;
- providing a greater variety of events, speakers and activities, appropriate to the subject matter and audience interest;

- investigating the possibility of providing services to and holding events in regional WA; and
- partnering with a greater number of, and more diverse organisations, such as the John Curtin Institute of Public Policy at Curtin University.

In 2005 it is IPAA WA's 60th Birthday and we plan to hold a number of events to celebrate this, looking forward to further success in the next 60 years.

We also anticipate WA hosting the IPAA National Conference in September 2007 and have already started the planning process. IPAA Councillor Sandy Clarkson will chair the steering committee.

ACKNOWLEDGEMENTS

My thanks go to the dedicated members of the Professional Development Committee who meet each month to review the program put forward by our General Manager June Waters.

June has, through her initiative, innovation and business skill, provided this strong and sustained growth in our professional development program and is deserving of our thanks.

The operational team in the Business Office, led by Jodie Sarginson (Events and Memberships Officer) and Sharon White (Training Officer) has also done an exceptional job this year and we thank them for this fine effort.

I look forward to another outstanding year of achievement in our Professional Development program.

DEIRDRE O'DONNELL
CHAIR, PROFESSIONAL DEVELOPMENT COMMITTEE



ROLE

The Promotion and Membership Services (P&MS) Committee is tasked with raising awareness and promoting IPAA to attract new members. It also focuses on membership activities to retain existing members, including sponsorship, members' events, website and promotional material.

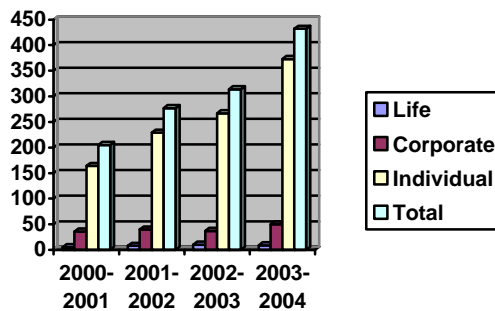
ACHIEVEMENTS

The Committee is pleased to report continuing growth in all membership categories. And we are keen to provide better service and better value for all our members.

Christopher Williams
Chair, Promotion and Membership Services Committee

Membership growth

The following chart and table shows the steady growth in memberships over the past four years, with a total membership increase of 37% over the past 12 months and more than double since 2000-2001.



	2000-2001	2001-2002	2002-2003	2003-2004
Life	5	8	10	9
Corporate	36	40	37	50
Individual	164	229	267*	373**
Total	205	277	314	432

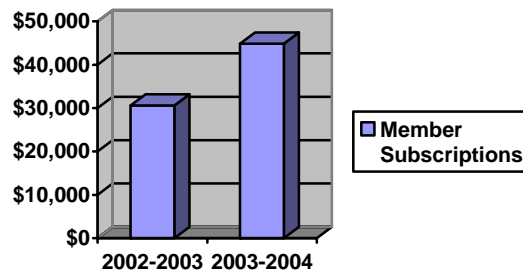
* Includes 9 Young Professional members in 2002-2003

** Includes 63 Young Professional members in 2003-2004

More government agencies are recognising the benefits of corporate membership of IPAA WA, particularly the value for money represented by the substantial discounts in our training program. There has been a 35% increase in Corporate memberships from 37 last year to 50 this year.

Since the IPAA Young Professionals commenced in April 2003, we have seen a rapid growth in IPAA YP memberships, to 63 so far. The YP Committee has worked hard to build up numbers and we anticipate further growth in this area.

Member subscriptions show a healthy 47% increase from 2002-2003 to 2003-2004. This growth reflects the excellent value for money that IPAA membership provides, with annual fees being much lower than those of other professional organisations. The following chart shows growth in member subscriptions over the past two years.



Publications

IPAA WA's newsletter, *IPAA News*, had another successful year with three issues published and distributed to members. I thank Councillors Val Marsden and Susan Kurtjak who shared the editorial duties with the support of an editorial team. The newsletter continues to provide coverage of contemporary issues in an interesting and informative manner. IPAA's member seminars, major awareness events, training courses and reviews of events and issues are also featured.

Throughout the year, the Australian Journal of Public Administration (AJPA) has helped keep members up to date with issues in public sector management.

To complement the AJPA, IPAA WA has supported the publication of a national IPAA practitioners bulletin. Early in 2004, IPAA's National body agreed to turn the Canberra Bulletin of Public Administration into a national, quarterly journal. All States and Territories will contribute to the new national journal and each State and Territory agreed to appoint a 'States Editor' whose role would be to coordinate submissions. The aim of the new national journal is to generate debate and disseminate information about major trends and developments in public sector management in Australia. It will also be a journal of record for major conferences and speeches by leading public servants, academics and politicians. The first edition of the new journal *Public Administration Today* is scheduled for November 2004.

Member events

IPAA WA's commitment to members is always central as we plan our programs and services. We continue to strive to ensure members receive maximum value, by providing complimentary Twilight events and substantial discounts to all IPAA events, particularly training courses.

IPAA WA's seminars, training courses and Twilight seminars have also provided many opportunities for members from different sectors and agencies to participate in question times, discuss contemporary issues in public administration and network with their colleagues.

A range of events were offered free to Individual members during the year.

In July 2003, the annual Reid Oration, presented in partnership with The University of Western Australia, was again well attended with over 200 people coming to hear Dr Clive Hamilton, Executive Director of The Australia Institute speak on *Sacrificing Democracy for Growth – the costs of getting 4%*.

The Twilight seminar program was again interesting for members and we thank our distinguished speakers for their contribution:

Date	Topic	Speaker
Oct	E-Governance: democracy, transaction and control	Dr Matthew Allen, Associate Professor Internet Studies, Curtin University
March	Selecting a Good Consultant	Jillian Mercer, consultant and author
June	The Recommendations of the Commission on Government: did anyone take any notice?	Dr Frank Harman, Commissioner on the Commission on Government 1995-1996 and IPAA National Fellow

In September 2003 the topic was *It's not the map, it's what you can map: An introduction to Spatial Information and its importance to the community*. This was an opportunity for IPAA Individual members to attend a half-day session at WALIS Forum 2003, including the keynote session with speaker Paul Reed, Managing Director Maunsell Australia—Western Region; and a 'hypothetical' hosted by Richard Utting, Mayor of Fremantle with speakers David Hatt, Department of the Premier and Cabinet; Noelene Jennings, City of Perth; Rob Starling, Open GIS Consortium; Rex Edmonson, Soil and Land Conservation Council; Carol Jelley, Sinclair Knight Mertz; and Lisa Baker, WACOSS. The final session featured case studies by Narelle Mullan, Department of Health; Rex Ballard, City of Swan; and Stephen Goldie, Department for Planning and Infrastructure.

In November 2003, Individual members were invited to attend a presentation by Public Sector Fellow Maryam Omari from the Child Support Agency, who presented the results of her fellowship research in a talk entitled *Towards Dignity and Respect at Work - an exploration of antecedents and consequences of bullying behaviour in the workplace*. Dr Margaret Nowak, Curtin Graduate School of Business, hosted this seminar at which Christopher Williams, Curtin Business School and IPAA WA Vice President also presented; his talk was entitled *Bureaucratic Neutrality: W(h)ither the frank and the fearless?*.

Sponsorship

Again we acknowledge with thanks the continuing support of Computer Associates for their provision of a laptop computer for use in the Business Office.

Special thanks go to the Department of the Premier and Cabinet (DPC) and in particular to the Office of Multicultural Interests (OMI) for their provision of office space, furniture, equipment, resources and support in hosting the Business Office. The technical staff at both OMI and DPC and the assistance of Corporate Services Manager Terry Waldron (OMI) is also gratefully acknowledged in our move to independent premises in May 2004.

For the future, Council formed a working party to prepare documents to assist with potential sponsorship of the Institute. A sponsorship package was prepared, based on the package used by IPAA NSW, together with a policy statement about sponsorship of IPAA WA.

Promotion and Marketing

One area which needs improvement is to introduce an integrated electronic system designed to meet our requirements. It is imperative that we upgrade in this area to provide members and our audience with a more effective, targeted service, bringing them information about IPAA's events and activities in which they are particularly interested. Next year, General Manager June Waters will design a new system and introduce appropriate software that will substantially reduce time in maintenance and update.

For some time, Council has wanted to update our website, to redesign and improve it in order to present IPAA WA in a more professional way and importantly, to provide a better service to members. To this end, a working party chaired by Council member Sandy Clarkson was formed to investigate cost-effective ways to achieve this. As a result, the contracted website administrator was asked to update the professional image and operation of the website and this work has now commenced. It is expected that with Council input, the website will be handed over to the Business Office to administer by early 2005.

We also plan to undertake a survey of members to ascertain their needs and interests, using a marketing student from Curtin University. The results of this survey will help guide our programs and activities.

We will also investigate the possibility of providing events and activities outside the Perth metropolitan area.

Another challenge is to further build corporate membership numbers, particularly in the Local and Commonwealth government sectors.

And finally, we will need to prepare new strategic and business plans to address issues for the next three-year period.

ACKNOWLEDGEMENTS

I thank my fellow Councillors on the Promotion and Membership Services Committee who provide invaluable advice and support for the range of issues and activities which need to be addressed each month.

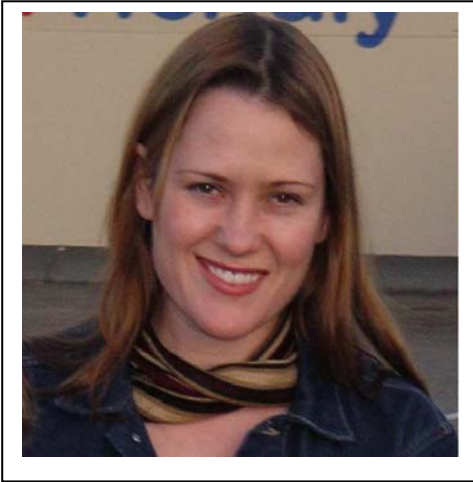
Thank you also to June Waters, whose energy has transformed the Business Office over the past two years, providing IPAA WA with a greatly increased profile and bringing more people and organisations than ever into the IPAA community.

Fiona Robinson as Marketing Manager has contributed well to the development of the new website and assisted the Young Professionals in their efforts to build numbers at YP events. As Memberships Officer, Jodie Sarginson has worked hard to keep members informed and deserves credit for the professional manner in which she has carried out her duties in this regard.

I look forward to the challenges ahead and am proud to be part of the IPAA WA Council at this exciting time in our history.

CHRISTOPHER WILLIAMS
CHAIR, PROMOTION AND MEMBERSHIP SERVICES COMMITTEE

ROLE



The Young Professionals (YP) Committee first met in April 2003 and was formed by IPAA's Divisional Council to focus on the needs of members and potential members under the age of 35 years. The Committee meets monthly.

The Terms of Reference for the YP Committee are:

- to develop, in consultation with the Professional Development (PD) Committee, a program of professional development activities to meet the needs of young professionals working in the public sector and other young people with an interest in public administration;
- to promote, in consultation with the Promotion and Membership Services (P&MS) Committee, the benefits of IPAA membership to young professionals; and
- to facilitate the development of networks amongst young professionals.

**Tania Lawrence, Chair
Young Professionals Committee**

A range of agencies were represented in the Young Professionals Committee:

Tania Lawrence (Chair)	Department of the Premier and Cabinet
Kyra Nimmo (Secretary)	Department of Land Administration
Kiran Ranbir (Treasurer)	Small Business Development Corporation
Serena Buckley	Main Roads Western Australia
Ricky Pena	Department of Culture and the Arts

and IPAA Councillors:

Chris Berry	WA Local Government Grants Commission
Marion Seboa	Department of Education and Training

ACHIEVEMENTS

IPAA WA YP Membership as at 30 June 2004 numbered 63, representing just over 16% of total Individual members.

The Chair of the YP Committee reports to Council and is supported on the Committee by IPAA Councillors, Chris Berry and Marion Seboa. In consultation with the PD and P&MS Committees and with the support of the IPAA WA Business Office, the YP Committee held a flexible program of professional development activities in 2003/04.

The YP Committee undertook a survey of 100 young professionals to identify the learning and networking opportunities of interest to them. The Committee then developed a tailored program of events to meet the needs of young professionals working in the public sector and other young people with an interest in public administration.

The Committee established a database that young professionals, whether or not a member of IPAA, can join for free. Information about opportunities for career development and networking are promoted through the database which lists approximately 150 people.

The YP Committee developed an IPAA WA YP web page that outlines the aims of the YP Committee and introduces the members. The web page gives access to the survey results, speakers notes and details about upcoming events.

The YP Committee promoted, in consultation with the P&MS Committee, the benefits of IPAA membership to young professionals and facilitated the development of networks amongst young professionals outside the public sector through the YP database, IPAA YP website and other forums such as the Department of the Premier and Cabinet Graduate Induction Seminar.

The YP Committee Chair also attended the IPAA National Conference in Brisbane in November 2003 and met with IPAA Young Professionals from other jurisdictions to exchange program ideas.

The YP Committee hosted its first event in August 2003, followed by three other events during the year, including the first of its breakfast series. All events explored a theme relevant to young professionals and provided an opportunity for participants to network with fellow public sector young professionals. The events are as follows:

Date	Topic	Speakers
Aug	Views from the Top - Career Advice for IPAA's Young Professionals (twilight forum)	Lyn Russell, CEO Thuringowa City Council, QLD and Dr Wally Cox, Chairman Environmental Protection Authority and President IPAA (WA)
Dec	From Young Professional to Respected Leader - how to excel at your career path through effective leadership (twilight forum)	Robert Cock QC, Director of Public Prosecutions and Tim Atherton, Assistant Commissioner (Crime), Western Australia Police Service
Mar	Policy Formulation, Planning Skills and the Mechanics of Government (twilight forum)	David Hatt, Chief Policy Adviser, Policy Division, Department of the Premier & Cabinet
June	It Seemed Right at the Time (breakfast seminar)	Deirdre O'Donnell, State Ombudsman, Glenn Ross, Corruption and Crime Commission and Brian Boylen, Office of the Public Sector Standards Commissioner

The YP Committee developed a design brief for two courses: *The Budget Process, Cycle and Preparation* and *Financial Statements in the Public Sector – what do they mean*. The YP Committee expects to identify further topics suitable for skills training courses next year.

OUTLOOK AND ACKNOWLEDGEMENTS

I am so pleased at how far the IPAA Young Professionals have come: with strong attendances, very high calibre speakers and topics and achieving the shared goals of both YPs and IPAA. I would like to thank our YP Committee members and the IPAA Business Office staff for all their support in making this a reality. I am confident that IPAA WA's Young Professionals will continue to play a vital role in the Institute's work.

TANIA LAWRENCE
CHAIR, YOUNG PROFESSIONALS COMMITTEE

- **Public Sector Fellowship Research Program**
- **University prizes**
- **Oral History**
- **WS Lonnie Awards**
- **National Fellows**
- **Honorary Life Members**
- **History of the WA Division of IPAA**

Public Sector Research Fellowship Program

One of the major success stories this year has been the take-up of the Public Sector Research Fellowship Program. This Program is jointly sponsored by the Institute of Public Administration Australia (WA), Curtin Business School, the Department of the Premier and Cabinet, the Australian Public Service Commission and the Department of Local Government and Regional Development.

The Program provides people working in WA in the Commonwealth, State or Local government public sectors with an opportunity to undertake a sponsored 13 week research placement at Curtin University of Technology.

Fellows continue to be paid by their home organisation at their substantive salary for the duration of their award and are located on a full-time basis at the Curtin Business School which provides the necessary academic supervision and research facilities. A program of supporting academic activity is also arranged and conference attendance may also be funded during the program.

The Semester 1 2004 fellows were Tulip Penney, from the Equal Opportunity Commission and Maarten Van Der Wall, from the Australian Bureau of Statistics. Tulip undertook a project on the *Determinants to the employment and retention of people with disabilities in the WA public sector*. Maarten examined *Reflection as a tool for the transfer of learning: the missing link in management and leadership development*.



Tulip Penney and Maarten Van Der Wall receiving their certificates from sponsor agencies

The Semester 2 2004 fellows are Eileen McCaffrey from the WA Health Department and Troy Fuller from the Child Support Agency. Eileen's project addresses the question: *Is organisational learning an outcome of the Frontline Management Initiative (FMI) in the public sector?* Troy is studying *Employee loyalty in the public sector: contributing factors, implications and examples.*

The research undertaken by recent fellows can be downloaded from the program's Research Publications page at:

<http://www.cbs.curtin.edu.au/business/research/iric/public-sector-research-fellowship/research-publications>

For more details about the Program and how to apply visit the Program website:

<http://www.cbs.curtin.edu.au/business/research/iric/public-sector-research-fellowship>

Further information and advice can be sought from the program coordinator:

Christopher Williams, Senior Research Fellow

Institute for Research into International Competitiveness

Curtin Business School, Curtin University of Technology

Telephone: +61 8 9266 2849 Email: c.williams@curtin.edu.au

University Prizes

IPAA WA continues to provide awards and recognition for academic excellence at university, to students who are studying in the field of public sector administration or management.

We congratulate the winners this year of The Institute of Public Administration Australia Prize to the value of \$250, who are:

Edith Cowan University – Mr Jeffrey Fussell

Murdoch University – Ms Tina Benson

The University of Western Australia – Mr Paul Tulloch

Oral History Project

With the signing of a memorandum of understanding between IPAA WA and the Department of the Premier and Cabinet (DPC) in September 2003, this joint project commenced. DPC agreed to complement IPAA's original \$2,500 allocation with up to \$8,500 towards the project's completion.

Oral histories were collected from five public servants chosen for their diversity and the length of their service in the sector. Guidance was provided by a reference group with knowledge, skills and experience in both the WA public sector and the contemporary practice of historical research. The interviews were fully researched and recorded by qualified oral historians, then transcribed in consultation with the interviewees, and on completion the interviews and transcripts are being lodged in Battye library.

Together, the interviews provide a glimpse into the WA public sector over time, through the eyes of some of its long serving members. The project was conceived as a demonstration project and as such, has successfully illustrated both the rich possibilities of oral history as a vehicle for capturing a longitudinal understanding of the contribution of the public sector to the WA community and of development and change. Also, the interviews and the associated documents, photo charts and other items of interest collected with them, lend themselves to possible future exhibition and publication through a range of media.

2003 WS Lonnie Awards

IPAA WA was proud to present the WS Lonnie Awards for excellence in State government annual reporting again this year. The primary vehicle for accountability in the public sector has been the way public sector agencies report their performance. The awards recognise the importance of being accountable and transparent in a succinct and independent way. They encourage and celebrate excellence in annual reporting, which is central to good corporate governance.

This year, the awards were handled in a quite different way. State government agencies and statutory authorities were automatically considered for this prestigious award, unless they chose not to be; three agencies chose not to be included. This year was regarded as a trial year for this process and will be refined for next year. Previously agencies had to nominate and pay a fee, providing revenue for IPAA to help offset the costs of the awards process and ceremony. Therefore, the Institute did not receive any revenue for this activity this year, apart from sponsorship funding.

IPAA WA sincerely thanks our valued sponsors this year who were: Curtin Business School, Office of the Auditor General, Office of the Public sector Standards Commissioner and Office of the Parliamentary Commissioner for Administrative Investigations (Ombudsman).

The judging process was slightly modified and was conducted in two stages. First, the annual reports were reviewed by IPAA to assess whether they met the basic criteria. Successful reports were then considered by an independent judging panel of Mr Roger Stubbs (Chair), Hon. Mr Derrick Tomlinson, Ms Julie Keene and Ms Maxinne Sclanders.

The judging culminated in an awards presentation evening and dinner on 22 June 2004. It was an exciting night as over 100 guests gathered at the Sheraton Hotel to support their organisations and to celebrate excellence in State government annual reporting for the 2003 awards.

The achievements of 16 WA State government agencies were recognised. Honorary guests for the evening included members of the Lonnie family and Allan Skinner and Margaret Nadebaum who presented trophies named in their honour.

Deirdre O'Donnell, State Ombudsman and Vice President of IPAA WA was the distinguished guest speaker and provided a thought provoking and interesting talk on accountability, that was well received by all. It was a pleasant, prestigious evening of entertainment and acknowledgement for public sector agencies' hard work and commitment to excellence.

IPAA WA is proud to congratulate and acknowledge the 2003 WS Lonnie Award winners:

WS LONNIE AWARD

- Department of Fisheries *and* Office of the Auditor General

ALLAN SKINNER TROPHY for the best annual report in the General Government Sector

- Department of Fisheries *and* Office of the Auditor General

MARGARET NADEBAUM TROPHY for the best annual report in the Financial Sector

- Fremantle Port Authority

GOLD AWARDS

General Government Sector (agencies with under 100 FTEs)

- Office of the Auditor General

General Government Sector (agencies with 101 - 1000 FTEs)

- Department of Fisheries
- Department of Land Information

General Government Sector (agencies with over 1001 FTEs)

- Disability Services Commission

Financial Sector

- Fremantle Port Authority

SILVER AWARDS

General Government Sector (agencies with under 100 FTEs)

- Water and Rivers Commission

General Government Sector (agencies with 101 - 1000 FTEs)

- Perth Zoo

General Government Sector (agencies with over 1001 FTEs)

- Department of Justice

Financial Sector

- Insurance Commission of WA

BRONZE AWARDS

General Government Sector (agencies with under 100 FTEs)

- Office of Gas Access Regulation
- Office of the Public Sector Standards Commissioner

General Government Sector (agencies with 101 - 1000 FTEs)

- LegalAid WA

General Government Sector (agencies with over 1001 FTEs)

- Department for Planning & Infrastructure

Financial Sector

- Western Power

SPECIAL AWARDS

Curtin Business School's Award for Corporate Governance

- Department for Community Development

Office of the Auditor General's Award for Accountability & Transparency

- Water Corporation

Office of the Public Sector Standards Commissioner's Award for Human Resource Management

- Department of Land Information

Office of the Ombudsman's Award for Complaints Handling

- Disability Services Commission

Margaret McAleer Special Commendation

- Department of Land Information

National Fellows

The IPAA Fellow is the highest national award bestowed in recognition of an individual's outstanding contribution to the study or practice of public administration as well as to IPAA. Recipients of this prestigious award are entitled to use the Post Nominal FIPAA.

The most recent National Fellow from WA, Dr Geoff Gallop, was presented with his award at the Annual General Meeting in December 2003. Dr Gallop has served in a range of different roles in academia and politics and enriched both. Through theory and practice he has worked to improve public administration, particularly in the areas of efficiency and accountability. He has also been a strong supporter of the Institute in WA and made a significant contribution to its work.

We are also proud to acknowledge our previous award winners from Western Australia:

2002
Frank Harman
Des Pearson

1998
Chris Whitaker

1995
Elizabeth Harman

1992
Martyn Forrest
Allan Skinner

1989
Alan Peachment
Michael Wood

1984
Bruce MacKenzie

1983
Digby Blight
Brian Burgess
Gordon Reid
Ronald Robertson

Honorary Life Members

Council may admit as an Honorary Life Member any person who has rendered signal service to the Institute. At the Annual General Meeting in December 2003, Honorary Life Memberships were awarded to Dr Barbara Meddin and Margaret Stockton. We are proud to acknowledge our Honorary Life Members:

Tim Benjamin

Mike Culmsee

Barbara Meddin

Jan Stuart

Michael Wood

Brian Burgess

Keith Graham

John Persse

Margaret Stockton

History of the WA Division of IPAA

Not only is IPAA WA looking forward to its 60th birthday in 2005, but it is also looking back in time to document the history of the WA Division. Next year we will be commissioning the research and writing of a history of IPAA WA, through the Centre for History at The University of Western Australia.

ROLE

The Finance and Business (F&B) Committee advises Council on the budget and monthly accounts and the operations of the Business Office. In association with the other Committees, it recommends targets for financial plans and budgets and adopts a monitoring and stewardship role on behalf of the Council.

With the growth in our activities, particularly in the professional development program and the advent of a separate, independent Business Office, the tasks and workload of the F&B Committee have expanded accordingly.

The General Manager monitors Business Office activities and their impact on staffing, systems, equipment and accommodation and advises the F&B Committee with appropriate recommendations for its consideration.

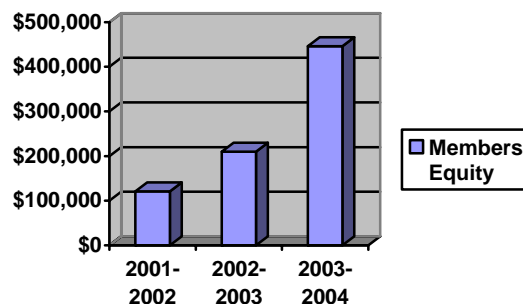
ACHIEVEMENTS

This has been an exciting and rewarding year for the F&B Committee. This year we have reached the point with Members Equity approaching the half-million dollar mark for the first time, demonstrating that IPAA WA is financially healthy and a growing organisation in this State. Council's objectives to create a firm financial foundation and a consistent revenue base from membership and particularly our professional development program have been achieved.

From May 2004 the new Business Office in St Martins Tower began operations. We have continued to achieve significant growth in membership and participation to support this development.

This rapid and sustained growth also means a challenge for us to ensure that we are responsive to member, Council and staff needs. And, it puts pressure on us in relation to deciding our future business activity and growth strategies.

The impressive increase in Members Equity, as shown in the following chart, demonstrates the need for sound financial planning and good governance arrangements. Members Equity increased by 115% from last year, following an increase of 74% from the previous year. This looks very promising for next year also.



As a result, Bank Interest earned on our investments increased by 145% from \$5,949 in 2002-2003 to \$14,591 in 2003-2004.

The growth in our Professional Development revenue by 89% reflects the significant increase in activity as well as the introduction of more efficient procedures, greater use of modern technology and recruitment of events-qualified operational staff and stands as a justification for our decision to relocate to our current premises, despite the considerable infrastructure costs involved in making this move. We are yet to see a full-year effect of the change, however all indicators are most encouraging.

The rapid growth which began in mid-2003 soon created a problem. To relieve some of the pressure, an EFTPOS machine was brought into the Business Office in August 2003 and from that time, the Business Office rather than the Treasurer processed all credit card payments. Additional staff hours were required in the Office to handle the increased workload, as credit card payments are the vast majority of registrations and membership fees.

One of the tasks of the F&B Committee is to monitor business activities monthly and their impact on staffing and budget. The General Manager reported to Committee that the staff have worked hard to document and maintain up to date financial and business processes. Innovation and creativity have been encouraged to identify more proactive ways to anticipate and respond to customer needs. This has resulted, for example, in a significant reduction in the need for customers to telephone the office, as the information they require is now provided to them automatically during the events registration and payment processes. Customers are better informed, more satisfied and office workflow and staff morale have improved.

A key aspect of the F&B Committee's role is to check that the governance arrangements are appropriate, especially in the new Business Office with particular regard to the rapid growth and frequent changes in staff duties.

In August 2003, consultants from Pricewaterhouse Coopers (PWC) were contracted to examine the financial procedures in the Business Office and recommend any improvements. The PWC report found that the financial processes in the Business Office were generally satisfactory and recommended a number of refinements, all of which were implemented. Council noted, "Dr Cox said that Ms Waters and her team were to be congratulated on their response to the PWC report and the financial initiatives to improve IPAA's operations."

OUTLOOK

Challenges for next year include:

- Transferring a number of low-level bookkeeping and record keeping tasks from the Treasurer into the Business Office, with appropriate resourcing;
- Working towards electronic integration of financial and events management systems;
- Further reviewing our staff job descriptions and performance;
- Commissioning an independent review of salary levels and work conditions to ensure their alignment with similar organisations in this State, as appropriate;
- Retaining and developing the investment in our staff assets, by monitoring workloads and staffing requirements; encouraging staff development; and responding to recommendations on accommodation, furniture and equipment;

- Providing senior staff to assist the General Manager with both the professional development program and membership services; and
- Again using an external source to review financial processes to ensure good governance.

Importantly, we will need to focus on business planning for the next stages of growth, as we advance towards Council's vision to purchase our own premises.

ACKNOWLEDGEMENTS

I take this opportunity to thank my fellow Finance and Business Committee members for their support and advice during the year: Vice Presidents Deirdre O'Donnell and Christopher Williams and Councillors Peter Wilkins and Sandy Clarkson.

The committee is supported by General Manager June Waters and I acknowledge her persistence and professionalism in driving us forward to modernise IPAA's presence in WA. The outstanding financial results are a credit to June's business skills and energy.

My special thanks to our long-serving Honorary Treasurer Tim Benjamin for his substantial input and effort in this year of growth and achievement and the support that he has given the Committee and myself both personally and professionally.



DR WALLY J COX
CHAIR, FINANCE & BUSINESS COMMITTEE

Footnote:

IPAA WA Constitutional Amendment:

This year the IPAA WA Constitution was amended, on request from the National Office "to ensure that it complies with the relevant section of the taxation legislation under which National Council is seeking to have the status of IPAA recognised as a Charity for Tax Exemption purposes".

(This new clause was recommended by KPMG on behalf of IPAA National Council.)

At the Special General Meeting held immediately before the Twilight Seminar on Monday 14 June 2004 at 4:30pm, the notice of motion as advised to members in the April 2004 edition of *IPAA News* was moved. An amendment to that motion was then moved, seconded and the amended resolution passed unanimously by those members present.

The motion passed reads:

"In the event of the Institute being dissolved, the amount that remains after such dissolution and the satisfaction of all debts and liabilities shall be transferred to another organisation, incorporated under the *Associations Incorporation Act 1987*, with similar purposes which are not carried on for the profit or gain of its individual members."

INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (WA DIVISION) INC.


STATEMENT BY MEMBERS OF THE COMMITTEE

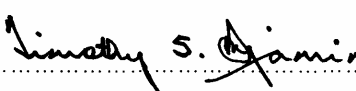
The Committee has determined that the Institute is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Committee the financial report:

- (i) Presents a true and fair view of the financial position of the Institute of Public Administration Australia (WA Division) Inc. and its performance for the year ended 30 June 2004.
- (ii) At the date of this statement, there are reasonable grounds to believe that the Institute of Public Administration Australia (WA Division) Inc. will be able to pay its debts as and when they fall due.

This statement is made in accordance with the constitution of the Institute of the Public Administration Australia (WA Division) Inc. and is signed for and on behalf of the Committee by:

Dr Wally J Cox (President).....

Mr T.S. (Tim) Benjamin (Treasurer).....

Dated this 3rd day of December 2004

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA
(WESTERN AUSTRALIAN DIVISION) INC.**

***Independent Audit Report to the members of the Institute of Public
Administration Australia (Western Australian Division) Inc.***

I have conducted an independent audit of the financial records of the Institute of Public Administration Australia (Western Australian Division) Inc. in order to express an opinion on it to the members of the Institute for the year ended 30 June 2004.

The Institute's Committee of Management is responsible for the financial report and have determined that the accounting policies used are consistent with the reporting requirements of the Institute's constitution. However, no opinion is expressed as to whether the accounting policies used are appropriate to the needs of the members.

The attached financial report, comprising the Statements of Income and Expenditure and Balance Sheet has been prepared for distribution to members for the purpose of fulfilling the Committee of Management's reporting requirements under the Institute's constitution. I 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 any purpose other than that for which it was prepared.

The auditing procedures included examination 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 Australian Accounting Standards and other professional reporting requirements.

The audit opinion expressed below has been formed on the above basis.

In my opinion, the financial report presents fairly in accordance with the requirements of the Institute's constitution in respect of the year ended 30 June 2004, satisfactorily detailing the sources and nature of the income (including income from members) and the nature and purposes of expenditure.


22/11/2004

B. MAZUMDAR
HONORARY AUDITOR

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA
WESTERN AUSTRALIAN DIVISION INC.**

BALANCE SHEET AS AT 30 JUNE 2004

<u>2002/2003</u>		<u>2003/2004</u>
\$		\$
	Current Assets	
67,302	Cash At Bank	29,465
96	Petty Cash Float	146
5,000	IPAA BankWest Visa Card (Security Depo:	11,000
44,960	Trade Debtors (Accounts Receivables)	14,175
<u>135,500</u>	Term Deposits - Bankwest	<u>429,868</u>
<u>252,858</u>		484,654
	Non-Current Assets	
	Fixed Assets:	
0	Plants & Equipments	43,375
0	Less:Accumulated Depreciation	-2101
0	Furniture & Fittings	1,430
0	Less:Accumulated Depreciation	<u>-15</u>
<u>0</u>		42,689
	Current Liabilities	
19,179	Trade Creditors (Accounts Payables)	19,495
6,487	Goods and Services Tax (GST)	1,092
1,164	PAYG Withholding Payable	3,852
0	Superannuation Payable	5,533
	2004/2005 Revenue in Advance:	
8,118	Individual Membership Subscriptions	9,200
273	Corporate Membership Subscriptions	15,500
8,063	Professional Development Program	<u>22,396</u>
<u>43,284</u>		77,068
<u>209,574</u>	Members Equity	<u>450,275</u>

STATEMENT OF INCOME AND EXPENDITURE - SUMMARY

<u>FINANCIAL YEAR 2003/2004</u>		
402,216	Operating Revenue	744,785
<u>313,416</u>	Operating Expenses	<u>504,084</u>
88,800	Operating Surplus (Deficit)	240,701
	Retained Earnings at beginning of Financial Year	209,574
120,774		<u>209,574</u>
<u>209,574</u>	Retained Earnings at end of Financial Year	<u>450,275</u>

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA
(WESTERN AUSTRALIAN DIVISION, INC.)**

**STATEMENT OF INCOME AND EXPENDITURE-DETAILED
FOR THE YEAR ENDED 30 JUNE 2004**

<u>2002/2003</u>		<u>2003/2004</u>
<u>\$</u>		<u>\$</u>
	<u>INCOME</u>	
30,582	Members subscriptions	44,829
5,949	Bank Interest and Interest from Investments	14,591
359,767	Professional Development Program	680,556
582	Staff Professional Development Program	4,723
5,336	Conference Registration and Sponsorship	0
0	Other Income	86
<u>402,216</u>	TOTAL INCOME	<u>744,785</u>
	<u>LESS EXPENDITURE</u>	
5,308	AJPA and Capitation Fee (National)	8,725
3,992	CBPA (ACT Division)	5,029
1,641	IPAA (WA) Newsletter	1,892
9,931	Public Sector Fellowship Program	11,175
0	Oral History Project	4,178
824	National Research Project	0
4,895	Staff Professional Development	5,093
455	University Prizes	1,000
0	Marketing, Promotion and Advertisement	215
2,821	AGM and Annual Report	3,572
125,124	Professional Development Program	212,620
0	Young Professionals Committee	83
6,547	Printing and Stationery (General)	8,160
1,006	Telephone and Fax	2,424
1,751	Computer Expenses	2,574
2,664	Internet Expenses and IPAA WA Web Page	3,455
7,454	Bank Fees and Amex Charges	15,322
30	Council Expenses	0
174	Insurance	1,033
0	Lease Premises (Rental)	3,153
0	Installation/Maintenance/Repairs	5,654
2,361	Postage/Courier/Mailing (General)	2,459
127,069	Contract and Salaried Staff	172,967
0	Staff Superannuation	11,329
1,400	Consultancy and Management Fee	2,240
0	Legal Fees	1,079
7,500	Honorarium	15,000
469	Office Expenses	1,537
0	Depreciation	2,116
<u>313,416</u>	TOTAL EXPENDITURE	<u>504,084</u>
<u>88,800</u>	OPERATING SURPLUS/(DEFICIT)	<u>240,701</u>

INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA (WA DIVISION) INC.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED
30 JUNE 2004

Note 1: Statement of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act (WA). The Committee has determined that the Institute is not a reporting entity.

The financial report has been prepared in accordance with the requirements of the Associations Incorporation Act (WA)

(a) Income Tax

The Institute of Public Administration Australia (WA Division) Inc. is exempt from income tax.

(b) Plants and Equipments and Office Furniture and Fittings

These are carried at cost less accumulated depreciation. Depreciation is calculated on the prime cost basis to write off the assets over its estimated useful life to the Institute of Public Administration Australia (WA Division) Inc.

APPENDIX

TABLE OF MAJOR AWARENESS EVENTS 2003-2004

TABLE OF MAJOR AWARENESS EVENTS 2003-2004

Month	Event	Speakers and Partners	Registrations
July	Launch of the Guide “Consulting Citizens: Planning for Success”: Risk = Hazard + Outrage: Risk Reducer: developing effective consulting strategies	Partnership with the Citizens and Civics Unit of the Department of the Premier and Cabinet (DPC). Launch and speech by the Premier of WA, Dr Geoff Gallop. Host Dr Christina Gillgren, Director, Citizens and Civics Unit, DPC. Second breakfast speaker Dr Wally Cox, Chairman Environmental Protection Authority. Seminar facilitator Katherine Teh-White, Managing Director of Futureye (Melbourne)	245 at breakfast, 159 at half-day seminar Venue: Novotel Hotel
July	Electronic Transactions in the WA Public Sector – Risks and Opportunities	Partnership with the Records Management Association of Australasia. Host Dr Wally Cox, President, IPAA WA Speakers: Alan Piper, Director General, Department of Justice; Alastair Bryant, Director General, Department of Culture and the Arts; Gee Lightfoot, General Manager Information Services, Department of Industry and Resources and immediate past Chair of the Australian Computer Society (WA Branch); Paul Griffin, General Manager Business Entry Point, E-Business Division, Department of Industry, Tourism and Resources (Canberra); Michael Paterson, Principal Michael Paterson and Associates and Secretary WA Society for Computers and the Law; Dr Matthew Allen, Associate Professor in Internet Studies, Curtin University	317 at half-day seminar Venue: Novotel Hotel
Aug	Leadership in the Management of Change: success stories from the CEOs perspective	Host Maxine Murray, IPAA WA Vice President and Commissioner, Public Sector Standards. Speakers: Lyn Russell, Chief Executive Officer of Thuringowa City Council, QLD; Dr Wally Cox, Chairman Environmental Protection Authority and President IPAA (WA); Ricky Burges, Chief Executive Officer, Western Australian Local Government Association; Chester Burton, Chief Executive Officer, City of Subiaco; Dr Ruth Shean, Director General, Disability Services Commission; Patrick Walker, Executive Director, Consumer Protection; Commissioner for Fair Trading and Prices Commissioner; Gavin McCairns, Area Manager Western Australia, Centrelink.	248 at breakfast, 181 at half-day seminar Venue: Novotel Hotel

Aug	Understanding the Past, Shaping the Future: New Challenges for Public Policy?	Partnership with Curtin University's Graduate School of Business. Speaker: Graham Molitor, President of Public Policy Forecasting, Vice President and legal counsel of the World Future Society and presenter at the <i>Ideas at the Powerhouse</i> Forum in Brisbane in August 2003.	191 at breakfast Venue: Duxton Hotel
Sept	Evaluating Public Policy: the tension between evidence-based policy review and community driven evaluation	Partnership with the Australasian Evaluation Society. Host Rosemary Cant, WA State Coordinator, Australasian Evaluation Society . Speakers: Dr Jenny Lewis, a Senior Research Fellow, University of Melbourne's Department of Political Science and the Centre for the Study of Health and Society; Dr Jenni Ibrahim, Principal Research Officer, Department for Community Development; Dr Christina Gillgren, Director Citizens & Civics Unit, Department of the Premier & Cabinet; Kim Clark, Senior Research Officer, Telethon Institute for Child Health Research, UWA; Celia Chesney, Director, Information & Knowledge Management, Department of Agriculture; Tony Pietropiccolo, President, WA Council of Social Services and Director, Centrecare.	172 at breakfast, 125 at half-day seminar Venue: Novotel Hotel
Oct	Smart Communities a creative response to the knowledge economy	Host Dr Wally Cox, President IPAA WA Speakers: Honourable Mal Bryce, Chairman of the Industry Communications and Technology Forum; Noel Carlin, Director Health Services Development, South West Area Health Service; Jenny Sales, A/Executive Director, Office of E-Government, Dep't of the Premier & Cabinet; Professor Ron Oliver, Associate Dean, Faculty of Computing, Edith Cowan University; Charles Johnson, Chief Executive Officer, City of Wanneroo; Brett Sabien, Manager Telecentres, Dep't of Local Government & Regional Development; Phillip Skelton, senior government telecommunications consultant (now retired).	112 at breakfast, 78 at half-day seminar Venue: Novotel Hotel
Nov	The Practice of Policy - Issues and examples in the creation of public policy in WA	Partnership with the Department of the Premier and Cabinet. Host Dr Wally Cox, President IPAA WA Speakers: David Hatt, Chief Policy Advisor, Policy Division, Department of the Premier and Cabinet; Michael O'Kane, State Manager, Australian Government Department of Health and Ageing; Ted Anthony, Director Policy, Department of Consumer and Employment Protection; Dr Steve Allsop, Acting Executive Director, Drug and Alcohol Office; Rob Delane, Executive Director Plant Industries, Department of Agriculture; Tim Marney, Executive Director Agency Resources, Department of Treasury and Finance.	281 at half-day seminar Venue: Novotel Hotel

Feb	The Reform Imperative – a 2004 guide to whole of government reforms - what do they mean for public sector agencies and managers?	Partnership with the Functional Review Implementation Team (FRIT) in the Department of the Premier and Cabinet. Host Dr Wally Cox, Chairman President IPAA WA Speakers: Ron Mance, Executive Director, FRIT Paul Stafford, Gary Stainton, Trish Fraga-Diaz and Melanja Kwiatkowski, Tony Mills, FRIT; Colin Murphy, Executive Director Finance, Department of Treasury and Finance; Marc Diaz and Rod Alderton, Department of Treasury and Finance.	282 at half-day seminar Venue: Parmelia Hilton Hotel
March	Consulting Citizens: Engaging with Aboriginal Western Australians, Launch of the Guide “Consulting Citizens: Planning for Success”	Partnership with the Citizens and Civics Unit of the Department of the Premier and Cabinet (DPC), the Aboriginal and Torres Strait Islander Commission (ATSIC), the Aboriginal and Torres Strait Islander Service (ATSIS) and the Department of Indigenous Affairs. Host Dr Christina Gillgren, Director, Citizens and Civics Unit, DPC. Speakers: Dr Geoff Gallop, Premier of Western Australia; Brian Champion, ATSIC WA State Council A/Chairman; Colleen Hayward, ATSIS WA A/State Manager; Craig Somerville, National Management Committee for the Return of Indigenous Cultural Property and Director of Japalpa Indigenous Consultants; Mance Lofgren, Curator of Anthropology, WA Museum; Seminar facilitators: Kim Bridge, Kim Bridge and Associates; Tim Muirhead, CSD Network.	382 at breakfast, 267 at half-day seminar; Venue: Burswood Convention Centre
April	Harnessing Opportunities – innovative uses of information communications technology in government	Partnership with the National Office for the Information Economy (NOIE). This free half-day seminar by NOIE featured an overview of key policies and case studies from both Federal and WA government agencies. Dr Wally Cox, President IPAA WA spoke about the role of IPAA.	100 at seminar Venue: Alexander Library
May	Promises, Prospects and Expectations - the economics and challenges of sharing information across government	Partnership with the Murdoch University Business School. Host Dr Wally Cox, President IPAA WA. Speakers: Dr Don Lamberton, Visiting Fellow, Australian National University; Stephen Alexander, QLD Strategist and Broker between converging online industries; Ian Hyde, Executive Director Information Access Division, Department of Land Information; Jo Bryson, Executive Director, Office of E-Government; Martin Jackson, Project Director, Integrated Courts Management, Department of Justice; Dr Matthew Allen: Associate Professor Internet Studies, Curtin University.	155 at breakfast, 110 at half-day seminar Venue: Burswood Convention Centre

May	Corporate Governance - building trust and credibility	<p>Breakfast partnership with the WA Regional Office of the Australian Public Service Commission (APSC); followed by a half-day seminar hosted by IPAA WA.</p> <p>Breakfast joint hosts: Dr Wally Cox, President IPAA WA and Susan Kurtjak, WA Regional Director, APSC</p> <p>Breakfast Speaker: Breakfast: Lyne Tacy, Deputy Public Service Commissioner, APSC.</p> <p>Seminar Host Dr Wally Cox and Speakers:</p> <p>Des Pearson, WA Auditor General;</p> <p>Pierre Dreyer, Director of Assurance and Business Advisory Services, Price Waterhouse Coopers;</p> <p>Adam Handley, Partner, Corrs Chambers Westgarth Lawyers;</p> <p>Guy Callender, Foundation Professor and Chair in Leadership of Strategic Procurement at Curtin Business School and Principal of the Asia-Pacific Procurement Research Group;</p> <p>Deirdre O'Donnell Parliamentary Commissioner for Administrative Investigations (Ombudsman).</p>	<p>167 at breakfast, 111 at seminar</p> <p>Venue: Sheraton Perth Hotel</p>
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