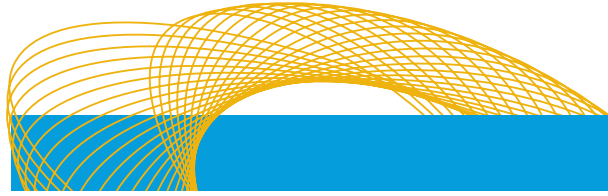




ANNUAL REPORT 2007-2008

Connecting members with the people, ideas and issues that matter to the public sector





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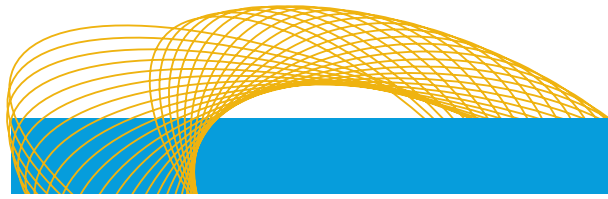
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OUR PATRON

Patron of IPAA WA is the Governor of Western Australia, his Excellency Dr Kenneth Comninos Michael, AC

OUR VISION

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

OUR MISSION

To advance excellence in the public sector 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 value.



His Excellency Dr Kenneth Comninos Michael, AC

OUR VALUES

Values are the key to our success. We value:

Service - the capacity to positively support the IPAA WA membership and contribute to excellence in the public sector;

Independence - thinking and acting for ourselves in matters of opinion and conduct, without being subject to external constraint or authority;

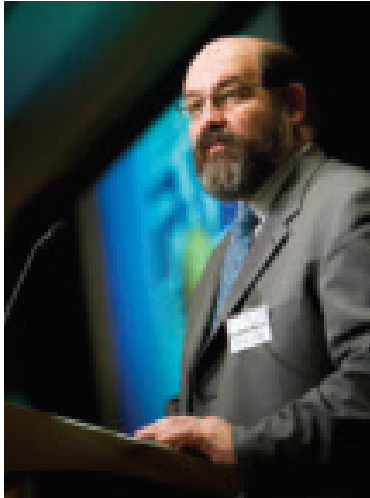
Innovation - the introduction of creative ideas for positive change in the public sector and provision of leadership for implementing them;

Collaboration - interdependent co-operation within IPAA and the public sector in response to diverse and changing issues, initiatives and conditions;

Learning - on-going learning as a means of gaining new facts, approaches and insights into public sector administration and reform;

Integrity - honesty, openness and accountability in all that we do; and

Inclusiveness - the richness that a diversity of views, backgrounds and experiences brings to IPAA and the public sector.



Grahame
Searle

DEAR MEMBERS

This is my last Annual Report as President of IPAA WA. Over the last two years I have seen IPAA WA transform from a modest organisation into a highly regarded professional association. This transformation has occurred at a time of new and evolving challenges being faced by our members across a dynamic public sector environment.

It has been a busy year and a highly rewarding one. The last 12 months we have interacted with a broader range of organisations and people from across the sectors through the new events program which includes current and emerging issues and a range of contemporary topics of the day. In September 2007, we hosted our National Conference an opportunity that occurs every 8 years, which was shaped through the energy and enthusiasm of groups of dedicated volunteers. My congratulations are extended to all of those involved with this major event.

In 2007/2008 we have advanced excellence in the public sector through our professional development programs our events have shifted to a new level and broader creative formats. Along with some of our Councillors it was my pleasure to host some of the events delivered this year, in review it is also somewhat daunting looking over the program when one considers the calibre and strong contribution of these professionals and key thought leaders to our profession and the community at large. The expanded training program offered our sector best practice and has provided a valuable support to public sector organisations both small and large.

Our membership has grown amongst our corporate members and we have seen the formation of special interest groups. We have continued our awards and prize giving programs acknowledging outstanding achievement, including when two long standing members were recognised as National Fellows Dr Wally Cox and Ms Maxine Murray and I congratulate all those who have been recognised throughout the year.

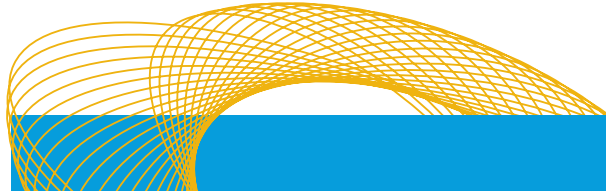
This report provides highlights over the year as well as information on the program and operations in more detail. It is pleasing to see that our income has increased on the previous year by \$130,000, and I feel strongly that IPAA WA is now better able to respond to our members and the development of our sector. This year in setting up our new programs, systems and structure there have been establishment costs required for our new financial processes and the new Integrated Events Program strategy. This expenditure has been necessary as part of the transformation towards strengthening the longer term sustainability of our association and I must acknowledge our Council and their ability to make the hard decisions to implement these new changes. I would also like to take this opportunity to recognise the energy and enthusiasm of the IPAA WA staff in the Business Office over this period, breaking new ground in many areas, contributing to the many successes of IPAA WA this year.

Finally, I would like to thank you our members - both personal and corporate, for supporting their independent professional association and encourage your continued participation.

Yours truly,

Grahame Searle

President



DEAR MEMBERS

Last year when I wrote my contribution in the Annual Report I was 6 months in my position. Now the year has ended I feel extremely proud of our work and what we have achieved over this major transition period. I would like to acknowledge and thank everyone for the support they have offered to myself and the Business Office throughout this year.

It has been a busy and an unpredictable year, full of changes, challenges and creation - yet enormously motivating and successful. Recognition for this achievement must be shared amongst enthusiastic volunteers, IPAA WA members, Council and particularly the energies and motivation of the team in the Business Office.

Last year I stated my belief that IPAA WA should offer members the opportunity to come together as a profession, share ideas and be inspired. This objective has underpinned every strategy we have introduced over the last 12 months. This year we aimed to build our capacity and capability, shifting emphasis from an events and training deliverer to a membership based professional body. Our focus has been to internally transition our organisation and externally reposition IPAA WA more broadly across our membership and public sector community.

Early in taking up my appointment I was asked to implement a major project that had been under discussion for some time; the new Integrated Events Management System (IEMS) which has just been fully completed. I was also asked to identify the potential of IPAA WA; given a slowing down of market growth and possible negative implications of new state sector initiatives such as the Common Use Agreement and the emergence of a range of new local providers offering professional development services. After some research of systems along with reviewing operations I decided to create possibilities and encourage a broader outlook in our program and raised awareness for my Council and business team. Throughout this it was important to encourage our stakeholders to look differently at who we were and also how we could add value or be more responsive. This was achieved through delivering services differently; while adopting a more confident image and innovative place in the sector; assisted by creating our new marketing and web material. Our core aim in membership was to focus upon building our corporate base and retaining personal members while developing new systems and on line services to offer personal and regional members for 2008. A new revitalisation of the programs necessitated the creation of new courses and a reshaped, more innovative format of the events program.

Today IPAA WA is better positioned, higher profiled and has achieved a new level of recognition across the sector. This year has built the capacity and transitioned IPAA WA to move forward as a major contributor to our sector; IPAA WA is now a more capable organisation and professional body.

Yours,

Lynn Deering
Executive Director



Lynn
Deering

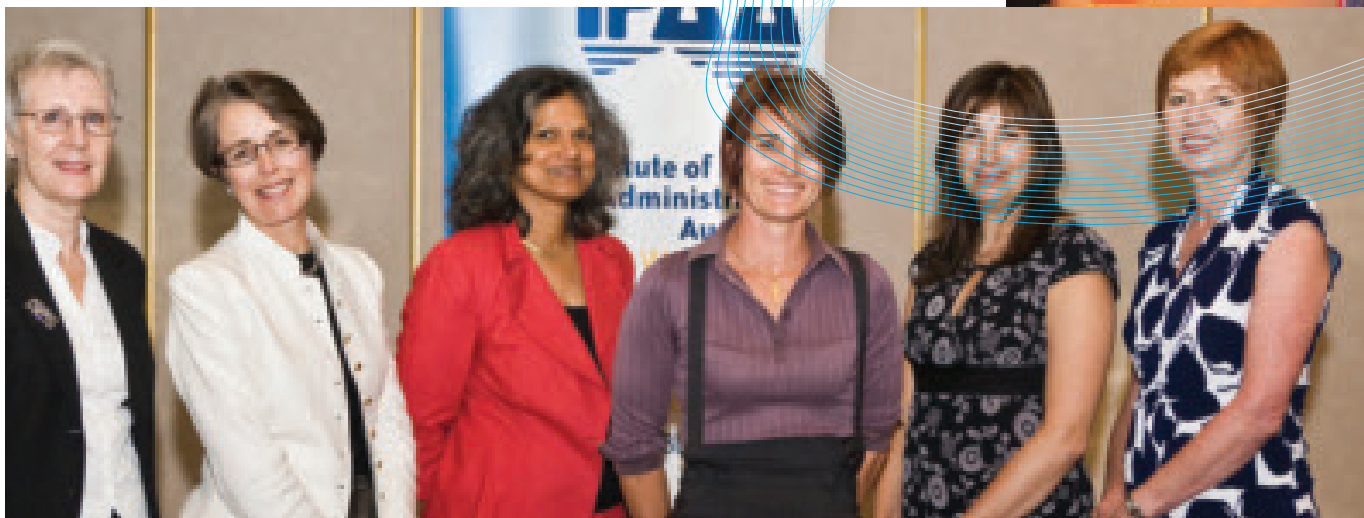
SUPPORTING AND GROWING OUR MEMBERSHIP

Our programs responded to 4,500 people from across the sector during the 8 months of delivery this year.

- Delivered 113 professional development and networking opportunities for members catering for over 4,500 attendees including a comprehensive program of 22 seminars and 5 social events with prominent National and International speakers, the highlight of which was the IPAA WA National Conference hosted in Perth in September, 2007.
- The introduction of 12 new training courses including "*Demystifying the Media*", "*Statistics and their Uses*" and the reintroduction of the popular Workshop "*Writing an Awards Winning report.*"
- Training introduced new formats and a series of targeted courses to cater for a broader range of people within the public sector to include new graduates, managers, senior policy officers and senior executives.
- 2007/2008 we maintained our membership numbers; saw an increased diversity of members with a 14% increase of corporate members and increased diversity in regional, academic and not for profit representation.
- Introduced recording of major events for download by regional members.

ENSURING A VIABLE FUTURE

- New membership fees and structures were introduced to meet our requirements for cost recovery in service delivery.
- The Business Office investigated new sources of income for a broader income base and by exploring new sponsorship opportunities; forming 4 new partnerships in programs delivered.
- Transition of external financial administration within the Business Office.
- Going live in August 2007, with the new events management system, WAmie members' portal instigated in November, and online registration facilities in May, 2008; along with the development of new web functions and services to improve efficiencies in 2007.

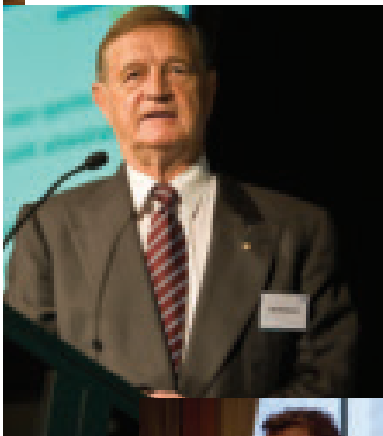


MANAGING AND ENHANCING OUR REPUTATION

- Our most popular yet! This year's annual W.S. Lonnie Awards gala dinner sold out the week before and adopted a 1930s theme of "All that Jazz".
- 2007 saw the development of an important strategic regional partnership with the South West Development Commission. Our 2008 partnership with UWA and Transparency International focused attention upon Corporate Governance with a major presentation by Chief Justice Wayne Martin in June 2008.
- February 2008 saw the largest event ever delivered by IPAA WA Division with 450 attending the Presentation by Lt General John Sanderson on the Topic "*Giving Up On Reconciliation - Is Strategic Surprise Inevitable?*"

CRITICAL PUBLIC POLICY AND MANAGEMENT ISSUES

- IPAA WA responded to papers including; providing feedback and comments to Department of Finance and Treasury's review of format and content of state Budget Statements. Participated in the second round of comments relating to the amended sample and proposed Budget Statements papers. Provided input to National IPAA Council papers on the role of ministerial staff.
- Attended and contributed to "*Public Service Independence and Responsiveness: Striking a Balance*" through member representation; by Dr John Philimore MIPAA at the Melbourne Round Table March, 2008.
- Representation at the International Conference for the Institute of Public Administration Australia and New Zealand with attendance by Amalia Burmas, Young Professionals Deputy Chair, 2008.
- Delivered "*Shaping Views at the Top*"; a policy forum for Young Professionals and thought leaders from the Department of Treasury and Finance, Department of Premier and Cabinet and Department of Industry and Resources to explore policy development and discuss prominent sector issues.
- Delivery of one of the most popular and well attended Reid Orations of the decade with political commentator Paul Murray.



IPAA WA is a membership based not for profit organisation governed by an elected 15 member Council who come from a range of positions from across the public sector. Positions on Council are voluntary and members are elected for two year terms.

IPAA WA funds a full time office, under the leadership of an Executive Director. The Business Development-Events Manager and Program Development Consultant form the management team. Financial management is overseen by the Treasurer Tim Benjamin who undertakes finance management assisted by office administration. The office also has a Communications and Membership Officer, Finance Officer, two Events and Membership Officers, Administration Assistant and Training and Membership Officer.

IPAA WA COUNCIL 2007-2008

| | | |
|----------------|-----------------------------------|--|
| President | Mr Grahame Searle MIPAA | Director General, Department of Housing and Works |
| Vice President | Professor Lynn Allen MIPAA | Professional Fellow Curtin Business School |
| Vice President | Mr Sandy Clarkson MIPAA* | Finance Manager, Chemistry Centre |
| Secretary | Ms Marion Seboa MIPAA | A/Principal Consultant (Legal), Dept of Education and Training |
| Treasurer | Mr Tim Benjamin MIPAA | Benjamin and Associates |

**National Vice President of the IPAA Council*

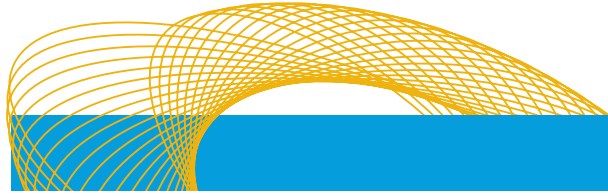


Acknowledging the contribution of IPAA WA councillors Sandy Clarkson; Lynn Allen; Joe Calleja; John Griffiths

COUNCILLORS

| | |
|---------------------------------|----------------------------------|
| Mr Alan Abraham MIPAA | Corruption & Crime Commission |
| Mr David Caudwell MIPAA | Department of Agriculture & Food |
| Dr Helen Grzyb MIPAA | Helen Grzyb and Associates |
| Ms Peta Mabbs MIPAA | Western Australia Police |
| Ms Sue McCarrey MIPAA | Public Transport Authority |
| Ms Tami Maitre MIPAA | Gascoyne Development Commission |
| Ms Kyra Nimmo MIPAA | Department of Housing and Works |
| Dr Robyn Pilcher MIPAA | Curtin University |
| Dr Jim Rhoads MIPAA | National Native Title Tribunal |
| Dr Garrick Stanley MIPAA | Department of Housing and Works |

At the 2007 AGM the following Councillors did not seek re-election and are acknowledged for their contribution and support; Mr Joe Calleja; Ms Lyn Genoni and Mr John Griffiths.



OPERATIONS

Council identified this year as they were running the National Conference in September, in Perth that a refinement of operating Committees would reduce duplication and sustain the effort of our many volunteers.

In early 2008, the Council revised operating committees and Council meetings creating a new operating committee of the Business and Finance Committee; consisting of the President, both Vice Presidents, Treasurer and Secretary. Several key project areas were identified in late 2008 and Councillors selected their portfolios and areas of interest. A framework of operations was created to support the focus of meetings over the calendar indicating agenda items and topics required to be discussed and addressed.

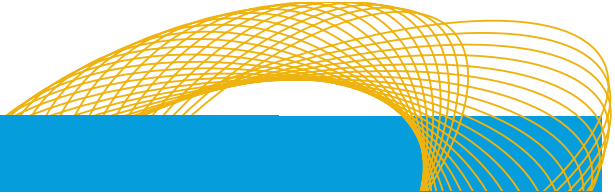
Council adopted monthly committee meetings of the Business and Finance Committee and bi-monthly Council meetings and including quarterly strategic meetings. In May 2008, the Strategic Plan was revisited and updated to reflect current areas of focus.

Between July 2006 - June 2007 the IPAA WA Council met 6 times with no meetings held in September and December 2007, nor in January 2008.



Attendance by Councillors at meetings for the periods is indicated

| MEMBERS | COUNCIL MEETING | BUSINESS & FINANCE COMMITTEE MEETING |
|--------------------|-----------------|--------------------------------------|
| Mr Grahame Searle | 3 | 3 |
| Ms Marion Seboa | 6 | 4 |
| Ms Tami Maitre | 3 | |
| Dr Garrick Stanley | 4 | |
| Ms Peta Mabbs | 3 | |
| Ms Kyra Nimmo | 4 | |
| Prof Lynn Allen | 6 | 4 |
| Mr Tim Benjamin | 5 | 4 |
| Dr Helen Grzyb | 2 | |
| Ms Susan McCarrey | 4 | |
| Mr Sandy Clarkson | 3 | 3 |
| Dr Jim Rhoads | 2 | |
| Dr Robyn Pilcher | 2 | |
| Mr Alan Abraham | 2 | |
| Mr David Caudwell | 0 | |



OPERATING COMMITTEES

Business and Finance Committee

Chair: President Grahame Searle
Treasurer: Tim Benjamin
Vice President: Sandy Clarkson
Vice President: Professor Lynn Allen
Secretary: Marion Seboa

Integrated Events Management System (IEMS) Committee

Chair: President Grahame Searle
Treasurer: Tim Benjamin
Vice President: Sandy Clarkson
Councillor: John Griffiths

National Conference Committee

Chair: Sandy Clarkson
Convenor: Lynn Allen
Program Committee:

- Marion Seboa
- Lesley van Schoebreck
- Kyra Nimmo
- Helen Grzyb

Committee Members:

- John Griffiths
- Garrick Stanley
- Alan Abraham

Young Professionals Network (YPN)

Chair: Luke Edwards - Marine Information Officer
Deputy Chair: Amalia Burmas - Department of Industry and Resources

Committee Members:

- Damian Leach - Department of Industry and Resources
- Lauren Stone - Small Business Development Corporation
- Andrew Dunkin - Landgate
- Melody West - Department of Culture and the Arts

And IPAA WA Councillor who provides support:

- Kyra Nimmo - Department of Housing and Works

During the year committed members of the Committee Tom McIntyre and Lizanne Rego stepped down and are acknowledged for their time and efforts.



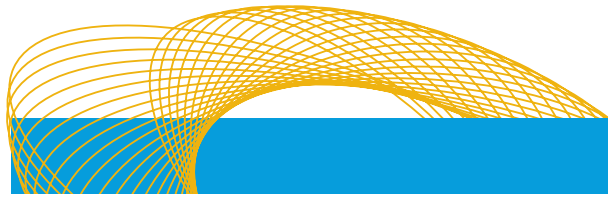
PROJECT COMMITTEES

Public Sector Fellowship

W.S. Lonnie Awards

Oral Histories

Regional Service project including South West Development Commission/ IPAA WA collaboration.



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. This year our division was able to share in the recognition of two our active members with the awards being presented at our National Conference in September, 2007.

Those receiving awards were Dr Wally Cox and Ms Maxine Murray. **Dr Wally Cox** has had a long standing career in the public, agricultural research and university sectors. **Ms Maxine Murray** has held key positions between the periods of 1994 -2007 in regulatory roles in the state public sector.

| 1983 | 1984 | 1989 | 1992 |
|------------------|-----------------|-----------------|----------------|
| Digby Blight | Bruce MacKenzie | Allan Peachment | Martyn Forrest |
| Brian Burgess | | Michael Wood | Allan Skinner |
| Gordon Reid | | | |
| Ronald Robertson | | | |

| 1995 | 1998 | 2002 | 2003 |
|------------------|----------------|--------------|--------------|
| Elizabeth Harman | Chris Whitaker | Frank Harman | Geoff Gallop |
| | | Des Pearson | |

2007

Wally Cox
Maxine Murray

2007 IPAA National Fellows from WA



HONORARY LIFE MEMBERS

Council may admit as an Honorary Life Member any person who has rendered signal service to the Institute. There were no new members recognized in 2007/2008. Our Honorary Life Members are:

| | | |
|---------------|----------------|-------------------|
| Tim Benjamin | Lyn Genoni | Marion Seboa |
| Brian Burgess | Keith Graham | Jan Stuart |
| Wally Cox | Barbara Meddin | Margaret Stockton |
| Mike Culmsee | John Persse | Michael Wood |

This year IPAA WA has shifted into a new phase of its development both internally and externally to support our growth and to ensure IPAA WA addresses matters related to its future viability. The steps towards this new phase of development required considerable preparation and management. This period also required aligning existing staff to a new focus by the business office and roles; including expanding staff's knowledge and skill base.

Changes also required addressing aspects of governance for IPAA WA Council; instigating the formation of new systems and processes and information transfer into new forms of administration and management. This period of transition has been considerable, requiring one off establishment costs and whilst demanding it has been necessary - the response from our membership, the sector and partners has been a sense of revitalisation and feedback has been extremely positive.

INTEGRATED EVENTS MANAGEMENT SYSTEM (IEMS)

The Integrated Events Management System (IEMS) offered IPAA WA more effective and efficient ways of responding to our membership and delivering our business and will play a core role in our improved service delivery; particularly in the longer term. The new events management system came into being in August 2007. The transition of financial processes and systems was held back until October, 2007 and not fully installed into the office until early 2008. At this point merchant banking has not been fully installed, awaiting the introduction of new financial management and administration processes.

NATIONAL CONFERENCE

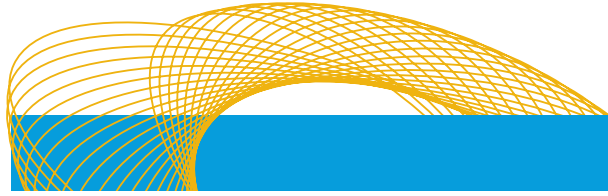
The 2007 National Conference was launched in August and hosted in Perth from 18-21 of September at the Burswood Convention Centre. The Conference Steering Committee created and delivered a program that brought together international, interstate and local thought leaders. A small team of Councillors, members and volunteers from across our public sector - federal, state, local government and academic tiers worked together to provide a Conference which saw over 450 people drawn from senior levels of contemporary public policy - discuss, debate and deliberate while exchanging views and ideas on the theme *"Western Reflections: Conversations on the place of Australian public services in a changing world"*.



National Conference

MEMBERSHIP RECRUITMENT

A new framework for membership recruitment, retention and attraction has been created to underpin the membership strategies and communications; investigations of avenues for improved membership research activities have been created. Membership services focused on an improved and revitalised program of tailored training and events while expanded promotion and regional access to program delivery has also been tested over this period.



REGIONAL STRATEGY

The appointment of two new regionally based Councillors assisted in supporting the creation of a regional strategy, while a partnership between the South West Development Commission and IPAA WA resulted in an initiative in Bunbury and the South West region between October 2007 and March 2008 with the aim of improving access in the region to new training courses and events. A local regional network provided a link for this program and it is envisaged that further opportunities will be created pending successful levels of interest from the regions.

TRAINING AND EVENTS

IPAA WA has received strong positive support over the last 12 months in response to the introduction of a range of new formats for our training and events. We introduced recording of key events to improve access for regionally based members to key thought leaders and to provide opportunities for reflective practice. In December 2007 we initiated our first debate format which was extremely successful utilising interactive technologies to provide interaction with attendees. Over 350 predominantly women heard the views of six WA leading female thought leaders as they discussed the topic of "Nice Girls Don't Get the Corner Office - Or Do They?" Participants voted at this event indicating that the women present would like to have specific leadership programs catering for their professional development.

Early in 2008 we held our largest daytime event in our 62 years of operation with a record attendance of 450 attendees at this recorded presentation. We have broken new ground with Master classes, offering senior executive level workshops and created CEO information exchange opportunities. During this time IPAA WA has continued to strengthen our relationships working closely with other national and state peak bodies, universities and sector partners; demonstrating our potential and value adding to the sector in innovative ways.

We have transitioned over the 12 months, met the challenges that have occurred, and has shown we have the capacity and capability to deliver high quality, innovative and professionally based programs.

We aim to continue to position ourselves and remain responsive to our members.

The Great Debate



BUSINESS OFFICE AND STAFF

We have grown and reshaped our services and in this time have also increased our staff as well as created a new office structure. The introduction of IEMS has built new roles and responsibilities not previously conducted or required by the Business Office, as a consequence there have been new processes and procedures written and new positions created.

As proposed by BDO during 2006 the new position of Finance and Administration Officer was initiated and the gradual transfer of financial systems previously undertaken externally from the office by the Treasurer Tim Benjamin began a transition (taking over 12 months) into the business office. The Communications Officer position adopted a stronger emphasis upon the communications role and extended responsibilities to support web information and IT awareness and knowledge. The events and training delivery required new levels of interaction and responsiveness to our members and this focus was incorporated within the role of Events and Training Officers.



*IPAA WA staff at the 2007
Members Christmas Function*

The creation of new professional development workshops and revitalised training courses necessitates a learning and development background, web skills and a stronger customer service orientation, consequently a Programs Development position was created and the Training Officer position was refocused to include to customer service and marketing. The Business Development and Events Manager role remains significant, and has a major function in identifying and growing new sponsorships opportunities and partnerships.

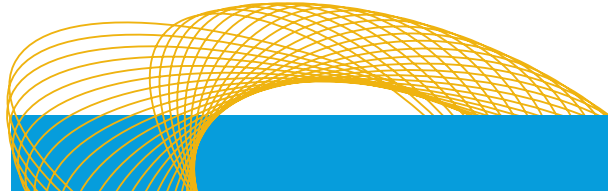
The position of General Manager was retitled to align to other state IPAA's and has expanded roles and responsibilities which will be fully activated in later 2008. All staff received training in IEMS and were provided with professional development opportunities appropriate to their roles and areas of interest e.g. MYOB, marketing, events management and membership development.

Like many other organisations IPAA WA has experienced staff changes in a supply driven market and it has been difficult for IPAA WA to attract and fill particular positions. It is evident that recruitment and retention issues have added to financial demands as we have been required to offer higher salary levels to retain and attract staff; invariably holding back some potential progress in early 2008. As a not for profit organisation it is difficult to compete in the current labour market and meet staff expectations and salary levels.

This will continue to create issues for IPAA WA. This period

has seen our staff numbers increase in late 2007 with new positions of Programs Development Consultant, a second Events Assistant position and Finance Administration Officer. The team has grown to peak at 9 and fall back to 5. This expanded staffing level enables IPAA WA to deliver effective services and offer new programs in 2008 - along with improved income generation programs and support to Council.

We end this financial year with new staff entering the IPAA WA business office and recognise the IPAA WA Team who have contributed enormously to our growth and improved services over this time.



AS AT 30 JUNE 2008 BUSINESS OFFICE STAFF ARE:

| | |
|---|-------------------------------|
| General Manager | Lynn Deering |
| Business Development Manager | Margaret Stronge Smith |
| Communications and Membership | Nicole Prendergast |
| Programs Development Consultant (Training) | vacant |
| Training and Membership Officer | Damien Deering |
| Finance and Administration | vacant |
| Events and Membership | Renee Rowson |
| Events and Membership | vacant |
| Office Administration (part time) | Peng Tam |

The following IPAA WA staff who have left and we take this time to acknowledge their contribution and thank them.

| | | |
|----------------------|------------------------|--------------------------|
| Kylie Downes | Kylie Kempton | Cassandra Weiland |
| Steven Waters | Sharna Patience | Liesel Wingrave |



The IPAA WA team in February 2008

L-R: Renee Rowson; Margaret Stronge Smith; Damien Deering; Cassandra Weiland; Steven Waters; Kylie Kempton; Lynn Deering

PROFESSIONAL DEVELOPMENT PROGRAM

The Professional Development Program is one of the major services we provide for the sector and our members. Our strategies combine to form a range of opportunities specially customised to include training, events and seminars, and collegial support. This year IPAA WA delivered a total of 113 professional development activities and catered for the needs of over 4,500 attendees through a range of professional development activities which includes training, seminars, twilights, discussion forums, regional delivery and the hosting of the National Conference in Perth.

Events operated by IPAA WA include income generating and non-cost recovery activities. As a professional body, the non-cost recovery activities are undertaken as part of our promotion of the profession of public administration as a service to our members to support networking and collegial recognition. This year our events revenue is down. Part of the reason for this has been increases for city based venues and the costs of recording many of the major seminars to improve access for our regionally based members.



2007 IPAA National Conference, Perth

EVENTS PROGRAM

This year we delivered an extensive events programme with almost 2,900 registrations, including our largest ever event with an overwhelming response to the presentation by Lt General John Sanderson early in 2008. Our events program creates a unique opportunity for members and the WA public sector, to access international, interstate and state expertise. IPAA WA's ability to work across the sector fosters improved partnerships as participants and presenters alike have the opportunity to network and share information on an independent platform.

Below: Awaiting the Presentation by Lt Gen John Sanderson

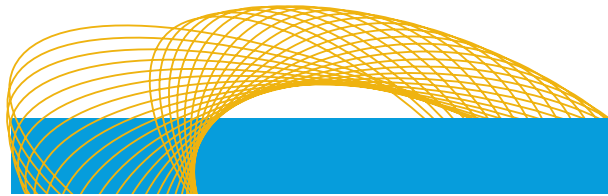


With a variety of formats and locations to improve access for our members and supporters, our events included:

- 7 x two-hour late-morning forums
- 8 x breakfast seminars (incl. 3 Young Professionals breakfast seminars)
- 5 x breakfasts with the option of an additional half-day seminar
- 1 x luncheon seminar by invitation only (limited numbers)
- The first "Great Debate: *Nice girls, don't get the corner office or do they?*"
- Regional Seminar supported by the South West Development Commission and delivered in Bunbury

Additional events organised by the Business Office and mentioned elsewhere in this report include:

- The annual *W.S. Lonnie Award for Excellence in Annual Reporting* dinner and presentation ceremony, a major event for the state public sector



- Five complimentary 'Twilight' member networking functions, including *"Meet the Regulators"* a unique opportunity for members to hear from the Regulating Authorities and circulate with their representatives at this event.
- The Reid Oration, a partnered event with the University of Western Australia; a lecture-style presentation with over 300 in attendance to hear Paul Kelly speak on *"The Howard Decade - Separating Fact from Fiction."*
- The Public Sector Fellowship; a partnered program across Federal, State and Local Government with IPAA sponsoring the presentation of the results of the research at a Twilight event.



*Right:
The Great
Debate panel*

*Far Right:
Marie Taylor delivering
a welcome to country*



EVENT COLLABORATIONS AND PARTNERSHIPS

IPAA WA values the relationships we have developed with a variety of partners and sponsors in recent years. The successful delivery of a range of collaborative events has added breadth to the Professional Development Program, drawing together and combining expertise and resources.

Such events aim to provide our members and wider audiences with the opportunity to profile sector related issues, share leading insight and knowledge, as well as offering up to the minute research and sound best practice. IPAA WA's ongoing relationships confirm Council's objectives through our partner's active contribution and support of seminars and forums on a regular basis throughout the year.

We acknowledge and thank our collaborative partners for 2007/2008, which include:

- | | |
|---|--|
| • Australian Bureau of Statistics | • KPMG |
| • Australian Public Service Commission | • Office of the Auditor General |
| • Corrs Chambers Westgarth Lawyers | • Office of the Public Sector Standards Commissioner |
| • Department of the Premier and Cabinet | • South West Regional Development Commission |
| • Department of Treasury and Finance | • State Ombudsman's Office |
| • Institute of Advanced Studies, University of Western Australia | • State Records Commission of WA |
| • Institute of Chartered Accountants in Australia | • Transparency International |
| • John Curtin Institute of Public Policy (JCIPP), Curtin University | • UWA, Business School |

SEMINAR PROGRAM 2007-2008

| DATE & FORMAT | EVENT TITLE | TYPE * | HOST & VENUE | SPEAKERS & COLLABORATION |
|---|--|--------|--|---|
| 11/07/07 <i>Morning Seminar</i> | Seeking the Innovation Footprint in the Public Sector | S | Peta Mabbs <i>Duxton Hotel</i> | Vanessa Loncar , Business Improvement Coordinator, Main Roads WA; Michelle Coffey , Strategies and Projects Manager Organisational Development, Main Roads WA; Rhonda Hardy , Manager Strategic Development, City of Joondalup; Louise Smith , Case Management Services, Department of Immigration and Citizenship; Bruce Needham , Detention Centre Executive, Department of Immigration and Citizenship; Ali Sumner , Chief Executive, POWA Institute <i>Cross sector ideas and practice sharing</i> |
| 26/07/07 <i>Breakfast & Half Day Seminar</i> | Change Management | S | John Griffiths <i>Hyatt Hotel</i> | Dr Gary Saliba , Director of Strategic Journeys, Management Consultancy; Dr Garrick Stanley , Manager, Business Improvement, Department of Housing and Works; Eric Lumsden , CEO, City of Melville; Dorothy Lavell , Director, Oars Across the Water; Dr Renu Burr , Senior Lecturer, UWA Business School <i>Combined sector engagement and sharing</i> |
| 10/08/07 <i>Twilight</i> | IPAA 2007 National Conference Launch | ME | Grahame Searle <i>Concert Hall</i> | Lynn Allen , Vice President, IPAA WA <i>Networking and social</i> |
| 24/09/07 <i>Luncheon</i> | Silos, Sustainability and Joined-up Government | O | Grahame Searle <i>Duxton Hotel</i> | Professor Ray Ison <i>CEO access to international thought leaders</i> |
| 5/09/07 <i>Breakfast Seminar</i> | Improve Your Performance at Work and Beyond! | YP | Lauren Stone <i>Concert Hall</i> | Nerissa Wood , Senior Analyst, Department of Health; Nick Randall , Executive Coach & Consultant <i>Professional Profiling of our state expertise</i> |
| 11/09/07 <i>Late Morning Forum in collaboration with KPMG</i> | Email Usage Compliance Policy | S | Marion Seboa; Matt Fehon <i>Perth Convention & Exhibition Centre</i> | Darren Michael , Senior Manager, KPMG; Marie-Claire Foley , Special Counsel, Blake Dawson <i>Provision of latest sector research</i> |
| 25/09/07 <i>Breakfast Seminar</i> | Catalyst: using the arts for organisation change | S | Lyn Genoni <i>Perth Convention & Exhibition Centre</i> | Linda Scott , Managing Director, PRIMED <i>Innovative techniques for organisational development.</i> |
| 17/10/07 <i>Morning Forum</i> | Practice Makes Perfect? The 'how to get connected and really engaged with the Community' | S | Sandy Clarkson <i>Perth Convention & Exhibition Centre</i> | Joel Levin , Aha! Consulting; Ron Gibson , Director, Go Networking; Tony Missikos , Project Director Community Engagement, Main Roads WA; Benita Cattalini , Coordinator Strategic Across Government Initiatives, Department of Indigenous Affairs; Nola Kunnen , Senior Research Associate, Research Centre for Stronger Communities, Curtin University <i>Thought leadership and communities of practice workshop</i> |
| 24/10/07 <i>Breakfast Seminar</i> | New ways of doing business and achieving outcomes | S | Jim Rhoads <i>Perth Concert Hall</i> | Dr Peter Rogers , Chairman, WAMSI; Dr Steve Blake , CEO, WAMSI <i>Sharing Innovative cross sector practices in enterprise creation</i> |
| 31/10/07 <i>Twilight</i> | 2007 Annual General Meeting | ME | Grahame Searle <i>His Majesty's Theatre</i> | Including Back Stage Tour of His Majesty's Theatre <i>Social and professional networking</i> |
| 12/11/07 <i>Breakfast & Half Day Seminar</i> | Minds at Work | S | Grahame Searle <i>Novotel</i> | Jason Clark , Creative Director, Minds at Work <i>Sharing innovative practices and members ideas revitalisation</i> |
| 15/11/07 <i>Late Morning Forum in collaboration with KPMG & Corrs Chambers Westgarth</i> | Demystifying Public Private Partnerships | S | Kyra Nimmo <i>Novotel Langley Hotel Perth</i> | David Warren , Partner, Corrs Melbourne; Carl Lantzke , Associate Director, KPMG <i>Latest research in public sector contemporary practice.</i> |
| 6/12/07 <i>Debate</i> | The Greate Debate: Nice Girls Don't Get the Corner Office - Or do they? | S | Lynn Allen; Mediator Maxine Murray <i>Parmelia</i> | Susan Barrera , Department of Consumer & Employment Protection; Lisa Scaffidi , Lord Mayor of Perth; Patti Chong , Lawyer; Mallika Madeod , National Disability Services WA; Noela Taylor , Office of Equal Employment Opportunity; Christine Locher , Locher Human Resources <i>Thought provocation and insight into contemporary policy issues.</i> |
| 19/12/07 <i>Twilight</i> | IPAA WA Christmas Party | ME | Lynn Allen <i>Perth Concert Hall</i> | <i>Social and professional networking</i> |

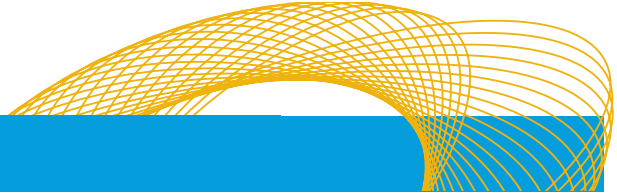
* ME - Member Event; O - Other; S- Seminar; YP - Young Professional



SEMINAR PROGRAM 2007-2008

| DATE & FORMAT | EVENT TITLE | TYPE * | HOST & VENUE | SPEAKERS & COLLABORATION |
|--|---|--------|---|--|
| 1/02/08 <i>Breakfast & Half Day Seminar</i> | Recruitment Savvy | S | Tami Maitre <i>Novotel Langley Hotel</i> | Dorothy Lavell , Director, Oars Across the Water; John Phillips Executive Manager and Lydia Highfield , Recruitment Manager, Workplace Business Solutions, WALGA <i>Professional profiling, insight into contemporary policy issues</i> |
| 7/02/08 <i>Breakfast Seminar</i> | Giving up on Reconciliation - Is Strategic Surprise Inevitable? | S | Graham Searle <i>The Sheraton Hotel Perth</i> | Lieutenant General John Sanderson <i>Thought Leadership, perspectives sharing and discussion of contemporary major issue</i> |
| 15/02/08 <i>Breakfast</i> | Young Professionals Network Breakfast | YP | Andrew Dunkin <i>Novotel Langley Hotel</i> | Brent Dancer , KPMG, Jenny Wallace , WACA <i>Sharing practices</i> |
| 28/02/08 <i>Twilight</i> | Meet the Regulators | ME | Graham Searle <i>The Melbourne Hotel</i> | Colin Murphy , Auditor General; Heather Brown , Deputy Ombudsman; Peter Kolf , General Manager, Economic Regulation Authority; CCC Commissioner Len Roberts Smith QC and Penny Bird , OPSSC <i>Social and professional networking</i> |
| 29/02/08 <i>Breakfast and Half Day Seminar</i> | Women, Ethics & Leadership | S | Lynn Allen <i>The Sheraton Hotel</i> | Helen Silver , General Manager, Government Services, NAB; Dr Ruth Shean , WA Public Sector Standards Commissioner; Caroline Wood , Deputy Director, Centre for Water Research at UWA; Dr Belinda Cannell , Post Doctoral Research Fellow, Murdoch University, Judge Valerie French , Chair of the Prisoners Review Board <i>Building collegial networks, sharing ideas and insight</i> |
| 7/03/08 <i>Breakfast Seminar</i> | Watch out the people are coming... | S | Sandy Clarkson <i>The Perth Concert Hall</i> | Fred Chaney , Chair of the Consultation Committee on a Human Rights Act for Western Australia <i>Thought Leadership, perspectives sharing and discussion of contemporary major issue</i> |
| 19/03/08 <i>Late Morning Forum in collaboration with KPMG</i> | An Australian Inconvenient Truth | S | Lauren Stone <i>Novotel Langley Hotel</i> | Caron Cobarg , Senior Manager KPMG <i>Latest research in public sector contemporary practice</i> |
| 29/04/08 <i>Late Morning Forum</i> | Demystifying Risk Management | S | Sue McCarrey <i>Hyatt Regency Perth</i> | Amanda Wright , Consultant, GHD Consulting; Colin Campbell , Acting Assistant Auditor General, The Compliance and Information Systems Division <i>Professional Profiling of our state expertise</i> |
| 21/05/08 <i>Breakfast Seminar</i> | Building WA: How Government is Investing Funds for the Future | S | Graham Searle <i>Hyatt Regency Perth</i> | Hon. Eric Ripper , Treasurer <i>Briefing : information, implications and government directions</i> |
| 27/05/08 <i>Breakfast Seminar</i> | What Ought One Do? The Ethical Landscape for those in the Public Sector | S | Garrick Stanley <i>Novotel Langley Hotel</i> | Dr. Simon Longstaff , Executive Director, St James Ethics Centre, NSW <i>Interstate Thought leadership and professional practices and issues</i> |
| 27/05/08 <i>Morning Forum & Luncheon</i> | YPN Shaping the Views at the Top - Exploring Policy Development | YP | Luke Edwards <i>Novotel Langley Hotel</i> | Tim Mamey , WA Under Treasurer, Department of Treasury and Finance; Michelle Reynolds , Assistant Director General, Department of the Premier & Cabinet and Stuart Smith , Deputy Director General, Department of Industry and Resources <i>Young leader development, exposure to policy development practice and insight into public sector contemporary policy issues</i> |
| 29/05/08 <i>Twilight</i> | Public Sector Fellowship | ME | Lynn Allen <i>Perth Concert Hall</i> | Amanda Kirkwood , Executive Officer, Commonwealth DPP <i>Social and professional networking</i> |
| 24/06/08 <i>Breakfast & Half Day Seminar in conjunction with UWA School of Business</i> | Corporate Governance | S | Grahame Searle Helen Grzyb <i>Hyatt Regency Perth</i> | WA Chief Justice Wayne Martin ; Professor Raymond da Silva Rosa , UWA; Colin Murphy , Auditor General; Alison Gaines , Gerald Daniels Consulting Perth; Janice Dudley , Murdoch University <i>Building collegial networks, sharing practices and perspectives</i> |
| 26/06/08 <i>Presentation & Dinner</i> | W.S. Lonnie Awards 2007 | O | Grahame Searle <i>The Sheraton Hotel</i> | Glenn Hall <i>Peer recognition and professional achievement in best practice</i> |

* ME - Member Event; O - Other; S - Seminar; YP - Young Professional



This year IPAA WA continued to maintain its reputation for delivery of a quality core training program for members and the wider public sector. This year our programs calendar was reduced by two months down to 8 months due to the running of the National Conference in September, 2007. Quality of the program is reflected in that our participant numbers were maintained and revenue was affected falling slightly under previous years.

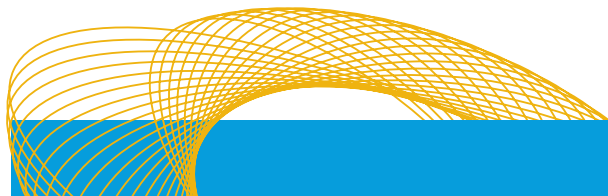
The training program was expanded in response to feedback and developments occurring within the sectors to include 12 new courses. An outcome of a review of courses in consultation with presenters saw an update of topics in the program, with some courses revised /updated and the identification of new topics targeted at specific groups within the sector. The program was also broadened in format, range and topics. This has extended our range of participants into more senior levels of government, broader professional groupings and also across a broader range of sectors. IPAA WA's program is better able to cater for members from those newly appointed to government in graduate programs through to those operating at senior levels, via workshops, master classes, specialised programs with professional streams and communities of practice strategies. New sets of courses are currently under development and include ethics, mentoring, finance, "How Government works", legal administration, policy development and evaluation and procurement. Next financial year should see a slight reduction in course topics and an increase in participant numbers through the expanded program.

New formats and workshops introduced in 2007 -2008

- *Demystifying the Media*; half day workshop aimed at those newly appointed to corporate communications was delivered for the first time on Friday 9th March 2008.
- *Statistics and Their Uses*; a half day workshop developed/delivered in collaboration with the Australian Bureau of Statistics was held on Thursday 24th April.
- *Writing an Award Winning Annual Report* workshop was reintroduced to the IPAA WA program and held on Friday 2nd May 2008.
- *How to Design, Nurture and Review a Viable Organisation Master Class* was facilitated by Dr Gary Saliba and Dr Garrick Stanley over 2 non-consecutive days (27th March and 23rd April).
- *Strategic Foresight*, delivered by Prof Sohail Inayatullah during his visit to Perth to deliver at the IPAA WA National Conference. The courses was delivered on Sat 22 September due to the constraints of Prof Inayatullah's travel arrangements.

| | 05-06' | 06-07' | 07-08' |
|------------------------------|--------|-----------|-----------|
| No Attendees to Courses | 1379 | 1283 | 1147 |
| No of Courses held | 80 | 85 | 84 |
| In houses inclusive of above | 4 | 19 | 7 |
| Regional Courses held | - | 4 | 1 |
| No Of Different topics | 29 | 29 | 40 |
| Revenue | - | \$274,000 | \$273,748 |

All courses are grounded in public sector practice, have currency, and are customised for the profession; they strive to reinforce best practice. Course "high" ratings have been maintained with overall participant satisfaction rating being 'very good' to 'excellent'.



This year, 20 facilitators presented the following 38 topics:

- Advanced Report Writing
- Budget Process, Cycle & Preparation
- Community Stakeholder Engagement: Introduction to Design *
- Community Stakeholder Engagement: Evaluation *
- Conducting Investigations
- de Bono Advanced Six Thinking Hats and Parallel Thinking *
- de Bono Lateral Thinking - Fast Track to Creativity *
- Demystifying the Media *
- Developing a Policy Framework
- Effective Networking: Skills Set and Process
- Effective Oral Communication Skills *
- Essential Grammar, Spelling & Punctuation
- Facilitating Effective Meetings
- Financial Statements in the Public Sector
- How to Produce Newsletters & Bulletins
- How to Proofread and Edit
- How to Structure an Oral Presentation
- Inside Government: The Legislative Framework
- Introduction to Policy Work
- Key Performance Indicators & Agency Reporting
- Leading Your Team *
- Managing Office Politics *
- Master Class: How to Design, Nurture and Review a Viable Organisation*
- Maximising Staff Performance
- Policy Evaluation
- Problem Solving Through Teamwork
- Rapid Fire Project Management
- Report Writing
- Statistics and Their Uses: A Graduate Introduction Program *
- Strategic Planning for the Uninitiated *

- The First 90 Days *
- Writing a Supporting Case
- Writing an Award Winning Annual Report
- Writing for the Online Environment
- Writing Ministerial Briefings
- Writing Ministerial Letters
- Writing Policy Documents
- Writing Skills for Modern Government



Dr Garrick Stanley

Our facilitators included:

- Ali Sumner
- Andrew Huffer
- Dorothy Lavell
- Dorothy Wardale
- Jan Siggers
- Joel Levin
- Garrick Stanley
- Gary Saliba
- Keith Chilvers
- Lyn Pearman
- Mark Kelly
- Maxine Sclanders
- Peter Robinson
- Phil Hancock
- Phil Smyth
- Rachel Robertson
- Rick Cummings
- Ron Gibson
- Tim North
- Tony Malkovic



IPAA WA delivers in Bunbury

* denotes new course

MEMBERSHIP SERVICES

In 2007/2008 IPAA WA Membership saw an increase in corporate memberships by 13% and a decrease in personal members by 16% as well as decrease in young professionals by 27%. The table below provides an indication of the membership changes over of the past 6 years. IPAA WA had 404 individual members at the end of June 2008, but the active database of professionals in both public and private sectors stood at 3111. The number of corporate members stood at 90 at end of June 2008.



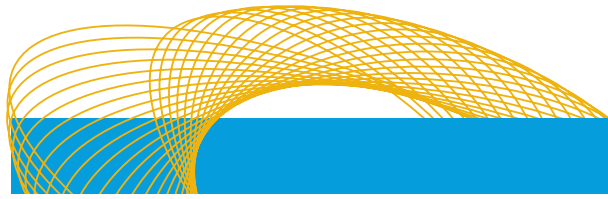
*Discussions
at an IPAA WA
twilight*

additional services that they can't access as an individual member; given expanded leadership programs and networking across the state sector.

For our YPN some agencies had chosen to pay for their graduates membership as part of the young professional networks for their first year as a way of networking their new employee and accessing IPAA WA services. However when it is time for membership renewal those young professionals who are not active members or have not participated fully in the range of services did not find IPAA's YPN services attractive enough to pay their own fee, preferring to take up services through corporate membership. It may be important to acknowledge that other state IPAA WA's have noted a similar trend of a decline in individual memberships and development of strategies at a national level have been discussed. The decline in our individual members will be addressed through our operational strategy which will be put into place late 2008 -it is imperative to engage members to retain or grow the membership numbers. This includes a new range of courses, social and networking strategies, career related services and new benefits. It has also been discussed that membership structures would be reviewed at some time in the future.

One contributing factor for the rise in corporate membership and the fall in total memberships can be attributed to a shift in professional memberships under their organisations corporate membership and partially as expected due to the increase in membership fees and the introduction of the CUA. Our research of young professional members conducted this year indicated that many of those who have chosen not to renew their individual memberships had said they realise they can sufficiently benefit under their employer's membership at the moment. That IPAA WA does not offer enough

| IPAA WA MEMBERSHIP | 2001/02 | 2002/03 | 2003/04 | 2004/05 | 2005/06 | 2006/07 | 2007/08 |
|--------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Personal - Ordinary Members | 229 | 258 | 310 | 350 | 398 | 347 | 392 |
| Personal - Life Members | 8 | 10 | 9 | 9 | 9 | 12 | 12 |
| Personal - Young Professionals | - | 9 | 63 | 99 | 138 | 122 | 89 |
| TOTAL INDIVIDUAL MEMBERS | 237 | 277 | 382 | 458 | 545 | 471 | 404 |
| Corporate Members | 40 | 37 | 50 | 70 | 70 | 79 | 90 |



MEMBERSHIP SERVICES

IPAA WA offers regular Twilights throughout the year to members free of charge. Twilights are an opportunity for our members to network with likeminded individuals across the public sector and hear from guest speakers. This year IPAA WA ran 5 twilights, with over 280 registrations for all events. Members enjoyed a complimentary drink and canapés whilst listening to guest speakers. One of the most popular Twilights for the year was "Meet the Regulators" where members had the opportunity to hear from and meet the Auditor General Colin Murphy, the Corruption and Crime Commissioner Len Roberts-Smith and the Deputy Ombudsman Heather Brown.

The Institute of Senior Officers, Department of Education and Training (ISOED) approached IPAA WA following the unanimous decision of its members to work towards the transition of ISOED membership to IPAA WA. Arrangements were put in place to ensure the smooth transfer of membership and an IPAA WA Twilight event acknowledged the new arrangements with the Institute of Senior Education Officers, and welcomed them to our association.

IPAA WA has conducted various sets of research with the membership over the 2007/2008 period. The results of this research has underpinned the development of new services for our web and proved successful in improving our relationship and levels of communication with our members. Engaging the greater membership may help provide perspective and ideas.

In May 2007, the fees for IPAA WA personal and corporate memberships were increased and a new structure was introduced for corporate membership as part of a review of membership structure, costs and benefits. This applied to members during renewal for the 2007/2008 period. This was a necessary increase to address the discrepancy between the value of membership benefits and the actual fee charged for access to those benefits, it was clearly demonstrable that our professional publications and services available to members were not meeting a cost recovery basis and in fact were heavily subsidised.



*IPAA WA
President
Grahame Searle
and ISOED
former President
Rod Lowther*

| IPAA WA MEMBERSHIP FEE STRUCTURE | | | | | | |
|----------------------------------|--------------------------|-----------|---------|----------|----------|--------|
| 2006/ 2007 | # of Employees | Under 100 | 100-500 | 500-1000 | 1000+ | - |
| | Corporate Membership Fee | \$300 | \$650 | \$1050 | \$1500 | - |
| 2007/ 2008 | # of Employees | Up to 50 | 51-100 | 101-500 | 501-1500 | 1501+ |
| | Corporate Membership Fee | \$350 | \$650 | \$950 | \$1550 | \$2250 |



MEMBERSHIP SERVICES

The new IEMS system was installed in the August 2007. This program brings an events management system as well as a stronger emphasis upon the membership and the needs of our members including improved levels of interactivity. Our member's portal, WAmie, enables improved access to information about our services along with easier online registration. There are greater opportunities for members to be profiled, to provide feedback and opportunities to exchange information across the membership and the business office. Over the last few months most of the attention has been towards setting up and establishing membership and web systems -we hope to reap the rewards over the next 12 months.



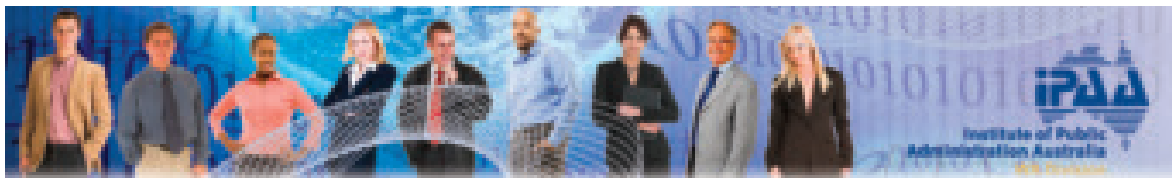
IPAA NEWS & QUARTERLY JOURNALS

IPAA WA Business Office sends all members and subscribers a fortnightly e-Bulletin. With a fresh newsletter format and direct links to points of interest on the IPAA WA website, the 'Bulletins' are designed to be a clearer, more efficient and effective way of communicating our services to members and supporters.

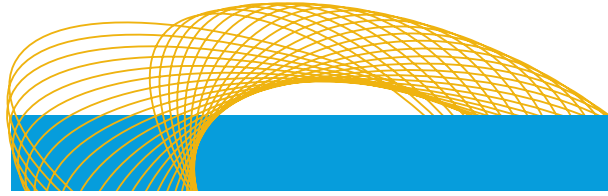
IPAA WA also send fortnightly, alternative to the e-Bulletin, e-marketing news. Highlighting upcoming events and training that may be of interest to our members and special interest groups.

Members continue to receive quarterly editions of Public Administration Today (PAT) and the Australian Journal of Public Administration (AJPA) to ensure they are kept up to date on issues in the public sector.

*The characterist immortalized
Councillor Lynn Allen at the 2007
Members Christmas Function.*



MEET THE REGULATORS



The IPAA WA Young Professionals Network (YPN) Committee has continued its efforts to meet the interests and needs of IPAA WA members and potential members under the age of 35. This year the YPN Committee held 4 events, with over 250 registrations.

YPN Committee Chair Luke Edwards acknowledges the work of his colleagues in the delivery of a varied and relevant program of opportunities during the year:

The YPN Committee started the 07/08 financial year with the successful IPAA National Conference which was held in Perth, September 2007, where we hosted other IPAA Young Professionals from around Australia. This proved to be very beneficial and I followed up these contacts in June 2008 at the IPAA National Conference held in Sydney.

I have been regularly reporting to the IPAA WA Council to keep them informed on the activities of the YPN which has included a number of events with the stand out being the Policy event in May 'Shaping the Views at the Top'. I would like to thank Tim Marney, Western Australian under Treasurer, for his support of this event and the committee looks forward to working with him on future policy forums. The committee aims to make this an annual event. The committee looks forward to implementing a range of new benefits for our members and meeting them at our monthly networking event on the first Wednesday of every month.

I would like to congratulate the business office and the rest of the committee for their commitment and dedication towards ensuring the membership of the Young Professional Network grows and is provided with the tools to develop their professional skills and excel in the public sector.



Luke Edwards



YPN COMMITTEE AND EVENTS

The YPN Committee is looking forward to delivering new events and providing improved services to current and new members. They are committed to their aim of supporting and advancing excellence in the sector, to their Young Professional group.

The table below lists list the YPN Committees successful events for 2007/2008.

| DATE | EVENT | SPEAKERS | FORMAT |
|------------|---|---|-------------------|
| Sept 07 | Spring Seminar Improve your performance at Work and Beyond | Nick Randell Nerissa Wood | Breakfast Seminar |
| Sept 07 | National Conference YP Breakfast | Prof Sohail Inayatullah | Breakfast Seminar |
| January 08 | Summer Event Stop....and Get Moving | Brent Dancer Jenny Wallace Eric Harrison | Breakfast Seminar |
| May 08 | Shaping the Views at the Top | Tim Marney Michelle Reynolds Stuart Smith | Morning Forum |

"The IPANZ New Professionals conference was an interesting and informative conference, it provided me an opportunity to strengthen ties and make new professional contacts with our New Zealand counterparts."

Amalia Burmas, YPN Deputy Chair.

YPN Committee member Amalia Burmas was selected to represent IPAA Young Professionals and attend the 2008 New Professionals Conference held in New Zealand by the Institute of Public Administration New Zealand. The theme for the conference was *"Next Generation Government - Preparing for the Future."*

The conference was a mix of both experts presenting on major challenges facing the government and professional development training targeted at new professionals. Presenters covered topics ranging from the implications of an aging population, human rights, climate change and the impacts on government policy just to name a few. Amalia and Heather Hukins (IPAA NSW) gave a short presentation at the conference dinner informing



Amalia Burmas

IPAA NZ and other delegates of the progress being made with the IPAA YPNs Australia-wide.



In 2007 the IPAA National Conference was held in Perth which enabled 2 winners of the annual YPN competition to attend the conference as there were less travel and accommodation costs to take into consideration. The 2 winners of the competition in 2007 were Coan Harvey from the Department of Treasury and Finance and Kelly Evans from the Australian Tax Office.

Damien Leach was the winner to attend the 2008 National Conference which was held in Sydney at Luna Park, 18-20 June 2008.

Damien speaks of his experiences at the 2008 National Conference:

"For policy practitioners as well as public policy theorists there was much to learn. The networks established in Sydney have made my work a lot easier, especially those areas covering inter-jurisdictional co-ordination, as well as allowing more integrated events such as the Influencing the Leaders forum."

This is an experience that all YPs should nominate for, particularly as next year's conference is in Queensland. Thank you IPAA WA for the opportunity to attend and to the YP committee for providing the resources for such a wonderful development opportunity."



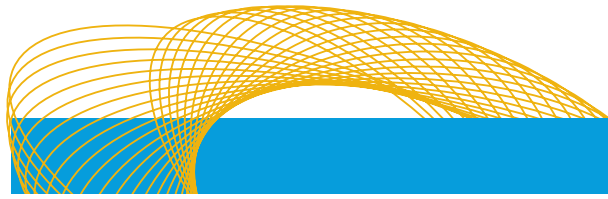
Damien Leach

PRIZES SPONSORED BY IPAA WA

IPAA WA recognises academic excellence at a university level by students who are studying in the field of public sector administration or management.

We congratulate this year's winners of the IPAA Prize to the value of \$250, who are:

- **Michael Green** - Edith Cowan University - Graduate Certificate of Business in Management
- **Andrew Ian McLean** - Curtin Business School / John Curtin institute of Public Policy - Public Administration
- **Elizabeth Mettam-Knarhoi** - Curtin Business School / John Curtin institute of Public Policy - Public Administration
- **Yohana Azis** - The University of Western Australia Performance Measurement & Evaluation



IPAA NATIONAL CONFERENCE 2007

With the theme "*Western Reflections: conversations on the place of Australian public services in a changing world*", the IPAA National Conference was held in Perth, September 18-21 2007.

The conference had four sub themes:

1. The state of the nation - where is our federation going?
2. Customers or citizens?
3. Investing in our people
4. Shaping the agenda

The IPAA National Conference saw 450 people from across Australia hear from distinguished speakers including: **Dr Sohail Inayatullah**, a political scientist and futurist; **Professor Gerald Midgley**, Institute for Environmental Science and Research (ESR), New Zealand; **Tom Bentley**, Director, Australian and New Zealand School of Government; and **The Hon. Dr Geoff Gallop**, former Premier of Western Australia and presently professor and Director of the Graduate School of Government, University of Sydney; **Professor Theo Andrew**, University of Johannesburg; and **Ms Linda Scott**, Executive Director, Primed a performance based change consultancy.

In the tradition of the annual Sir Robert Garran Oration, Lieutenant-General John Sanderson, AC (Governor of Western Australia 2000-2005) presented a moving and informed address.

Policy in Action: Researchers and Practitioners Forum

Links between solid research, creative thinking and policy development were explored through the perspectives of both practitioners and researchers in the areas of water, energy and mental health during this 1-day forum which directly followed the National Conference. Professor Dave Snowden of Cognitive Edge was the keynote speaker.

In addition to the usual conference activities, a website was created where the questions were asked about the themes. Participants were encouraged to provide their stories and a report has been produced from their feedback.

Professor Lynn Allen, National Conference Program Committee Chair and IPAA Vice President, commented that "*No Conference occurs without extensive voluntary efforts. Sandy Clarkson was the Conference Committee Chair and raised considerable sponsorship that enabled international speakers to attend as well as making the Conference a profitable exercise.*"

Professor Lynn Allen convened a hardworking and imaginative programme committee comprising Marion Seboa, Lesley van Schoebreck, Kyra Nimmo and Helen Grzyb. IPAA WA would like to acknowledge and thank all the IPAA WA National Conference Committee members for the extensive voluntary efforts as the conference proved to be a huge success.

POLICY IN ACTION FORUM



Western reflections on the relationship between researchers and policy makers.
21 September 2007 at the University of Western Australia.



IPAA NATIONAL CONFERENCE 2008

With an overarching theme of *"The Future of Public Service: Striking the Right Balance"*, the 2008 IPAA National Conference was held on Thursday 19 and Friday 20 June 2008, in the Crystal Palace Convention Centre at Sydney's iconic Luna Park. The traditional Academic Day was held on Wednesday 18 June 2008 as a Pre-Conference event. The Concurrent Sessions were delivered as Futures Forums under the themes of

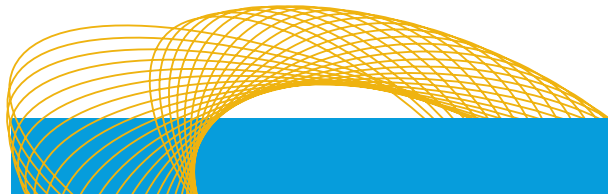
1. Organisational Capacity Building
2. Partnerships
3. Models of Service Delivery
4. Communities



The Conference was earlier in the calendar than in previous years and the program promised fewer talking heads and more interactive sessions. Taking a glance at the highlights - the keynote presentation on day one was an inspiring look at "The future of the Public Service: future models of governance from an international perspective" by Hon Jocelyn Bourgon QC, Canada, Prof Glyn Davis AC, Chancellor and Principal, University of Melbourne presented the Garron Oration and IPAA WA Councillor Garrick Stanley spoke during Forum 1 on Change Management with his presentation focus on "Organisational culture: the holy grail of sustainable change."



Snapshots from the 2007 IPAA National Conference in Perth



This innovative program aims to encourage and facilitate applied research in public policy and public management leading to a better understanding of contemporary issues for public sector organisations. Operating since 2003, the essence of the program is an alliance which exists between IPAA WA, John Curtin Institute of Public Policy (JCIPP), Department of the Premier and Cabinet and the Australian Public Service Commission. The program provides Western Australian employees in the Commonwealth and State Government sectors with an opportunity to undertake a sponsored 13-week full-time research placement at JCIPP, which is supported by academic supervision and access to first class research facilities. Fellows are paid by their home agency at their substantive salary for the duration of their award.

Amanda Kirkwood from the Commonwealth DPP presented her research findings at a well attended twilight in the Perth Concert Hall in May 2008. Her area of research is **Employing People with Disabilities in the Australian Public Service; an exploration of staff attitudes and the effect of training.**

31 interested parties attended the information session for the 2007 Fellowship opportunity and the successful candidate was announced as Ms Carolyn Simmonds, from the Office of the Auditor General. Carolyn researched "*Making Sense of Whole of Government Financial Statements*" and has already presented some of her work to the Public Accounts Committee and she has received several enquiries from other jurisdictions on the results of her work. IPAA WA members can look forward to hearing her present her final findings at a specially organised twilight event.

Due to the changing requirements of the partnering bodies as well as the home agencies releasing participants to the program, a review of the Public Sector Fellowship was commissioned at a total cost of \$10,000. The Report provides the framework for ongoing discussions on amending the program to meet the core needs of each of the partners and resolving the funding issues which have arisen over the life of the program. The consultant's report outlined a set of 20 recommendations including the establishment of a Steering committee with representatives from each of the sponsoring organisations, this has been established and will begin discussions on the best way forward to ensure a sustainable and successful Public Sector Fellowship Program moving forward.



2007 Public Sector Fellowship Presentation

2007 W.S. LONNIE AWARDS

On the 26th June 2008, the Public Transport Authority celebrated their team's success at the 23rd WS Lonnie Awards Ceremony and gala dinner after winning no less than 4 awards on the night including the main accolade of the WS Lonnie Trophy and Shield.

But this was by no means a clean sweep with the Parliamentary Commissioner for Administrative Investigations (Ombudsman) also recognised by the judges for its excellent annual report with 3 awards.

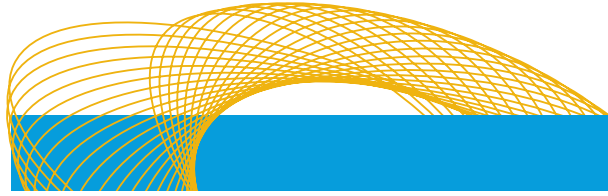
2007 also provided recognition and an opportunity to celebrate for several new agencies to the Lonnie Stage including the Department of Treasury and Finance, Western Power and notably, the Department for Corrective Services which was awarded the Margaret McAleer Commendation - only presented occasionally by the judges to agencies deserving special recognition to encourage their exceptional reporting work.

The theme for the evening "All that Jazz" added a hint of 1930's glamour with the music of Jazz Trio, Hip "Mo" Toast, and the vintage attire of the IPAA WA team. The evening MC for the evening, ensured guests, sponsors and IPAAWA members stayed on their toes and the presentations were awarded through out the night with the suspense building to the main awards.

W.S.
LONNIE
AWARDS
2007



Public Transport Authority (PTA) winners of the 2007 W.S. Lonnie Award



The W.S. Lonnie Awards originated in 1985 following a bequest by Mrs Lonnie, to honour her husband, who was a respected and highly regarded

public servant who had risen from the ranks to hold one of the most senior positions of the time. Mrs Lonnie attended the evening and in keeping with the 23 year tradition awarded the Lonnie Prize for 2008. This highly respected award has stood the test of time and can be located hanging proudly in many government offices.

In hosting this event IPAA WA aims to recognize and celebrate the achievements in Annual Reporting across the State Public Sector as we strive:

- To promote excellence in, and to improve the standard of accountability and annual reporting across the State public sector, and,
- To encourage clear communication of information to the Parliament and the community.

For the inaugural WS Lonnie Awards 23 years ago, 64 reports were judged. For the 2007 Awards presented in 2008, 131 agencies annual reports were considered, 28 made it through to being short-listed and 15 agencies received awards on the night.

The 2007 W.S. Lonnie Awards were again strongly supported by our sponsors, the Office of the Auditor General, The Office of the Ombudsman WA, the Office of the Public Sector Standards Commissioner, the Institute of Chartered Accountants in Australia and the State Records Commission of WA.

Following several years of convening the judging process of this important IPAA WA initiative Councillor Jim Rhoads has step down from his role this year transferring his knowledge and historical information into the Business Office. Councillor Peta Mabbs has accepted the role of convener and an overseeing role of the project on behalf of Council with the Business Office now taking more active responsibility for the administration and management of the complex judging process. A review of the Lonnie Awards is also proposed as there has been recent interest in the inclusion of new awards, so IPAA WA will be undertaking a review of the Lonnie Award judging process sometime in 2008/2009.

NEW FINANCE ARRANGEMENTS FOR IPAA WA

In 2006 IPAA WA Council agreed to install a new Events Pro management system to improve services to members and the operations of the business office. To make the most efficient use of the new Events Pro system advice was sought through BDO Kendalls WA (Horwath, 2007) who identified wider implications for IPAA WA upon accounting systems, the need to introduce new programs and e-business facilities. Further implications were identified relating to office practices and new financial management processes and governance. As a consequence IPAA WA has undergone considerable change over this last period, moving away from past practices and introducing new operations gradually taking on more responsibilities in the finance area.

Early in 2007 BDO Kendalls WA (previously Horwath, 2007) advised a Standing Committee and the newly appointed General Manager to put into place new business operations. This saw the creation of a project plan to initiate a new chart of accounts and strengthen accountability. Prior to 2008 IPAA WA's financial management has predominately been undertaken by Treasurer Tim Benjamin; a role the Treasurer has assumed for 26 years. The review by BDO identified that a fresh and new start be proposed:

- a new chart of accounts be constructed,
- the financial administration responsibilities be transferred in house to the Business Office,
- the adoption of a new role and responsibilities of the Treasurer, creation of new finance position and a gradual transfer of functions to the Business Office and associated responsibilities to the new General Manager.
- the creation of improved administration systems and governance.

Gradually throughout 2007-2008 Financial Accounts Transition Project has been overseen via a Committee and Council the transition of the finances has occurred. The plan was dependent upon the commencement date of the new Events Pro systems proposed July 1 2007; project steps would be progressed upon the appointment of a Finance Officer and installation of a new MYOB program in the office. Following this a gradual handover of account systems and processes between Treasurer and the Business Office sometime after July 1 2007 along with a new chart of accounts. The transition of accounts would be overseen and the responsibility of a Standing Committee. The time line for the conversion and transition process depended upon all components occurring sequentially to meet the proposed project plan.

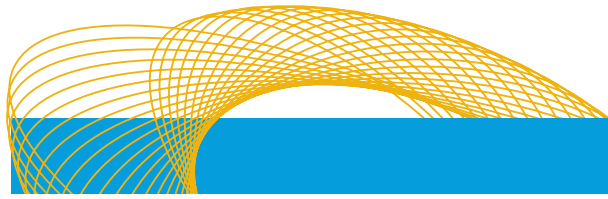
The implementation phase experienced developmental delays. The appointment of the new Finance Officer met the project timeline proposed in early 2007 however subsequent series of events caused time delays in the project; these delays were managed as they arose. Changes in staffing meant the new role of finance person was not operational and the office carried three programs to support elements of administration and responsibilities remained with the Treasurer.

The IEMS and MYOB were retained separately until the systems and Business Office were working effectively and staffing levels were adequate to sustain such activities by the office this was in keeping with recommendations of BDO Kendalls (WA).

A Financial Delegations paper was prepared prior to audit for 2006/2007 and reviewed by Council being later endorsed in November 2007. That year MYOB was set up in late September and an initial transition of accounts and handover of previous year's financials took place over seen by the Treasurer in October 2007. In February 2008, changes in staff and subsequent staff replacement issues delayed the transition and establishment of the accounts. This in turn put back the formation of the links between MYOB and Events Pro and merchant banking components awaiting new online membership and events registration processes. We end this year having completed the transition phase for this project and confident in our operations for July 1 2008 and beyond.



Councillor
Tim Benjamin



The Financial Accounts Transition Project has required an injection of funds from IPAA WA reserves and was approved at Council meetings late 2006. Delegated responsibility was handed across to a Project Committee who monitored and endorsed proposed budgeted allocations.

Funds allocated have covered:

- review by Horwath and advice late 2006, payment of \$13,000
- BDO Kendalls meetings attendance, advice for new chart of accounts and recruitment of new Finance Officer (1) \$6,000 early 2007,
- Appointment, MYOB training for staff and subsequent mentoring of new Finance Officer (2) \$10,600
- Accounts MYOB checks and reviews early 2008 \$4,050.00

Project costs to date \$33,048.00.

Project savings occurred through IPAA WA Business Office project management, advice through Treasurer and Vice President expertise and the use of IPAA QLD chart of accounts (modified for WA use) formally initialised over the last 6 months of 2008. This chart of accounts will again be reshaped for future use after July 1 2008.

Recent work completed by BDO Kendalls (WA) has further assured that IPAA WA has in place sound and effective systems to manage, monitor, administer and report on business directions now and into the future.

INTEGRATED EVENTS MANAGEMENT SYSTEM (IEMS); EVENTS PRO

As with the agreed directions of Council in 2006 a major focus of the work of the General Manager and Business Office over this period has been creating the environment for the set up and installation of the new IEMS system. In the initial phase a standing Committee oversaw the decisions guiding the installation however this group ceased operation in June 2007 with subsequent reports being provided to Finance and Business Committee and direct to Council.

Budget funds were discussed over several years for this project commencing in 2004 it was agreed that purchasing the entire program will be too costly (\$125,000 program and hosting only) and hence previous General Manager, June Waters had sought support from IPAA networks. The set up had been negotiated with support from IPAA QLD to provide their existing IEMS program and shared hosting arrangements. Amlink would support IPAA WA through this transition developing the existing interface into a WA based system modifying as required. A revised set of figures with an estimated costs of \$62,000 for Amlink, \$5,000 for QLD and additional costs subject to refurbishment of programs, data conversion and transfer, MYOB and merchant banking deployment and web. Council agreed in 2006 that changes were required to improve IPAA WA service delivery and that IEMS was the preferred option. It was agreed that funds would be made available from the cash reserves without impacting upon the operational budget. The budget implications were one off costs for establishment as at 2007 \$88,000.

Actual costs to date are:

- Amlink \$59,080 for IEMS installation, licenses and hosting.
- TSA corporation \$4,235.00 website enhancement and events pro integration
- QLD interface support \$5,000

Total \$68,315.00.

A further final set of costs will be incurred to establish merchant banking facilities \$3,000 to complete this project.

Annual funds required for IEMS in our budget allocation will be required for server support of \$17,000 and QLD \$5,000, licenses and upgrades and merchant banking fees.

IPAA staff hours were not included in the above quotation and have provided considerable savings to the project over the period with major work occurring between May-June 2007 and August - November 2007 and again in May - June 2008. Further project savings were made through the support of QLD IPAA in the use of their existing license portion of software value, and membership interface as well as the ability to have our member's portal hosted on their server as against signing agreements with Amlink. It is envisaged that after the first year of IEMS operation discussions and recommendations for longer term hosting can be formed. Total project costs for IEMS and finance transition to date are **\$101,363.00**.

Some costs have been deferred as some elements have been delayed relating to customising the Events Pro program as it was identified this would be better undertaken at a later time when the system had been operationalised. So at implementation this meant essential adjustments and modifications were undertaken to enable reallocation of funds in the future and as new Event Pro upgrade was due in 2008; which could contain improved features.

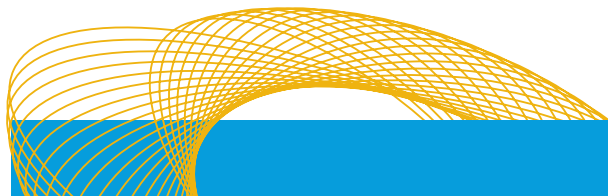
For the last 12 months the project has dominated the work of the Business Office while our small dedicated team continued to deliver existing and new services. The new events management system has been partially in operation since August as links to data transfer occurred in November 2007, memberships registrations were created and new financial administration and management systems were initialised in May 2008.

Training was provided for all staff and new procedure manuals were written, now in hindsight the full impact of IEMS was not really understood until the program began to operate. It has had implications upon our financial administration and across our operations in events delivery, training and membership occurring in a daily manner. The project complexities became more apparent and administration linkages meant some project delays; customised interface requirements, the transfer of data from old to new systems, writing of new processes and the enhancement and modification of previously web technologies occurred.

As advised by BDO Kendalls (WA) the IEMS and MYOB systems were initialised working independently of one another with Events Pro replacing Summit, with these programs set up and working effectively it was then proposed to integrate the entire system -this avoided delays and also ensured risk was managed and data was not corrupted.

We end this year with a successful WAmie member's information exchange portal and our web functions have been instigated with enormous success. Our member's feedback has been extremely positive finding the new systems easy to use, appealing and useful in accessing our services. Since August 2007 the Business Office has been continually transitioning across from old systems and installing and creating new improved methods and approaches. It is to the credit of many of those in the IPAA WA team during this time that IEMS system has gradually grown and been put into place- their enthusiasm and hard work has benefited IPAA WA.

In early 2008, the final development of online process for membership renewal was phased in and completed by March and the merchant banking components have been established and will be fully operationalised for 2008/2009 financial year.



The new edition of Event Pro offers to IPAA WA several additional features, which will assist us deliver even more consistent services. We will be able to increase interactions with the membership, provide a more efficient service delivery and be more responsive. The introduction of IEMS and potential rewards for IPAA WA has yet to be capitalised upon.

Most importantly our work in 2008/2009 aims to create new and improved links through sponsorship and partnership opportunities while reshaping our event program format, growing these services and improving sustainability of our activities. 2008/2009 should see the beginnings of a return on our investment in new IEMS and web. Council agreed that all service delivery areas need to be cost recovery and where applicable income generating in our business services. We will aim to implement and utilise new technologies such as online learning, group facilitation and web functions to better support our members creating networking and access to improved professional practices. Our objective is to provide an improved array of highly recognised, innovative and valued services and a reputable social and networking program for our members.

Looking ahead we will continue our growth in corporate membership and rebuild our personal membership base through our new range of proposed career and mentoring programs currently under development. To attract and retain our Young Professional Network we will have a range of new free services to offer networking and ideas sharing, this strategy combined with our new courses designed to meet the needs of those new to the sector will support our YPNs. We have under development a range of leadership-based workshops and executive development programs, which include ethical thought leadership and organisational development forums. The New Year looks for a *new start and a fresh approach*.

The next phase for IPAA WA is to

- strengthen our links and recognise our relationships across the sector, nationally and internationally,
- maintain our relevance through innovation and initiating tailored programs and services valued by the members,
- improve our viability through improved cost recovery while broadening partnership and creating new sponsorship opportunities,
- improve web capacity and functions to build IPAA WA and improve regional access to services,
- investigate research opportunities and profile WA based thought leadership,
- proactively promote and profile the public service and the value of a public service career,
- strengthen our advocacy on behalf of our sector to improve professional practice,
- adopt membership recruitment and communication strategies that recognise value.





BDO Kordaella

BDO Kordaella Audit & Assurance (WA) Pty Ltd
 128 Hay Street
 SUBIACO WA 6008
 PO Box 709
 WEST PERTH WA 6872
 Phone 61 8 9350 8400
 Fax 61 8 9350 8499
 ea.perth@bdo.com.au
 www.bdo.com.au

ABN 79 112 384 787

**INDEPENDENT AUDITOR'S REPORT
 TO THE MEMBERS OF INSTITUTE OF PUBLIC ADMINISTRATION
 AUSTRALIA WESTERN AUSTRALIAN DIVISION INCORPORATED**

We have audited the accompanying financial report, being a special purpose financial report, of Institute of Public Administration Australia Western Australian Division Incorporated, which comprises the balance sheet as at 30 June 2008, and the income statement, statement of and statement of income and expenditure for the year then ended, a summary of significant accounting policies, other explanatory notes and the Members of the Committee declaration.

The Responsibility of the Members of the Committee for the Financial Report

The Members of the Committee of the entity are responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies described in Note 1 to the financial statements, which form part of the financial report, are appropriate to meet the financial reporting requirements of the constitution and are appropriate to meet the needs of the members. The Members of the Committee responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Members of the Committee as well as evaluating the overall presentation of the financial report.

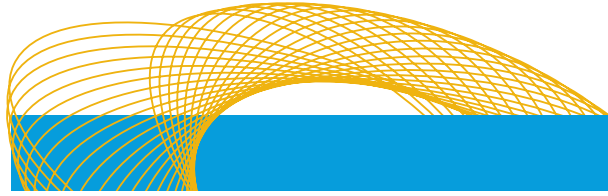
The financial report has been prepared for distribution to members for the purpose of fulfilling the Members of the Committee financial reporting under the constitution. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any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

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

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

BDO Kordaella is a national association of separate partnerships and entities.



Auditor's Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of Institute of Public Administration Australia Western Australian Division Incorporated as of 30 June 2008 and of its financial performance and its cash flows for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

BDO Kendalls Audit & Assurance (WA) Pty Ltd

Glyn O'Brien
Director

Perth, Western Australia
Dated this 24th day of October 2008

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 2008.
- (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:

Mr. Grahame Searle (President)

Mr. Tim Benjamin (Treasurer)

Dated 24th day of October 2008

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2008

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

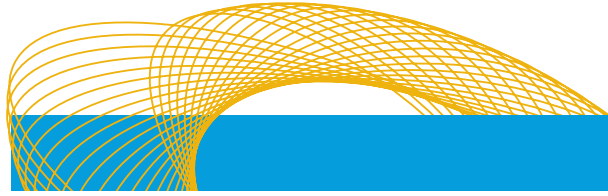
The Institute of Public Administration Australia (WA Division) Inc. is exempt from income tax

(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.

BALANCE SHEET AS AT 30 JUNE 2008

| 2006/2007 | | 2007/2008 |
|----------------|--|----------------|
| \$ | | \$ |
| | CURRENT ASSETS | |
| 29 | Cash At Bank | 46,957 |
| 200 | Petty Cash Float | 300 |
| 11,000 | IPAA BankWest Visa Card (Security Deposit) | 0 |
| 10,887 | Trade Debtors (Accounts Receivables) | 26,225 |
| 51,113 | Prepaid Conference Expenses | 0 |
| 697,736 | Fixed Term Investments | 593,638 |
| <u>770,965</u> | | <u>667,120</u> |
| | NON-CURRENT ASSETS | |
| | Fixed Assets: | |
| 52,533 | Plants & Equipments | 88,657 |
| -37,861 | Less: Accumulated Depreciation | -57,404 |
| 11,103 | Furniture & Fittings | 11,103 |
| -2,513 | Less: Accumulated Depreciation | -4,178 |
| <u>23,262</u> | | <u>38,178</u> |
| | CURRENT LIABILITIES | |
| 0 | Payroll Accruals Payable | 5,147 |
| 27,812 | Trade Creditors (Accounts Payables) | 9,164 |
| 0 | Credit Cards | 811 |
| 260 | Goods and Services Tax (GST) | 11,340 |
| 6,307 | PAYG Withholding Payable | 15,109 |
| 9,569 | Superannuation Payable | 11,197 |
| 15,793 | Staff Leave Entitlements | 18,508 |
| | 2008/2009 Revenue in Advance: | |
| 13,782 | Individual Membership Subscriptions | 18,561 |
| 23,591 | Corporate Membership Subscriptions | 20,872 |
| 36,656 | Professional Development Program | 45,857 |
| <u>133,770</u> | | <u>156,566</u> |
| 660,457 | Members Equity | 548,732 |



STATEMENT OF INCOME AND EXPENDITURE - SUMMARY FINANCIAL YEAR 2007/2008

| | | |
|----------------|---|------------------|
| 827,643 | Operating Revenue | 957,787 |
| <u>922,687</u> | Operating Expenses | <u>1,069,512</u> |
| -95,044 | Operating Surplus (Deficit) | -111,725 |
| 773,601 | Retained Earnings at beginning of Financial Year | 660,457 |
| <u>-18,100</u> | Opening Balance Adjustments | <u>0</u> |
| 660,457 | RETAINED EARNINGS AT END OF FINANCIAL YEAR | 548,732 |

STATEMENT OF INCOME AND EXPENDITURE - DETAILED FOR THE YEAR ENDED 30 JUNE 2008

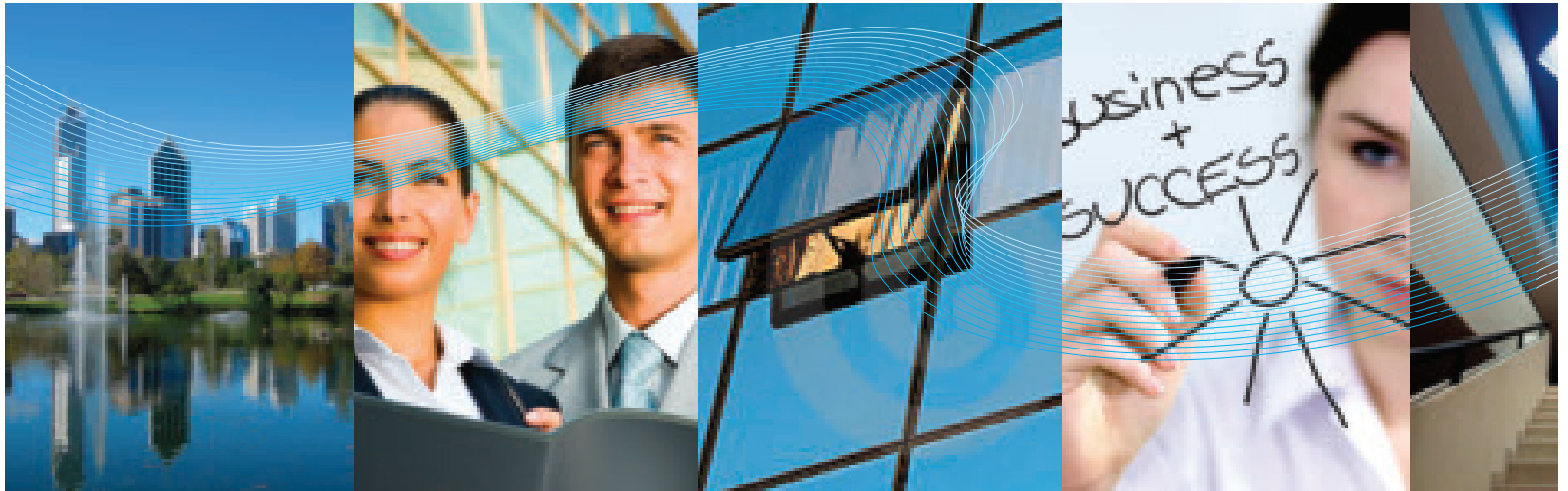
| 2006/2007 | | 2007/2008 |
|----------------|--|----------------|
| \$ | | \$ |
| | INCOME | |
| 89,230 | Membership Subscriptions | 94,118 |
| 40,147 | Bank Interest and Interest Earned from Investments | 42,998 |
| 693,680 | Professional Development Program | 718,786 |
| 3,161 | National National Council Recoup | 1,522 |
| 0 | Young Professionals Committee | 7,273 |
| 1,425 | Staff Professional Development Recoup | 0 |
| 0 | National Conference 2007 | 69,110 |
| 0 | Corporate Sponsorship | 15,949 |
| 0 | Other Income | 8,031 |
| <u>827,643</u> | TOTAL INCOME | <u>957,787</u> |

CONTINUED OVER PAGE

STATEMENT OF INCOME AND EXPENDITURE - DETAILED FOR THE YEAR ENDED 30 JUNE 2008

CONTINUED FROM PREVIOUS PAGE

| 2006/2007 | | 2007/2008 |
|-----------------------|---|-------------------------|
| \$ | | \$ |
| | LESS EXPENDITURE | |
| 13,455 | AJPA and Capitation Fees (National) | 13,163 |
| 15,793 | Employee Entitlement | 0 |
| 16,284 | Public Admin Today (ACT Division) | 2,646 |
| 1,035 | IPAA Newsletter (WA Division) | 0 |
| 7,094 | PS Fellowship Program | 1,273 |
| 0 | National Research Project | 2,971 |
| 40 | History of IPAA (WA Division) | 0 |
| 0 | National Conference 2007 Expenses | 48,544 |
| 5,907 | National Council Expenses | 2,290 |
| 124 | Council Expenses (IPAA WA) | 211 |
| 6,386 | Staff Professional Development | 2,674 |
| 1,000 | University Prizes | 750 |
| 1,427 | Marketing, Promotion and Advertisement | 16,591 |
| 5,131 | AGM and Annual Report | 5,130 |
| 0 | Members Only Functions | 619 |
| 0 | Motor Expenses (including Parking Fees) | 1,050 |
| 283,454 | Professional Development Program | 308,621 |
| 2,636 | Young Professionals Committee | 716 |
| 7,357 | Printing and Stationery | 9,512 |
| 6,281 | Telephone and Fax | 5,734 |
| 0 | Fees & Permits | 189 |
| 4,562 | Computer Software & Parts | 220 |
| 20,483 | Office Move and Accommodation | 0 |
| 4,040 | Internet Expenses and IPAA WA Web Page | 7,960 |
| 9,730 | Bank Fees and Charges | 13,105 |
| 4,393 | Insurance (including Public Liability & Workers Compensation) | 5,099 |
| 55,496 | Lease Premises (Rental) | 82,905 |
| 650 | Installation/Maintenance/Repairs | 7,303 |
| 2,958 | Postage/Courier/Mailing | 2,871 |
| 367,234 | Staff Salaries & Wages (including Casual Staff) | 418,408 |
| 25,993 | Contributions to Employee Superannuation Plans | 26,417 |
| 5,681 | Consultancy and Management Fees | 16,928 |
| 3,740 | Office Expenses | 4,931 |
| 15,318 | Professional Accounting Services | 9,703 |
| 0 | Staff Recruitment Expenses | 8,665 |
| 0 | Other Expenses | 351 |
| 0 | Travel Expenses | 12,050 |
| 15,310 | IEMS Project | 8,704 |
| 13,695 | Depreciation | 21,208 |
| <u>922,687</u> | TOTAL EXPENDITURE | <u>1,069,512</u> |
| <u>-95,044</u> | OPERATING SURPLUS/(DEFICIT) | <u>-111,725</u> |



INSTITUTE OF PUBLIC ADMINISTRATION (WA DIVISION)

Level 15, 256 Adelaide Tce, Perth (cnr Victoria Avenue)

Post: PO Box 3567 Adelaide Tce, Perth WA 6000

Phone: 9221 1177 Fax: 9221 3733

Email: info@ipaawa.org.au

