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Highlights

3,712 total delegate registrations across the Events, Training and In-Agency programs

20 member events and seminars

2 award ceremonies

99 Public Service Training courses delivered

49 In-Agency training programs delivered to 27 agencies

32 speakers including Directors General, CEOs, Executive Directors, Politicians and Academics.

10,000 + coffees, muffins and ham & cheese croissants

24 donations made to charities on behalf of IPAA WA speakers

700+ delegates at IPAA 2014

70 speakers and facilitators at IPAA 2014

About Us



The Institute of Public Administration Australia WA (IPAA WA) was established in 1945 and is the **only professional association for the public sector in WA**. The Institute enables those with an interest in public administration and public sector reform to exchange ideas on trends, practices and innovations.

Celebrating 70 Years

In 2015, IPAA WA celebrated 70 Years of Advancing Excellence in the Public Sector. Since 1945, IPAA WA has made many significant contributions to public administration in Western Australia.

IPAA WA has grown to be a strong membership organisation and has created solid partnerships with both government and non-government organisations working to advance excellence in the public sector.

IPAA WA President, Mr Sven Bluemmel, commended all those involved in the Institute's success over the past 70 years.

"This is a significant milestone for IPAA WA, and we are proud to have been serving the public sector in Western Australia for nearly three-quarters of a century. We will continue to provide the public sector in WA with engaging events and tailored training courses to meet its continually evolving needs."



The role of the Institute is to:

- **Advance** the sharing of ideas and knowledge by providing an impartial environment for dynamic debate.
- **Connect** people and ideas by providing networking opportunities to meet colleagues from all levels of government, and establish links with academics and industry specialists.
- **Celebrate** the public sector by showcasing best practice, recognising excellence through award programs, and promoting the public sector as a fulfilling and challenging career.
- **Learn** from our members and partners, through exposure to cutting edge ideas and practices, to provide thought leadership events and training.

The Institute works with a number of public and private organisations who share our strategic vision and purpose.

As a strong membership organisation, we welcome new members who are passionate about public administration in WA and who want to increase their personal and professional development within the sector.

Vision

To advance excellence in the public sector.

Values

We value the capacity to positively support our members and contribute to the sector by encouraging innovation, learning, collaboration, integrity and inclusiveness. The Institute's independence is key to ensuring we are able to deliver services to our members without political constraint.

Services

- Membership
- Events
- Public Service Training
- Customised In-Agency Training
- Event Administration
- Awards
- Resources

Patron

Her Excellency the Honourable Kerry Sanderson AO
Governor of Western Australia



Vice Patrons

Hon Colin Barnett MEd MLA
Premier of Western Australia

Hon Mark McGowan MLA
Leader of the Opposition



From The President



I am honoured to report on a year of tremendous achievement for the Institute of Public Administration Australia – Western Australian Division (IPAA WA).

As reported elsewhere in this document, the IPAA 2014 International Conference was an unqualified success. While we can point to impressive delegate numbers and financial results, my enduring memory of the conference is one of attending a world-class event which made me feel immensely proud to be part of the Institute. Whether sitting in the audience listening to inspiring speakers or participating in passionate discussions on the big issues facing our society, I was keenly aware of a sense of energy and purpose shared by 700 intelligent and engaged individuals from all over Australia and, indeed, the world. Through my role on the IPAA WA Council, I know how much hard work was invested by so many individuals to make the event a success and I thank every one of them.

I was appointed as President following the departure of Sue McCarrey, our previous President. Her appointment as head of the National Rail Safety Regulator required a move to Adelaide. Sue has made a significant contribution to the Institute over many years, most recently as President. Her leadership will be missed and my fellow Councillors and I wish Sue all the very best in her new role.

As noted by Gavin Lewis in his CEO report, the move of the IPAA WA offices to Murdoch University has been very positive. In this regard I would like to thank our Premier Corporate

Partner Murdoch University and particularly Acting Vice Chancellor Professor Andrew Taggart. I look forward to further developing our relationship with Murdoch, which will continue to bring benefits to both organisations.

The IPAA WA Council is currently revisiting the Institute's Strategic Plan. The revised plan will be a very clear and succinct document which persuasively outlines the Institute's Vision and Mission, allowing us to focus our energies on those initiatives which will have the most positive impact. The process is well advanced and I am confident that members will welcome the outcome.

One of my personal goals as IPAA WA President is to increase personal membership of the Institute over the coming years. Choosing to become a personal member of the professional association for the public sector is about more than accessing preferential pricing to attend training and events. It is about deepening the level of engagement between professionals and their chosen profession. It is about contributing to the debate. And it is about being part of something bigger than the individual. I encourage all of my colleagues in the public sector in Western Australia who are not already personal members of IPAA WA to make the choice to join. While the tangible benefits of personal membership are significant, I believe that it is the intangible aspects that are most important.

I would like to take this opportunity and thank the staff of IPAA WA under the leadership of

CEO, Gavin Lewis. The staff work tirelessly for the Association and their hard work is only eclipsed by their passion. In addition, I thank the IPAA WA Council for volunteering their time and energy to provide excellent leadership for the Association. I look forward to continuing to work with my fellow Councillors and the staff of IPAA WA in serving the members of our professional association into the future.

**Sven Bluemmel
President**

Council



Chris Avent



Andrew Brien



Cathrin Cassarchis



Kylie Coulson



Adele Coyne



Rob Delane



Emma Forrest



Cathryn Greville



Toni Walkington

The IPAA WA Council is responsible for governance and strategic planning. Councillors are Personal Members and we encourage all Individual Members to nominate to join the Council as a great way to learn new skills and increase networks.

Councillors



President (until Dec 2014)
Sue McCarrey FCILT MIPAA
 Deputy Director General,
 Department of Transport



President (from Jan 2015)
Sven Bluemmel MIPAA
 Information Commissioner,
 Office of the Information Commissioner



Vice President
Dr Yvonne Haigh MIPAA
 Lecturer,
 Murdoch University



Vice President
Colin Murphy FIPAA FIPAawa
 Auditor General,
 Office of the Auditor General



Secretary (from Jan 2015)
Josephine Harrison-Ward MIPAA
 Management Consultant,
 Public Sector Commission



Treasurer
Alan Abraham MIPAA
 Chief Financial Officer Business Management,
 Department of Lands

Chris Avent MIPAA
 Deputy Electoral Commissioner,
 WA Electoral Commission

Andrew Brien MIPAA
 Chief Executive Officer,
 City of Bunbury

Cathrin Cassarchis MIPAA
 State Archivist and Executive Director,
 State Records Office

Dr Kylie Coulson MIPAA
 Assistant Director, Strategic Policy and
 Evaluation,
 Department of Treasury

Adele Coyne MIPAA
 Senior Policy and Project Officer,
 Department of Lands

Rob Delane PSM MIPAA
Director General,
Department of Agriculture and Food WA

Emma Forrest MIPAA
 Principal Policy Officer,
 Department of Housing

Cathryn Greville MIPAA
 Assistant Director,
 Economic Regulation Authority

Toni Walkington MIPAA
 WA State Secretary/General Secretary,
 CPSU / CSA

Councillors 2014/15	Attendance
Alan Abraham	4/6
Chris Avent	4/4
Sven Bluemmel	6/6
Andrew Brien	4/6
Cathrin Cassarchis	2/4
Kylie Coulson	5/6
Adele Coyne	4/4
Rob Delane	2/6
Emma Forrest	5/6
Cathryn Greville	3/4
Yvonne Haigh	6/6
Josephine Harrison-Ward	4/6
Glauca Hyland	2/2
Tahlia Jones	0/2
Sue McCarrey	3/3
Kim Schofield	0/2
Colin Murphy	4/4
Toni Walkington	2/4

We would like to thank all outgoing councillors for their time and commitment to the Institute:

Glauca Hyland MIPAA
 A/Assistant Director, Economic Reform,
 Department of Treasury

Tahlia Jones
 Assistant Director Strategic Services and
 Community Engagement,
 Health and Disability Services Complaints Office

Sue McCarrey FCILT MIPAA
 Deputy Director General,
 Department of Transport

Dr Kim Schofield MIPAA
 Managing Director,
 Kapability Solutions

From The Chief Executive Officer



It is my pleasure to report on the 2014 – 2015 year for the Institute of Public Administration Australia – Western Australian Division (IPAA WA). In the preceding year we made a number of changes within the organisation in terms of structure, budgets and processes. This was the first full year where the Institute operated under these changes. The result being that the last twelve months has been an exceptionally busy, productive and rewarding year for IPAA WA.

A major operational change for IPAA WA was the physical relocation of the office. After an extensive review process, I recommended to the IPAA WA Council that the Institute re-locates. The review considered such factors as costs, business needs, employee satisfaction, partnership building and customer satisfaction. In summary, the review recommended that the office be re-located, and that the new geographical location did not need to be in the CBD of Perth.

After reviewing various options, in July 2014 the IPAA WA Council decided to re-locate the IPAA WA offices to Murdoch University. As with all moves, the process was arduous but twelve months into the move, I can reveal that the re-location has been very beneficial. The Institute has made significant cost savings, built stronger relationships (such as our partnership with Premier Corporate Member – Murdoch University), and developed a sense of community. The physical move was made all that more interesting as it occurred during an extremely busy period with IPAA WA preparing to host the International Conference in October 2014.

The Conference was a great success. IPAA WA established a number of key objectives for the Conference to achieve, and all of these objectives were surpassed. The Conference attracted over 700 delegates and achieved a profit of \$135,000.

Measurable feedback received from delegates, speakers and sponsors was exceptional. The conference was extremely resource intensive, and although a great success, we also learnt a lot from the process. A more detailed review of the conference can be found in the following Annual Report or for a full Conference Report, please do not hesitate to contact the IPAA WA office.

On behalf of IPAA WA, I would once again like to take this opportunity to thank everyone involved with the IPAA 2014 International Conference. IPAA National for their support; IPAA WA's Council for their guidance and leadership; EECW (PCO) for their exceptional work on the Conference; and to the speakers and facilitators who gave their time and effort so willingly. A special thank you must be given to; the sponsors of the conference whose support enabled the successful delivery of a wonderful conference in Perth, especially our Principal Partner – Murdoch University; the delegates who were able to see the benefit in sharing ideas in public administration and contributing so much in the way of discussion and engagement; and finally to the wonderful staff of IPAA WA who worked tirelessly for 2 ½ years to bring this conference together.

The “day to day” operations of IPAA WA did not cease or were not reduced during this period. Membership, training and events not only continued as normal but new programs and initiatives were introduced. The core business of IPAA WA was maintained. In general, operational objectives were met in all areas of the business and is discussed in greater detail in the annual report. There have been a number of highlights during the year, and I encourage all our members to read the annual report for more information.

After an exceptionally busy year in terms of operations, the up-coming year should see a consolidation in operations and a focus on

governance reviews, strategic planning and business development, while maintaining an excellent service to the stakeholders of IPAA WA. I believe it is important to acknowledge that IPAA WA is aware of the tighter financial position that government agencies find themselves operating in, and as a sign of support, IPAA WA has not made any price increases for the last three years whilst maintaining quality service delivery to our members across the spectrum of our products.

I would like to take this opportunity to acknowledge the hard working and dedicated staffing team we have at IPAA WA. In an extremely busy period, the staff have done an exceptional job. Thank you to the IPAA WA President, Mr Sven Bluemmel and the whole Council for their ongoing commitment and dedication to the professional association for the public service. Sven is a strong advocate for IPAA WA and for the benefits it brings to members who join the professional association for the public sector.

Celebrating its 70th year in 2015, IPAA WA continues to play an essential role to assist in developing the sector and celebrating its successes. The Institute has grown to become recognised as WA's professional association for public sector professionals. I thank all our members for sharing our vision and demonstrating their commitment to deliver quality services to the Western Australian community.

Gavin Lewis
Chief Executive Officer

IPAA WA Staff



Gavin Lewis
Chief Executive Officer



Bevan Long
Training & Business
Development Coordinator



Yohan Fernando
Marketing & Communications
Coordinator
(From February 2015)



Andrew Dunkin
Program Development
Manager



Kylie Macqueen
Marketing & Communications
Coordinator
(Until February 2015)



Amy Bouckley
Training & Business
Development Coordinator



Nadia Khalaf
Events Coordinator



Ekaterina Tenerova
Finance Officer



Naomi Tong
Intern

Membership

In response to the continued difficult economic environment, IPAA WA did not increase any of its Individual or Corporate Membership fees for the 2014/15 financial year. A total of **90 organisations renewed their membership** and we gained **7 new corporate members**. Individual Membership was 6% down on last year, with a retention rate of 35%.

All members receive a range of benefits including discounts on our entire learning and development program, free publications and access to exclusive member events.

Individual members received complimentary or up to 50% off a number of professional development and networking events as follows:

- **Member Mentoring with Sven Bluemmel** (Personal Member benefit only)
- **Member Meet and Greet Annual General Meeting** (complimentary)
- **Members Christmas Party** (Complimentary for members)
- **Member Mentoring with Richard Sellers** (Personal Member benefit only)
- **Book Club: Public Policy in Australia – Theory and Practice**
- **Member Mentoring with Colin Slattery** (Personal Member benefit only)
- **Managing Uncertainty: The AEC reform Journey** (complimentary for members)
- **Achievement Awards** (Only members can nominate for an award)

Survey Results

Our annual member and non member survey was distributed over 3 weeks from 16 April 2015 until 08 May 2015. Respondents went into the draw to win a 12 month Personal Membership.

A total of 229 people completed the survey, some of the highlights include:

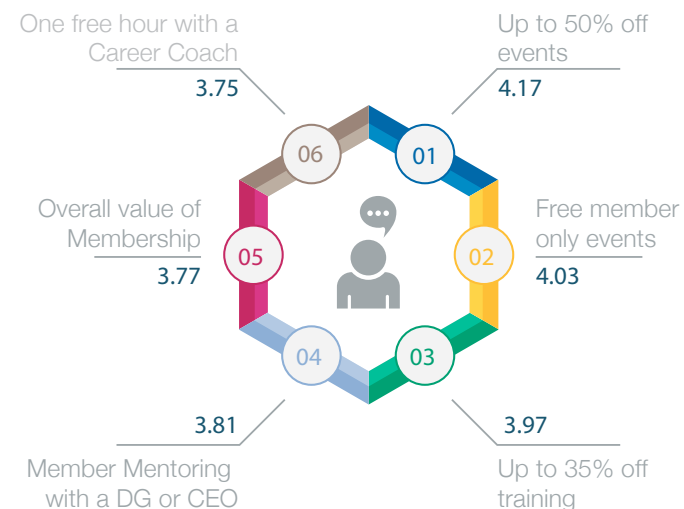
- The survey identified that IPAA WA was perceived primarily as a Not for profit professional association for the public sector (36%) and a Training organization (29%)
- 84% of Non-Member respondents would consider joining IPAA WA.
- 71% of Members answered “Yes” when asked if they would be renewing their membership.
- 86% of members would recommend IPAA WA to a colleague or friend.
- 51% of respondents attended 2 or more events in the past year

Other results

On a scale of 1 – 5 (1 is poor and 5 is excellent), IPAA WA rated...



Which of the following would you consider of value you were to join IPAA WA? (Average rating out of 5)



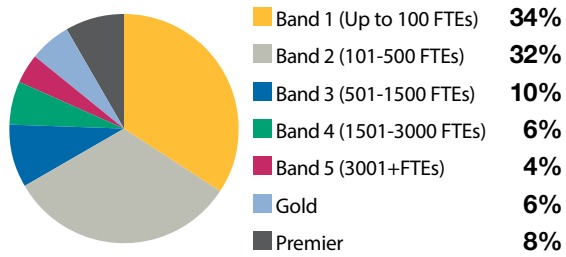
How do you usually hear about our events/training?



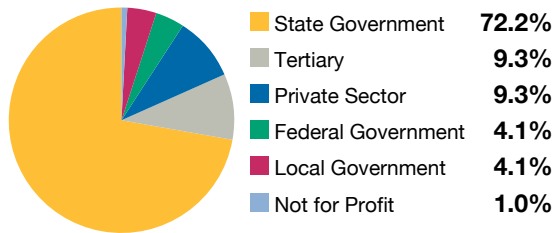
Email	54%
Word of Mouth	8%
IPAA WA Website	8%
PS News	7%
Intersector	6%
Rolling Banners	4%
IPAA WA PST Guide	3%
Org's Intranet	3%
Handout at events	2%
Other (including web search and social media)	5%

Member Profile

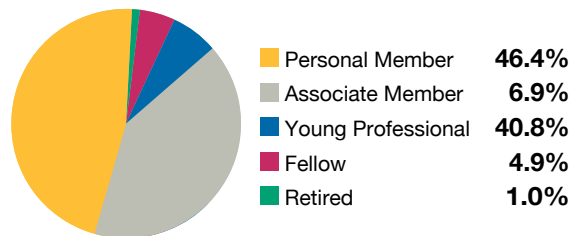
Corporate Members



Corporate Membership by Employment Sector

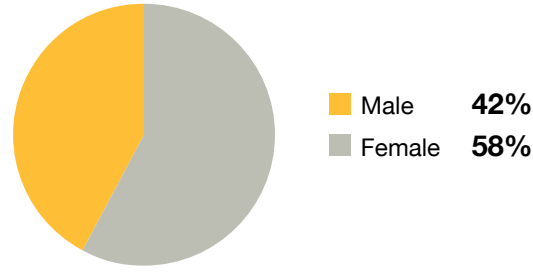


Individual Members

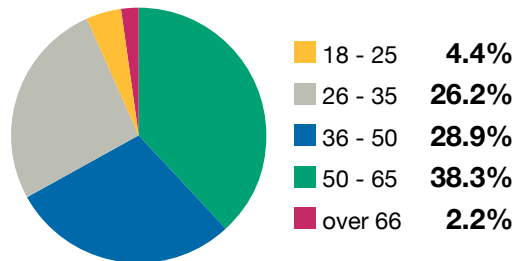


*66 complimentary Young Professional memberships were provided to Corporate Member organisations (increase from 47 in 2013/14 financial year)

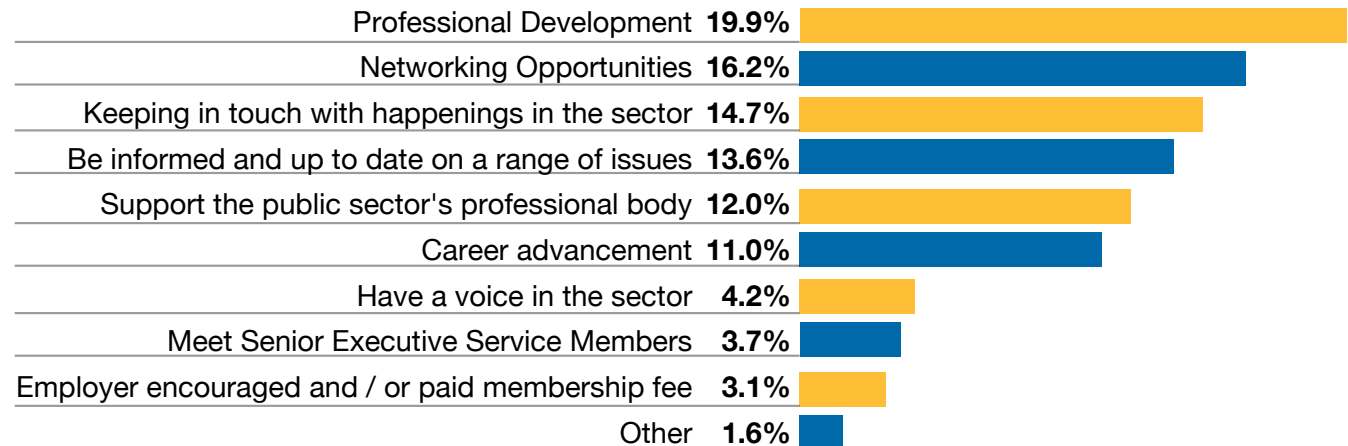
Member Demographic



Individual Member Age Range



Reason Individual Members joined the Institute



Individual Members

For 2014/15, Individual Membership (Associate and Personal) has been 20% lower than the previous financial year. As identified in the survey results, the main barrier of entry for individual membership remains the cost.

Personal Membership

Personal Members are fully engaged with the Institute and value networking and keeping in touch with the public sector.

Personal membership dropped 19% in the 2014/15 financial year, and represented 46.6% of total Individual Membership, down from 53.5% in 2013/14.

Following the announcement of the Public Administration Today magazine ceasing publication in June 2015, the magazine will no longer be offered as a member benefit for the next Financial Year. With IPAA ACT set to reinvent the magazine with a Federal focus, IPAA

WA will review the new look publication once released and consider whether it will be of value to Personal Members.

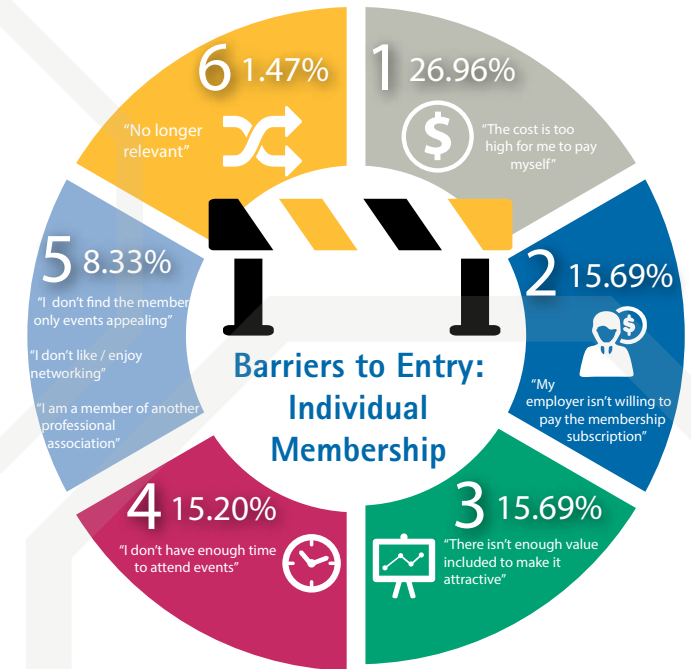
Associate Membership

Associate members are friends of the Institute and keep up to date with their professional development through the Institute's learning and development program.

Following the introduction of the reduced fee Associate Member category in 2013, the take-up of this membership category has dropped by 30% off in the 2014/15 financial year.

Young Professional Membership

Young Professional Membership increased by 18% this financial year. This is due to the 40% increase in take-ups of complimentary memberships as part of the Corporate Membership benefits. Paid Young Professional Memberships remained the same as last year.





Young Professional Members

Young Institute of Public Administration Australia WA (YIPAA) members remain one of the most active membership groups. They have helped develop many of the Institute's learning and development programs for young professionals across the sector.

YIPAA membership is open to any individual under the age of 35, with an interest in the practice of public administration, or who is interested in the teaching or study of public administration or related subjects.

During the 2014/15 financial year, **40.8% of total Individual Membership were Young Professional Members.**

Complimentary YIPAA memberships were provided again this year as a benefit to Corporate members. Of the total YIPAA Memberships, **52% were complimentary YIPAA memberships**, and these have helped to increase recognition of the Institutes services amongst this demographic.

Young Professional Advisory Committee

The Young Professional Advisory Committee (YPAC) is made up of 15 nominated YIPAA members and act as an advisory committee to the Council of Western Australia's Institute of Public Administration Australia.

YPAC have developed four goals:

1. Support and promote the interests of young professionals in the public sector in WA;
2. Provide networking opportunities to facilitate engagement with a range of young professionals from across the public sector as well as other young professional networks;
3. Enhance and share knowledge through networking, events with experienced public sector guest speakers and forums where young professionals can discuss key public sector issues and share innovative ideas; and
4. Inform and engage young professionals in public sector issues and specific areas of interest to YIPAA's.

2014/2015 YPAC Committee

Chair

Rachel Morrice (*from Jan 2015*)
Department of Treasury

Brett Osler (*until Dec 2014*)
Department of Sport and Recreation

Vice Chair

Gabriel Lubieniecki
Department of Corrective Services

Communications Advisor

Kathryn Carew-Hopkins
Main Roads WA

Program Coordinator

Carina Uehr (*from Jan 2015*)
Department of Training and Workforce Development

Rebecca White (*until Dec 2014*)
Department of State Development

Secretary

Position Vacant

Committee Members

Kate Buck - WA Police

Adele Coyne - Department of Lands

Francine Goss - Public Sector Commission

Cassie Houghton - Department of Housing

Megan Neervoort - Department of Health (until Dec 2014)

Rebecca Rosher - Public Sector Commission

Alyssa Serafim - Main Roads WA

Ellen Smith - Recfishwest

Anya-Jane Statham - Richmond Wellbeing

Adela Tang - Department of Health

Felicia Wong - Public Sector Commission

Events developed by YPAC:

3 September 2014 – Insights from Lisa Scaffidi

The Right Honourable The Lord Mayor YIPAA breakfast event held at the WACA

4 September 2014 – Battle of The Agencies Quiz Night

Hosted at 140 William Street, over one hundred young professionals enjoyed pizza and drinks as they battled it out for a chance to be crowned the winner. Prizes were kindly donated by the Department of Sport and Recreation. Tickets sold out 2 weeks prior to the event.

28 October 2014 – IPAA 2014 Welcome Sundowner

IPAA WA's Young Professional Advisory Committee welcomed visiting IPAA 2014 interstate and overseas guests over light drinks and canapés.

11 December 2014 – IPAA WA Young Professional's Christmas Party

Hosted at the PICA Bar, the Institute's Young Professional Advisory Committee (YPAC) invited all Young Professional Members and their guests to attend the first-ever young professional Christmas Party.

15 April 2015 – Shaping the Views at The Top (in collaboration with IPAA WA)

Building on the success of the previous events in this series, this forum offered young professionals a chance to listen, engage, and learn from an outstanding panel of presenters.

Plans for the Future

Since its commencement in 2011, the YPAC has been developing bigger and better events each year and providing professional development opportunities for young professionals from across the public sector. Building on this success, a number of events currently planned to be delivered in 2015-16 include:

- The Western Australian Frank and Fearless Legendary Debate (August 2015). Two teams of young professionals led by Rob Delane (Director General of Agriculture and Food) and Jodi Cant (General Manager of Landgate) will engage on the topic "Is it a good time to be a public servant?"
- Battle of the Agencies Quiz Night (September 2015). This is the second annual young professionals quiz night hosted by YPAC.
- Insights Breakfast Series with special guests to be identified. The next breakfast (planned for November 2015) includes a Q and A with a panel of experts in the innovation

space, which is a hot topic among young professionals.

- Annual Networking Christmas Party (December 2015), where young professionals from across the sector can meet like-minded people and share their experiences from 2015.
- Since the development of the Social Media Policy for YPAC, the focus of planning future events will be around the communication and promotion of events via Facebook and LinkedIn, including sharing photos and ideas after events.
- Following the completion of IPAA's 2015-2018 Strategic Plan, the YPAC will develop its own priorities and initiatives to feed into the overall goals of IPAA.

YPAC's success is attributed to all those that contributed to the actions of the committee over the past year and who continue to assist in the development of event and professional development opportunities for YIPAA's into 2015-16.



Life Members

Life Members are Personal Members of the Institute who are honoured at the discretion of the Council and have demonstrated a strong commitment and contribution to the Institute.

WA Life Members

Mr Tim Benjamin*
Mr Brian Burgess FIPAA*
Dr Wally Cox PSM FIPAA FIPAA WA
Mr Mike Culmsee
Ms Lyn Genoni
Mr Keith Graham*
Dr Barbara Meddin
Mr John Persse
Ms Marion Seboa
Ms Margaret Stockton
Ms Jan Stuart
Dr Mike Wood FIPAA
*Deceased

Fellows

National Fellows (FIPAA)

Every year the IPAA National Council announces National Fellows from Personal members across the country who have made an outstanding contribution to the study and /or practice of public administration. Members are nominated by their jurisdiction and judged by a national panel of their peers.

2014 WA National Fellow Recipient



Mr Richard Sellers FIPAA
Director General
Department of Mines and
Petroleum

WA National Fellows

Mr Richard Sellers FIPAA
Mr Colin Murphy PSM FIPAA
Mr Grahame Searle FIPAA
Dr Peter Wilkins FIPAA
Mr Eric Lumsden PSM FIPAA
Mr Christopher Williams FIPAA
Dr Wally Cox PSM FIPAA
Dr Lynn Allen FIPAA
Ms Maxine Murray FIPAA
Dr Geoff Gallop FIPAA
Dr Frank Harman FIPAA
Mr Des Pearson FIPAA
Mr Chris Whitaker FIPAA
Dr Elizabeth Harman FIPAA
Dr Martin Forrest FIPAA
Dr Michael Wood FIPAA
Mr Alan Peachment FIPAA
Mr Allan Skinner PSM FIPAA
Mr Robert MacKenzie FIPAA
Mr Digby Blight FIPAA
Mr Brian Burgess FIPAA
Mr Ronald Robertson FIPAA

WA Fellows (FIPAAWA)

The IPAA WA National Fellows was launched in 2012, and is proudly supported by Ernst & Young.

The Western Australian Fellowship is awarded in recognition of outstanding contribution to public administration and the achievement of the Institute's objectives.

2014/15 IPAA WA Fellows

Dr Lynn Allen FIPAA
Ms Sue Ash AO FIPAAWA
Mr Sandy Clarkson FIPAAWA
Dr Wally Cox PSM FIPAA
Ms Susan Hunt PSM FIPAAWA
Mr Colin Murphy PSM FIPAA
Ms Maxine Murray FIPAA
Dr Jim Rhoads FIPAAWA
Her Excellency the Honourable
Kerry Sanderson FIPAAWA
Mr Grahame Searle FIPAA
Mr Richard Sellers FIPAA
Dr Ruth Shean FIPAAWA
Dr Shayne Silcox FIPAAWA
Dr Lesley van Schoubroeck FIPAAWA
Mr Reece Waldock FIPAAWA
Dr Peter Wilkins
FIPAAWA
Dr Mike Wood FIPAA



Corporate Members

Premier



Government of Western Australia
Department of Mines and Petroleum



Gold

Government of Western Australia
Department of Regional Development
Department of State Development
Department of Transport
Housing Authority
Public Transport Authority



Band One

Building & Construction Industry Training Fund
Bureau of Meteorology
Centre for Learning and Development - ECU
Commissioner For Children & Young People
Chartered Accountants Australia and New Zealand
Department of Education Services
Department of the Registrar (WA Industrial Relations Commission)
Economic Regulation Authority
Equal Opportunity Commission
Gascoyne Development Commission
Goldfields Institute of Technology
Graduate School of Business - Curtin University
Independent Market Operator
John Curtin Institute of Public Policy
Kimberley Development Commission
Legal Practice Board
Mental Health Commission
Metropolitan Redevelopment Authority
MyLeave
National Disability Insurance Agency
Office of the Auditor General
Office of the Information Commissioner
Ombudsman Western Australian
Potato Marketing Corporation of WA
Richmond Wellbeing
Regional Development Australia - South West
Rural Health West
Small Business Development Corporation

South West Development Commission
State Heritage Office
VenuesWest
WA Electoral Commission
Western Australian Treasury Corporation

Band Two

Australian Bureau of Statistics
ChemCentre
City of Bunbury
City of Gosnells
City of Melville
City of South Perth
Corruption & Crime Commission
Deloitte Services Pty Ltd
Department of Aboriginal Affairs
Department of Environment Regulation
Department of Fisheries
Department of Lands
Department of Local Government and Communities
Department of Planning
Department of Racing, Gaming and Liquor
Department of Sport And Recreation
Department of Water
Director of Public Prosecutions (WA)
Drug and Alcohol Office
Fremantle Ports
Insurance Commission of Western Australia
KPMG
LandCorp
Lotterywest
Metropolitan Cemeteries Board of WA

Parliament House WA
Perth Zoo
South West Institute of Technology
Tourism WA
West Coast Institute of Training
WorkCover WA

Band Three

Central Institute of Technology
Challenger Institute of Technology
Department of Commerce
Department of Culture & The Arts
Department of Finance
Department of the Premier & Cabinet
Department of Training and Workforce Development
Department of Treasury
Landgate

Band Four

Department for Child Protection and Family Support
Department of Agriculture and Food
Department of Fire and Emergency Services
Department of the Attorney General
Disability Services Commission
Main Roads WA

Band Five

Department of Corrective Services
Department of Education
Department of Health
WA Police

Member Benefits, Discounts & Special Offers

	Personal	Associate	CORPORATE MEMBER
Professional Development			
Demonstrate your professionalism by using the post nominal MIPAA after your name	✓	✓	Membership Certificate
Stay connected and track your own professional development through the member only online resource centre iConnect & access career enhancing tools/articles/member news/Today Magazine & AJPA Journals online	✓	✗	Access to the Institute's Event Administration Service
Be involved and nominate or vote for Institute Council Members	✓	✗	Complimentary Young Professional Memberships (YIPAA) in accordance with Band level
Invitation to nominate for IPAA WA's Achievement Awards	✓	✓	
Small Group Member Mentoring	✓	✗	
Networking			
Priority invitation to member only events	✓	✗	Invitation to FREE member only networking events
Join a special interest group - Young Professional Advisory Committee	✓	✓	
Discounts			
Up to 50% off all Institute events and conferences	✓	✓	Up to 30% off all Institute events and conferences
Up to 25% off all Institute training courses	✓	✓	Up to 20% off all Institute training courses
One Free Hour with an experienced coach OR Access discounted coaching services & choose from twelve coaches (valued up to \$600)	✓	✗	20% off in-agency training
\$75 PD Voucher	✓	✗	
\$25 PD Voucher	✗	✓	
Referral Reward - \$25 CREDIT	✓	✓	
Subscriptions			
<i>Australian Journal of Public Administration</i> (AJPA) Peer review journal - Posted quarterly to members	✓	✗	Nominated staff receive AJPA
<i>Public Administration Today</i> (Today) national members only magazine - Posted quarterly to members	✓	✗	Nominated staff receive Today magazine
Free six month subscription to Business News	✓	✓	Regular electronic updates from the Institute on latest events and training via newsletter and event bulletins

Scholarships and Sponsored Awards

Education Awards

The Institute is proud to support outstanding academic achievements in public administration with ongoing partnerships with the Public Sector Commission's Public Sector Management Program, Murdoch University, Edith Cowan University and Curtin University.

Graduation ceremonies were held throughout the year. Students were awarded with 12 month complimentary memberships to the Institute and professional development vouchers.

Congratulations to the following students who graduated with top marks in their relevant courses for 2014.



Mr Byron Nagy (left) with IPAA WA Vice President, Dr Yvonne Haigh, received the *Institute of Public Administration Australia Prize for best academic performance in 'Public Policy Analysis'* – Murdoch University.

Ms Jacqueline McGowan Jones who received the *Institute of Public Administration Australia WA Prize for best student in Advanced Public Sector Accounting* – Curtin University.



Ms Anya-Jane Statham (right) with IPAA WA Vice President, Dr Yvonne Haigh, received the *Institute of Public Administration Australia Prize for achieving the highest weighted average mark in the Graduate Certificate of Business (Management)* – Edith Cowan University.

Public Sector Management Program

Dr Nicole Leggett – Valedictorian and Top Marks in Cohort 1/13

Tracey Chung – Top Marks in Cohort 2/13

Troy Daniels – Top Marks in Cohort 3/13

Expand Your Horizons Scholarship

The 2014 Expand Your Horizons Scholarship was awarded to two IPAA WA Young Professional (YIPAA) members this year, to attend the IPAA National Conference in Perth on 29 – 30 October 2014.

Scholarship Winners

Heather Perkins, Shire of Halls Creek

On review of the conference, Heather said, "Overall the Conference provided an invaluable experience that served to expand my professional network as well as improve my knowledge and understanding of the work being done at all levels of the public sector. I would recommend that anyone presented with the opportunity to attend the conference in 2015 jump at the chance no matter what sector or level you are working in – there truly is something to be gained for everyone."

Rachel Morrice, Department of Treasury

On why she applied for the scholarship, Rachel said, "I applied for the scholarship because there were many topics that related directly to my current work priorities, for example the session called "Dancing Lessons: How does the public sector successfully engage with others?" gave me some good insights to use in my work across the government and not-for-profit sectors. I also wanted to broaden my knowledge of the public sector more generally to enhance my awareness of the environment we work in and assist me in providing advice to Government."

Events



Thought Leadership

The 2014-15 financial year was a successful one for the IPAA WA team in delivering both the IPAA 2014 International Conference program and making a better than expected contribution to the organisation's financial sustainability through careful cost management in our regular program.

Given the prominence of international presenters at IPAA 2014 (see report, page 24), the 2014-15 seminar series focused on presentations from local and national leaders in the areas of public policy thinking and service delivery.

The program and event team delivered eight feature length seminars (*listed below*), two Awards ceremonies; the IPAA WA EY Fellow's series; facilitated three Group Mentoring sessions; and provided support to the Young Professional's program.

- The Power of Information
- Opportunities in Change: Implementing Local Government Reform
- Women in Leadership
- 2015 IPAA WA President's Address
- Red Tape: Problem or Solution
- Shaping the Views at The Top 2015
- 2015 State Budget Briefing
- Communication Nation: 21st Century Strategic Communication

As you will note from the topics featured in our seminar series (see list below), IPAA WA has the challenge and opportunity of meeting the diverse needs of the public sector.

- Records Management
- Local Government Reform
- Women in Leadership

- Policy Landscape
- Red Tape Reduction
- Young Professionals career development
- Communication
- Budget Briefing

Highlights of the series include the inaugural 'IPAA WA President's Address' delivered in February by Western Australia's Attorney General and Minister for Commerce, the Hon. Michael Mischin MLC. In March the Chair of the Australian Productivity Commission Mr Peter Harris led a panel discussing better regulation, and in May for the first time in over ten years we received a Budget Briefing from a serving State Treasurer, the Hon. Mike Nahan MLA. In an early sign of the opportunities from our co-location on Murdoch University campus with the Sir Walter Murdoch School of Public Policy and International Relations, we co-hosted a small presentation by the Acting Australian Electoral Commissioner. The series attracted over 900 delegates from across the public sector.

Our two Awards ceremonies require considerable management effort and this year they attracted a total of **562 delegates**. The introduction of a booking incentive for the Achievement Awards in June is thought to have countered what may have otherwise been a more significant decline in attendance.

The IPAA WA EY Fellows series provided our Fellows and senior public sector leaders with two thought provoking sessions in conjunction with series sponsor EY and with Australia Post providing speakers.

Highlighting the continuing market preference for low cost professional development opportunities the Young Professional Advisory Committee again drew solid audiences to their program

which this year included new formats in a variety of interesting venues. The inaugural Battle of the Agencies Quiz Night held at level 2 Gordon Stephenson House was a sell-out but provided some logistical challenges, we ventured to one of Perth's most successful small bars, 'Wolf Lane', to host a welcome sundowner for IPAA 2014 delegates and the Christmas Sundowner at the Perth Institute for Contemporary Art (PICA) bar was well attended. The Insights series continued with the Right Hon. Lisa Scaffidi, Lord Mayor of Perth providing a well received presentation to over 60 young professionals at the WACA ground.

Reid Oration

The annual Reid Oration is a free public lecture, established by IPAA WA in 1991 to honour Professor Gordon Reid's contribution to public life. The Oration is held annually, and in partnership with The University of Western Australia (UWA). The Hon. Stephen Smith delivered a very timely and well received oration entitled 'Looking out and looking in - some public policy challenges of change in our region'.

Event Administration

The Institute has continued to offer Event Administration as a service to both its members and public sector agencies. During the past financial year the Corruption and Crime Commission cancelled their contract with IPAA due to a redrafting of their legislation. This along with a focus on IPAA2014 meant that we managed a single event, being for the Ombudsman of Western Australia.

Special Interest Groups

Program Development Special Interest Group (PDSIG)

The PDSIG has continued to provide a valued contribution to the development of the IPAA program helping to ensure a program that reflects the contemporary issues facing public administration in Western Australia.

We wish to thank the members listed below for their contributions in 2014-15.



Mr Jason Banks	Director General, Department of Environment Regulation
Mr Sven Bluemmel	Commissioner, Office of the Information Commissioner
Mr Michael Bradford	Chief Executive Officer, Landgate
Mr Brian Bradley	Director General, Department of Commerce
Ms Stephanie Buckland	Chief Executive Officer, Tourism WA
Mr Joe Calleja	Chief Executive Officer, Richmond Wellbeing
Dr Ron Chalmers	Director General, Disability Services Commission
Mr Peter Deague	Chief Executive Officer, Metropolitan Cemeteries Board
Mr Robert Delane	Director General, Department of Agriculture and Food
Mr Chris Field	Ombudsman, Ombudsman of Western Australia
Ms Susan Hunt PSM	Chief Executive Officer, Zoological Parks Authority
Ms Allanah Lucas	Commissioner, Equal Opportunities Commission
Ms Jennifer Mathews	Director General, Department of Local Government and Communities
Dr Karl O'Callaghan	Commissioner of Police, Western Australia Police
Mr Don Punch	Chief Executive Officer, South West Development Commission
Ms Michelle Reynolds	Chief Executive Officer, WorkCover Western Australia Authority
Ms Arwa Saleh	Principal and WA Leader, Nous Group
Mr Grahame Searle	Director General, Department of Housing
Mr Richard Sellers	Director General, Department of Mines and Petroleum
Dr Ruth Shean	Director General, Department of Training and Workforce Development
Dr Shayne Silcox	Chief Executive Officer, City of Melville
Mr Cliff Weeks	Director General, Department of Aboriginal Affairs

Awards

W.S. Lonnie Awards

The Institute of Public Administration Australia WA (IPAA WA) celebrated 30 years of the W.S. Lonnie Awards this year, as the presentation ceremony proceedings were opened on Friday the 27th of March 2015, at the Hyatt Regency Perth by The Honourable Donna Faragher MLC, Parliamentary Secretary to the Premier; Minister for State Development; Science.

“The Lonnie Awards are a fantastic way for Public Sector agencies to be recognised for their commitment to transparency, authenticity and integrity when compiling their annual reports. It is great to see so many departments’ annual reports making the shortlist and being presented for judging. This year’s large spread of quality reports made the judging process tougher than ever” IPAA WA President Sven Bluemmel said.

WorkCover WA was the big winner on the day taking home four awards in total, including the coveted W.S. Lonnie Memorial Trophy. “An exceptionally well structured report, including very helpful cross referencing throughout. It was an enjoyable user experience to read this report”, the judging panel concluded.

The judges commended WorkCover WA for the quality of their report, commenting that “WorkCover WA have produced a very high standard report that is very readable and provides clarity to external stakeholders.”



Fremantle Port Authority and the Office of the Auditor General also received high accolades for their annual reports, taking home three awards each. Department of Transport’s Graeme Doyle received the Chief Financial Officer of the Year Award, sponsored by Chartered Accountants Australia and New Zealand.

The primary vehicle for accountability in the Public Sector has been and always will be the way public sector agencies report their performance to Parliament and the people of Western Australia. The Awards were established in honour of Mr. William Scott Lonnie, recognised for his long and distinguished career in the State public service, culminating in his final post as Under Secretary, Premier’s Department during the premiership of Sir Charles Court.

Thank you to our W.S. Lonnie Specialist Awards Sponsors:



Thank you to the 2015 W.S. Lonnie Judging Panel:

CHAIR

Commenced

2011

Professor Christopher Doepel PSM
Executive Dean College of Business,
University of Notre Dame

JUDGES

Commenced

2013

Hon. Cheryl Edwards
Strategic Project Advisor, Atlas
Iron Ltd

2013

Ms Sheryl Fewster
Director Communications
Directorate, Department of
Health

2010

Dr Jim Rhoads
Director, Rhoads Bird &
Associates

2010

Mr Grant Robinson
Partner, KPMG



MAJOR AWARD WINNERS

The W.S. Lonnie Memorial Trophy
WorkCover WA

Margaret McAleer Special Commendation
Office of the Auditor General

The Margaret Nadebaum Trophy
Fremantle Port Authority

The Allan Skinner Trophy
Office of the Auditor General

SPECIALIST AWARDS

Office of the Auditor General Award for
Transparency and Accountability
WorkCover WA

Ombudsman Western Australia Award for
Complaints Handling
Fremantle Port Authority

Chartered Accountants Australia and New
Zealand Award for Chief Financial Officer of 2015
Graeme Doyle – Department of Transport

CPA Australia Award for Performance Reporting
WorkCover WA

Joint Award led by the Department of Commerce
for Occupational Safety, Health and Injury
Management
Disability Services Commission

Public Sector Commission Award for Good
Governance
Economic Regulation Authority

State Records Commission Award for Excellence
in Compliance Reporting
Department of Fisheries

CATEGORY AWARDS

AWARD	CATEGORY 1 Under 100 FTEs	CATEGORY 2 101-1000 FTEs	CATEGORY 3 Over 1000 FTEs	CATEGORY 4 Government Trading Enterprises
GOLD	Economic Regulation Authority	Office of the Auditor General	Main Roads WA	Fremantle Port Authority
SILVER	Small Business Development Corporation	WorkCover WA	Department of Fire and Emergency Services	Water Corporation
BRONZE	2 Winners The State Heritage Office Western Australian Electoral Commission	Department of Water	Department of Finance	Western Australian Treasury Corporation

Achievement Awards

The Institute of Public Administration Australia WA (IPAA WA) celebrated individual and organisational excellence at their fourth annual Achievement Awards presentation ceremony on Friday 26th June 2015 at the Hyatt Regency Perth.

The Achievement Awards offer **seven categories** for entry with a total of **fifteen awards**. Ten open to individuals and five best practice awards for organisations.

The awards are promoted as a key benefit to members as only members are able to nominate, however this does not preclude a non member from winning.

A total of **47 nominations were received** this year, 27 for the individual awards and 20 for the organisational awards, with an overwhelming and high calibre of nominations received for both the collaboration awards (Best Practice in Collaboration Between Government and Non Government Organisations and Best Practice in Collaboration Across Government Agencies in the Same Jurisdiction).

A total of **230 delegates attended** the awards in 2015, which is only marginally down on 2014's total of 235 paid registrations.

Responding to the continual tightening of Government agency budgets, this year IPAA WA introduced a new price category for table bookings – offering a table booking of 10 for the price of 9. This new initiative was a success, with 12 organisations taking up this special offer.



Thank you to our 2015 Judges:

CO-CHAIRS

Commenced

2012 **Mr Mal Wauchope**
Commissioner, Public Sector Commission

Mr Sven Bluemmel
2015 President, Institute of Public Administration Australia – WA
Information Commissioner, Office of the Information Commissioner

JUDGES

Commenced

2012 **Dr Lynn Allen FIPAA** - Consultant

2012 **Mr Joe Calleja** – Chief Executive Officer, Richmond Wellbeing

2012 **Mr Ian Carter AM** - Chief Executive Officer, Anglicare

2012 **Ms Alison Gaines FIPAA** - Global Practice Leader, Board Consulting Gerard Daniels

2012 **Ms Lyn Genoni** - Executive Director Strategic Policy, Department of Premier and Cabinet; IPAA WA Life Member

2012 **Dr Yvonne Haigh** - Lecturer, Murdoch University

2014 **Mr Stuart Hicks** – Chairman, South West Development Commission

2015 **Ms Jennifer Mathews** - Director General, Department of Local Government and Communities

2015 **Mr Terry Murphy** - Director, Resolutions Consultancy



2012 **Ms Maxine Murray FIPAA** - Chair, PerthALIVE; IPAA WA Life Member

2015 **Ms Michelle Reynolds** - Chief Executive Officer, WorkCover WA

2012 **Ms Jan Stuart PSM** - Nexus Group; IPAA WA Life Member

2013 **Prof. Tarun Weeramanthri** - Executive Director, Public Health and Clinical Services Division, Department of Health

Thank you to our 2015 Achievement Awards Sponsors:





**Congratulations to the following
2015 Achievement Award winners:**

IPAA WA Patrons Award
**Cheryl Gwilliam – Director General,
Department of the Attorney General**

Murdoch University Award
Leader of the Year State or Federal Government
**Wayne Gregson – Department of Fire and
Emergency Services**

Leader of the Year Working within a Division /
Team / Organisation
Roger Johnston – Pilbara Ports Authority

Hyatt Regency Perth Award
Leader of the Year Not-for-Profit Sector
**Craig Comrie – Youth Affairs Council of
Western Australia**

Corruption and Crime Commission Award
Leader of the Year Local Government
Dale Stewart – Shire of Denmark

Public Sector Commission Award
Young Leader of the Year
Alyssa Serafim – Department of Transport

Department of Fisheries Award
Policy Practitioner of the Year
Tania Loosley-Smith – Housing Authority

Information Technology Practitioner of the Year
David Dans – Landgate

Department of Finance Award
Finance Practitioner of the Year
Graeme Doyle – Department of Transport

Human Resource Management Practitioner of
the Year
Cliff Gillam –Department of Education

Best Practice in Corporate Social Values
Pilbara Ports Authority
Mangrove Rehabilitation Program

Business News Award
Innovation in the Not-for-Profit Sector
Brightwater Care Group
Culture, Communication & Relationships at Work

Department of Health Award
Best Practice in Health and Wellbeing
**Chronic Disease Prevention Directorate,
Department of Health**
Healthy Workers Initiative

Award for Best Practice in Collaboration Across
Government Agencies in the Same Jurisdiction
**Department of Sport and Recreation,
Department of Transport & City of Cockburn**
Your Move - Cockburn

Award for Best Practice in Collaboration
Between Government and Non Government
Organisations
**Department of Housing & The Royal Life
Saving Society - WA Inc.**
*Remote Community Focused Swimming Pool
Program*

Public Service Training



Our Public Service Training program continues to deliver relevant, skills-based training for the public sector.

Public Courses

This year saw a slight increase in the number of public training courses delivered with a total of 99 public courses delivered in the Perth CBD to 906 delegates, up from 896 the previous year.

28% of our public training courses were cancelled in 2014/15, the same as last year. IPAA WA planned a total of 138 courses, up from last year's 129.

In 2014/15 we continued to receive support from Gold Corporate Member, State Super Financial Services (SSFS), to utilise their boardroom for training purposes. This has helped to assist in delivering courses in the Perth CBD and we are very appreciative of the partnership between IPAA WA and SSFS.

Overall we delivered:

- 99 courses, from our suite of 50 public courses to 906 delegates
- 6 new courses
- 49 in-agency courses delivered to 27 organisations across the public sector



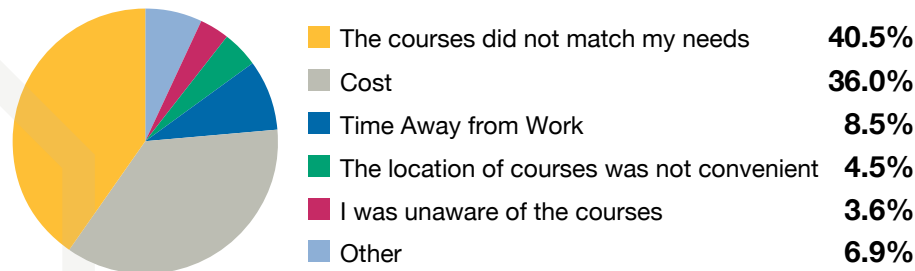
Top 5 Performing Public Courses

COURSE	TYPE	# DELIVERED	ATTENDANCE
1. Executive Writing Skills	Full Day	5	58
2. Introduction to Policy Work	Full Day	7	55
3. Writing With Style: The Power of Plain English	Half Day	5	53
4. Writing Policy Documents	Full Day	4	51
5. Budget Process, Cycle and Preparation	Full Day	4	42

Thank you to our facilitators and partners who have continued to support the Public Service Training Program:

- Greg Bayne
- Alistair Box
- Sarah Butler
- Carina Calzoni
- Professor Rick Cummings
- Hannah van Didden
- John Harman
- Dr Alan Hancock
- Professor Phil Hancock
- Bernard Hill
- Andrew Huffer
- Dr Dorothy Lucks
- Mark Kelly
- Nous Group
- Susan Kurtjak
- Joel Levin
- Gloria McQuillan
- Tony Malkovic
- Kath Polglase
- Peter Robinson
- Jan Rodgers
- Jan Siggers
- Karen Schwenke
- Maxinne Sclanders
- Jan Stuart

What is the main reason for not attending a training course?



These results were taken from our annual member and non-member survey.

In-Agency Program

Our in-agency program delivery has had an decrease of 17% (total 49 delivered, compared to 59 in 2013/14). In 2014/15, in-agency requests have continued to increase for courses in communication skills (14 courses delivered) and leadership and management (21 courses delivered).

Many of our in-agency clients were Corporate Members of IPAA WA, with 21 out of the 27 (78%) agencies that used these services from the Corporate Member cohort. All Corporate member organisations receive 20% off the delivery of our in-agency programs.

Some of the in-agency programs delivered that were not in our Public Service Training program includes:

- *Ethical Decision Making*
- *Facilitation of Strategic and Operational Planning Sessions*
- *Coaching – Individual and Small Action Learning Groups*
- *Conference Speakers on various topics*
- *Emotional Intelligence*
- *Managing Performance*
- *Assertive Communication*
- *Giving and Receiving Feedback*

Agencies that used our in-agency services included:

- Catholic Education
- City of Bunbury
- City of Rockingham
- Department for Child Protection and Family Support
- Department of Education
- Department of Education Services
- Department of Environment Regulation
- Department of Fire and Emergency Services
- Department of Fisheries
- Department of Foreign Affairs and Trade
- Department of Health
- Department of Local Government and Communities
- Department of Mines and Petroleum
- Department of Sport and Recreation
- Department of State Development
- Department of Transport
- Goldfields Institute of Technology
- Independent Market Operator
- Main Roads WA
- Metropolitan Redevelopment Authority
- Polytechnic West
- State Solicitor's Office
- VenuesWest
- WA Electoral Commission
- WA Police
- Water Corporation
- WorkCover WA



2014/15 Public Service Training Courses

2014/15 Public Service Training Courses	Career Stage
 Business & Finance	
Budget Process, Cycle and Preparation	N S M
Financial Statements in the Public Sector	N
 Communication Skills	
Administration Skills: Supporting Committees and Boards	N S
NEW! Advanced Writing Skills	S M L
Brushing Up On Your Grammar and Punctuation	N S
Developing Resilience	N S M L
Editing and Proofreading Skills	N S
NEW! Honing Editing and Proofreading Skills For Government	N S
Executive Writing Skills	N S M
Facilitation Tools and Techniques	N S M L
Grammar and Punctuation Essentials	N S
NEW! How to Develop Good Report Writing Skills	N S M
How to Produce Better Publications - On Paper and Online	N S
Presenting to Influence and Persuade with Confidence	N S
Speak Up - And Boost Your Career Prospects	N S
Supporting High Level Committees and Boards	S M L

The Essentials of Good Report Writing	N S M
Writing an Effective Business Case	N S M L
Writing Ministerial Briefings	N S
Writing Ministerial Letters	N
NEW! Writing Ministerial Letters and Briefings	N
Writing Skills for Government	N
Writing with Style: The Power of Plain English	N S M L
 Community & Stakeholder Engagement	
Embedding Engagement	S M L
Engaging Your Stakeholders and the Community	N S M L
Understanding Emotion, Outrage and Community Engagement	S M L
 Governance & Compliance	
Interviewing Skills for Investigations	N S M
Introduction to Conducting Investigations	N S M
 Government & Policy	
Inside Government: The Legislative Framework	N
Introduction to Policy Work	N
Policy Evaluation	S M L
Writing Policy Documents	N
 Human Resources	
Getting The Application Right	S M L
Managing The Recruitment Relationship	S M L

 Leadership & Management	
5 Quick Moves for Improving Your Team's Effectiveness	S M L
NEW! Building a Culture of Accountability	M L
Building and Leading High Performance Teams	M L
Change Management for Team Leaders	S M L
Coaching Style of Leadership	S M L
Conflict Management	S M L
Hard Conversations: Effective Feedback in Performance Management	S M L
Influencing Without the Power Card	S M L
Leadership: What Every New and Experienced Manager Needs to Know	S M L
Mental Health in the Workplace	S M L
Strategic Planning	S M L
 Monitoring & Evaluation	
Introduction to Monitoring and Evaluation	N S M L
NEW! Introduction to Program Logic	S M L
Managing Evaluation Contracts Effectively	N S M L
 Project Management	
Getting Started in Project Management	N S

New Recruits / Graduates	N
Supervisors	S
Managers	M
Leadership	L

IPAA 2014 International Conference



Executive Summary

The organisational process for IPAA 2014 commenced in early 2012, with the formal submission to the National Office of IPAA from IPAA WA occurring in June 2012. From early 2012 to October 2014, IPAA WA was responsible for all aspects of the conference.

Objectives

The IPAA WA Council established key objectives for IPAA 2014 as outlined in the report. They were;

- To achieve all the National goals for the National Conference.
- To receive 500+ registrations.
- To achieve all budgeted figures (revenue and expenses)
- To be perceived as a successful conference for all participants.
- To be relevant for all public sector workers.
- To engage overseas regions.
- To increase the IPAA WA awareness and membership.

Looking back at the conference, all these goals were achieved. Based on this achievement as well as many other factors, IPAA 2014 was a great success.

IPAA WA established four key result areas for IPAA 2014. They were;

- Program
- Sponsorship
- Marketing
- Operations



IPAA WA would like to take this opportunity and thank everyone involved with the IPAA 2014 International Conference. IPAA National for their support; IPAA WA's Council for their guidance and leadership; EECW (PCO) for their exceptional work on the Conference; and to the speakers and facilitators who gave their time and effort so willingly. A special thank you must be given to; the sponsors of the conference whose support enabled the successful delivery of a wonderful conference in Perth; the delegates who were able to see the benefit in sharing ideas in public administration and contributing so much in the way of discussion and engagement; and finally to the wonderful staff of IPAA WA who worked tirelessly for 2 ½ years to bring this conference together.



Overview

Every year, IPAA seeks a State Division to host the National Conference. The IPAA National Conference is an important showpiece for the Institute at the National level. The National Conference provides an opportunity to bring together IPAA members across Australia, and from overseas, to:

- Address key issues in public management.
- Facilitate networking opportunities between practitioners, academics and others interested in such issues
- Market the Institute's work in its various jurisdictions.
- To demonstrate the benefits which membership of the Institute brings, including the benefits of corporate sponsorship of its work and activities.

The WA Division was granted the hosting rights for the 2014 National Conference. The WA Division (IPAA WA) chose to label the conference as an International Conference as this clearly reflected the nature of the conference in terms of speakers and topics.



In addition, to the above, IPAA WA formalised their own key objectives for IPAA 2014. The conference would provide an excellent opportunity:

- To showcase the public service in WA.
- For IPAA WA to partner with key agencies and organisations on a range of platforms.
- To promote the Institute.
- To spread the IPAA WA networks.
- To expand IPAA WA's sphere of influence.
- To provide extra resources in the form of profits, which will be used to develop key initiatives within the Institute.

The theme for the Conference was 'The Shape of Things to Come' and explored the public sector's capacity for ideas, energy and ability to work together to implement shared outcomes – critical to shaping a successful society. The sub-themes included; 'Looking Within', 'Reaching Out' and 'Beyond Our Shores'.



IPAA's International Conference provided a forum for debate, discussion and promotion of the public sector. It was an opportunity for those who are passionate about the public sector to engage with peers and colleagues to improve public administration in Australia. The conference was attended by people from within the public service, those who support it and those who study it. It was an opportunity for all to come together and debate the issues that matter.

A thought provoking and engaging program was developed by a Program Committee comprised of prestigious key industry stakeholders and led by Murdoch University (IPAA 2014 Principal Sponsor).

The 2014 Conference, hosted by IPAA WA, was held at the Perth Convention and Exhibition Centre on Wednesday the 29th and Thursday the 30th of October, followed by a Research Day at Murdoch University on Friday the 31st of October 2014.'

Key Result Areas



1. Program

The program was deliberately leaner than the 2012 National Conference but more substantial than the 2013 Conference by way of the structure and number of concurrent sessions. It is felt that this design catered well for the 700 delegates present by ensuring a reasonably sized audience in each session and at the same time providing a sufficient choice.

Based upon feedback from previous conferences requesting such, IPAA2014 set out to deliver high levels of audience interaction in the concurrent sessions. Consistent with this objective two design rules were settled upon and resourcing was allocated to supporting facilitators.

Design rules specified that there be no more than three speakers per concurrent session with an ideal set at two plus facilitator and that at least 15mins per session must be allocated to audience Q&A. The limit of three concurrent sessions at any given time also contributed to this objective by ensuring a reasonable distribution of anticipated delegates among sessions.

Speakers



IPAA 2014 issued 161 invitations which resulted in 76 acceptances (speakers and facilitators) and 85 declines (including 12 withdrawals). It is not known how this compares with previous IPAA national conferences.

IPAA 2014 placed a strong emphasis on supporting facilitators in the lead up to the conference through regular communication and the supply of both facilitator and speaker briefing sheets.

International speakers were drawn from Vietnam, Indonesia, England, and Canada. Featured speakers included Professor R.A.W. Rhodes, Air Chief Marshal Angus Houston AC AFC (Ret'd), Noel Pearson, Carmel McGregor PSM FIPAA, Terry Moran FIPAA and four public sector Commissioners from across Australia including Mr Mal Wauchope of Western Australia.



IPAA 2014 Program Day 1

07:30am	Registration		Welcome Breakfast
08:30am	Welcome		
	Welcome: Sue McCarrey , President, Institute of Public Administration Australia WA (IPAA WA) Welcome to Country: Marie Taylor , Noongar Elder Opening Remarks: Prof. Andrew Taagart , Interim Vice Chancellor, Murdoch University Opening Remarks: Terry Moran AC FIPAA, National President, Institute of Public Administration Australia (IPAA)		
09:00am	A Life of Service		
	Facilitator: Sue McCarrey , President, IPAA WA Carmel McGregor PSM FIPAA, Former Deputy Secretary, Department of Defence Vote of Thanks: Heidi Riddell , Partner, Advisory, EY		
09:40am	What is a High Performance Public Sector?		
	Facilitator: Michelle Hoad , Managing Director, West Coast Institute of Technology Terry Moran AC FIPAA, National President, IPAA John Languland AO, Corporate Consultant Dr Ruth Shean FIPAAWA, Director General, Department of Training and Workforce Development WA		
10:30am	Morning Tea		
10:50am	Managing Our Youth Issue: Why The Future Will be Better Than Ever	Weapons of Mass Innovation: Ensuring Innovation Systems Function Effectively	Communication Nation: Getting Your Organisation's Message Out in a Media Saturated World
	Facilitator: Karina McCrohan , Change Consultant, Department of Housing WA Sven Bluemmel , Information Commissioner, Office of the Information Commissioner WA Colin Murphy FCPA FCA FCIS PSM FIPAA FIPAAWA, Auditor General for Western Australia, Office of the Auditor General	Facilitator: Jodi Cant , General Manager Business Development, Landgate Leon Allen , Managing Director - Government, Health, Education, & Social Infrastructure, Commonwealth Bank of Australia Martin Stewart-Weeks , Independent Advisor, Public Purpose Pty Ltd	Facilitator and Speaker: David Hynes , Manager of Corporate Communications, Public Transport Authority Tony Douglas , Director, Essential Media Communications Assoc. Prof. Ulrich Ecker , Research Associate Professor, Department of Psychology, The University of Western Australia Martin Stewart-Weeks , Independent Advisor, Public Purpose Pty Ltd
11:50am	Is There Still a Role for The Public Service in Providing Policy Advice?	Practical Engagement in The Asian Century	Career Skills in Future Public Services: Prepare Yourself for a Career in The Public Service of Tomorrow
	Facilitator: Sue McCarrey , President, IPAA WA Prof. Stephanie Fahey , Lead Partner Education Oceania, EY Australia Penny Armitage FIPAA, Partner in Charge, KPMG Australia James van Smeerdijk , Partner, PwC	Facilitator: Nicky Cusworth , Deputy Director General, Department of State Development WA Susan Hunt PSM FIPAAWA, Chief Executive Officer, Perth Zoo Winthrop Prof. Stephen Hopper AC FLS FTSE, Winthrop Professor of Biodiversity, The University of Western Australia Rob Delane PSM, Director General, Department of Agriculture and Food WA	Facilitator and Speaker: Michelle Reynolds , Chief Executive Officer, WorkCover WA Dr Troy Hendrickson , Senior Lecturer, Curtin Graduate School of Business Greg Bayne , Director / Leadership Capability Consultant, Total Leader & Coach Solutions Australia
12:50pm	Lunch		
1:40pm	The Shape of Things to Come: The Public Service Commissioners' Perspective		
	MC: Deborah Kennedy , Principal, Speak Write Communications Mal Wauchope , Commissioner, Public Sector Commission WA Stephen Sedgwick AO FIPAA, Commissioner, Australian Public Service Commission Graeme Head , Commissioner, Public Service Commission NSW		
2:40pm	Women in Public Leadership	Exploring Policy Development in Asia: Go it Alone or Learn From Others?	Dealing The Public Service Back Into Policy
	Facilitator: Heidi Riddell , Partner, Advisory, EY Sue Ash AO FIPAAWA, Chief Executive Officer, UnitingCare West Kaylene Gulich , Executive Director of Infrastructure and Finance, Department of Treasury WA Sharyn O'Neill , Director General, Department of Education WA	Facilitator: Michael Wood , WA State Director, Department of Foreign Affairs and Trade Dr Nguyen Truc Le , Vice Rector, Vietnam National University Dr Nguyen Quoc Viet , Vice Dean of Faculty of Economic Development, Vietnam National University Prof. Mark Beeson , Professor of International Politics, Murdoch University	John Daley , Chief Executive Officer, Grattan Institute Tim Orton , Managing Director, Nous Group
13:40pm	Afternoon Tea		
4:00pm	Shaping The Sector - Future Leaders' Perspectives		
	Facilitator: Tim Orton , Managing Director, Nous Group Les Delaforce , Aboriginal Policy and Strategy, Department of Corrective Services WA Troy Daniels , Director, Service Delivery, Department of Local Government and Communities Rachel Reynolds , Principal Project Officer, Department of Regional Development		
5:00pm	Day 1 Close		
	CPA Australia Cocktail Reception		
	Presentation of IPAA National Fellows Terry Moran AC FIPAA, National President, IPAA Vote of Thanks: Kerry Mayne , General Manager Public Sector Engagement, CPA Australia		
7:00pm	Conference Dinner Featuring Gabriel Gaté		

IPAA 2014 Program Day 2

09:00am	Welcome and Reflection on Day One			
09:10am	Brain Food - A Tasting Plate of The Conference			
	Begin your day with a healthy dose of vitamins and cutting edge thinking. This session will carry you across the big ideas that will emanate throughout the conference. Susan Pascoe AM, Commissioner, Australian Charities and Not-for-profits Commission Bernadette O'Neill , General Manager, Fair Work Commission Andrew Johnstone-Burt , Partner, Deloitte			
09:50am	Recovering The Craft of Public Administration			
	Facilitator: Sue McCarrey , President, IPAA WA Prof. R.A.W. Rhodes , Professor of Government (Research), University of Southampton (UK) and Griffith University (AU) Vote of Thanks: Prof. Benjamin Reilly , Sir Walter Murdoch School of Public Policy and International Relations, Murdoch University			
10:50am	Morning Tea			
11:10am	The Mobile Workforce: Creating and Harnessing The Benefits of a Mobile World	Dancing Lessons: How Does The Public Sector Successfully Engage With Others?	Responsive Policy Design: An International Perspective on Engaging Diverse Stakeholder Groups	Indonesian Bureaucracy: From Reform to Transformation
	Facilitator and Speaker: Sonja Stewart , Deputy Commissioner, Public Service Commission of NSW Andrew Johnstone-Burt , Partner, Deloitte Matthew Toohey , Chief Information Officer, iNet	Facilitator: Tom Leeming , Executive Director, Community and Human Services, Department of the Premier and Cabinet WA Innes Willox , Chief Executive, Australian Industry Group Susan Pascoe AM, Commissioner, Australian Charities and Not-for-profits Commission Robyn Kruk AM FIPAA, Chair, WA Partnership Forum Ian Carter AM, Chief Executive Officer, Anglicare WA	Facilitator: Richard Sellers , Director General, Department of Mines and Petroleum WA Prof. Michael Howlett , Simon Fraser University and the Lee Kuan Yew School of Public Policy (Singapore)	Facilitator: Michael Wood , WA State Director, Department of Foreign Affairs and Trade Kemal Stamboel , Business Adviser, Former Indonesian Parliamentarian
12:00pm	What's Leadership Got To Do With It? Developing a Culture of Leadership Excellence	Advance Australia Fair: How Will The Public and Private Sectors Work Together to Advance Australia's Interests in The Asian Century?	The Future in One Hour: Regional and Global Trends Shaping Our World	
	Facilitator: Amanda Martin , Principal Consultant, Melbourne Business School-Mt Eliza Executive Education Grahame Searle FIPAA FIPAAWA, Director General, Department of Housing WA Assoc. Prof. Helen Dickinson , Associate Professor Public Governance, School of Social and Political Sciences, The University of Melbourne Bernadette O'Neill , General Manager, Fair Work Commission	Facilitator: Assoc. Prof. Michael Crozier , Vice Chancellor's Senior Fellow, Murdoch University John McCarthy , Former Australian Ambassador Andrew Metcalfe AO FIPAA, Partner, Advisory Practice, EY David Fienberg , Chief Executive Officer, Australian Export Grains Innovation Centre (AEGIC)	Facilitator: Sonja Stewart , Deputy Commissioner, Public Service Commission of NSW Prof. Michael Wesley , Professor of National Security and Director of the School of International, Political and Strategic Studies, Australian National University Dr Stefan Hajkovicz , Principal Scientist, CSIRO Prof. Benjamin Reilly , Dean, Sir Walter Murdoch School of Public Policy and International Affairs, Murdoch University Prof. Benjamin Reilly , Dean, Sir Walter Murdoch School of Public Policy and International Relations, Murdoch University	
1:00pm	Lunch			
1:50pm	The Pitch Finalists' Presentations			
	Garran Oration: The Pre-Eminent Lecture on Public Policy and Administration in Australia Host: Terry Moran , National President, IPAA Noel Pearson , Chairman, Cape York Partnership Vote of Thanks: Liz Forsyth , National Sector Leader, Health, Ageing and Human Services, KPMG			
2:50pm	Afternoon Tea			
3:10pm	Crisis Management, Leadership and Coordination Following the Malaysia Airline Disasters			
	Facilitator: Sue McCarrey , President, IPAA Air Chief Marshal Angus Houston AC AFC (Ret'd), Prime Minister's Special Envoy for MH17, Chief Coordinator MH370			
4:10pm	Closing Remarks and Handover to IPAA NSW			
	Facilitator: Sue McCarrey , President, IPAA WA Prof. Benjamin Reilly , Dean, Sir Walter Murdoch School of Public Policy and International Relations, Murdoch University Madeleine Culbert , IPAA NSW Vice President			
4:30pm	Conference Close			

Outcomes

We received positive feedback from the audience and speakers in sessions where the facilitator and speakers were able to conduct briefings prior to the conference. The speakers found that the briefing sparked ideas for discussion and created a rapport between the speakers that ultimately helped to engage the audience. This experience is consistent with that of IPAA conferences and seminars around Australia.



2. Sponsorship

The process for seeking sponsorship for the conference, evolved during the 2 ½ years leading up to IPAA 2014. In the early parts of 2012, even before final approval had been sought, IPAA WA was in discussions with Murdoch University to be the major sponsor of the conference. Murdoch University signed on to sponsor the conference as the major partner in August of 2012.

One important process strategy adopted by IPAA WA was to not seek mass sponsorship from government agencies. Instead, IPAA WA approached three or four key agencies who are all current supporters of IPAA WA to partner in this conference. Because IPAA WA did not seek mass support through sponsorship, the office was able to write to all agencies asking them to support the conference by sending a number of delegates based on the size of the organisation. This strategy was very useful with many agencies actually sending the exact number of suggested delegates.

To maintain the professional reputation of IPAA WA and the National Conference brand, it was

critical that all sponsors were looked after at all stages of the process, especially during the conference. No expense should be spared which could result in a negative perception of the sponsors, including but not limited to sponsor recognition and sponsor benefits.

KPIs and Outcomes

There were two simple key performance indicators for the Sponsorship side of the conference.

1. To achieve the budgeted amount of sponsorship revenue.
2. To achieve 100% sponsor satisfaction with the process and the conference itself.

The revised budget for sponsorship was \$215,000, the actual amount of revenue received for sponsorship was \$265,000.

Through speaking to all sponsors during the conference and post conference, IPAA WA believes that there was close to 100% sponsor satisfaction. IPAA WA was very satisfied with the whole sponsorship process and the outcomes.



3. Marketing

The IPAA 2014 International Conference marketing and communication plan was managed and implemented by the WA Division of IPAA over the period 01 November 2013 to 01 December 2014.

A combination of traditional (print) media with online (digital) strategies were used to achieve IPAA 2014's key objectives and meet all budgeted targets.

Key Achievements

- 700+ delegates in attendance (at various times over the two days)
- 70 Speakers and Facilitators
- 20 Sponsors and Displays

IPAA 2014 website received 19,821 sessions (visits) from 12,713 unique users (from April - December 2014). A total of 48,178 page views were accessed averaging 2.43 pages per session

Twitter: 7,872 views on Twitter during the week of IPAA 2014

IPAA 2014 App: 240 delegates actively used the App at IPAA 2014; 148,797 visits across the App menu; 525 status updates; 192 check-ins to sessions; 107 photos; and 936 likes.

A post-conference survey was distributed one week following the conference with exceptionally positive feedback. Over 50% of respondents rated all aspects of the Conference (including venue, sessions, speakers, catering & entertainment) as 'Excellent'.



The partnership with IPAA 2014’s professional conference organiser (EECW); IPAA State offices; sponsors; members; and local suppliers including web programmers, graphic designers, printers and local media, contributed to the huge success of IPAA 2014 to meet its objectives and raised the benchmark for IPAA WA and future IPAA conferences.

The following key indicators were met;

- Task responsibility was clearly identifiable and parties adhered to these responsibilities.
- Budget was achieved
- Exceptional “delegate”, “sponsor” and “speaker” experience is achieved before and during the conference.

Total Income and Expenditure from the 2014 IPAA International Conference was as follows:

Income:	\$ 757,808.85
Expenses:	\$ 597,264.65
Total Profit:	\$ 160,544.20
Total Profit ex GST:	\$ 134,832.02

4. Operations



The operational process commenced back in the early parts of 2012 with IPAA WA submitting a formal request to host the event to IPAA National in June 2012.

The following key indicators were partially achieved;

- All agreed upon timelines were met.

As per the agreement with IPAA National, all profits are shared between IPAA WA and IPAA National.

For a full report, including recommendations, please contact the IPAA WA office.

Before this date, IPAA WA did a lot of planning work, including sourcing an initial Platinum Partner – Murdoch University and requesting tenders from various Professional Conference Organisers (PCOs). One of the keys to the success of IPAA 2014 was the early securing of a major sponsor and the PCO. This allowed for the operational processes to be clearly outlined with the PCO and the sponsorship provided initial funding for the conference.

Outcomes

The general outcome for the operational side of the conference was exceptional.

Financial Results

The budget was adhered to and the end result was an achievement between the “expected” and the “best case scenario” budgets. The obvious main reason for the achievement of the budget was due to the revenue meeting budgeted numbers (basically registrations and sponsorships), but more subtly the budget was achieved due to strict and diligent attention to reducing expenditure where possible. While reducing the expenditure, it is critical to remember that a key indicator for the success of the operation of the conference was delegate, sponsor and speaker experience. Expenditure was not reduced where it would affect the experience of this group of people.

Financial Report

Treasurer's Financial Report

The Council advises members that the financial outcome for the 2014-15 financial year is a surplus of **\$307,039** and mainly attributed to the 2014 IPAA National Conference held in Perth, Western Australia. After allowing for this event, the underlying surplus was **\$119,623**. This is primarily because of higher than expected professional development activity income, offset by reductions in annual expense rental payments for accommodation and facilities, as a result of the IPAA Council decision to relocate to Murdoch University.

INCOME

Total income in 2014-15 **increased** by \$872,096 or 69.1% from the previous year for the following reasons:

- 2014 IPAA National Conference, held in Perth Western Australia income of \$808,917.
- Professional Development income **increased** by \$58,817 or 6.7%.
- Membership subscriptions **decreased** by \$7,349 or 2.9% mainly as a result of a decrease in corporate and personal membership.
- WS Lonnie Awards income **increased** by \$3,486 or 11.8%.
- Other income **increased** by \$13,248 or 70.0%.

EXPENSES

Total expenses in 2014-15 **increased** by \$566,182 or 44.9% from the previous year for the following reasons:

- 2014 IPAA National Conference, held in Perth Western Australia expenses of \$621,501.
- Professional Development expenses **increased** by \$65,018 or 10.2% mainly as a result of operating more professional development courses and events and higher costs associated with this operation.

- Rent expenses on premises **decreased** by \$92,385 or 57.2%.
- Employment (administration) expenses **decreased** by \$5,695 or 2.3%.
- Depreciation charges **decreased** by \$36,310 as all assets are expenses in line with accounting thresholds.

BALANCE SHEET

Total equity in the organization has **increased** by \$307,040 or 81.8% from \$378,213 to \$685,253 mainly as a result of the surplus generated by the 2014 IPAA National Conference.

- Total Assets **increased** by \$262,003 or 24.7% mainly as a result of increased cash and cash equivalents and higher trade and other receivables held at year-end.
- Property, plant and equipment **decreased** by \$92,484.
- Current Liabilities have **decreased** by \$45,036 or 6.7% mainly as a result of higher trade and other payables offset by a decrease in short term financial liabilities.

Once again, Council is appreciative of the efforts of the CEO and staff in maintaining due diligence on the financial accountability of the organization in a tight fiscal environment.



Alan Abraham BBus CPA
TREASURER

Statement by Members of the Council

The Council has determined that the association 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 Council as set in the accompanying financial report;

1. Presents a true and fair view of the financial position of the Institute of Public Administration Australia Western Australian Division Inc as at 30 June 2015 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the Institute of Public Administration Australia Western Australian Division Inc will be able to pay its debts as and when they fall due.

This statement is signed for and on behalf of the Council by:



President: Sven Bluemmel



Treasurer: Alan Abraham

Dated 8th day of October 2015

Independent Auditor's Report to the Members of Institute of Public Administration Australia Western Australian Division

Report on the Financial Report

We have audited the accompanying financial report of Institute of Public Administration Australia WA Division, including the balance sheet, income statement and associated notes comprising a summary of significant accounting policies and other explanatory information, for the year ended 30 June 2015.

Governing Body's Responsibility for the Financial Report

The Council of the Institute of Public Administration Australia WA Division is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and relevant reporting framework, and for such internal control as the governing body determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about 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 risks 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 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 Management council as well as evaluating the overall presentation of the financial report.

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

Opinion

In our opinion, the financial report of Institute of Public Administration Australia WA Division presents fairly in all material respects the financial position as at 30 June 2015, and its financial performance for the year then ended in accordance with Australian Accounting Standards and relevant reporting framework.

Signature of approved auditor



Mr Arthur John Griffiths FCPA
CPA Australia Registration 480012

Date: 08/10/2015

Income and Expenditure Statement for the Year Ended 30 June 2015

	Note	2015 \$	2014 \$
Income			
Members Subscription		243,805	251,154
Professional Development		940,713	881,896
WS Lonnie Awards		33,027	29,541
Sponsorship		48,500	51,500
Achievement Awards		27,445	29,468
Other Income		32,171	18,923
2014 Conference		688,917	-
2014 Conference Management Fee		120,000	-
		<u>2,134,578</u>	<u>1,262,482</u>
Less Direct Expenses			
Membership Subscription		32,190	31,388
Professional Development		702,201	637,183
National Conference Expenses		621,501	-
Journals and Capitation Fees		38,401	34,499
Merchant Fees		15,267	11,811
	2	<u>1,409,560</u>	<u>714,881</u>
Gross Income from Business Activity		725,018	547,601
Other Expenses			
Auditor's Remuneration		4,000	4,000
Bank Charges		831	1,419
Depreciation		-	36,310
Insurance Cost		4,487	5,478
Office Expenses		8,081	5,537
Printing & Stationary		5,333	6,085
Rent		69,002	161,387

	Note	2015 \$	2014 \$
Office Relocation		6,536	-
Salaries		237,539	243,234
Staff Amenities & Training		1,280	2,575
Subscriptions		-	260
Superannuation Contribution		43,669	44,855
Telephone		2,058	3,089
Marketing, Promotion & Advertising		1,811	2,784
Other Expenses		1,880	285
IT Expenses		21,551	22,438
National Conference		-	6,613
Development of Course Material		9,920	-
Miscellaneous Expenses		-	127
	2	<u>417,979</u>	<u>546,476</u>
Net Surplus (Deficit) for Year		307,039	1,125
Accumulated Surplus at the beginning of the year		378,213	377,088
Accumulated Surplus at the end of the year		<u>685,253</u>	<u>378,213</u>

Balance Sheet As at 30 June 2015

	Note	2015 \$	2014 \$
Current Asset			
Cash and Cash Equivalents	3	1,057,588	614,163
Trade and Other Receivables	4	262,257	136,010
Total Current Assets		1,319,845	750,173
Non-Current Assets			
Cash and Cash Equivalents	5	-	59,730
Property, Plant and Equipment	6	-	36,310
Total Non-Current Assets		-	96,040
Total Assets		1,319,845	846,213
Current Liabilities			
Trade and Other Payables	7	466,413	188,830
Short-Term Financial Liabilities	8	134,157	253,165
Provisions	9	34,022	27,129
Total Current Liabilities		634,592	469,125
Total Liabilities		634,592	469,125
Net Assets		685,253	377,088
Equity			
Retained Surplus		685,253	377,088
Total Equity		685,253	377,088

Notes to the Financial Statements for the Year ended 30 June 2015

1. Statement of Significant Accounting Policies

The financial Statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act (WA). The committee has determined that the association is not a reporting entity.

The financial statements have been prepared on an accruals basis and are based on historic costs and do not take into account changing money values or, except where specifically stated, current valuations of non-current assets. The following material accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of the financial statements.

(a) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowing in current liabilities on the balance sheet.

(b) Provisions

Provisions are recognised when the association has a legal or constructive obligation, as a result of past events, for which is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(c) Employee Benefits

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the amounts expected to be paid when the liability is settled.

(d) Property, Plant and Equipment

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all fixed assets are depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use. Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

(e) Trade and Other Receivables

Trade receivables are recognised initially at the transaction price (i.e. cost) and are subsequently measured at cost less provision for impairment. Receivables

Notes to the Financial Statements for the Year ended 30 June 2015

expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

At the end of each reporting period, the carrying amount of trade and other receivables are reviewed to determine whether there is any objective evidence that the amounts are not recoverable. If so, an impairment loss is recognised immediately in the income and expenditure statement.

(f) Revenue and Other Income

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

Revenue from the provision of membership subscription is recognised over the financial year.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customer.

All revenue is stated net of the amount of goods and services tax (GST).

(g) Trade and other Payables

Trade and other payables represent the liabilities at the end of the reporting period for goods and services received by the association that remain unpaid. Trade payables are recognised at their transaction price. Trade Payables are obligations on the basis of normal credit terms.

(h) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

	2015 \$	2014 \$
2. Expenses		
COGS	1,409,560	714,881
Employee Benefits Expense	281,208	288,089
Depreciation and Amortisation	-	36,310
Bank Charges	831	1,419
Insurance Cost	4,487	5,478
Printing & Stationery	5,333	6,085
Rent	69,002	161,387
Repairs & Maintenance	6,536	-
Telephone	2,058	3,089
Other Expenses	1,880	285
Auditor's Remuneration	4,000	4,000
Office Expenses	8,081	5,537
Subscriptions	-	260
Travelling Expenses	9,920	-
Staff Amenities & Training	1,280	2,575
Marketing, Promotion & Advertising	1,811	2,784
IT Expenses	21,551	22,438
National Conference Expenses	-	6,613
Miscellaneous Expenses	-	127
	1,827,539	1,261,357
3. Cash and Cash Equivalents - Current		
Cash on Hand	500	500
Term Deposit at Bank NAB	391,546	263,963
Cash at Bank NAB	345,125	258,159
PFA Account at Bank NAB	320,417	273,073
	1,057,588	795,695

Notes to the Financial Statements for the Year ended 30 June 2015

	2015 \$	2014 \$
4. Trade and Other Receivables		
Current		
Accounts Receivables Events Pro	17,988	20,687
Prepaid Deposit/Expenses	15,818	76,103
Debtors	228,451	72,873
Total Trade and Other Receivables	262,257	169,663

5. Cash and Cash Equivalents – Non current

Bank Guarantee Deposit with NAB	-	57,436
Deposit paid	-	31,740
Prepaid Expense	-	3,308
	-	92,484

6. Property, Plant and Equipment

Plant and Equipment

Plant and Equipment	202,376	202,376
Less Accumulated Depreciation & Impairment	202,376	202,376
	-	-
Furniture & Fittings	15,747	15,747
Less Accumulated Depreciation & Impairment	15,747	15,747
	-	-
Total Property, Plant and Equipment	-	-

7. Trade and Other Payables

Current

	2015 \$	2014 \$
Sundry Creditors	24,536	3,093
Accounts Payable	91,779	50,210
Payroll Liabilities	23,423	45,561
GST Liabilities	43,869	52,149
Revenue Received in Advance of Event	282,806	236,164
	466,413	387,177

8. Financial Liabilities

ED VISA	883	1,587
Superannuation Payable	9,812	11,269
Membership Income in Advance	123,462	249,777
	134,157	262,633

9. Provisions

Current

Employee Entitlements	28,022	23,818
Provision for Old Expenses	6,000	6,000
	34,022	29,818



GOLD CORPORATE MEMBERS 2014/15

Government of Western Australia
Department of Regional Development
Department of State Development
Department of Transport
Housing Authority
Public Transport Authority



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