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# About Us

The Institute of Public Administration Australia (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.

## Vision

Driven by our vision of '**Excellence in the Public Sector**', we offer six core services to our members and the broader community.

## Services

- Membership
- Awards
- Professional Development
- Resources
- Events
- Event Administration

## Values

Our pursuit of excellence is underpinned by our core values.

1. **Innovation:** Generating and applying new ideas and better practice for the public sector.
2. **Learning:** Sharing and applying new knowledge to improve performance.
3. **Service:** Serving members and adding value to public sector institutions.

## Patron



Her Excellency the Honourable  
**Kerry Sanderson AC FIPAAWA**  
Governor of Western Australia

## Vice Patrons

**Hon. Mark McGowan MLA**  
Premier of Western Australia

**Hon. Dr Mike Nahan MLA**  
Leader of the Opposition



# President's Report



This will be my last report as President of the Institute of Public Administration in Western Australia before I leave to take up a new position in Victoria. It has been a privilege to serve members of the Institute during my tenure and I know that I leave an organisations in great shape whose future is bright.

Last year I reflected on a period of consolidation for the Institute, including through the new Strategic Plan and the strengthening of governance processes for Council. I also highlighted the efforts of IPAA WA staff in developing, coordinating and delivering training and events that present a compelling value proposition. Since that time, the most important development for our members has been the election of a new State Government with a far-reaching public sector reform program. This has included the first stage of Machinery of Government changes, a Service Priority Review and a Special Inquiry into Government Programs and Projects. All of these will have far-reaching ramifications for the public sector.

The Government states that its public sector reform program is designed to foster collaboration, provide a focus on whole-of-Government objectives and deliver services in the most efficient way, including through using new technology. Achieving this will require a professional, dedicated and highly capable public sector, so the need for an organisation like IPAA WA is greater than ever. I am pleased to say that the activities of IPAA WA over previous years have positioned our organisation very well to respond constructively to these changes.

In addition to helping preparing the sector for change, the Institute has been proactive in helping to shape the change process itself. We have engaged directly with the Premier and hosted a Service Priority Review Workshop for our members that was supported by the Service Priority Review. Our members' insights, as captured during that workshop, are now contributing to the outcome of the review and helping to shape the public sector of the future.

In these times of fundamental change for the public sector, I encourage everyone with an interest in public administration to

become a personal member of IPAA WA. This demonstrates a deeper level of engagement with your professional association and provides even greater opportunities to make meaningful and positive contributions to excellence in public administration. I am pleased to say that personal membership of the Institute has increased over the last year and I am confident we can continue this trend.

As I conclude my tenure as President, I would like to thank all members of the IPAA Council for their dedication and support over the last three years. I would also like to thank all the staff at the Institute under the leadership of our CEO Gavin Lewis. Together, they work with a clear sense of purpose and dedication in the interests of all of us as IPAA WA members, and they deserve our gratitude. I wish them, and all members of the Institute, the very best for the future.

**Sven Bluemmel**  
**President**

# Executive Summary and Chief Executive Officer's Report



It is my pleasure to submit the annual report for the 2016/17 financial year for the Institute of Public Administration Australia – Western Australian Division (IPAA WA) to our members and stakeholders.

The financial year ending June 2017, was another busy year for IPAA WA. This year was the first full year that IPAA WA operated under our new operational structure. The operational restructure has resulted in a reallocation of resources which has enabled us to focus on improving processes and outputs. An example is the balancing of resources such as increasing resources for the training division of IPAA WA.

The 2015 – 2018 Strategic Plan identifies the following objectives for IPAA WA (for the full Strategic Plan, please refer to page 5 of this report);

- Develop and Inspire
- Inform and Influence
- Connect and Collaborate
- Strengthen and Grow

The core services of IPAA WA are summarised as;

- Membership
- Training (Public and In-Agency)
- Events - Thought Leadership (including the WS Lonnie Awards and Achievement Awards)
- Resources / Information

The Annual Report discusses the Key Performance Indicators (KPIs) for these services in greater detail, however, as a summary I can say the following.

IPAA WA has two general forms of membership – Corporate and Individual Membership. For both membership types, numbers were slightly better than predicted. Considering IPAA WA has a major goal of increasing individual membership, the better than expected membership numbers were very pleasing. During the up-coming year, the focus on increasing individual membership will remain and we are constantly reviewing strategies to increase the number of individual members, maintain corporate members and improve the already high value of IPAA WA membership.

IPAA WA has two main training offerings, public training courses and in-agency training courses. Both training offerings did better than budgeted, with a greater number of both being conducted throughout the year. In addition, there were cost savings made in both training products through the new operational restructure. As such, the actual total financial return on investments for both products were greater than budgeted. It is critical that as other sectors (eg mining, commercial etc) continue to offer strong professional development for their employees, that the public sector increases the value it places on the importance of professional development.

IPAA WA's Event's portfolio also had an excellent year. The number of attendees, and therefore revenue received, was above the predicted figures. Continuing with the previous restructuring of the event products, IPAA WA was able to make substantial cost savings while providing our stakeholders with outstanding services. Financially, IPAA WA currently views the Events product as a loss-leader for us, as the provision of quality events is central to achieving many other IPAA WA KPIs, including but not limited to adding greater value to our Corporate Members.

The customer feedback scores for both training and events was outstanding. IPAA WA has strong processes in place to evaluate any feedback which warrants review. As such, the products and services we offer our stakeholders are constantly being improved.

There was a restructure in the core service of "Resources / Information". IPAA WA is constantly reviewing the use of technology and other mediums to convey the important ideas and trends affecting public administrators. It is difficult to measure the success of the resources / information service that IPAA WA provides our members, as there is not an attributed dollar value. I can report that non-financial key measures were met and exceeded in this area, including membership feedback ratings. The Institute does not only want to be a provider of training and events, but we have as a key objective the goal of being a provider of resources – Inform and Influence.

Financial results for the year were very positive. With the re-structure, for 2017 we had budgeted for a loss of \$32,109 but with better than expected results (as discussed above) we achieved a profit of \$91,060. This leaves us with a very healthy

balance sheet and accumulated surplus (equity) of \$1,001,596. IPAA WA's current financial position puts us in a very strong position to continue investing in the growth of the organisation, providing our members with greater value and benefits.

IPAA WA is aware of the on-going tight economic climate our members are operating in. As an acknowledgment of this fact, IPAA WA operates on very strict budgets and we strive to maintain low costs for our members.

We thank all our Corporate and Individual members. Their support of the Institute is vital for the on-going success of IPAA WA, and our ability to provide essential services to the public, not for profit and academic sectors. IPAA WA was formed by the public sector to service public administrators and the community, and we rely on the continued support of our members.

Thank you to the IPAA WA President, Mr Sven Bluemmel, and the whole Council for their ongoing commitment, dedication and support over the past year. As a strong advocate for IPAA WA and the benefits the Institute brings to its members, Sven constantly reminds and encourages those in the public sector to join IPAA WA, as it is the sectors' professional association. On reading this report, many of you will be aware that Sven has moved to Victoria to commence his new role with the Victorian Government. As such, Sven will not be standing for re-election at the 2017 AGM. It is with sadness that IPAA WA farewells Sven, he has been a strong supporter and leader for IPAA WA. Sven's departure is a loss to the public sector in WA but a wonderful gain for the Victorian public sector as well as being an excellent opportunity for Sven. We wish Sven all the best with this exciting appointment.

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.

The Institute plays an essential role developing the sector and celebrating its successes. I am very proud to be the CEO of such a valuable organisation to the community of Western Australia.

**Gavin Lewis**  
**Chief Executive Officer**

# 2016/17 Highlights

## Social Media

**15% Increase**



from last financial year

## Public Training and In-Agency

**109** public courses and workshops **97** In-Agency Programs

from our suite of

**45** public training programs

delivered to

**938** delegates

**32** organisations

## Events and Awards

**1,808** delegates **24% Increase** from last financial year

@ **23** events seminars and awards ceremonies

**Record** number of nominations for the 2017 Achievement Awards

**665** delegates across the W.S. Lonnie Awards and Achievement Awards

**41** awards presented to organisations and individuals in the public, local and NFP sectors

featuring

**54**

presenters including Ministers, Directors General, CEOs, Executive Directors, Academics and Industry Experts



**310** individual members **154** from across organisations

INDIVIDUAL MEMBERSHIP

## Membership

CORPORATE MEMBERSHIP

**87** Corporate Members



representing over

**100,000+**

public, private, not-for-profit and tertiary professionals

**84%** corporate member retention rate

# Operational Structure

## Strategic Plan

In July 2015, IPAA WA reviewed its previous Strategic Plan, and in October a new Strategic Plan for 2015-2018 was adopted.

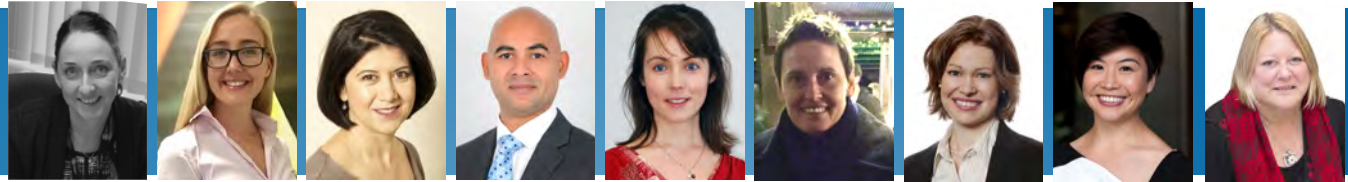
### MISSION

As the preeminent professional body for all people in or working with the public sector, IPAA WA supports the public sector to make a difference. IPAA WA provides a constructive voice for the sector, facilitates collaboration, connects members and provides high quality professional development and training programs.

### OBJECTIVES (2015-2018)

	DEVELOP AND INSPIRE	INFORM AND INFLUENCE	CONNECT AND COLLABORATE	STRENGTHEN AND GROW
	To provide high quality professional development and training programs relevant to the public sector.	To inform and influence public policy development and execution.	To enable and facilitate a connected and collaborative public sector.	To ensure IPAA WA's sustainability for the benefit of members.
<b>KEY INITIATIVES</b>	<b>Public Training Courses</b> Deliver relevant public training courses.	<b>Events</b> Provide relevant, desirable and inspirational events for the public sector.	<b>Membership</b> Provide exceptional products and services to our members, both individual and corporate.	<b>Governance</b> Govern within best practice guidelines.
	<b>In Agency Training</b> Create and deliver tailored training programs within an agency.	<b>Publications</b> Develop, distribute and promote relevant articles / papers / pieces regarding public administration.	<b>Networking</b> Provide opportunities to bring together interested people from within and outside the public sector.	<b>Management</b> Manage a sustainable, flexible and efficient organisation.
	<b>Celebrations / Awards</b> Recognise and promote good governance and achievements throughout the public sector.	<b>Communities of Practice</b> Provide a platform to share expertise in specific areas.	<b>Mentoring</b> Provide opportunities to learn from experienced public sector leaders.	<b>Communication</b> Deliver all information to the relevant individuals and organisations in an innovative way.
			<b>Social Media</b> Use and grow social media as a vehicle of communication.	<b>Financial</b> Operate to yearly budgets within a longer term strategic plan.
			<b>Partnerships</b> Develop and foster partnerships with external organisations.	

# Operational Structure



Amanda Branley Kayla Brooke Calladine Cathrin Cassarchis Pascal Felix Emma Forrest Kal Greenaway Cathryn Greville Sarah Lau Toni Walkington

## Council

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**  
**Sven Bluemmel MIPAA**  
 Information Commissioner,  
 Office of the Information Commissioner



**Vice President**  
**Dr Yvonne Haigh MIPAA**  
 Lecturer,  
 Murdoch University



**Vice President**  
**Colin Murphy FIPAA FIPAABA**  
 Auditor General,  
 Office of the Auditor General



**Secretary**  
**Josephine Harrison-Ward MIPAA**  
 Management Consultant,  
 Public Sector Commission



**Treasurer**  
**Alan Abraham MIPAA**  
 Chief Financial Officer,  
 Department of Fisheries WA

**Amanda Branley MIPAA GAICD**  
 Director,  
 Department of Education

**Kayla Brooke Calladine MIPAA**  
 Director,  
 Australian Government, Department of Health

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

**Jean Wei Choo MIPAA**  
 Business Manager,  
 Department of Lands

**Pascal Felix MIPAA**  
 Intelligent Transport Executive,  
 WSP | Parsons Brinckerhoff

**Emma Forrest MIPAA**  
 A/Principal Policy Officer | Strategy and Policy Division,  
 Department of Communities

**Kal Greenaway MIPAA**  
 Senior Sergeant  
 Western Australia Police

**Cathryn Greville MIPAA**  
 General Manager,  
 Department of Mines and Petroleum

**Sarah Lau MIPAA**  
 Manager Communications and Media Liaison,  
 Department of Water

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

## Attendance

Councillors 2016/17	Attendance
Alan Abraham	2 out of 6
Sven Bluemmel	5 out of 6
Amanda Branley	4 out of 6
Kayla Brooke Calladine	3 out of 6
Cathrin Cassarchis	4 out of 6
Jean Wei Choo	6 out of 6
Pascal Felix	5 out of 6
Emma Forrest	4 out of 6
Kal Greenaway	1 out of 6
Cathryn Greville	6 out of 6
Yvonne Haigh	5 out of 6
Josephine Harrison-Ward	3 out of 6
Sarah Lau	4 out of 6
Colin Murphy	5 out of 6
Toni Walkington	3 out of 6

## Outgoing Councillors

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

- Sven Bluemmel MIPAA
- Alan Abraham MIPAA
- Kal Greenaway MIPAA

# Operational Structure

## IPAA WA Staff



**Gavin Lewis**  
Chief Executive Officer



**Yohan Fernando**  
Marketing & Communications  
Coordinator



**Jenni Ogilvy**  
Public Training Coordinator



**Ashleigh Brand**  
Professional Development Manager  
(From August 2016)



**Laura Heys**  
Events Coordinator



**Ekaterina Tenerova**  
Finance Officer



**Amy Bouckley**  
Manager | Organisational  
Development and Corporate  
Member Relations



**Nicole Ieraci**  
Professional Development  
Coordinator  
(Until August 2016)



**Naomi Tong**  
Administration and Training Assistant



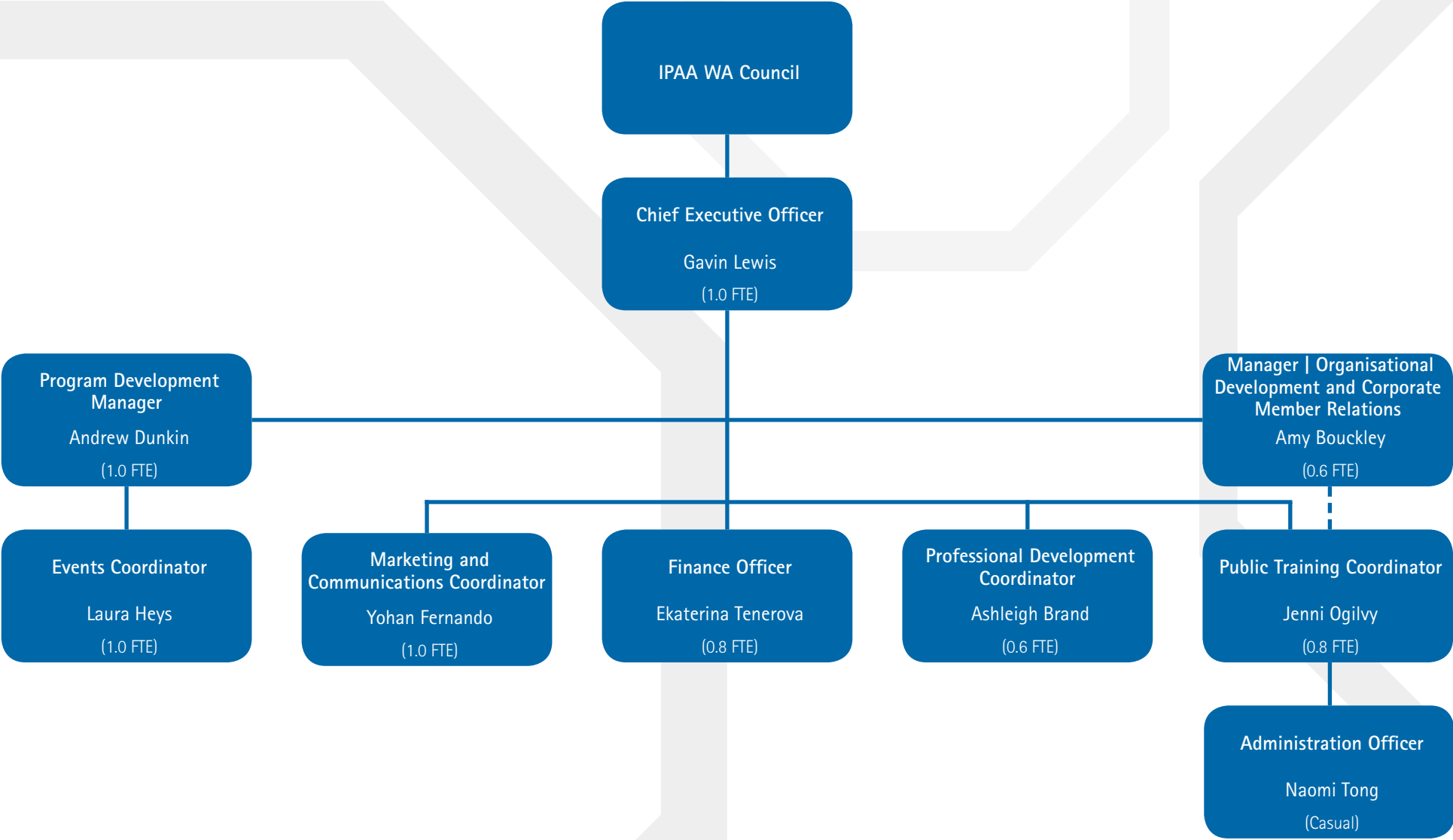
**Andrew Dunkin**  
Program Development Manager



**Nadia Khalaf**  
Events Coordinator  
(Maternity Leave)

# Operational Structure

## IPAA WA Organisational Chart



# Key Performance Indicators

## Performance Objectives

DEVELOP AND INSPIRE				
Initiative	Key Indicator	Target	Actual	
To deliver relevant public training courses.	Number of courses organised is more or the same as the previous year. <i>* We decided to remove unsuccessful courses from the schedule.</i>	167	153*	
	Number of courses conducted is more or the same as the previous year.	102	109	
	Number of delegates is more or the same as the previous year's number.	999	938	
To create and deliver tailored training programs within an agency.	Number of courses organised and conducted meets budgeted numbers.	59	97	
To recognise and promote good governance and achievements throughout the public sector.	Achievement Awards and WS Lonnie Awards are conducted.	2	2	
INFORM AND INFLUENCE				
Initiative	Key Indicator	Target	Actual	
Develop, distribute and promote relevant articles / papers / pieces regarding public administration.	iNews is published and distributed monthly	12	12	
Provide a platform to share expertise in specific areas.	"Sharing of expertise" events are conducted.	4	2	
CONNECT AND COLLABORATE				
Initiative	Key Indicator	Target	Actual	
Provide exceptional products and services to our members, both individual and corporate.	Individual Membership numbers continue to grow each year.	275	310	
	Corporate Membership numbers are maintained or increased.	89	87	
Provide opportunities to bring together interested people from within and outside the public sector.	Number of networking activities held each year.	4	4	
	YPAC and PDSIG are maintained.	2/2	2/2	
Use and grow social media as a vehicle of communication.	Users of IPAA WA social media vehicles increases yearly.	Facebook	136	157
		LinkedIn Corporate	248	328
		LinkedIn Discussion Group	296	326
		Twitter	674	744
STRENGTHEN AND GROW				
Initiative	Key Indicator	Target	Actual	
Deliver all information to the relevant individuals and organisations in an innovative way.	Website receives above satisfactory feedback score from users (out of 7).	5	5.4	
	Email database is maintained and updated.	100%	100%	
Operate to yearly budgets within a longer term strategic plan.	Approved budget is achieved and regularly reported against.	\$(32,109)	\$91,060	
Develop and foster partnerships with external organisations.	Number of new partnerships.	1	2	
	Existing partnerships are maintained.	100%	98%	

# Membership

## Summary

In response to the continued difficult economic environment, IPAA WA did not increase any of its Individual or Corporate Membership fees for the 2016/17 financial year. A total of 75 organisations renewed their membership and IPAA WA gained 12 new corporate members – Total Corporate Members for 2016/17 were 87; down from 89 the previous financial year.

For the 2016/17 financial year, IPAA WA had 310 Individual Members, an increase of 13% from last financial year. The Individual Member retention rate continues to increase – this year the rate was 51%, up from 43% last financial year.

## MEMBER BENEFITS

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 Sue Ash *(Individual Member benefit only)*
- Member Mentoring with Michelle Andrews *(Individual Member benefit only)*
- Member Mentoring with Susan Hunt *(Individual Member benefit only)*
- 2016 Annual General Meeting and Member Meet and Greet *(Complimentary for members)*
- A Revolution in Social Policy: What would it take? *(Complimentary for Individual members; Cost recovery rate for Corporate members)*
- Member Mentoring with Dr Ruth Shean *(Individual Member benefit only)*

- Member Mentoring with Andrew Metcalfe FIPAA AO *(Individual Member benefit only)*
- 2016 IPAA WA Christmas Celebration *(Complimentary for members)*
- Member Mentoring with Len Kosova *(Individual Member benefit only)*
- Member Mentoring with Dr Nicky Howe *(Individual Member benefit only)*
- Achievement Awards *(Only members can nominate for an award)*

## Survey Results

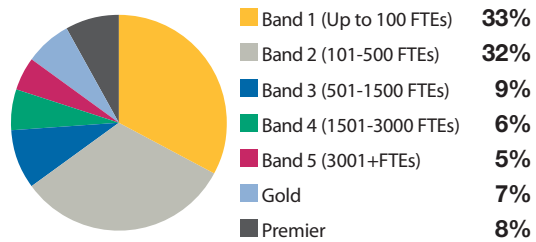
Our annual member and non-member survey will be conducted in November 2017.



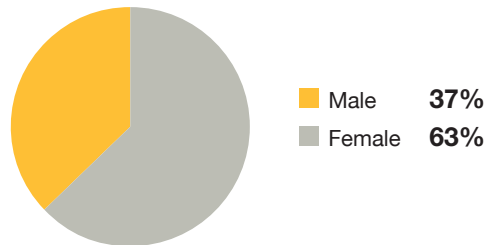
# Membership

## Member Profile

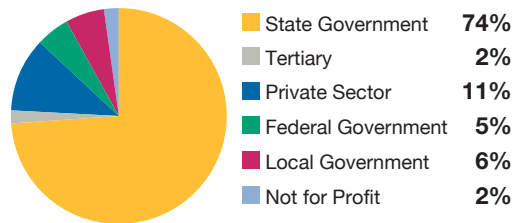
### CORPORATE MEMBERSHIP BY BAND LEVEL



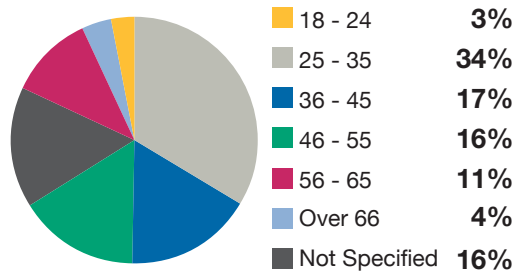
### INDIVIDUAL MEMBERSHIP BY GENDER



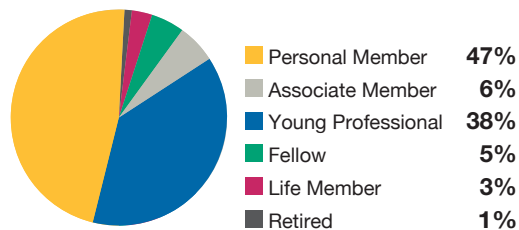
### CORPORATE MEMBERSHIP BY SECTOR



### INDIVIDUAL MEMBERSHIP AGE RANGE

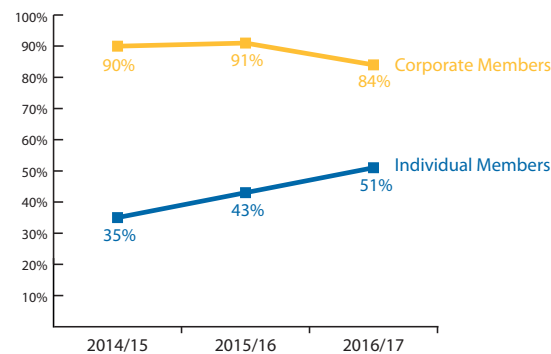


### INDIVIDUAL MEMBERSHIP BY CATEGORY



\*63 complimentary Young Professional memberships were provided to Corporate Member organisations (increase from 39 in 2015/16 financial year)

### INDIVIDUAL AND CORPORATE MEMBER RETENTION RATES



# Membership

## Individual Membership

For 2016/17, Individual Membership (Associate and Personal) was 13% higher than the previous financial year. The membership sub-committee that was formed in the previous financial year continued to operate this year. The committee have since formulated strategies and objectives to help boost Individual Membership numbers.

### PERSONAL MEMBERSHIP

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

Personal Membership represented 47% of total Individual Membership, and has increased by 2% since the last financial year.

### 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.

Associate Membership represented 6% of total Individual Membership (6% of Young Professional Members were Associate Members – these members were counted in the Young Professional Membership category). The take-up of Associate Membership has increased by 19% in the 2016/17 financial year.

### YOUNG PROFESSIONAL MEMBERSHIP

Young Professional (YP) 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.

YP membership is open to any individual aged 35 or under, 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 2016/17 financial year, a total of 119 YP Memberships were taken up, representing 38% of total Individual Membership. Complimentary YP memberships were provided again this year as a benefit to Corporate Members. Of the total YP Memberships, 53% were complimentary YP memberships (63 in total), from 28 IPAA WA Corporate Member organisations.

The category of Young Professional Memberships experienced the largest increase of any membership category from the previous year, increasing by 32% this financial year. This is largely attributed to the 61% increase in take-up of complimentary YP Memberships. Paid Young Professional Memberships increased by 10% from last financial year.



# Membership

## Young Professional Advisory Committee (YPAC)

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

### YPAC have developed five goals:

1. **Support and promote** the interests of Young Professionals who are working in or working with the public sector in Western Australia.
2. **Connect Young Professionals** from across the public sector as well as other young professional groups through networking opportunities.
3. **Inform and share knowledge** regarding public sector issues through facilitating networking opportunities, providing access to senior leaders, organising events with relevant guest speakers and facilitating social media platforms and forums where Young Professionals can discuss key public sector issues and share innovative ideas.
4. **Inspire and empower** Young Professionals to contribute to public policy discussion, and to ultimately influence public policy development and implementation in Western Australia.
5. **Promote IPAA WA** and its value to all of its stakeholders.

### 2016/17 YPAC COMMITTEE

#### Chair

Sean Simpson  
City of Subiaco

#### Vice Chair

Rachel Collins  
Department of Treasury

#### Communications Advisor

Elizabeth Potter  
Disability Services Commission

#### Program Coordinator

Julie-Anne Riseborough  
Department of State Development

#### Secretary

Kieran Rayney  
Department of Treasury

### YPAC COMMITTEE MEMBERS

#### Samuel Edge

Murdoch University

#### Bronwyn Gunn

Small Business Commission

#### Brooke Jones

Disability Services Commission

#### Naomi Kemp

Metropolitan Cemeteries Board

#### Gabby McGrath

Deloitte Access Economics

#### Anya-Jane Statham

Mental Health Commission

#### Zoe Stepanovski

Tourism Western Australia





## EVENTS DEVELOPED BY YPAC

**28 July 2016**

### Battle of The Agencies Quiz Night

Hosted at the Subiaco Football Club, over 120 young professionals from across the sector battled it out for a chance to be crowned the winner.

**23 September 2016**

### Shaping the Views at the Top

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.

**8 December 2016**

### 2016 IPAA WA Christmas Celebration

YPAC hosted IPAA WA Individual Members, Corporate Members and their guests at the PICA Bar, as they reflected on the achievements throughout 2016, and revealed their plans for 2017.

**26 May; 30 June 2016**

### YPAC Sundowners

Hosted at the Cheeky Sparrow, these networking sundowners kicked off YPAC's 2017 Program by detailing the exciting events they have planned for the year ahead and introducing YPs to both the YPAC and each other.

**To be held in September 2017**

### Inaugural Public Sector Young Professionals' Conference

YPAC are developing a first of its kind conference for young professionals in the public sector. The program will feature sessions that have been developed for young professionals by young professionals. YPAC will be sourcing high profile speakers to explore engaging topics that will provide young professionals with a host of new tools to help advance their skills and make a positive contribution to their organisation.

### 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. In 2017/18, YPAC plan to continue to build on their contributions to IPAA WA through:

- Organising events such as the Western Australian Frank and Fearless Legendary Debate, Battle of the Agencies Quiz Night, Insights Series breakfast events and networking events;
- Contributing to a number of IPAA Council Subcommittees, including those on membership and flexible work practices; and
- Developing and completing its own strategic action plans.

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 Young Professionals into 2017/18.



# Membership

## 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  
 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

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.



## 2016 WA NATIONAL FELLOW RECIPIENT



**Mrs Sharyn O'Neill FIPAA**  
 Director General  
 Department of Education

## IPAA NATIONAL FELLOWS (WA)

Mrs Sharyn O'Neill FIPAA  
 Mrs Cheryl Gwilliam FIPAA  
 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.



## 2016/17 IPAA WA FELLOWS

Ms Sue Ash AO FIPAAWA  
 Mr Sandy Clarkson FIPAAWA  
 Mr Craig Comrie FIPAAWA  
 Dr Wally Cox PSM FIPAA FIPAAWA  
 Mr Wayne Gregson FIPAAWA  
 Ms Susan Hunt PSM FIPAAWA  
 Ms Sue McCarrey FCILT FIPAAWA  
 Mr Colin Murphy PSM FIPAA FIPAAWA  
 Dr Jim Rhoads FIPAAWA  
 Her Excellency the Honourable Kerry Sanderson AC FIPAAWA  
 Mr Grahame Searle FIPAA FIPAAWA  
 Mr Richard Sellers FIPAA FIPAAWA  
 Dr Ruth Shean FIPAAWA  
 Dr Shayne Silcox PSM FIPAAWA  
 Mr Dale Stewart FIPAAWA  
 Dr Lesley van Schoubroeck FIPAAWA  
 Mr Reece Waldock FIPAAWA  
 Dr Peter Wilkins FIPAAWA  
 Dr Mike Wood FIPAA FIPAAWA

## Corporate Members

### PREMIER



Government of **Western Australia**  
Department of **Mines and Petroleum**



### GOLD



Government of **Western Australia**

Department of **Transport**

**Housing Authority**

**Public Transport Authority**



### BAND ONE

Building & Construction Industry Training Fund

Chartered Accountants Australia and New Zealand

Commissioner For Children & Young People

Department of Education Services

Department of Social Services

Department of the Prime Minister and Cabinet

Department of the Registrar (WA Industrial Relations Commission)

Economic Regulation Authority

Gascoyne Development Commission

GESB

Kimberley Development Commission

Legal Practice Board

Member for Kwinana

Metropolitan Redevelopment Authority

MyLeave

NOPTA

Office of the Auditor General

Office of the Information Commissioner

Ombudsman Western Australian

Pilbara Development Commission

Road Safety Commission

Rottnest Island Authority

Rural Health West

Small Business Development Corporation

South West Development Commission

State Heritage Office

VenuesWest

WA Electoral Commission

Western Australian Treasury Corporation

### BAND TWO

ChemCentre

City of Gosnells

City of Melville

City of South Perth

Corruption & Crime Commission

Department of Aboriginal Affairs

Department of Fisheries

Department of Immigration and Border Protection

Department of Lands

Department of Local Government and Communities

Department of Planning

Department of Racing, Gaming and Liquor

Department of Regional Development

Department of Sport And Recreation

Department of State Development

Department of Treasury

Department of Water

Director of Public Prosecutions (WA)

Fremantle Ports

Insurance Commission of WA

KPMG

LandCorp

Mental Health Commission

Metropolitan Cemeteries Board of WA

Parliament House WA

Perth Zoo

Tourism WA

WorkCover WA

### BAND THREE

City of Rockingham

Department of Agriculture & Food

Department of Commerce

Department of Culture & The Arts

Department of Finance

Horizon Power

Landgate

North Metropolitan TAFE

### BAND FOUR

Department for Child Protection and Family Support

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

# Membership

Member Benefits, Discounts & Special Offers	Personal	Associate	CORPORATE MEMBER
<b>PROFESSIONAL DEVELOPMENT</b>			
Demonstrate your professionalism by using the post nominal MIPAA	✓	✓	Membership Certificate
Track your own professional development through the members only online resource centre iConnect.	✓	✗	Partnership opportunities for specific purpose seminars and courses, including sponsoring of events, research or awards (Premier & Gold Members)
Be involved and nominate or vote for Institute Council Members	✓	✗	Vote for Institute Council Members
Invitation to nominate for IPAA WA's Achievement Awards	✓	✓	Invitation to nominate for IPAA WA's Achievement Awards
Group Member Mentoring (small groups of up to 8 members)	✓	✗	
<b>NETWORKING</b>			
Priority invitation to member only events	✓	✗	Invitation to FREE member only networking events
Priority invitation to free member only events	✓	✗	
Join a special interest group - Young Professional Advisory Committee	✓	✓	
<b>DISCOUNTS</b>			
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
Access discounted coaching services	✓	✗	20% off in-agency training
\$75 PD Voucher	✓	✗	Up to 6 complimentary Young Professional Memberships (YP), worth \$130 each, in accordance with Band level
\$25 PD Voucher	✗	✓	
Referral Reward - \$25 CREDIT	✓	✓	
<b>NEW!</b> Free Cancellation for Events (with 24 hours' notice)	✓	✗	
<b>NEW!</b> Receive a further 15% off when booking 3 or more Public Service Training courses at the same time	✓	✓	
<b>SUBSCRIPTIONS</b>			
Australian Journal of Public Administration (AJPA) Peer review journal	✓	✗	Nominated staff receive AJPA
Free six month subscription to Business News	✓	✓	Access to the Institute's Event Administration service

# Scholarship and Sponsored Awards

## Education Awards

The Institute is proud to support outstanding academic achievements in public administration through ongoing partnerships with Murdoch University and Curtin University.

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 2016.



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

**Ms Jane Louise Hammond** received the Institute of Public Administration Australia WA Prize for best student in 'Advanced Public Sector Accounting' – Curtin University.

Young Professional  
2016 Expand Your Horizons

# SCHOLARSHIP



## Expand Your Horizons Scholarship

Recognising up and coming leaders, the Young Professional 'Expand Your Horizons Scholarship' is awarded annually to one Young Professional (YP) member.

The scholarship provides return flights and full registration for the Institute's National Conference. IPAA's National Conference provides a forum for debate, discussion and promotion of the public sector, and is an opportunity for those who are passionate about the public sector to connect and engage with peers and colleagues.

The 2016 Expand Your Horizons Scholarship was awarded to IPAA WA Young Professional (YP) member, Avril Hughes to attend the IPAA 2016 National Conference in Adelaide on 20-21 October 2016.

### SCHOLARSHIP WINNER



**Avril Hughes**, Department of the Premier and Cabinet

On review of her experience at the conference, Avril said; "I was highly impressed by the quality and variety of speakers and sessions on offer at the IPAA National Conference, as well as the depth of discussion this generated amongst conference delegates. I also

thoroughly enjoyed the opportunity to take a step back from my day-to-day role and to instead spend some time thinking about the bigger picture, toward which we all contribute in the public service.

I can safely say that I left Adelaide with many new ideas, as well as much enthusiasm about the future of the public service in Australia and the role that I can play throughout my career to help realise this future. I sincerely thank IPAA WA for the opportunity to participate in the 2016 IPAA National Conference, and I highly encourage other young professionals to seize the opportunity to apply for the scholarship in 2017 and beyond."

# Events

## Thought Leadership

### PROGRAM AND THE IPAA WA STRATEGIC PLAN

The Institute's program of Thought Leadership seminars and Awards Ceremonies serve two strategic objectives (IPAA WA Strategic Plan 2015-18):

- To inform and influence public policy development and execution, and
- To enable and facilitate a connected and collaborative public sector.

As with 2015/16 we have chosen two proxy measures to assess our performance against both objectives; number of unique delegates, and number of organisations represented by delegates. These have been chosen as they are indicators of reach, and point to the potential for ideas raised in our sessions to be discussed with a wider secondary audience.

Unique delegates are defined as those who attend only one session in the year. Of a total of 1808 delegates to our seminars and awards ceremonies this year, 1373 were unique. These numbers highlight a significant rise in overall attendance compared with 2015/16 while the proportion of unique delegates decreased from 82% to 76% this year. The overall increase in unique delegates is a positive trend against the strategic objective even as their proportion of the total delegation decreased.



The continued high level of single session attendance is once again attributed to the disparate nature of topics covered in the series. The breadth of topics is deliberate in seeking to reflect the scope of work undertaken by the public sector and its scale as the largest employer in the state. This level of unique visitation is considered a strength in having reached a wider group than if we repeatedly attracted a smaller group of people.

Our 2016/17 delegation was drawn from 216 organisations of which:

- 109 were from state government,
- 17 were from local government,
- 14 were federal (including universities),
- 28 were not-for-profit organisations and associations,
- 48 were private sector organisations.

State government agencies accounted for 1076 unique delegates or 78% of the total unique delegation. Private sector organisations provided the second highest number of unique delegates with 99, or just over 7% of the total unique delegation. The Nudge Thinking event in March was a significant factor in this result having attracted a number of large corporations. That the state agencies dominated our delegations is in line with the IPAA's long standing focus on state government matters, however both local and federal government agencies had an increased representation from the previous year. Not-for-profit organisations also demonstrated an increase in attendance. The single most significant factor was an increase in Achievement Award nominations featuring collaboration across sectors and consequent registrations for the ceremony.

## ORGANISATIONS REPRESENTED AT EVENTS



**65% federal, state or local government**

**35% NFP or private**

These numbers may be viewed in the context of the 139 state public sector agencies considered for the W.S. Lonnie Awards and a workforce of 135 770 as reported in the Public Sector commission's 2016 'State of the Sector' report. The overall increase and increase in unique organisations attending our program against 2015/16 results strongly contributes to the strategic goals of the IPAA WA.

At 11.4% of overall attendance Personal and Associate Member engagement with their association showed a welcome increase. (6.1% in 14/15, 7.6% in 15/16). This increase accelerated a trend of the past two years and is attributed to the policy of consistently pricing attendance at below \$100 for seminars. This policy is aligned with the strategic goal of increasing the number of personal members of the Institute.



## PROGRAM PERFORMANCE

The 2016/17 program generated revenue and strong attendance and these contributed to the strategic purpose of organisational sustainability. Of particular note was the success of the session ‘Nudge Thinking: Cure-all or all-too-hard?’ held in March.

We secured a Harvard University Professor as keynote speaker for that session due to our strong relationships with both Murdoch University and IPAA ACT. Prof. Hiscox sat alongside an esteemed panel in the 2016/17 program that included renowned author Don Watson, and Bruce Stewart, a former adviser to United States President, Mr Obama. We secured Bruce through our

partnership with Deloitte. Our Group Mentoring program featured no less than two mentors who had been inducted as Companions of the Order of Australia, Sue Ash AO FIPAAWA and Andrew Metcalfe AO FIPAA. In the second half of the year, a short format, low cost seminar series under the banner ‘Espresso’, drew a new audience to IPAA.

Schedule	Session Type	Topic / Name
27th July 2016	Group mentoring	Member Mentoring with Sue Ash AO FIPAAWA
12th August 2016	Seminar	Inclusion: Harnessing diversity to drive performance with Bruce Stewart, former adviser to President Obama
23rd August 2016	Executive Briefing w Ajilon	The creation of a public private partnership named Advara
25th August 2016	Seminar	Communication Nation: The plain English edition featuring Mr Don Watson
1st September 2016	Academic Research Day	Inaugural IPAA WA Public Sector Research Day
8th September 2016	Group mentoring	Member Mentoring with Michelle Andrews
23rd September 2016	Workshop	Shaping the Views at The Top – a young professionals' workshop
20th October 2016	Group mentoring	Member Mentoring with Susan Hunt FIPAAWA
22nd November	Group mentoring	Member Mentoring with Ruth Shean FIPAAWA
30th November 2016	Seminar	Future Public Sector: Flexible work delivers smarter solutions – A Women in Leadership series seminar
6th December 2016	EY WA Fellows and Executive Briefing	Agency expenditure reviews
6th December 2016	Group mentoring	Member Mentoring with Andrew Metcalfe AO FIPAAWA
19th January 2017	Breakfast presentation	2017 IPAA WA President's Address with Minister for Finance, the Hon. Bill Marmion MLA
21st February 2017	Short morning briefing	Espresso: USA with US Consul-General Rachel Cooke and Murdoch University Senior Lecturer Kim Moloney
2nd March 2017	Awards ceremony	W.S. Lonnie Awards
14th March 2017	Short morning briefing	Espresso: Indonesia with Sait Abdullah, senior Indonesian public servant and PhD candidate at Murdoch University and Ross Taylor AM
21st March 2017	Seminar	‘Nudge Thinking: Cure-all or all-too-hard?’ with Harvard Professor, Michael Hiscox
3rd April 2017	Group mentoring	Member Mentoring with Len Kosova
6th April 2017	Short morning briefing	Espresso: China with the Australia China Business Council
27th April 2017	Short morning briefing	Espresso: Singapore with Prof. Garry Rodan, Murdoch University
4th May 2017	Seminar	Public Sector Efficiency
10th May 2017	Group mentoring	Member Mentoring with Nicky Howe
30th June 2017	Awards Ceremony	Achievement Awards

# Events

## Awards, Fellows, Member Mentoring and YPAC

The program and event team delivered feature length seminars and Awards ceremonies; the IPAA WA EY Fellows series; five Group Mentoring sessions; and provided support to the Young Professionals' program. For full details see the program listed on the previous page (20).

Our two Awards ceremonies require considerable management effort and this year they attracted a total of 665 delegates. This compares favourably to the 2016 result of 651 delegates for both ceremonies.

The IPAA WA EY Fellows series provided our Fellows and senior public sector leaders with a thought provoking session on agency expenditure reviews with IPAA Fellow, Andrew Metcalfe AO. We thank series sponsor EY for their ongoing support.

Member Mentoring sessions again proved popular and following an improvement in internal processes we were able to run a fuller program this year. The series is a remarkable opportunity for individual members to learn from leaders in the not-for-profit and public sectors.

Highlighting the continuing market preference for low cost professional development opportunities the Young Professional Advisory Committee again drew solid audiences to their program. The third Battle of the Agencies Quiz Night once again sold out while the Christmas Sundowner at the Perth Institute for Contemporary Art (PICA) bar was well attended by both YPs and personal members alike.

## Event Administration

IPAA WA was successful in an RFQ process in being appointed to manage the inaugural 'FOI in WA' conference on behalf of the Office of the Information Commissioner. This conference was held in August 2017.



## 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 2016-17.

Sven Bluemmel	Commissioner	Office of the Information Commissioner
Jodi Cant	Chief Executive Officer	Landgate
Dr Ron Chalmers	Director General	Disability Services Commission
John Collins	Chief Executive Officer	Western Australian Treasury Corporation
Ian Cowie	Chief Executive Officer	City of Gosnells
Peter Deague	Chief Executive Officer	Metropolitan Cemeteries Board
Gwyn Dolphin	Chief Executive Officer	Tourism WA
Andrew Dunkin	Program Development Manager	IPAA WA
David Etherton	Chief Executive Officer	VenuesWest
Chris Field	Ombudsman	Ombudsman of Western Australia
Susan Hunt PSM	Chief Executive Officer	Zoological Parks Authority
Tom Leeming	Partner	Nous
Gavin Lewis	Chief Executive Officer	IPAA WA
Gail McGowan	Director General	Department of Planning
Peter Millington	Chief Executive Officer	ChemCentre
Colin Murphy	Auditor General	Office of the Auditor General
Sharyn O'Neill	Director General	Department of Education
Dr Karl O'Callaghan	Commissioner of Police	Western Australia Police
Michelle Reynolds	Chief Executive Officer	WorkCover WA
Mike Rowe	Director General	Department of Water
Richard Sellers	Director General	Department of Transport
Dr Ruth Shean	Director General	Department of Training and Workforce Development
Dr Shayne Silcox PSM	Chief Executive Officer	City of Melville
Colin Slattery	Director General	Department of Lands
David Smith	A/Director General	Department of the Premier and Cabinet
Chris White	A/Chief Executive Officer	WorkCover WA



# Awards

## W. S. Lonnie Awards

Members of the Institute of Public Administration Australia WA (IPAA WA) welcomed their Patron, Her Excellency the Honourable Kerry Sanderson AC FIPAAWA, Governor of Western Australia to the Hyatt Regency Perth on Thursday 2nd March 2017, for the 32nd annual W.S. Lonnie Awards presentation.

Her Excellency provided the introductory remarks, before the Premier's representative, Mr Tony Krsticevic MLA, Parliamentary Secretary to the Minister for Commerce and Member for Carine opened proceedings. Representatives from agencies and statutory bodies across the WA public sector filled the room to acknowledge excellence and accountability in annual reporting.

IPAA WA President and WA's Information Commissioner Sven Bluemmel highlighted the significance of these awards. "Judging these awards is a mammoth task. All State government annual reports from the 2015/16 financial year that have been published online by the Public Sector Commission reporting deadline are automatically included in the judging process" Mr Bluemmel said.

Main Roads Western Australia was the big winner on the day, taking out four awards.

The judging panel commended Main Roads WA, commenting that their report "aspired to excellence and achieved it across all the judging criteria". The judges also recognised the report for its "innovative use of technology and openness in performance reporting", and praised the way in which Main Roads presented its annual report in providing superior navigation features and incorporation of infographics.

WorkCover WA was also successful on the day, taking home three awards including two specialist awards. The Office of the Auditor General also picked up three awards including one specialist award and one major award.



This year's Chartered Accountants Australia and New Zealand Chief Financial Officer of the Year Award went to Caroline Preuss from the Gold Corporation. Judges commented that Caroline "lifted the performance of the finance team" and was an "excellent business performer with numerous achievements across all the assessment criteria".

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.



## Judging Panel

Thank you to the 2017 W.S. Lonnie Judging Panel:

### CHAIR

*Commenced*

**2017** **Professor Christopher Doepel PSM**  
Adjunct Professor, University of Notre Dame Australia

### JUDGES

*Commenced*

**2013** **Ms Sheryl Fewster**  
Director, Communications Directorate, Department of Health

**2010** **Dr Jim Rhoads**  
Director, Rhoads Bird & Associates

**2017** **Mr Andras Berta**  
Associate Director, KPMG

## THANK YOU TO OUR 2017 W. S. LONNIE SPECIALIST AWARDS SPONSORS:





### MAJOR AWARD WINNERS

The W.S. Lonnie Memorial Trophy  
**Main Roads Western Australia**

Margaret McAleer Special Commendation  
**Main Roads Western Australia**

The Allan Skinner Trophy  
**Office of the Auditor General**

The Margaret Nadebaum Trophy  
**Fremantle Port Authority**

### SPECIALIST AWARDS

Office of the Auditor General Award for  
 Transparency and Accountability  
**Main Roads Western Australia**

Joint Award led by the Department of Commerce for  
 Occupational Safety, Health and Injury Management  
**Quadriplegic Centre Board of Management**

State Records Commission Award for  
 Excellence in Compliance Reporting  
**Department of Education**

Ombudsman Western Australia Award for  
 Complaints Handling  
**WorkCover WA**

CPA Australia Award for Performance Reporting  
**Office of the Auditor General**

Public Sector Commission Award for Good Governance  
**WorkCover WA**

Department of Agriculture and Food AE Gaby VC  
 Memorial Award for Achievement of Objectives  
 Reporting  
**Western Australian Electoral Commission**

Chartered Accountants Australia and New Zealand  
 Award for Chief Financial Officer of the Year  
**Caroline Preuss, The Perth Mint**

CATEGORY AWARDS				
AWARD	CATEGORY 1 <i>Under 100 FTEs</i>	CATEGORY 2 <i>101-1000 FTEs</i>	CATEGORY 3 <i>Over 1000 FTEs</i>	CATEGORY 4 <i>Government Trading Enterprises</i>
<b>GOLD</b>	State Heritage Office	Office of the Auditor General	Main Roads Western Australia	Fremantle Port Authority
<b>SILVER</b>	Commissioner for Children and Young People	Forest Products Commission	Department of Education	Western Australian Treasury Corporation
<b>BRONZE</b>	Office of the Information Commissioner	<b>2 Winners</b> Landgate WorkCover WA	<b>2 Winners</b> Department of Fire and Emergency Services Department of Finance	Water Corporation

# Awards

## Achievement Awards

The Institute of Public Administration Australia WA (IPAA WA) celebrated individual and organisational excellence at its sixth annual Achievement Awards presentation ceremony on Friday 30th June 2017 at the Hyatt Regency Perth.

The Achievement Awards is the only awards system in Western Australia to recognise both individual and organisational achievements across all three tiers of government, the not-for-profit and tertiary education sectors.

This year, IPAA WA President and Chair of the Awards judging panel Mr Sven Bluemmel hosted the Awards, and in his opening remarks, welcomed guests including the IPAA WA Vice Patron, the Hon. Dr Mike Nahan MLA, Leader of the Opposition.

A record number of nominations were received this year, breaking last year's record. Mr Bluemmel commented on how this made the judging process more rigorous than ever, and praised the high calibre nature of all the nominations that were received.

A total of 55 nominations were received this year (up from 54 last year), 28 for the individual awards and 27 for the organisational awards, with an overwhelming standard of nominations received for both the collaboration awards.

A total of 309 delegates attended the awards in 2017, which is up by 35% from 2016. Responding to the continual tightening of Government agency budgets, IPAA WA continued the discounted pricing introduced last year for table bookings, offering a table booking of 10 for the price of 9. This initiative continued to prove popular, with 18 organisations taking up this offer.

## Judging Panel

Thank you to the 2017 Achievement Awards Judging Panels:

### CHAIR

*Commenced*

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

### JUDGES

*Commenced*

- 2012** **Dr Lynn Allen**  
Consultant
- 2012** **Ms Ricky Burges PSM**  
Chief Executive Officer, WALGA
- 2012** **Mr Rob Delane PSM**  
Special Adviser Agribusiness Expansion,  
Department of State Development
- 2012** **Ms Alison Gaines**  
General Manager Asia Pacific, 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 AO**  
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**  
A/CEO, Rottnest Island Authority

## THANK YOU TO OUR 2017 ACHIEVEMENT AWARDS SPONSORS:



Government of Western Australia  
Department of Finance



Government of Western Australia  
Department of Fisheries



Government of Western Australia  
Department of Health



HYATT  
REGENCY



Murdoch  
UNIVERSITY



**CONGRATULATIONS TO THE FOLLOWING 2017 ACHIEVEMENT AWARD WINNERS:**

IPAA WA Patron's Award

**Ms Susan Hunt PSM**

Chief Executive Officer - Zoological Parks Authority

Murdoch University Award

Leader of the Year in State or Federal Government

**Mr David Etherton**

Chief Executive Officer - VenuesWest

Leader of the Year

Working within a Division / Team / Organisation

**Ms Karen Roberts**

Director, Human Resources - Department of Fire and Emergency Services

Hyatt Regency Perth Award

Leader of the Year in the Not-for-Profit Sector

**Ms Angie Paskevicius**

Chief Executive Officer - Holyoake

Young Leader of the Year

**Mr Luke Gibson**

Manager, Planning Implementation - City of Gosnells

Department of Fisheries Award

Policy Practitioner of the Year

**Ms Sandra Eckert**

General Counsel - Department of Lands

Information Technology Practitioner of the Year

**Mr Christian Thompson**

Executive Director, Business Information Systems - Department of Transport

Department of Finance Award

Finance Practitioner of the Year

**Ms Philippa Beamish-Burton**

Chief Finance Officer - Department for Child Protection and Family Support

Human Resource Management Practitioner of the Year

**Ms Karen Roberts**

Director, Human Resources - Department of Fire and Emergency Services

Business News Award

Innovation in the Not-for-Profit Sector

**The Royal Life Saving Society WA**

*Multicultural Swimming and Water Safety Strategy*

Department of Health Award

Best Practice in Health and Wellbeing

**Department of Mines and Petroleum**

*Working on Wellness Program*

Award for Best Practice in Collaboration

Across Government Agencies

**Western Australian Museum**

*Dirk Hartog 1616 Project*

Award for Best Practice in Collaboration Between

Government and Non-Government Organisations

(two winners)

**City of Cockburn; Curtin University**

*Cockburn Health & Community*

**Western Australian Museum**

*Yurlmun: Mokare Mia Boodja*



# Training

## Public Service Training

2016/2017 saw a significant amount of change to our Public Service Training program with the inclusion of a number of new courses.

Again, this year saw an increase in the number of public training workshops delivered, with a total of 109 public workshops delivered to 938 delegates.

In 2016/2017 we continued to receive support from StatePlus, 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 StatePlus.

Overall we delivered:

- 109 courses, from our suite of 45 public training courses to 938 delegates
- 6 new courses

### NEW COURSES FOR 2016/2017

- Mindfulness for Greater Impact and Wellbeing
- Project in Progress
- Introduction to Strategic Planning
- Negotiating With Confidence
- Capturing Social Outcomes – MSC technique
- Introduction to Program Logic



## TOP 10 PERFORMING PUBLIC COURSES

Course	Total delegates	Number of times the course ran
Writing Skills for Government	60	5
Writing Policy Documents	58	5
Getting Started in Project Management	50	6
Writing Ministerial Letters and Briefings	47	5
Executive Writing Skills	46	5
Leadership: What Every New and Experienced Manager Needs to Know	45	4
Writing with Style: The Power of Plain English	42	4
Introduction to Policy Work	39	4
Advanced Writing Skills	36	4
Grammar and Punctuation Essentials	30	5

## FACILITATORS

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

Susan Barrera  
 Greg Bayne  
 Alistair Box  
 Carina Calzoni  
 Dr Kylie Coulson  
 Professor Rick Cummings  
 Dr David Gilchrist  
 Dr Helen Grzyb  
 Dr Alan Hancock  
 Professor Phil Hancock  
 John Harman  
 Bernard Hill  
 Carolyn Hofmeester  
 Susan Kurtjak  
 Joel Levin  
 Heather McGregor-Bayne  
 Gloria McQuillan  
 Theo Nabben  
 Nous Group  
 Kath Polglase  
 Dr Jim Rhoads  
 Jan Rodgers  
 Jan Siggers  
 Karen Schwenke  
 Hannah van Didden



## In-Agency Program

In 2016/17 we delivered 97 programs for 32 organisations. This included leadership programs and workshops for agency graduate programs.

### LEADERSHIP DEVELOPMENT PROGRAMS

In 2016/17 we worked closely with several agencies to develop customised leadership programs delivered over the course of a year.

The feedback has been very positive from these programs and we are continuing to work with these agencies to ensure the programs meet their evolving needs with the Machinery of Government changes in the state public sector.

### AGENCIES THAT USED OUR IN-AGENCY SERVICES INCLUDED:

- Add Energy
- BreastScreen WA
- City of Rockingham
- City of Stirling
- Department of Agriculture and Food
- Department of Commerce
- Department of Education Services
- Department of Education
- Department of Fire and Emergency Services
- Department of Health
- Department of Immigration and Border Protection
- Department of Lands
- Department of Local Government and Communities
- Department of Planning
- Department of Sport and Recreation
- Department of State Development
- Department of Training and Workforce Development
- Department of Transport
- Disability Services Commission

- Insurance Commission of WA
- Main Roads WA
- Mental Health Commission
- Metropolitan Redevelopment Authority
- National Offshore Petroleum Titles Administrator (NOPTA)
- Office of the Auditor General
- Office of the Director of Public Prosecutions for WA
- Public Sector Commission
- Shire of Mundaring
- State Records Office of WA
- State Solicitors Office
- WA Museum
- WA Police



# Public Service Training

## 2016/17 Public Service Training Courses

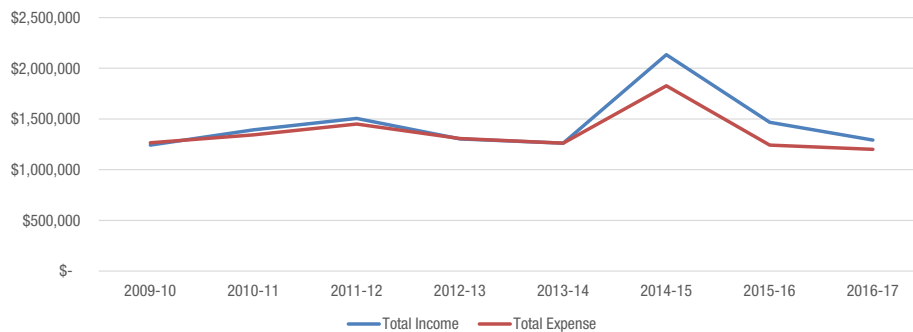
Course	Career Stage		
 <b>Business &amp; Finance</b>		Speed Reading	N S M L
Financial Statements in the Public Sector	N	Supporting High Level Committees and Boards	S M L
Public Sector Finance and Budgeting in State Government	S M	Writing an Effective Business Case	N S M L
 <b>Communication Skills</b>		Writing Ministerial Letters and Briefings	N
Administration Skills: Supporting Committees and Boards	N S	Writing Skills for Government	N
Advanced Writing Skills	S M L	Writing with Style: The Power of Plain English	N S M L
Brushing Up On Your Grammar and Punctuation	N S	 <b>Community &amp; Stakeholder Engagement</b>	
Developing A Sound Business Case	N S M L	<b>NEW!</b> Capturing Social Outcomes - The Most Significant Change Technique	S M L
Developing Good Communication Skills in the Workplace	N S	Embedding Engagement	S M L
Developing Resilience	N S M L	Engaging Your Stakeholders and the Community	N S M L
Excellence in Annual Reporting	N S M	 <b>Government &amp; Policy</b>	
Executive Writing Skills	N S M	Introduction to Policy Work	N
Facilitation Tools and Techniques	N S M L	Policy Evaluation	S M L
Grammar and Punctuation Essentials	N S	Writing Policy Documents	N
Honing Editing and Proofreading Skills For Government	N S	 <b>Human Resources</b>	
How to Develop Good Report Writing Skills	N S M	Getting The Application Right	S M L
<b>NEW!</b> Negotiating With Confidence	N S M	 <b>Leadership &amp; Management</b>	
Presenting to Influence and Persuade with Confidence	N S	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
		<b>NEW!</b> Introduction to Strategic Planning	N S M L
		Leadership: What Every New and Experienced Manager Needs to Know	S M L
		Mental Health in the Workplace	S M L
		<b>NEW!</b> Mindfulness for Greater Impact and Wellbeing in the Workplace	S M L
		Strategic Planning	S M L
		 <b>Monitoring &amp; Evaluation</b>	
		Introduction to Monitoring and Evaluation	N S M L
		<b>NEW!</b> Introduction to Program Logic	S M L
		 <b>Project Management</b>	
		Getting Started in Project Management	N S
		<b>NEW!</b> Project in Progress - Action Workshop	N S M L

New Recruits / Graduates	N
Supervisors	S
Managers	M
Leadership	L

# Financial Report

## Treasurer's Financial Report

Council advises members that the financial outcome for the **2016-17 financial year** is a surplus of **\$91,060**. This is the fourth year of achievement of a surplus for Council. Another landmark for Council is that **Equity** has now tipped over a **million dollars**. This is primarily because expenses have been contained and for 2017 have been reduced. The graph below shows the relationship between total income against expense since 2009-10.



## INCOME

Total income in 2016-17 **decreased** by \$175,275 or 11.9% from the previous year for the following reasons:

- 'Once-only' income received in 2015-16 from the 2014-15 IPAA National Conference held in Perth.
- Professional Development income **decreased** by \$156,506 or 14.7%.
- Sponsorship income **decreased** by \$8,000 or 14.3%.
- Membership subscriptions **increased** by \$12,330 or 5.6% as a result of increase in corporate and individual membership.
- WS Lonnie Awards income **decreased** by \$5,769 or 14.7% mainly as a result of decreased participation of the event by the WA public sector.
- Achievement Awards income **increased** by \$7,410 or 25.3%.
- Other income **increased** by \$6,394 or 26.4%.

After adjusting for the 2014-15 IPAA National Conference, total income in 2016-17 **decreased** by \$144,140 or 10.0%.

## EXPENSES

Total expenses in 2016-17 **decreased** by \$41,052 or 3.3% from the previous year for the following reasons:

- Professional Development expenses **decreased** by \$81,039 or 10.9% mainly as a result of operating less professional development sessions.
- Office Rent expenses on premises **increased** by \$6,978 or 24.2% mainly due to a rental increases under the lease agreement.
- Employment expenses **increased** by \$10,777 or 4.0%.
- Journal and capitation fees **decreased** by \$2,679 or 9.7%.
- Merchant fees **increased** by \$6,432 or 68.1%.

## BALANCE SHEET

Total equity in the organization has **increased** by \$91,060 or 10.0% from \$910,536 to **\$1,001,596** as a result of the surplus generated this financial year.

- Total Assets **increased** by \$144,562 or 9.8% mainly as a result of **increased** cash and cash equivalents and higher trade and other receivables held at year-end.
- Total Liabilities **increased** by \$53,502 or 9.4%.

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

Alan L W Abraham BBus CPA  
**TREASURER**

# Financial Report

## 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 2017 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 9th day of October 2017**

## 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 2017.

### 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 2017, 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: 9 October 2017

# Financial Report

## Income and Expenditure Statement for the Year Ended 30 June 2017

	Note	2017 \$	2016 \$
<b>Income</b>			
Members Subscription		234,179	221,849
Professional Development		909,569	1,066,075
WS Lonnie Awards		33,536	39,305
Sponsorship		48,000	56,000
Achievement Awards		36,705	29,295
Other Income		30,629	24,234
2014 Conference		-	31,135
		<u>1,292,618</u>	<u>1,467,893</u>
<b>Less Direct Expenses</b>			
Membership Subscription		34,512	33,494
Professional Development		664,296	745,335
Journals and Capitation Fees		25,016	27,695
Merchant Fees		15,871	9,439
	2	<u>739,695</u>	<u>815,963</u>
<b>Gross Income from Business Activity</b>		552,923	651,930
<b>Other Expenses</b>			
Auditor's Remuneration		3,000	3,000
Bank Charges		610	409
Depreciation		-	-
Insurance Cost		4,859	5,029
Office Expenses		10,120	6,673
Printing & Stationary		3,302	3,217
Rent		35,777	28,799
Sundry Equipment		136	8,257
Salaries		282,648	271,871

	Note	2017 \$	2016 \$
Staff Amenities & Training		2,082	2,603
Superannuation Contribution		48,674	49,675
Telephone		2,531	2,247
Marketing, Promotion & Advertising		2,713	1,431
Other Expenses		4,281	2,270
IT Expenses		40,338	21,814
National Conference		3,146	592
Development of Course Material		5,846	6,760
Implementation Plan		11,800	-
Miscellaneous Expenses		-	12,000
	2	<u>461,863</u>	<u>426,647</u>
<b>Net Surplus (Deficit) for Year</b>		91,060	225,283
Accumulated Surplus at the beginning of the year		910,536	685,253
<b>Accumulated Surplus at the end of the year</b>		<u>1,001,596</u>	<u>910,536</u>

## Balance Sheet as at 30 June 2017

	Note	2017 \$	2016 \$
<b>Current Asset</b>			
Cash and Cash Equivalents	3	1,437,054	1,276,679
Trade and Other Receivables	4	186,242	202,055
<b>Total Current Assets</b>		1,623,296	1,478,734
<b>Non-Current Assets</b>			
Cash and Cash Equivalents	5	-	-
Property, Plant and Equipment	6	-	-
<b>Total Non-Current Assets</b>		-	-
<b>Total Assets</b>		1,623,296	1,478,734
<b>Current Liabilities</b>			
Trade and Other Payables	7	443,512	327,097
Short-Term Financial Liabilities	8	101,268	201,740
Provisions	9	76,920	39,361
<b>Total Current Liabilities</b>		621,700	568,198
<b>Total Liabilities</b>		621,700	568,198
<b>Net Assets</b>		1,001,596	910,536
<b>Equity</b>			
Retained Surplus		1,001,596	910,536
<b>Total Equity</b>		1,001,596	910,536

## Notes to the Financial Statements for the Year ended 30 June 2017

### 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.

# Financial Report

## Notes to the Financial Statements for the Year ended 30 June 2017

### (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 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.

	2017	2016
	\$	\$
<b>2. EXPENSES</b>		
COGS	1,071,017	1,137,508
Depreciation and Amortisation	-	-
Bank Charges	610	409
Insurance Cost	4,859	5,029
Printing & Stationery	3,302	3,218
Rent	35,777	28,799
Sundry Equipment	136	8,257
Telephone	2,531	2,247
Other Expenses	4,281	2,270
Auditor's Remuneration	3,000	3,000
Office Expenses	10,120	6,673
Development of Course Material	5,846	6,760
Implementation Plan	11,800	-
Staff Amenities & Training	2,082	2,603
Marketing, Promotion & Advertising	2,713	1,431
IT Expenses	40,338	21,814
National Conference Expenses	3,146	592
Miscellaneous Expenses	-	12,000
	1,201,558	1,242,610

### 3. CASH AND CASH EQUIVALENTS - CURRENT

Cash on Hand	500	500
Term Deposit at Bank NAB	850,000	401,525
Cash at Bank NAB	385,563	345,050
PFA Account at Bank NAB	200,991	529,604
	1,437,054	1,276,679

## Notes to the Financial Statements for the Year ended 30 June 2017

	2017 \$	2016 \$
<b>4. TRADE AND OTHER RECEIVABLES</b>		
<b>Current</b>		
Accounts Receivables Events Pro	24,993	26,273
Prepaid Deposit/Expenses	2,486	2,000
Debtors	158,763	173,782
	<u>186,242</u>	<u>202,055</u>

### 5. CASH AND CASH EQUIVALENTS – NON CURRENT

Bank Guarantee Deposit with NAB	-	-
Deposit paid	-	-
Prepaid Expense	-	-
	<u>-</u>	<u>-</u>

### 6. PROPERTY, PLANT AND EQUIPMENT

#### Plant and Equipment

Plant and Equipment	202,376	202,376
Less Accumulated Depreciation & Impairment	202,376	202,376
	<u>-</u>	<u>-</u>
Furniture & Fittings	15,747	15,747
Less Accumulated Depreciation & Impairment	15,747	15,747
	<u>-</u>	<u>-</u>
<b>Total Property, Plant and Equipment</b>	<u>-</u>	<u>-</u>

### 7. TRADE AND OTHER PAYABLES

#### Current

Sundry Creditors	13,182	10,060
Accounts Payable	34,855	76,558
Payroll Liabilities	15,532	14,282
GST Liabilities	28,470	24,052
Revenue Received in Advance of Event	351,473	202,145
	<u>443,512</u>	<u>327,097</u>

### 8. FINANCIAL LIABILITIES

ED VISA	1,419	892
Superannuation Payable	13,798	13,309
Membership Income in Advance	86,051	187,539
	<u>101,268</u>	<u>201,740</u>

### 9. PROVISIONS

#### Current

Employee Leave Entitlements	36,984	29,361
Provision for Old Expenses	-	10,000
Provision Salary Bonus 16/17	10,336	-
Provision for 16/17 Hardware	8,000	-
Provision for Event/ Membership	10,000	-
Provision for Memb Implementation Plan	11,600	-
	<u>76,920</u>	<u>39,361</u>



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GOLD CORPORATE MEMBERS 2016/17



Government of Western Australia  
 Department of Transport  
 Housing Authority  
 Public Transport Authority

