



Institute of Public Administration Australia WA

ANNUAL REPORT 2017/18

Excellence in the Public Sector



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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 FIPA WA
Governor of Western Australia
(until April 2018)



The Honourable Kim Beazley AC
Governor of Western Australia
(from June 2018)

Vice Patrons



Hon. Mark McGowan MLA
Premier of Western Australia



Hon. Dr Mike Nahan MLA
Leader of the Opposition



President's Report



It has been an honour and a privilege to take up the role as President of IPAA WA this year, celebrating and promoting excellence in the public sector. I have continued in the role after stepping down from the position of Auditor General for Western Australia in May this year. As Auditor General, our work was in the public interest, but it often involved highlighting

exceptions and opportunities for improvement rather than celebrating success. In this regard I have particularly enjoyed the opportunity to recognise and showcase innovation and outstanding achievements within our fantastic public sector.

I was appointed as President following the departure of Sven Bluemmel, our previous President, to take up the role as Victoria's Information Commissioner. Our loss in WA has been Victoria's gain, as Sven made a great contribution to public administration in WA as Information Commissioner as well as President of IPAA WA. One of Sven's aims as President was to increase the number of personal IPAA memberships in WA. He was able to see gains from his efforts in this area, but importantly, Council has continued to build on Sven's initiative, with positive results. My

thanks to Sven and best wishes in his new role.

It has been a challenging period for the public sector in Western Australia, with significant reforms across State, Local and Commonwealth Governments. The State Government has announced its major reform of the public sector, with the aim of improving outcomes for Western Australians. The reform aims to strengthen efficiency, accountability and drive high-performance in the public sector to deliver better services to the community.

Reforms, restructures and serious budgetary constraints present challenges for governments, but also for the Institute, particularly in the areas of events and professional development. These challenges also present opportunities, and the Institute is well placed to take advantage of these. IPAA WA is not only involved in helping the sector to prepare for and cope with change, but members are participating in and contributing to the change process. This is a wonderful opportunity for the institute in pursuit of its strategic objectives to inform and influence public policy development and execution – and to enable and facilitate a connected and collaborative public sector.

The work of IPAA WA is led by our Council. I would like to pay tribute to the talented and diverse bunch of committed people who make up our Council. I continue to be impressed by the willingness of our personal members to contribute their expertise and experience to the development and success of the Institute. Their active participation and enthusiastic generation of ideas is key to the success of IPAA in WA. I thank those Councillors who conclude their term this year and welcome those who have come to join us during the year or will do so after the next Annual General Meeting.

Finally, I need to thank all the staff at the Institute under the leadership of our CEO Gavin Lewis. As President, I have had the opportunity to see first-hand just how much this small but committed team can achieve in the interests of members and the sector. It is a pleasure to acknowledge the ongoing contribution of our members, Council and staff in helping to build the success of IPAA in WA in the pursuit of excellence in the public sector for the benefit of our community.

**Colin Murphy PSM FIPAA
President**

Executive Summary and Chief Executive Officer's Report



INTRODUCTION

It is my pleasure to submit the annual report for the 2017 – 2018 financial year for the Institute of Public Administration Australia – Western Australian Division (IPAA WA) to our members and stakeholders.

The financial year ending June 2018, was another busy year for IPAA WA. With major reform occurring at

all levels of government it was a busy time for the public sector, resulting in the Institute needing to be proactive and adapting our services to meet the needs of our members during these times. The IPAA WA team have worked very hard in creating new, and revising existing programs to assist the sector in managing the reform process for the individual and the organisation.

It is a very busy time for the sector, however, we believe these are very exciting times in public administration. We have worked hard to be part of the reform process by providing assistance to the public sector through our contributions to the discussion, and now by implementing elements of the reform process and recommendations.

EXECUTIVE SUMMARY

The 2015 – 2018 Strategic Plan identifies the following objectives for IPAA WA (for the full Strategic Plan – please refer to page 6 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, please read below for a summary.

MEMBERSHIP

IPAA WA has two general forms of membership – corporate and individual membership. I am pleased to report that individual membership has grown in the year. Considering IPAA WA has a major goal of increasing individual membership, the better than expected membership numbers were very pleasing.

Corporate membership numbers decreased for the year, which can be directly attributed to the State government department amalgamations and

mergers, resulting in less agencies and therefore less corporate members.

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.

TRAINING

IPAA WA has two main training offerings, public training courses and in-agency training courses. The public training program performed below budget. We believe the main reason for this is that the machinery of government changes resulted in a very busy period for the sector, and naturally created some uncertainty, resulting in professional development being prioritised lower than normal. The public training program finished the year strongly once the machinery of government changes had taken effect, with people now looking at continuing their professional development.

The in-agency training program performed better than budgeted. Interestingly, we believe the major reason for this can also be attributed to the machinery of government changes. With these changes, agencies and divisions within agencies, were looking at increasing their capabilities to meet the outcomes of the reform processes.

(continued...)

Executive Summary and Chief Executive Officer's Report

It is critical that as other sectors (e.g. 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.

EVENTS

IPAA WA's Event's portfolio 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, 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 is constantly being improved.

RESOURCES / INFORMATION

There was a restructure in the core service of "Resources / Information". IPAA WA is 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

Financial results for the year were very positive. For 2018 we had budgeted for a surplus of \$33,000, but with better than expected results (as discussed above) we achieved a surplus of \$181,000. This leaves us with a very healthy balance sheet and accumulated surplus (equity) of \$1,182,971. 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.

ACKNOWLEDGEMENTS

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 Colin Murphy. The contribution that Colin makes to IPAA WA is wonderful. He gives a lot of time and energy to the Institute as he is passionate to see the sector excel. His advice is greatly appreciated, and the Institute is very fortunate to have a leader with such knowledge and experience. I would also like to thank the whole Council for their ongoing commitment, dedication and support over the past year.

I 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. They are passionate about the goals of the Institute and the contributions we strive to make to the sector, who in turn provide better outcomes to the community.

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

2017/18 Highlights

Social Media

11% Increase



in social media likes and followers across LinkedIn, Twitter and Facebook

from last financial year

Public Training and In-Agency

120 public courses and workshops **139** In-Agency Programs

from our suite of

42 public training programs

delivered to

1022 delegates

25 organisations

Events and Awards

1,805 delegates from **178** organisations

@ **27** events seminars and awards ceremonies

605 delegates across the W.S. Lonnie Awards and Achievement Awards

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

featuring

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

including

79 state government agencies

23 local government areas

11 federal (including universities)

34 not-for-profit organisations and associations

31 private sector organisations



338 individual members from **146** across organisations

INDIVIDUAL MEMBERSHIP

Membership

CORPORATE MEMBERSHIP

73 Corporate Members



representing over

100,000+

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

91% 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.
KEY INITIATIVES	Public Training Courses Deliver relevant public training courses.	Events Provide relevant, desirable and inspirational events for the public sector.	Membership Provide exceptional products and services to our members, both individual and corporate.	Governance Govern within best practice guidelines.
	In Agency Training Create and deliver tailored training programs within an agency.	Publications Develop, distribute and promote relevant articles / papers / pieces regarding public administration.	Networking Provide opportunities to bring together interested people from within and outside the public sector.	Management Manage a sustainable, flexible and efficient organisation.
	Celebrations / Awards Recognise and promote good governance and achievements throughout the public sector.	Communities of Practice Provide a platform to share expertise in specific areas.	Mentoring Provide opportunities to learn from experienced public sector leaders.	Communication Deliver all information to the relevant individuals and organisations in an innovative way.
			Social Media Use and grow social media as a vehicle of communication.	Financial Operate to yearly budgets within a longer term strategic plan.
			Partnerships Develop and foster partnerships with external organisations.	

Operational Structure

IPAA WA Council

EXECUTIVE



President
Colin Murphy PSM FIPAA FIPAAWA



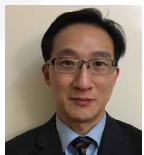
Vice President
Dr Yvonne Haigh MIPAA
Lecturer,
Murdoch University



Vice President
Mike Rowe MIPAA
Director General,
Department Water and Environmental
Regulation



Secretary
Josephine Harrison-Ward MIPAA
Management Consultant



Treasurer
Jean Wei Choo MIPAA
Principal Consultant,
Department of Education

COUNCILLORS



Michelle Andrews MIPAA
Deputy Director General, Policy and Reform,
Department of the Premier and Cabinet
(From May 2018)



Chris Avent MIPAA
Deputy Electoral Commissioner,
WA Electoral Commission



Amanda Branley MIPAA GAICD
Director,
Department of Education



Kayla Brooke Calladine MIPAA
Director,
Australian Government, Department of Health
(Until March 2018)



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



Ian Cowie MIPAA
Chief Executive Officer,
City of Gosnells
(From August 2018)



Pascal Felix MIPAA
Intelligent Transport Executive ANZ,
WSP Australia



Emma Forrest MIPAA
Senior Policy Officer,
Department of the Premier and Cabinet



Cathryn Greville MIPAA
Director,
Office of the Auditor General of Western
Australia



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



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

ATTENDANCE

Councillors 2017/18	Attendance
Michelle Andrews	3 of 3
Chris Avent	6 of 6
Amanda Branley	5 of 6
Kayla Brooke Calladine	0 of 2
Cathrin Cassarchis	6 of 6
Jean Wei Choo	5 of 6
Ian Cowie	1 of 1
Pascal Felix	3 of 6
Emma Forrest	5 of 6
Cathryn Greville	5 of 6
Yvonne Haigh	5 of 6
Josephine Harrison-Ward	6 of 6
Sarah Lau	6 of 6
Colin Murphy	5 of 6
Mike Rowe	4 of 6
Toni Walkington	5 of 6

OUTGOING COUNCILLORS

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

Amanda Branley
Kayla Brooke Calladine
Cathrin Cassarchis
Pascal Felix

Cathryn Greville
Sarah Lau
Toni Walkington

Operational Structure

IPAA WA Staff



Gavin Lewis
Chief Executive Officer



Ines Elloy
Training Administration Officer
(From January 2018)



Jenni Ogilvy
Training Manager



Amy Bouckley
Manager | Organisational
Development and Corporate
Member Relations



Yohan Fernando
Marketing & Communications
Coordinator



Lawrence Rhoads
Event Administration
Officer
(From July 2018)



Ashleigh Brand
Professional Development Manager
(Until October 2017)



Laura Heys
Events Coordinator
(Until November 2017)



Ekaterina Tenerova
Finance Officer



Andrew Dunkin
Program Development Manager



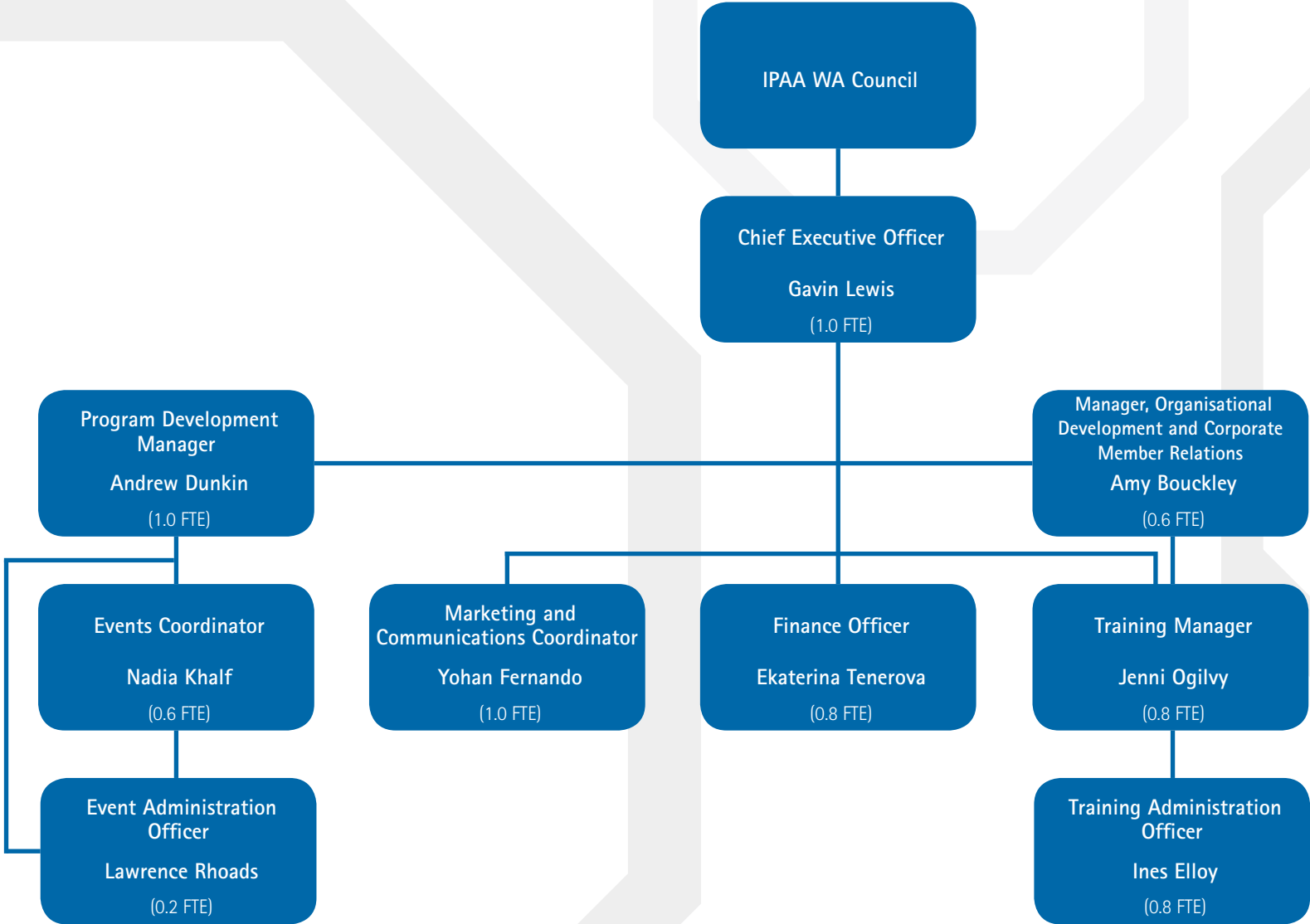
Nadia Khalaf
Events Coordinator
(From December 2017)



Donelle Wright
Training Administration Officer
(October 2017 - July 2018)

Operational Structure

IPAA WA Organisational Chart as at 31 July 2018



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.	153	171	
	Number of courses conducted is more or the same as the previous year.	109	120	
	Number of delegates is more or the same as the previous year's number.	938	1022	
To create and deliver tailored training programs within an agency.	Number of courses organised and conducted meets budgeted numbers.	80	139	
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	11	
Provide a platform to share expertise in specific areas.	"Sharing of expertise" events are conducted.	4	3	
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.	310	338	
	Corporate Membership numbers are maintained or increased. <i>* Following MoG changes, 25 Corporate Members organisations in 2016/17 were amalgamated, and represented 10 Corporate Member organisations in 2017/18.</i>	87	73*	
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	157	177
		LinkedIn Corporate	328	409
		LinkedIn Discussion Group	326	335
		Twitter	744	806
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	5.5	
	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.	\$33,000	\$181,000	
Develop and foster partnerships with external organisations.	Number of new partnerships.	1	0	
	Existing partnerships are maintained.	100%	100%	

Membership

Summary

IPAA WA did not increase its Individual Membership fees for the 2017/18 financial year. Corporate Membership fees for Bands 1-5 increased for the 2017/18 financial year, the first increase since the 2013/14 financial year. The increase was due to the projected loss of revenue as a result of the Machinery of Government (MoG) reforms that were implemented on 1 July 2017, which resulted in a number of public sector agencies amalgamating.

As a result of the MoG reforms, 25 agencies who were IPAA WA corporate members in 2016/17 were amalgamated into 11 new agencies. Of these 11 new agencies, 10 renewed in 2017/18; they represented 24 of the 25 2016/17 Corporate Member agencies.

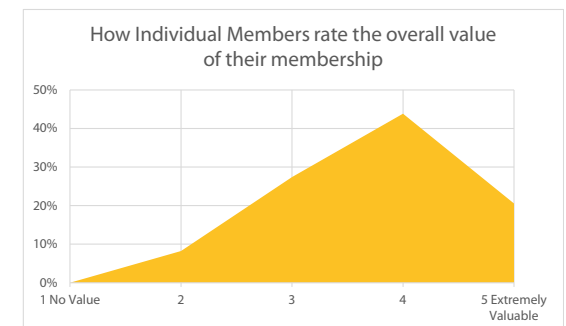
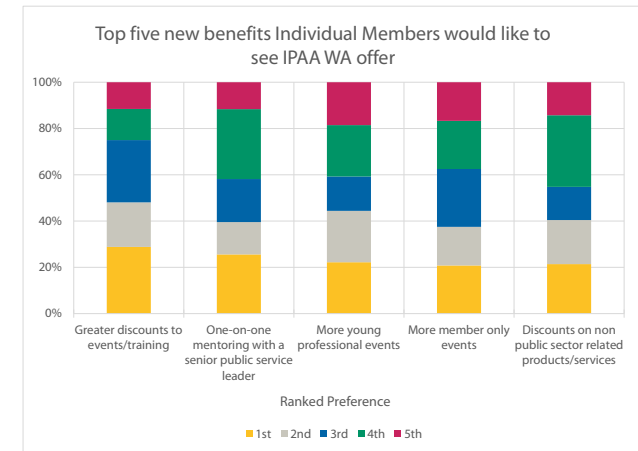
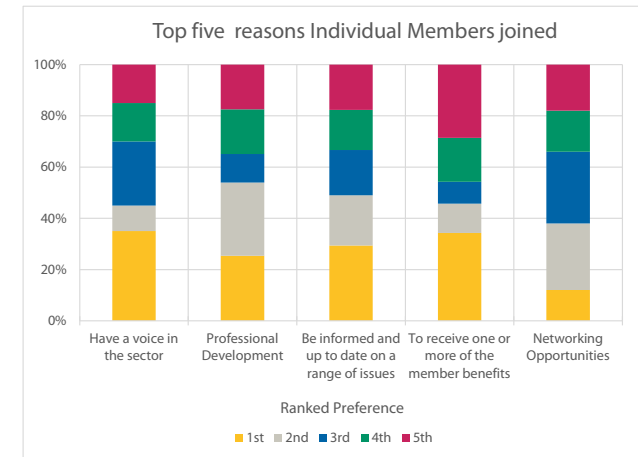
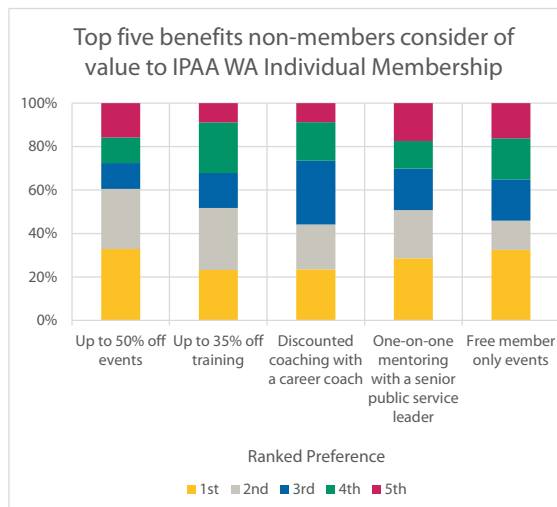
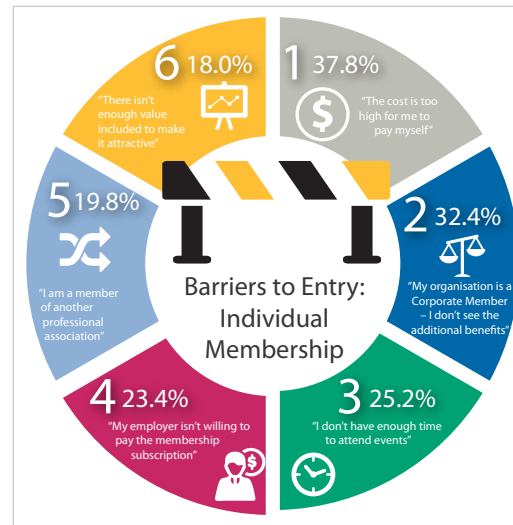
IPAA WA also gained an additional 8 new corporate member organisations. Including the MoG amalgamated agencies, the retention rate for Corporate Members increased to 91% in the 2017/18 financial year (from 84% last financial year).

For the 2017/18 financial year, IPAA WA had 338 Individual Members, an increase of 9% from last financial year. The Individual Member retention rate rose marginally from last financial year, from 51% to 53%.

We believe the low retention rate could be attributed to people joining as Individual members to receive one off discounts for a specific event or training program they are interested in attending. This theory suggests that if a member doesn't plan on attending events or training programs in the future, they will relinquish their membership. The challenge for IPAA WA in the coming year is to increase the value of Individual Membership beyond the discounts members receive, so as to encourage membership renewal.

Survey Results

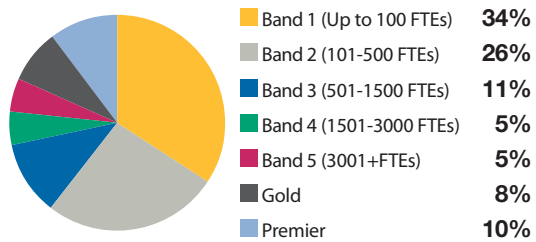
Our annual member and non-member survey was conducted over three weeks during November/December 2017. A total of 242 people completed the survey, some of the responses relating to membership are summarised below:



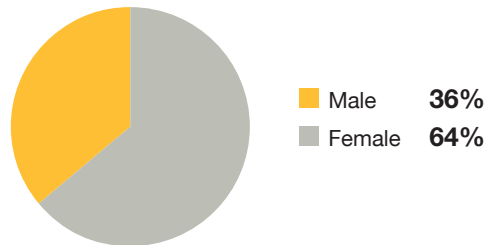
Membership

Member Profile

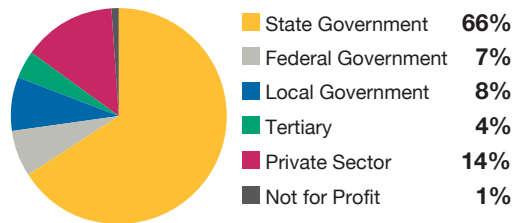
CORPORATE MEMBERSHIP BY BAND LEVEL



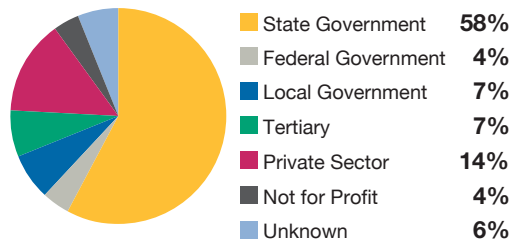
INDIVIDUAL MEMBERSHIP BY GENDER



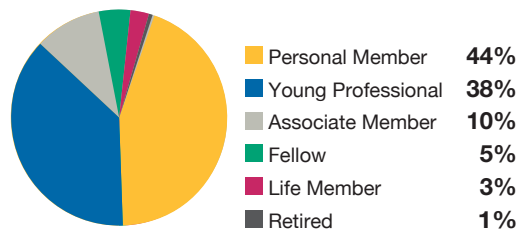
CORPORATE MEMBERSHIP BY SECTOR



INDIVIDUAL MEMBERSHIP BY SECTOR

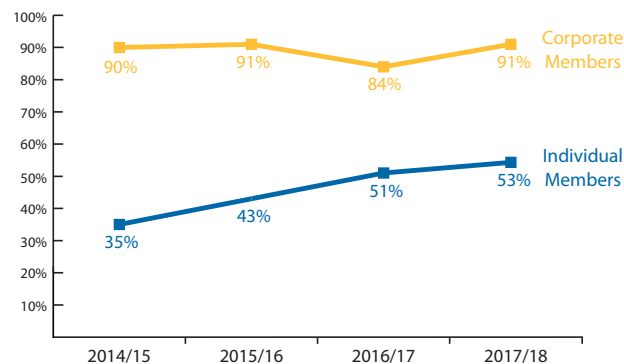


INDIVIDUAL MEMBERSHIP BY CATEGORY



*56 complimentary Young Professional memberships were provided to Corporate Member organisations (decrease from 63 in 2016/17 financial year)

INDIVIDUAL AND CORPORATE MEMBER RETENTION RATES



Membership

Individual Membership

The membership sub-committee that was formed in the previous financial year continued to operate this year. Strategies and objectives formulated by the committee in an effort to boost individual membership numbers, continued to be worked through.

Achievements across the main individual membership categories are summarised below.

PERSONAL MEMBERSHIP

Personal Members are fully engaged with the Institute, and value networking and keeping in touch with the public sector. Personal Membership represented 44% of total Individual Membership, and has increased by 3% 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 10% of total individual membership. The take-up of Associate Membership has increased by 74% since last financial year.

YOUNG PROFESSIONAL MEMBERSHIP

Young Professional (YP) members remain one of the most active membership groups. They have developed many of the Institute's learning and development programs for young professionals across the sector. YP membership is open to anyone 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 2017/18 financial year, a total of 127 YP Memberships were taken up, representing 38% of total Individual Membership. Young Professional Membership increased by 7% this financial year.

Young Professional membership can be broken down into three main categories – Associate, Personal and Complimentary (provided as a benefit to Corporate Members). Of the 127 YP Members, 7% were Associate, 49% were Personal, and 44% were complimentary.



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 YPs 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 YPs can discuss key public sector issues and share innovative ideas.
4. **Inspire and empower** YPs 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.

2017/18 YPAC COMMITTEE EXECUTIVE

Chair

Bronwyn Gunn
Department of Treasury

Vice Chair

Elizabeth Potter
Department of Communities

Communications Advisor

Samuel Edge
Department of Communities

Program Coordinator

Cassie Farquhar-Reid
City of Joondalup

Secretary (role share)

Brooke Jones
WA Primary Health Alliance
(From November 2017; Secretary from February 2018)

Amanda Rickman
Department of Foreign Affairs and Trade
(From February 2018)

YPAC COMMITTEE MEMBERS

Courtney Allen

CPSU/CSA

Eilidh Graham

Department of Biodiversity Conservation and Attractions
(Rottneest Island Authority)

Danielle Hay

Department of Planning, Lands and Heritage
(From March 2018)

Jessica Hodder

Department of Treasury

Samantha Kennedy

Office of Bushfire Risk Management, Department of Fire and Emergency Services

Gabby McGrath

Deloitte Access Economics

Emily O'Connell

Department of Health
(Until November 2017)

Annabel Price

Department of the Premier and Cabinet
(February 2018 – June 2018)

Bethan Smillie

Department of the Premier and Cabinet

Tayla Toutountzis

WorkCover WA

Susan Weary

City of Perth
(Until March 2018)





EVENTS DEVELOPED BY YPAC

7 December 2017

2017 IPAA WA Christmas Celebration

YPAC hosted IPAA WA Individual Members, Corporate Members and their guests at The George, as they celebrated the year that was, and reflected on the achievements throughout 2017.

23 February 2018

YPAC/HHGenXYZ sundowner

Held in the leafy surrounds of Henry Summer, this sundowner brought together private and public sector YPs for an evening of drinks and canapes, with a free professional headshot and LinkedIn guide provided to all attendees.

16 March 2018

Design thinking: From ideas to impact

YPs and those with an interest in design thinking were invited to a special breakfast event to learn about design processes and mindsets that can uncover opportunities for innovation.

10 May 2018

YPAC Sundowner

This informal sundowner provided an intimate setting for YPAC to get to know some of the IPAA YP member base.

17 August 2018

Battle of The Agencies Quiz Night

Held at the Subiaco Football club, YPAC hosted another stellar quiz night, as YPs from across the public, private and not-for-profit sectors battled it out for a chance to be crowned the winner.

Ongoing

Coffee roulette

This new initiative launched by YPAC aims to break down silos and increase collaboration across the sector by inviting interested YPs to be matched with one of their peers for a coffee catch-up. YPAC is currently carrying out a pilot of the program which will inform the roll out of the program through 2019.

To be held in September 2019

- Public Sector Young Professionals' Conference
- Battle of The Agencies Quiz Night

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 YPs from across the public sector. In 2018/19, 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.

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*
 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

*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.



2017 WA National Fellow Recipient

Ms Susan Hunt PSM FIPAA
 Chief Executive Officer
 Lotterywest

IPAA NATIONAL FELLOWS (WA RECIPIENTS OF THE AWARD)

Ms Susan Hunt PSM FIPAA
 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.



2017/18 IPAA WA FELLOWS

Ms Sue Ash AO FIAAWA
 Mr Sandy Clarkson FIPAAWA
 Dr Wally Cox PSM FIPAA FIPAAWA
 Mr David Etherton FIPAAWA
 Mr Graeme Gammie FIPAAWA
 Ms Cheryl Gwilliam FIPAAWA
 Mr Chris Hall AM FIPAAWA
 Ms Susan Hunt PSM FIPAA FIPAAWA
 Ms Sue McCarrey FIPAAWA
 Mr Colin Murphy PSM FIPAA FIPAAWA
 Ms Angie Paskevicius FIPAAWA
 Dr Jim Rhoads FIPAAWA
 The Hon. Kerry Sanderson AC FIPAAWA
 Mr Grahame Searle FIPAAWA
 Mr Richard Sellers FIPAA FIPAAWA
 Dr Ruth Shean FIPAAWA
 Dr Shayne Silcox PSM FIPAAWA
 Mr Dale Stewart FIPAAWA
 Dr Lesley Van Schoubroeck FIPAAWA
 Dr Peter Wilkins FIPAA FIPAAWA
 Dr Mike Wood FIPAA FIPAAWA

Membership

Corporate Members

PREMIER



Government of **Western Australia**
Department of **Mines,
Industry Regulation and Safety**



GOLD



Government of **Western Australia**
Department of **Communities**
Department of **Transport**
Public Transport Authority



BAND ONE

- Chartered Accountants Australia and New Zealand
- Commissioner For Children & Young People
- Community & Public Sector Union/Civil Service Association
- Department of Social Services
- Department of the Prime Minister and Cabinet
- Department of the Registrar (WA Industrial Relations Commission)
- Economic Regulation Authority
- GESB
- Health and Disability Services Complaints Office
- Kimberley Development Commission
- Legal Practice Board
- Member for Kwinana
- MyLeave
- NOPSEMA
- NOPTA
- Office of the Auditor General
- Office of the Information Commissioner
- Ombudsman Western Australian
- Pilbara Development Commission
- Rural Health West
- Sea to Summit
- Small Business Development Corporation
- South West Development Commission
- WA Electoral Commission
- Western Australian Treasury Corporation

BAND TWO

- ChemCentre
- City of Gosnells
- City of Melville
- City of South Perth
- City of Vincent
- Department of Jobs, Tourism, Science and Innovation
- Department of Treasury
- Fremantle Ports
- Insurance Commission of WA
- KPMG
- LandCorp
- Lotterywest
- Mental Health Commission
- Metropolitan Cemeteries Board of WA
- Parliament House WA
- Perth Zoo
- South Regional TAFE
- VenuesWest
- WorkCover WA

BAND THREE

- City of Rockingham
- Department of Finance
- Department of Local Government, Sport and Cultural Industries
- Department of Planning, Lands and Heritage
- Department of the Premier and Cabinet

- Department of Water and Environmental Regulations
- Landgate
- North Metropolitan TAFE

BAND FOUR

- Department of Fire and Emergency Services
- Department of Primary Industries and Regional Development
- Department of the Attorney General
- Main Roads WA

BAND FIVE

- Department of Education
- Department of Health
- Department of Justice
- WA Police

Membership

Member Benefits, Discounts & Special Offers

	Personal	Associate	CORPORATE MEMBER
PROFESSIONAL DEVELOPMENT			
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)	✓	✗	
NETWORKING			
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	✓	✓	
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
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	✓	✓	
Free Cancellation for Events (with 24 hours' notice)	✓	✗	
Receive a further 15% off when booking 3 or more Public Service Training courses at the same time	✓	✓	
SUBSCRIPTIONS			
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

Events

Thought Leadership

The 2017-18 Program achieved above budget attendance against a backdrop of changes in office staffing and upheaval in the state public service. The program and event team delivered feature length seminars, Award ceremonies, the IPAA WA EY Fellow's series, Group Mentoring sessions, and provided support to the Young Professional's program. For full details see the program listed below.

STAFF

Our Event Coordinator who joined us as a graduate in early 2016 on a maternity leave contract moved on to a terrific new career opportunity in December. We welcomed an Events Administration Officer in January, returning to full-time work after 10 years, on a six month contract and our permanent Event Coordinator returned on a casual basis from maternity leave. Throughout 2017 the Program Team hosted an intern. His value in contributing to the two conferences in September and November while gaining professional skills has been recognised in 2018 as he has joined the team as a Program Officer. It is pleasing to see IPAA leveraging the opportunity to develop its staff. The turnover has provided numerous opportunities to renew and improve how we work.

PROGRAM AND THE IPAA WA STRATEGIC PLAN

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

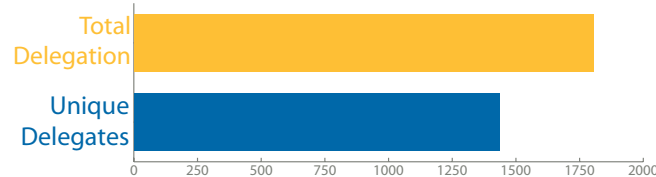
- To inform and influence public policy development and execution, and
- To enable and facilitate a connected and collaborative public sector.

This year we continue with two 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

Unique delegates are defined as those who attend only one session in the year. Of a total of 1805 delegates and invited guests to our seminars and awards ceremonies this year, 1436 were unique. At 80% of overall delegates this represents a mid-level result against a higher percentage in 2015/16 and a slightly lower result in 2016/17.

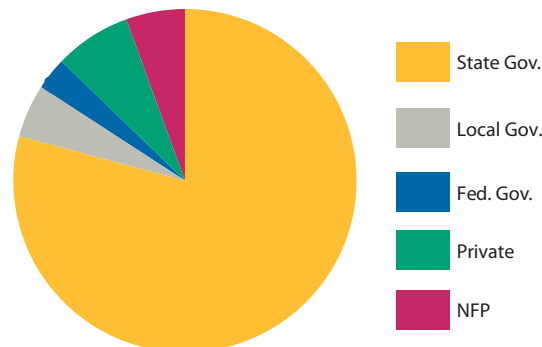
This result is considered satisfactory. In the new-year the objective is to increase overall delegate numbers while maintaining a percentage of unique delegates.



Reach by Organisation

Our 2017/18 delegation was drawn from 178 organisations. The lower number as against 216 in 2016/17 is attributed to the 2017 Machinery of Government changes which took effect on the 1st of July 2017. The decline in the number of private sector organisations represented can be attributed to an unusually high number who attended in the previous year. These figures reflect a continuing level of significant and effective reach within the state public sector.

Program Reach
(delegates by organisation type)



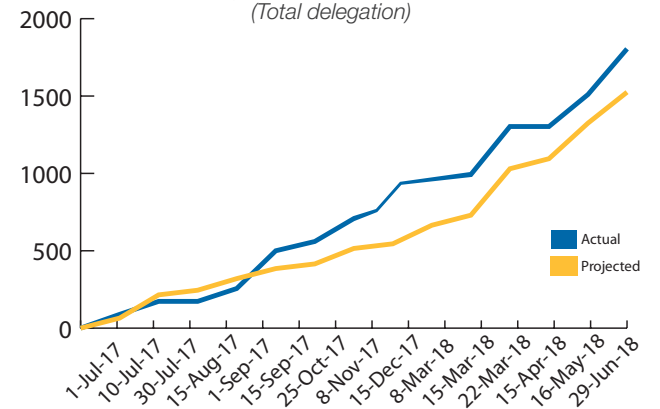
State government agencies accounted for 1427 delegates of the total delegation. Private sector organisations provided the second highest number of delegates at 129.

The delegation was drawn from (performance relative to 2016/17 follows each figure):

- 79 state government agencies (down 30),
- 23 local government areas (up 6),
- 11 federal (including universities) (down 3),
- 34 not-for-profit organisations and associations (up 6), and;
- 31 private sector organisations (down 17).

These numbers may be viewed in the context of the 136 local governments, 96 state agencies, and workforce of 140,403 state sector employees as reported in the W.A. Public Sector Commission's 2017 'State of the Sectors' report.

Program Performance
(Total delegation)



Total delegation reached 1805 (registrations) which defied a dynamic time in the state public sector and restrained spending. This strong performance has been achieved largely due to securing the Premier to deliver

Events

the President's Address and the Treasurer to deliver two Budget Briefings in the financial year. This success was supplemented by the Women in Leadership conference exceeding targeted attendance by 40%, and attendance at our two Awards' ceremonies.

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.

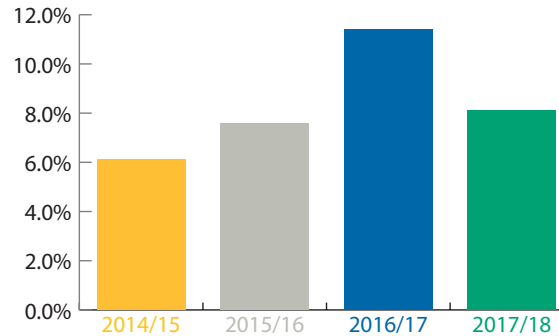
Personal Member Engagement

Reversing what had been a positive trend of the three years to 2016/17, this year saw personal members represent 8.1% of overall delegates. A review will be conducted to identify opportunities to improve engagement.

This measure is aligned with the strategic goal of increasing the number of personal members of the Institute. It is an objective of the new year to design a measure to determine if there is any relationship between engagement and membership renewal. As in previous years, this measures those members who

registered at the Personal Member rate and excludes member only events such as the Annual General Meeting, Member Mentoring series and YPAC program.

Personal Member Attendance



A special report – Profile of Delegation against potential market: Gender Diversity

Any successful service organisation should seek to understand how its customer base matches the profile of the potential market. This enables the opportunity to identify areas of potential growth for future service and product development.

Our report this year is inspired by the success of the inaugural Women in Public Sector Leadership conference in November.

Of the total attendees to our 2017/18 events, 58% were female. This compares with an overall representation of 72% females in the state public sector, and 54% in local government (WA Public Sector Commission 'State of the sectors 2017 - Sustaining public trust through change').

Of the total number of number of presenters at our events, 28 were female and 31 male; as such, the program achieved substantial gender balance.

Gender Diversity - Delegates and Guests



58% Female

Male 42%



Events

2017/18 Program

Schedule	Session Type	Topic / Name
4-Jul-17	Group Mentoring	Member Mentoring with Chris Hall
10-Jul-17	Workshop	IPAA WA Service Priority Review Workshop
28-Jul-17	Social Function	Battle of The Agencies Quiz Night
31-Jul-17	Group Mentoring	Member Mentoring with Lucille Halloran
10-Aug-17	Event Administration Service	FOI in WA Conference
30-Aug-17	Seminar	Seamless Digital Government
30-Aug-17	EY IPAA WA Fellows Fellows and Executive Briefing	Seamless Digital Government
1-Sep-17	Deloitte YP Program	Public Sector Young Professionals' Conference
Sept 2017	Executive Education	Policy in Practice
15-Sep-17	Breakfast presentation	2017 IPAA WA State Budget Briefing
21-Sep-17	Group Mentoring	Member Mentoring with Gail McGowan
26-Oct-17	Member Event	2017 AGM and Member Meet and Greet
26-Oct-17	Group Mentoring	Member Mentoring with Adam Fennessy
26-Oct-17	Seminar	Working with Modern Government
27-Oct-17	EY IPAA WA Fellows and Executive Briefing	Working with Modern Government
8-Nov-17	Conference	Women in Public Sector Leadership
30-Nov-17	Member Event	Managing your Personal Finance During a Period of Change
7-Dec-17	Social Function	IPAA WA End of Year Christmas Party
6-Feb-18	EY IPAA WA Fellows and Executive Briefing	2018 Economic Outlook
13-Feb-18	AusPost Executive Briefing	Digital Identity
8-Mar-18	Luncheon	2018 President's Address
16-Mar-18	Deloitte YP Program	Human Centred Design
22-Mar-18	Awards Ceremony	33rd Annual WS Lonnie Awards
29-Mar-18	Group Mentoring	Member Mentoring with Mal Wauchope AO
16-May-18	Luncheon	2018 IPAA WA State Budget Briefing
24-May-18	Group Mentoring	Member Mentoring with Andrea Selvey
29-Jun-18	Awards Ceremony	2018 Achievement Awards

Events

Awards, Fellows, Member Mentoring and YPAC

Our two Awards ceremonies require considerable management effort and this year they attracted a total of 605 delegates. This compares unfavourably to 2017 (665) and 2016 (651). Here we see the strongest effect of the Machinery of Government changes with fewer individual organisations to make table bookings.

The EY IPAA WA Fellows series provided our Fellows and senior public sector leaders with a thought provoking series covering Seamless Digital Government, Working with Modern Government, and a 2018 Economic Outlook. Working with sponsor, EY, the series featured speakers from Singapore and interstate.

Member Mentoring sessions again proved popular, and following an improvement in internal processes, we were able to run a larger program of six sessions this year. With the interim report from the Service Priority Review calling for greater cooperation between and beyond the state public service the series deliberately featured mentors from across local and state government as well as the not-for-profit sector. The series received positive reviews and will continue in 2018-19.

Highlighting the continuing market preference for low cost professional development opportunities the Young Professional Advisory Committee again drew solid audiences to their program. Along with devising the very well received program for the YP Conference, the fourth Battle of the Agencies Quiz Night continued the series' sell out run while the Christmas Sundowner was well attended by both YPs and personal members alike. Series sponsor Deloitte was instrumental in the success of the conference and the Insights Breakfast.

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 has been in abeyance since UWA ceased support in 2015 due to internal restructures.

Negotiations are underway with the newly created UWA Public Policy Institute for it to return in September 2019.

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 and attracted over 300 delegates to the lecture theatres at the Fiona Stanley Hospital.

Special Interest Groups

PROGRAM DEVELOPMENT SPECIAL INTEREST GROUP (PDSIG)

The PDSIG, consisting of the CEOs of our public sector corporate members, 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 for their contributions in 2017-18.



Awards

W. S. Lonnie Awards

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 MC CBE MVO, 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.

Members of the Institute of Public Administration Australia WA (IPAA WA) and agencies from across the WA public sector celebrated excellence in annual reporting at the Institute's 33rd annual W.S. Lonnie Awards presentation at the Pan Pacific Perth.

IPAA WA President Mr Colin Murphy PSM welcomed guests including the Governor of Western Australia and Patron of IPAA WA, Her Excellency the Honourable Kerry Sanderson AC, and Secretary to the Premier and Member for Perth Mr John Carey MLA, who was representing the IPAA WA Co Vice-Patron and Premier of WA, the Hon. Mark McGowan MLA.

In his welcome, Mr Murphy highlighted the important role these Awards play in promoting excellence in, and improving the standard of accountability in annual reporting. He acknowledged the great work and contribution of the annual reporting teams from WA's diverse range of public sector agencies, both small and large. Dr Jim Rhoads, Judge on the W.S. Lonnie Awards judging panel then provided an overview of the judging process, and key observations.

Fremantle Port Authority was the big winner on the day, taking out five awards this year. The judging panel commended Fremantle Ports, commenting that their report had a strong performance section, one of the best risk management sections and a detailed complaints handling section.

They also praised Fremantle Ports for their use of graphs and charts throughout. The Department of Transport was also successful on the day, taking home three awards.

This year's Chartered Accountants Australia and New Zealand Chief Financial Officer of the Year Award went to Jay Peckitt from the Department of Education. Jay was praised for his significant contribution to significantly improving the financial management, budget strategy and resource allocation of the organisation.



Judging Panel

Thank you to the 2018 W.S. Lonnie Judging Panel:

CHAIR

Commenced

2011 **Professor Christopher Doepel PSM**
Adjunct Professor, University of Notre Dame Australia

JUDGES

Commenced

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

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

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

2018 **Dr Yvonne Haigh**
Senior Lecturer, Murdoch University; Vice President, IPAA WA

2018 **Prof. Carmen Lawrence**
Professor, School of Psychological Science, University of Western Australia

THANK YOU TO OUR 2018 W. S. LONNIE SPECIALIST AWARDS SPONSORS:





MAJOR AWARD WINNERS

The W.S. Lonnie Memorial Trophy
Fremantle Port Authority

Margaret McAleer Special Commendation
Commissioner for Children and Young People

The Allan Skinner Trophy
Department of Transport

The Margaret Nadebaum Trophy
Fremantle Port Authority



SPECIALIST AWARDS

Office of the Auditor General Award for
Transparency and Accountability
East Metropolitan Health Service

Joint award led by the Department of Mines, Industry
Regulation and Safety for Occupational Safety, Health
and Injury Management
Department of Transport

State Records Commission Award for
Excellence in Compliance Reporting
Western Australian Treasury Corporation

Ombudsman Western Australia Award for
Complaints Handling
Fremantle Port Authority



CPA Australia Award for Performance Reporting
Department of Mines and Petroleum

Public Sector Commission Award for Good Governance
Fremantle Port Authority

The Department of Primary Industries and Regional
Development AE Gaby VC Memorial Award for
Achievement of Objectives Reporting
Office of the Auditor General

Chartered Accountants Australia and New Zealand
Award for Chief Financial Officer of the Year
Jay Peckitt, Department of Education

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>
GOLD	Department of the State Heritage Office	Office of the Auditor General	Main Roads Western Australia	Fremantle Port Authority
SILVER	South West Development Commission	Department of Mines and Petroleum	Department of Fire and Emergency Services	Pilbara Ports Authority
BRONZE	2 Winners Commissioner for Children and Young People Office of the Information Commissioner	WorkCover WA	Department of Transport	Insurance Commission of Western Australia

Awards

Achievement Awards

The Institute of Public Administration Australia WA (IPAA WA) celebrated individual and organisational excellence at its seventh annual Achievement Awards presentation ceremony on Friday 29th June 2018 at the Hyatt Regency Perth. StatePlus, one of Australia's leading providers of financial planning services, were Principal Sponsor of the Awards this year, and were joined by other leading organisations, sponsoring various awards.

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.

IPAA WA President and Co-Chair of the Awards judging panel Mr Colin Murphy PSM hosted the Awards, and he welcomed guests including the new IPAA WA Patron, the Honourable Kim Beazley AC, Governor of Western Australia. Mr Murphy also welcomed Ms Amber-Jade Sanderson MLA and the Honourable Michael Mischin MLC, who were representing IPAA WA Vice Patrons.

Highlighting the quality of nominations that were received this year, in an Achievement Awards first, the award for Best Practice in Collaboration between Government and Non-Government Organisations was split into a gold, silver and bronze winners, and two winners were announced for the Leader of the Year Working within a Division, Team or Organisation award.

A total of 48 nominations were received this year (down from 55 last year), 25 for the individual awards and 23 for the organisational awards. A total of 271 delegates attended the awards in 2018, which is down by 12% from 2017.

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 12 organisations taking up this offer.

Judging Panel

Thank you to the 2018 Achievement Awards Judges:
(note: positions and organisation at time of judging)

CHAIR

Commenced

2018 **Mr Colin Murphy PSM FIPAA**
President,
Institute of Public Administration Australia WA

2018 **Mr Alan Barrett**
Director, Performance and Oversight,
Public Sector Commission

JUDGES

Commenced

2012 **Ms Ricky Burges PSM**
Chief Executive Officer, WALGA

2012 **Mr Joe Calleja**
Calleja Consulting

2012 **Mr Rob Delane PSM**
Deputy Director General, Department of Jobs,
Tourism, Science and Innovation

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

2012 **Dr Yvonne Haigh**
Lecturer, Murdoch University;
Vice President, Institute of Public Administration
Australia WA

2018 **Mr Scott Hollingworth**
Executive Director, Department of Communities

2012 **Ms Susan Hunt PSM**
Chief Executive Officer, Lotterywest

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

2015 **Ms Michelle Reynolds**
Executive Director, Rottnest Island Authority

2018 **Dr Ruth Shean FIPAAWA**

2018 **Mr Reece Waldock**

2018 **Mr Gordon Wallace**
Regional Manager - StatePlus

2013 **Dr Tarun Weeramanthri**
Chief Health Officer; Assistant Director General,
Public and Aboriginal Health - Department of
Health

THANK YOU TO OUR 2018 ACHIEVEMENT AWARDS SPONSORS:



Government of Western Australia
Department of Finance



Government of Western Australia
Department of Health





CONGRATULATIONS TO THE FOLLOWING 2018 ACHIEVEMENT AWARD WINNERS:

IPAA WA Patron's Award
Mr Eric Lumsden PSM FIPAA
 Chair Commissioner
City of Perth

Murdoch University Award
 Leader of the Year in State or Federal Government
Ms Nina Lyhne
 Managing Director Transport Services
Department of Transport

Leader of the Year
Working within a Division / Team / Organisation
(two winners)

Ms Tracey Gillett
 Regional Director, Kimberley
Department of Communities

Mr Andrew Sanders
 Director Risk and Resilience
Office of Emergency Management (OEM)

Leader of the Year Working in Local Government
Mr Garry Hunt PSM
 Chief Executive Officer
City of Joondalup

Public Sector Commission Young Leader of the Year
Mr Jay Peckitt
 Executive Director Finance and Commercial Services
Department of Education

Policy Practitioner of the Year
Ms Michelle Andrews
 Deputy Director General
Department of the Premier and Cabinet

Information Technology Practitioner of the Year
Mr Pat Scally
 Chief Information Officer
Department of Communities

Department of Finance Award
Finance Practitioner of the Year
Mr Nick Sarandopoulos
 General Manager Finance and ICT
Pilbara Ports Authority

Human Resource Management Practitioner of the Year
Mr Tom Hastings
 Manager Organisational Performance
City of Gosnells

Business News Award
Innovation in the Not-for-Profit Sector
Holyoake Institute
My Wellbeing Mate app

Department of Health Award
Best Practice in Health and Wellbeing
Department of Fire and Emergency Services
DFES Mental Health First Aid

Best Practice in Corporate Social Values
Department of Communities -
Child Protection and Family Support
Kalgoorlie-Boulder Earlier Intervention and Family Support Service

Award for Best Practice in Collaboration
Across Government Agencies
Optus Stadium Project Team
Optus Stadium

Award for Best Practice in Collaboration Between
Government and Non-Government Organisations
Gold Award
City of Cockburn, Fremantle Football Club,
and Curtin University
Cockburn ARC

Silver Award
Department of Communities
Assisted Rental Pathways Pilot
Bronze Award
Optus Stadium Project Team
Optus Stadium



Scholarship and Sponsored Awards

Education Awards

The Institute is proud to support outstanding academic achievements in public administration through the ongoing partnership with Murdoch University.

Congratulations to Ms Mwape Mulumbi who graduated with top marks in the Master of Public Policy and Management course. Ms Mwape Mulumbi was awarded with a 12 month complimentary membership to the Institute and a professional development voucher.



Ms Mwape Mulumbi (pictured on right), 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 the Master of Public Policy and Management.

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 2017 Expand Your Horizons Scholarship was awarded to IPAA WA Young Professional (YP) member, Cathryn Greville, to attend the IPAA 2017 National Conference in Canberra on 14-15 November 2017.

SCHOLARSHIP WINNER



Cathryn Greville, Office of the Auditor General of Western Australia

On review of her experience at the conference, Cathryn said:

I am extremely passionate about the public service and the practice of high quality public administration.

I am also a strong supporter of the important role that IPAA plays both locally and nationally, particularly with respect to promoting the highest standards of ethics and professionalism across the sector. So attending the conference not only aligned with my personal values, it also allowed me to bring a local perspective and support IPAA WA at a national level.

The topic for this year's conference was 'Thinking Differently: Building Trust.' The sessions and surrounding discussion did not disappoint.

The conference theme was forward-thinking, and of great interest to me from a personal development perspective. We face significant challenges in the coming years and central to overcoming those challenges is the need to think smarter, be innovative, flexible, proactive, collaborative and inclusive in our approach. I was keen to attend the conference to engage on critical issues facing the sector, learn and bring back ideas that I could apply to my own practice and share with my colleagues for many years to come.

What I witnessed was an engaged and passionate group of approximately 500 public servants from across the country, and some from overseas, coming together to share experiences, admit failures and build a better understanding of what we can do to improve and deliver the best possible service across the sector.

The line-up of speakers was indeed impressive. Along with several outstanding panel discussions, the highlight for me was the Garran Oration by Rt Hon Sir John Key GNZM, AC, former Prime Minister of New Zealand. John spoke about his experiences in government, the concepts of trust and empowerment, and the shift from social spending to social investment.

The discussion and networks I built at both the Conference and the Conference dinner have inspired me to continue to implement positive change within the sector and 'make a difference' for the benefit of our customers, organisations and those working within them.

Thank you again to IPAA WA for this fantastic privilege, and for the opportunity to speak to you this evening about the conference.

Training

Public Service Training

The 2017/2018 Public Service Training program reflected the impact of the Machinery of Government changes. The start of the new financial year saw a significant decline in registrations as agencies held off on professional development during the initial period of reform. Several new workshops were developed to address the changing environment in the public sector such as, 'how to lead teams through change' and 'how to move through change as an individual'.

Again, this year saw an increase in the number of public training workshops delivered, with a total of 120 public workshops delivered to 1022 delegates.

In 2017/2018 we continued to receive support from State Plus and 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 State Plus.

Overall we delivered:

- 120 courses, from our suite of 41 public training courses to 1022 delegates
- 5 new courses

NEW COURSES FOR 2017/18

- Contract Management Fundamentals for Government
- Job Application and Interview Skills for the Public Sector
- Leading Through Change and Uncertainty
- Dealing With Change in the Workplace
- Workplace Mental Health & Developing Resilient Teams



TOP 10 PERFORMING PUBLIC COURSES

Course	Total delegates	Number of times the course ran
Writing Skills for Government	62	6
Writing Ministerial Letter and Briefings	61	5
Executive Writing Skills	59	6
Contract Management Fundamentals for Government	48	4
Job Application & Interview Skills for the Public Sector	43	4
Intelligent Influence	42	5
Developing Good Communication Skills in the Workplace	39	3
Writing Policy documents	36	4
Leadership: What Every New and Experienced Manager Needs to Know	33	3
Writing with Style: The Power of Plain English	33	4

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
 Professor Rick Cummings
 Dr David Gilchrist
 Dr Alan Hancock
 John Harman
 Susan Kurtjak
 Heather McGregor-Bayne
 Gloria McQuillan
 Theo Nabben
 Nous Group
 Kath Polglase
 Jan Siggers
 Karen Schwenke
 Lesley Smith
 Hannah van Didden
 Doug Watson



Training

In-Agency Program

In 2017/18 we delivered 57 programs over 139 sessions for 25 organisations. The number of agencies we delivered programs to reduced due to the state public sector amalgamations but we continue to work with areas right across the agencies.

With the Machinery of Government changes we delivered a large number of programs for agencies focused on leading and dealing with change, building their resilience and improving their ministerial writing skills to better communicate with their new Ministers.

AGENCIES THAT USED OUR IN-AGENCY SERVICES INCLUDED:

- City of Rockingham
- City of Stirling
- City of Wanneroo
- Department of Communities
- Department of Education
- Department of Finance
- Department of Fire and Emergency Services
- Department of Health
- Department of Home Affairs
- Department of Immigration and Border Protection
- Department of Jobs, Tourism, Science and Innovation
- Department of Local Government and Communities
- Department of Mines, Industry Regulation & Safety
- Department of Planning, Lands and Heritage
- Department of the Premier and Cabinet
- Economic Regulation Authority
- Legislative Council - WA Parliament
- Mental Health Commission
- National Offshore Petroleum Titles Administrator (NOPTA)
- Public Sector Commission

- South Regional TAFE
- State Library of WA
- VenuesWest
- WA Police
- Western Australian Treasury Corporation



Training

2017/18 Public Service Training Courses

Course	Career Stage		
Business & Finance		Writing Skills for Government	N
NEW! Contract Management Fundamentals for Government	S M L	Writing with Style: The Power of Plain English	N S M L
Financial Statements in the Public Sector	N	Government & Policy	
Public Sector Finance and Budgeting in State Government	S M	Introduction to Policy Work	N
Communication Skills		Writing Policy Documents	N
Advanced Writing Skills	S M L	Policy Evaluation	S M L
Brushing Up On Your Grammar and Punctuation	N S	Policy in Practice	S M L
Developing A Sound Business Case	N S M L	Leadership & Management	
Developing Good Communication Skills in the Workplace	N S	Accountability: Building A Performance Culture	M L
Excellence in Annual Reporting	N S M	Advanced Strategic Planning	M L
Executive Writing Skills	N S M	Change Management for Team Leaders	S M L
Grammar and Punctuation Essentials	N S	Coaching Style of Leadership	S M L
Honing Editing and Proofreading Skills For Government	N S	Intelligent Influence	S M L
How to Develop Good Report Writing Skills	N S M	Introduction to Strategic Planning	N S M L
Negotiating With Confidence	N S M	Leadership: What Every New and Experienced Manager Needs to Know	S M L
Presenting to Influence and Persuade with Confidence	N S	NEW! Leading Through Change and Uncertainty	S M L
Writing Ministerial Letters and Briefings	N	Optimising Performance Through Hard Conversations	S M L
		Proactive Conflict Management	S M L
		NEW! Workplace Mental Health & Developing Resilient Teams	S M L
		Monitoring & Evaluation	
		Capturing Social Outcomes: The Most Significant Change Technique	S M L
		Introduction to Monitoring and Evaluation	N S M L
		Introduction to Program Logic	S M L
		Personal Development	
		Developing Resilience	N S M L
		NEW! Dealing With Change in the Workplace	N S M
		NEW! Job Application and Interview Skills for the Public Sector	N S M
		Read at Speed	N S M L
		Project Management	
		Getting Started in Project Management	N S
		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 2017-18 financial year is a surplus of \$181,375.

This is now the fifth year that IPAA WA has achieved a net operating surplus. This is a significant achievement in light of the broader economic environment and the public sector renewal changes which occurred during the financial year.

IPAA WA has responded pro-actively with a series of relevant and well-received training events, and the inaugural full-day Women in Public Sector Leadership Conference was also an outstanding success both in terms of attendance and participant feedback.

INCOME

Total income in 2017-18 **increased** by \$201,888 or 15.6% from the previous year. This was due to **increases** in:

- Professional development of \$183,461 or 20.2%, which included an increase in training provided to agencies and the Women in Public Sector Leadership Conference;
- Sponsorship of \$11,000 or 22.9%; and
- Other income of \$27,479 or 89.7%;

which were partly offset by **decreases** in:

- Members subscription of \$12,612 or 5.4%; and
- Achievements Awards income of \$9,001 or 24.5%.

EXPENSES

Whilst total expenses in 2017-18 **increased** by \$111,572 or 9.3% from the previous year, it should be noted that of this, the cost of providing services accounted for an **increase** of \$142,285 or 19.2% in correspondence with the increase in income, whilst operating expenses **decreased** by \$30,713 or 6.6% as a result of cost control efforts by IPAA WA CEO and staff.

BALANCE SHEET

Total equity in IPAA WA **increased** further by \$181,375 or 18.1% from \$1,001,596 to \$1,182,971 as a result of the operating surplus generated in the financial year.

Total assets **increased** by \$214,490 or 13.2% to \$1,837,786 of which cash and cash equivalents made up \$1,618,343.

Total liabilities **increased** slightly by \$33,115 or 5.3% to \$654,815, of trade and other payables made up \$547,197.

CONCLUSION

Council will continue to manage and monitor the financial stability of IPAA WA on behalf of members, and to that end would like to commend and thank the CEO and staff for their continuing work in maintaining financial prudence and due diligence.



Jean Wei Choo FCPA
TREASURER

Financial Report

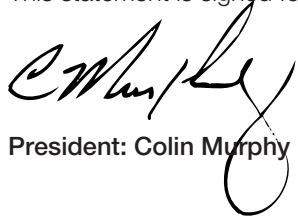
Statement by Members of the Council

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 2018 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: Colin Murphy PSM FCPA FCA FIPAA



Treasurer: Jean Wei Choo FCPA

Dated 23rd day of October 2018

Financial Report

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 2018.

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 2018, and its financial performance for the year then ended in accordance with Australian Accounting Standards and relevant reporting framework.

Signature of approved auditor



Mr. G A D Clarkson FCPA
CPA Australia Registration 777023

Date: 03/09/2018

Financial Report

Income and Expenditure Statement for the Year Ended 30 June 2018

	Note	2018 \$	2017 \$
Income			
Members Subscription		221,567	234,179
Professional Development		1,093,030	909,569
WS Lonnie Awards		35,097	33,536
Sponsorship		59,000	48,000
Achievement Awards		27,704	36,705
Other Income		58,108	30,629
2014 Conference		-	-
		<u>1,494,506</u>	<u>1,292,618</u>
Less Direct Expenses			
Membership Subscription		34,829	34,512
Professional Development		809,610	664,296
Journals and Capitation Fees		25,233	25,016
Merchant Fees		12,308	15,871
	2	<u>881,980</u>	<u>739,695</u>
Gross Income from Business Activity		612,526	552,923
Other Expenses			
Auditor's Remuneration		3,000	3,000
Bank Charges		257	610
Depreciation		-	-
Insurance Cost		4,998	4,859
Office Expenses		6,542	10,120
Printing & Stationary		1,869	3,302
Rent		37,352	35,777
Sundry Equipment		-	136
Admin Salaries		282,362	282,648

	Note	2018 \$	2017 \$
Staff Amenities & Training		1,480	2,082
Superannuation Contribution		50,131	48,674
Telephone		2,372	2,531
Marketing, Promotion & Advertising		2,459	2,713
Other Expenses		5,923	4,281
IT Expenses		22,080	40,338
National Conference		2,836	3,146
Development of Course Material		6,990	5,846
Implementation Plan		-	11,800
Miscellaneous Expenses		500	-
	2	<u>431,151</u>	<u>461,863</u>
Net Surplus (Deficit) for Year		181,375	91,060
Accumulated Surplus at the beginning of the year		1,001,596	910,536
Accumulated Surplus at the end of the year		<u>1,182,971</u>	<u>1,001,596</u>

Financial Report

Balance Sheet as at 30 June 2018

	Note	2018 \$	2017 \$
Current Asset			
Cash and Cash Equivalents	3	1,618,343	1,437,054
Trade and Other Receivables	4	219,443	186,242
Total Current Assets		1,837,786	1,623,296
Non-Current Assets			
Cash and Cash Equivalents	5	-	-
Property, Plant and Equipment	6	-	-
Total Non-Current Assets		-	-
Total Assets		1,837,786	1,623,296
Current Liabilities			
Trade and Other Payables	7	547,197	443,512
Short-Term Financial Liabilities	8	41,061	101,268
Provisions	9	66,557	76,920
Total Current Liabilities		654,815	621,700
Total Liabilities		654,815	621,700
Net Assets		1,182,971	1,001,596
Equity			
Retained Surplus		1,182,971	1,001,596
Total Equity		1,182,971	1,001,596

Notes to the Financial Statements for the Year ended 30 June 2018

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 2018

(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.

	2018 \$	2017 \$
2. EXPENSES		
COGS	1,214,473	1,071,017
Depreciation and Amortisation	-	-
Bank Charges	257	610
Insurance Cost	4,998	4,859
Printing & Stationery	1,869	3,302
Rent	37,352	35,777
Sundry Equipment	-	136
Telephone	2,372	2,531
Other Expenses	5,923	4,281
Auditor's Remuneration	3,000	3,000
Office Expenses	6,542	10,120
Development of Course Material	6,990	5,846
Implementation Plan	-	11,800
Staff Amenities & Training	1,480	2,082
Marketing, Promotion & Advertising	2,459	2,713
IT Expenses	22,080	40,338
National Conference Expenses	2,836	3,146
Miscellaneous Expenses	500	-
	1,313,131	1,201,558
3. CASH AND CASH EQUIVALENTS - CURRENT		
Cash on Hand	500	500
Term Deposit at Bank NAB	1,113,910	850,000
Cash at Bank NAB	299,712	385,563
PFA Account at Bank NAB	204,221	200,991
	1,618,343	1,437,054

Notes to the Financial Statements for the Year ended 30 June 2018

	2018 \$	2017 \$
4. TRADE AND OTHER RECEIVABLES		
Current		
Accounts Receivables Events Pro	24,323	24,993
Prepaid Deposit/Expenses	10,512	2,486
Debtors	184,608	158,763
	<u>219,443</u>	<u>186,242</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	<u>202,376</u>	<u>202,376</u>
	-	-
Furniture & Fittings	15,747	15,747
Less Accumulated Depreciation & Impairment	<u>15,747</u>	<u>15,747</u>
	-	-
Total Property, Plant and Equipment	<u>-</u>	<u>-</u>

7. TRADE AND OTHER PAYABLES

Current

Sundry Creditors	16,267	13,182
Accounts Payable	45,281	34,855
Payroll Liabilities	13,352	15,532
GST Liabilities	39,150	28,470
Revenue Received in Advance of Event	433,147	351,473
	<u>547,197</u>	<u>443,512</u>

8. FINANCIAL LIABILITIES

ED VISA	809	1,419
Superannuation Payable	13,295	13,798
Membership Income in Advance	26,957	86,051
	<u>41,061</u>	<u>101,268</u>

9. PROVISIONS

Current

Employee Leave Entitlements	23,853	36,984
Provision for Old Expenses	-	-
Provision Salary Bonus	13,367	10,336
Provision for Hardware	8,000	8,000
Provision for Event/Membership	10,000	10,000
Provision for Memb. Implementation Plan	11,337	11,600
	<u>66,557</u>	<u>76,920</u>



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