



ANNUAL REPORT 2018-19

Premier Corporate Members 2018/19



TABLE OF CONTENTS

	PAGE		PAGE		PAGE
About Us	1	Individual Membership	14	Training	
President's Report	2	Fellows & Life Members	15	Public Service Training	27
Executive Summary and Chief Executive Officer's Report	3	Young Professional Advisory Committee (YPAC)	16	In-Agency Program	28
2018/19 Highlights	5	2018/19 YPAC Events	17	Financial Report	
Operational Structure		Events		Statement by Members of Council	29
Organisational Chart	7	Seminars, Conferences, and Member Events	18	Independent Auditor's Report	30
IPAA WA Council	8	2018/19 Events' Program	20	Income and Expenditure Statement	31
IPAA WA Staff	9	Awards, Fellows, Member Mentoring and YPAC	21	Balance Sheet	32
Strategic Plan	10	Event Administration	21	Notes to the Financial Statements	32
Key Performance Indicators		Awards			
Performance Objectives	11	2019 W.S. Lonnie Awards	22		
Membership		2019 Achievement Awards	24		
Summary	12	Scholarship and Sponsored Awards			
Corporate Membership	12	Expand Your Horizons Scholarship	26		
		Education Awards	26		



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 and Services

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

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

Values

Our pursuit of excellence is underpinned by our core values:

Innovation: Generating and applying new ideas and better practice for the public sector.

Learning: Sharing and applying new knowledge to improve performance.

Service: Serving members and adding value to public sector institutions.

Patron



Hon. Kim Beazley AC
Governor of Western Australia

Vice Patrons



Hon. Mark McGowan MLA
Premier of Western Australia



Hon. Dr Mike Nahan MLA
Leader of the Opposition
(until June 2019)



Hon. Liza Harvey MLA
Leader of the Opposition
(from June 2019)



Delegates at our 'Australia's Public Sector: Fit for Purpose, Fit for the Future' event



Emma Hogan (Women in Public Sector Leadership Conference)



From left: Sue Ash AO; Cr Lynne Craigie; Darren Foster; Prof. Peter Shergold AC FIPAA (Australia's Public Sector: Fit for Purpose, Fit for the Future)

PRESIDENT'S REPORT



It has been a great year for IPAA WA and for me, a privilege as President. Challenges continue, but IPAA WA has responded strongly in a year of achievement and success.

The economic environment continues to be difficult, and this now seems to be a continuing theme. A concern for IPAA WA is the pressure and temptation for agencies to reduce their investment in the development of their people. All tiers of government are facing challenges and reforms at a time when workforce profiles reflect the need for investment in our future leaders. Fortunately, many agencies and leaders understand the importance of this investment.

For IPAA WA, it is an essential element of our role. IPAA WA's focus on professional development in this environment has resulted in continuing demand and excellent feedback from our range of events, training courses and networking opportunities.

IPAA WA events for the public sector stand out from the pack. Our active involvement in the sector helps us to maintain awareness of the issues that are of interest and concern to members. Operating as a non-profit, membership organisation, means we can offer highly relevant events at lower cost than commercial providers.

A highlight of this year's major events was the Premier of WA, the Hon Mark McGowan, providing the President's address. We were pleased that the Premier chose this IPAA WA event to announce the implementation of his Government's whole-of-government targets.

A particular pleasure for me as president has been the opportunity to host events that celebrate the achievements of the sector. I have often lamented the lack of opportunity to recognise the achievements of public sector workers, including the likes of teachers, nurses, child protection workers, corrections officers and police who change lives and communities every day. Good news stories in these areas will rarely feature in the media. The opportunity to celebrate these achievements is one of the reasons I am such a strong supporter of IPAA WA. Our Lonnie Awards and Achievement Awards not only brought smiles to the faces of all of those acknowledged, they also help to promote more widely the achievements of the sector. It is important that these efforts and achievements are recognised by our community. A lot of hard work goes into conducting these events, including by our volunteer judges - this is a sound investment and your work is greatly appreciated.

IPAA WA Council has been active and engaged. We are fortunate to have talented and committed personal members who are willing to enthusiastically contribute their expertise and experience to the development and success of the Institute. This year Council conducted a Future Thinking Session with a view to revising our strategic plan. This was a very positive and productive session and the outcomes will be reflected in a revised strategic plan for IPAA WA. I thank all Councillors for their contribution, and particularly 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. I continue to be impressed with how much this small but committed team can achieve in the interests of members and the sector. Congratulations on another excellent year.

It is a pleasure to reflect on a year of achievement, acknowledging the ongoing contribution of our members, Council and staff in seeking excellence in the public sector for the benefit of our community.

**Colin Murphy PSM FIPAA
President**

EXECUTIVE SUMMARY AND CEO'S REPORT



Introduction

It is my pleasure to submit the annual report for the 2018 – 2019 financial year for the Institute of Public Administration Australia – Western Australian Division (IPAA WA) to our members and stakeholders.

The financial year ending June 2019, was another busy year for IPAA WA. In the 2018 Annual Report I mentioned how the major reforms occurring at all levels of government resulted in the Institute needing to be proactive, by adapting our services to meet the needs of our members during those times. During the 2019 financial year, we continued this trend. The IPAA WA team have worked very hard in creating new, and revising existing programs to assist the sector in managing the reform process at an individual and organisational level.

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

In July 2018, the IPAA WA Council decided to extend the 2015 – 2018 Strategic Plan to the end of 2019. This was done to create more time for the Council to properly analyse the reform being undertaken in the public sector and to discuss how our strategies can be modified to assist with this reform. The 2015 - 2019 Strategic Plan identifies the following objectives for IPAA WA (for the full Strategic Plan – please refer to page 10 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 seminars, conferences, and executive briefings)
- Awards (W.S. Lonnie Awards and Achievement Awards)
- Resources / Information
- Event Administration

The Annual Report discusses these services in greater detail, as well as corresponding Key Performance Indicators (KPIs) where applicable. Please read below for a summary of IPAA WA's performance across some of these core services.

Membership

IPAA WA has two general forms of membership – Corporate and Individual membership. I am pleased to report that Corporate

membership has grown during the year. After the Machinery of Government (MoG) changes, the number of agencies in the WA public sector was reduced significantly, leading to far less individual agencies being available to join as IPAA WA Corporate members. In addition, we found that some agencies were unsure of their budgetary processes, which led to a few organisations not renewing their membership. However, in 2019 we were able to secure new members as well as previous members re-joining. This is a very encouraging sign for the Institute as most of our reach in the sector is through our Corporate members.

Individual member numbers decreased for the year after steady increases in previous years. Considering IPAA WA has a major goal of increasing individual membership, the lower than expected membership numbers were disappointing. IPAA WA has dedicated increased resourcing to this area and the results were evident in 2018. The decrease in 2019 has not been fully analysed. IPAA WA staff are performing a more thorough analysis, and the IPAA WA Council is undertaking a higher level review of all membership categories.

In the meantime, during the up-coming year, the focus on increasing individual membership will remain. 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 programs. During the year, public training performed above budget. We believe the main reason for this is that the machinery of government changes have had more time to take effect, resulting in more individuals having a clearer idea about their role and how professional development can help them succeed in these roles.

Similarly, in-agency training performed better than budgeted. We believe the major reason for this can also be attributed to the

EXECUTIVE SUMMARY AND CEO'S REPORT CONT.

machinery of government changes. With these changes, agencies (and divisions within agencies) are looking at increasing their capabilities to meet the outcomes of the reform processes.

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.

IPAA WA is investing heavily in our training service as we believe this is a very important time for the sector. The Institute plays a critical role in providing timely, relevant and exceptional professional development opportunities to the sector.

Events

IPAA WA's Events' portfolio had an excellent year. The number of attendees, and therefore revenue, was above the budgeted figures. Continuing with the previous restructuring of our Event services, IPAA WA was able to make substantial cost savings while providing our stakeholders with outstanding services. Financially, IPAA WA currently views our Events service 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 were 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.

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 2019 we had budgeted for a surplus of \$59,000, but with better than expected results (as discussed above) we achieved a surplus of \$247,000. Following a number of financially successful years, IPAA WA has a very healthy balance sheet and accumulated surplus (equity) of \$1,429,000. 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, and assisting the public sector to achieve excellence.

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.

Future Plans

The major plans of IPAA WA for the upcoming year is to focus on assisting the public sector achieve excellence through a number of key initiatives, including but not limited to the government's reform agenda and priorities. The Institute will be working on a number of key initiatives:

- Consolidating new staffing structures to better meet the needs of our members
- Recognised Training Organisation (RTO) collaboration
- Continued focus on updating all our professional development services
- Broadening our reach to other sectors contributing to public administration
- Review of membership structures
- Implementing new operational strategies and programs

as identified in the 2019 IPAA WA stakeholder survey. The survey report can be found on the IPAA WA website

- Implementation of the 2019 to 2022 Strategic Plan.

Acknowledgements

We thank all our Corporate and Individual members. Their support of the Institute is vital for the ongoing 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 PSM FIPAA. The contribution that Colin makes to IPAA WA is monumental. He offers a lot of time and energy to the Institute as he is passionate to see the public sector excel. Colin will not be re-nominating for President at the 2019 AGM. I take this opportunity to say how fortunate we have been to have had a leader with such knowledge and experience. On behalf of all members of IPAA WA, I thank Colin for his significant contributions to not only IPAA WA, but to the whole public sector in WA. I would like to also thank all members of the IPAA WA Council for their ongoing commitment, dedication and support over the past year.

Finally, I would like 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 deliver for the sector, who in turn provide better outcomes for 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

2018/19 HIGHLIGHTS



1,952

ATTENDEES AT

29

EVENTS, SEMINARS AND
AWARD CEREMONIES



\$247,000

SURPLUS TO BE INVESTED IN THE
GROWTH OF IPAA WA, MORE VALUE AND BENEFITS TO
MEMBERS, AND IN REACHING OUR VISION OF
'EXCELLENCE IN THE PUBLIC SECTOR'



620

TOTAL ATTENDEES AT OUR W.S.
LONNIE AND ACHIEVEMENT AWARDS

45

AWARDS PRESENTED TO
ORGANISATIONS AND INDIVIDUALS
WORKING IN AND WITH THE
PUBLIC SERVICE IN WA



1,187

ATTENDEES AT

126

PUBLIC TRAINING COURSES AND
WORKSHOPS COVERING

44

TOPIC AREAS



171

IN-AGENCY COURSES
DELIVERED THROUGH

68

PROGRAMS TO

34

ORGANISATIONS

2018/19 HIGHLIGHTS



75

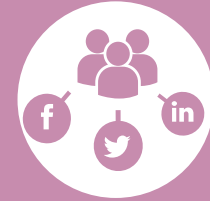
CORPORATE MEMBER ORGANISATIONS, REPRESENTING OVER

100,000+

PUBLIC, PRIVATE, NOT-FOR-PROFIT AND TERTIARY PROFESSIONALS

86%

CORPORATE MEMBER RETENTION RATE



2,029

SOCIAL MEDIA LIKES AND FOLLOWERS ACROSS LINKEDIN, TWITTER AND FACEBOOK



291

INDIVIDUAL MEMBERS FROM

126

ORGANISATIONS



66

ARTICLES AND NEWS STORIES RELATING TO PUBLIC ADMINISTRATION DISTRIBUTED THROUGH

13

iNEWS PUBLICATIONS

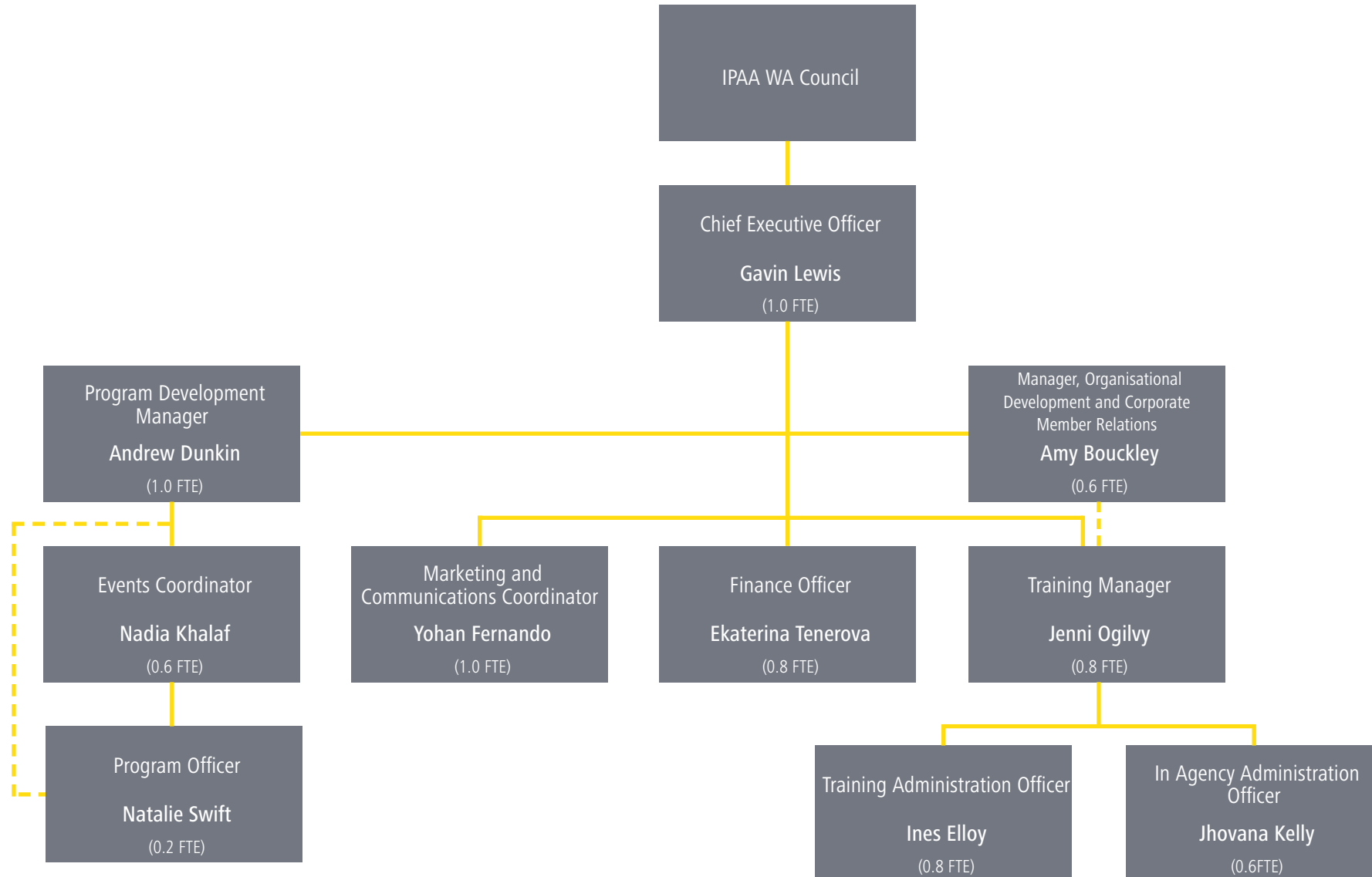


700+

DELEGATES MANAGED AS PART OF OUR EVENT ADMINISTRATION SERVICE

OPERATIONAL STRUCTURE

IPAA WA ORGANISATIONAL CHART AS AT 30 JUNE 2019



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

Director General,
Department of Communities
(until April 2019)



Chris Avent MIPAA

Deputy Electoral Commissioner,
WA Electoral Commission



Andrew Brien MIPAA

Chief Executive Officer,
City of Bayswater



Peter Byrne MIPAA

Executive Director,
Department of Communities



Ian Cowie PSM MIPAA

Chief Executive Officer,
City of Gosnells



Emma Forrest MIPAA

Senior Policy Officer,
Department of the Premier and Cabinet



Jenness Gardner MIPAA

Chief Executive Officer,
Economic Regulation Authority



Brooke Jones MIPAA

Regional Coordinator,
WA Primary Health Alliance



Andrew Lee MIPAA

Director Strategy Policy and Governance,
Department of Transport



Stuart Smith MIPAA

Chief Executive Officer,
NOPSEMA

2018/19 Council Member Attendance

Michelle Andrews	2 out of 3
Chris Avent	5 out of 6
Andrew Brien	5 out of 6
Peter Byrne	6 out of 6
Ian Cowie	5 out of 6
Jean Wei Choo	1 out of 6
Emma Forrest	5 out of 6
Jenness Gardner	4 out of 6
Yvonne Haigh	4 out of 6
Josephine Harrison-Ward	4 out of 6
Brooke Jones	6 out of 6
Andrew Lee	4 out of 6
Colin Murphy	4 out of 6
Mike Rowe	4 out of 6
Stuart Smith	3 out of 6

Outgoing Council Members

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

Michelle Andrews
Jean Wei Choo

OPERATIONAL STRUCTURE

IPAA WA STAFF



Gavin Lewis
Chief Executive Officer



Yohan Fernando
Marketing & Communications
Coordinator



Lawrence Rhoads
Event Administration Officer
(Until December 2018)



Amy Bouckley
Manager | Organisational
Development and Corporate
Member Relations



Jhovana Kelly
In Agency Administration Officer
(From December 2018)



Ekaterina Tenerova
Finance Officer



Andrew Dunkin
Program Development Manager



Nadia Khalaf
Events Coordinator

Natalie Swift
Program Officer
(From January 2019)



Ines Elloy
Training Administration Officer



Jenni Ogilvy
Training Manager

OPERATIONAL STRUCTURE

STRATEGIC PLAN

In July 2015, IPAA WA reviewed its previous Strategic Plan, and in October 2015 a new Strategic Plan for 2015-2018 was adopted. In September 2019, IPAA WA will adopt a new Strategic plan for 2019-2022.

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

KEY PERFORMANCE INDICATORS

Performance Objectives

	Initiative	Key Indicator	Target	Actual	
Develop and Inspire	To deliver relevant public training courses.	Number of courses organised is more or the same as the previous year.	171	163	
		Number of courses conducted is more or the same as the previous year.	120	126	
		Number of delegates is more or the same as the previous year's number.	1,022	1,187	
	To create and deliver tailored training programs within an agency.	Number of courses organised and conducted meets budgeted numbers.	139	171	
	To recognise and promote good governance and achievements throughout the public sector.	Achievement Awards and W.S. Lonnie Awards are conducted.	2	2	
Inform and Influence	Develop, distribute and promote relevant articles / papers / pieces regarding public administration.	iNews is published and distributed monthly	12	13	
	Provide a platform to share expertise in specific areas.	"Sharing of expertise" events are conducted.	4	4	
Connect and Collaborate	Provide exceptional products and services to our members, both individual and corporate.	Individual Membership numbers continue to grow each year.	338	291	
		Corporate Membership numbers are maintained or increased.	73	75	
	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	177	210
			LinkedIn Corporate	409	622
			LinkedIn Discussion Group	335	355
Twitter			806	842	
Strengthen and Grow	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.	\$ 59,496	\$ 246,521	
	Develop and foster partnerships with external organisations.	Number of new partnerships.	1	0	
		Existing partnerships are maintained.	100%	85%	

MEMBERSHIP

SUMMARY

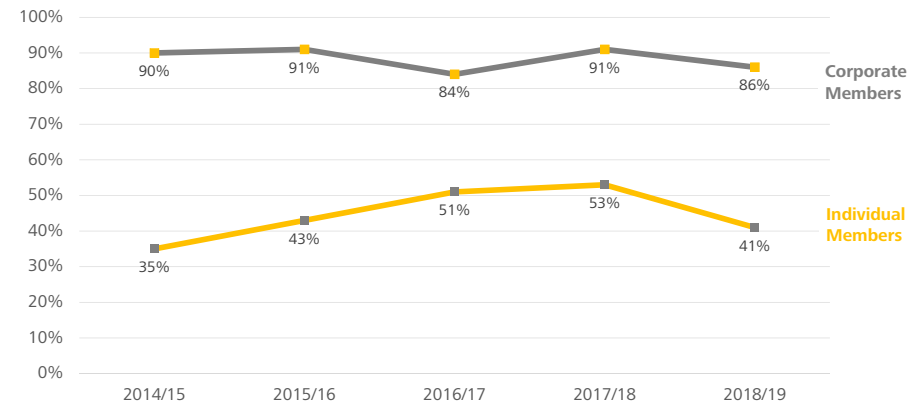
IPAA WA did not increase its Individual or Corporate Membership fees for the 2018/19 financial year. For the 2018/19 financial year, IPAA WA had a total of 75 corporate member organisations, gaining 12 from the past financial year, and achieved a corporate member retention rate of 86%.

For the 2018/19 financial year, IPAA WA had a total of 291 Individual Members, a decrease of 14% from last financial year. Despite attracting 152 new members, the individual member retention rate dropped from last financial year, from 53% to 41%.

We believe there are two reasons behind the drop (and the generally low) individual member retention rate: (1) - people join to receive the significant discount that membership offers on training courses and events. Once they receive this discount, they do not continue their membership. (2) - feedback has been that the membership benefits we offer are substantial, however, people have not had enough time away from the office to take advantage of them. As a result, the perceived value of membership is diminished in their minds.

We will continue to pursue strategies and initiatives that were devised by a membership sub-committee in 2017 as a means of increasing individual membership numbers and retention.

Individual and Corporate Member Retention Rates

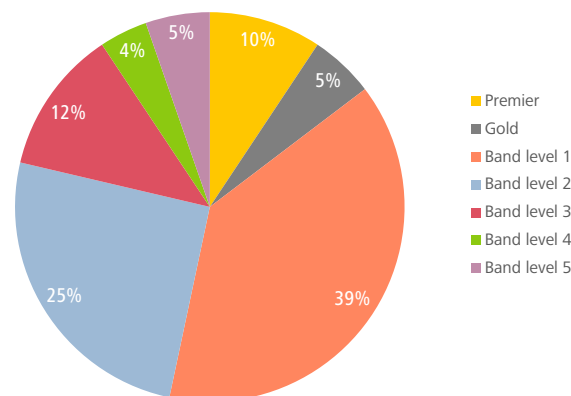


CORPORATE MEMBERSHIP

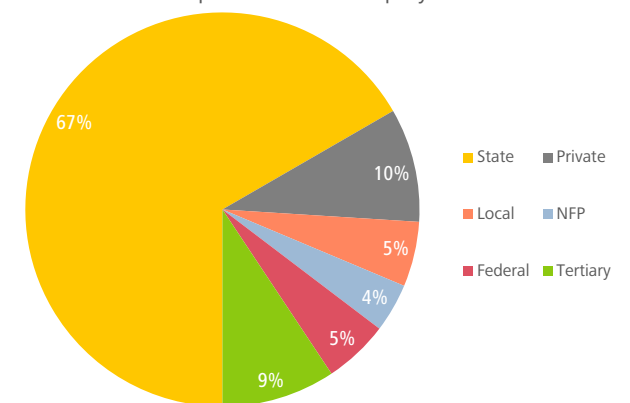
Corporate membership is based on Band Levels, determined by the number of full-time employees at the organisation. Corporate membership provides all employees of the organisation with a number of benefits including discounts on IPAA WA's professional development activities.

Premier and Gold membership provides additional benefits including, but not limited to, a high level of exposure to current and prospective clients, brand and organisation promotion, and complimentary tickets to select IPAA WA Events.

Corporate Membership by Band Level



Corporate Membership by Sector



MEMBERSHIP

CORPORATE MEMBERSHIP

List of 2018/19 Corporate Members

Premier Members



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



Gold Members



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

Band 1

- Bethanie Group
- Building & Construction Industry Training Fund
- Burswood Park Board
- Central Regional TAFE
- 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
- Faculty of Business & Law ECU
- Health and Disability Services Complaints Office
- Legal Practice Board
- Member for Kwinana
- Metropolitan Redevelopment Authority
- MyLeave
- NOPSEMA

- Nous Group
- Office of the Auditor General
- Office of the Information Commissioner
- Ombudsman Western Australia
- Pilbara Development Commission
- Rottneet Island Authority
- Rural Health West
- Small Business Development Corporation
- South West Development Commission
- WA Electoral Commission
- Western Australian Treasury Corporation



Frances Adamson (Foreign Policy White Paper Event)

Band 2

- 360 Health + Community
- ChemCentre
- City of Gosnells
- City of Vincent
- Department of Jobs, Tourism, Science and Innovation
- Department of Training and Workforce Development
- Department of Treasury
- Fremantle Ports
- Insurance Commission of WA
- LandCorp
- Lotterywest
- Mental Health Commission
- Metropolitan Cemeteries Board of WA
- Mid West Ports Authority
- Parliament House WA
- Perth Zoo
- South Regional TAFE
- VenuesWest
- WorkCover WA

Band 3

- City of Rockingham
- Department of Finance
- Department of Local Government, Sport and Cultural Industries
- Department of Planning, Lands and Heritage
- Department of the Premier & Cabinet
- Department of Water and Environmental Regulation
- Landgate
- North Metropolitan TAFE
- South Metropolitan TAFE

Band 4

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

Band 5

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

MEMBERSHIP

INDIVIDUAL MEMBERSHIP

Individual members receive a host of additional benefits not covered under their organisation's corporate membership. Individual membership consists of Personal Membership and Associate Membership. In an effort to increase individual membership numbers, several strategies and new initiatives were formulated by a membership sub-committee, and are being worked through by the IPAA WA office.

One new initiative that was launched this financial year was the one-on-one mentoring program. The pilot program attracted 24 mentors, consisting of senior leaders from across the public sector, and 24 Personal Members. Based on findings from the program evaluation, the program has been deemed a success for IPAA WA across a number of areas. As such, IPAA WA will officially adopt this program as a new benefit that Personal Members will receive. The rollout of the program as a member benefit will commence in November 2019.

Personal Membership

Personal Membership represents the highest level of Individual Membership, and they receive access to all individual member benefits. For the 2018/19 financial year, Personal Membership fees were \$150 and represented 49% of total Individual Membership. This category of membership decreased in numbers by 5% since the previous financial year.

Associate Membership

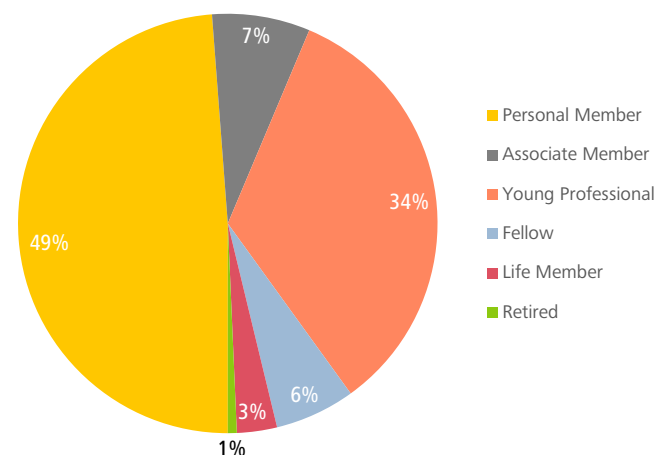
Associate members receive a limited set of individual member benefits. For the 2018/19 financial year, Associate Membership fees were \$60 and they represented 8% of total Individual Membership. The take-up of Associate Membership decreased by 33% since last financial year.

Young Professional Membership

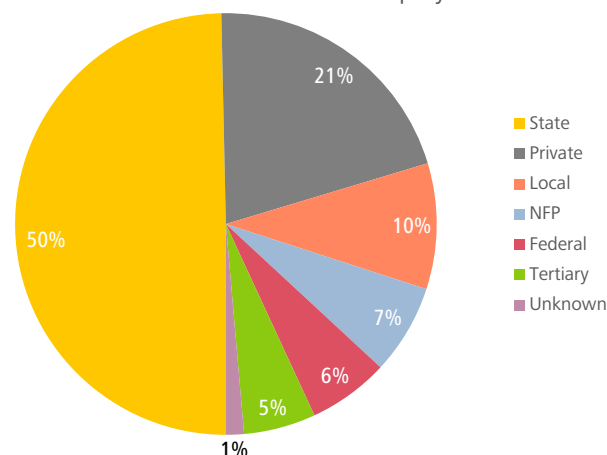
Young Professional (YP) members remain one of the most active membership groups. YP Membership is open to anyone aged 35 or under, and they can join in either Personal, Associate or Complimentary (provided as a benefit to Corporate Members) category. The Young Professional Advisory Committee (YPAC), have developed many of the Institute's learning and development programs for YPs across the sector. During the 2018/19 financial year, a total of 98 YP memberships were taken up, representing 34% of total Individual Membership. Overall Young Professional membership decreased by 23% this financial year, with the decrease in YP membership numbers accounting for 64% of the total decrease in Individual Membership.

Of the 98 YP Members, 5% were Associate, 48% were Personal, and 47% were complimentary.

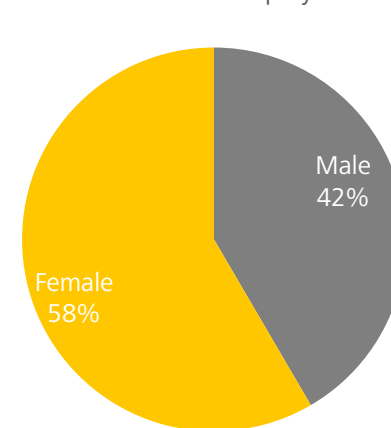
Individual Membership by Category



Individual Membership by Sector



Individual Membership by Gender



MEMBERSHIP

FELLOWS & LIFE MEMBERS

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

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.

2018 WA National Fellow Recipient

Ms Nina Lyhne FIPAA
Managing Director Transport Services,
Department of Transport
(Position at the time of receiving award)



Prof. Peter Shergold AC FIPAA with Nina Lyhne FIPAA

IPAA National Fellows (WA Recipients of the Award)

Ms Nina Lyhne FIPAA
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

WA Fellow is a distinction reserved for select members of the Institute in recognition of outstanding contribution to public administration and the achievement of the Institute's objectives. The IPAA WA Fellows program was launched in 2012, and is proudly supported by Ernst & Young.



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

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. The Young Professionals Program is proudly supported by Deloitte.

2018/19 YPAC Members

Executive

Chair

Bronwyn Gunn

Department of Treasury

(Chair until May 2019; Committee Member after May 2019)

Danielle Hay

Department of Mines, Industry Regulation and Safety

(Chair from May 2019; Communications Advisor up to May 2019)

Vice Chair

Andrei Buters

CPSU/CSA

Communications Advisor

Danielle Hay

Department of Mines, Industry Regulation and Safety

Program Coordinator

Shadi Pyke

Department of Finance – Office of State Revenue

Secretary

Joshua Reichelt

Legal Practice Board WA

Committee Members

Bronwyn Gunn

Department of Treasury

(From May 2019)

Samantha Kennedy

Department of Fire and Emergency Services

Matthew Rose

Deloitte

Tayla Toutountzis

WorkCover WA

Natasha Bouzidis

Department of Water and Environmental Regulation

(Joined June 2019)

Rina Turner

Department of Communities

(Joined June 2019)

YPAC Goals

1. Support and promote the interests of YPs who are working in or working with the public sector in Western Australia.
2. Connect YPs 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.



From Left: Veronica Holmes; Michelle Maclean; Julia Richardson; Lisa Kazalac; Danielle Hay (YPAC Insights Breakfast)

MEMBERSHIP

2018/19 YPAC EVENTS

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.

Events

17 August 2018

Battle of The Agencies Quiz Night

Hosted 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.

24 August 2018

2018 Conference - Collaborate and Innovate

Western Australia's public service is being urged to 'collaborate and reshape' how it works. Success in this endeavour will bring better services, better workplaces and a better budget bottom line for Western Australia. The 2018 Public Sector Young Professionals' Conference discussed successful collaboration and showed attendees how to reshape their own and their organisation's thinking ready for the challenges of today and the future.

29 November 2018

The Western Australian Frank and Fearless Legendary

Debate: Social media damages trust in government
Two teams of young professionals led by Alex Lyons (Executive Director at the Department of Mines, Industry Regulation and Safety) and Peter Kerr (Executive Manager at Western Power) provided a laugh a minute entertainment, as they courageously debated and concluded that social media was not destroying our trust in government.

13 December 2018

2018 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 2018.

14 March 2019

YPAC Insights Breakfast: Creating and Leading Healthy Teams

This breakfast event delved into the changing face of workplace hazards in WA's public sector, and how we can build and lead healthy teams. We were joined by four expert panellists, each offering a unique perspective on hazards in the public sector workplace.

Ongoing Events

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. Having received positive feedback, YPAC is consolidating its program in 2019 and will run this on a quarterly basis going forward.

YPAC Sundowners

These informal sundowners provide an intimate setting for YPAC to get to know some of the IPAA YP member base.

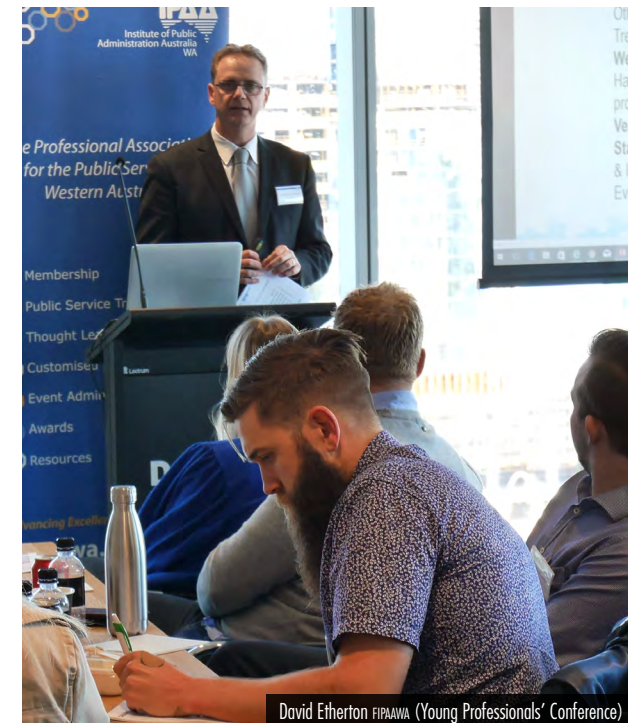
Plans for the future

In 2019/20, YPAC plan to continue to build on their contributions to IPAA WA through:

- Completing a review of YPAC's functions and Terms of Reference, to inform its future priorities.
- 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.



EVENTS

SEMINARS, CONFERENCES, AND MEMBER EVENTS

The 2018-19 Program achieved above budget attendance, against a backdrop of changes in office staffing and as the state public service entered a new operating tempo following the Machinery of Government (MoG) changes of 2017. The program and event team delivered feature length seminars, Awards ceremonies, the IPAA WA EY Fellow's series, and provided support to the Young Professional's program. Full details of the program are listed below.

Staff

At the beginning of this financial year we welcomed our Event Coordinator back to work from maternity leave on a permanent part-time basis (0.6FTE). Building on the part-time program officer role of 2017-18, a new recruit joined us in this role from late January on 0.2FTE basis. The Program Manager role continued as a full-time position.

The Program team was well supported by the other members of the IPAA team who have, over a number of years, developed a deep understanding of key functions in on-the-day event delivery.

Program and the IPAA WA Strategic Plan

The Institute's program of seminars, conferences, and awards ceremonies served two strategic objectives under the IPAA WA Strategic Plan (2015-18) that completed its service part way through the year:

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

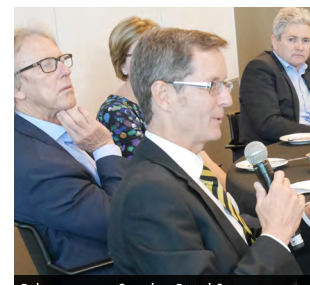
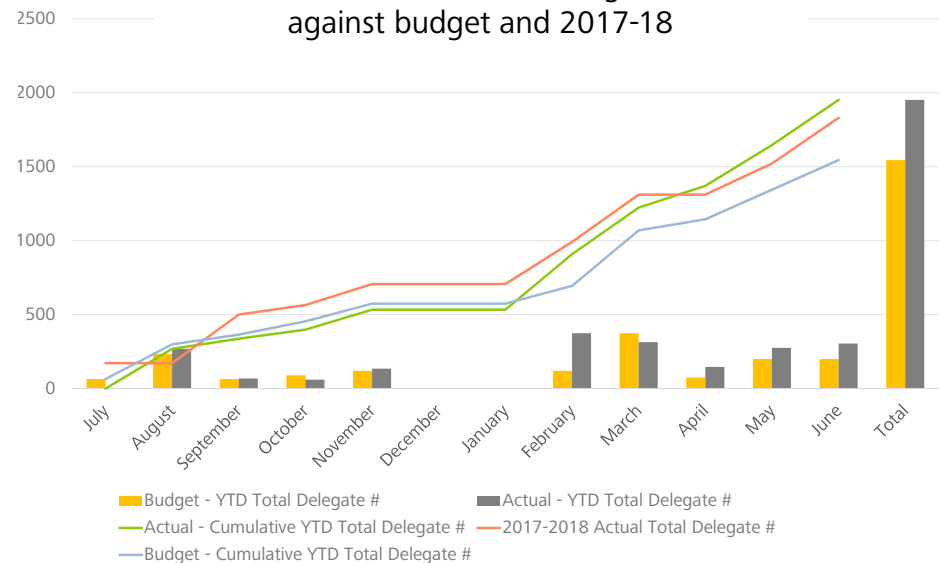
This year we continue with two proxy measures to assess our performance against both objectives; number of unique delegates, and number of organisations represented by delegates. These have been chosen as they are indicators of reach, and point to the potential for ideas raised in our sessions to be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

1,952 delegates attended IPAA WA seminars, awards ceremonies, and conferences across the year. This surpassed the previous financial year numbers and comfortably eclipsed budget. Essential to this success has been securing key members of the government to address IPAA members and guests directly.

Notable in this year's program was that the President's Address reached a record attendance of 375. This is attributed to strong word-of-mouth promotion and long term engagement with key stakeholders.

From a long term perspective the growth in numbers and the manner in which it has been achieved provide useful lessons as IPAA (WA) seeks to significantly increase attendance in the years to 2027. Such growth is being pursued in line with IPAA's strategic objectives.

2018-19 Performance (Total Delegate Numbers) against budget and 2017-18



Delegates at our Seamless Digital Government event



Anna Needs and Peter Byrne (*Deliverology - The science of delivering results for citizens*)



Delegates at our Seamless Digital Government event

EVENTS

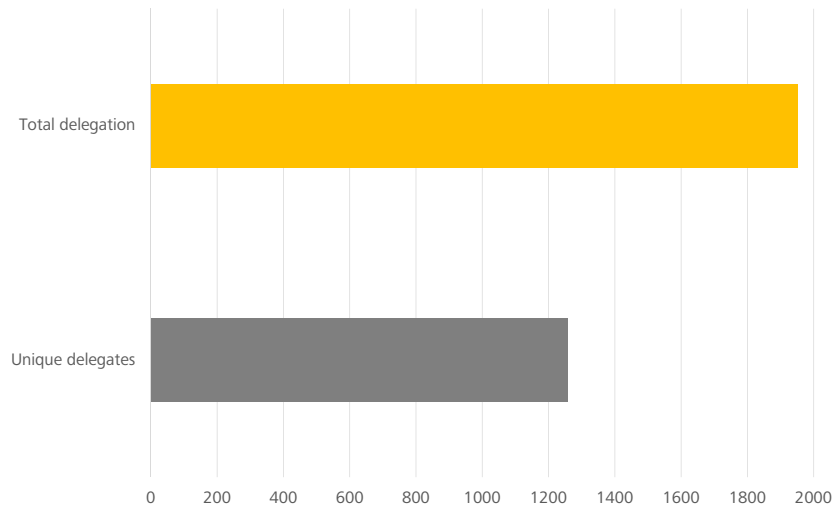
Unique Delegates

Unique delegates are defined as those who attend only a single session during the year. Of a total of 1,952 delegates and invited guests to our seminars and awards ceremonies this year, 1,257 were unique. This represents 64% of overall delegates.

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

While lower than in recent years, this level of single session attendance is once again attributed to the disparate nature of topics covered in the overall program. 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 only a smaller group of people.

Total and Unique Delegates



Unique Organisations

This year's delegation was drawn from 255 unique organisations, representing a notable increase from last year (178) and exceeding the 216 of 2016/17, the year prior to the Machinery of Government changes taking effect.

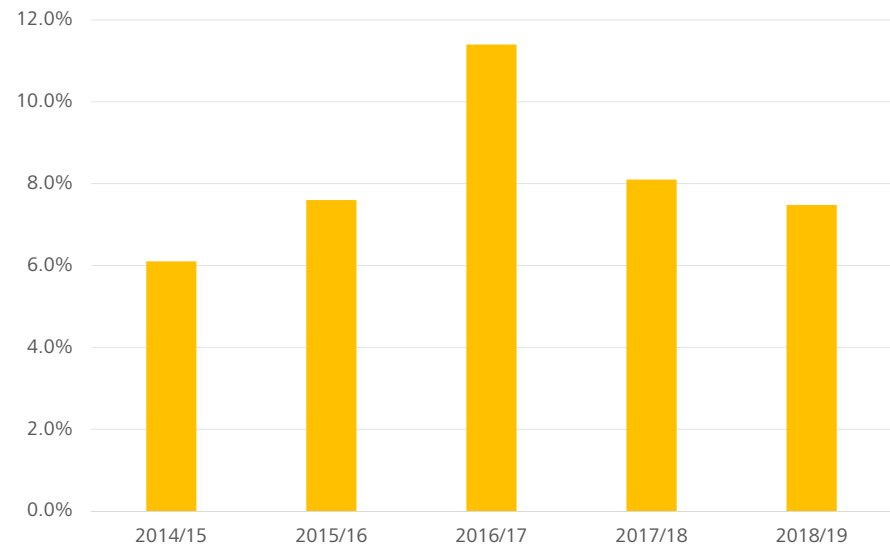
Individual Member Engagement

This year saw personal members represent 7.5% of overall delegates. It should be considered against a 40% growth in overall delegation since 2014/15 and a decline in overall Personal Membership.

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 measure includes only 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.

Individual Member Attendance

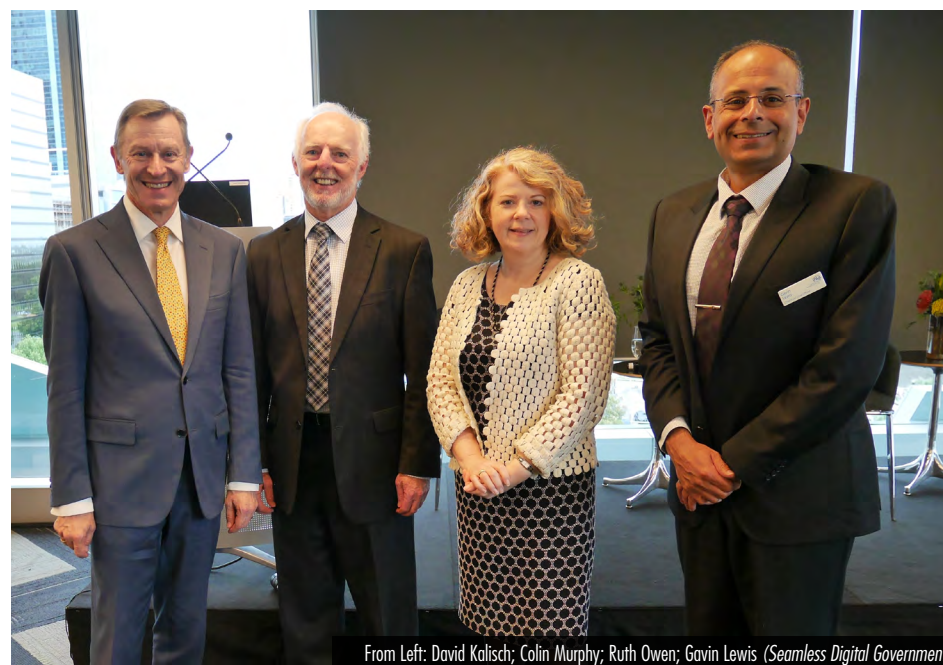


EVENTS

2018/19 Events Program

Schedule	Session Type	Topic / Name
17th July 2018	Group Member Mentoring	Member Mentoring with Angie Paskevicious
8th August 2018	Seminar	The Foreign Policy White Paper
17th August 2018	YPAC Event	Quiz Night
23rd August 2018	Seminar	Australia's Public Sector: Fit for Purpose. Fit for the Future
23rd August 2018	Council Lunch	IPAA National President
23rd August 2018	EY IPAA WA Fellows Briefing	Session 1 with Prof. Peter Shergold AC FIPAA
24th August 2018	Full day conference	Young Professionals' Conference supported by Deloitte
4th September 2018	Espresso Series	Leading culturally diverse teams - part 1
11th September 2018	Espresso Series	Leading culturally diverse teams - part 2
13th September 2018	Training Specialist Program	Policy in Practice (Day 1)
14th September 2018	Training Specialist Program	Policy in Practice (Day 2)
18th September 2018	Espresso Series	Leading culturally diverse teams - part 3
11th October 2018	Training Specialist Program	Policy in Practice (Day 3)
12th October 2018	Training Specialist Program	Policy in Practice (Day 4)
25th October 2018	Annual General Meeting	AGM and Member Networking
31st October 2018	Seminar	Seamless Digital Government
31st October 2018	EY IPAA WA Fellows Briefing	Session 2 with David Kalisch
2nd November 2018	Training Specialist Program	Policy in Practice (Day 5)
13th November 2018	Full day conference	Women in Public Sector Leadership
13th November 2018	EY IPAA WA Fellows Briefing	Session 3 with Emma Hogan

Schedule	Session Type	Topic / Name
21st November 2018	Training Specialist Program	Policy in Practice (Day 6)
13th December 2018	Member Christmas Function	Celebration
20th February 2019	Breakfast presentation	2019 IPAA WA President's Address
14th March 2019	YPAC Insight Breakfast	Creating and Leading Healthy Teams
29th March 2019	Awards Ceremony	W.S. Lonnie Awards
10th April 2019	Morning Seminar	Deliverology
1st May 2019	EY IPAA WA Fellows Briefing	Session 4 with Catherine Friday
17th May 2019	Breakfast	Budget Briefing
28th June 2019	Awards Ceremony	2019 Achievement Awards



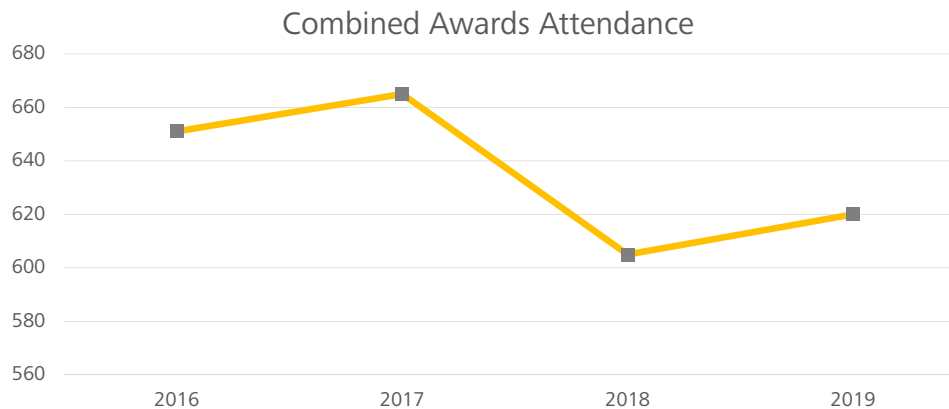
From Left: David Kalisch; Colin Murphy; Ruth Owen; Gavin Lewis (Seamless Digital Government)

EVENTS

AWARDS, FELLOWS, MEMBER MENTORING AND YPAC

Awards

Our two Awards ceremonies require considerable management effort, and this year they attracted a total of 620 delegates. This compares favourably to 2018 (605), but unfavourably to 2017 (665) and 2016 (651).



EY IPAA WA Fellows Briefing

The EY IPAA WA Fellows series provides our Fellows and senior public sector leaders with thought provoking sessions. The 2018-19 series covered digital government, women in leadership, and the future citizen. Working with our sponsor, EY, and our national counterparts the series featured speakers from across Australia. This series of four sessions drew 80 delegates.

Group Member Mentoring

These sessions provide Individual members mentoring opportunities with a senior public service leader, in a small group environment - numbers are strictly capped for these sessions. Member Mentoring was limited to a single session this year as resourcing was shifted to developing two full day conferences. In line with the Service Priority Review's guidance to increase engagement with other sectors, the session was led by a well-respected for-purpose leader Angie Paskevicius.

Young Professional Advisory Committee (YPAC)

Highlighting the continuing market preference for low cost professional development opportunities, the Young Professional Advisory Committee again drew solid audiences to their program. While very well received by those who attended, the YP Conference drew a disappointing audience of 55 compared to 85 last year. More work and resourcing will be applied in 2019 to return the event to sell-out status. The 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 will return on the 27th of August 2019 with sponsorship from the UWA Public Policy Institute. The Hon. Geoff Gallop AC FIPAA will deliver his second oration, marking 20 years since his 1999 address.

Special Interest Groups

Program Development Special Interest Group (PDSIG)

The PDSIG, consisting of the CEOs of IPAA WA's 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 2018-19.

EVENT ADMINISTRATION

IPAA WA did not actively pursue this area of business in 2018-19, as it prioritised development of the two full day conferences and adjusted to new staffing arrangements. However, IPAA WA managed the registration process including on-the-day administration for Premier Corporate Member, the Department of Mines, Industry Regulation and Safety. This low-cost event attracted over 700 delegates.

AWARDS

2019 W.S. LONNIE AWARDS

Members of IPAA WA and agencies from across the WA public sector celebrated excellence in annual reporting at the Institute’s 34th annual W.S. Lonnie Awards presentation at the Hyatt Regency Perth.

IPAA WA President, Colin Murphy PSM FIPAA, welcomed guests including the IPAA WA Vice-Patron, the Hon. Dr Mike Nahan MLA, and John Carey MLA, Parliamentary Secretary to the Premier; Member for Perth, representing the IPAA WA Vice-Patron and Premier of WA, the Hon. Mark McGowan MLA.

In his welcome, Mr Murphy acknowledged the team effort that goes into producing an agency’s annual report, and highlighted the role of these Awards in recognising and acknowledging the achievements in annual reporting from diverse public sector agencies, both small and large.

The Hon. Professor Carmen Lawrence, Chair of the W.S. Lonnie Awards judging panel then provided an overview of the judging process, and key observations. “The judges were unanimous in their view that the quality of annual reports continues to improve, particularly in the effective use of digital, online formats. All the reports were characterised by a focus on ensuring that readers were easily able to navigate sites while providing the necessary detail to ensure compliance with accountability standards. The coverage of performance, risk management and governance was generally judged to be well done and comprehensive, with the best reports making clear links between Agency strategic plans and performance indicators”, Professor Lawrence said.

WA Country Health Service (WACHS) received two awards including the ultimate award, the W.S. Lonnie Memorial Trophy and shield. Judges commented on WACHS’s report, saying “the quality of the report was outstanding, especially for a relatively new agency operating in a very challenging environment.” WACHS was also praised for its reporting on successes and failures, communicating the breadth of its operations, and for providing clear links between its clinical governance objectives and actual performance.

This year’s Chartered Accountants Australia and New Zealand Chief Financial Officer of the Year Award went to Phil D’Souza from MainRoads WA. Phil was praised for his commitment to Main Roads, its values, guiding principles and objectives to achieve better transport outcomes for the State. Phil was also praised for his lead role in the deployment of the Department’s strategic direction, ‘Keeping WA Moving’.

Judging Panel

Thank you to the 2019 W.S. Lonnie Awards Judging Panel:

Chair

Commenced

2018 **Hon. Professor Carmen Lawrence**
Adjunct Professor, University
of Notre Dame Australia

Judges

Commenced

2013 **Sheryl Fewster**

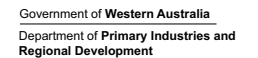
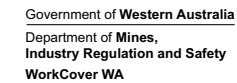
2019 **Michael Day**
Director, KPMG

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

2019 **Des Pearson AO FIPAA**

Specialist Award Sponsors

Thank you to our 2019 W.S. Lonnie Awards Specialist Award Sponsors:



Representatives from WA Country Health Service (W.S. Lonnie Awards)

AWARDS

Major Award Winners

W.S. Lonnie Memorial Trophy
WA Country Health Service

Margaret McAleer Special Commendation
Commissioner for Children and Young People

The Allan Skinner Trophy
Main Roads WA

The Margaret Nadebaum Trophy
Fremantle Port Authority

Specialist Award Winners

Office of the Auditor General Award for Transparency and Accountability
Department of Treasury

WorkCover WA and Department of Mines, Industry Regulation and Safety Award for Occupational Safety, Health and Injury Management
Kimberley Ports Authority

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

Ombudsman Western Australia Award for Complaints Handling
Fremantle Port Authority

CPA Australia Award for Performance Reporting
Department of Fire and Emergency Services

Public Sector Commission Award for Good Governance
Ombudsman Western Australia

Department of Primary Industries and Regional Development AE Gaby VC Memorial Award for Achievement of Objectives Reporting
Department of Treasury

Chartered Accountants Australia and New Zealand Award for Chief Financial Officer of the Year
Phil D'Souza, Main Roads WA

Category Award Winners

	Category 1 Under 100 FTEs	Category 2 101-1,000 FTEs	Category 3 Over 1,000 FTEs	Category 4 Government Trading Enterprises
Gold	Commissioner for Children and Young People	Department of Treasury	Main Roads Western Australia	WA Treasury Corporation
Silver	Tourism WA	WorkCover WA	WA Country Health Service	2 Winners Fremantle Port Authority Pilbara Ports Authority
Bronze	Small Business Corporation	2 Winners Department of Water and Environmental Regulation Department of Health	Public Transport Authority of WA	Not Awarded



Colin Murphy (left) with Specialist Award Winners (W.S. Lonnie Awards)



Hon. Dr Mike Nahan MIA and John Carey MIA with Gold Award winners (W.S. Lonnie Awards)

AWARDS

2019 ACHIEVEMENT AWARDS

The Institute of Public Administration Australia WA (IPAA WA) celebrated individual and organisational excellence at its eighth annual Achievement Awards presentation ceremony on Friday the 28th of June 2019 at the Hyatt Regency Perth.

IPAA WA President and Co-Chair of the Awards judging panel, Mr Colin Murphy PSM FIPAA, hosted the 2019 Achievement Awards. He welcomed guests including IPAA WA's Co-Vice Patron the Hon. Liza Harvey MLA, Leader of the Opposition, and Ms Amber-Jade Sanderson MLA, representing IPAA WA's Co-Vice Patron the Hon. Mark McGowan MLA.

Mr Murphy commented on the high calibre of nominations he has seen come through the Achievement Awards in his role as co-chair over the past two years, "I have always believed we have a fantastic public sector here in WA and one of the joys of being involved with IPAA is the opportunity to celebrate excellence and achievements in our public sector", he said.

This year two new awards were introduced to recognise the ever evolving public sector – The Australian Evaluation Society Award for Best Practice in Public Sector Evaluation, and the Office of Digital Government Award for Best Practice in Digital Transformation.

As a testament to the amount of collaborative work being done within the sector and by the sector with non-government organisations, multiple winners were announced for the two collaboration award categories. "We received a large number of nominations once again this year in this category, and the judges were particularly impressed by their quality. The judges believed that more than one project deserved recognition, so this year we are awarding a gold, silver and two bronze awards for the top four projects", Mr Murphy said about the Best Practice in Collaboration between Government and Non-Government Organisations award category. This year, the Achievement Awards Ceremony presented 20 Awards across 16 categories.

A total of 68 nominations were received this year (up from 48 last year), 24 for the individual awards and 44 for the organisational awards. Responding to the ongoing tight agency budgets, IPAA WA continued the discounted pricing for table bookings, offering a table booking of 10 for the price of 9. This initiative continued to prove popular, with 14 organisations taking up this offer.

Judging Panel

Thank you to the 2019 Achievement Awards Judging Panel:

Co-Chairs

Commenced

- 2019 **Ms Sharyn O'Neill FIPAA**
Commissioner, Public Sector Commission
- 2018 **Colin Murphy PSM FIPAA**
President, IPAA WA

Judges

Commenced

- 2012 **Ricky Burges PSM**
Chief Executive Officer, Albany Youth Support Association
- 2012 **Joe Calleja**
Chief Executive Officer, Calleja Consulting
- 2019 **Prof. Rick Cummings**
Emeritus Professor, Murdoch University
- 2012 **Rob Delane PSM**
Specialist Consultant, Rob Delane Consulting
- 2019 **David Etherton FIPAAWA**
Chief Executive Officer, VenuesWest
- 2012 **Lyn Genoni**
IPAA WA Life Member
- 2012 **Dr Yvonne Haigh**
Vice President, IPAA WA; Senior Lecturer, Murdoch University
- 2018 **Scott Hollingworth**
Executive Director, Department of Communities
- 2015 **Jennifer Mathews**
Commissioner, Government of Western Australia Office (Jakarta)
- 2015 **Michelle Reynolds**
Executive Director, Rottnest Island Authority
- 2018 **Dr Ruth Shean FIPAAWA**
- 2012 **Margaret Stockton**
IPAA WA Life Member; Consultant
- 2018 **Reece Waldock AM**
- 2018 **Gordon Wallace**
Regional Manager, StatePlus



AWARDS

2019 Achievement Awards Sponsors

Principal Sponsor



Award Sponsors



Government of Western Australia
Department of Finance
Department of Health
Department of the Premier and Cabinet
Office of Digital Government



2019 Achievement Award Winners

IPAA WA Patron's Award
Mal Wauchope AO

Murdoch University Award
Leader of the Year in State
or Federal Government
Darren Klemm AFSM
Department of Fire and
Emergency Services

Public Sector Commission Award
Young Leader of the Year
Michael Emery
City of Cockburn

Leader of the Year Award Working
Within a Division / Team / Organisation
Sandie McHugh
Department of Water and
Environmental Regulation

Leader of the Year Working
in Local Government
Ray Tame
City of Armadale

Department of Finance Award
Finance Practitioner of the Year
Liam Carren
Department of Communities

Policy Practitioner of the Year
Emma Kearney
Department of the Premier and Cabinet

Information Technology
Practitioner of the Year
Richard Burnell
Department of Fire and
Emergency Services

Human Resource Management
Practitioner of the Year
Matthew Hammond
Lotterywest
Business News Award
Innovation in the Not-for-Profit Sector
Financial Counselling Network
HUGS Service Centre

Australian Evaluation Society Award
Best Practice in Public Sector Evaluation
Culture and the Arts WA,
Department of Local Government,
Sport and Cultural Industries
Shared outcomes evaluations initiative

Office of Digital Government Award
Best Practice in Digital Transformation
Department of Transport
Growth in digital services

Best Practice in Corporate Social Values
Main Roads Western Australia
Kimberley Regional Projects

Department of Health Award
Best Practice in Health and Wellbeing
BreastScreen WA
Mobile in the Suburbs

Best Practice in Collaboration Across
Government Agencies (Two Winners)

**State Library of Western
Australia, Child and Adolescent
Health, WA Country Health
and WA Public Libraries**
Better Beginnings Family
Literacy Program

Kaleidoscope Initiative
Kaleidoscope Mentoring Program



Representatives from Kaleidoscope Initiative (Achievement Awards)

Best Practice in Collaboration Between
Government and Non-Government
Organisations (Gold, Silver and Bronze)

Bronze Award (Two Winners)
**DFES - Aboriginal Advancement
Unit; Bunbury Regional
Office and the Goomburrup
Aboriginal Corporation**
Kaarla Artwork Project

Pilbara Development Commission
Victoria Hotel Redevelopment

Silver Award
Department of Communities
The St Emillie's Development

Gold Award
Legal Aid WA
Blurred Borders



Ms Amber-Jade Sanderson MLA with representatives from Legal Aid WA (Achievement Awards)

SCHOLARSHIP AND SPONSORED AWARDS

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 2018 Expand Your Horizons Scholarship was awarded to IPAA WA Young Professional (YP) member, Samantha Kennedy to attend the IPAA 2018 National Conference in Melbourne on 16-17 October 2018.

Scholarship Winner

Samantha Kennedy

Department of Fire and Emergency Services

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



Samantha Kennedy (left) at the IPAA National Conference with IPAA QLD staff

I attended the IPAA 2018 National Conference on 17 October 2018 as the recipient of the 2018 'Expand Your Horizons' IPAA WA Young Professional Scholarship. The Conference, titled Fault Lines for the Future of the Public Sector, aimed to examine trends and issues with the potential to dramatically change the sector. I welcomed the opportunity to hear from leading professionals on Conference themes – growing community expectations, changing methods of service delivery, complex intergovernmental relations, capability gaps and workforce change – as these challenges resonate with those faced by my team in the reform of the rural fire sector in Western Australia. We are also navigating through one of the key 'public sector fault lines' that was to be discussed at the Conference, 'collapsing community trust in institutions', in establishing sector leadership and in developing a truly shared approach to addressing bushfire risk in Western Australia.

The highlight of the day was the final Q&A style session 'Navigating the Public Sector Fault Lines'. While discussions spanned a range of



George Megalogenis (IPAA National Conference)

topics, two key messages stayed with me. Firstly, the key role of young professionals in bridging the perceived disconnect between the public sector and the public they serve, and in healing the growing crisis-of-confidence within the service. For this role to be fulfilled, agencies need to invest in active professional development of young professionals, including exposing them to community-facing roles.

Secondly, 'the future is co-design'. Inclusiveness is just as important as diversity, and we need to get better at giving people a voice in the design of government policies and programs.

I would like to sincerely thank IPAA WA and its members for supporting me to attend the 2018 IPAA National Conference. It was a wonderful professional development opportunity, and provided many insights that I will apply to my work.

EDUCATION AWARDS

The Institute is proud to support outstanding academic achievements in public administration. This financial year, IPAA WA sponsored two awards for Curtin University, for students who achieved the highest marks in their respective units.

Congratulations to Michael Moltoni, who achieved the highest mark in Curtin University's Advanced Public Sector Accounting unit.

Congratulations also to Angela Radanovic who achieved the highest mark in Curtin University's Public Sector Accounting, Accountability and Policy unit.

TRAINING

PUBLIC SERVICE TRAINING

The number of training workshops delivered on the Public Training Program increased this year, with a total of 126 public workshops delivered to 1,187 delegates. Writing courses were again the most frequently run and most well attended workshops on the program.



This year saw us collaborate with Local Government Professionals WA to deliver a variation of our Report Writing workshop to their members. More collaborative workshops are planned for 2019/2020.

In 2018/2019 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 IPAA WA delivered:

- 126 courses, from our suite of 44 public training courses to 1,187 delegates
- 2 new courses

New courses for 2018/2019

- Leading Meetings
- Managing Priorities: Improving Workflow and Productivity

Facilitators

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

- Loraine Abernethy
- Susan Barrera
- Greg Bayne
- Alistair Box
- Prof. Rick Cummings
- Hannah van Didden
- Prof David Gilchrist
- Dr Alan Hancock
- John Harman
- Susan Kurtjak
- Heather McGregor-Bayne
- Theo Nabben
- Kath Polglase
- Jan Siggers
- Karen Schwenke
- Lesley Smith
- Doug Watson
- Barb Wood

Top Performing Public Courses

Course	Facilitator	Total number of delegates for course	Number of times course ran
Executive Writing Skills	John Harman	68	4
Getting Started in Project Management	Hannah van Didden	60	4
Job Application and Interview Skills for the Public Sector	Susan Kurtjak	60	5
Leadership: What Every New and Experienced Manager Needs to Know	Total Leader and Coach Solutions	60	4
Writing Skills for Government	Lesley Smith/ Susan Barrera	56	6
Writing Policy Documents	Susan Barrera	51	4



TRAINING

2018/19 Public Service Training Courses

Business & Finance

- Contract Management Fundamentals for Government
- Financial Statements in the Public Sector
- Public Sector Finance and Budgeting in State Government

Communication Skills

- Advanced Writing Skills
- Brushing Up On Your Grammar and Punctuation
- Developing A Sound Business Case
- Developing Good Communication Skills in the Workplace
- Editing and Proofreading Skills for Government
- Excellence in Annual Reporting
- Executive Writing Skills
- Grammar and Punctuation Essentials
- How to Develop Good Report Writing Skills
- Negotiating With Confidence
- Presenting to Influence and Persuade with Confidence
- Writing Ministerial Letters and Briefings
- Writing Skills for Government
- Writing with Style: The Power of Plain English

Government & Policy

- Introduction to Policy Work
- Writing Policy Documents
- Policy Evaluation
- Policy in Practice

Leadership & Management

- Introduction to Strategic Planning
- Advanced Strategic Planning

- Accountability: Building A Performance Culture
- Building and Leading High Performance Teams
- Change Management for Team Leaders
- Coaching Style of Leadership
- Intelligent Influence
- Leadership: What Every New and Experienced Manager Needs to Know
- **NEW!** Leading Meetings
- Leading Through Change and Uncertainty
- Optimising Performance Through Hard Conversations
- Proactive Conflict Management
- Workplace Mental Health & Developing Resilient Teams

Monitoring & Evaluation

- Capturing Social Outcomes: The Most Significant Change Technique
- Introduction to Monitoring and Evaluation
- Introduction to Program Logic

Personal Development

- Developing Resilience
- Dealing With Change in the Workplace
- Job Application and Interview Skills for the Public Sector
- **NEW!** Managing Priorities: Improving Workflow and Productivity
- Read at Speed

Project Management

- Getting Started in Project Management
- Project in Progress - Action Workshop

IN-AGENCY PROGRAM

In 2018/19 we delivered 68 programs over 171 sessions for 34 organisations. As a result of the Machinery of Government changes still impacting on state public sector agencies we delivered a large number of programs for agencies focused on leading and dealing with change, building resilience, job application skills and writing ministerials.

Agencies and private organisations that used our in-agency services included:

- 360 Health & Community
- Bethanie
- City of Rockingham
- City of Wanneroo
- Department of Communities
- Department of Education
- Department of Fire & Emergency Services
- Department of Health
- Department of Home Affairs
- Department of Jobs, Tourism, Science and Innovation
- Department of Justice
- Department of Mines, Industry Regulation and Safety
- Department of Planning, Lands and Heritage
- Department of Primary Industries and Regional Development
- Department of Training and Workforce Development
- Department of Transport
- Department of Water and Environmental Regulation
- Economic Regulation Authority
- Insurance Commission of Western Australia
- LandCorp
- Mental Health Commission
- North Metro TAFE
- Office of the Auditor General for Western Australia
- Office of the Public Advocate
- Public Transport Authority
- Rottneet Island Authority
- State Library of Western Australia
- The Legal Practice Board of Western Australia
- University of Western Australia
- VenuesWest
- Western Australia Police Force
- Western Australian Electoral Commission
- WorkCover WA

FINANCIAL REPORT

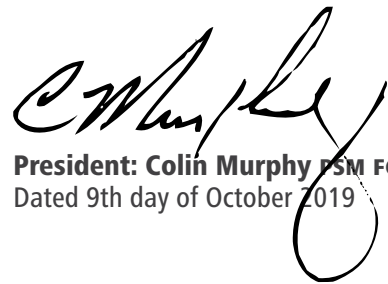
STATEMENT BY MEMBERS OF THE COUNCIL

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 2019 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
Dated 9th day of October 2019

FINANCIAL REPORT

INDEPENDENT AUDITOR'S REPORT

C&G Accounting Services

Certified Practising Accountants

(08) 9278 2471
info@candg.com.au
www.candg.com.au



AUSTRALIAN SOCIETY OF CPAS

C & G Accounting Services
is a CPA Practise

Level 11 Brookfield Place
125 St Georges Terrace
Perth WA 6000

Independent auditor's report

To: The Members of Institute of Public Administration Australia WA 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 2019.

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 2019, 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
C & G Accounting Services
PO Box 889
Hillarys, WA 6923
Date: 19/09/2019



PO Box 889 Hillarys
WA 6923
Make the right move



Liability limited
by a scheme
approved under
Professional
Standards
Legislation

FINANCIAL REPORT

INCOME AND EXPENDITURE STATEMENT for the Year Ended 30 June 2019

	Note	2019 \$	2018 \$
Income			
Members Subscription		214,830	221,567
Professional Development		1,336,911	1,093,030
WS Lonnie Awards		36,077	35,097
Sponsorship		63,000	59,000
Achievement Awards		34,156	27,704
Other Income		48,627	58,108
		<u>1,733,601</u>	<u>1,494,506</u>
Less Direct Expenses			
Membership Subscription		33,630	34,829
Professional Development		901,676	809,610
Journals and Capitation Fees		22,117	25,233
Merchant Fees		14,429	12,308
	2	<u>971,852</u>	<u>881,980</u>
Gross Income from Business Activity		761,749	612,526
Other Expenses			
Auditor's Remuneration		3,000	3,000
Bank Charges		189	257
Depreciation		-	-

	Note	2019 \$	2018 \$
Insurance Cost		5,717	4,998
Office Expenses		8,546	6,542
Printing & Stationary		1,911	1,869
Rent		37,352	37,352
Sundry Equipment		-	-
Admin Salaries		351,914	282,362
Staff Amenities & Training		2,097	1,480
Superannuation Contribution		52,530	50,131
Telephone		2,094	2,372
Marketing, Promotion & Advertising		4,727	2,459
Other Expenses		13,084	5,923
IT Expenses		22,222	22,080
National Conference		2,185	2,836
Development of Course Material		7,660	6,990
Miscellaneous Expenses		-	500
	2	<u>515,228</u>	<u>431,151</u>
Net Surplus (Deficit) for Year		246,521	181,375
Accumulated Surplus at the beginning of the year		<u>1,182,971</u>	<u>1,001,596</u>
Accumulated Surplus at the end of the year		<u>1,429,492</u>	<u>1,182,971</u>

FINANCIAL REPORT

BALANCE SHEET as at 30 June 2019

	Note	2019 \$	2018 \$
Current Asset			
Cash and Cash Equivalents	3	2,006,397	1,618,343
Trade and Other Receivables	4	305,803	219,443
Total Current Assets		<u>2,312,200</u>	<u>1,837,786</u>
Non-Current Assets			
Cash and Cash Equivalents	5	-	-
Property, Plant and Equipment	6	-	-
Total Non-Current Assets		<u>-</u>	<u>-</u>
Total Assets		<u>2,312,200</u>	<u>1,837,786</u>
Current Liabilities			
Trade and Other Payables	7	671,862	547,197
Short-Term Financial Liabilities	8	120,150	41,061
Provisions	9	90,696	66,557
Total Current Liabilities		<u>882,708</u>	<u>654,815</u>
Total Liabilities		<u>882,708</u>	<u>654,815</u>
Net Assets		<u>1,429,492</u>	<u>1,182,971</u>
Equity			
Retained Surplus		1,429,492	1,182,971
Total Equity		<u>1,429,492</u>	<u>1,182,971</u>

NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2019

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 borrowings 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 it 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 2019

(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.

	2019 \$	2018 \$
2. Expenses		
COGS and Salary Expense	1,376,296	1,214,473
Depreciation and Amortisation	-	-
Bank Charges	189	257
Insurance Cost	5,717	4,998
Printing & Stationery	1,911	1,869
Rent	37,352	37,352
Sundry Equipment	-	-
Telephone	2,094	2,372
Other Expenses	13,084	5,923
Auditor's Remuneration	3,000	3,000
Office Expenses	8,546	6,542
Development of Course Material	7,660	6,990
Staff Amenities & Training	2,097	1,480
Marketing, Promotion & Advertising	4,727	2,459
IT Expenses	22,222	22,080
National Conference	2,185	2,836
Miscellaneous Expenses	-	500
	1,487,080	1,313,131

3. Cash and Cash Equivalents - Current

Cash on Hand	500	500
Term Deposit at Bank NAB	1,350,000	1,113,910
Cash at Bank NAB	448,426	299,712
PFA Account at Bank NAB	207,471	204,221
	2,006,397	1,618,343

FINANCIAL REPORT

NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2019

	2019 \$	2018 \$
4. Trade and Other Receivables		
Current		
Accounts Receivables Events Pro	21,922	24,323
Accounts Receivables PiP 2018	12,300	-
Prepaid Deposit/Expenses	10,512	10,512
Debtors	308,831	184,608
Bad Debts	-47,762	-
	<u>305,803</u>	<u>219,443</u>
5. Cash and Cash Equivalents – Non current		
Bank Guarantee Deposit with NAB	-	-
Deposit paid	-	-
Prepaid Expense	-	-
	-	-
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>

	2019 \$	2018 \$
7. Trade and Other Payables		
Current		
Sundry Creditors	20,230	16,267
Accounts Payable	114,856	45,281
Payroll Liabilities	29,037	13,352
GST Liabilities	49,139	39,150
Revenue Received in Advance	458,600	433,147
	<u>671,862</u>	<u>547,197</u>
8. Financial Liabilities		
ED VISA	870	809
Superannuation Payable	19,200	13,295
Membership Income in Advance	100,080	26,957
	<u>120,150</u>	<u>41,061</u>
9. Provisions		
Current		
Employee Leave Entitlements	36,956	23,853
Provision Salary Bonus	25,740	13,367
Provision for Hardware	8,000	8,000
Provision for Event/Membership	10,000	10,000
Provision for Memb. Implementation Plan	10,000	11,337
	<u>90,696</u>	<u>66,557</u>



From left: Hon. Sue Ellery MLC; Hon. Mark McGowan MLA; Colin Murphy PSM FIPAA; Hon. Stephen Dawson MLC
(President's Address)

Gold Corporate Members 2018/19

Deloitte.

Government of Western Australia

Department of Communities

Department of Transport

Public Transport Authority



Michael Barnes (Budget Briefing)



Rebecca Cassells (Women in Public Sector Leadership Conference)

IPAA
WESTERN AUSTRALIA

INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA

EXCELLENCE IN THE PUBLIC SECTOR

T 08 9360 1400
E info@ipaawa.org.au

wa.ipaa.org.au

Level 3, Building 461
Murdoch University
90 South Street
Murdoch WA 6150

PO Box 288
Bull Creek WA 6149

[in linkedin.com/company/ipaa-wa](https://www.linkedin.com/company/ipaa-wa)

[@ipaawa](https://twitter.com/ipaawa)

[f facebook.com/ipaawa](https://www.facebook.com/ipaawa)