



Premier Corporate Members 2019/20



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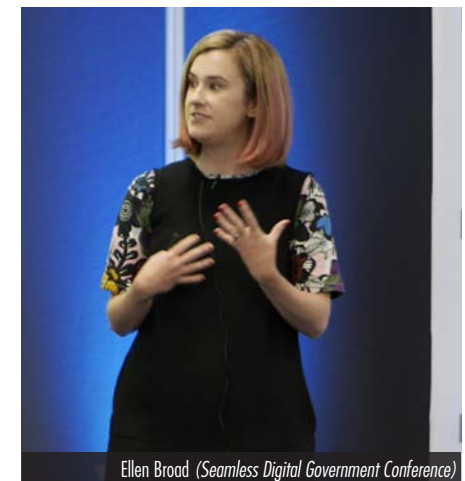
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Delegates at our Women in Public Sector Leadership Conference



Greg Italiano (Seamless Digital Government Conference)



Ellen Broad (Seamless Digital Government Conference)

# ABOUT US

The Institute of Public Administration Australia WA (IPAA WA) was established in 1945 and is the only professional association for the public sector in Western Australia. IPAA WA 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. Liza Harvey MLA  
Leader of the Opposition

## ACKNOWLEDGEMENT OF COUNTRY AND PEOPLES

IPAA WA acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.



David Etherton  
(2019 IPAA WA Espresso Shot: Pushing the Boundaries)



From left: Hon Simone McGurk; Sharyn O'Neill; Erma Ranieri  
(Women in Public Sector Leadership Conference)



Shaun Nannup (Public Sector Young Professionals' Conference)



Hon. Dave Kelly (Seamless Digital Government Conference)

# PRESIDENT'S REPORT

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The last financial year has been a tale of two realities for us all: pre and post COVID-19. This global pandemic has hugely impacted the world and Australia, and continues to do so. But it has also taught us much.

For me, it has reinforced the importance of an effective and agile public sector. Across Australia our public sector has responded magnificently to the extraordinary challenges of an unseen harm, threatening our health and wellbeing and disrupting our lives and economy. Western Australia's public sector workers at all levels of government can be very proud of our work in supporting the Governments and communities we serve, as can IPAA WA. It has also highlighted the importance of creating topical learning, sharing and connecting opportunities as we all adjust to this new reality. IPAA

WA is well placed to continue to support this.

Our IPAA WA team pivoted quickly to the new reality of living with COVID-19. Our small team of professionals worked from home when needed and innovated significantly to deliver seamless online events and training. While some signature events were deferred, over the last 12 months, a total of 16 events and 213 training programs have been delivered, compared to 29 and 194 in 2018-19. This is a terrific achievement under the circumstances. We also continue to be in a strong financial position which has allowed us to accommodate the predictable downturn in revenue.

In 2019-20, despite the global pandemic, IPAA WA also delivered some wonderful events. A stand out for me was the Women in Public Sector Leadership conference which was well-subscribed and benefited from an outstanding line-up of speakers. Our signature recognition events, the Achievement Awards and the Lonnie Awards, provide unique opportunities to acknowledge the diverse range of extraordinary things that our sector delivers and celebrates good practice in accountability and reporting. These ceremonies were scheduled to run in March and June 2020 respectively, however due to COVID-19 regulations, we had to unfortunately postpone them to October and December 2020.

IPAA WA relies not only on its core team, but also on the many people who give so generously to be speakers and presenters at our events. In addition, I particularly thank the good people who serve on the IPAA WA Council. The Council play an important role in shaping IPAA WA's strategic direction, as well as supporting CEO Gavin Lewis and our excellent team to manage risk and the dynamic changes that influence our focus and delivery. The Council has a diverse membership

including people who work in all tiers of government, universities, NFPs, and the private sector. This brings a wealth of knowledge and experience to the table and provides for productive and diverse deliberations.

A big thanks also goes to our Young Professionals Committee (YPC) who have given generously of their time to generate engagement, host great events and ensure younger workers' voices are heard and understood at Council meetings.

I take this opportunity to thank immediate past President Colin Murphy who also served over the last year as Treasurer. His vast experience, pragmatism and cheery disposition add much to our deliberations. Similarly, I would like to thank and acknowledge Jo Harrison-Ward who will step down as our long-serving secretary at our next Annual General Meeting. Jo has supported IPAA WA in many ways for many years, and we are indebted to her contribution and wise counsel.

Finally, a big shout out again for our IPAA WA team which has worked hard to respond to emerging trends and issues impacting the public sector. They have ensured our offerings are kept fresh and contemporary by designing new and different events, forums and training programs. On behalf of the Council and IPAA WA membership, thank you.

In 2020-21 I look forward to IPAA WA continuing to be responsive and innovative, and continuing to provide the much needed inspiration, learning and connecting for our members and others in the public sector.

**Mike Rowe**  
**President**

# EXECUTIVE SUMMARY AND CEO'S REPORT



## Introduction

It is my pleasure to submit the Annual Report for the 2019 – 2020 financial year for the Institute of Public Administration Australia – Western Australian Division (IPAA WA) to our members and stakeholders.

The financial year ending June 2020, 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. This need was multiplied tenfold with the global pandemic during 2020.

As mentioned in the President's Report, the financial year can be divided into pre COVID-19 and post COVID-19 periods. In July to December of 2019, the IPAA WA team 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 and we achieved some very positive outcomes. Then in the period of January to June 2020 the office had to rapidly adapt to meet the challenges of the COVID-19 situation.

It has clearly been a very busy and challenging period for the public sector and it is IPAA's responsibility to be ready to assist the sector during such times. The IPAA WA team worked tirelessly to re-position ourselves to be able to deliver this support to the sector during COVID-19. It is a point of pride that we were able to transition our services within a remarkably short period of time. Within one week of the high levels of COVID-19 restrictions being introduced, IPAA WA developed an online delivery model for close to 100% of our training programs and had commenced working on delivering certain events online. This rapid response was due to early planning in January and February when we assessed the risk and commenced the re-positioning process.

In terms of actual office operations, the IPAA WA team moved to a working from home model. This was also a relatively smooth transition, as for a number of years IPAA WA has supported flexible work conditions for our whole team. Saying this, there were still challenges to overcome, just like many other organisations faced.

As the situation in WA is looking ever more positive, it still remains a very busy time for the sector. IPAA will continue to work hard to provide assistance and support to the public sector so to achieve positive outcomes for the WA community.

## Executive Summary

At the start of the 2019 - 2020 financial year, IPAA WA adopted a new strategic plan for the 2019-2022 period. The new plan analysed the role IPAA WA should play considering the reform being undertaken in the public sector and to discuss how our strategies can be modified to assist with this reform. The new plan kept the existing objectives (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.

This 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. 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

# EXECUTIVE SUMMARY AND CEO'S REPORT CONT.

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 of these 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 increased after a decrease in the previous financial year. Even though there was an increase in the individual membership number, the overall number remains disappointing. With corporate membership at a high level, this is obviously having an adverse effect on the individual membership numbers, and the IPAA WA Council plan is to review individual membership in 2021.

In the meantime, the focus on increasing individual membership remains. 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 training offerings – public training courses and in-agency training programs. During the year, public training performed well above budget. There were two contributing factors, 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.

The IPAA WA training program has been specifically developed to assist the sector during these changes. The second reason for the positive results is that during the

COVID period, the online public training courses were very well attended and received very positive feedback.

In-agency training performed slightly better than budgeted. The pre COVID period, saw in-agency training well above budgeted figures. The reason for this positive result was the same as for the public training positive results, however, during the COVID shutdown, agencies were either too busy to organise professional development or believed there would be better outcomes achieved once we were able to return to face to face delivery. Even though all IPAA WA's In-Agency programs were available online, we did not see the same take up of this delivery model as we did for the public courses.

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.

The Institute plays a vital role in providing timely, relevant and exceptional professional development opportunities to the sector. The pandemic has shown us all that we can achieve considerable professional development outcomes using non-traditional delivery models (e.g. online).

As such, IPAA WA will continue to offer our professional development programs through both online and face to face delivery options. IPAA WA is investing heavily in our training service as we believe this is a very important time for the sector.

## Events

IPAA WA's Events' portfolio had an excellent start to the financial 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 members with outstanding services.

During the COVID shutdown, our Events team delivered a number of new programs through the online delivery platform. These programs were designed to assist the sector during the pandemic and they provided valuable information and guidance to the sector. It was decided that a number of marquee events would not be able to be delivered online as the outcomes would not be the same as a face to face event. Because of this, the Event's portfolio received very little revenue during this period.

For the whole financial year, the Events portfolio received significantly less revenue than what was budgeted. Generally, 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. However, the financial result was worse than forecast due to the COVID-19 situation.

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 members are being constantly 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 to members as there is no attributed dollar value. I can report that non-financial key measures were met and exceeded in this area, including

# EXECUTIVE SUMMARY AND CEO'S REPORT CONT.

membership feedback ratings. The Institute does not only want to be a provider of training and events, but we aim to meet one of our key objectives which is the goal of being a provider of resources – 'Inform and Influence'.

One of the key resources IPAA WA provides members, is the Australian Journal of Public Administration (AJPA). IPAA National has worked hard with the publishers Wiley, to transfer the journal to a purely online delivered journal. This move is in keeping with the times, and provides members with additional and more accessible resources.

## Financial

Financial results for the year were very positive. For 2020, we had budgeted for a surplus of \$49,000, but with better than expected results (as outlined above) we achieved a surplus of \$391,000. Two additional factors have contributed to the better than forecasted results, firstly we have received a large number of "old debts" and secondly we were eligible for the Commonwealth Jobkeeper program.

Following a number of financially successful years, IPAA WA has a very healthy balance sheet and accumulated surplus (equity) of \$1,860,000. 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. When assessing the risk of the COVID-19 situation, the strong financial position IPAA WA is in reminded us that having such a healthy reserve is very important in overcoming external factors beyond our control, such as global pandemics.

IPAA WA is aware of the on-going tight economic climate our members are operating in. As an acknowledgment

of this, IPAA WA operates on very strict budgets and we strive to maintain low costs for our members.

## Future Plans

IPAA WA will focus on supporting the public sector to achieve excellence through a number of key initiatives during these unique times. These key initiatives include:

- Reviewing the IPAA WA strategic plan in light of the COVID-19 pandemic
- Implementing the new strategic plan
- Working closely with members and key stakeholders on major public sector initiatives
- Contributing more to the discussion of major public sector initiatives
- Recognised Training Organisation (RTO) collaboration
- Continuing a focus on updating all our professional development services, including the evolution of online delivery models
- Reviewing membership structures.

## Acknowledgements

We thank all our Corporate and Individual members. Their support is vital to 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 Mike Rowe MIPAA. The contribution that Mike makes to IPAA WA is greatly appreciated. To see someone as busy as Mike give his time to the professional association, demonstrates his unquestionable passion for the public sector. Mike has already and will continue to play a

major role in achieving the future plans of IPAA WA.

On behalf of all members of IPAA WA, I would like to also thank the IPAA WA Council for their ongoing commitment, dedication and support over the past year. It is a joy to work with the Council as they provide such valuable guidance and assistance to the Institute.

Finally, I would like to acknowledge the hard working and dedicated staffing team we have at IPAA WA. During an extremely busy, hectic and very stressful period, the IPAA WA team 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**

# 2019/20 HIGHLIGHTS



**1,179**

ATTENDEES AT

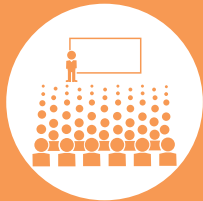
**16**

EVENTS, SEMINARS  
AND CONFERENCES



**\$391,000**

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'



**577**

TOTAL ATTENDEES AT THREE  
CONFERENCES, WITH

**35**

SPEAKERS ACROSS

**32**

SESSIONS



**1,159**

ATTENDEES AT

**134**

PUBLIC TRAINING COURSES AND  
WORKSHOPS COVERING

**53**

TOPIC AREAS



**133**

IN-AGENCY SESSIONS  
DELIVERED THROUGH

**79**

PROGRAMS TO

**34**

ORGANISATIONS

# 2019/20 HIGHLIGHTS



**86**

CORPORATE MEMBER ORGANISATIONS, REPRESENTING OVER

**100,000+**

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

**93%**

CORPORATE MEMBER RETENTION RATE



**2,357**

SOCIAL MEDIA LIKES AND FOLLOWERS ACROSS LINKEDIN, TWITTER AND FACEBOOK



**320**

INDIVIDUAL MEMBERS FROM

**123**

ORGANISATIONS



**64**

ARTICLES AND NEWS STORIES RELATING TO PUBLIC ADMINISTRATION DISTRIBUTED THROUGH

**12**

iNEWS PUBLICATIONS

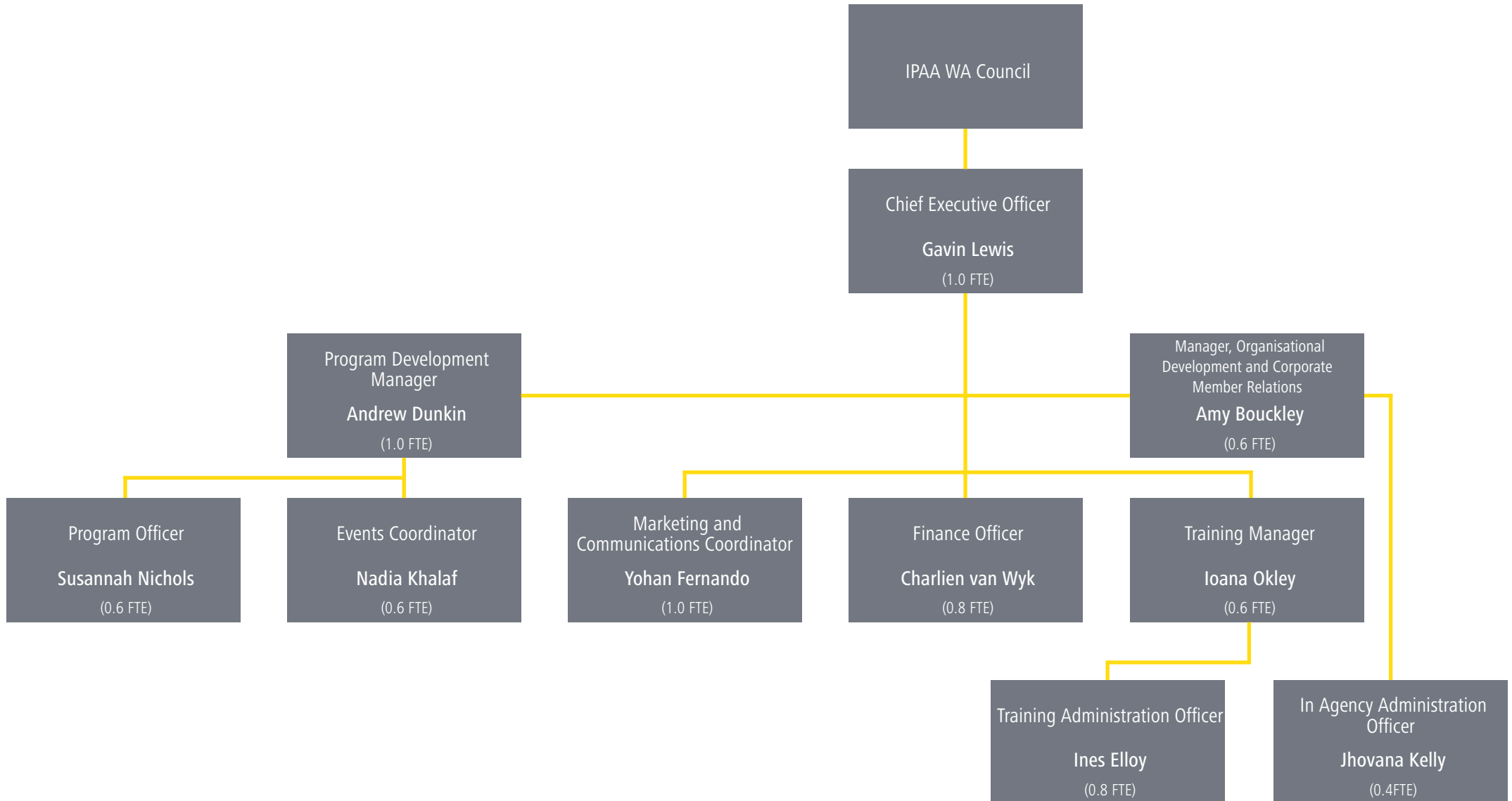


**29**

ONLINE TRAINING PROGRAMS DELIVERED DURING COVID-19 RESTRICTIONS (MAY-JUNE)

# OPERATIONAL STRUCTURE

## IPAA WA ORGANISATIONAL CHART AS AT 30 JUNE 2020



# OPERATIONAL STRUCTURE

## IPAA WA COUNCIL

### Executive



#### President

**Mike Rowe MIPAA**  
Director General,  
Department Water and Environmental Regulation



#### Vice President

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



#### Vice President

**Chris Avent MIPAA**  
Deputy Electoral Commissioner,  
WA Electoral Commission



#### Secretary

**Josephine Harrison-Ward MIPAA**  
Management Consultant



#### Treasurer

**Colin Murphy PSM FIPAA FIPAAWA**

### Councillors



**Andrew Brien MIPAA**  
Chief Executive Officer,  
City of Bayswater



**Peter Byrne MIPAA**  
Executive Director,  
Department of Communities



**Jodi Cant MIPAA**  
Director General,  
Department of Finance



**Janis Carren MIPAA**  
Director Strategy and Partnerships,  
VenuesWest



**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

### 2019/20 Council Member Attendance

Chris Avent	5 out of 6
Andrew Brien	5 out of 6
Peter Byrne	6 out of 6
Jodi Cant	6 out of 6
Janis Carren	5 out of 6
Ian Cowie	5 out of 6
Emma Forrest	6 out of 6
Jenness Gardner	4 out of 6
Yvonne Haigh	5 out of 6
Josephine Harrison-Ward	3 out of 6
Brooke Jones	5 out of 6
Andrew Lee	4 out of 6
Colin Murphy	6 out of 6
Mike Rowe	5 out of 6
Stuart Smith	6 out of 6

### Outgoing Council Members

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

**Peter Byrne MIPAA**  
**Josephine Harrison-Ward MIPAA**  
**Brooke Jones MIPAA**  
**Colin Murphy PSM FIPAA FIPAAWA**

# OPERATIONAL STRUCTURE

## IPAA WA STAFF



**Gavin Lewis**  
Chief Executive Officer



**Yohan Fernando**  
Marketing & Communications  
Coordinator



**Jenni Ogilvy**  
Training Manager  
(Until March 2020)



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



**Jhovana Kelly**  
In Agency Administration Officer



**Ioana Okley**  
Training Manager  
(From March 2020)



**Andrew Dunkin**  
Program Development Manager



**Nadia Khalaf**  
Events Coordinator



**Ekaterina Tenerova**  
Finance Officer  
(Until October 2019)



**Ines Elloy**  
Training Administration Officer



**Susannah Nichols**  
Program Officer  
(From October 2019)



**Charlien van Wyk**  
Finance Officer  
(From October 2019)

# OPERATIONAL STRUCTURE

## STRATEGIC PLAN (2019-2022)

In September 2019, IPAA WA adopted 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



#### Develop and Inspire

Improve our influence on training and development outcomes by developing and delivering high quality, industry recognised professional development and training programs for the public sector.



#### Inform and Influence

Inform, advocate for and influence excellence in public administration.



#### Connect and Collaborate

Provide opportunities to develop a connected and collaborative public sector.



#### Strengthen and Grow

Continue to ensure IPAA WA's sustainability for the benefit of our members and the public sector.

### Plans

#### Inform and advocate for excellence in the public sector:

- **Publications:** Develop, promote and distribute innovative and contemporary papers and articles on trends and issues regarding public administration.
- **Partnerships:** Develop strong partnerships with central agencies, universities, research organisations, NFPs and relevant bodies across all three levels of government.
- **Discussion and debate:** Generate discussion and debate on key strategic issues impacting the public sector through hosting conferences, forums, round table discussions and think tanks.

#### Professional Development:

Improve and strengthen the capability of the public sector through access to industry recognised;

- Public training courses that meet the needs of our members and the broader public sector.
- Customised in agency training programs.
- Events that are informative and inspirational.
- Mentoring opportunities to learn from experienced public sector leaders.
- Networking opportunities within and outside the public sector.

#### Celebrate and recognise excellence:

Promote, recognise and reward good governance and achievements at both an individual and organisational level and across the broader public sector.

#### Executive Education Programs:

Explore accredited and higher level professional development opportunities.

#### Membership:

Continue to grow a networked community of individuals and organisations by providing high quality and value for money products and services.

#### Effective governance:

Ensure excellence in the governance of IPAA WA.

# KEY PERFORMANCE INDICATORS

## Performance Objectives

	Initiative	Key Indicator	Target	Actual	
<b>Develop and Inspire</b>	To deliver relevant public training courses.	Number of courses organised is more or the same as the previous year.	163	187	
		Number of courses conducted is more or the same as the previous year.	126	134	
		Number of delegates is more or the same as the previous year's number.	1,187	1,159	
	To create and deliver tailored training programs within an agency.	Number of courses organised and conducted meets budgeted numbers.	125	133	
	To recognise and promote good governance and achievements throughout the public sector.	Achievement Awards and W.S. Lonnie Awards are conducted.  * Both Award Ceremonies were postponed to the next financial year due to COVID-19	2	0*	
<b>Inform and Influence</b>	Develop, distribute and promote relevant articles / papers / pieces regarding public administration.	iNews is published and distributed monthly	12	12	
	Provide a platform to share expertise in specific areas.	"Sharing of expertise" events are conducted.	4	2	
<b>Connect and Collaborate</b>	Provide exceptional products and services to our members, both individual and corporate.	Individual Membership numbers continue to grow each year.	291	320	
		Corporate Membership numbers are maintained or increased.	75	86	
	Provide opportunities to bring together interested people from within and outside the public sector.	Number of networking activities held each year.	4	2	
		YPC 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	210	226
			LinkedIn Corporate	622	898
			LinkedIn Discussion Group	355	368
Twitter			842	865	
<b>Strengthen and Grow</b>	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	5.3	
		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.	\$48,647	\$390,675	
	Develop and foster partnerships with external organisations.	Number of new partnerships.	1	0	
		Existing partnerships are maintained.	100%	100%	

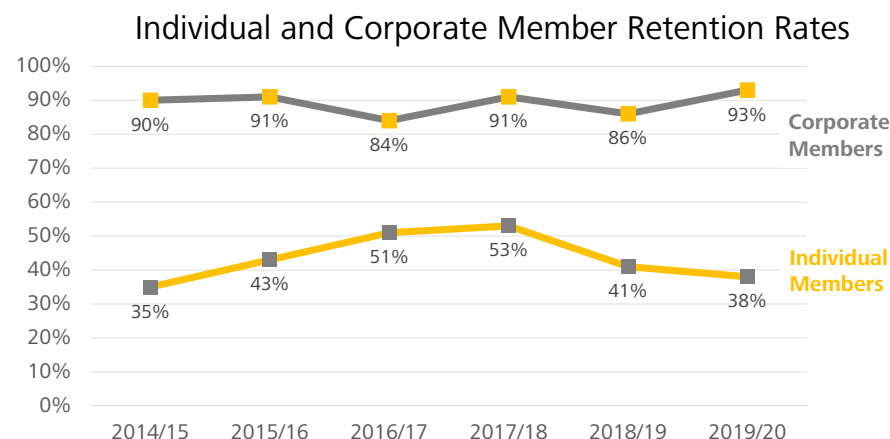
# MEMBERSHIP

## SUMMARY

IPAA WA did not increase its Individual or Corporate Membership fees for the 2019/20 financial year. For the 2019/20 financial year, IPAA WA had a total of 86 corporate member organisations, gaining 16 from the past financial year, and achieved a corporate member retention rate of 93%.

For the 2019/20 financial year, IPAA WA had a total of 320 Individual Members, an increase of 10% from last financial year. Despite attracting 199 new members, the individual member retention rate dropped from last financial year, from 41% to 38%.

We believe there are two reasons behind this drop, and generally low, individual member retention rate: (1) – our members have not had enough time away from the office to take advantage of the member benefits on offer, despite feedback being that these benefits are substantial. (2) – the perceived value of individual membership is low. It is hypothesised that this is because the financial benefits are realised for the organisation (i.e. the organisation pays for the professional development), whilst the individual membership cost is incurred by the individual. A review of individual membership will be conducted next financial year.

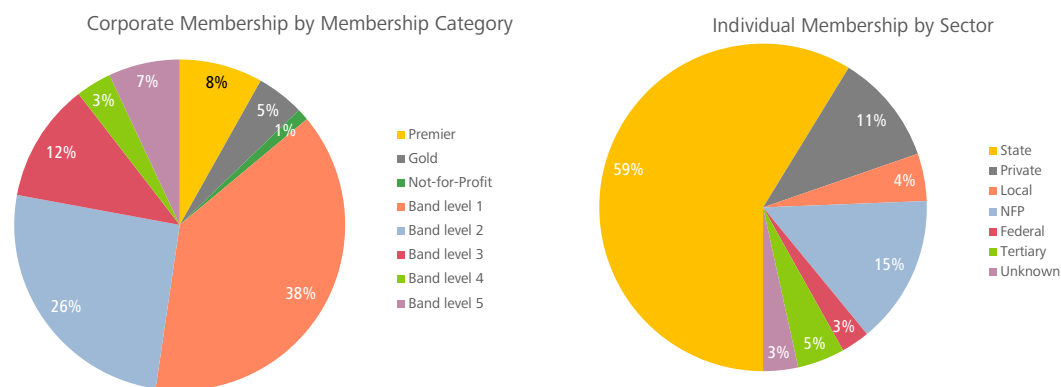


## CORPORATE MEMBERSHIP

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 all IPAA WA's professional development activities.

Premier and Gold membership provides additional benefits including, but not limited to, a high level of support for the sector's professional association, a high level of exposure to current and prospective clients, brand and organisation promotion, and complimentary tickets to select IPAA WA Events.

This financial year, IPAA WA introduced a new 'Not-for-Profit' category of Corporate Membership as a means of catering to the important not-for-profit organisations that serve our community. This category was introduced as a trial and offered to one organisation. Following an evaluation, IPAA WA will consider opening this category of membership to the not-for-profit sector.



# MEMBERSHIP

## LIST OF 2019/20 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**

### Not-for-Profit

- St Bartholomew's

### Band 1

- Botanic Gardens and Parks Authority
- Burswood Park Board
- Chartered Accountants Australia and New Zealand
- Commissioner For Children & Young People
- Community & Public Sector Union/ Civil Service Association
- Department of Foreign Affairs and Trade - Australian Passport Office
- Department of Social Services
- Department of the Prime Minister and Cabinet
- Department of the Registrar (WA Industrial Relations Commission)
- Development WA
- Economic Regulation Authority
- Energy Policy WA
- Faculty of Business & Law ECU
- Health and Disability Services Complaints Office
- John Curtin Institute of Public Policy
- Kimberley Development Commission
- Legal Practice Board
- Member for Kwinana
- Metropolitan Redevelopment Authority
- MyLeave
- NOPSEMA
- Office of the Auditor General
- Office of the Information Commissioner

- Ombudsman Western Australia
- Pilbara Development Commission
- Rottnest Island Authority
- Small Business Development Corporation
- South West Development Commission
- State Records Office Of Western Australia
- University of Western Australia (Vice-Chancellery)
- WA Electoral Commission
- Western Australian Planning Commission
- Western Australian Treasury Corporation

### Band 2

- 360 Health + Community
- ChemCentre
- City of Gosnells
- City of Vincent
- Corruption & Crime Commission
- Department of Jobs, Tourism, Science and Innovation
- Department of Training and Workforce Development
- Department of Treasury
- Director of Public Prosecutions (WA)
- 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
- Pilbara Ports Authority
- South Regional TAFE
- VenuesWest
- WorkCover WA

### Band 3

- City of Rockingham
- Department of Finance
- Department of Health
- 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

- Child and Adolescent Health Service
- Department of Education
- Department of Justice
- East Metropolitan Health Service
- North Metropolitan Health Service
- 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 many of these have been worked through by the IPAA WA office.

The most successful initiative, launched in the 2018/19 financial year was the one-on-one mentoring program. In its first year the program attracted 24 mentors, and last financial year it attracted 52 mentors, consisting of senior leaders from across the public sector, who were matched with 52 Personal Members. An evaluation of this year's program is currently underway.

### Personal Membership

Personal Membership represents the highest level of Individual Membership, and members receive access to all individual benefits. For the 2019/20 financial year, Personal Membership fees were \$150 and they represented 39% of total Individual Membership. This category of membership decreased in numbers by 13% from the previous financial year.

### Associate Membership

Associate members receive a limited set of individual member benefits. For the 2019/20 financial year, Associate Membership fees were \$60 and they represented 16% of total Individual Membership. The take-up of Associate Membership increased by 127% since last financial year. This is largely attributed to a special offering that was included to the newly established category of Not-for-Profit Corporate Membership.

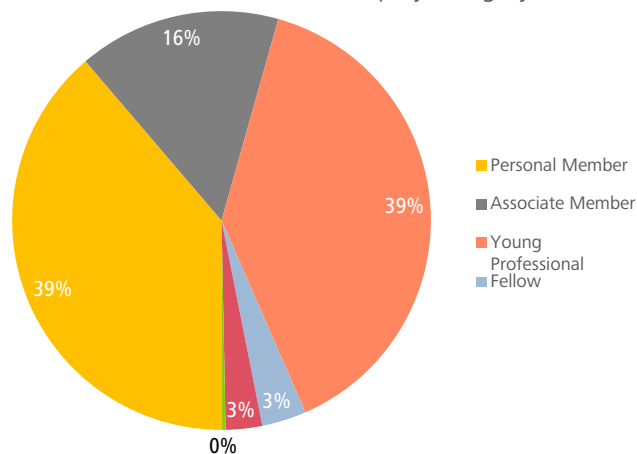
### Young Professional Membership

Young Professional (YP) Membership is open to anyone aged 35 or under, and they can join in either the Personal, Associate or Complimentary (provided as a benefit to Corporate Member organisations) category. The YP Membership cohort grew significantly from the previous financial year, and remain one of the most active membership groups.

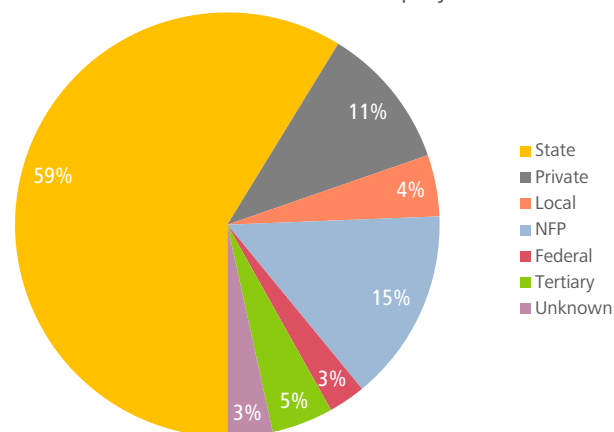
During the 2019/20 financial year, a total of 125 YP memberships were taken up, representing 39% of total Individual Membership. Overall Young Professional membership increased by 28% this financial year.

Of the 125 YP Members, 6% were Associate, 48% were Personal, and 46% were Complimentary.

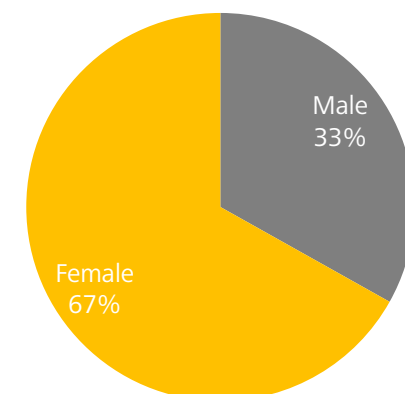
Individual Membership by Category



Individual Membership by Sector



Individual Membership by Gender



# MEMBERSHIP

## LIFE MEMBERS & FELLOWS

### 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.

#### 2019 WA National Fellow Recipient

**Ms Sue McCarrey FIPAA**  
Chief Executive and National Rail Safety Regulator,  
Office of the National Rail Safety Regulator (SA)  
(Position at the time of receiving award)

### IPAA National Fellows WA Recipients of the Award

Ms Sue McCarrey FIPAA FIPAAWA  
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

### IPAA 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 EY.



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



Prof. Peter Shergold AC FIPAA with Sue McCarrey FIPAA

# MEMBERSHIP

## YOUNG PROFESSIONAL COMMITTEE (YPC)

The Young Professional Committee (YPC) acts as an advisory committee to the Council and coordinates a program of events for young professionals in the Western Australian public sector.

The Young Professionals' Program is proudly supported by Deloitte.

**Deloitte.**

Up to 15 committee members are elected each calendar year by Young Professional (YP) members.

Following a functional review in 2019, YPC refined its responsibilities and programs. COVID-19 brought further changes. YPC meetings have transitioned to be online, a practice that opens up opportunities for a more geographically diverse committee in future.



### 2020 YPC Members

#### Executive

##### Chair

**Danielle Asarpota**  
Department of the Premier and Cabinet

##### Vice Chair

**Natasha Bouzidis**  
Department of Water and  
Environmental Regulation

##### Engagement and Communications Coordinator

**Courtney Farmer**  
Department of Communities

##### Events Facilitator

**Kadin Arslanoski**  
Department of Education

##### Secretary

**Tayla Toutountzis**  
WorkCover WA

##### Policy Coordinator

**Emma Neal**  
VenuesWest

#### Committee Members

**Madeleine Bartlett**  
Deloitte

**Andrei Buters**  
CPSU/CSA

**Cassandra Flanigan**  
City of Bayswater

**Kelsey Gill**  
WA Department of Health  
(until March 2020)

**Jamie-Lee Read**  
Department of Communities

**Carmen Lim**  
Department of Finance

**Alex Pannell**  
Salaries and Allowances Tribunal

**Lauren Tait**  
Department of the Premier and Cabinet

**Rina Turner**  
Department of Training and  
Workforce Development

### YPC 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.

# MEMBERSHIP

## 2019/20 YPC EVENTS

COVID-19 unfortunately disrupted the planned events calendar for YPC during 2020. Despite this, a number of YPC events were conducted during the second half of 2019 and online YPC activities were conducted during 2020.

### Events

**10 July 2019**

#### **The Future of the Public Sector: What Young Professionals need to know**

This panel event discussed the key trends shaping the future of work in the Public Sector through the lens of Work/Worker/Workplace and explored the skills young professionals need to succeed in this future.

**20 September 2019**

#### **Public Sector Young Professionals' Conference: Crafting a Career with Impact**

Young professionals want their career to mean something. The sold-out 2019 conference led a conversation about how young professionals could shape their career to make an impact. Speakers shared useful advice and tools that young professionals could put into practice in their workplace.

*"I really had a great time. The presenters were so engaging and high profile. I am saying this honestly...it is one of the best conferences I have been to! It's a credit to all of you who organised it." - Conference participant.*

**25 October 2019**

#### **Battle of the Agencies Quiz Night**

Hosted at Subiaco Football Club, young professionals battled it out for the chance to be crowned Quiz Champions. The evening included a stunning rendition of "Can you feel the love tonight" in a special sing-off round.

**8 November 2019 and 14 November 2019**

#### **Top 5 skills you will need for the government jobs of tomorrow**

Behavioural insights (BI) teams across the globe have been using techniques from several behavioural and social science disciplines to enhance citizen policy design and services. These approaches are usually supported with rigorous trials to test what works in a given context. This session provided a rundown on the history of BI, when it is useful (and conversely when it is not!), and how young professionals can add these tools to their policy-making toolkit.

**19 November 2019**

#### **Insights Breakfast: The transition to leadership**

What do you do when your technical skills - policy writing, analysis, accounting - are no longer part of your JDF? Suddenly, you are expected to lead a team and strategise a future for your organisation. Our panellists were four public sector leaders who had successfully made this transition and shared their advice to support young professionals' own journeys.

**12 December 2019**

#### **IPAA WA Christmas Celebration**

YPC hosted the annual IPAA WA Christmas Party. It was an opportunity to celebrate our sell-out conference, and committee members' tireless dedication to creating opportunities for developing public sector young professionals' professional knowledge and networks.

**11 June 2020**

#### **State and Local Government: Collaborating for Success**

In a three-tiered government system, collaboration and partnership between the different levels of government is crucial to ensure that projects and initiatives are successfully implemented in the community. This webinar discussed how Local and State Governments can leverage off each other's strengths to collaborate on these projects as well as lessons learnt on working together during a crisis.



Delegates at our Young Professionals' Conference

# MEMBERSHIP

## 2019/20 YPC EVENTS

### Ongoing Events

#### YPC and Council Sundowners

These informal sundowners provide an intimate setting for YPC to get to know Council.

#### Coffee Roulette

Coffee Roulette aims to break down silos and build relationships across the sector by inviting interested YPs to be matched with one of their peers for a coffee catch-up. It runs quarterly.

*"I am really enjoying the program. I love getting to know other professionals and I love learning about other people's roles, responsibilities and challenges. I have met some wonderful people through the coffee roulette program and have told all of my colleagues about the program. I find it easy and convenient and always professional." – Coffee Roulette participant.*



From left: Peter Kerr and Matthew Rose

#### Book\* Club

Book\* Club with a difference. Each month, a small group of young professionals meet to discuss a theme relevant to the public sector and personal development. Attendees have the flexibility to read a book, or supplement their knowledge in other ways: podcasts, articles, or videos. A public sector leader is invited to share their experiences in each conversation, making this a valuable networking opportunity.

*"The Book\* Club sessions are welcoming and relaxed, and a great opportunity to connect with a small group of public sector professionals to learn, share ideas, and broaden your network with. I am particularly grateful at how easy it was to converse with the group, especially as a newcomer. It was an engaging and thought-provoking experience, and one which I am looking forward to being involved with in the future." – Book\* Club participant.*



Delegates at our Young Professionals' Conference

### Plans for the Future

Since its commencement in 2011, the YPC has been developing bigger and better events each year and providing professional development opportunities for young professionals across the public sector.

In 2021, YPC plan to continue to build on their contributions to IPAA WA through:

- Providing strategic advice and recommendations to Council on matters relevant to young professionals and the membership pipeline.
- Continuing to promote young professional development and networking opportunities, through programs and events.
- Developing and completing its own strategic action plans.



From left: Darren Foster and Danielle Asarpota

# EVENTS

## SEMINARS, CONFERENCES, AWARDS, AND MEMBER EVENTS

The 2019-20 program fell short of overall attendance targets due to the COVID-19 situation causing the cancellation of three major events. The W.S. Lonnie Awards, 2020 Budget Briefing, and Achievement Awards were all due to be held in the period between 15 March and 30 June. The period of shut down occurred either over the period of or in the critical booking period for these events. All three sessions along with the President's Address have been rescheduled to the 2020-21 financial year.

Ahead of the shut down and ongoing COVID-19 uncertainty, the Program team delivered feature length seminars, three conferences, the IPAA WA EY Fellow's series, and provided support to the Young Professional's program. This effort was rewarded with above budgeted attendance for the period 1 July 2019 to 31 December 2019. For details, see the full report below.

### Organisation Sustainability – Volunteer Hours

The IPAA WA program benefited significantly from the contribution of volunteer program advisors. In particular, the Young Professionals' (YP) and Women in Public Sector Leadership conferences received strong support.

It is imperative for the long term health of IPAA WA that such volunteer effort is recognised and sustained. In the year ahead we will be working on a measure in an attempt to monitor how well the organisation is travelling in this regard.



Dr Terrance Fitzsimmons (Women in Public Sector Leadership Conference)



Conference Delegates

### Event Staff

From the second quarter of the year IPAA WA's programming capacity was significantly strengthened by the addition of a Program Officer working three days a week. This additional capacity was highly beneficial with the onset of the COVID-19 lockdown, (15 March – 15 May 2020), in enabling the swift development of an entirely new webinar format that was deployed on two occasions in April.

The IPAA WA Events Coordinator delivered three full day conferences between September and November. This was an increase of 33% workload over the same period in the previous year. A substantial period of time-in-lieu was accrued in the process which highlights both the dedication and flexibility of the IPAA WA team as well as capacity limitations that will need to be addressed as IPAA WA grows.

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



From left: Cathryn Greville; Michelle Fyfe; Rebecca Tomkinson; Jodi Cant (Women in Public Sector Leadership Conference)

# EVENTS

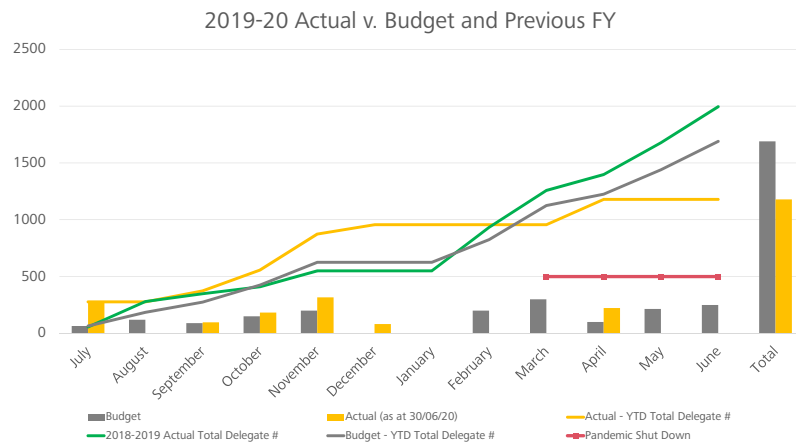
## PROGRAM AND THE IPAA WA STRATEGIC PLAN

The Institute’s program of seminars, conferences, and award ceremonies serve all of the organisation’s strategic objectives (IPAA WA Strategic Plan 2019-22). The following measures are useful in assessing performance against the objectives:

1. **Connect and Collaborate** Overall attendance.
2. **Inform and Influence** Number of unique delegates, number of organisations represented by delegates.
3. **Strengthen and Grow** Revenue against budget, trends in attendance over time, and personal member engagement.
4. **Develop and Inspire** Overall delegate satisfaction.

### Connect and Collaborate

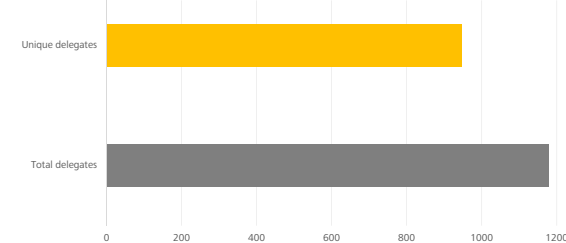
1,179 delegates attended IPAA WA seminars and conferences across the year. This figure fell short of the previous financial year and the 2019-20 budget.



In 2021 and thereafter the beginning of the year will be anchored by a conference to both reduce the variability that has been associated with the President’s Address and to spread the workload. The shortfall of 511 delegates against 2018-19 is largely attributed to COVID-19 preventing the two Awards ceremonies (550 delegates) from proceeding. These have been postponed until the second quarter of the 2020-21 financial year. A highlight of the year was the success of the Women in Public Sector Leadership conference. In November it far exceeded expectations in drawing 317 delegates against the budget of 200.

From a long term perspective, the strength of the program until December and the manner in which it has been achieved, provide useful lessons as IPAA WA seeks to significantly increase attendance. Such growth is being pursued in line with IPAA WA’s operational and strategic objectives.

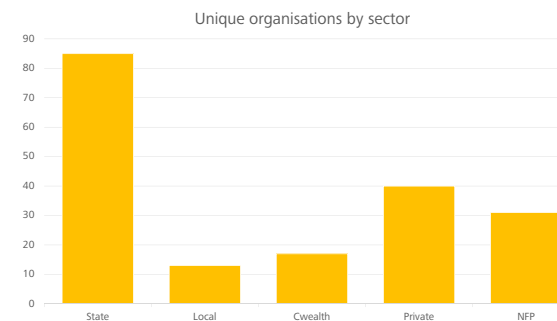
### Inform and Influence Unique Delegates



Unique delegates are defined as those who attend only one session in the year. Of a total of 1,179 delegates to our seminars and conference this year, 948 were unique. This represents 80% of overall delegates, 12% higher than in 2018-19 year.

This increase may be explained by the loss of the awards ceremonies as there is a larger cross over between those and other marquee sessions in the program. It is expected that 2020-21 will see an over-representation of repeat delegates on account of the four ceremonies planned. 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.

### Unique Organisations



This year’s delegation was drawn from 186 unique organisations. As expected this was significantly lower than the 255 from the 2018/19 financial year but compares well to 2017/18 (178).

The single most significant factor contributing to the lower number was the absence of the two awards ceremonies due to the COVID-19 induced shut down beginning in late

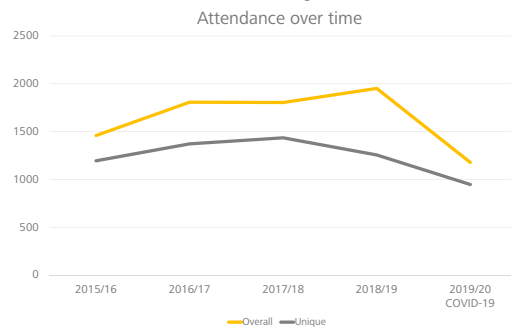
March. This factor also served to increase weighting of state government delegates among the overall delegation.

# EVENTS

## Strengthen and Grow Revenue against budget

Due to the postponement of several events, actual revenue was 25% less than budgeted. Many of these events have been postponed until the next financial year and we forecast that most of this lost revenue will be realised when the events are re-scheduled.

## Attendance over time (5 years)

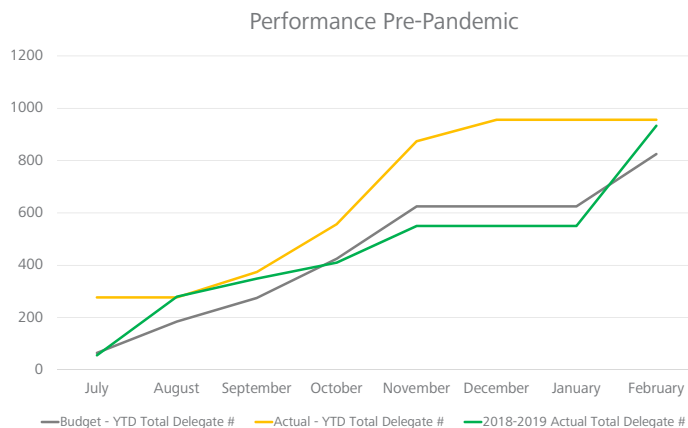


Until February the program was tracking to achieve significant growth. The advent of COVID-19 and related shut down in business events throughout Western Australia for the period mid-March to June, meant that overall numbers for the year fell significantly short.

A better comparison for this year is to consider performance pre-

pandemic. This is illustrated in the chart 'Performance Pre-COVID-19' below.

This shows that until December the program was on-track to out-perform the strong numbers achieved in 2018/19.



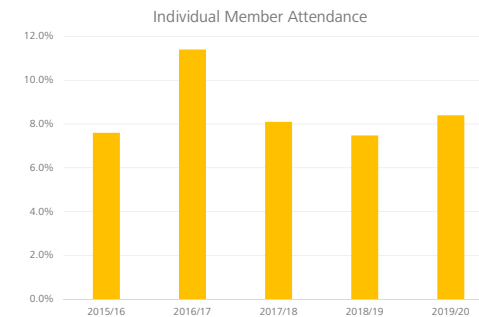
On the basis of plans in place and figures achieved, ahead of the COVID-19 lock down, IPAA WA was well placed to achieve significant growth.

## Individual Member Engagement

This year saw Individual Members represent 8.4% of overall delegates.

This measure is aligned with the strategic goal of increasing the number of individual 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 only those members who registered at the Individual Member rate and excludes member only events such as the Annual General Meeting, Member Mentoring series, and YPC program.



Form left: Giles Nunis and Greg Italiano (Seamless Digital Government Conference)

# EVENTS

## 2019/20 EVENTS' PROGRAM

Schedule	Session Type	Topic / Name
27 August 2019	Member Event	Reid Oration with the Hon. Geoff Gallop AC
20 September 2019	Conference	Public Sector Young Professionals' Conference
02 October 2019	Member Event	WA Fellows and Executive Briefing – Future of Work
19 October 2019	Conference	Seamless Digital Government
24 October 2019	Member Event	Annual General Meeting 2019
25 October 2019	Member Event	Battle of the Agencies - Quiz Night 2019
13 November 2019	Member Event	WA Fellows and Executive Briefing – Ethics in Leadership
13 November 2019	Conference	Women in Public Sector Leadership
19 November 2019	Member Event	YP Insights Breakfast
04 December 2019	Seminar	Pushing the Boundaries: Applying an elite performance mindset
Oct-Dec 2019	Specialist Program	Policy in Practice
12 December 2019	Member Event	Member's Christmas Celebration
18 February 2020	Member Event	Group Mentoring - David Smith, Department of Mines, Industry Regulation and Safety
27 May 2020	Member Event	Group Mentoring - Prof. John Phillimore, John Curtin Institute of Public Policy
09 April 2020	Webinar	Turning the Ship: How to successfully redirect your workforce
24 April 2020	Webinar	Embracing Risk: A recipe for success in challenging times



Hon Dave Kelly speaking at Seamless Digital Government Conference



From left: Jodi Cant; Adj Prof Anita Ghose; Darren Foster; Gavin Lewis (Young Professionals' Conference)

# EVENTS

## EY IPAA WA FELLOWS, MEMBER MENTORING AND YPC

### EY IPAA WA Fellows

The EY IPAA WA Fellows series hosted two exceptional guest speakers covering the 'Future of Work' and 'Ethics in Leadership' as topics and drew an audience of 38 senior leaders from across the state and local government as well as academia.

### Group Member Mentoring

Member Mentoring returned with two sessions this year. In line with the Service Priority Review's guidance to increase engagement with other sectors, the sessions were led by David Smith of the Department of Mines, Industry Regulation and Safety and Prof. John Phillimore of the John Curtin Institute of Public Policy.

### Young Professional Committee

Highlighting the continuing market preference for low cost professional development opportunities, the Young Professional Committee again drew solid audiences to their program. The YP Conference returned to form with a sell-out audience of 97 compared to a low of 55 in 2018, and 85 in 2017.

The Battle of the Agencies Quiz Night drew a lower than hoped for audience. Its inclusion in 2020-21 will be reviewed. 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.

## EVENT ADMINISTRATION

IPAA did not actively pursue this area of business in 2019-20 as it prioritised the development of the three full day conferences and adjusted to new staffing arrangements.

## 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 returned on 27 August 2019 in partnership with UWA Public Policy Institute. The Hon. Geoff Gallop AC FIPAA delivered his second oration, marking 20 years since his 1999 Address. The session drew a sell out 277 registrations from a broad cross-section of the community.

## 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 WA 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 2019-20.



# AWARDS

## 2020 W.S. LONNIE AWARDS

The 2019 W.S. Lonnie Awards were scheduled to be held in March 2020. Unfortunately due to COVID-19 restrictions, these Awards were postponed to October 2020.

We would like to thank the judges and sponsors of the 2020 W.S. Lonnie Awards, whose efforts will be formally acknowledged at the ceremony in October.

Judging for the 2020 W.S. Lonnie Awards was conducted during the 2019-20 financial year.



## Judging Panel

Thank you to the 2020 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 2020 W.S. Lonnie Awards Specialist Award Sponsors:



Government of Western Australia

WorkCover WA

Department of Mines,  
Industry Regulation and Safety

Insurance Commission  
of Western Australia



# AWARDS

## 2020 ACHIEVEMENT AWARDS

The 2020 Achievement Awards were scheduled to be held in June 2020. As was the case with our Lonnie Awards, due to COVID-19 restrictions, the 2020 Achievement Awards were postponed to December 2020. We would like to thank the judges and the sponsors of the 2020 Achievement Awards, whose efforts will be formally acknowledged at the ceremony in December.

Judging for the 2020 Achievement Awards was conducted during the 2019-20 financial year.

### 2020 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**

### Judging Panel

Thank you to the 2020 Achievement Awards Judging Panel:

#### Co-Chairs

Commenced

- 2020 **Mr Mike Rowe**  
President, IPAA WA; Director General, Department of Water and Environmental Regulation
- 2020 **Mr Dan Volaric**  
Executive Director Strategic Initiatives and Liaison, Public Sector Commission

- 2012 **Lyn Genoni**  
IPAA WA Life Member
- 2012 **Dr Yvonne Haigh**  
Vice President, IPAA WA; Senior Lecturer, Murdoch University
- 2018 **Susan Hunt PSM**  
Chief Executive Officer, Lotterywest; Chief Executive Officer, Healthway
- 2015 **Michelle Reynolds**  
Executive Director, Rottnest Island Authority
- 2018 **Dr Ruth Shean FIPAAWA**
- 2018 **Gordon Wallace**  
Regional Manager, StatePlus

#### Judges

Commenced

- 2012 **Ricky Burges PSM**  
Chief Executive Officer, Albany Youth Support Association
- 2012 **Joe Calleja**  
Chief Executive Officer, Calleja Consulting
- 2020 **Dr Ron Chalmers**
- 2019 **Prof. Rick Cummings**  
Emeritus Professor, Murdoch University
- 2012 **Rob Delane PSM**  
Specialist Consultant, Rob Delane Consulting



Gordon Wallace (2019 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 to 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 2019 Expand Your Horizons Scholarship was awarded to IPAA WA Young Professional (YP) member, Ashley Sakala to attend the IPAA 2019 National Conference in Darwin on 25 - 27 September 2019.

### Scholarship Winner

#### Ashley Sakala

Principal Policy Officer, Department of the Premier and Cabinet

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

Thank you to IPAA WA and YPAC for the opportunity to attend the 2019 IPAA National Conference – Crossroads: Future Directions – in Darwin. IPAA NT was a fantastic host and I continue to share my learnings with my WA colleagues.

The theme of the 2019 conference was centred on the crossroads governments were facing at the time, with trying to do more with less whilst managing high expectations from the public we serve. To enable efficient service delivery the public service needs to be innovative and adopt new ways of thinking in order to find solutions. The conference focused on these issues and considered how innovation can be the key driver for improving efficiency and creating effective change.

The conference program in its entirety was very informative. The opportunities given to network at the Conference with other policy makers nationally was of great value to me, especially those working in regional and remote Northern Territory. Western Australia and the Northern Territory share some similar challenges in regional and remote service delivery, and it was beneficial to hear of approaches underway that my jurisdiction could learn from.

I applied for the IPAA WA 2019 Young Professionals Scholarship due to the strong link between the conference theme and my role in social policy at the time. Providing policy advice, leadership and coordination to address complex social issues requires innovative thinking and collaboration, whilst recognising the fiscally restrained environment we faced. Hearing the national and international public sector innovators who presented at the conference provided me with additional tools, skills and ideas to support my work. These have been particularly useful in the new COVID-19 environment where innovation and new ways of thinking are essential.

Ashley's full review of the conferences summarises the three presentations that particularly stood out to her, and is available on the IPAA WA website.



## EDUCATION AWARDS

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

Congratulations to **Zahra Abolhassani**, 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 134 public workshops delivered to 1,159 delegates. Our Communications Skills courses were again the most frequently run and most well attended workshops on the program.

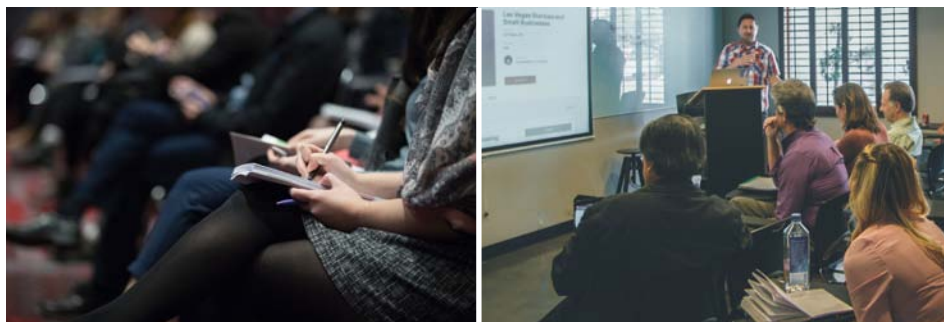
### Overall IPAA WA delivered:

- 134 courses, from our suite of 53 public training courses to 1,159 delegates
- 9 new courses

### New courses in 2019-20

In response to the machinery of government changes and the COVID-19 situation, IPAA WA developed a number of new courses to assist public administrators:

- Administrative Support for Committees
- Collaborative Leadership: Creating a Culture that Empowers Employees
- Creative Thinking for Innovative Problem Solving
- Investigations and Procedural Fairness: Your Rights & Obligations
- Leading Remote Teams
- Management Accounting in the Public Sector
- Managing our Well-being Through Covid-19
- Outcomes Based Performance of Remote Teams
- The Power of the Story in Workplace Communication



### Top Performing Public Courses

Course	Facilitator	Total number of delegates for course	Number of times course ran
Executive Writing Skills	John Harman	69	6
Getting Started in Project Management	Hannah van Didden	62	5
Writing With Style: The Power of Plain English	Dr Alan Hancock/ Amberley Laverick	59	5
Leadership: What Every New and Experienced Manager Needs to Know	Total Leader and Coach Solutions	51	4
Writing Skills for Government	Lesley Smith/ Susan Barrera	49	5
Writing Ministerial Letters and Briefings	Lesley Smith/ Susan Barrera	48	4
Writing Policy Documents	Susan Barrera	47	5
Policy Evaluation	Prof Rick Cummings	42	4
Introduction to Policy Work	Jan Saggars	38	4
Job Application and Interview Skills for the Public Sector	Susan Kurtjak	35	3

# TRAINING

## 2019/20 Public Service Training Courses

### Business & Finance

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

### Communication Skills

- **NEW!** Administrative Support for Committees
- 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
- **NEW!** The Power of the Story in Workplace Communication
- Writing Ministerial Letters and Briefings
- Writing Skills for Government
- Writing With Style: The Power of Plain English

### Government & Policy

- Introduction to Policy Work
- **NEW!** Investigations and Procedural Fairness: Your Rights & Obligations
- Policy Evaluation
- WA Public Service, Government & Parliament: Relationships & Roles
- Policy in Practice
- Writing Policy Documents

### Leadership & Management

- Accountability: Building a Performance Culture
- Advanced Strategic Planning
- Building and Leading High Performance Teams
- Change Management for Team Leaders
- Coaching Style of Leadership
- **NEW!** Collaborative Leadership: Creating a Culture that Empowers Employees
- Intelligent Influence
- Introduction to Strategic Planning
- Leadership: What Every New and Experienced Manager Needs to Know
- **NEW!** Leading Remote Teams
- Leading Through Change and Uncertainty
- Optimising Performance Through Hard Conversations
- **NEW!** Outcomes Based Performance of Remote Teams
- 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

- **NEW!** Creative Thinking for Innovative Problem Solving
- Dealing with Change in the Workplace
- Developing Resilience
- Job Application and Interview Skills for the Public Sector
- **NEW!** Managing Our Well-Being Through COVID-19
- Managing Priorities: Improving Workflow and Productivity
- Read at Speed

### Project Management

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

## Facilitators

Thank you to our facilitators and partners who have continued to support the IPAA WA Training Program:

- Loraine Abernethy
- Lynn Allen
- Hon. David Bartlett
- Susan Barrera
- Greg Bayne
- Alistair Box
- Rick Cummings
- Rhys Edwards
- David Gilchrist
- John Harman
- Susan Kurtjak
- Amberley Laverick
- Heather McGregor-Bayne
- Theo Nabben
- Paul O'Connor
- Kath Polglase
- Jamie Robertson
- Jan Saggars
- Catherine Sambell
- Karen Schwenke
- Lesley Smith
- Hannah van Didden
- Doug Watson
- George Wilkinson
- Barb Wood



## Public Service Training

# TRAINING

## Plans for the future

Virtual facilitation mode of delivery has been embraced by our members and recognised very positively by the IPAA WA Council for bringing a number of benefits to everyone involved. Public servants from remote locations were thrilled at the chance to be able to easily attend professional development activities.

Many participants appreciated the safe environment that was created, and the majority of them adapted easily and enjoyed the virtual setting which increased their self-awareness and technical skills. IPAA WA also received compliments from learners with regards to the facilitators' flexibility, adaptability, and alignment of content to a digital setting.

IPAA WA would like to maintain this method of delivery and take the opportunity to continue to offer contemporary, convenient, and value for money learning opportunities to our members and the broader community.

As a result of these benefits, IPAA WA will continue to embrace online training in addition to our face-to-face courses going forward.



2019 Policy in Practice Graduates with facilitators and guest speakers

## Conclusion

In early 2020, more than 300 IPAA WA training delegates were disrupted by COVID-19 restrictions. While this presented a significant challenge, it was also a turning point moment in the way IPAA WA has traditionally delivered its programs. It allowed IPAA WA to enter a new era of public service training, by offering learning and development opportunities online. During this time flexibility was vital, and IPAA WA adapted quickly to the change. IPAA WA's training program now has reliable communications tools, firm processes in place, user-friendly videoconferencing software and the skilled team to offer online and face-to-face delivery of IPAA WA training programs moving forward.

Our aim will be to stay agile and welcome change. This is the strategy which will benefit all our learners who need to have steady access to learning and development in a variety of circumstances; it will allow us to reach outside the boundaries of the Perth metro area, into remote and regional WA, and to other states and countries.

## Testimonials

“ I actually really enjoyed doing this online. It was great being [able] to interact with staff from all around the state, and to reduce commuting time and all the logistical hassles and extra costs associated with physically attending a location. It would be wonderful if IPAA could offer a mix of in-person and online workshops moving forward. ”

“ I love the on-line learning. Still very informative and interactive, but more comfortable environment. ”

“ The facilitator was good at communicating with everyone in a digital context, I'm sure it's not easy. We were able to stay engaged the whole time. ”

“ [The facilitator's] presentation was engaging and interactive and worked well on Zoom. ”

“ The workshop was very well run, covered a lot of content in the time allowed, the facilitator was very engaging and knowledgeable and did very well using Zoom. ”

“ It was good to have information sharing on managing general stress as well managing stress resulting from the emergence of the coronavirus pandemic. ”

# TRAINING

## IN-AGENCY PROGRAM

In 2019/20 we delivered 79 programs (over 133 sessions) for 34 organisations. The programs were delivered across the whole of Australia including regional Western Australia and online.

During the volatile and uncertain times in early 2020, we delivered programs in a virtual classroom format to enable us to continue supporting our members.

We worked with our members to build on their staff's core leadership and management skills required during this period by developing and tailoring a range of programs including:

- Building and leading high performance teams
- Collaborative leadership (New)
- Executive coaching
- Leadership and management development programs
- Leading change
- Leading remote teams (New)
- Performance management

The virtual classroom mode of delivery has been well received, particularly by participants in regional WA and by those who are unable to participate face-to-face.

We look forward to continuing to provide our members with programs delivered in a virtual classroom format as well as face-to-face options.

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

- 360 Health & Community
- City of Rockingham
- City of Wanneroo
- Department of Communities
- Department of Education
- Department of Finance
- Department of Fire and Emergency Services
- Department of Foreign Affairs and Trade - Australian Passport Office
- Department of Health (Commonwealth)
- Department of Health (WA)
- Department of Home Affairs
- Department of Infrastructure, Transport, Cities and Regional Development
- 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 Premier and Cabinet
- Department of Primary Industries and Regional Development
- Department of Training and Workforce Development
- Department of Transport
- Department of Water and Environmental Regulation
- Mental Health Commission
- Metropolitan Cemeteries Board
- Mirvac
- NOPSEMA
- Office of the Auditor General
- Office of the Director of Public Prosecutions for Western Australia
- Office of the Information Commissioner
- Rottneest Island Authority
- South Regional TAFE
- Town of Victoria Park
- WA Police Force
- Water Corporation
- WorkCover WA

### Testimonials

(from programs delivered virtually and during the peak of the COVID-19 restrictions)

“Gave me an appreciation that I wasn't alone.”

“The course was relevant to what has and is happening in the work environment due to CORVID 19. The information on how to manage individual wellbeing during this period of uncertainty was very useful.”

“Gave me tools to be aware of and adopt when a crisis is in front of us.”

“It is great that those in regional areas can now access just about all of the IPAA courses without having to come down to Perth.”

# FINANCIAL REPORT

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## STATEMENT BY MEMBERS OF THE COUNCIL

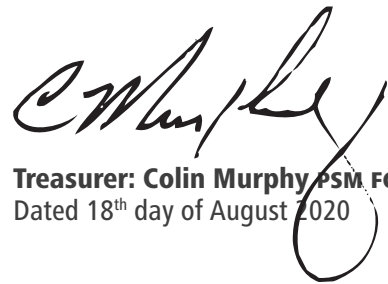
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The Council has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Council 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 2020 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:



**Treasurer: Colin Murphy PSM FCPA FCA FIPAA**  
Dated 18<sup>th</sup> day of August 2020

# FINANCIAL REPORT

## INDEPENDENT AUDITOR'S REPORT

C&G Accounting Services

Certified Practising Accountants

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

CPA

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 2020.

### 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 2020, 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: 07/08/2020



**PO Box 889 Hillarys**  
**WA 6923**  
*Make the right move*



# FINANCIAL REPORT

## INCOME AND EXPENDITURE STATEMENT for the Year Ended 30 June 2020

	Note	2020 \$	2019 \$
<b>Income</b>			
Members Subscription		255,528	214,830
Professional Development		1,333,113	1,336,911
WS Lonnie Awards		-5,636	36,077
Sponsorship		3,000	63,000
Achievement Awards		4,250	34,156
Other Income	2	141,045	48,627
		<u>1,731,300</u>	<u>1,733,601</u>
<b>Less Direct Expenses</b>			
Membership Subscription		36,026	33,630
Professional Development		827,524	901,676
Journals and Capitation Fees		21,866	22,117
Merchant Fees		10,711	14,429
	3	<u>896,127</u>	<u>971,852</u>
<b>Gross Income from Business Activity</b>		835,173	761,749
<b>Other Expenses</b>			
Auditor's Remuneration		3,000	3,000
Bank Charges		388	189
Depreciation		-	-
Insurance Cost		6,043	5,717

	Note	2020 \$	2019 \$
Office Expenses		6,656	8,546
Printing & Stationary		3,215	1,911
Rent		37,660	37,352
Sundry Equipment		-	-
Admin Salaries		277,223	351,914
Staff Amenities & Training		1,422	2,097
Superannuation Contribution (incl. Superannuation for salaries reported as direct expenses)		53,842	52,530
Telephone		1,972	2,094
Marketing, Promotion & Advertising		4,289	4,727
Other Expenses		2,083	13,084
IT Expenses		33,432	22,222
National Conference		7,702	2,185
Development of Course Material		5,571	7,660
Miscellaneous Expenses		-	-
	3	<u>444,498</u>	<u>515,228</u>
<b>Net Surplus (Deficit) for Year</b>		390,675	246,521
Accumulated Surplus at the beginning of the year		1,429,492	1,182,971
Adjustments made pertaining to previous financial periods	4	39,845	-
<b>Accumulated Surplus at the end of the year</b>		<u>1,860,012</u>	<u>1,429,492</u>

# FINANCIAL REPORT

## BALANCE SHEET as at 30 June 2020

	Note	2020 \$	2019 \$
<b>Current Asset</b>			
Cash and Cash Equivalents	5	2,470,914	2,006,397
Trade and Other Receivables	6	85,461	305,803
<b>Total Current Assets</b>		<u>2,556,375</u>	<u>2,312,200</u>
<b>Non-Current Assets</b>			
Cash and Cash Equivalents	7	-	-
Property, Plant and Equipment	8	-	-
<b>Total Non-Current Assets</b>		<u>-</u>	<u>-</u>
<b>Total Assets</b>		<u>2,556,375</u>	<u>2,312,200</u>
<b>Current Liabilities</b>			
Trade and Other Payables	9	432,527	671,862
Short-Term Financial Liabilities	10	188,350	120,150
Provisions	11	75,485	90,696
<b>Total Current Liabilities</b>		<u>696,362</u>	<u>882,708</u>
<b>Total Liabilities</b>		<u>696,362</u>	<u>882,708</u>
<b>Net Assets</b>		<u>1,860,012</u>	<u>1,429,492</u>
<b>Equity</b>			
Retained Surplus		1,860,012	1,429,492
<b>Total Equity</b>		<u>1,860,012</u>	<u>1,429,492</u>

## NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2020

### 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 2020

### (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.

	2020	2019
	\$	\$
<b>2. Other Income</b>		
JobKeeper Payments	54,000	-
Covid-19 Cash Flow Boost	50,000	-
Miscellaneous Income	37,045	48,627
	<u>141,045</u>	<u>48,627</u>
<b>3. Expenses</b>		
COGS and Salary Expense	1,227,192	1,376,296
Depreciation and Amortisation	-	-
Bank Charges	388	189
Insurance Cost	6,043	5,717
Printing & Stationery	3,215	1,911
Rent	37,660	37,352
Sundry Equipment	-	-
Telephone	1,972	2,094
Other Expenses	2,083	13,084
Auditor's Remuneration	3,000	3,000
Office Expenses	6,656	8,546
Development of Course Material	5,571	7,660
Staff Amenities & Training	1,422	2,097
Marketing, Promotion & Advertising	4,289	4,727
IT Expenses	33,432	22,222
National Conference	7,702	2,185
Miscellaneous Expenses	-	-
	<u>1,340,625</u>	<u>1,487,080</u>

# FINANCIAL REPORT

## NOTES TO THE FINANCIAL STATEMENTS

for the Year ended 30 June 2020

	2020	2019
	\$	\$
<b>4. Adjustments made to Retained Earnings</b>		
Income received that was unallocated from previous financial years	22,602	-
Reduce bad debt provision	27,754	-
Prepaid expenses (deposits paid) not allocated in previous financial years	-10,511	-
	<u>39,845</u>	<u>-</u>

### 5. Cash and Cash Equivalents - Current

Cash on Hand	0	500
Term Deposit at Bank NAB	1,650,000	1,350,000
Cash at Bank NAB	561,481	448,426
PFA Account at Bank NAB	259,433	207,471
	<u>2,470,914</u>	<u>2,006,397</u>

### 6. Trade and Other Receivables

#### Current

Accounts Receivables Events Pro	10,150	21,922
Accounts Receivables PiP 2018	0	12,300
Prepaid Deposit/Expenses	13,673	10,512
Debtors	71,638	308,831
Bad Debts	-10,000	-47,762
	<u>85,461</u>	<u>305,803</u>

	2020	2019
	\$	\$
<b>7. Cash and Cash Equivalents – Non current</b>		
Bank Guarantee Deposit with NAB	-	-
Deposit paid	-	-
Prepaid Expense	-	-
	<u>-</u>	<u>-</u>

### 8. 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>

### 9. Trade and Other Payables

#### Current

Sundry Creditors	0	20,230
Accounts Payable	32,489	114,856
Payroll Liabilities	10,472	29,037
GST Liabilities	35,534	49,139
Revenue Received in Advance	354,032	458,600
	<u>432,527</u>	<u>671,862</u>

# FINANCIAL REPORT

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## NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2020

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	2020	2019
	\$	\$
<hr/>		
<b>10. Financial Liabilities</b>		
ED VISA	800	870
Superannuation Payable	24,880	19,200
Membership Income in Advance	162,670	100,080
	<u>188,350</u>	<u>120,150</u>

## 11. Provisions

### Current

Employee Leave Entitlements	31,702	36,956
Provision Remuneration Program	15,783	25,740
Provision for Hardware	8,000	8,000
Provision for Event/Membership	10,000	10,000
Provision for Memb. Implementation Plan	10,000	10,000
	<u>75,485</u>	<u>90,696</u>



From left: David Ethernon; Heather McGregor-Bayne; Deane Pieters; Stacey Marinkovich; Greg Bird  
(2019 IPAA WA Espresso Shot: Pushing the Boundaries)



Régis Bauchiére (Seamless Digital Government Conference)



From left: Gail McGowan psm; Dominique Mecoy (Women in Public Sector Leadership Conference)

Gold Corporate Members 2019/20

**Deloitte.**

Government of  
**Western Australia**  
Department of **Communities**

**IPAA**  
WESTERN AUSTRALIA

INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

EXCELLENCE IN THE PUBLIC SECTOR

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