



ANNUAL REPORT 2020/21

Premier Corporate Members

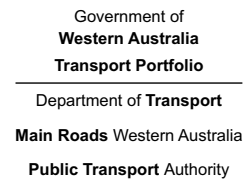


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Seamless Digital Government Conference



Hon. Ben Wyatt, MLA (IPAA WA State Budget Briefing)



Sonja O'Leary (Women in Public Sector Leadership 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. Mia Jane Davies 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.



Dr John Byrne AM (Women in Public Sector Leadership Conference)



Jodi Cant (IPAA WA State Budget Briefing)



From left: Mike Rowe, Hon. Mark McGowan MLA, Prof. Colleen Hayward AM, Peter Kennedy (IPAA WA President's Address)

PRESIDENT'S REPORT



After ending the last financial year (2019/2020), like all organisations, having to adapt to doing our work in a COVID-19 environment, the work we did put us in a strong position to manage a very dynamic environment in the 2020/2021 financial year.

As I mentioned last year, 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.

After pivoting quickly to the new reality of COVID-19, our IPAA WA team has worked hard to ensure that all our services continued to meet the needs of public administrators, in a year that has had to deal with COVID-19 on differing levels and at different times. With a number of events being postponed from 2019/2020 to the first and second quarters of 2020/2021, the past twelve months have been an exceptionally busy time for our small team of professionals. In practical terms we actually squeezed in close to 15 months work of programs and events into a twelve month period. Over the year 2020/2021, a total of 18 events and 252 training programs have been delivered, compared to 16 and 213 in 2019/20. 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.

IPAA WA 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 Lonnie Awards and the Achievement Awards, provide unique opportunities to acknowledge the diverse range of extraordinary things that our sector delivers and celebrates good practice in accountability and reporting. The 2019/20 iteration of these ceremonies were re-scheduled due to COVID-19 regulations, and ran in October and December 2020 respectively. This resulted in the 2020/21 ceremonies being pushed back to June and December 2021.

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

plays 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 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 Colin Murphy, Peter Byrne, Jo Harrison-Ward, Andrew Lee and Brooke Jones, who left the Council following the 2020 AGM, and also Jodi Cant and Chris Avent, who have not re-nominated and will be leaving the Council following this year's AGM. We are lucky to have such an experienced and diverse Council, and we look forward to the contributions of the incoming Councillors.

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 2021/22 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 2020 – 2021 financial year for the Institute of Public Administration Australia – Western Australian Division (IPAA WA) to our members and stakeholders.

The financial year ending June 2021 was another busy year for IPAA WA. In the last few years there has been a major focus for the Institute needing to be proactive, by adapting our services to meet the needs of our members. This focus has enabled IPAA WA to respond to major issues facing the sector during this period, initially addressing major reforms at all levels of government and then being able to adapt our services during the pandemic.

With Western Australia being in a very fortunate position to remove most COVID-19 restrictions in the latter half of the 2020 calendar year, IPAA WA was able to conduct many of our rescheduled activities from the first half of 2020. This was a great situation for the Institute and all our stakeholders to be in, however, it did provide many operational challenges, mostly revolving around the human resourcing requirements.

The initial work that IPAA WA performed in adapting its services during the COVID-19 pandemic resulted in relatively seamless delivery to our stakeholders. This work also enabled the Institute to easily manage any further disruptions to our services, such as the reintroduction of COVID-19 restrictions during the 2020 - 2021 year.

It has clearly been a very busy and challenging period for the public sector and it is IPAA WA's responsibility to be ready to assist the sector during such times. I am exceptionally proud of the work carried out by our small team to re-position ourselves to be able to deliver this support to the sector during COVID-19. This work has not only meant that the Institute was able to deliver our services during this time, but it has meant that we will be able to adapt our services beyond the COVID-19 pandemic for the on-going benefit of all our stakeholders.

In terms of actual office operations, for a number of years IPAA WA has supported flexible working conditions for our whole team and as such, our infrastructure allows us to easily adapt to various working conditions such as working remotely and flexible hours. Saying this, there are always challenges to overcome, just like many other organisations face.

Although the situation in WA is looking ever more positive, it still remains a very busy time for the sector. With the government likely to reintroduce certain restrictions once WA borders re-open, this will provide a new set of challenges

for the Institute to address. 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

Following the challenges imposed by COVID-19, the IPAA WA Council reviewed and modified the Strategic Plan. This plan was adopted at the end of the 2020 calendar year. Saying this, as the operational planning and budget allocations had been based on the previous strategic plan, the various operational divisions of IPAA WA worked to the same operational initiatives which were consistent between the two plans. The core services, as well as the initiatives linked to these services of IPAA WA did not change.

The new plan analysed the role IPAA WA should play, considering the changes to the operational environment in the public sector, and discussed how our strategies can be modified to assist the sector in delivering strong outcomes for the WA community. The new plan's objectives are:

- Inform and Improve
- Connect and Celebrate
- Inspire and Influence.

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.

EXECUTIVE SUMMARY AND CEO'S REPORT CONT.



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 significantly reduced, leading to far less individual agencies being available to join as IPAA WA Corporate Members. However, we have been able to secure new members. 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 plans to review individual membership in 2021.

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. Public training courses are open to anyone in the community, whereas our in-agency training programs are tailor-made to the requirements of an individual organisation and are delivered directly to the organisation's teams. During the year, public training performed above budget, and there were two contributing factors for this. The first was due to the large increase in attendance following the first set of restrictions caused by COVID-19 (i.e. in first half

of 2020). Many attendees who had planned to attend various development opportunities during the lockdown re-scheduled their attendance to after the lockdown (i.e. to the second half of 2020). The second reason for the positive results is that during the COVID period, IPAA WA developed a number of courses to assist public administrators in their roles which needed to reflect the new environment the sector found itself operating in. The IPAA WA training program has been specifically developed to assist the sector during these changes.

In-agency training also performed above budgeted expectations. The reason for this positive result was the same as for the public training positive results. 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 mode 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 sector must always strive to better itself by learning new skills to meet the new challenges being faced.

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 models. IPAA WA is investing heavily in our training service as we believe this is a very important time of development and change for the sector.

Events

IPAA WA's Events' portfolio faced many obstacles during the financial year, mostly revolving around the various COVID-19 restrictions. The number of attendees, and therefore revenue, was below budgeted figures.

During the COVID shutdown, our Events team delivered a number of new programs through an online delivery platform. These programs were designed to assist the sector during the pandemic and they provided valuable information and guidance.

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, many events were re-scheduled from the latter half of 2019 - 2020 to the first half of 2020 - 2021. This effectively meant that IPAA WA was running two event programs during the same period. This resulted in the office needing to find proactive measurements to meet the extra demand on resources. These measurements meant an increase in expenses which the Institute accepted so that the service delivery to our stakeholders would not be affected.

For the financial year, the Events' portfolio received slightly 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.

EXECUTIVE SUMMARY AND CEO'S REPORT CONT.



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

Financial

Financial results for the year were very positive. For 2021, we had budgeted for a surplus of \$195,000, but with better than expected results (as outlined above), we achieved a surplus of \$486,000. Two additional factors have contributed to the better than forecasted results. Firstly we have recovered a large number of "old debts", and secondly we were eligible for COVID-19 support.

Following a number of financially successful years, IPAA WA has a very healthy balance sheet and accumulated surplus (equity) of \$2,346,000. 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 that IPAA WA is in has 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:

- Implementing the new strategic plan
- Working closely with members and key stakeholders on major public sector initiatives
- Continue to develop relationships with non-government organisations
- 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 and aligning all opportunities to the priorities and needs of the sector
- Reviewing Individual Membership structures
- Reviewing our external partnerships.

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. To see someone as busy as Mike

give his time to the professional association, demonstrates his unquestionable passion for the public sector. The contribution that Mike makes to IPAA WA is greatly appreciated.

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 pleasure to work with the Council as they provide such valuable guidance and assistance to the Institute. The Council is a reflection of the diversity of the sector and they provide strong governance to IPAA WA, guiding the organisation to constantly improve our services (existing and new) and to assist all administrators in delivering better outcomes for the community.

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

2020/21 HIGHLIGHTS



2,202

ATTENDEES AT

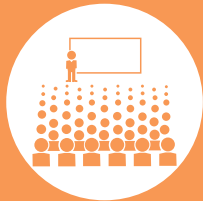
18

EVENTS, SEMINARS
AND CONFERENCES



\$486,000

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'



614

TOTAL ATTENDEES AT THREE
CONFERENCES, WITH

36

SPEAKERS ACROSS

28

SESSIONS



1,233

ATTENDEES AT

99

PUBLIC TRAINING COURSES AND
WORKSHOPS COVERING

53

TOPIC AREAS



153

IN-AGENCY SESSIONS
DELIVERED THROUGH

92

PROGRAMS TO

33

ORGANISATIONS

2020/21 HIGHLIGHTS



96

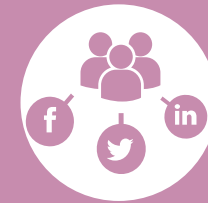
CORPORATE MEMBER ORGANISATIONS, REPRESENTING OVER

100,000+

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

98%

CORPORATE MEMBER RETENTION RATE



2,561

SOCIAL MEDIA LIKES AND FOLLOWERS ACROSS LINKEDIN, TWITTER AND FACEBOOK



378

INDIVIDUAL MEMBERS FROM

148

ORGANISATIONS



52

ARTICLES AND NEWS STORIES RELATING TO PUBLIC ADMINISTRATION DISTRIBUTED THROUGH

9

iNEWS PUBLICATIONS



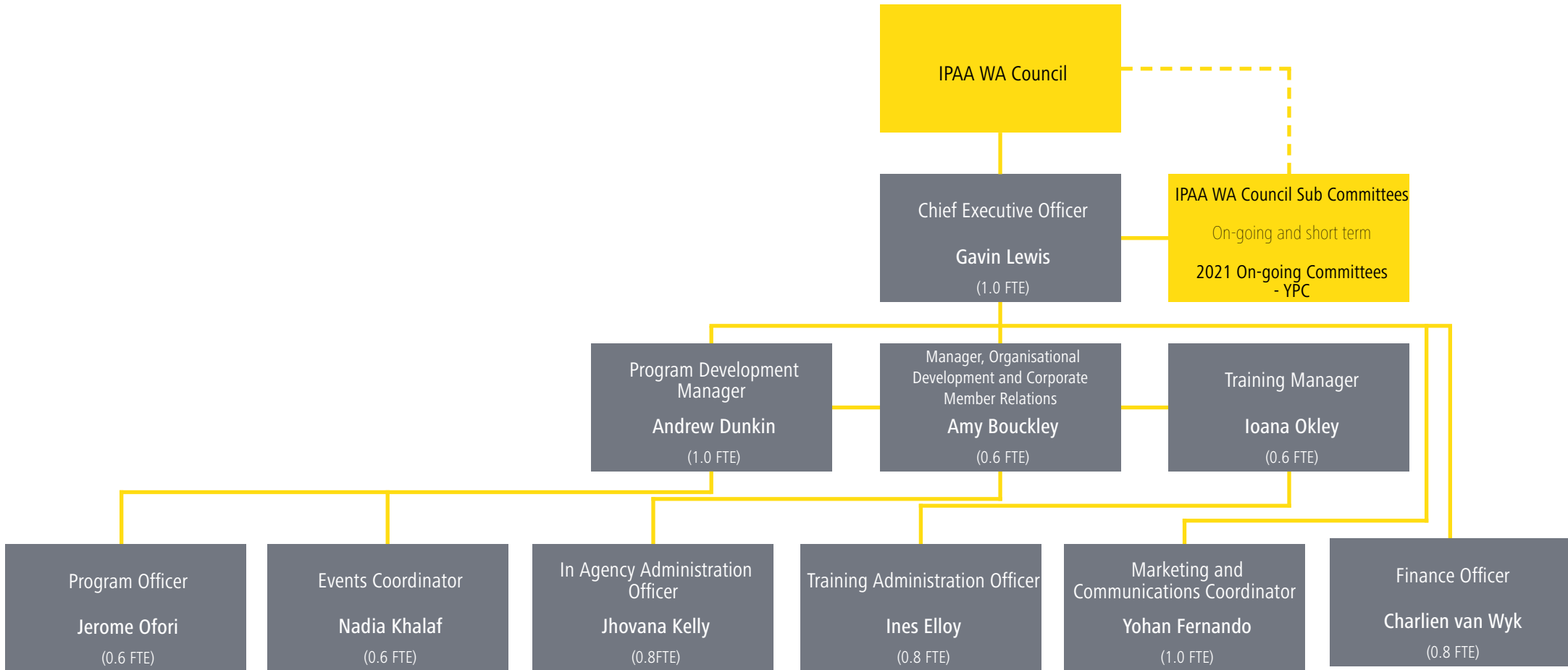
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ONLINE TRAINING PROGRAMS

OPERATIONAL STRUCTURE



IPAA WA ORGANISATIONAL CHART AS AT 30 JUNE 2021



OPERATIONAL STRUCTURE



IPAA WA COUNCIL AS AT 30 JUNE 2021

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

Emma Forrest MIPAA
Principal Research Officer,
Economic Regulation Authority



Treasurer

Kaylene Gulich PSM
Chief Executive Officer,
Western Australian Treasury Corporation

Councillors



Danielle Asarpota MIPAA
Senior Policy Officer,
Department of the Premier and Cabinet



Andrew Brien MIPAA
Chief Executive Officer,
City of Bayswater



Joe Calleja MIPAA
Principal,
Recovery Matters



Jodi Cant MIPAA
A/Director General,
Department of Planning, Lands and Heritage



Janis Carren MIPAA
Director Strategy and Partnerships,
VenuesWest



Ian Cowie PSM MIPAA
Chief Executive Officer,
City of Gosnells



Catherine Fletcher MIPAA
Information Commissioner,
Office of the Information Commissioner



Jenness Gardner MIPAA
Chief Executive Officer,
Economic Regulation Authority



Stuart Smith MIPAA
Chief Executive Officer,
NOPSEMA

2020/21 Council Member Attendance

Danielle Asarpota	4 of 6
Chris Avent	3 of 6
Andrew Brien	4 of 6
Joe Calleja	6 of 6
Jodi Cant	4 of 6
Janis Carren	6 of 6
Ian Cowie	6 of 6
Emma Forrest	6 of 6
Catherine Fletcher	6 of 6
Jenness Gardner	4 of 6
Kaylene Gulich	5 of 6
Yvonne Haigh	4 of 6
Mike Rowe	6 of 6
Stuart Smith	6 of 6

Outgoing Council Members

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

2021

Leaving following the 2021 AGM

Chris Avent
Jodi Cant

2020

Left following the 2020 AGM

Peter Byrne
Jo Harrison-Ward
Brooke Jones
Andrew Lee
Colin Murphy

OPERATIONAL STRUCTURE



IPAA WA STAFF



Gavin Lewis
Chief Executive Officer



Yohan Fernando
Marketing & Communications
Coordinator



Jerome Ofori
Program Officer
(From April 2021)



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



Charlien van Wyk
Finance Officer



Ines Elloy
Training Administration Officer



Susannah Nichols
Program Officer
(Until March 2021)

OPERATIONAL STRUCTURE



STRATEGIC PLAN (2021-2024)

IPAA WA reviewed the existing Strategic Plan and adopted a new Strategic plan for 2021-2024 in November 2020.

Mission

IPAA WA is the professional association for the public sector, providing high quality professional development and training opportunities, facilitating collaboration, connecting members and providing focused influence to add value to public administration.

Objectives



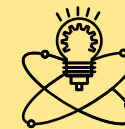
Inform and Improve

Inform and improve public sector outcomes by delivering high quality, industry recognised professional development and training programs.



Connect and Celebrate

Provide opportunities to develop a connected and collaborative public sector. And celebrate the successes of the public sector.



Inspire and Influence

Inspire and influence the public sector by providing opportunities to discuss and advocate for targeted outcomes.

Plans

Professional Development

Improve and strengthen the capability of the public sector through industry recognised; Public training courses that meet the needs of our members and the broader public sector. Customised in-agency training programs. Mentoring opportunities to learn from experienced public sector leaders. Networking opportunities within and outside the public sector. Leadership development and executive education programs.

Membership

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

Celebrate And Recognise Excellence

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

Promote and Advocate For Excellence In The Public Sector

Communications: Utilise a variety of communications channels to facilitate information sharing across the public sector and advance awareness of trends and issues in public administration.

Partnerships: Develop strong partnerships with central agencies, universities, research organisations, NFPs, corporate organisations and relevant bodies across all three levels of government that will enable IPAA WA to achieve its outcomes.

Discussion and thought leadership: Generate discussion on key strategic issues impacting the public sector by hosting informative and inspirational conferences, events, forums, round table discussions and think tanks.

KEY PERFORMANCE INDICATORS



Performance Objectives

	Initiative	Key Indicator	Target	Actual	
Inform and Improve	To deliver relevant public training courses.	Number of courses organised is more or the same as the previous year.	191	194	
		Number of courses conducted is more or the same as the previous year. *Cancellation rates in July and August 2020 were much higher due to COVID-19	127	99*	
		Number of delegates is more or the same as the previous year's number.	1,207	1,233	
	To create and deliver tailored training programs within an agency.	Number of courses organised and conducted meets budgeted numbers.	133	153	
Connect and Celebrate	To recognise and promote good governance and achievements throughout the public sector.	Achievement Awards and W.S. Lonnie Awards are conducted. *2019/20 WS Lonnie Awards were postponed due to COVID-19, and conducted in the 2020/21 financial year	2	3 [#]	
	Provide exceptional products and services to our members, both individual and corporate.	Individual Membership numbers continue to grow each year.	320	378	
		Corporate Membership numbers are maintained or increased.	86	96	
Inspire and Influence	Provide a platform to share expertise in specific areas.	"Sharing of expertise" events are conducted.	4	2	
	Provide opportunities to bring together interested people from within and outside the public sector.	Number of networking activities held each year.	4		
		YPC and PDSIG are maintained.	2/2	2/2	
	Develop and foster partnerships with external organisations.	Number of new partnerships.	1	3	
		Existing partnerships are maintained.	100%	100%	
	Develop, distribute and promote relevant articles / papers / pieces regarding public administration.	iNews is published and distributed monthly	12	9	
	Use and grow social media as a vehicle of communication.	Users of IPAA WA social media vehicles increases yearly.	Facebook	226	245
			LinkedIn Corporate	898	1,067
			LinkedIn Discussion Group	368	368
			Twitter	865	881
Deliver all information to the relevant individuals and organisations in an innovative way.	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.	\$195,406	\$486,237		

MEMBERSHIP

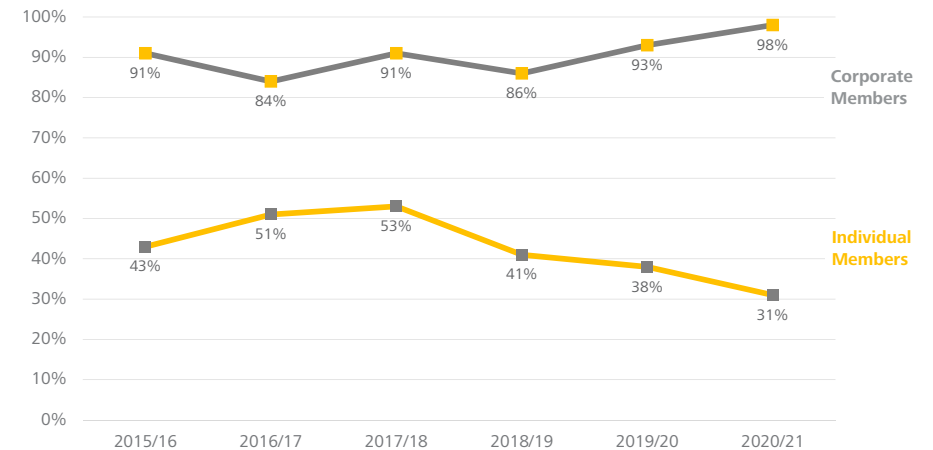


SUMMARY

IPAA WA did not increase its Individual or Corporate Membership fees for the 2020/21 financial year. For the 2020/21 financial year, IPAA WA had a total of 96 corporate member organisations, gaining 14 from the past financial year, and achieved a corporate member retention rate of 98%.

For the 2020/21 financial year, IPAA WA had a total of 378 Individual Members, an increase of 18% from last financial year. Despite this strong increase, which includes 222 new members, the retention rate of individual members dropped again from last financial year, from 38% to 31%.

Individual and Corporate Member Retention Rates



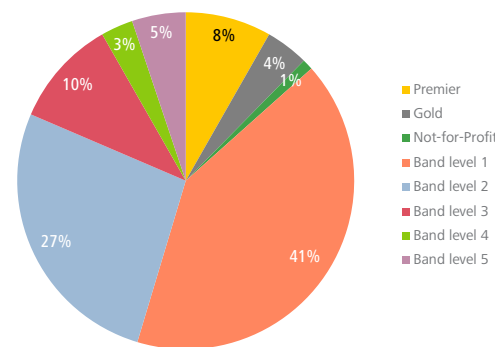
CORPORATE MEMBERSHIP

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

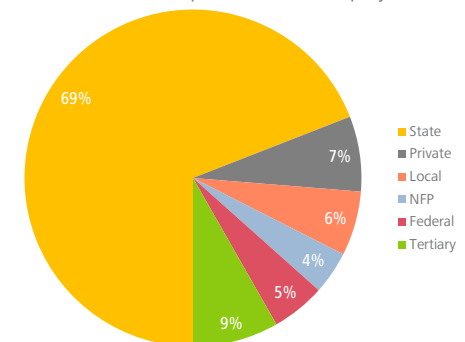
Premier and Gold membership provides additional benefits including, but not limited to, a high level of support for the sector's professional association, a high level of exposure to current and prospective clients, brand and organisation promotion, and complimentary tickets to select IPAA WA Events.

Last 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 offered again this financial year to one organisation.

Corporate Membership by Membership Category



Corporate Membership by Sector



MEMBERSHIP



2020/21 CORPORATE MEMBERS

Premier Members



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



Government of
Western Australia
Transport Portfolio
Department of **Transport**
Main Roads Western Australia
Public Transport Authority



Gold Members



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

MEMBERSHIP



Not-for-Profit

- Helpingminds

Band 1

- Australian Electoral Commission
- Building & Construction Industry Training Fund
- Burswood Park Board
- Central Regional TAFE
- Chartered Accountants Australia and New Zealand
- Commissioner for Children & Young People
- Community & Public Sector Union/ Civil Service Association
- Department of Foreign Affairs and Trade
- Department of Justice (EOC)
- Department of Social Services
- Department of the Prime Minister and Cabinet
- Department of the Registrar (WA Industrial Relations Commission)
- Economic Regulation Authority
- Energy Policy WA
- Faculty of Business & Law ECU
- Gascoyne Development Commission
- Government Employees Superannuation Board
- Governor's Establishment
- Health and Disability Services Complaints Office
- John Curtin Institute of Public Policy
- Kimberley Development Commission

- Legal Practice Board
- LG Professionals WA
- Member for Kwinana
- MyLeave
- National Offshore Petroleum Safety and Environmental Management Authority
- NOPTA
- Office of the Auditor General
- Office of the Information Commissioner
- Ombudsman Western Australia
- Pilbara Development Commission
- Rottneet 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
- Wheatbelt Development Commission/ Department of Primary Industries and Regional Development (WDC)

Band 2

- 360 Health + Community
- Botanic Gardens and Parks Authority
- ChemCentre
- City of Gosnells
- City of South Perth
- City of Vincent
- Corruption and Crime Commission
- Department of Jobs, Tourism, Science and Innovation
- Department of Training and Workforce Development
- Department of Treasury
- DevelopmentWA
- Director of Public Prosecutions (WA)
- Fremantle Ports
- Insurance Commission of Western Australia
- KPMG
- Lotterywest
- Mental Health Commission
- Metropolitan Cemeteries Board
- Mid West Ports Authority
- Parliamentary Services Department
- Perth Zoo
- Pilbara Ports Authority
- South Regional TAFE
- Town of Victoria Park
- 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 and 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

Band 5

- Child and Adolescent Health Service
- Department of Education
- Department of Justice
- East Metropolitan Health Service
- WA Police Force

MEMBERSHIP



INDIVIDUAL MEMBERSHIP

After conducting a review of individual membership, three challenges to membership retention were identified:

1. A large majority of people do not see the additional benefits of joining as an Individual Member when their organisation is already a Corporate Member
2. The financial benefits of individual membership are not realised by the member – savings on professional development activities do not go directly back to the member, but rather the member’s organisation who generally incur the cost for such activities.
3. Time away from the office – This can include:
 - (a) members not having enough time away from the office to take advantage of the member benefits on offer;
 - (b) some organisations deeming IPAA WA activities as personal development, requiring an employee to undertake such activities in their personal time, whereas employees may not be willing to utilise personal time for an activity which they believe to be work-related.

Following this review, three recommendations were delivered to the IPAA WA Council for consideration, with a decision to be made in the 2021/22 financial year.

Personal Membership

Personal Membership represents the highest level of Individual Membership, and they receive access to all individual member benefits. For the 2020/21 financial year, Personal Membership fees were \$150 and they represented 40% of total Individual Membership. This category of membership increased in numbers by 23% from the previous financial year.

Associate Membership

Associate members receive a limited set of individual member benefits. For the 2020/21 financial year, Associate Membership fees were \$60 and they represented 20% of total Individual Membership. The take-up of Associate Membership increased by

54% since last financial year. One third of Associate Members were complimentary, consisting of a delegation from a special offer that was provided to the category of Not-for-Profit Corporate Membership.

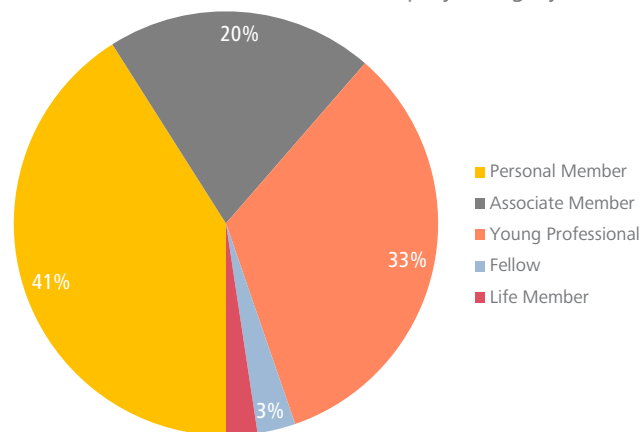
Young Professional Membership

Young Professional (YP) Membership is open to anyone aged 35 or under, and they can join in either Personal, Associate or Complimentary (provided as a benefit to Corporate Members).

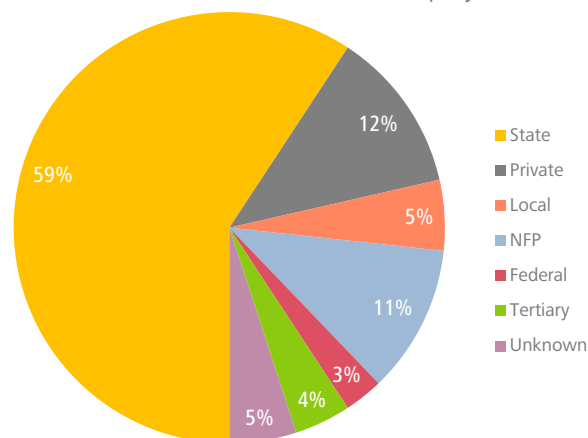
The YP Membership remained unchanged from the previous financial year. During the 2020/21 financial year, YP members represented 33% of total Individual Membership.

Of the YP Members, 2% were Associate, 52% were Personal, and 46% were complimentary.

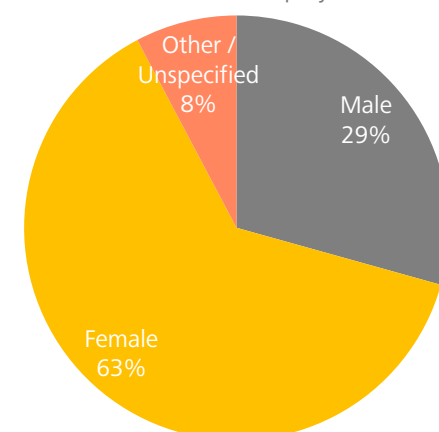
Individual Membership by Category



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.

2020 WA National Fellow Recipient

Mr Chris Dawson APM FIPAA
Commissioner of Police,
Western Australia Police Force
(Position at the time of receiving award)



Chris Dawson APM FIPAA

IPAA National Fellows WA Recipients of the Award

Mr Chris Dawson APM FIPAA
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
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 Richard Sellers FIPAA FIPAAWA
Dr Ruth Shean FIPAAWA
Dr Shayne Silcox PSM FIPAAWA
Mr Dale Stewart FIPAAWA
Dr Lesley Van Schoubroeck FIPAAWA
Dr Peter Wilkins FIPAA FIPAAWA
Dr Mike Wood FIPAA FIPAAWA

MEMBERSHIP



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

Natasha Bouzidis
Department of Water and Environmental Regulation

Vice Chair

Cassandra Flanigan
City of Bayswater

Engagement and Communications Coordinator

Courtney Farmer
Department of Communities

Events Facilitator

Jacoba Secull
Pilbara Development Commission

Secretary

Amanda Melia
Australia Post

Policy Coordinator

Lizzie Potter
Activ Foundation

Committee Members

Kadin Arslanoski
Department of Education

Denis Leonov
Australian Government Department of Education, Skills and Employment

Madeleine Bartlett
Deloitte

Rachel O'Dea
Department of Jobs, Tourism, Science and Innovation

Melanie Bruckberger
Department of Water and Environmental Regulation

Antonetta Papalia
Office of the Information Commissioner

Matthew Keohane
Department of Treasury WA

Jamie-Lee Read
Department of Communities

Sophie Leonard
Injury Matters

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



2020/21 YPC EVENTS

Despite the continued risk of disruption due to COVID-19, the YPC held a number of events during the second half of 2020 and the first half of 2021. The changes brought about by COVID-19 saw the Committee reflect on how events can be delivered to attendees, and what events are of valuable in this changing environment.

Annual Conference

Delayed to February 2021 due to COVID-19, the Annual Young Professionals Conference saw the launch of the first 'Regional Hub'. Delegates could attend in person either in Perth or Bunbury, with speakers in both locations seamlessly streamed to both sites. Despite occurring during COVID-19 restrictions, the success of the event was a great credit to the committee members who planned for every potential scenario.

Insights Breakfast: How COVID-19 impacted the way we work in the public sector

In July 2021, the YPC hosted an Insights Breakfast to reflect on COVID-19 and how it has changed the way the public sector works. We were lucky to gain insights from within the 'hub' of COVID-19 communications, how it has affected the regions as well as the impact on a local level. An important takeaway from the session was the importance of connection and to remember that everyone has had a story through the pandemic.

LEAD Series

Following a review of anecdotal feedback as well as feedback collected at events, the YPC launched a new mini event series called 'LEAD: Lead. Empower. Achieve. Develop'. This series was designed by the Committee and tailored to emerging leaders within the public and not for profit sectors. Each session focusses on a key skill or strategy for young professionals to apply in the workplace as they work to become future LEADers. Topics for the 2021 Series were project management, innovative thinking, career planning and persuasive communication.

Ongoing Events

YPC and Council Sundowners

The YPC is continuing to look for opportunities to engage with other Young Professional groups, including private sector, within other State Government agencies and other levels of government. To kick off this initiative, the first sundowner was held between IPAA WA YP and Perth YP.

The Committee will continue to look for opportunities to collaborate with other YPs across WA.

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. The program runs quarterly.

The Committee has been working hard to build relationships with interstate IPAA YPCs, and was proud to launch 'Coffee without Borders'. This program provided YPs with the chance to connect with public sector professionals across Victoria and New South Wales.



Ben Day (Public Sector Young Professional 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 2022, 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 across different agencies and levels of government
- Developing and completing its own strategic action plans.
- Continue to review programs and events to ensure relevance to YPs.



From left: Amanda Melia and Lanie Chopping (Public Sector Young Professional Conference)

EVENTS



SEMINARS, CONFERENCES, AWARDS, AND MEMBER EVENTS

Rebounding strongly from the pandemic affected 2019/20 the Program team delivered a record overall attendance across a program of feature length seminars, three conferences, and three award ceremonies. The team also delivered the IPAA WA EY Fellow's series, member mentoring and provided support to the Young Professional's program. For details see the full report below.

Three major events were deferred from 2019/20 due to pandemic related lockdowns. These were the 2020 W.S. Lonnie Awards, 2020 Budget Briefing, and 2020 Achievement Awards. All were due to be held in the period between 15 March and 30 June. All three sessions along with the President's Address were rescheduled to the 2020-21 financial year. This report should be read in conjunction with the 2019-20 IPAA Annual Report.

Staff, flexible resourcing and the pandemic

IPAA WA recruited the services of a professional conference organiser (PCO) in order to meet the surge in demand over the October and November period. The PCO delivered the W.S. Lonnie Awards in October along with the Women in Public Sector Leadership conference in November.

This approach proved successful with both sessions delivered to a high standard and being well received by delegates. The experience points to a short to medium term approach to growing the IPAA program without increasing recurrent expenditure.

A new Program Officer, Jerome Offori, began work in April 2021 following the departure of Susannah Nichols in March.

The pandemic continued to influence service delivery with a lockdown in April-May contributing to a disruption to program delivery across April and May.

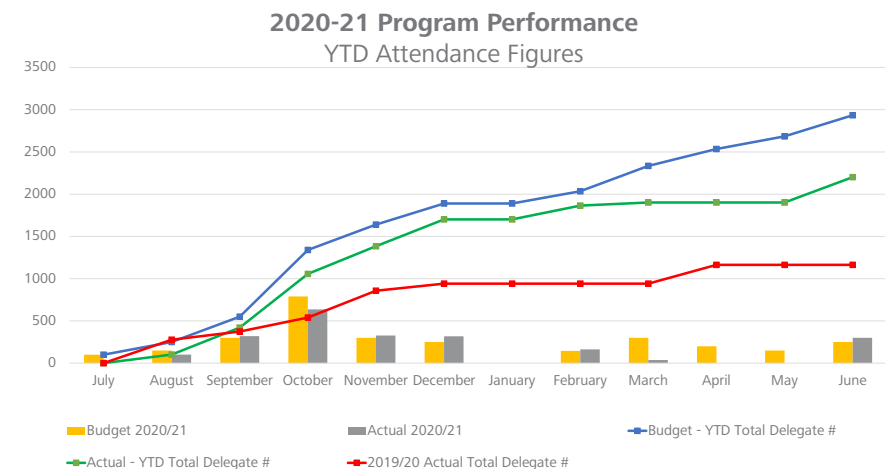
The Program team was once again well supported by the other members of the IPAA office who have, over a number of years, developed a deep understanding of key functions in on-the-day event delivery.

PROGRAM AND THE IPAA WA STRATEGIC PLAN

The Institute's program of seminars, conferences, and awards ceremonies serve all of the organisation's strategic objectives (IPAA WA Strategic Plan 2019-22). It was decided to use the operational initiatives from this plan opposed to the new Strategic Plan, as the new plan was adopted in late 2020. The core services, as well as the initiatives linked to these services of IPAA WA did not change. The following measures are useful in assessing performance against the objectives:

Connect and Collaborate

2,202 delegates registered for the IPAA WA program across the year. The figure is the highest that the program has reached in the past five years. This effort demonstrates the capacity of IPAA WA to grow. The high numbers may be attributed to the deferral of key sessions from the second quarter of the calendar year 2020 into this financial year.

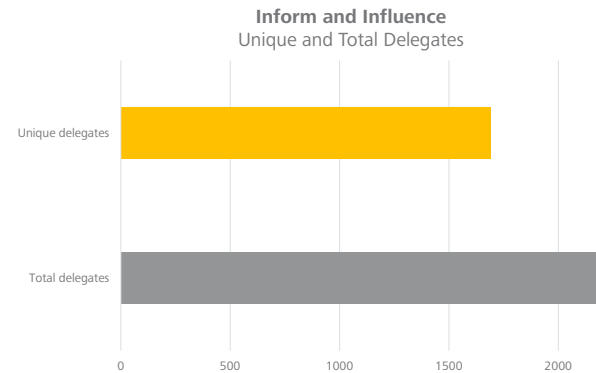


EVENTS



Inform and Influence

Unique Delegates



Unique delegates are defined as those who attend only one session in the year. Of a total of 2,202 delegates to our seminars and conference this year, 1,691 were unique.

While being 3% lower than last year this remains an elevated rate against a longer term average.

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



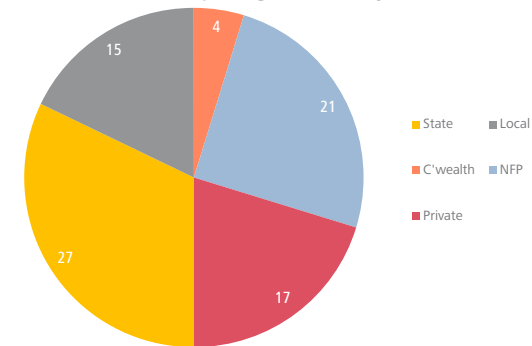
This year's delegation was drawn from 186 unique organisations. This is coincidentally exactly the same figure as 2019/20 although the composition of organisations differed. The delegation weighting toward state government agencies continued this year.

From a sustainability perspective local government representation grew from 13 in the previous year to 21 local governments this year. Maintaining this higher level of representation will be a focus of the program in 2021/22.

Inform and influence was sustained through the changing composition of the delegation. Below is a chart highlighting how many 'new' organisations attended this year as against 2019/20. These identified by sector; Local, State, Commonwealth, NFP, and Private. New NFP organisations were largely a result of the Achievement Awards this year with the results of a

membership drive yet to show through. Retaining the new local governments represents IPAA's best opportunity to sustain an increase in overall reach.

New Unique Organisations by Sector

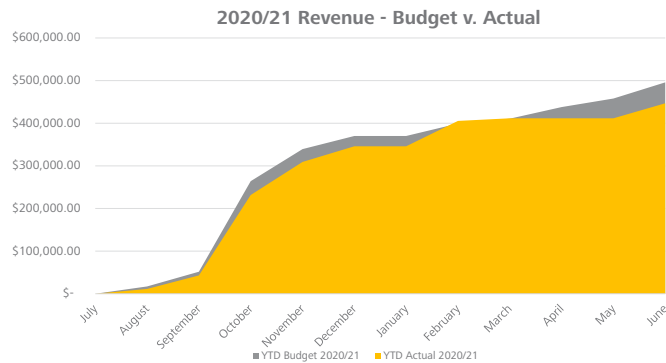


EVENTS



Strengthen and Grow Revenue against Budget

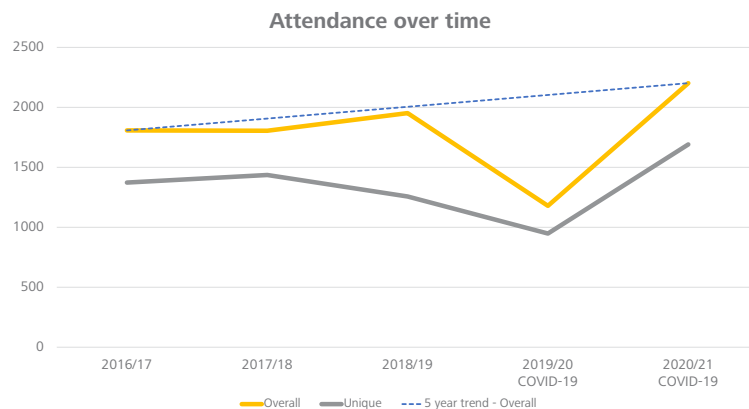
91% of targeted revenue was achieved against 82% of targeted attendance. The two standout programs from a revenue perspective being the Young Professionals' conference and Policy in Practice. Both exceeded their targets on the back of significantly higher than budgeted attendance rates.



Attendance over Time (5 years)

The exceptional attendance result achieved this year is in large part due to the decision to defer rather than cancel several major sessions originally scheduled for 2019/20.

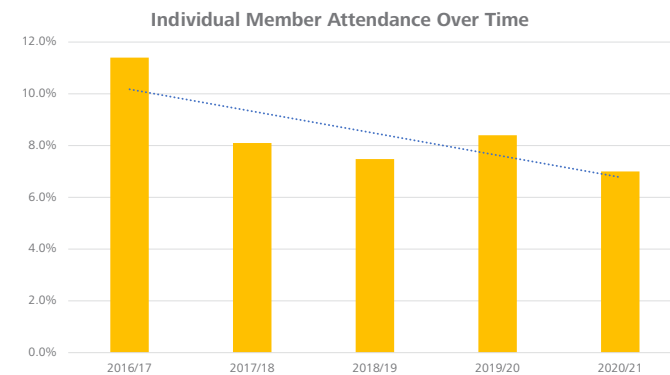
From a medium term perspective of five years it is pleasing to see that this result returned us to a growth trajectory.



Individual Member Engagement

This year saw Individual Members represent 7% of overall delegates.

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.



Women in Public Sector Leadership Conference

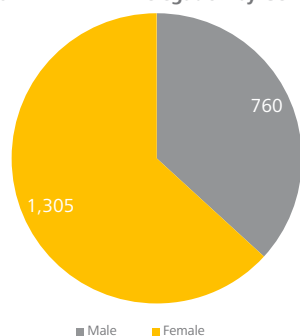
EVENTS



Delegation by Gender

Given that there is a significant majority of the state public sector workforce that is female it is useful to analyse program attendance by gender. A close alignment indicates that our program is attuned to the needs of our largest audience. A significant gap counter to the predominant gender would indicate an opportunity for growth.

2020/21 IPAA WA Delegation by Gender



The delegation at 63% female and 37% male is in keeping with the profile of the mid-to senior tiers of the public sector from which the Institute draws a significant portion of its audience. Growth will come from increasing attendance to existing sessions and adding new sessions as demand indicates.



Dr Rebecca Cassells (Women in Public Sector Leadership Conference)



Giles Nunis (Seamless Digital Government Conference)

2020/21 PROGRAM

Schedule	Session Type	Topic / Name
08 July 2020	Member Event	Member Mentoring with John Byrne
05 to 26 August 2020 (series)	Webinars	Integrity and Accountability
09 September	Seminar	IPAA WA President's Address
24 September 2020	Member Event	Annual General Meeting 2019
01 to 30 October 2020	Event Administration	DMIRS' 'Safe Work Month'
14 October 2020	Conference	Seamless Digital Government
16 October 2020	Seminar	Budget Briefing
Oct to Dec 2020	Professional Development Program	Policy in Practice
30 October 2020	Awards Ceremony	W.S. Lonnie Awards
20 November 2020	Conference	Women in Public Sector Leadership
11 December 2020	Award Ceremony	2020 Achievement Awards
11 December 2020	Member Event	EY IPAA WA Executive Briefing
16 December 2020	Member Event	EY IPAA WA Executive Briefing
17 December 2020	Member Event	Member's Christmas Celebration
12 February 2021	Conference	Young Professionals' Conference
25 March 2021	Seminar	Communication Nation: The trust edition
27 April to 11 May 2021		COVID SHUTDOWN
25 May 2021	Member Event	Member Mentoring with Kaylene Gulich PSM
25 June 2021	Awards	W.S. Lonnie Awards
29 June to 05 July		COVID SHUTDOWN

EVENTS



EY IPAA WA FELLOWS, MEMBER MENTORING AND YPC

EY IPAA WA Fellows

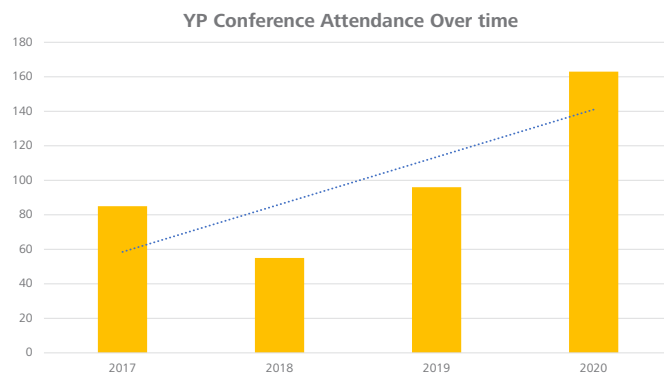
The EY IPAA WA Fellows series hosted a series of exceptional guest speakers covering the early lessons from the public sector response to the pandemic. The series of two drew an audience of 43 senior leaders from across the commonwealth, state and local government as well as academia.

Group Member Mentoring

Member Mentoring returned with two sessions this year. We thank both Kaylene Gulich PSM MIPAA and Dr John Byrne AM for leading these.

Young Professional Committee

The Young Professional Committee again drew solid audiences to their program for the YP Conference. Following a move to a larger venue the session achieved its highest attendance at 165 delegates. The chart below highlights the conference' success in significantly increasing engagement since its inception.



From left: David MacLennan, Amber Fabry (on-screen), Cate Brooks (on-screen), and Amanda Melia (Public Sector Young Professional Conference)

EVENT ADMINISTRATION

IPAA delivered a virtual 'Safe Work Month' for the Department of Mines, Industry Regulation and Safety. This series leveraged the experience IPAA and its service partners developed in delivering an online series for IPAA members in August. The advent of the EventsAir database early in 2020 was also a key enabling factor in efficiently handling over 2000 registrations for the series.

SPECIAL INTEREST GROUPS

Program Development Special Interest Group (PDSIG)

The PDSIG, consisting of the CEOs of our public sector corporate members, has continued to provide a valued contribution to the development of the IPAA program. Our program closely reflects the contemporary issues facing public administration in Western Australia as a result.

We wish to thank the members for their contributions in 2020-21.

EVENTS



From left: Catherine Fletcher and Heather McGregor-Bayne (Women in Public Sector Leadership Conference)



Dr John Byrne AM (Women in Public Sector Leadership Conference)



Seamless Digital Government Conference



Public Sector Young Professionals' Conference

AWARDS



2021 W.S. LONNIE AWARDS

The 2021 W.S. Lonnie Awards were scheduled to be held in March 2021. As the 2020 ceremony was moved back to October 2020 (for COVID related reasons), IPAA WA thought it prudent to space the Awards; as such, the 2021 Awards were held in June 2021. A brief overview of the 2021 Awards' ceremony is below, and winners on the following pages.

Members of the Institute of Public Administration Australia WA (IPAA WA) and agencies from across the WA public sector celebrated excellence in annual reporting at the Institute's 36th annual W.S. Lonnie Awards presentation on the 25th of June 2021 held in Perth.

IPAA WA Secretary, Emma Forrest welcomed guests including the Honourable Kim Beazley AC, Governor of Western Australia and IPAA WA Patron, and the Honourable Professor Carmen Lawrence, Chair of the W.S. Lonnie Awards judging panel. Professor Lawrence then provided an overview of the judging process and key observations.

Of the 25 awards presented, several agencies received more than one award on the day. These included the Fremantle Port Authority (3 awards), WorkCover WA (3 awards), WA Country Health Service (2 awards), the Department of Transport (2 awards), and the Office of the Auditor General (2 awards) including the ultimate award, the W.S. Lonnie Memorial Trophy and shield.

The judges commended the Office of the Auditor General report for its ample discussion of both the meeting of set goals and an explanation as to why some areas were not met. They also acknowledged the reports' clear explanation of performance, KPIs, and improvement options. The report's professional feel, good use of graphics and at a glance information were also noted by the judges.

This year's Chartered Accountants Australia and New Zealand Chief Financial Officer of the Year Award went to Ravi Proheea, from the WA Museum. Ravi was praised for his significant contributions to the Museum's financial management, accounting procedures, performance monitoring and risk management, since commencing in 2016.

Judging Panel

Thank you to the 2021 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 2021 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



Public Sector
Commission

AWARDS



Major Award Winners

W.S. Lonnie Memorial Trophy
Office of the Auditor General

Margaret McAleer Special Commendation
**Western Australian
Country Health Service**

The Allan Skinner Trophy
WorkCover WA

The Margaret Nadebaum Trophy
Fremantle Port Authority

Specialist Award Winners

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

WorkCover WA, Department of Mines, Industry Regulation and Safety, and Insurance Commission of Western Australia Award for Occupational Safety Health and Injury Management
Gold Corporation



From left: Caroline Spencer and the Hon. Dr. Carmen Lawrence

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

Ombudsman Western Australia Award for Complaints Handling
Fremantle Port Authority

CPA Australia Award for Performance Reporting
WorkCover WA

Public Sector Commission Award for Good Governance
Department of Mines, Industry Regulation and Safety

Chartered Accountants Australia and New Zealand Award for Chief Financial Officer of the Year
Ravi Proheea, WA Museum



W.S. Lonnie Award Winners from Zoological Parks Authority

Category Award Winners

	Category 1 Under 100 FTEs	Category 2 101-1,000 FTEs	Category 3 Over 1,000 FTEs	Category 4 Government Trading Enterprises
Gold	Office of the Information Commissioner	Office of the Auditor General	East Metropolitan Health Service	Fremantle Port Authority
Silver	Commissioner for Children and Young People	WorkCover WA	Western Australian Country Health Service	Pilbara Ports Authority
Bronze	2 Winners Small Business Development Corporation Peel Development Commission	Department of Health	2 Winners Department of Transport Main Roads Western Australia	Western Australian Treasury Corporation



W.S. Lonnie Award Winners from Fremantle Port Authority

AWARDS



2020 W.S. LONNIE AWARDS

The 2020 W.S. Lonnie Awards were scheduled to be held in March 2020, however, due to COVID-19 restrictions, these Awards were postponed to October 2020. A brief overview of the 2020 Awards' ceremony is below, and winners on the following pages.

Members of the Institute of Public Administration Australia WA (IPAA WA) and agencies from across the WA public sector celebrated excellence in annual reporting at the Institute's 35th annual W.S. Lonnie Awards presentation at the Hyatt Regency Perth.

IPAA WA President, Mike Rowe, welcomed guests including Ms Lisa Baker MLA, Member for Maylands and representing IPAA WA Vice-Patron, the Hon. Mark McGowan MLA; and the Hon. Bill Marmion MLA, Deputy Leader of the Opposition, and representing IPAA WA Vice-Patron, the Hon. Liza Harvey MLA.

The Hon. Professor Carmen Lawrence, Chair of the W.S. Lonnie Awards judging panel then provided an overview of the judging process, and key observations.

Of the 24 awards being presented, several agencies received more than one award on the day. These included the Fremantle Port Authority (4 awards), Office of the Auditor General (3 awards), WA Country Health Service (2 awards), Western Australian Treasury Corporation (2 awards), WorkCover WA (2 awards), and Zoological Parks Authority who received 2 awards including the ultimate award, the W.S. Lonnie Memorial Trophy and shield.

The judges commented on the Zoological Parks Authority report, praising it for its overall quality of its content and presentation. In particular, judges welcomed the logical approach to the structure of the report, the clear outline and the comprehensive index. The result was an easy to navigate, engaging report with a thoughtful approach to reporting performance, particularly related to research and conservation and sustainability.

This years' Chartered Accountants Australia and New Zealand Chief Financial Officer of the Year Award went to Nick Sarandopoulos from Pilbara Ports Authority. Nick was praised for his ability to lead numerous significant change management processes which has enabled Pilbara Ports Authority (PPA) to achieve strong financial results. Nick was also commended for his proven track record of continually delivering significant value for PPA and the State through engagement across senior members of Government, private enterprise, professional associations and internally within PPA.

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



Public Sector
Commission

AWARDS



Major Award Winners

W.S. Lonnie Memorial Trophy
Zoological Parks Authority

Margaret McAleer Special Commendation
WA Country Health Service

The Allan Skinner Trophy
Office of the Auditor General

The Margaret Nadebaum Trophy
Fremantle Port Authority

Specialist Award Winners

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

WorkCover WA, Department of Mines, Industry Regulation and Safety, and Insurance Commission of Western Australia Award for Occupational Safety Health and Injury Management
Department of Fire and Emergency Services



W.S. Lonnie Award Winners from the Office of the Auditor General with Brianna Lonnie (centre)

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

Ombudsman Western Australia Award for Complaints Handling
Fremantle Port Authority

CPA Australia Award for Performance Reporting
Fremantle Port Authority

Public Sector Commission Award for Good Governance
WorkCover WA

Chartered Accountants Australia and New Zealand Award for Chief Financial Officer of the Year
Nick Sarandopoulos, Pilbara Ports Authority



From left: Hon. Kim Beazley AC and Steve Luff

Category Award Winners

	Category 1 Under 100 FTEs	Category 2 101-1,000 FTEs	Category 3 Over 1,000 FTEs	Category 4 Government Trading Enterprises
Gold	Small Business Development Corporation	Office of the Auditor General	Main Roads Western Australia	Fremantle Port Authority
Silver	2 Winners South West Development Commission Commissioner for Children and Young People	Zoological Parks Authority	WA Country Health Service	Western Australian Treasury Corporation
Bronze	Economic Regulation Authority	WorkCover WA	East Metropolitan Health Service	Water Corporation



W.S. Lonnie Award winners from WorkCover WA

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. A brief overview of the 2020 Awards' ceremony is below, and winners on the following pages.

Host of this year's ceremony, IPAA WA President Mr Mike Rowe, commented on the quality of nominations seen this year in his role as co-chair of the main judging panel, "I am pleased to say that I have been directly involved in the judging process as Co-Chair this year and the calibre of nominations demonstrates the high quality of those who deliver public services in this state.", he said.

The IPAA WA Patron's Award, the highest accolade in public administration in WA was the first award presented. This year's Patron's Award recipient was WA Police Force Commissioner, Chris Dawson APM FIPAA, who was presented the award for his long standing, distinguished service to the public sector in Western Australia in his senior leadership roles within the WA Police Force. Commissioner Dawson was also presented with an IPAA National Fellowship, awarded annually by IPAA National, for having made outstanding contributions to public service in Australia.

This year two new categories were introduced to recognise diversity and innovation in the public sector – Lotterywest award for Best Practice in LGBTI Inclusion, and an award for Best Practice in Innovation.

The two collaboration award categories were once again popular, with the judges unable to separate two nominations in the Best Practice in Collaboration Across Government Agencies category, awarding two winners. A similar scenario occurred in the Best Practice in Collaboration Between Government and any other Organisation category - "In what is proving to be a very pleasing trend, we once again received a large number of high quality nominations in this category", Mr Rowe said.

A total of 67 nominations were received this year (68 last year), 28 for the individual awards and 39 for the organisational awards. Responding to the ongoing tight agency budgets, IPAA WA continued the discounted pricing for table bookings, offering a table booking of 10 for the price of 9.

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

Judges

Commenced

- 2012 **Rob Delane PSM**
Specialist Consultant, Rob Delane Consulting
- 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, Rottneest 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**

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



Public Sector Commission



AWARDS



2020 Achievement Award Winners

IPAA WA Patron's Award

Chris Dawson APM FIPAA

WA Police Force

Murdoch University Award

Leader of the Year in State
or Federal Government

Bradley Delavale

Department of Fire and
Emergency Services

Public Sector Commission Award

Young Leader of the Year

Anthony Williams

Main Roads Western Australia

Leader of the Year Award Working

Within a Division / Team /
Organisation (Two Winners)

Amber Fabry

Department of Communities
And

Mohammad Siddiqui

Main Roads Western Australia

Leader of the Year Working
in Local Government

Andrew Brien

The City of Bayswater

Leader of the Year Working in
the Not for Profit Sector

Julie Waylen

National Disability Services (NDS)

Department of Finance Award

Finance Practitioner of the Year

Mark Cawthorne

South Metropolitan Health Service

Policy Practitioner of the Year

Kim Lazenby

Department of the Premier and Cabinet

Information Technology

Practitioner of the Year

Christian Thompson

Department of Transport

Human Resource Management

Practitioner of the Year

Tony Somers

Department of Water and
Environmental Regulation

Business News Award

Innovation in the Not-for-Profit Sector

St Bart's

Reconnecting Lives Program

Australian Evaluation Society Award

Best Practice in Public Sector Evaluation

Legal Aid WA

Blurred Borders Process
Review and Evaluation

Office of Digital Government Award

Best Practice in Digital Transformation

**Mid West Development
Commission**

Mid West Digital Farm Grants initiative

Best Practice in Corporate Social Values

Main Roads Western Australia

Western Ringtail Possum
Regional Surveys

Department of Health Award

Best Practice in Health and Wellbeing

**Office of the Commissioner for
Children and Young People WA**

Speaking Out Survey

Best Practice in Corporate Social Values

Main Roads Western Australia

Western Ringtail Possum
Regional Surveys

Lotterywest Award

Best Practice in LGBTI Inclusion

Department of Communities

Proud Communities

Best Practice in Innovation (Two Winners)

Main Roads Western Australia

The Kwinana Freeway
Northbound Widening project
And

WA Country Health Service

The Pitch Your Pilot Program

Best Practice in Collaboration Across
Government Agencies (Two Winners)

**Western Australian Government
owned Port Authorities and the
Department of Primary Industries
and Regional Development**

State Wide Array Surveillance Program
And

DevelopmentWA

WGV

Best Practice in Collaboration
Between Government and Non-
Government Organisations

Gold Award

Department of Finance

Aboriginal Procurement Policy
Silver Award

**Blood Unit, Office of the
Chief Medical Officer,**

Department of Health

Reducing avoidable red blood
cell wastage in WA

Bronze Award

Banksia Grove PS, Ngala Child

and Parent Centre Banksia

**Grove, Goodstart Early Learning
Centre Banksia Grove**

A Better Start

AWARDS



From left: Chris Dawson APM FIPAA and Mike Rowe



From left: Sharyn O'Neill FIPAA and Chris White



W.S. Lonnie Award winners from the Department of Mines, Industry Regulation and Safety



Achievement Award winners from the Department of Primary Industries and Regional Development

TRAINING



PUBLIC SERVICE TRAINING

The number of delegates who attended Public Training workshops increased this year, with a total of 1,233 delegates attending 121 workshops. Our Communications Skills courses were again the most frequently run and most well attended workshops on the program. Our collaboration with Local Government Professionals WA successfully continued as the Report Writing workshop was very well received by their members and more workshops are planned for 2021/22.

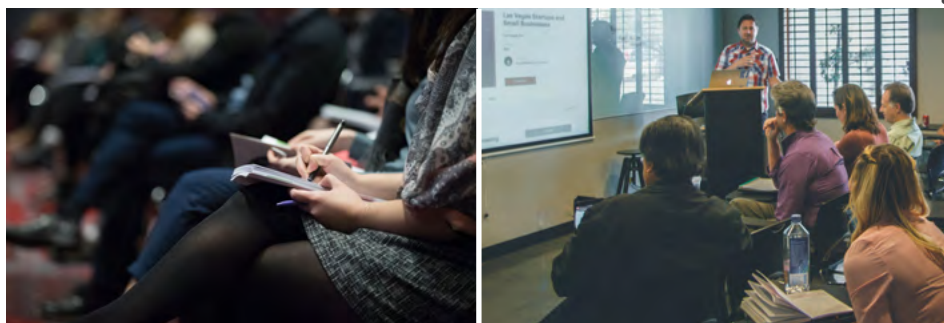
Overall IPAA WA delivered:

- 121 courses, from our suite of 62 public training courses to 1,233 delegates
- 8 new courses

New courses in 2020/21

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

- Career Planning - Crafting Your Unique Story
- Collaborative Leadership
- Creative minds, Creative Thinking
- Cultural Competency and Responsiveness in the Public Sector
- Empowering Women for Impact in the Public Sector
- How to Achieve Diversity and Inclusion in the Public Sector
- Inclusive Leadership: A program to develop the five mindsets of an inclusive leader.
- Subject Matter Expert to Manager



Top Performing Public Courses

Course	Facilitator	Total number of delegates for course	Number of times course ran
Report Writing for Local Government	John Harman	158	8
Writing Skills for Government	Lesley Smith	96	6
Writing Policy Documents	Susan Barrera	78	6
Writing Ministerial Letters and Briefings	Lesley Smith	67	5
Executive Writing Skills	John Harman	61	5
Getting Started in Project Management	Hannah van Didden	57	4
Leadership: What Every New and Experienced Manager Needs to Know	Total Leader and Coach Solutions	55	6
Job Application and Interview Skills for the Public Sector	Susan Kurtjak	41	4
Writing With Style: The Power of Plain English	Amberley Laverick	34	4
Policy Evaluation	Rick Cummings	34	2

TRAINING



2020/21 Public Service Training Courses

Business & Finance

- Budgeting in the Public Sector
- Contract Management Fundamentals for Government
- Financial Statements in the Public Sector
- Management Accounting in the Public Sector

Communication Skills

- 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
- Writing Ministerial Letters and Briefings
- Writing Skills for Government
- Writing With Style: The Power of Plain English

Government & Policy

- Introduction to Policy Work
- Investigations and Procedural Fairness: Your Rights & Obligations
- Policy Evaluation
- Writing Policy Documents
- Introduction to Policy Work

Project Management

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

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
- NEW! Empowering Women for Impact in the Public Sector
- NEW! How to Achieve Diversity and Inclusion in the Public Sector
- NEW! Inclusive Leadership: A program to develop the five mindsets of an inclusive leader.
- Intelligent Influence
- Introduction to Strategic Planning
- Leading Remote Teams
- Outcomes Based Performance of Remote Teams
- NEW! Subject Matter Expert to Manager

Monitoring & Evaluation

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

Personal Development

- NEW! Career Planning - Crafting Your Unique Story
- NEW! Creative minds, Creative futures
- NEW! Cultural Competency and Responsiveness in the Public Sector
- Dealing with Change in the Workplace
- Developing Resilience
- Job Application and Interview Skills for the Public Sector
- Managing Our Well-Being Through COVID-19
- Managing Priorities: Improving Workflow and Productivity
- Read at Speed

Facilitators

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

- Alistair Box
- Amberley Laverick
- Ashleigh Brand
- Barb Wood
- Catherine Sambell
- Hon. David Bartlett
- David Gilchrist
- Deborah Pyatt
- Doug Watson
- George Wilkinson
- Greg Bayne
- Hannah van Didden
- Heather McGregor-Bayne
- Jamie Robertson
- Jan Siggers
- John Harman
- Karen Schwenke
- Kath Polglase
- Lesley Smith
- Lynn Allen
- Paul O'Connor
- Rhys Edwards
- Rick Cummings
- Rosie Davis
- Susan Barrera
- Susan Kurtjak
- Suzy Roche
- Theo Nabben
- Yoon Loh



Public Service Training

TRAINING



Plans for the future

In 2021 IPAA continued to deliver online learning in anticipation of uncertain circumstances and with the aim to offer stability and continued access to learning and development.

We have run 31 online sessions with 266 participants from regional West Australia and interstate. We had participants from Bunbury, Brisbane, Canberra, Darwin, Esperance, Exmouth, Hobart, Kalgoorlie, Kununurra, Melbourne, Naarm, and Sydney.

Over 98% of the participants who shared their feedback found our courses met or exceeded their expectations. The positive results are encouraging our strategy of maintaining both face-to-face and online facilitation modalities as a standard moving forward.

Conclusion

Our predictions for 2021 took into account the volatile environment and based on feedback from participants and facilitators we have ensured to maintain facilitation modalities which allowed smooth transitions if required.

We looked at Public Sector priorities like diversity and inclusion and ensured to add new courses aligned with training needs.

We aim to continue aligning our strategy to the values of agility and flexibility in the face of last minute changes. IPAA is committed to offering high quality and relevant training and development solutions for the Public Sector in an ever-changing environment.



Testimonials

“ [Presenter] is a brilliant facilitator. It was very engaging even through Zoom and covered a wider scope than I’d expected. ”

“ Clear, simple, complexity where needed but a good logic to the workshop delivery. [Facilitator] is engaging despite the course being online. ”

“ Another great IPAA facilitator and valuable course content, as I’ve come to expect! ”

“ I don’t usually enjoy group work, but the breakout room exercises worked really well, even through Zoom. ”

“ It was a good balance of presenting, video, experiences from presenter and the group discussions/ breakouts. ”

“ The presenter, was incredibly knowledgeable in the topic and broke it down really well. She also mixed small group chats with big group presentations, and included regular breaks to prevent Zoom fatigue. ”

“ Great delivery of material by an enthusiastic and knowledgeable facilitator. ”

“ It was very well presented and I felt engaged throughout. ”



TRAINING



IN-AGENCY PROGRAM

Following a challenging start to 2020 for organisations and their employees, we delivered several new in-agency workshops to support our members through the uncertain times. The workshops included managing remote teams, thriving through “COVID Normal”, accountability and managing wellbeing through COVID.

We delivered 92 programs (over 153 sessions) for 33 organisations in 2020/21. Approximately ten percent of the sessions were delivered virtually. We continue to offer virtual workshops and coaching to enable greater access and flexibility for our members to participate in our programs throughout Western Australia.

Testimonials

“ Great that regional officers can now participate in just about all IPAA courses. ”

“ The presenter, and the workshop, were fantastic. A lot of very valuable information provided. ”

“ The facilitator presented the content in such an amazing way. Was really easy to understand and follow. ”

“ I learned many important facets to communicating with others, including communicating with different personality types, the importance of readability in written text and about non-verbal communication. ”

“ Very practical application of methods/ models and high level of interaction between facilitator and participants. ”

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

- Australian Electoral Commission
- City of Rockingham
- City of South Perth
- Corruption and Crime Commission
- Department of Education
- Department of Finance
- Department of Fire and Emergency Services
- Department of Health
- Department of Jobs, Tourism, Science and Innovation
- Department of Justice
- Department of Local Government, Sport and Cultural Industries
- Department of Mines, Industry Regulation and Safety
- Department of Planning, Lands and Heritage
- Department of Premier and Cabinet
- Department of Primary Industries & Regional Development
- Department of Transport
- Department of Water and Environmental Regulation
- Gascoyne Development Commission
- Mental Health Commission
- Metropolitan Cemeteries Board
- National Indigenous Australians Agency
- National Offshore Petroleum Titles Administrator
- North Metropolitan Health Service
- Office of the Director of Public Prosecutions
- Public Transport Authority
- Rottnest Island Authority
- Shire of Ashburton
- South Metropolitan Health Service
- South Regional TAFE
- Venues West
- WA Country Health Service
- WA Police Force
- Wheatbelt Development Commission



John Harman (IPAA WA Facilitator)



Communication Nation: The Trust Edition

FINANCIAL REPORT



STATEMENT BY MEMBERS OF THE COUNCIL

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

In the opinion of the Council 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 2021 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: Kaylene Gulich PSM
Dated 14th day of September 2021

FINANCIAL REPORT



INDEPENDENT AUDITOR'S REPORT

C&G Accounting Services <i>Certified Practising Accountants</i> (08) 9278 2471 info@candg.com.au www.candg.com.au	CPA <small>AUSTRALIAN SOCIETY OF CPAS</small> <i>C & G Accounting Services is a CPA Practise</i> Level 11 Brookfield Place 125 St Georges Terrace Perth WA 6000
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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 2021.

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 2021, 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: 12/08/2021

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WA 6923
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Professional
Standards
Legislation

FINANCIAL REPORT



INCOME AND EXPENDITURE STATEMENT for the Year Ended 30 June 2021

	Note	2021 \$	2020 \$
Income			
Members Subscription		238,924	255,528
Professional Development		1,380,269	1,333,113
WS Lonnie Awards		74,797	-5,636
Sponsorship		88,400	3,000
Achievement Awards		38,450	4,250
Other Income	2	309,047	141,045
		<u>2,129,887</u>	<u>1,731,300</u>
Less Direct Expenses			
Membership Subscription		42,457	36,026
Professional Development		1,077,522	827,524
Journals and Capitation Fees		24,726	21,866
Merchant Fees		14,015	10,711
	3	<u>1,158,720</u>	<u>896,127</u>
Gross Income from Business Activity		971,167	835,173
Other Expenses			
Auditor's Remuneration		3,000	3,000
Bank Charges		305	388
Depreciation		-	-
Insurance Cost		7,372	6,043

	Note	2021 \$	2020 \$
Office/Other Expenses		5,291	8,739
Printing & Stationary		2,104	3,215
Rent		37,652	37,660
Sundry Equipment		20,000	-
Admin Salaries		302,142	277,223
Staff Amenities & Training		1,459	1,422
Superannuation Contribution (incl. Superannuation for salaries reported as direct expenses)		58,353	53,842
Telephone		1,797	1,972
Marketing, Promotion & Advertising		3,755	4,289
IT Expenses		38,698	33,432
National Conference		-	7,702
Development of Course Material		3,000	5,571
Miscellaneous Expenses		-	-
	3	<u>484,929</u>	<u>444,498</u>
Net Surplus (Deficit) for Year		486,237	390,675
Accumulated Surplus at the beginning of the year		1,860,012	1,429,492
Adjustments made pertaining to previous financial periods	4	0	39,845
Accumulated Surplus at the end of the year		<u>2,346,249</u>	<u>1,860,012</u>

FINANCIAL REPORT



BALANCE SHEET as at 30 June 2021

	Note	2021 \$	2020 \$
Current Asset			
Cash and Cash Equivalents	5	3,204,691	2,470,914
Trade and Other Receivables	6	82,658	85,461
Total Current Assets		<u>3,287,349</u>	<u>2,556,375</u>
Non-Current Assets			
Cash and Cash Equivalents	7	-	-
Property, Plant and Equipment	8	-	-
Total Non-Current Assets		<u>-</u>	<u>-</u>
Total Assets		<u>3,287,349</u>	<u>2,556,375</u>
Current Liabilities			
Trade and Other Payables	9	610,464	432,527
Short-Term Financial Liabilities	10	188,670	188,350
Provisions	11	141,966	75,485
Total Current Liabilities		<u>941,100</u>	<u>696,362</u>
Total Liabilities		<u>941,100</u>	<u>696,362</u>
Net Assets		<u>2,346,249</u>	<u>1,860,012</u>
Equity			
Retained Surplus		2,346,249	1,860,012
Total Equity		<u>2,346,249</u>	<u>1,860,012</u>

NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2021

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 2021

(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.

	2021	2020
	\$	\$
2. Other Income		
JobKeeper Payments	210,300	54,000
Covid-19 Cash Flow Boost	50,000	50,000
Miscellaneous Income	48,747	37,045
	<u>309,047</u>	<u>141,045</u>

3. Expenses

COGS and Salary Expense	1,519,217	1,227,192
Depreciation and Amortisation	-	-
Bank Charges	305	388
Insurance Cost	7,372	6,043
Printing & Stationery	2,104	3,215
Rent	37,652	37,660
Sundry Equipment	20,000	-
Telephone	1,797	1,972
Office/ Other Expenses *	5,291	8,739
Auditor's Remuneration	3,000	3,000
Development of Course Material	3,000	5,571
Staff Amenities & Training	1,459	1,422
Marketing, Promotion & Advertising	3,755	4,289
IT Expenses	38,698	33,432
National Conference	-	7,702
Miscellaneous Expenses	-	-
	<u>1,643,650</u>	<u>1,340,625</u>

*Office and Other Expenses were reported separately in previous Annual reports but combined this year to correspond to the rolling budget which only has one reporting line.

FINANCIAL REPORT



NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2021

	2021	2020
	\$	\$
4. Adjustments made to Retained Earnings		
Income received that was unallocated from previous financial years	0	22,602
Reduce bad debt provision	0	27,754
Prepaid expenses (deposits paid) not allocated in previous financial years	0	-10,511
	<u>0</u>	<u>39,845</u>

5. Cash and Cash Equivalents - Current

Cash on Hand	0	0
Term Deposit at Bank NAB	2,000,000	1,650,000
Cash at Bank NAB	443,972	561,481
PFA Account at Bank NAB	760,719	259,433
	<u>3,204,691</u>	<u>2,470,914</u>

6. Trade and Other Receivables

Current

Accounts Receivables Events Pro	2,470	10,150
Prepaid Deposit/Expenses	10,191	13,673
Debtors	79,997	71,638
Bad Debts	-10,000	-10,000
	<u>82,658</u>	<u>85,461</u>

	2021	2020
	\$	\$
7. Cash and Cash Equivalents – Non current		
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	0
Accounts Payable	106,638	32,489
Payroll Liabilities	9,978	10,472
GST Liabilities	53,780	35,534
Revenue Received in Advance	440,068	354,032
	<u>610,464</u>	<u>432,527</u>

FINANCIAL REPORT



NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2021

	2021	2020
	\$	\$
10. Financial Liabilities		
ED VISA	1,366	800
Superannuation Payable	22,349	24,880
Membership Income in Advance	164,955	162,670
	<u>188,670</u>	<u>188,350</u>

11. Provisions

Current

Employee Leave Entitlements	41,770	31,702
Provision for Expenses Previous Periods	16,772	0
Provision for YP Scholarship	2,000	0
Provision Remuneration Program	33,424	15,783
Provision for Hardware	28,000	8,000
Provision for Event/Membership	10,000	10,000
Provision for Memb. Implementation Plan	10,000	10,000
	<u>141,966</u>	<u>75,485</u>

2020/21 IPAA WA ANNUAL REPORT



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Women in Public Sector Leadership Conference



Seamless Digital Government Conference



2020 W.S. Lonnie Awards



State Budget Briefing



Cathryn Greville and Catherine McGregor AM (on-screen) (Women in Public Sector Leadership Conference)



David MacLennan (Public Sector Young Professional Conference)



Ingrid Cumming (Seamless Digital Government Conference)

Gold Corporate Members 2020/21

Deloitte.

Government of
Western Australia
Department of **Communities**

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