



INSTITUTE OF
PUBLIC ADMINISTRATION
AUSTRALIA

ANNUAL REPORT

2022/23



Premier Corporate 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



Public Sector
Commission



Government of
Western Australia
Department of Finance



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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 people and adding value to public sector institutions.

Patron



His Excellency the Honourable
Chris Dawson AC APM
Governor of Western Australia

Vice Patrons



Hon. Roger Cook MLA
Premier of Western Australia



Mr Shane Love 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.



Gail Barrow (Women in Public Service Leadership Conference)



Brianna Lonnie and Len Collard (2023 W.S. Lonnie Awards)



Young Professionals Conference

PRESIDENT'S REPORT



The last financial year has been one of growth and new opportunities. The year also yielded a very positive financial result, allowing IPAA WA to pursue new strategic projects and initiatives, welcome new additions to the team, and develop new

programs to best meet the needs of the public service. In addition, there have been some changes to governance processes, including updates to the Constitution.

I am proud of the fantastic work of the office, led by the IPAA WA CEO Gavin Lewis, and the contributions of our diverse Council. With a composition of representatives from State, Local, and Federal Government, and the not-for-profit sector, the diverse nature of the IPAA WA council has ensured that all sectors working for the public and our community are heard and included in the work IPAA WA does. IPAA WA has broadly defined all these sectors as the public service and considered them all part of the market they serve.

Over the course of the year, IPAA WA has maintained its focus on providing support to enable a high-performing public service, one that is equipped with the capabilities required to deliver the critical outcomes our community rely on.

Governance

During the 2022-23 financial year, there were two changes to the IPAA WA constitution.

The first, voted in at the 2022 AGM, provided better representation for young professional members, recognising them as their own category of membership in the Constitution.

The second, changed the tenure for a Council member from 2 to 3 years. This change maintained the staggered tenure process, with 1/3 of the Council elected every year (previously 1/3 of the Council was elected one year and 2/3 the next). This is in line with common best practice for a number of associations as it provides a more sustainable period for Council members to work on key governance issues for the organisation.

As I mentioned above, the broad reach of IPAA WA is testament to the diversity of our Council. The Council plays an important role in shaping IPAA WA's strategic direction, setting appropriate governance processes, as well as supporting the IPAA WA CEO and team to manage risk and the dynamic changes that influence our focus and delivery. While I have been fortunate to have been President of IPAA WA since 2019 and seen this diversity yield its positive results for the organisation, it is with some sadness that I have made the decision not to re-elect for another term. It is a truly a delight to reflect on the achievements of IPAA WA over the past four years, acknowledging the significant contributions of our members, the hard-working IPAA WA team and our highly committed Council.

On that note, I take this opportunity to thank the Councillor's who left following the AGM last year, choosing not to re-elect for another term: Joe Calleja,

Catherine Fletcher, Jenness Gardner, and long-standing IPAA WA Vice-President, Yvonne Haigh. In addition to myself, Danielle Asarpota and Tami Maitre, who are up for re-election this year, decided not to re-nominate for another term. I thank them for their contributions over the years. We are lucky to have such an experienced and diverse Council, and we look forward to the welcoming the incoming Councillors.

New Opportunities

Following the very astute management of the Institute, we have been fortunate to have had strong financial results once again this year. As was the case last year, this meant that Council were looking at IPAA WA's strategic direction with a growth mindset again this year.

This has meant that the IPAA WA office were able to reinvest financial resources and implement several new initiatives to grow the organisation, explore a number of strategic opportunities, and increase and improve deliverables to all our stakeholders. Some of these included increasing partnerships with Commonwealth Government and the NFP sector, exploring new development opportunities, contributing more to discussions on public sector initiatives, updating professional development services, and investing in IPAA WA marketing strategies, digital technologies, and team development programs.

I am confident these new investments will pay dividends for IPAA WA members in the years to come.

Operations

As always the IPAA WA team have worked hard to ensure that all our services continue to meet the needs of public administrators. Our CEO, Mr Gavin Lewis, will go into some more operational details

PRESIDENT'S REPORT CONT.



in the Executive Summary and CEO's Report which follows, but I will touch on a few highlights.

We welcomed 2,307 delegates to our seminars and conference this year, from across all tiers of government, the not-for-profit, and the private sectors. Record attendance was set across the Achievement Awards, Women in Public Service Leadership Conference, and Young Professionals Conference – a testament to the alignment of these sessions to public service needs. This is a fantastic result, and the program will continue to evolve in response to member needs. Understanding who we currently serve and who we could potentially serve has been a key focus of the program team this financial year. A reporting framework that identifies our success in serving existing corporate members is a practical outcome that will be built upon in years ahead to include metrics from the Public Sector Commissions' State of the Sector reports and other reliable sources.

In the training space, 1,612 delegates attended our training programs, with an astonishing 304 training

courses conducted during the year. We also launched new training courses to address new and existing public sector strategies and plans and aligned some of our existing courses to various public sector frameworks and guidelines. In addition, and in a first for IPAA WA, we introduced a self-paced, e-learning course which received a fantastic take-up. Finally, our membership service also saw positive results. Corporate membership retention remained high at 94%, with 13 new corporate members joining and an increase in the number of non-state government members. Additionally, and in a first since the 2017/18 financial year, the individual membership retention rate increased significantly.

Conclusion and thanks

A big thanks goes to our CEO, Gavin Lewis, and the IPAA WA team who have worked hard to respond to emerging trends and issues impacting public serving organisations. They have ensured our offerings are kept fresh by designing contemporary, inspiring and diverse seminars, conferences, forums and training

programs. On behalf of the Council and IPAA WA membership, thank you. I would also like to thank our devoted Young Professional 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.

As I mentioned at the outset, IPAA WA's outstanding achievements has meant that over the course of the 2022/23 financial year Council have been in an enviable position of looking at the future strategic direction of IPAA WA with a growth mindset.

I look forward to what this means not only for IPAA WA, but for the public service, who ultimately are the beneficiaries of these positive results.

Mike Rowe
President



Danielle Wood, Michael Court, and Lance Glare (2023 Budget Briefing)



2022 Achievement Awards

EXECUTIVE SUMMARY AND CEO'S REPORT



It is my pleasure to submit the Annual Report for the 2022 – 2023 financial year for the Institute of Public Administration Australia – Western Australian Division (IPAA WA) to our members and stakeholders.

The last few years have been an incredibly busy period for the public service. The community has had to deal with a number of very big challenges and the public sector has had their work cut out trying to assist the community wherever possible and deliver effective and efficient services. As IPAA WA's key mandate is to assist public service organisations achieve excellence, our workload is directly related to that of the public sector. During this exceptionally busy period, IPAA WA has exceeded our own high expectations in meeting goals and objectives. The positive growth results have meant that we have been able to use the last twelve months to consolidate all our programs and commence a number of new initiatives.

Like many government and non-government organisations we have needed to be proactive by adapting our services to meet the needs of our members. This has resulted in a number of changes to our services. Even though some of the effects of major events (such as the pandemic) have somewhat subsided, the changes we made to our services will remain. This has resulted in a broader range of services IPAA WA delivers to our members and stakeholders.

As our President, Mr Mike Rowe, discussed in his report, the IPAA WA Council and team have had a strong forward-looking focus in the last year. We have used this opportunity

to consider and implement a number of new initiatives whilst updating many of our existing activities. Some of these initiatives will have an immediate and measurable effect such as new program deliverables, whilst some initiatives will have a more strategically focused outcome, such as the continuing work on the organisation's internal and external policies and strategies.

Executive Summary

The IPAA WA Strategic Plan was reviewed at the outset of the COVID-19 pandemic. The plan was then reviewed in the last financial year and Council predominantly found it to be fit for purpose and still relevant, making only a few minor changes.

The Strategic Plan's objectives are:

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

IPAA WA summarises its core services as:

- Membership
- Training (Public and In-Agency)
- Program (Seminars, Conferences, and Events)
- Awards (W.S. Lonnie Awards and Achievement Awards)
- Event Administration
- Resources / Information.

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

Membership

IPAA WA has two general forms of membership – Corporate and Individual. I am pleased to report that Corporate Membership numbers grew by 7 organisations. With high

levels of retention rates (i.e. renewing organisations) the increase is very positive. The new members have come from a concerted effort by IPAA WA to engage with a broader array of organisations from all sectors who have an interest in public administration.

Individual member numbers slightly decreased for the year. Even though there was a decrease in the number of individual members, the overall number remains relatively unchanged from previous years. With corporate membership at a high level, this is obviously having an adverse effect on individual membership numbers, and the IPAA WA Council reviewed this in past years.

As discussed in last year's report, Council made the decision to maintain Individual Membership as a service, but to not prioritise growth of this category as IPAA WA's engagement with the sector and our stakeholders can be achieved through other vehicles such as corporate membership and partnerships. The organisation supports individual membership, however, the key goal regarding membership is to maintain the high levels of corporate membership as most stakeholders of IPAA WA engage with us through their organisation's corporate membership.

We are constantly reviewing strategies to increase our exposure throughout the broader public administration sectors and looking at the value proposition for our members.

Program

I want to acknowledge that COVID is still having very dramatic effects on many people in the community. Saying that, IPAA WA's Program portfolio has had its first full year of operation with no drastic implications or effects of COVID related obstacles.

EXECUTIVE SUMMARY AND CEO'S REPORT CONT.



The IPAA WA Program provides a number of high quality events which brings the latest thinking in public administration. In addition to providing information on topical issues affecting public service, our events also provide for networking opportunities for members and public sector professionals to connect across all levels of government and non-government organisations.

The IPAA WA Program service has previously been viewed as a financial 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 last two financial years' results have demonstrated that the program can be self-sustainable which allows for greater resourcing to explore future objectives.

The program has done exceptionally well in terms of exceeding budgeted numbers for both delegate attendance and financial return. The three stand out events, in terms of increase in delegate numbers, were the Women in Public Service Conference, Achievement Awards and Policy in Practice.

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 organisations' teams. After a strong rebound from the COVID influenced years, this year our training program continued to grow.

The IPAA WA training program is closely aligned to what the sector needs to achieve stronger outcomes for the community. As the capabilities of the sector and the requirements needed from public administrators change

over time our professional development suite must always evolve. This is a large challenge for IPAA WA. We must be on the front foot in terms of knowing what capabilities are needed and then develop our programs in an efficient manner to meet these needs.

Over the years IPAA WA has worked hard with public administration organisations to align our courses to the latest development and capability frameworks as well as discussing broader needs. Due to the nature of our work, our programs are designed to meet the unique needs of the whole public sector.

During the year, both public training and in-agency training performed above budget. The general reasoning behind these positive results is that organisations and individuals are striving to develop the skillset required to meet the ever growing and changing demands of the community. This is wonderful to see the public service investing in their future capabilities. This will result in timely outcomes being delivered to the community.

In addition to delivering better outcomes to the community, professional development is critical to retain quality people in the public sector. As other sectors (e.g., mining, commercial etc.) continue to offer strong professional development for their employees, it is important 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. IPAA WA continues to invest in our training service, knowing we are in a unique position to provide development opportunities as our programs are focused specifically on the needs of the sector.

The stakeholder 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 services we offer our members and stakeholders are constantly being improved.

Resources / Information

IPAA WA has reviewed the use of technology and other mediums to convey the important ideas and trends affecting public administrators. During the year, IPAA WA sourced an external review of our current communication strategies with the aim being for the review to report back on how the organisation can use different vehicles or processes to enhance our services to the community. This report made a number of recommendations which have all been adopted by the IPAA WA Council.

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 2023, we had budgeted for a surplus of \$55,000, but with better than expected results, (as outlined above), we achieved a surplus of \$434,000.

Following a number of financially successful years, IPAA WA has a very healthy balance sheet and accumulated surplus (equity) of \$3,058,000. IPAA WA's current financial position puts us in a very strong position to continue

EXECUTIVE SUMMARY AND CEO'S REPORT CONT.



investing in the growth of the organisation, providing our members with greater value and benefits, and assisting the public sector to achieve excellence. The recent events which we have all faced reminds us that having such a healthy reserve is very important in overcoming external factors beyond our control.

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.

Initiatives Conducted

Further to our ongoing services we deliver to the public sector (as discussed above), IPAA WA has been in the fortunate position of exploring a number of new initiatives in the year 2022 / 2023. These have included:

- Developing and finalising the working partnership with IPAA NT, where IPAA WA performs an administrative service so that professional development opportunities can be offered to public administrators in the NT under the banner of IPAA
- Promoting (at a national level) and working towards an Australia wide Corporate membership model for Commonwealth Government Organisations
- Continuing the journey towards reconciliation by further working on our Reconciliation Strategy
- Continuing to work on internal and external policies to secure the future sustainability of IPAA WA as an effective and efficiently run organisation
- Developing further vehicles of delivery for our professional development program, such as the introduction of e-learning, self-paced modules.

Future Plans

In addition to working on all of the above activities and services, IPAA WA will focus on supporting the public sector to achieve excellence through a number of key new initiatives including:

- Working through a number of Council strategic initiatives, including
 - The recommendations outlined in the completed review of our marketing strategy
 - Investment in office refurbishment and new digital technologies
 - Launch of the new website
 - IPAA WA team development opportunities
- Review of the operational structure, including the addition of two new positions
- Exploring further development opportunities aligned with the public sector needs (e.g. member events, Communities of Practice, etc)
- Continuing a focus on updating all our professional development services
- Contributing more to the discussion of major public sector initiatives.

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 over 75 years ago 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. Mike is such a hard-working and committed public sector leader. He works tirelessly to serve the WA community, and to see someone as busy as Mike giving his time to the sector's professional association demonstrates

his unquestionable passion for the public sector. After four years as the President of IPAA WA, Mike has decided to not renominate at the 2023 AGM. The contributions that Mike has made to IPAA WA is greatly appreciated and so valued.

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. This year, Council comprehensively explored some strategic opportunities for IPAA WA and have provided excellent guidance as to how we can better serve the sector. It is wonderful to work with such dedicated individuals we have on Council and I am so appreciative of their support and guidance.

Finally, I would like to acknowledge the hard working and dedicated staffing team we have at IPAA WA. The IPAA WA team have done an exceptional job and have worked tirelessly during a few very difficult years. They continue this same level of work and effort. They are passionate about the goals of the Institute and the contributions we deliver for the sector, who then as a result, are able to provide better outcomes for the community.

As I mentioned at the start of my report, public administrators and their organisations play a vital role in the community, and this role will only increase as the expectations of the community increase. The Institute continues to service the sector to assist them in meeting this responsibility. I am very proud to be the CEO of such a valuable organisation to the community of Western Australia and I am grateful every day that I get to work with such committed people and organisations.

Gavin Lewis
Chief Executive Officer

2022/23 HIGHLIGHTS



2,307

ATTENDEES AT

18

EVENTS, AWARDS,
SEMINARS AND
CONFERENCES, WITH



83

SPEAKERS, AWARD
PRESENTERS, MC'S,
AND HOSTS

\$434,204

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'



1,612

ATTENDEES AT

141

PUBLIC TRAINING COURSES AND
WORKSHOPS COVERING

50

TOPIC AREAS



160

IN-AGENCY SESSIONS
DELIVERED THROUGH

114

PROGRAMS TO

34

ORGANISATIONS



51

AWARDS PRESENTED TO
RECOGNISE AND PROMOTE GOOD
GOVERNANCE AND ACHIEVEMENTS
THROUGHOUT THE PUBLIC SECTOR

2022/23 HIGHLIGHTS

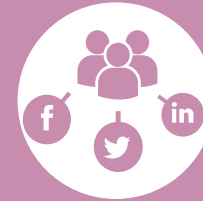


103

CORPORATE MEMBER ORGANISATIONS, REPRESENTING OVER
PUBLIC, PRIVATE, NOT-FOR-PROFIT AND TERTIARY PROFESSIONALS

94%

CORPORATE MEMBER RETENTION RATE



3,918

SOCIAL MEDIA LIKES AND
FOLLOWERS ACROSS LINKEDIN,
TWITTER AND FACEBOOK



348

INDIVIDUAL MEMBERS FROM

154

ORGANISATIONS



59

ARTICLES AND NEWS STORIES
RELATING TO PUBLIC ADMINISTRATION
DISTRIBUTED THROUGH

12

iNEWS PUBLICATIONS



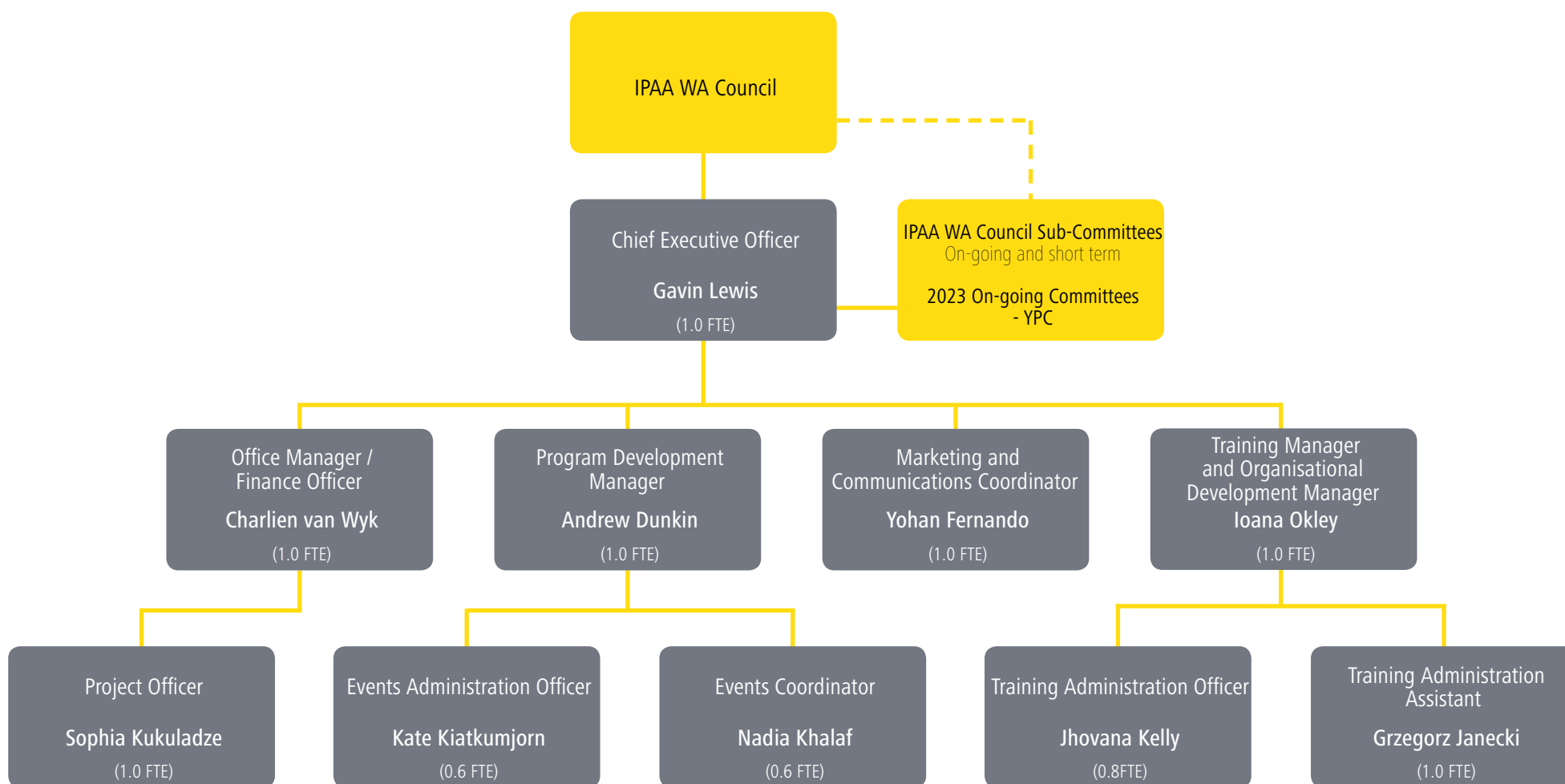
45

ONLINE TRAINING
PROGRAMS WITH PARTICIPANTS
FROM ACROSS WA, AUSTRALIA
AND INTERNATIONAL

OPERATIONAL STRUCTURE



IPAA WA ORGANISATIONAL CHART AS AT 30 JUNE 2023



OPERATIONAL STRUCTURE



IPAA WA COUNCIL

Executive



President

Mike Rowe MIPAA
Director General,
Department of Communities



Vice President (from Aug 2022)

Richard Sellers FIPAA
Director General,
Department of Mines, Industry
Regulation and Safety



Vice President

Andrew Brien FIPAAWA
Chief Executive Officer,
City of Kalgoorlie-Boulder



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
Manager Strategic Communications,
Economic Regulation Authority



Sue Ash AO FIPAA
IPAA National Fellow



Janis Carren MIPAA
Chief Executive Officer,
Arts and Culture Trust



Ian Cowie PSM FIPAAWA
Chief Executive Officer,
City of Gosnells



Cassandra Jaeger MIPAA
Manager Governance,
Town of Cambridge



Tami Maitre MIPAA
Director Emergency Services,
Department of Communities



Amanda Melia MIPAA
Manager, Communications
Synergy



Kirsty Moore MIPAA
Chief Executive Officer,
Indigenous Business Australia



Stuart Smith MIPAA
Director General,
Department of Biodiversity, Conservation and
Attractions



Debra Zanella MIPAA
Chief Executive Officer,
Ruah Community Services

2022/23 Council Member Attendance

After AGM in Oct 2022 to AGM in Oct 2023

Danielle Asarpota	5 of 6
Sue Ash	4 of 6
Andrew Brien	4 of 6
Janis Carren	6 of 6
Ian Cowie	3 of 6
Emma Forrest	5 of 6
Kaylene Gulich	4 of 6
Cassandra Jaeger	4 of 6
Tami Maitre	5 of 6
Amanda Melia	6 of 6
Kirsty Moore	3 of 6
Mike Rowe	3 of 6
Richard Sellers	3 of 6
Stuart Smith	5 of 6
Debra Zanella	3 of 6

Outgoing Council Members

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

2023

Leaving following the 2023 AGM

Danielle Asarpota
Tami Maitre
Mike Rowe

2022

Left following the 2022 AGM

Joe Calleja
Catherine Fletcher
Jenness Gardner
Yvonne Haigh

OPERATIONAL STRUCTURE



IPAA WA STAFF



Gavin Lewis
Chief Executive Officer



Grzegorz Janecki
Training Administration Assistant
(From April 2023)



Nadia Khalaf
Events Coordinator



Andrew Dunkin
Program Development Manager



Kate Kiatkumjorn
Events Administration Officer
(From August 2022)



Ioana Okley
Training & Organisational
Development Manager



Ines Elloy
Training Administration Officer
(Until February 2023)



Sophia Kukuladze
Project Officer
(From June 2023)



Charlien van Wyk
Office Manager / Finance Officer



Yohan Fernando
Marketing & Communications
Coordinator



Jhovana Kelly
Training Administration Officer

OPERATIONAL STRUCTURE



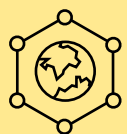
STRATEGIC PLAN (2021-2024)

IPAA WA reviewed the existing Strategic Plan and adopted a new Strategic plan for 2021-2024 in June 2022.

Mission

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

Objectives



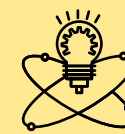
Inform and Improve

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 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.

Engagement

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	190	192
		Number of courses conducted is more or the same as the previous year	122	141
		Number of delegates is more or the same as the previous year's number	1157	1612
	Create and deliver tailored training programs within an agency	Number of courses organised and conducted meets budgeted numbers	121	163
	Deliver the Policy in Practice Program	Policy in Practice Program delivered	1	1
Connect and Celebrate	To recognise and promote good governance and achievements throughout the public sector	Achievement Awards and W.S. Lonnie Awards are conducted.	2	2
	Provide exceptional products and services to our members, both individual and corporate	Individual Membership numbers continue to grow each year.	360	348
		Corporate Membership numbers are maintained or increased	96	103
Inspire and Influence	Provide a platform to share expertise in specific areas	Executive briefing sessions are conducted	2	2
	Provide opportunities to bring together interested people from within and outside the public sector	Number of networking activities held each year	2	4
		YPC and PDSIG are maintained	2	2
	Develop and foster partnerships with external organisations	Number of new partnerships	2	2
		Existing partnerships are maintained	92%	96%
	Deliver program of seminars and conferences	Number of conferences and seminars delivered	7	5
	Develop, distribute and promote relevant articles / papers / pieces regarding public administration	iNews is published and distributed monthly	12	12
	Use and grow social media as a vehicle of communication	Facebook	285	326
		LinkedIn Corporate	1,531	2,324
		LinkedIn Discussion Group	369	394
		Twitter	905	874
	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	\$55,000	\$434,204

MEMBERSHIP

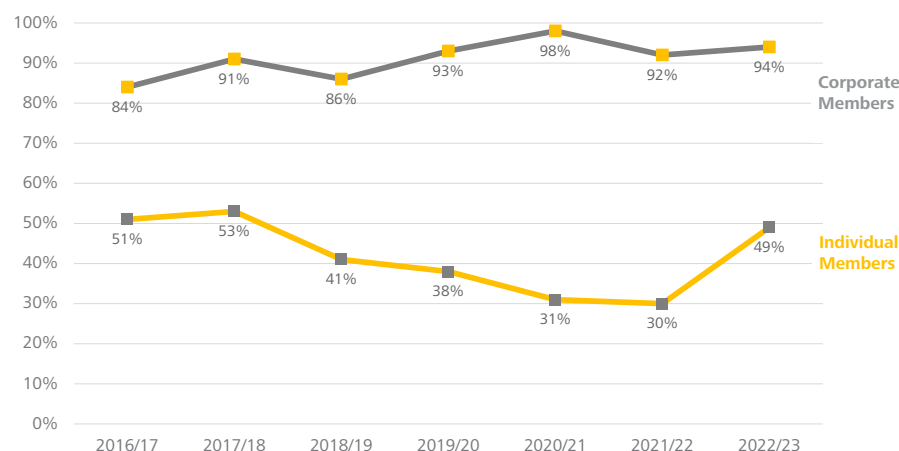


SUMMARY

For the 2022/23 financial year, IPAA WA did not increase its Individual Member or Corporate Member fees. For the 2022/23 financial year, IPAA WA had a total of 103 corporate member organisations, an increase of 7 from the previous financial year. IPAA WA gained 13 new corporate members and lost 6 from the past financial year, achieving a corporate member retention rate of 94%.

For the 2022/23 financial year, IPAA WA had a total of 348 Individual Members, a slight decrease of 3% from last financial year. The retention rate of Individual Members went against the declining trend reported last year, and increased significantly over the 2022/23 financial year to 49%. It is unclear as to the cause behind this increase in retention rate, as IPAA WA did not try any new initiatives relating to Individual Membership during the financial year.

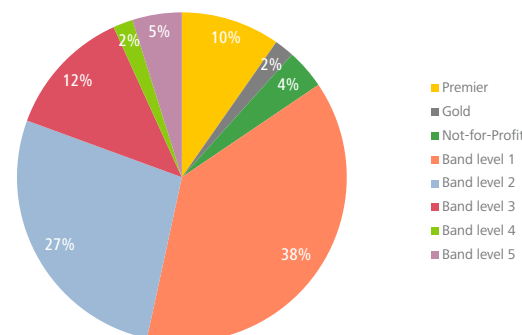
Individual and Corporate Member Retention Rates



CORPORATE MEMBERSHIP

Corporate membership covers whole organisations and the membership provides a range of benefits to all staff within the organisation. Many public service organisations choose to take up corporate membership as it offers them significant savings on all of our training programs and events.

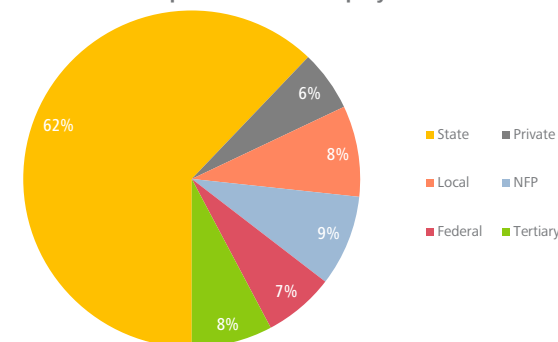
Corporate Membership by Membership Category



Corporate membership is based on Band Levels, determined by the number of full-time employees at the organisation. In addition, IPAA WA also offer Premier and Gold Corporate Partnership opportunities which 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, complimentary tickets to select IPAA WA Events, and other specific and unique benefits.

Three years ago, 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 is offered to specific NFP organisations as a trial of the new membership category. IPAA WA will be expanding on this in the next financial year as we seek to increase our partnerships with the NFP sector.

Corporate Membership by Sector



MEMBERSHIP



2022/23 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



Public Sector
Commission



Government of
Western Australia
Department of **Finance**



Gold Members



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



2022 Women in Public Sector Leadership

MEMBERSHIP



Not-for-Profit

- Financial Counsellors' Association of Western Australia
- HelpingMinds
- Linkwest
- WA Council of Social Services

Band 1

- Australian Electoral Commission
- Australian Financial Security Authority
- Central Regional TAFE
- Chartered Accountants Australia and New Zealand
- Commissioner For Children and Young People
- Construction Industry Training Fund
- Department of Industry, Science, Energy and Resources WA
- Department of Social Services
- Department of the Prime Minister and Cabinet
- Department of The Registrar, WA Industrial Relations Commission
- Economic Regulation Authority
- Edith Cowan University, School of Business and Law
- Gascoyne Development Commission
- Government Employees Superannuation Board
- Health and Disability Services Complaints Office
- John Curtin Institute of Public Policy
- Kimberley Development Commission
- Legal Practice Board
- Member For Kwinana
- Multicultural Services Centre of Western Australia
- Myleave
- National Offshore Petroleum Safety and Environmental Management Authority
- Northern Suburbs Community Legal Centre
- Office of The Auditor General
- Office of The Information Commissioner
- Pilbara Development Commission
- Regional Development Australia South West Inc.
- Rottnest Island Authority
- Screenwest
- Shire of Donnybrook-Balingup
- Small Business Development Corporation
- South Metropolitan Health Service
- South West Development Commission
- State Records Office of Western Australia
- University of Western Australia (Vice-Chancellery)
- Western Australian Electoral Commission
- Western Australian Planning Commission
- Western Australian Treasury Corporation
- Wheatbelt Development Commission

Band 2

- City of Belmont
- 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
- Forest Products Commission
- Fremantle Ports
- Hope Community Services
- Insurance Commission of Western Australia
- KPMG
- Lotterywest
- Mental Health Commission
- Metropolitan Cemeteries Board
- Mid West Ports Authority
- Office of the Director of Public Prosecutions
- Parliamentary Services Department (Parliament House)
- Perth Zoo
- Pilbara Ports Authority
- Ruah Community Services
- South Regional TAFE
- Southern Ports
- Town of Victoria Park
- Venueswest
- Workcover WA

Band 3

- City of Joondalup
- City of Perth
- 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
- Gold Corporation
- Health Support Services
- Landgate
- North Metropolitan TAFE
- Pricewaterhousecoopers
- 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

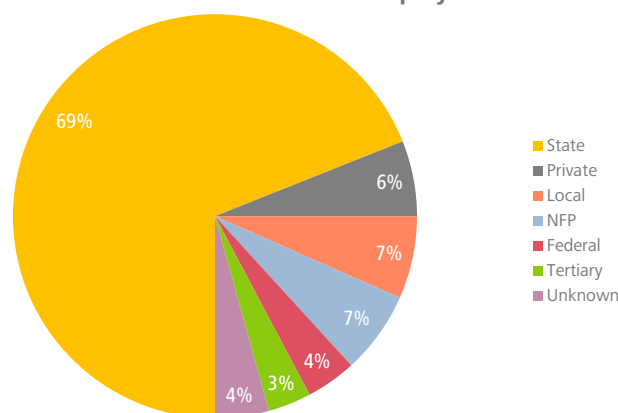
MEMBERSHIP



INDIVIDUAL MEMBERSHIP

Individual membership covers the one person signing up for membership. It offers the lowest rate for all our events and training activities, plus both personal and professional development opportunities including mentoring, networking, and access to free member-only events. IPAA WA offer three main categories of individual membership, Personal, Young Professional, and Associate, with each providing its own set of benefits.

Individual Membership by Sector



Individual Member Mentoring Program

The IPAA WA Individual Member Mentoring program aims to provide mutual learning for participants with common goals. The program runs over nine months, commencing in February. Mentors and mentees are matched based on their skills, experience, and development goals.

In addition to the general pool, the program features a Young Professionals (YP) pool, which matches YP mentors to YP mentees, providing mentors the opportunity to share their experiences as well as gaining extra leadership skills, and mentees the opportunity to learn from YPs who might have navigated similar challenges being faced by them.

57 mentors were matched to mentees for the 2022 program – 44 in the general pool, and 13 in the YP pool. The program continues to be one of the most valued individual member benefits, with feedback reflecting extremely positive sentiment from both mentors and mentees who participated on the program.

Coffee with a CEO

In May 2023, IPAA WA launched a new program, Coffee with a CEO, to provide a platform for professionals to connect and network with each other, as well as gain valuable insights from successful CEOs. The program aims to connect early to mid-career professionals from the public sector, including local, state, federal government, and non-profit organisations for a small group conversation with a CEO, Director General, or member of the Senior Executive Service.

The program featured one session each month from May to October, with a small group of up to 8 participants selected to attend.

IPAA WA thanks Councillor, Danielle Asarpota, who developed the program and contributed to the logistics of the program in conjunction with the IPAA WA office and hosted each session.

In addition, IPAA WA thanks the leaders who gave their time to participate on the program during the 2022/23 financial year, as well as those who will be a part of the 2023/24 program:

- Jenness Gardner, CEO of the Economic Regulation Authority (2022/23)
- Melanie Gates CEO of Diabetes WA (2022/23)
- Richard Sellers, Director General of the Department of Mines, Industry Regulation and Safety (2023/24)
- Catherine Fletcher, WA Information Commissioner (2023/24)
- Kirsty Moore, CEO of Indigenous Business Australia (2023/24)

Participant feedback has been overwhelmingly positive, with 100% of participants rating the value they have received out of the program either a 4 or 5 (out of 5), 100% of participants responding that they gained valuable insights from the CEO, and 100% of participants stating they would recommend future sessions to their colleagues.

MEMBERSHIP



Personal Membership

Personal Membership represents the highest level of Individual Membership, and they receive access to all individual member benefits. For the 2022/23 financial year, Personal Membership fees were \$150 and they represented 41% of total Individual Membership. This category of membership had a 6% decrease from the previous financial year.

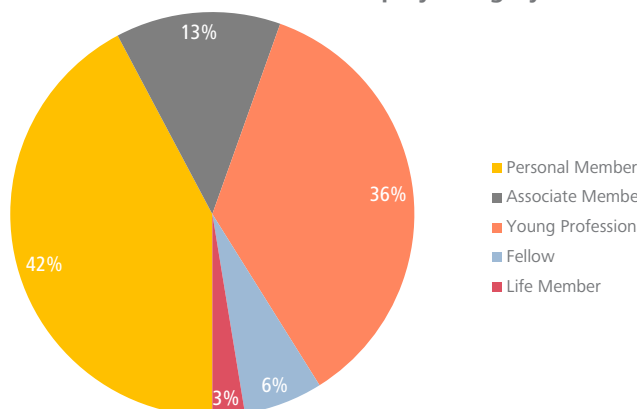
Associate Membership

Associate members receive a limited set of individual member benefits. For the 2022/23 financial year, Associate Membership fees were \$60 and they represented 13% of total Individual Membership. The take-up of Associate Membership remained unchanged from the previous financial year.

Young Professional Membership

Young Professional (YP) Membership is open to anyone aged 35 or under, and they can join in either Personal YP (\$130) or Associate YP (\$60), or they may be provided a Complimentary YP membership (provided as a benefit to Corporate Members). The YP Membership decreased marginally from the previous financial year. During the 2022/23 financial year, YP members represented 36% of total Individual Membership. Of these YP Members, 8% were Associate, 61% were Personal, and 31% were complimentary.

Individual Membership by Category



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.

2022 WA National Fellow Recipient

Ms Gail McGowan PSM FIPAA

WA Recipients of the Award

Ms Gail McGowan PSM FIPAA
Ms Sue Ash AO FIPAA FIPAAWA
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 IPAA WA whose accomplishments are deemed fitting of this prestigious membership level. IPAA WA identifies such a person and invites them to apply. Only a limited number of Fellow places are awarded per annum

Ms Sue Ash AO FIPAA FIPAAWA
Mr Andrew Brien FIPAAWA
Mr Sandy Clarkson FIPAAWA
Mr Ian Cowie PSM FIPAAWA
Dr Wally Cox PSM FIPAA FIPAAWA
Mr Bradley Delavale FIPAAWA
Mr David Etherton FIPAAWA
Mr Graeme Gammie FIPAAWA
Mr Chris Hall AM FIPAAWA
Ms Susan Hunt PSM FIPAAWA
Mrs Elizabeth MacLeod FIPAAWA
Ms Sue McCarrey FIPAAWA
Ms Gail McGowan PSM FIPAAWA
Mr Colin Murphy PSM FIPAA FIPAAWA
Ms Angie Paskevicius FIPAAWA
Dr Jim Rhoads FIPAAWA
Hon. Kerry Sanderson AC CVO FIPAAWA
Mr Richard Sellers FIPAAWA
Mr Grahame Searle FIPAAWA
Dr Ruth Shean AO FIPAAWA
Mr Dale Stewart FIPAAWA
Ms Julie Waylen FIPAAWA
Dr Peter Wilkins FIPAA FIPAAWA
Dr Mike Wood FIPAA FIPAAWA



Gail McGowan being presented the IPAA National Fellowship Award by Mike Rowe

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 working in and around the Western Australian public sector.

The Young Professionals' Program is proudly supported by 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. In 2021-22 financial year, the YPC term changed to run from April to March, to better align the nomination period and YP events schedule with the annual Young Professional Conference which is held in February

The Young Professionals' Program is proudly supported by Deloitte.



2023 YPC Members

Executive

Chair

Mikaela Scuderi

Department of Communities

Vice Chair

Mataele Nuku

Department of Finance

Engagement and Communications Coordinator

Karthik Preyeswary

Department of Mines, Industry Regulation and Safety

Events Facilitator (role share)

Adam Clarke

Public Sector Commission

Tegan Gibson

Department of Finance

Secretary

Luke Johnson

Department of the Premier and Cabinet

Policy Coordinator

Rachel Bell

Department of Primary Industries and Regional Development

Committee Members

Dylan Green

Western Australian Council of Social Service (WACOSS)

Peggy Leung

Deloitte

Lilian Lubo

Department of Primary Industries and Regional Development

Shelby Robinson

Western Australian Council of Social Service (WACOSS)

Brodie Skalko

Department of Fire and Emergency Services

Christelle Wessels

WA Country Health Service

Camille Vissouarn

Department of Industry, Science and Resources (until August 2023)

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



2022/23 YPC EVENTS

Annual Conference

In February 2023, the YPC held their annual Young Professional Conference, exploring the theme 'Ignite Your Future'. The Conference sought to inspire and equip young professionals with the knowledge and skills to turn challenges into opportunities through exploring topics such as using your power and influence at any level, managing mental health and wellness, career progression, personal brand and values, and business chemistry. The 2023 event saw a milestone achieved, the first ever sold-out Young Professional Conference. Delegates provided excellent feedback, with attendees finding the speakers insights to be empowering and inspirational.

LEAD Series

The YPC ran 'LEAD: Lead. Empower. Achieve. Develop' for the second year. LEAD is a series of professional development sessions designed to be conducted in small groups to maximise the engagement with the audience. Each session focussed on a key skill or strategy for young professionals to apply in the workplace as they work to become future LEADers. Topics for the 2022 series were project management, public sector job applications, policy writing and communicating with influence. YPC welcomed Deloitte on board as the sponsor for the 2022 series.

Ongoing Events

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.

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.

Coffee without Borders

In collaboration with IPAA Young Professional groups in New South Wales, Victoria, and the Australian Capital Territory, the YPC coordinated the second coffee without borders for young professionals across the country. Led by the New South Wales representatives, the initiative was launched in June, achieving much success with one participant advising on "how brilliant the initiative was, both in the organisation and the connections and discussions that resulted."

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.

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 and across the regions.
- Continue to review and identify new programs and events to ensure relevance to YPs.
- Raise awareness of YPC and its initiatives to young professionals.
- Engage and connect other young professional groups.

A key focus of the YPC Committee has been to strengthen YPC's membership base across agencies, levels of government and regions. To this end, an Advocacy sub-committee was established to progress this piece of work.



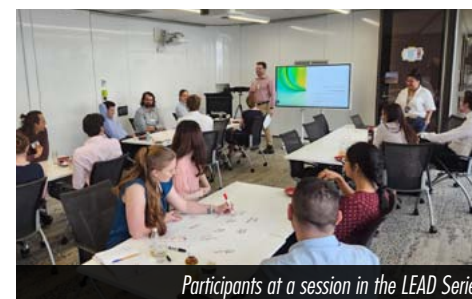
Julian Pace (Public Sector Young Professional Conference)



Public Sector Young Professional Conference



Participants at a session in the LEAD Series



Participants at a session in the LEAD Series

PROGRAM



Danielle Wood (2023 Budget Briefing)



Delegates at the Young Professionals Conference



Mikaela Scuderi (Young Professionals Conference)



Alexander Lau and Michael Scott (Seamless Service Delivery Conference)

PROGRAM

SEMINARS, CONFERENCES, AWARDS, AND MEMBER EVENTS

This year was marked by three outstanding achievements for the IPAA WA program. In August we welcomed our largest cohort to date for Policy in Practice, in November we surpassed all previous IPAA WA attendance records with a delegation of 619 to the Women in Public Service Leadership conference, and the following month went further still in welcoming 727 people from across the state to the 11th edition of the IPAA WA Achievement Awards.

These three programs have succeeded thanks to over 10 years of effort by dedicated, highly capable IPAA WA members and a concerted drive by the staff to improve these services in response to member feedback.

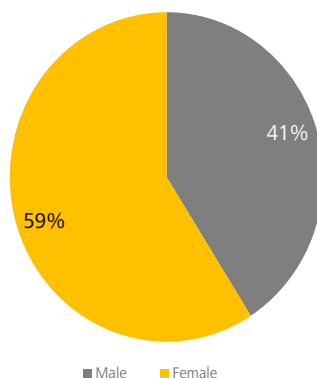
A fourth service, the annual Young Professionals' Conference, showed its potential by attracting 244 delegates and a waitlist in February. This result is due to a dedicated effort by the Young Professionals' Committee to design a compelling program and mount a very effective, strategic engagement campaign with state public sector agencies. This is a strong base to build from in 2024.

From a strategic perspective the increased participation by local government and community sector members as both speakers and delegates is a promising sign of IPAA WA's potential as an effective forum that enhances the capability of all who serve the public in this state.

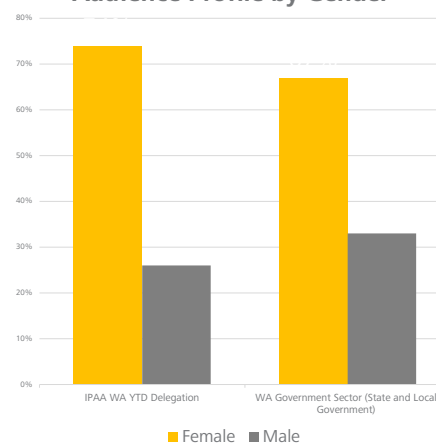
Gender Equality

The IPAA WA Council have provided a standing direction that the program features gender balance among the presenters. The program featured 83 people fulfilling roles as speakers, award presenters, MC, and hosts. Of those 34 were men and 49 were women. The imbalance reflects two fewer sessions in the program with the result that the Women in Public Sector Leadership Conference program had an outsized role.

Gender Balance - Presenters



Audience Profile by Gender



IPAA WA began measuring its audience reach by gender against the WA government sector (as reported in the annual 'State of the WA Government Sector Workforce' published by the Public Sector Commission) in FY21-22. Our audience profile continued to be overwhelmingly female at 74% of overall delegates. This is 7 points ahead of the statistics for the government sector but only 1 point different to the 73% reported for the public sector. As the Institute increases its service to local government members in years ahead, the alignment may come to reflect the government sector figures more closely.

PROGRAM AND THE IPAA WA STRATEGIC PLAN

The Institute's program of seminars, conferences, and awards ceremonies serve each of the organisation's three strategic objectives (IPAA WA Strategic Plan 2021-2024).

The following measures are useful in assessing performance against the objectives:

1. **Inform and Improve:** Number of unique delegates, unique organisations represented by delegates, proportion of public sector agencies served
2. **Connect and Celebrate:** Overall attendance, attendance at awards program
3. **Inspire and Influence:** Overall delegate satisfaction

The program supports the operational objectives of the organisation to strengthen and grow. The following measures demonstrate how the program contributes to the ongoing sustainability:

1. Revenue against budget
2. Trends in attendance over time
3. Matching delegate profile against largest membership group (state public sector)
4. Increased service to underserved membership groups – community sector and local government organisations.

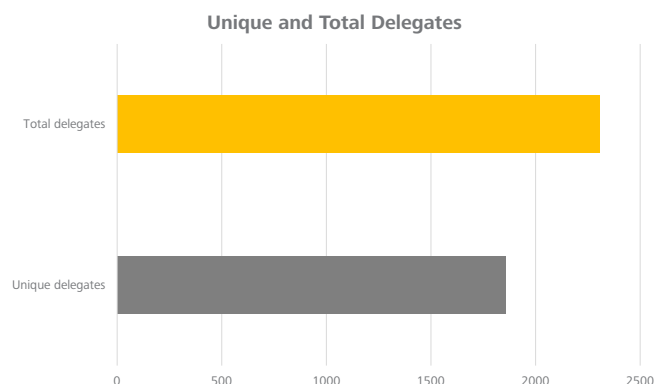
PROGRAM



Inform and Improve

Unique Delegates

Unique delegates are defined as those who attend only one session in the year. Of a total of 2307 delegates to our seminars and conference this year, 1859 or 80.57% were unique. This is a significant increase (7 points) over the previous financial year. The increase is due to the outstanding success of the 2022 Achievement Awards, with 727 delegates, and Women in Public Service Leadership which attracted an audience of 619.



Looking beyond the predominance of state government members and it is useful to observe a strong representation of NFP/community sector delegates (see chart below).

Unique Delegates by Sector - Excluding State Government

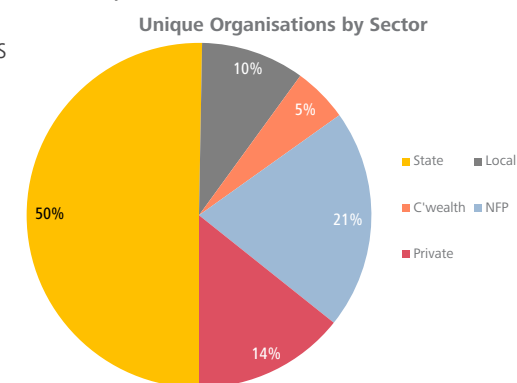


Unique Organisations

This year's delegation was drawn from 175 unique organisations. This is an increase from 151 last year and closer to the peak of 186 seen three years ago. The increased representation of local government and NFP organisations, each growing by 1% over the previous year even as total unique organisations increased, is a pleasing result and in line with the strategic objectives of the Institute. State government organisations held steady in overall number but decreased as a proportion of all organisations this year by 2% to 50%. The delegation weighting remains toward state government agencies (see chart to the right).

Increased attendance by the NFP/community sector was a notable achievement this year. This is the result of a concerted effort by the Council and CEO to better understand and develop services to meet their needs.

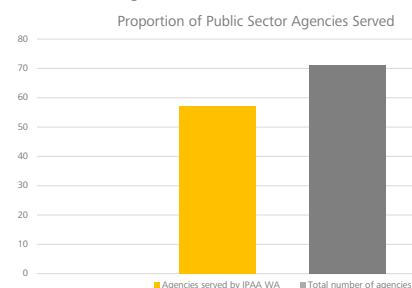
The program held ground with local government, welcoming representatives from 15 LGA's against the three previous years of 14, 21 and 13 respectively.



Proportion of public sector agencies served.

New for this year is a measure of the program's success against the list of public sector agencies as compiled by the Public Sector Commission and published in the 'Western Australian public sector quarterly workforce report'.

The information provided by the report relates only to public sector (Department, SES and non-SES agencies), and excludes sworn officers of the WA Police Force, public universities, local governments, government trading enterprises and other authorities.



In 2022-23 the program served delegates from 56 of the 71 agencies listed in the March 2023 edition (see chart to the left). The 56 agencies accounted for 90% (148,246) of the total headcount of 164,141.

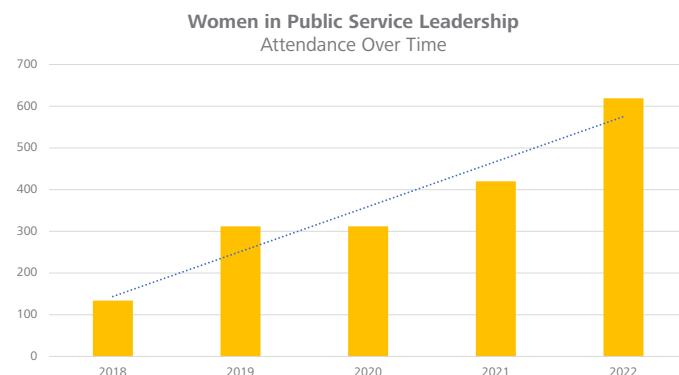
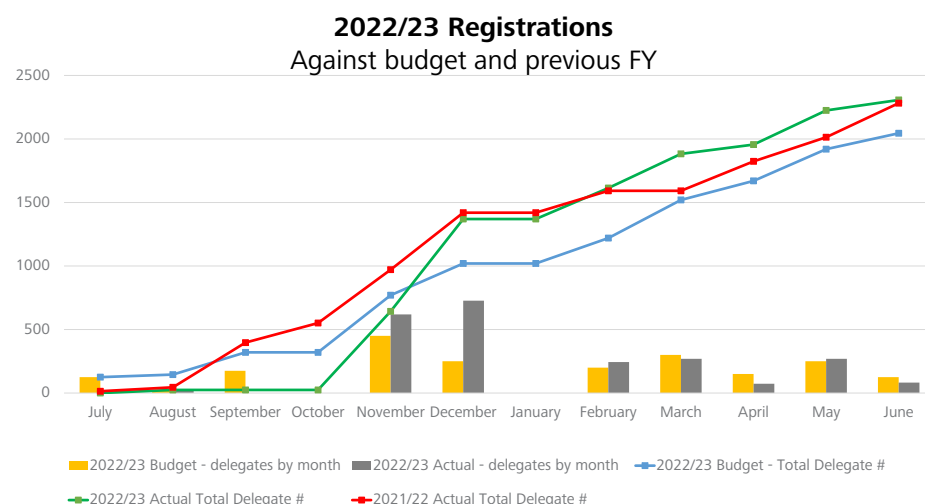
PROGRAM



Connect and Celebrate

Overall attendance

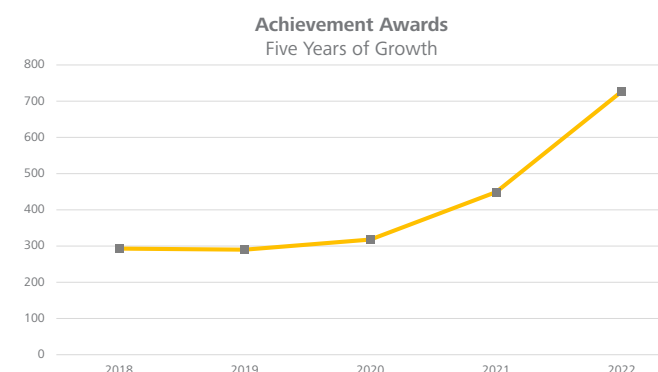
2,307 delegates registered for the IPAA WA program across the year (first chart below). This was 12% above budget and is in line with a similarly strong result in FY21-22. The numbers are a result of standout performances by the Women in Public Service Leadership conference (second chart below) and 2022 Achievement Awards. These two marquee sessions were ably supported by a record attendance at the this year's edition of the Young Professionals' conference.



Attendance at Awards program

While the W.S. Lonnie Awards did not meet its target attendance, the Achievement Awards provided the Program's strongest contribution to the Institute's 'Connect and Celebrate' objective. 727 delegates were lead in celebration by IPAA WA Patron, His Excellency The Honourable Chris Dawson AO APM FIPAA. A record number of nominations contained numerous examples of projects delivered in response to the global pandemic.

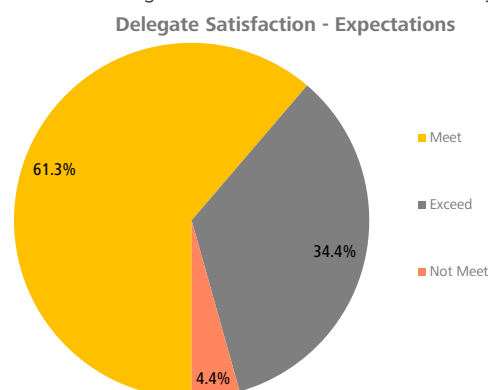
A sharp jump in nominations this year may be attributed to a strong sense of pride felt by our members in their response to the pandemic and their work more broadly. The result once again reaffirms ongoing effort to strengthen relationships carefully and steadily with our membership. Nominations are shown to drive attendance on the day.



Inspire and Influence

Overall delegate satisfaction

The strong attendance would mean nothing if delegates left sessions dissatisfied. This year the program continued a long set precedent of meeting and exceeding the expectations of the vast majority of delegates.



Satisfied delegates (61%) will have left inspired by what they heard, exceedingly satisfied delegates (34%) are highly likely to share information and act upon the knowledge they gained in attending. This year's program made a strong contribution to IPAA WA's strategic objective of 'Inspire and Influence'.

PROGRAM



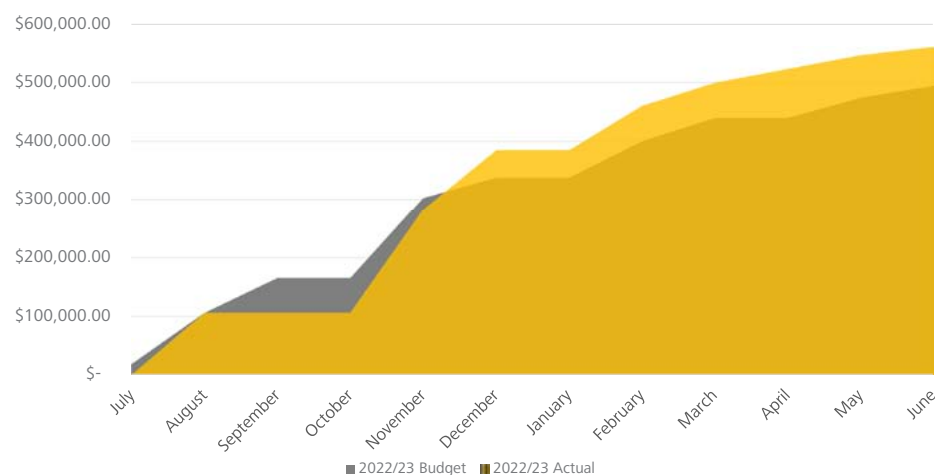
Financial Sustainability

Revenue against budget

The increasing awareness and good reputation of the Institute is reflected in a strong revenue result. The final result exceeded budget forecast by 13%.

As in the FY 21-22, the two standout programs from a revenue perspective were Policy in Practice and Women in Public Service Leadership. Both exceeded their targets on the back of significantly higher than budgeted attendance rates.

2022/23 Revenue - Budget vs. Actual

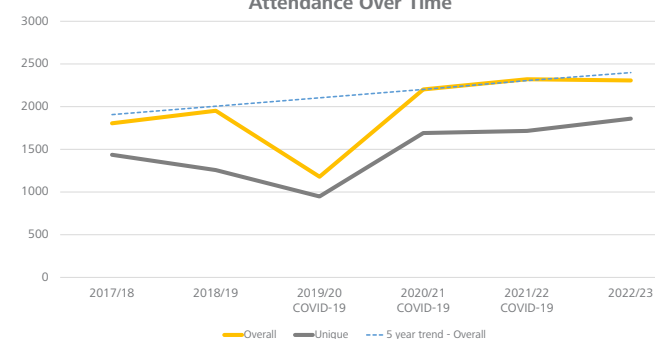


Attendance over time – 5 years

The chart below highlights a positive trend in both overall and unique attendance over the past five years. The continuing success of the Program rewards the faith placed in the team by the Council in providing additional resourcing three years ago as well as significant effort by the executive leadership in building strategic relationships.

A sharp jump in nominations for the Achievement Awards this year may be attributed to a strong sense of pride felt by our members in their response to the pandemic and their work more broadly. The result once again reaffirms ongoing effort to strengthen relationships carefully and steadily with our membership. Nominations are shown to drive attendance on the day.

Attendance Over Time



PROGRAM



2022/23 PROGRAM

Date	Session Type	Topic / Name
2022		
August - October	Executive Leadership	Policy in Practice
July - Ongoing	YPC Series	Coffee Roulette
25 August	YPC Session	L.E.A.D. Session 1
21 September	YPC Session	L.E.A.D. Session 2
01 - 31 October	Event Administration	WorkSafe 'Safe Work Month 2022'
20 October	YPC Session	L.E.A.D. Session 3
20 October	Member Gathering	Annual General Meeting
17 November	Conference	Women in Public Service Leadership
23 November	YPC Session	L.E.A.D. Session 4
9 December	Awards Ceremony	2022 IPAA WA Achievement Awards
13 December	Executive Briefing	EY Executive Briefing: Strategic Capability
22 December	Member Gathering	Christmas Celebration: Tour of Perth Stadium
2023		
17 February	Conference	2023 Young Professionals' Conference
31 March	Awards Ceremony	2023 W.S. Lonnie Awards
28 April	Conference	Seamless Service Delivery
19 May	Luncheon	IPAA WA Budget Briefing
08 June	Executive Briefing	EY Executive Briefing: Trust
22 June	Seminar	Public Service Communications Summit

EVENT ADMINISTRATION

IPAA WA successfully delivered '2022 Safe Work Month' for the Department of Mines, Industry Regulation and Safety.

EY IPAA WA SERIES

EY continued its long standing and mutually beneficial support of IPAA WA this year.

2022/23 marked the tenth year of the EY IPAA WA Fellows/Executive Briefing series. After 11 years and many valuable discussions, in the next financial year EY will now support the newly established Chief Information Officer Community of Practice. IPAA WA will then review the series and consider how to progress.

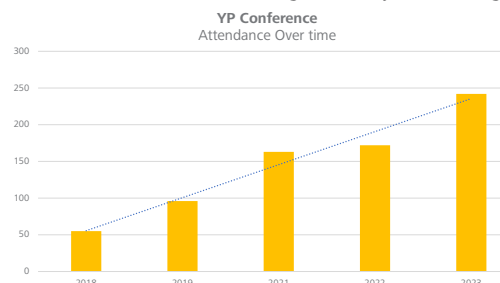


The final EY IPAA WA Executive Briefing series closed with a critical discussion on the accessibility of digital services across health and culturally diverse communities. 55 leaders from across the commonwealth, state and local government as well as academia gathered to hear from Ben Day of EY, Tania Harris – Engagement Team Leader, Aboriginal and Disability Engagement Lead, Health Consumers Council of WA and Corinne Hawke – Executive Manager Community & Stakeholder Engagement WA/SA, NBN Co, speak about the issues affecting marginalised members of the community.

YOUNG PROFESSIONALS PROGRAM

Deloitte is in its 8th year as major supporter of the Young Professionals program. The Young Professional Committee again drew solid audiences to their program for the YP Conference (see chart below).

Following a move to a larger venue in 2022 the session surpassed the record 172 delegates of that year with an impressive 242 attendees in 2023. The chart below highlights the conference' success in significantly increasing engagement since its inception.



The YPC LEAD program was delivered in partnership with series sponsor Deloitte for the first time. It drew a solid attendance to four sessions over three months.

EXECUTIVE EDUCATION



POLICY IN PRACTICE

"Equipping our sector with the capabilities to design, develop and deliver well-grounded, innovative, dynamic policy solutions is critical to an efficient and effective public service, a well-functioning government, and importantly, to the delivery of services that achieve positive outcomes for our community." Mike Rowe, IPAA WA President

Created in 2014, the Policy in Practice program is now a core IPAA WA service in its 9th year. Developed in close consultation with the Public Sector Commission, it remains very closely aligned to the standards required of public servants creating public policy in Western Australia.

The Policy in Practice program is a substantial undertaking. It is delivered to a very high standard and is consistently well received, as evidenced by the feedback of nearly 200 delegates who have attended across the years.

IPAA WA has established valuable relationships with influential leaders across business, public service, and the community sector through this program. Their presence as guest presenters provides immediate value to delegates through the sharing of their experiences and knowledge. In the medium to longer term the awareness and positive reputation of Policy in Practice among senior decision makers delivers value to delegates as they engage with stakeholders or seek new career opportunities.



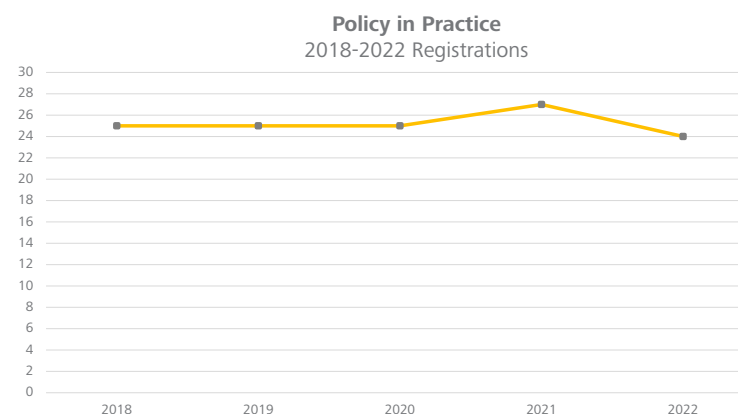
Delegates at IPAA WA Program

IPAA WA in its 2021-24 Strategic Plan has as its mission 'to add value to public administration'. The 2022 program aligned with this mission by achieving its target delegate satisfaction levels and receiving feedback such as below:

"I was grateful that they (the facilitators) were candid with us about their experiences of things going wrong as well as when it went right, and gave us a window into the life of a politician or high-level decision maker. The material had just the right balance between theory and practice, with great case studies from across the country. There was a strong emphasis on policy objective, implementation plan, and monitoring/evaluation, which can be easily neglected when writing and implementing policy and is important not only for policy writers but also other public sector employees to understand."

- Past Policy in Practice delegate.

24 delegates attended in 2022. This result exceeded a forecast of 20 for the year but fell short of 2021 attendance.



Reflecting the alignment of this program with the Public Sector Commission frameworks, Policy in Practice predominantly attracts an audience from the state public service. The range of organisations represented in the last three years indicates a high level of awareness within the IPAA WA corporate membership and provides a positive indicator for the health of the program for the years ahead.

AWARDS



2023 W.S. LONNIE AWARDS

Members of the Institute of Public Administration Australia WA (IPAA WA) and agencies from across the WA public sector recognised excellence in annual reporting at IPAA WA's 38th annual W.S. Lonnie Awards presentation on the 31st of March 2023.

The W.S. Lonnie Awards acknowledge the achievements in annual reporting across the Western Australian Public Sector, promote excellence and improve standards of accountability, and encourage clear communication of information to the Parliament and the community.

IPAA WA President, Mike Rowe, and IPAA WA Treasurer, Kaylene Gulich PSM, co-hosted the ceremony, with over 300 public service professionals from across the sector in attendance.

Chair of the W.S. Lonnie Awards judging panel, Professor Mike Wood FIPAA provided remarks on the judging process and key observations and presented general feedback for areas of improvement. Leaders from organisations that sponsored respective awards joined proceedings to present their awards.

Of the 23 awards presented, several agencies received more than one award on the day. These included Main Roads Western Australia (4 awards, including the ultimate award, the W.S. Lonnie Memorial Trophy and shield), East Metropolitan Health Service (3 awards), Department of Mines, Industry Regulation and Safety (2 awards), and Fremantle Ports (2 awards).

The judges commended Main Roads WA's report for its coverage of performance and corporate governance elements. They also recognised the future focus of the report, and the use of the Global Reporting Initiative.

This year's Chartered Accountants Australia and New Zealand Chief Financial Officer of the Year Award went to Santa Cardenia from the Western Australia Police Force. The judging panel were particularly impressed by Santa's achievement in the areas of strategy and leadership. They wanted to make special mention of her demonstrated ability to be agile and responsive under huge pressure and uncertainty during the last couple of years of unprecedented change due to the COVID pandemic and the resulting State of Emergency.

Judging Panel

Thank you to the 2023 W.S. Lonnie Awards Judging Panel:

Chair

Commenced

2022 **Dr Mike Wood FIPAA**
IPAA WA Life Member; IPAA National Fellow; Former Public Service Commissioner; Former Chair of the Salaries and Allowances Tribunal; Former Dean, Curtin Business School

Judges

Commenced

2019 **Michael Day**
Director, KPMG
2018 **Dr Yvonne Haigh**
Senior Lecturer, Murdoch University
2019 **Des Pearson AO FIPAA**
2023 **Stephen Potter JP**
2023 **Paula Rogers**
Chief Executive Officer, Committee for Perth

Specialist Award Sponsors

Thank you to our 2023 W.S. Lonnie Awards Specialist Award Sponsors:



Public Sector
Commission



Department of Local Government,
Sport and Cultural Industries
State Records Office of Western Australia

AWARDS



Major Award Winners

W.S. Lonnie Memorial Trophy
Main Roads Western Australia

Margaret McAleer Special Commendation
Office of the Director of Public Prosecutions

The Allan Skinner Trophy
East Metropolitan Health Service

The Margaret Nadebaum Trophy
Fremantle Ports

Specialist Award Winners

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

State Records Commission Award for Excellence in Compliance Reporting
Main Roads Western Australia

Award for Complaints Handling
East Metropolitan Health Service

CPA Australia Award for Performance Reporting
Western Australia Police Force

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
Santa Cardenia, Western Australia Police Force

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	Peel Development Commission	Office of The Auditor General	Main Roads Western Australia	Fremantle Ports
Silver	Pilbara Development Commission	Western Australian Museum	Department of Mines, Industry Regulation And Safety	Western Australian Treasury Corporation
Bronze	Health and Disability Services Complaints Office	Department of Water And Environmental Regulation	East Metropolitan Health Service	Joint Winner Pilbara Ports Authority Southern Ports Authority



Winners from East Metropolitan Health Service at the 2023 WS Lonnie Awards



Winners from Western Australian Museum at the 2023 WS Lonnie Awards



Winners from Western Australia Police Force at the 2023 WS Lonnie Awards

AWARDS



2022 ACHIEVEMENT AWARDS

The Institute of Public Administration Australia WA (IPAA WA) celebrated individual and organisational excellence in public administration at its 11th annual Achievement Awards ceremony on the 9th of December 2022. Hosting this year's ceremony were IPAA WA President and Co-Chair of the judging panel, Mr Mike Rowe, and former IPAA WA Vice-President and member of the Main Judging Panel, Dr Yvonne Haigh.

Gail Barrow opened proceedings with an inspiring and educational acknowledgement of country, taking attendees on a journey through WA, and challenging everyone to connect with the country around them.

28 awards were presented across 20 categories, and similar to last year, the Awards saw an influx of nominations for COVID-19 related projects. This continues to highlight the incredible work that has been done across the WA public service to respond to the challenges of COVID-19. The influx of nominations highlights the outstanding collaboration being undertaken by the WA public service, and the innovative practices being utilised. Dr Haigh conveyed the sentiment from the judges, saying, "this year we received so many high-quality nominations from organisations adept at bringing about innovative change that judges decided to create two categories, General and Covid Response".

The IPAA WA Patron's Award, the highest accolade in public administration in WA, was the final award, presented by IPAA WA Patron, His Excellency the Honourable Chris Dawson APM, Governor of Western Australia. His Excellency presented the IPAA Patron's Award to Garry Hunt PSM for his significant contributions to public administration. As a leader within and beyond the local government sector in Western Australia, Garry earned recognition for his innovation, vision, business acumen and his collaborative and engaging leadership. Mr Rowe concluded the ceremony by congratulating all the winners for their commitment to best practice in the WA public service and community sector, highlighting that their contributions are positive accomplishments that deserves recognition.

2022 Award Sponsors



Judging Panel

Thank you to the 2022 Achievement Awards Judging Panel:

Co-Chairs

Commenced

2020

Mike Rowe

President, IPAA WA;
Director General, Department of Communities

2019

Sharyn O'Neill FIPAA

Public Sector Commissioner;
State Recovery Coordinator

Judges

Commenced

2018

Alan Barrett

Executive Director, Botanic Gardens and Parks Authority

2012

Joe Calleja

Principal, Recovery Matters

2019

Prof. Rick Cummings

Fellow, Australian Evaluation Society;
Emeritus Professor, Murdoch University

2012

Rob Delane PSM

Inspector General of Biosecurity,
Australian Government

2021

Anne Driscoll

Chair, Training Accreditation Council

2019

David Etherton FIPAAWA

Chief Executive Officer, VenusWest

Judges

Commenced

2012

Lyn Genoni

IPAA WA Life Member

2022

Mark Glasson

Chief Executive Officer, Anglicare WA

2012

Dr Yvonne Haigh

Senior Lecturer, Murdoch University

2012

Susan Hunt PSM FIPAA

IPAA National Fellow

2021

Gail McGowan PSM FIPAA

IPAA National Fellow

2022

Jacqueline McGowan-Jones

Commissioner for Children and Young People

2015

Michelle Reynolds

Chief Executive Officer, City of Perth

2018

Dr Ruth Shean AO FIPAAWA

IPAA WA Fellow

2012

Margaret Stockton

IPAA WA Life Member

2022

Denise Sullivan

Assistant Director General Public and Aboriginal Health Division, Department of Health

AWARDS



2022 Achievement Award Winners

IPAA WA Patron's Award

Garry Hunt PSM

Murdoch University Award Leader of the Year in State or Federal Government

Michael Barnes

Department of Treasury WA

Leader of the Year Working in Local Government

Michelle Reynolds

City of Perth

Leader of the Year Working in the Not for Profit Sector

Michael Piu

St Patrick's Community Support Centre

Leader of the Year Award Working Within a Division, Team, or Organisation

Mark Bryden

Department of Finance

Public Sector Commission Award Young Leader of the Year

Russell Wells

Department of Fire and
Emergency Services

Department of Finance Award Finance Practitioner of the Year

Philippa Beamish Burton

Department of Education

Policy Practitioner of the Year

Sue Meaghan

Department of the Premier and Cabinet

Information Technology Practitioner of the Year

Ralph Bates

Health Support Services

Human Resource Management Practitioner of the Year

Sharon Viles

Health Support Services

Business News Award Innovation in the Not-for-Profit Sector

Noongar Mia Mia

Noongar Mia Bidee – Noongar Housing
Pathways; Moorditj Mia – Aboriginal
Housing First Support Service; Mia
Moort – Research & Advocacy

Australian Evaluation Society Award Best Practice in Public Sector Evaluation

Department of Communities

Evaluation Of Parenting Programs

Office of Digital Government Award Best Practice in Digital Transformation

Fremantle Ports

Smart Port Digital Initiatives

Best Practice in Corporate Social Values

Main Roads WA

Outback Way

Department of Health Award Best Practice in Health and Wellbeing

Cockburn Integrated

Health and Partners

Cockburn Aboriginal Ear Health Program

Commissioner for Children and Young People Award for Best Practice in Children's Consultation (Joint Winners)

Nature Play Wa

Talk N Walk

Telethon Kids Institute

The Sun Safe Project

Lotterywest Award Best Practice in LGBTI Inclusion

Sexual Health Quarters (Shq)

Shq Queer and Ally Working Group

Best Practice in Innovation General Category (Joint Winners)

Beachlands Primary School

The Wajarri Language Program

**Department of Fire and
Emergency Services Media and
Corporate Communications**

My Bushfire Plan

COVID Response Category (Joint Winners)

Department of Education

Keeping our Schools Open

Legal Aid Commission

Western Australia

Legal Aid WA Covid Duty Lawyer Hubs

Australia Post Award for Best Practice in Collaboration Across Government Agencies

Gold Award

**Department of the Premier
and Cabinet; Health Support
Services; Department of
Finance; WA Police Force**

ServiceWA App

Silver Award

**Department of Communities;
King Edward Memorial Hospital;
Fiona Stanley Hospital**

Pre-Birth Planning Pilot Program

Bronze Award

**Department of Education – The
Southwest Education Region**

Compass Engagement Program

Moore Australia (WA) Award for Best Practice in Collaboration Between Government and any other Organisation

Gold Award

Safe & Found WA Team

Safe & Found WA

Silver Award

WA COVID-19 Vaccination Program

WA Aboriginal COVID-19

Vaccination Initiative

Bronze Award

State Library of Western Australia

Little Fulla Yarns – Better Beginnings

Family Literacy Program

AWARDS



Winner from City of Perth at the 2022 Achievement Awards



Winner from Health Support Services at the 2022 Achievement Awards



Winner from the Department of the Premier and Cabinet at the 2022 Achievement Awards



Winner from the Department of Fire and Emergency Services at the 2022 Achievement Awards

SCHOLARSHIPS



NATIONAL CONFERENCE YOUNG PROFESSIONAL SCHOLARSHIP

Recognising up and coming leaders, the National Conference Young Professional Scholarship is awarded annually to one Young Professional (YP) member. The scholarship provides return flights and full registration to the Institute's National Conference. IPAA's National Conference provides a forum for debate, discussion and promotion of the public sector, and is an opportunity for those who are passionate about the public sector to connect and engage with peers and colleagues.

The 2022 scholarship was awarded to IPAA WA Young Professional (YP) member, **Christel Barthelemy**, to attend the 2022 IPAA National Conference in Canberra from the 12-14 October 2022 which explored the theme, 'Adapt: Australia in a Changing World'.

Scholarship Winner

Christel Barthelemy
Linkwest

On review of her experience, Christel provided a comprehensive summary of the National Conference:

"In the aftermath of the pandemic, the conference looked ahead to what Australia's future might hold. Australia operates in an increasingly interconnected, dynamic, uncharted world that requires states and public sector to evolve constantly in the face of change.

Central themes to this 3-day conference were trust, emerging technologies, ethics, megatrends and how they may come to influence the public sector."

Christel's full review of the conference, including a comprehensive summary of all the sessions and her key takeaways, is available on the IPAA WA website.

REGIONAL YOUNG PROFESSIONAL SCHOLARSHIP

Launched in 2021, the Regional Young Professional Scholarship is awarded annually to one regionally located Public Sector Young Professional (YP), and provides the opportunity for them to be more involved in their professional community. The scholarship provides full conference registration for the IPAA WA Public Sector Young Professionals' Conference, and a one-year IPAA WA YP membership.

Scholarship Winners

In a first, two winners were selected for the Regional Young Professional Scholarship:

Caitlin Ashboth
South Regional TAFE

Grace Templeman
WA Country Health Service



TRAINING



PUBLIC SERVICE TRAINING

The IPAA WA Public Service Training includes more than 50 workshops. IPAA WA offer half and full days courses delivered in-person, online, and as e-learning modules. This variety of formats caters to different participants needs and allows them to share ideas and experiences in a professional learning environment. IPAA WA consistently develops new workshops to align with central and line agencies requirements, frameworks and strategies, and IPAA WA regularly evaluate and review all workshops to ensure they meet the evolving needs and trends of the public sector.

IPAA WA public service training is designed for all levels and career stages across the public service. Through these programs IPAA WA aims to develop the knowledge, skills and capabilities public service organisations need now and into the future.

The number of delegates who attended public training workshops increased this year, with 1,612 delegates attending 141 workshops. Report Writing Skills courses were again the most frequently run and they also attracted the highest attendance.

The collaboration with Local Government Professionals WA continued, and the Report Writing workshop which were delivered for them were very well received by their members. As a sign of the collaboration's success, more workshops are planned for 2023/24.

Overall IPAA WA delivered:

- 141 courses, over 50 public training topics to 1,612 delegates
- 4 new courses

New courses in 2022/23

In response to government priorities and legislation updates, IPAA WA developed a number of new courses to assist public administrators:

- Strategic Decision-Making for the WA Public Sector Professional
- Upholding Professionalism
- Improving Aboriginal and Non-Aboriginal Intercultural Communication
- Culture Matters

Revenue Against Budget

Our Public Training revenue has exceeded budget by 51% and this outcome is evidence of the popularity of our public training courses.

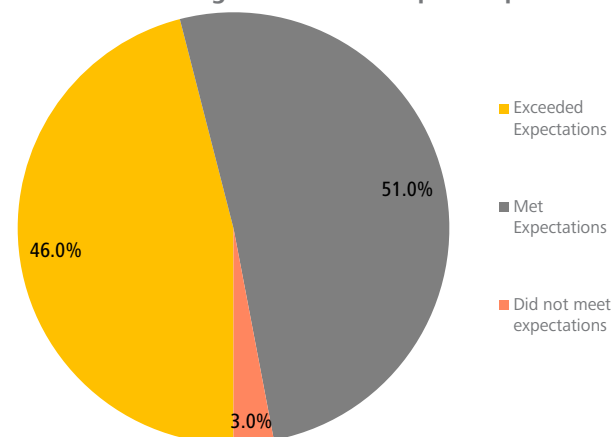
The reason for the excess can be attributed to the increase in our average number of participants per course. In previous years, our average was around the 9.5 mark and this financial year the average was 11.3.

Overall Participant Course Evaluation

Our facilitators request feedback at the end of each course. Participants can share the feedback by completing an online survey accessible via a link or a QR code. One of the key questions used in evaluation is based on participant expectations.

Feedback this year was very positive, with 97% of participants indicating the course met or exceeded their expectations.

Public Training Courses - Participant Expectations



TRAINING



2022/23 Public Service Training Courses

Business & Finance

- Contract Management Fundamentals for Government
- Introduction to Risk Management

Communication Skills

- Administrative Support for Committees
- Brushing Up On Your Grammar and Punctuation
- Developing a Sound Business Case
- Developing Good Workplace Communication and Interpersonal Skills
- Editing and Proofreading Skills for Government
- Effective Stakeholder Engagement Within the Public Sector
- Excellence in Annual Reporting
- Executive Writing Skills
- How to Develop Good Report Writing Skills
- Negotiating with Confidence
- Presenting to Influence and Persuade with Confidence
- Skilled Minute Taking
- Writing Ministerial Letters and Briefings
- Writing Skills for Government
- Writing With Style: The Power of Plain English

Diversity & Inclusion

- Culture Matters
- Cultivating Diversity and Inclusion in the Public Sector
- Develop your Inclusive Leadership Mindset
- Empowering Women for Even Greater Impact in the Public Sector
- Gender and Sexual Diversity Inclusion in the Public Sector
- Improving Aboriginal & Non-Aboriginal Intercultural Communication

Government & Policy

- Introduction to Policy Work
- Investigations and Procedural Fairness: Your Rights & Obligations
- Policy Evaluation
- Strategic Decision Making for the WA Public Sector Professional

- Understanding the New Work Health and Safety Legislation
- Writing Policy Documents

Leadership & Management

- Accountability: Building a Performance Culture
- Advanced Strategic Planning
- Building and Leading High Performance Teams
- Change Management for Team Leaders
- Coaching Style of Leadership
- Collaborative Leadership: Creating a Culture that Empowers Employees
- Dealing With Change in the Workplace
- Intelligent Influence
- Introduction to Strategic Planning
- Leadership: What Every New and Experienced Manager Needs to Know
- Leading Mental Health and Resilient Teams
- Leading Through Change and Uncertainty
- Optimising Performance Through Hard Conversations
- Proactive Conflict Management
- 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

- Career Planning - Crafting Your Unique Story
- Creative minds, Creative futures
- Developing Resilience
- Job Application and Interview Skills for the Public Sector
- Managing Priorities: Improving Workflow and Productivity
- Professional Conduct
- Read at Speed
- Upholding Professionalism

Project Management

- Getting Started in Project Management
- Project in Progress - Next Steps in Project Management

Facilitators

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

- | | |
|--------------------------|--------------------------------|
| • Alistair Box | • Melissa Longdon |
| • Amberley Laverick | • Nicole Heffernan |
| • Catherine Sambell | • Patricia Konigsberg |
| • Claire Kennedy | • Rick Cummings |
| • Darja Kragt | • Rika Asaoka |
| • Doug Watson | • Seth Nicholls |
| • Faye Martin | • Sexual Health Quarters (SHQ) |
| • Glenys Collard | • Susan Barrera |
| • Greg Bayne | • Susan Kurtjak |
| • Hannah van Didden | • Susan Kurtjak |
| • Heather McGregor-Bayne | • Paul O'Connor |
| • Jamie Robertson | • Tanya Finnie |
| • Jan Saggars | • Teresa Riccio-Goodwin |
| • John Harman | • Theo Nabben |
| • Karen Schwenke | |
| • Kath Polglase | |
| • Kim Cullen | |
| • Lesley Smith | |



Public
Service
Training

TRAINING



Top Performing Public Courses

Course	Facilitator	Total number of delegates for course	Number of times course ran
Writing Skills for Government	Lesley Smith	129	8
Writing Ministerial Letters and Briefings	Lesley Smith	99	7
Executive Writing Skills	John Harman	77	5
Writing Policy Documents	Susan Barrera	73	6
Getting Started in Project Management	Hannah van Didden	71	4
Introduction to Policy Work	Jan Saggars	68	5
Leadership: What Every New and Experienced Manager Needs to Know	TLC	63	5
Writing With Style: The Power of Plain English	Amberley Laverick	58	5
Job Application & Interview Skills for the Public Sector	Susan Kurtjak	55	5
Contract Management Fundamentals for Government	Doug Watson	46	4

TRAINING TESTIMONIALS

Testimonials - Public Training

“Engaging, interactive, informative & was a good space to be able to answer questions – no matter what questions we had. ”

“Knowledgeable consultant who spanned the course material and additional areas. Promoted broader thinking and collaboration. ”

“Fantastic facilitator, very informative and participative course. Felt like I was given real-life examples for the learnings/theories that made it relatable. ”

“What a fantastic course! Thank you so much. Heather has so much practical insight that I can see myself taking back to my workplace immediately and having a positive impact to make me a better leader. ”

“The facilitator was excellent and engaging. I thoroughly enjoyed the course and would apply my learning into my workplace. ”

Testimonials - In-Agency Training

“We would just like to give you an update on the success of the writing course. We are now finalising the progress reports and the process was a lot smoother as everyone was on the same page and reports were not sent back for any rewrites. So thank you again for a very good course. ”

“I thought the course was outstanding. John was a wealth of knowledge, and I can't wait to put my writing skills to the test. ”

“I loved how Heather used personal and real life examples. She was really knowledgeable on the topic and provided an engaging and thorough presentation. ”

“Lesley was great, so enthusiastic and promoted a good learning environment. ”

TRAINING



IN-AGENCY PROGRAM

The IPAA WA In-Agency program offer a flexible and cost-effective way of delivering professional development solutions to groups within an organisation. As part of the program development, IPAA WA works closely with the organisation to design a customised program, tailoring the content to address the specific needs of the organisation. Any or all of the following options can be included in tailored in-agency programs:

- Case Studies
- Co-facilitation
- Guest Speakers
- Consulting
- Executive Coaching
- Facilitation of Meetings and Strategic Planning Sessions
- Individual / Team awareness assessments
- Individual and/or Small Group Coaching

During the 2022/23 financial year, agencies accepted 114 proposals, and IPAA WA delivered over 160 sessions for 34 organisations.

IPAA WA saw an increase in the number of in-person workshops delivered this financial year - over 90% of the sessions conducted were in-person, as this was the preferred learning space most agencies requested. IPAA WA continue to offer the option of virtual workshops and coaching to enable greater access and flexibility to participate in our programs for members throughout Western Australia.

Revenue Against Budget

This financial year the IPAA WA team worked exceptionally hard to strengthen relationships with organisations and build relationships with new stakeholders to secure

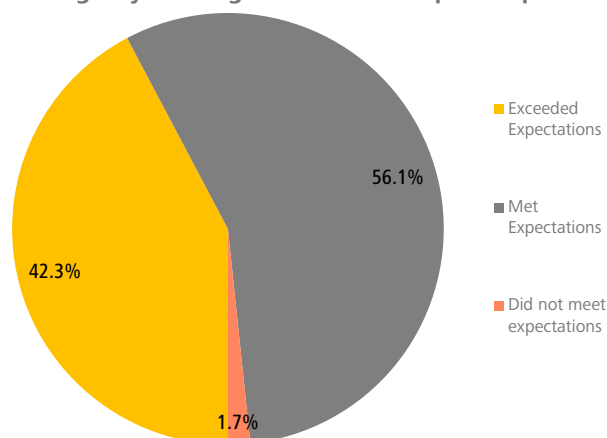
additional programs. These extra efforts have led to an increase in revenue against budget.

For the 2022/23 financial year, In-Agency Training revenue exceeded budget by 28%. February, May and June were very busy months with higher-than-expected number of in-agency sessions. In the past, these months record lower revenues due to month length, school holidays and the end of the financial year.

Overall Participant Course Evaluation

Similar to public training, IPAA WA request feedback at the conclusion of each in-agency training program and the key indicator used is based on participant expectations. Feedback for in-agency programs was extremely positive, with over 98% of participants indicating the course met or exceeded their expectations.

In-Agency Training Courses - Participant Expectations



Organisations that used IPAA WA in-agency services:

- Child Healthcare Alliance WA
- City of Mandurah
- City of Rockingham
- Community Legal
- Department of Chief Minister and Cabinet
- Department of Communities
- Department of Education
- Department of Finance
- Department of Fire and Emergency Services
- Department of Health
- Department of Home Affairs
- Department of Jobs, Tourism, Science and Innovation
- Department of Justice
- Department of Legislative Council
- 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 Transport
- Department of Treasury
- Department of Water and Environmental Regulation
- Landgate
- LG Pro
- Mental Health Commission
- NOPSEMA
- Office of the Auditor General
- Pilbara Ports Authority
- Public Transport Authority
- Regional Development Australia
- St Bartholomew's
- State Records Commission
- TAFE
- Tourism WA
- Water Corporation

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 2023 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 6th day of September 2023

FINANCIAL REPORT



INDEPENDENT AUDITOR'S REPORT

C&G Accounting Services
Certified Practising Accountants
(08) 9226 5027
info@candg.com.au
www.candg.com.au

CPA 
C&G Accounting Services is a
CPA Practice
12-14 Thelma St.
West Perth WA 6005
ABN 29 165 606 842

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 2023.

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 2023, 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
Level 2/12-14 Thelma St
West Perth WA 6005
Date: 09/08/2023



Liability limited by
a scheme approved
under Professional
Standards Legislation

FINANCIAL REPORT



INCOME AND EXPENDITURE STATEMENT for the Year Ended 30 June 2023

	Note	2023 \$	2022 \$
Income			
Members Subscription		250,244	246,812
Professional Development		1,804,493	1,772,044
WS Lonnie Awards		36,273	40,518
Sponsorship		59,050	51,150
Achievement Awards		92,763	61,227
Other Income	2	152,722	19,399
		<u>2,395,545</u>	<u>2,191,150</u>
Less Direct Expenses			
Membership Subscription		60,628	61,855
Professional Development		1,265,121	1,210,979
Journals and Capitation Fees		23,929	23,929
Merchant Fees		18,971	16,586
	3	<u>1,368,649</u>	<u>1,313,349</u>
Gross Income from Business Activity		1,026,896	877,801
Other Expenses			
Auditor's Remuneration		3,000	3,000
Bank Charges		629	438
Depreciation		-	-
Insurance Cost		9,037	8,430

	Note	2023 \$	2022 \$
Office/Other Expenses		6,160	10,154
Printing & Stationary		2,126	1,975
Rent		40,443	37,934
Sundry Equipment (Development of New Office Space)		20,000	20,000
Admin Salaries and Superannuation Contribution		466,686	374,995
Staff Amenities & Training		2,794	20,589
Telephone		583	1,007
Marketing, Promotion & Advertising		3,139	52,584
IT Expenses		34,484	62,825
National Conference		3,611	179
Development of Course Material		-	6,210
Miscellaneous Expenses		-	-
	3	<u>592,692</u>	<u>600,320</u>
Net Surplus (Deficit) for Year		434,204	277,481
Accumulated Surplus at the beginning of the year		2,623,730	2,346,249
Accumulated Surplus at the end of the year		<u>3,057,934</u>	<u>2,623,730</u>

FINANCIAL REPORT



BALANCE SHEET as at 30 June 2023

	Note	2023 \$	2022 \$
Current Asset			
Cash and Cash Equivalents	4	4,167,004	3,701,820
Trade and Other Receivables	5	154,048	111,878
Total Current Assets		4,321,052	3,813,698
Non-Current Assets			
Cash and Cash Equivalents	6	-	-
Property, Plant and Equipment	7	-	-
Total Non-Current Assets		-	-
Total Assets		4,321,052	3,813,698
Current Liabilities			
Trade and Other Payables	8	785,168	747,251
Short-Term Financial Liabilities	9	187,355	173,356
Provisions	10	290,595	269,361
Total Current Liabilities		1,263,118	1,189,968
Total Liabilities		1,263,118	1,189,968
Net Assets		3,057,934	2,623,730
Equity			
Retained Surplus		3,057,934	2,623,730
Total Equity		3,057,934	2,623,730

NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2023

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 2023

(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 based on 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.

	2023	2022
	\$	\$
2. Other Income		
Income from Previous Years	52,597	-
Government Small Business Grants	25,000	-
Miscellaneous Income	75,125	19,399
	<u>152,722</u>	<u>19,399</u>

3. Expenses

COGS and Salary Expense	1,835,335	1,688,345
Depreciation and Amortisation	-	-
Bank Charges	629	438
Insurance Cost	9,037	8,430
Printing & Stationery	2,126	1,975
Rent	40,443	37,934
Sundry Equipment	20,000	20,000
Telephone	583	1,007
Office/ Other Expenses	6,160	10,154
Auditor's Remuneration	3,000	3,000
Development of Course Material	-	6,210
Staff Amenities & Training	2,794	20,589
Marketing, Promotion & Advertising	3,139	52,584
IT Expenses	34,484	62,825
National Conference	3,611	179
Miscellaneous Expenses	-	-
	<u>1,961,341</u>	<u>1,913,670</u>

FINANCIAL REPORT



NOTES TO THE FINANCIAL STATEMENTS for the Year ended 30 June 2023

	2023 \$	2022 \$
4. Cash and Cash Equivalents - Current		
Cash on Hand	0	0
Term Deposit at Bank	2,500,000	2,000,000
Cash at Bank	775,356	939,050
PFA Account at Bank	891,648	762,769
	<u>4,167,004</u>	<u>3,701,819</u>

5. Trade and Other Receivables

Current

Accounts Receivables EventsAir	1,816	3,281
Prepaid Deposit/Expenses	23,828	15,525
Debtors	138,404	103,073
Bad Debts	-10,000	-10,000
	<u>154,048</u>	<u>111,879</u>

6. Cash and Cash Equivalents – Non current

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

	2023 \$	2022 \$
7. 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>

8. Trade and Other Payables

Current

Sundry Creditors	0	0
Accounts Payable	82,649	127,247
Payroll Liabilities	12,898	10,649
GST Liabilities	61,957	40,043
Revenue Received in Advance	<u>627,664</u>	<u>569,312</u>
	<u>785,168</u>	<u>747,251</u>

9. Financial Liabilities

ED VISA	1,246	1,449
Superannuation Payable	17,955	23,439
Membership Income in Advance	<u>168,154</u>	<u>148,468</u>
	<u>187,355</u>	<u>173,356</u>

FINANCIAL REPORT



NOTES TO THE FINANCIAL STATEMENTS

for the Year ended 30 June 2023

	2023 \$	2022 \$
10. Provisions		
Current		
Employee Leave Entitlements	86,470	43,234
Provision for Expenses Previous Periods	15,932	6,577
Provision for Remuneration Program	89,910	77,350
Provision for Hardware	-	8,000
Provision for Memb. Implementation Plan	-	10,000
Provision for Marketing Consultancy	-	35,000
Provision for Web Development	9,283	15,000
Provision for EA Customisation	10,000	10,000
Provision for Digital Technology	4,000	4,000
Provision for Member Functions	-	4,000
Provision for Staff Development	-	1,200
Provision for Engagement with Corp Members	15,000	15,000
Provision for New Office Fit Out	60,000	40,000
	<u>290,595</u>	<u>269,361</u>



Sharyn O' Neill 2023 WS Lonnie Awards



Greg Italiano (Seamless Service Delivery Conference)



Winners from Noongar Mia Mia at the 2022 Achievement Awards



Diane Smith-Gander (2022 Women in Public Service Leadership Conference)

Gold Corporate Members 2022/23

Deloitte.

Government of
Western Australia
Department of **Communities**

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INSTITUTE OF
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EXCELLENCE IN THE PUBLIC SECTOR

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

wa.ipaa.org.au

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

PO Box 288
Bull Creek WA 6149

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

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