IPAA WESTERN AUSTRALIA

Strategic Plan 2026-30

EXCELLENCE IN THE PUBLIC SECTOR

Table of contents

Executive Summary	1-2
About Us	3
Strategic Scope	4
Strategic Approach	5
Strategic Resourcing & Financial Sustainability	6
Strategic Enablers	7
Our Objectives	8-11
Strategic Plan 2026-30	12-13

Executive Summary

The Western Australian public service, as defined by IPAA WA, includes Local, State and Federal Government and Not-for-Profit organisations, all working to improve outcomes for the WA community.

This Strategic Plan outlines the priorities and direction for the Institute of Public Administration Australia WA (IPAA WA) from 2026 to 2030, outlining a roadmap for our plans to advance public service capabilities within our current increasingly complex global and domestic landscape. It establishes a practical framework for renewed professional development, reaffirming our commitment to excellence and the continuous growth of Western Australian public service professionals.

The development of this plan reflects the profound dedication and diverse skillsets of our Council, supported by a team committed to delivering high-quality, relevant services. I am immensely proud of the rigorous, collaborative effort that shaped this strategic plan, and am energised by our clear direction toward fostering excellence and innovation across the Western Australian public service. It is a privilege to lead IPAA WA as we move into this next chapter, dedicated to supporting and connecting the professionals who serve our Western Australian community.

The Operating Environment

The current environment IPAA WA operates in is a crossroads of global uncertainty and local transformation.

While international tensions and national workplace shifts create a complex backdrop, the primary influence of this plan is the evolving Western Australian professional development landscape. Driven by emerging technologies, new learning models, and centralised capability-building, these local shifts present many challenges, but also an array of opportunities for IPAA WA. In this environment, IPAA WA is uniquely positioned to ensure the WA public service is equipped for the complexities of the future.

Formation of the Strategic Plan

This plan is the result of an intensive six-month collaborative process between the IPAA WA Council and the operational team. Through facilitated workshops, we balanced high-level vision with operational insights to define our future priorities.

We extend our sincere thanks to the IPAA WA Council, who were instrumental in this journey. Their diverse expertise and strategic stewardship were critical to shaping this plan, which is both ambitious and responsive to our members' needs.

Our Strategic Enablers and Pillars

To achieve our mission, we have centred our efforts on three key strategic pillars that will guide our activities over the next three years:

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

More information on each of these is available throughout the plan. A strategic enablers section of this plan describes the key capabilities and conditions required to deliver our objectives. They provide a clear line of sight between strategic intent and organisational capability, without moving into operational detail.

Operational Implementation and Next Steps

The IPAA WA office has translated outputs from the facilitated sessions and this strategy into a comprehensive Operational Plan, synthesising Council directives into a clear framework for execution. We are now in the implementation phase, launching targeted initiatives and fresh professional development opportunities for stakeholders across Local, State, and Federal government, as well as the NFP sector.

Our team is energised by this direction and remains committed to delivering innovative programs that foster excellence, leadership, and connection.

We look forward to working alongside all organisations to build a more capable and modern public service for all Western Australians.

Gavin Lewis
Chief Executive Officer, IPAA WA



About Us

The Western Australian Institute of Public Administration Australia established in 1945, is a not-for-profit professional association which enables those with an interest in public administration and public sector reform to exchange ideas on trends, practices, and innovations. Our purpose is to advance excellence in the public sector.

Our 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.

Our Values

Innovation

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

Learning

Sharing and applying knowledge to improve performance.

Service

Serving people and adding value to public service organisations.



Strategic Scope

IPAA WA exists to strengthen public administration and public purpose outcomes. While our core focus remains the Western Australian public service, including, Local, State and Federal Government, and the Not-for-Profit Sector, IPAA WA also supports and engages with aligned sectors, jurisdictions, and organisations that interact with, influence, or deliver public outcomes.

This will include private sector partners, and other domestic and international jurisdictions where there is shared interest in public administration capability, governance, and leadership, all driven to improve the outcomes for the community.



Strategic Approach

IPAA WA will continue to strengthen and deliver its core products and services to its established markets while selectively pursuing opportunities for market penetration, market expansion, service development, and diversification. This approach is intended to extend IPAA WA's relevance and impact, respond to changing external environments, and support long-term organisational sustainability.



Strategic Resourcing & Financial Sustainability

Delivery of this Strategic Plan will be supported by prudent financial management and a planned approach to investment. IPAA WA anticipates that, during the early stages of the plan, targeted investment may be required to support capability development, diversification, and market expansion.

This may include the strategic use of accumulated surpluses and acceptance of time-limited operating deficits, with the expectation that these investments will strengthen resilience, broaden revenue sources, and enhance long-term sustainability.

Annual budgets will be developed and approved by Council to align with this strategic direction.



Strategic Enablers »

The following enablers support delivery of IPAA WA's objectives and ensure long-term relevance and sustainability.

Market Intelligence and Insight

Use research, data, and evidence to inform strategic priorities, service design, and investment decisions. (Supports Objectives 1 and 3)

Digital Capability

Leverage digital platforms and online delivery to improve access, scalability, and member experience. (Supports Objectives 1 and 2)

Member and Client Value

Strengthen value propositions through relevant, targeted, and practical offerings. (Supports Objectives 1 and 2)

Organisational Sustainability

Maintain strong governance, financial stewardship, and organisational capability to support sustainable growth.
(Enables all objectives)

Partnerships and Collaboration

Work with government, education, industry, and community partners to extend reach and co-design solutions. (Supports Objectives 2 and 3)

Regional and Inclusive Delivery

Facilitate access to services for regional, diverse and non-traditional audiences.
(Supports Objectives 1 and 2)



Our Objectives



Inform & Improve

Inform and improve public service outcomes by delivering high-quality, industry-recognised, and market-responsive professional development and training programs.



Connect & Celebrate

Provide opportunities to build a connected, collaborative, and inclusive public service and celebrate excellence.



Inspire & Influence

Inspire and influence the public service through thought leadership, support and strategic partnerships that promote excellence, while creating opportunities to discuss and advocate for targeted outcomes.



Inform and Improve »

Professional Development

Improve and strengthen the capability of the public service through industry recognised:

- Public training courses that meet the evolving needs of the broader public service and aligned sectors
- Customised in-agency and client specific training programs
- Mentoring and coaching opportunities drawing on experienced public service leaders
- Networking opportunities within and beyond the public service
- Leadership development, executive education, and targeted capability programs.

Sustainability

- Understand, protect, and selectively expand market share
- Use research, data, and market intelligence to inform service design and investment decisions
- Ensure the on-going sustainability of the organisation through sound governance and management practices adjusting to all factors effecting the organisation.



Connect & Celebrate »

Engagement

- Grow and diversify a networked community of individuals and organisations through relevant, high-value products and services.

Celebrate and Recognise Excellence

- Promote and recognise achievements, innovation and good governance at individual and organisational levels across the public service and aligned sectors.





Inspire & Influence »

Communications

- Utilise diverse and targeted communication channels to share insights, build awareness, and respond to emerging trends in public administration.

Partnerships

- Develop strong partnerships with central agencies, universities, research bodies, not for profits, corporate organisations and government across jurisdictions to extend reach and impact.

Discussion and thought leadership

- Generate discussion on key strategic and emerging issues impacting the public service through conferences, events, forums, roundtables, and think tanks that support innovation and reform.



Strategic Plan at a Glance

Strategic Scope

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Strategic Enablers

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- Market intelligence and insight –Use research, data, and evidence to inform strategic priorities, service design, and investment decisions.
  (Supports Objectives 1 and 3)
- Partnerships and collaboration – Work with government, education, industry, and community partners to extend reach and co-design solutions.
  (Supports Objectives 2 and 3)
- Digital capability – Leverage digital platforms and online delivery to improve access, scalability, and member experience.
  (Supports Objectives 1 and 2)
- Regional and inclusive delivery – Facilitate access to services for regional, diverse and non-traditional audiences.
  (Supports Objectives 1 and 2)
- Member and client value – Strengthen value propositions through relevant, targeted, and practical offerings.
  (Supports Objectives 1 and 2)
- Organisational sustainability – Maintain strong governance, financial stewardship, and organisational capability to support sustainable growth. (Enables all objectives)

Inform and Improve

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Engagement

Grow and diversify a networked community of individuals and organisations through relevant, high-value products and services.

Celebrate and recognise excellence

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