IPAA WESTERN AUSTRALIA

INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA

2025 - 2026 Annual Report



2025-26 PREMIER CORPORATE MEMBERS

EY
Building a better working world

CommonwealthBank

Government of Western Australia

Department of Treasury and Finance

Department of Local Government, Industry Regulation and Safety

Transport and Major Infrastructure Portfolio

Department of Transport and Major Infrastructure

Main Roads Western Australia

Public Transport Authority

Murdoch University

GOVERNMENT OF WESTERN AUSTRALIA
Public Sector Commission



Compliance Statement

IPAA WA maintained its commitment to sound governance, accountability and regulatory compliance throughout 2025-26. The Institute met its obligations under the Associations Incorporation Act 2015 (WA) and other applicable legislative and regulatory requirements, including those relating to employment, workplace health and safety, taxation, and superannuation. The Institute operated in accordance with its Constitution, Governance Charter and policies and procedures. Council and management maintained oversight of compliance, risk management, and internal controls, supporting the effective and sustainable operation of the Institute.

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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.



Jenness Gardner
President, IPAA WA

President's Report

It has been another successful and productive year for IPAA WA as we continued to strengthen capability, foster leadership and create opportunities for connection across Western Australia's public service. At IPAA WA we include Local, State and Federal Government and Not-for-Profit organisations, all working to improve outcomes for the WA community as the public service that IPAA serves and supports.

As the professional association for people working in and around public purpose organisations, our role is to support individuals, teams and institutions to deliver better outcomes for the communities they serve. In a rapidly changing environment, characterised by increasing complexity, workforce challenges and growing community expectations, this mission remains as important as ever.

Over the past year, IPAA WA engaged more than 2,400 delegates through our flagship events and learning programs. We also delivered extensive training and professional development opportunities, reaching more than 4,900 participants through public training, in-agency training, leadership programs and eLearning offerings. Importantly, participant feedback remained exceptionally strong for all programs IPAA WA delivered.

These results demonstrate the trust that public purpose organisations place in IPAA WA as a provider of relevant, practical and high-quality professional development.

RENEWING OUR STRATEGIC DIRECTION

A significant focus for the Council during the year was the development of a refreshed strategic plan for IPAA WA. This work reflected our desire to ensure that the Institute remains relevant, sustainable and impactful in a rapidly evolving environment.

The Council undertook a comprehensive review of IPAA WA's purpose, operating environment and future opportunities. Through this process, we reaffirmed our commitment to strengthening capability, leadership and excellence across the public service, while also identifying opportunities to broaden our reach and deepen our impact.

The refreshed strategy recognises the changing expectations of members and learners, advances in technology, and the increasing importance of cross-sector collaboration in addressing complex public policy and service delivery challenges. It provides a clear roadmap for ensuring IPAA WA remains a trusted partner in professional development, thought leadership and sector connection and celebration.

Importantly, the strategy positions us to respond proactively to changes in the learning and development landscape while remaining focused on areas where we can provide distinctive value to our members and stakeholders.

RESPONDING TO A CHANGING LEARNING ENVIRONMENT

The professional development market continues to evolve. The Western Australian Government's investment in the Public Sector Skills Academy represents a significant commitment to workforce capability and creates new opportunities across the public sector learning landscape.

The Council and management have been deliberate in assessing the implications of these developments and ensuring that IPAA WA continues to offer programs that are competitive, relevant and complementary to other providers. Rather than duplicating services, we are increasingly focused on areas where we can make a unique contribution through practical skills development, leadership programs, policy and governance expertise, thought leadership and opportunities for networking and professional connection.

At the same time, IPAA WA is broadening its focus to meet the professional development needs of the wider public service. While our work continues to be centred on supporting WA public servants, we are increasing our focus on supporting professionals working in local government, government trading enterprises, Commonwealth public servants based in WA and the not-for-profit sector. We believe that stronger connections and shared learning across these sectors can only enhance the delivery of public value for the Western Australian community.

CELEBRATING EXCELLENCE AND INSPIRING LEADERSHIP

One of IPAA WA's most important roles is to bring people together to learn from one another, celebrate achievement and be inspired by excellence.

Our events program continued to provide valuable opportunities for professional connection, learning and recognition. During the year, we delivered a diverse range of events including the Achievement Awards, the W.S. Lonnie Awards, the Budget Briefing, the Young Professionals Conference and a variety of networking and leadership events.

These events continue to play an important role in showcasing innovation, leadership and good practice across the WA public service. Particularly pleasing was the strong feedback received from participants. Satisfaction outcomes across our major events demonstrate the value that attendees place on opportunities to connect with colleagues, learn from experienced practitioners and celebrate the achievements of individuals and organisations making a difference in our community.

At a time when public service work is becoming increasingly complex, it is vital that we continue to recognise success, share lessons and inspire future leaders. These events remain central to IPAA WA's purpose and impact.

COUNCIL RENEWAL AND GOVERNANCE

A strong and engaged Council is critical to the success of IPAA WA, and I would like to acknowledge the contribution of all Councillors throughout the year. The Council has provided thoughtful leadership and stewardship as we refreshed our strategic direction and continued to strengthen the organisation's relevance and impact. Councillors generously contribute their expertise, networks and insights to ensure IPAA WA remains well governed and focused on delivering value for members and stakeholders.

I was delighted to welcome Elizabeth MacLeod to the IPAA WA Council. Liz is an IPAA WA Fellow and National Fellow, bringing deep public sector leadership experience to the Institute. I also congratulate Morgan Marsh on taking on the role of Vice President. Our Councillors bring diverse experience and perspectives that will support the successful implementation of our refreshed strategic plan and help position IPAA WA for future success.

I would like to acknowledge and thank outgoing Councillors Kaylene Gulich and Janis Carren for their outstanding service to the IPAA WA Council. I have been fortunate to serve alongside Kaylene for some time and have greatly valued her expertise and wisdom, including as Treasurer and, more recently, as Councillor. I have particularly appreciated her support for the Women in Public Service Leadership Conference, and I know many benefited from her professional insights at the 2026 Budget Briefing. On behalf of IPAA WA Council, I thank Kaylene for generously giving her time and expertise in support of IPAA WA. I have also had the pleasure of serving alongside Janis since I commenced as President. Janis has been a generous and dedicated contributor to Council's work, and on behalf of IPAA WA I thank her for her time on our Council. I thank all Councillors, past and present, for their commitment to the Institute and the broader Western Australian public service.

LOOKING FORWARD

While we can take pride in the achievements of the past year, our focus remains firmly on the future.

The challenges facing public service organisations continue to evolve, but so too do the opportunities. IPAA WA is well placed to support individuals and organisations as they build capability, respond to changing expectations and navigate an increasingly complex operating environment.

The Council's refreshed strategic plan provides a clear direction for the years ahead. We will continue to invest in high-quality professional development, foster strong cross-sector connections, celebrate excellence and create opportunities for current and emerging leaders to grow and thrive.

On behalf of the Council, I thank our members, sponsors, partners, presenters, volunteers and staff for their ongoing support and commitment. Their contribution enables IPAA WA to continue making a meaningful difference across Western Australia's public service. Together, we are building a stronger, more capable and more connected public service community.

Jenness Gardner
President, IPAA WA



Gavin Lewis
Chief Executive Officer, IPAA WA

Executive Summary and CEO's Report

It is my pleasure to present the Annual Report of the Institute of Public Administration Australia Western Australia Division (IPAA WA) for the 2025-26 financial year. The past year has been one of achievement, renewal and preparation as IPAA WA continued to support excellence in public administration while responding to a rapidly evolving professional development landscape.

INTRODUCTION

Public service organisations continue to operate in an environment characterised by increasing complexity, changing workforce expectations, technological advancement, growing community expectations and ongoing pressure to deliver better outcomes with finite resources. Against this backdrop, the need for capable leaders, skilled practitioners and high-performing organisations has never been greater.

Throughout the year, IPAA WA continued to fulfil its purpose by delivering professional development, facilitating collaboration, recognising excellence and creating opportunities for meaningful engagement across the public service. This includes working with professionals from state, local and federal government agencies, government trading enterprises, universities and not-for-profit organisations, helping to strengthen their capability and improve outcomes for the communities they serve.

The year was particularly significant for the Institute itself. Following a comprehensive review of our operating environment, challenges and opportunities, Council adopted a new Strategic Plan for 2026-2030. The new Plan positions IPAA WA for the future while reaffirming our enduring commitment to strengthening public administration through professional development, connection, recognition and thought leadership.

Operationally, the organisation delivered another strong year. We engaged 2,428 delegates through our events program, delivered 166 public training workshops to 1,758 participants, facilitated 281 in-agency workshops and professional development programs reaching 2,966 participants, maintained 114 Corporate Member organisations and recorded a financial surplus of $756,359. These results reflect the continued relevance of IPAA WA and the confidence members and stakeholders place in the services we provide.

As a not-for-profit organisation established by and for the public sector, our focus remains unchanged. The surplus generated is reinvested to strengthen capability, improve services, increase member value and support excellence in public administration.

STRATEGIC POSITION STATEMENT

IPAA WA was established in 1945 with a simple but enduring purpose: to support better outcomes for the community through excellence in public administration.

For more than eighty years, the Institute has worked to strengthen the capability and effectiveness of public service organisations through professional development, collaboration, recognition and the exchange of ideas. While the operating environment has changed significantly over that time, the importance of capable institutions and skilled public servants remains constant.

Today, public service organisations face increasingly complex challenges that often require collaboration across traditional organisational and sectoral boundaries. Solutions are rarely confined to a single agency, profession or sector. Increasingly, success depends on the ability to collaborate across government, academia, industry and the not-for-profit sector.

As the professional association for public administration in Western Australia, IPAA WA occupies a unique position within this environment. Our independence as a not-for-profit organisation allows us to focus on long-term sector outcomes rather than commercial returns. This independence enables us to bring together diverse perspectives, facilitate informed discussion, recognise excellence and deliver professional development that responds directly to the needs of the public service.

The adoption of the new Strategic Plan reflects both the enduring relevance of our purpose and the need to respond proactively to future challenges and opportunities. The Plan reinforces our commitment to 'informing and improving', 'connecting and celebrating', and 'inspiring and influencing', while ensuring IPAA WA remains sustainable, relevant and effective for years to come.

EXECUTIVE SUMMARY

IPAA WA continued to deliver strongly across its principal areas of activity during 2025-26, supporting members and stakeholders through professional development, professional connection, recognition, information sharing and opportunities for collaboration across the public service.

Membership remained stable and continued to provide an important foundation for the Institute's relationship with organisations and professionals across state, local and federal government, government trading enterprises, universities and the not-for-profit sector. Engagement through individual membership, mentoring and Young Professional initiatives also supported professional connection and development at different stages of participants' careers.

The Institute's events and recognition programs continued to bring the sector together to exchange ideas, explore contemporary issues and celebrate excellence. Conferences, briefings, seminars, networking opportunities and awards reinforced IPAA WA's role as a trusted convenor while supporting stronger relationships, within and across organisations.

Professional development remained a central focus of the Institute's work. Public and in-agency programs continued to respond to strong demand for practical, relevant learning, with established programs complemented by new offerings addressing emerging workforce and organisational priorities. The breadth of delivery and consistently strong participant feedback reflected the continued relevance and quality of IPAA WA's learning programs.

Through its communications, digital platforms, partnerships and professional networks, IPAA WA continued to inform members and stakeholders and support the exchange of knowledge and ideas. These activities complemented the Institute's events and professional development programs, contributing to a broader discussion about leadership, governance, innovation, capability and organisational performance.

The Institute's strong financial performance provided further evidence of its sustainability and prudent stewardship. As a not-for-profit organisation, this strength provides the capacity to reinvest in services, pursue new opportunities, enhance member value, and maintain the organisational resilience necessary to respond to an evolving operating environment.

Together with the adoption of the Strategic Plan 2026-2030, these outcomes leave IPAA WA well positioned for its next phase of development. The Institute enters the new strategic period with a clear purpose, a strong organisational foundation and an ongoing commitment to supporting a capable, connected and high-performing public service.

MEMBERSHIP

Membership remains at the heart of the Institute's relationship with the public service.

During the year, IPAA WA maintained 114 Corporate Member organisations, achieving a retention rate of 91 per cent. In a competitive and changing professional development environment, this represents a significant endorsement of the value members continue to place on the Institute and its services.

The diversity of our membership base continues to broaden. While state government agencies remain a core component of our membership, IPAA WA is increasingly supporting local government, government trading enterprises, universities, federal agencies, not-for-profit organisations and corporate organisations with an interest in public administration. This reflects an important shift within the broader public service and aligns closely with the direction established through the Strategic Plan 2026-2030.

Executive Summary and CEO's Report (Continued)

Individual membership also remained an important component of the Institute's service offering, providing opportunities for networking, mentoring, professional development and engagement. The continued success of the mentoring program and Young Professional initiatives demonstrates the importance members place on connection and learning throughout every stage of their careers.

Membership represents much more than access to services. It represents participation in a professional community committed to strengthening public administration and improving outcomes for Western Australians. IPAA WA remains committed to enhancing the value proposition of membership and ensuring our services continue to meet the evolving needs of the organisations and professionals we serve.

EVENTS

IPAA WA's events program encompasses conferences, seminars, briefings, awards, networking activities and other opportunities for professional connection. Together, these activities enable professionals from across the public service to exchange ideas, explore contemporary issues, recognise excellence, build relationships and learn from one another.

During 2025-26, the Institute delivered a diverse program of events that attracted 2,428 delegates from 228 organisations. While IPAA WA made the strategic decision to reduce the number of events delivered due to structural changes, participation and satisfaction outcomes remained strong, demonstrating the enduring relevance and quality of the program.

The events portfolio continued to bring together professionals from across government, academia, industry and the not-for-profit sector to discuss contemporary issues, share insights and build relationships. These events contribute significantly to strengthening collaboration and fostering a more connected public service.

Several flagship events performed particularly strongly. The Women in Public Service Leadership Conference attracted 585 delegates, the Young Professionals Conference attracted 317 delegates, and both award programs continued to recognise excellence and celebrate achievement across Western Australia's public service, with 58 awards presented to organisations and team members.

Importantly, the events program continues to position IPAA WA as a trusted convenor of discussion and engagement. Whether through conferences, policy discussions, leadership forums or networking sessions, the Institute remains committed to creating opportunities for professionals to connect, collaborate and learn from one another.

TRAINING

The provision of high-quality professional development remains one of IPAA WA's core contributions to the public service in Western Australia.

The 2025-26 financial year saw another strong performance across both public and in-agency training programs. A total of 166 public workshops were delivered to 1,758 participants across more than 65 topic areas, while 281 in-agency workshops and programs reached a further 2,966 participants.

These results demonstrate the continuing demand for practical, relevant and tailored professional development. They also reflect the confidence organisations place in IPAA WA's ability to provide learning experiences that address contemporary challenges and build organisational capability.

Throughout the year, programs continued to evolve to reflect emerging priorities. New offerings in areas such as artificial intelligence, neurodiversity, psychosocial safety and leadership complemented our established suite of courses covering governance, policy, communication, project management and organisational performance.

Multi-module leadership development programs continued to be delivered across several major public sector organisations, while facilitators supported participants from metropolitan, regional and interstate locations through a combination of face-to-face and online delivery methods.

Participant satisfaction also remained exceptionally strong across both public and in-agency programs, with an average satisfaction score of 6 out of 7, and with over 97% of participants' expectations met or exceeded. This provides confidence that the Institute continues to deliver meaningful and measurable value to both individuals and organisations.

RESOURCES / INFORMATION

IPAA WA continues to play an important role in informing discussion and supporting knowledge sharing across the public service.

Throughout the year, the Institute delivered a range of communications and information services designed to keep members and stakeholders informed about emerging issues, public administration trends, professional development opportunities and examples of excellence from across Western Australia. These activities complement our training and events programs and help extend engagement beyond individual learning and networking opportunities.

Regular communication through publications, digital platforms and social media provided timely access to information and insights relevant to public service professionals. These channels also enabled the Institute to celebrate public service achievements, promote discussion of contemporary challenges and maintain ongoing connection with members and stakeholders throughout the year.

The Institute's communication and information activities support the objectives of the Strategic Plan 2026-2030 by helping to inform and improve practice, strengthen professional connection and encourage discussion regarding public administration, leadership, governance, innovation and organisational performance. Through these efforts, IPAA WA continues to contribute to a more informed, connected and capable public service.

FINANCIAL

The Institute delivered another strong financial result during 2025-26, recording an operating surplus of $756,359 and achieving a thirteenth consecutive annual surplus.

This outcome reflects strong performance across multiple service areas and provides further evidence of the organisation's financial sustainability. Strong demand for training programs, continued support from members, successful events and ongoing operational discipline all contributed positively to the year's result.

Importantly, financial performance should be viewed in the context of IPAA WA's purpose. As a not-for-profit organisation, the objective is not the accumulation of profit for its own sake. Every surplus generated is retained within the organisation and available for reinvestment in new initiatives, improved services and greater value for members and stakeholders. As a Western Australian organisation, established to advance excellence in this State's public sector, that investment is directed towards strengthening the capability of Western Australian public service organisations and the people who work within them, ultimately supporting better outcomes for the Western Australian community.

At 30 June 2026, accumulated equity exceeded $5.2 million. This provides a strong foundation for future investment and ensures the Institute remains well positioned to respond to changing member needs and emerging opportunities.

The result also highlights the importance of prudent stewardship. As an organisation funded predominantly through services provided to the public service, we recognise the responsibility we have to manage resources carefully and ensure maximum value is delivered to members and stakeholders.

STRATEGIC RENEWAL AND FUTURE DIRECTION

While 2025-26 delivered strong operational outcomes, it was equally significant as a year of strategic renewal.

The new Strategic Plan is particularly important because the professional development landscape across the Western Australian public sector has changed significantly, including through the introduction of the Skills Academy. This has reshaped the environment in which IPAA WA operates and requires the Institute to evolve its role and contribution. This changing environment presents an exciting opportunity for IPAA WA to reconsider how it can best add value to public service organisations. Developed following a comprehensive review of the organisation's operating environment and the changing needs of the sector, the Strategic Plan establishes a clear direction for the future, and will guide the development of programs, services and partnerships that respond to those needs as well as exploring how we work directly with the Skills Academy.

The adoption of the Strategic Plan marks the beginning of a significant implementation phase for the organisation. While 2025-26 focused on reviewing the operating environment, identifying future priorities and establishing a clear strategic direction, 2026-27 will focus on translating the Plan into practical organisational outcomes. This next phase will require deliberate investment, disciplined execution and a commitment to organisational improvement across multiple areas of the Institute.

As part of this work, IPAA WA will review and implement a range of organisational structures, systems, policies and procedures to ensure the organisation is appropriately positioned to achieve the objectives of the Strategic Plan. This will include reviewing service delivery models, strengthening internal capabilities, improving operational processes and ensuring organisational resources are aligned to future priorities. While many of these changes will occur behind the scenes, they are critical to ensuring the long-term relevance, sustainability and impact of the Institute.

Importantly, IPAA WA is well positioned to undertake this work. The organisation's strong balance sheet and accumulated equity provide the capacity to invest in strategic initiatives that would not ordinarily be funded through the Institute's annual operating activities alone. As a not-for-profit organisation, these resources will be used to support organisational development and strengthen the Institute's ability to deliver value to members, stakeholders and the broader Western Australian public service and community.

Executive Summary and CEO's Report (Continued)

The Strategic Plan recognises that professional development, workforce capability and member engagement are evolving rapidly. New technologies, changing learning preferences, increasing workforce mobility and growing expectations for collaboration all present both opportunities and challenges for the Institute, and the sector more broadly.

Over the coming years, IPAA WA will continue to strengthen professional development offerings, expand strategic partnerships, support thought leadership, increase engagement across the broader public service and invest in technologies and systems that enhance member value.

The future presents both opportunities and challenges. However, with a clear strategy, strong financial position, committed members and a dedicated team, IPAA WA has a strong foundation from which to continue supporting excellence in public administration for many years to come.

ACKNOWLEDGEMENTS

The achievements outlined throughout this report are only possible because of the commitment and support of many individuals and organisations.

I thank our Corporate and Individual Members for their continued support of the Institute and its mission. Your ongoing engagement enables IPAA WA to strengthen capability, foster collaboration and support excellence across the Western Australian public service.

I extend my sincere appreciation to Jenness Gardner for her leadership as President throughout the year. I also thank the members of Council for their stewardship, strategic guidance and commitment to the long-term success of the Institute. Their contribution was particularly important during the development of the Strategic Plan 2026-2030.

I also acknowledge our presenters, facilitators, sponsors, partners, judges, volunteers and stakeholders who contribute their expertise and support to IPAA WA programs and activities. Their involvement enriches the services we provide and strengthens our impact.

Importantly, I thank the IPAA WA team. Their professionalism, adaptability and commitment have enabled the organisation to deliver another successful year while preparing for the future. The achievements reflected throughout this report are a direct result of their hard work and dedication.

CLOSING REFLECTION

As IPAA WA enters its ninth decade, it is appropriate to reflect on both the enduring importance of public administration and the role the Institute continues to play in supporting it.

While technology, organisational structures and operating environments will continue to evolve, the need for capable people, effective institutions and a commitment to public service remains constant. The individuals and organisations represented throughout this report demonstrate that commitment every day through their efforts to improve outcomes for the communities they serve.

The past year has been characterised by achievement, renewal and preparation. We have continued to deliver strong outcomes while taking important steps to position the organisation for the future. The adoption of a new Strategic Plan, continued investment in capability development, and the strength of our membership and partnerships provide confidence in the Institute's future direction.

IPAA WA remains committed to supporting excellence in public administration through professional development, collaboration, recognition and thought leadership. Together with our members, stakeholders and partners, we will continue to contribute to a stronger, more capable and more connected public service in Western Australia.

Gavin Lewis
Chief Executive Officer



Gavin Lewis, CEO, IPAA WA, and the Hon Simone McGurk BA(Arts) BA(Comms) MLA, Minister for Creative Industries, Heritage, Industrial Relations, Aged Care and Seniors, Women | 2025 IPAA WA Women in Public Service Leadership conference.

Report Highlights



Membership

114 corporate member organisations, representing over **100,000+** public, private, not-for-profit and tertiary professionals

91% corporate member retention rate

271 individual members from **140** organisations

Training

1,758 attendees at **166** public training courses and workshops across **65** topic areas

281 in-agency sessions delivered to **2,966** participants across **47** organisations

Awards

58 awards presented to recognise and promote good governance and achievements throughout the public sector

990 attendees at the ceremonies, coming together from all three tiers of government, community and NFP sectors, academia, and private organisations

Communications

47 articles and news stories relating to public administration distributed through **10** iNews publications

6,327 social media likes and followers across LinkedIn and Facebook

Events

2,428 attendees at **12** events, including award ceremonies, seminars, conferences, and member sessions

93% average approval rating from delegates across all events

Financial

$756,359 surplus to be invested back into the public sector through more value and benefits to members, and in reaching our vision of 'Excellence in the Public Sector'

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 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

OUR 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 service organisations.

OUR PATRONS

IPAA WA Patron



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

IPAA WA Vice Patrons



Hon Roger Cook MLA
Premier of Western Australia



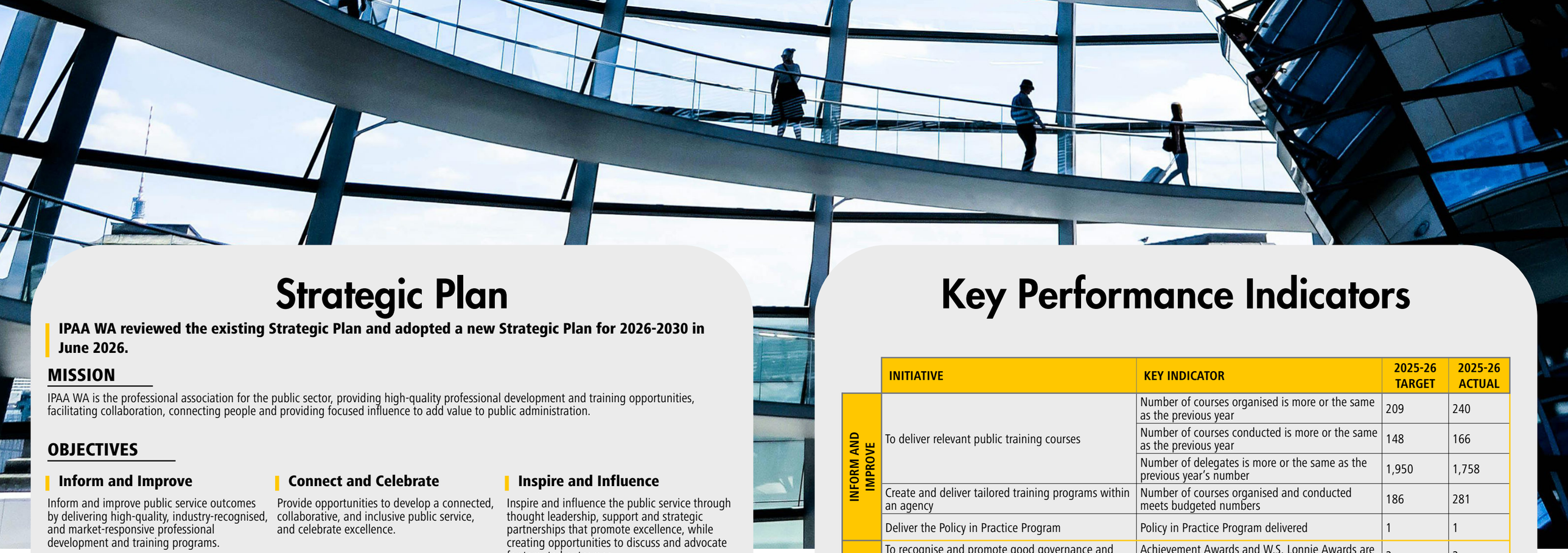
Mr Basil Zempilas MLA
Leader of the Opposition



Joann Wilkie PSM, Under Treasurer, Department of Treasury and Finance (left) and Jenness Gardner MIPAA, President, IPAA WA (right) | 2025 IPAA WA Women in Public Service Leadership conference.



Sharyn O'Neill AO PSM FIPAA, Public Sector Commissioner | 2026 W.S. Lonnie Awards.



Strategic Plan

IPAA WA reviewed the existing Strategic Plan and adopted a new Strategic Plan for 2026-2030 in June 2026.

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

Connect and Celebrate

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

Inspire and 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.

PLANS

Professional Development

Improve and strengthen the capability of the public service 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.

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 of the organisation.

Engagement

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

Celebrate and Recognise Success

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

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, NFPs, corporate organisations and government across jurisdictions to extend reach and impact.

Discussion and thought leadership

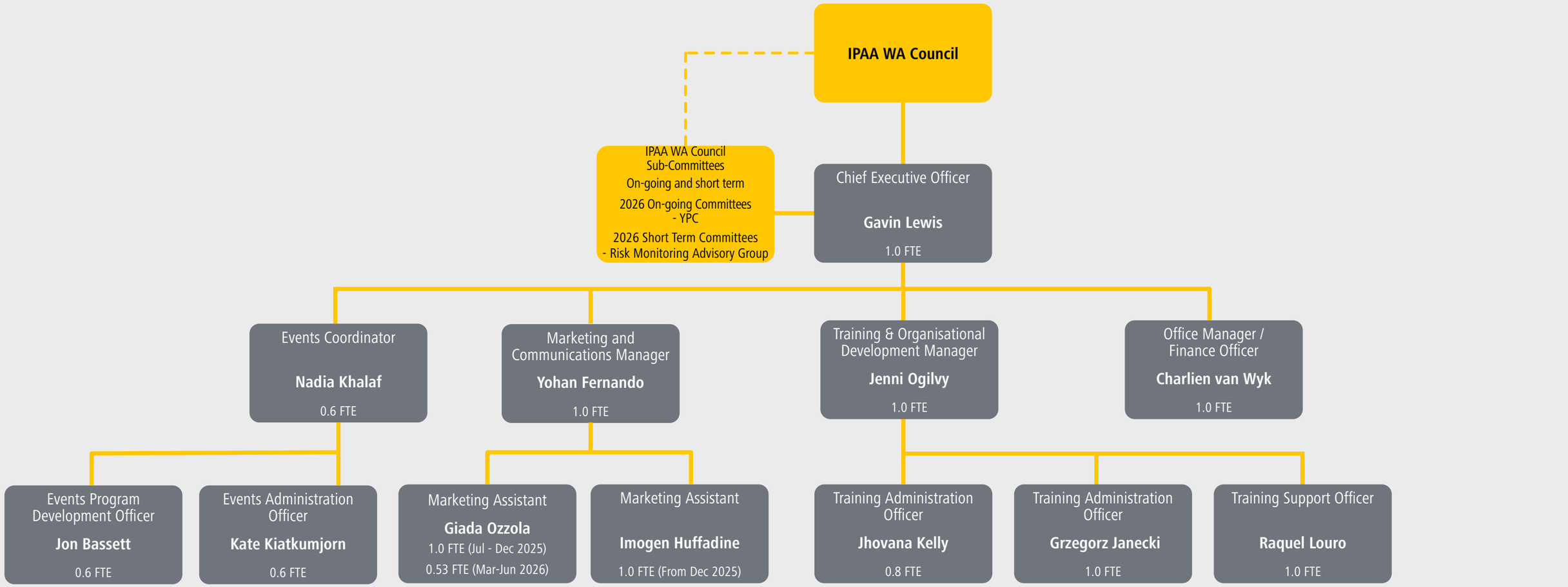
Generate discussion on key strategic and emerging issues impacting the public service through conferences, events, forums, round tables, and think tanks that support innovation and reform.

Key Performance Indicators

	INITIATIVE	KEY INDICATOR	2025-26 TARGET	2025-26 ACTUAL
INFORM AND IMPROVE	To deliver relevant public training courses	Number of courses organised is more or the same as the previous year	209	240
		Number of courses conducted is more or the same as the previous year	148	166
		Number of delegates is more or the same as the previous year's number	1,950	1,758
	Create and deliver tailored training programs within an agency	Number of courses organised and conducted meets budgeted numbers	186	281
	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 are maintained	321	271
		Corporate Membership numbers are maintained or increased	114	114
INSPIRE AND INFLUENCE	Provide a platform to share expertise in specific areas	CIO CoP sessions are conducted	0	0
	Provide opportunities to bring together interested people from within and outside the public sector	Number of networking activities held each year	2	4
		YPC is maintained	1	1
	Develop and foster partnerships with external organisations	Number of new partnerships	0	3
		Existing partnerships are maintained	100%	100%
	Deliver program of seminars and conferences	Budgeted number of conferences and seminars delivered	6	3
		Budgeted number of delegates is achieved	2,537	2,428
	Develop, distribute and promote relevant articles / papers / pieces regarding public administration	iNews is published and distributed monthly	12	10
	Use and grow social media as a vehicle of communication	Users of IPAA WA social media vehicles increases yearly	5,629	6,327
	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	$215,585	$756,359

Organisational Chart

As at 30 June 2026





IPAA WA Council Members and Meeting Attendance

Attendance Period: After AGM in October 2025 to AGM in October 2026 | Titles: As at 30 June 2026



President

Jenness Gardner MIPAA
Chief Executive Officer,
Economic Regulation Authority

Attendance: 5 of 6



Secretary

Emma Forrest MIPAA
Assistant Director, Licensing and Customer Protection,
Economic Regulation Authority

Attendance: 6 of 6



Councillor

Cassandra Jaeger MIPAA
Director Corporate and Commercial, City of Kalgoorlie-Boulder

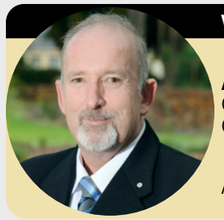
Attendance: 2 of 6



Councillor

Christine Thompson MIPAA
Executive Director, Clinical Workforce and Leadership,
East Metropolitan Health Service

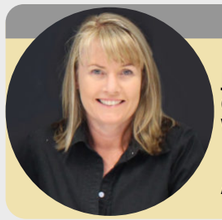
Attendance: 5 of 6



Vice-President

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

Attendance: 4 of 6



Councillor

Janis Carren MIPAA
Chief Executive Officer,
VenuesWest

Attendance: 2 of 6



Councillor

Amanda Melia MIPAA
Head of Brand, Marketing and Communications, Synergy

Attendance: 4 of 6



Councillor

Elizabeth MacLeod PSM FIPAA

Attendance: 4 of 5



Vice-President

Morgan Marsh MIPAA
Executive Director,
Botanic Gardens and Parks Authority

Attendance: 4 of 6



Councillor

Ian Cowie PSM FIPAAWA
Chief Executive Officer,
City of Gosnells

Attendance: 5 of 6



Councillor

Kirsty Moore MIPAA
Non-Executive Director,
Women's Legal Service of WA

Attendance: 4 of 6



Treasurer

Lorraine Keane MIPAA
Chief Executive Officer,
Circle Green Community Legal Centre

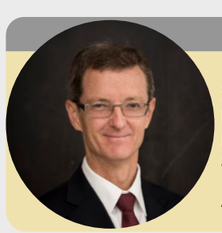
Attendance: 5 of 6



Councillor

Kaylene Gulich PSM MIPAA
Chief Executive Officer, Western Australian Treasury Corporation

Attendance: 4 of 6



Councillor

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

Attendance: 5 of 6

Outgoing Council Members

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

Kaylene Gulich PSM MIPAA

Janis Carren MIPAA



IPAA WA Staff

As at 30 June 2026



Gavin Lewis
Chief Executive Officer



Yohan Fernando
Marketing & Communications Manager



Nadia Khalaf
Events Coordinator



Jenni Ogilvy
Training & Organisational Development Manager



Jon Bassett
Events Program Development Officer



Grzegorz Janecki
Training Administration Officer



Kate Kiatkumjorn
Events Administration Officer



Giada Ozzola
Marketing Assistant



Jhovana Kelly
Training Administration Officer



Raquel Louro
Training Support Officer



Charlien van Wyk
Office Manager



Imogen Huffadine
Marketing Assistant

(From December 2025)

Membership

IPAA WA membership provides access to a professional community committed to connecting people and ideas to improve the Western Australian public service. Membership provides access to networking opportunities, discounts, and a host of quality professional development offerings to build capability. IPAA WA offers two forms of membership, Corporate and Individual.

Corporate Membership

Corporate membership provides a range of benefits to all staff within an organisation, including significant savings on all IPAA WA training programs and events. Beyond the financial benefits, organisations join as corporate members to support IPAA WA's work in building the capabilities of the public service. This partnership helps improve outcomes for the community and aligns the organisation with a professional body dedicated to positive change.

For the 2025-26 financial year, IPAA WA did not increase its Corporate Member fees. For the 2025-26 financial year, IPAA WA had a total of 114 corporate member organisations, the same number as the previous financial year. IPAA WA gained 10 new corporate members and lost 10 from the past financial year, achieving a corporate member retention rate of 91%.

Figure 1: Corporate Membership Growth

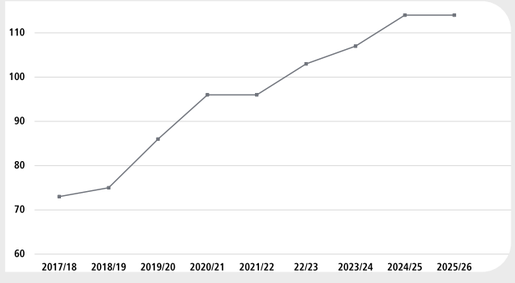
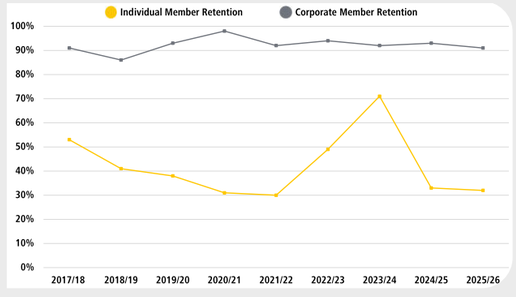


Figure 2: Individual and Corporate Member Retention Rates



CORPORATE MEMBERSHIP STRUCTURE

Corporate membership is based on band levels, determined by the number of full-time employees at the organisation.

In addition, IPAA WA offers Premier and Gold Corporate Partnership opportunities which provide additional benefits including, but not limited to, a high level of support for the sector's professional association, a high level of exposure to IPAA WA stakeholders, brand and organisation promotion, complimentary tickets to select IPAA WA Events, and other specific and unique benefits.

Six 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 was initially offered to specific NFP organisations as a trial of the new membership category, but is now a membership category in its own right. From just the one NFP Corporate Member when first introduced, Not for Profit organisations now represent nearly 9% of total Corporate Membership. IPAA WA will continue to work to increase our partnerships with the NFP sector in the new financial year.

Figure 3: Corporate Membership by Membership Category

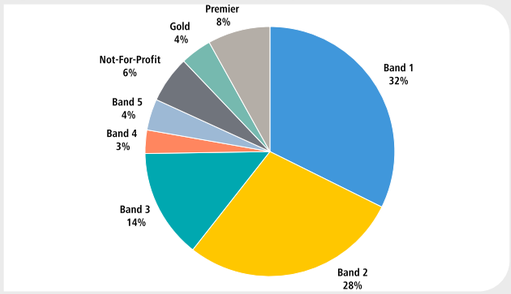
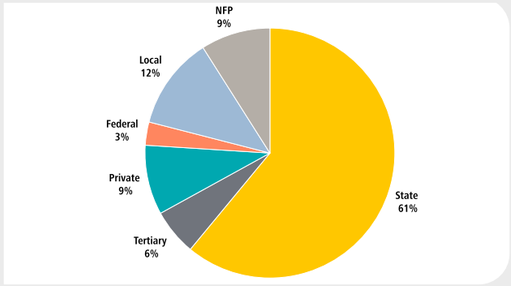


Figure 4: Corporate Membership by Sector





Kaylene Gulich PSM, CEO, Western Australian Treasury Corporation (far left); Sue McCarrey FIPAA, CEO, NOPSEMA (left); Jodie Ransom, CEO, Fremantle Ports (right); Gail Bowman CEO, City of Melville (far right) | 2025 IPAA WA Women in Public Service Leadership conference.



List of 2025-26 Corporate Member Organisations

PREMIER PARTNERS

EY – Building a better working world

CommonwealthBank

Government of Western Australia
Department of Treasury and Finance
Department of Local Government, Industry Regulation and Safety
Transport and Major Infrastructure Portfolio
Department of Transport and Major Infrastructure
Main Roads Western Australia
Public Transport Authority

Murdoch University

Public Sector Commission
GOVERNMENT OF WESTERN AUSTRALIA

GOLD PARTNERS

Deloitte.

workday.

GOVERNMENT OF WESTERN AUSTRALIA
Department of Communities
Department of Housing and Works
Department of Mines, Petroleum and Exploration

CORPORATE MEMBERS BY BAND

NOT-FOR-PROFIT

- Circle Green Community Legal
- Financial Counsellors' Association of Western Australia
- HelpingMinds
- National Allergy Council Ltd
- Parkerville Children and Youth Care
- Uniting WA
- WA Council of Social Service

BAND 1

- Blue Diamond Machinery
- Central Regional TAFE
- Chartered Accountants Australia and New Zealand
- Commissioner For Children and Young People
- Construction Industry Training Fund
- Department of Employment and Workplace Relations
- Department of Home Affairs - WA Temporary Visas
- Department of Primary Industries and Regional Development/ Wheatbelt Development Commission
- Department of The Registrar, WA Industrial Relations Commission
- Economic Regulation Authority
- Gascoyne Development Commission
- Government Employees Superannuation Board
- Health and Disability Services Complaints Office
- Infrastructure WA
- John Curtin Institute of Public Policy
- Kimberley Development Commission
- Member For Kwinana
- Multicultural Services Centre of Western Australia
- Myleave
- National Offshore Petroleum Safety and Environmental Management Authority
- Office of The Auditor General
- Office of The Information Commissioner
- Office of The Inspector of Custodial Services
- Ombudsman Western Australia
- Pilbara Development Commission
- Rottnest Island Authority
- Scyne Advisory
- Shelby Consulting Pty Ltd
- Shire of Carnarvon
- Shire of Murray
- Small Business Development Corporation
- South Metropolitan Health Service - Contract Management Division
- South West Development Commission
- University of Western Australia (Vice-Chancellery)
- Western Australian Electoral Commission
- Western Australian Planning Commission
- Western Australian Treasury Corporation

BAND 2

- Arts and Culture Trust
- BDO
- City of Bayswater
- City of Belmont
- City of Gosnells
- City of South Perth
- City of Vincent
- Corruption and Crime Commission
- Department of Energy and Economic Diversification
- DevelopmentWA
- Forest Products Commission
- Fremantle Ports
- Hope Community Services
- Insurance Commission of Western Australia
- KPMG
- Legal Aid WA
- Lotterywest
- Mental Health Commission
- Metropolitan Cemeteries Board
- Mid West Ports Authority
- Parliamentary Services Department (Parliament House)
- Perth Zoo
- Pilbara Ports Authority
- Ruah Community Services
- Shire of Ashburton
- South Regional TAFE
- Southern Ports
- State Solicitor's Office
- Tourism WA
- Town of Victoria Park
- VenuesWest
- WorkCover WA

BAND 3

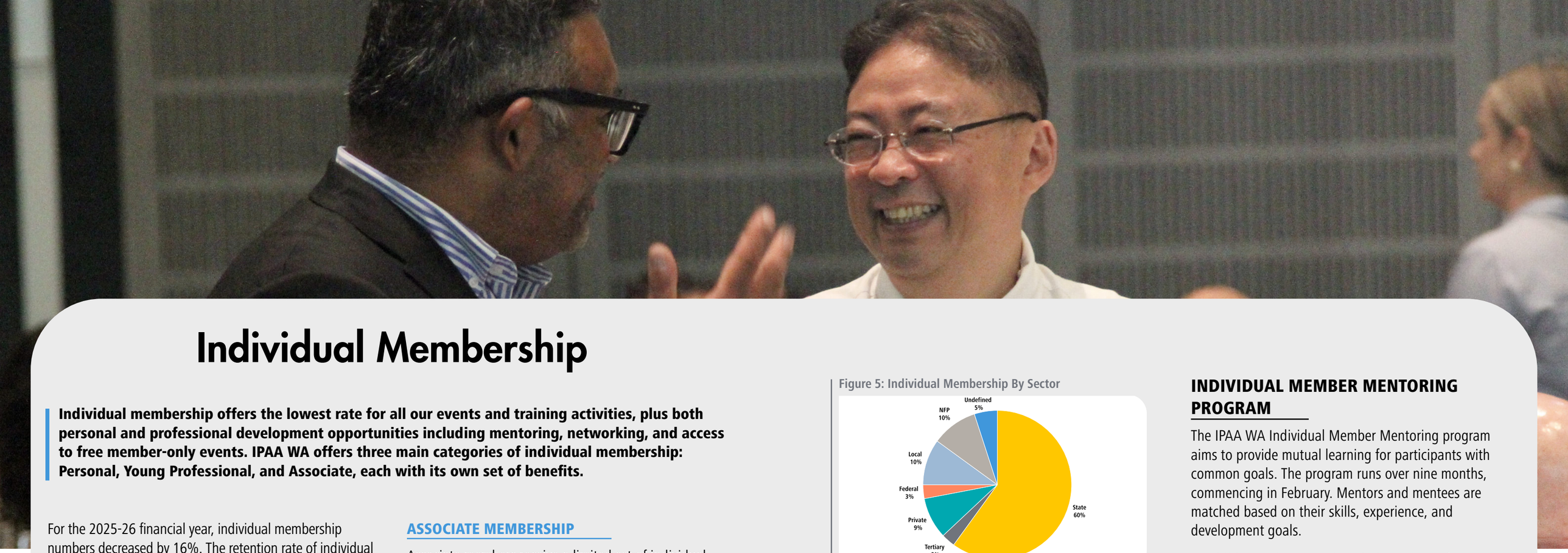
- City of Armadale
- City of Joondalup
- City of Perth
- City of Rockingham
- Department of Creative Industries, Tourism and Sport
- Department of Health
- Department of Planning, Lands and Heritage
- Department of The Premier and Cabinet
- Department of Training and Workforce Development
- Department of Water and Environmental Regulation
- Gold Corporation
- Health Support Services
- Landgate
- North Metropolitan TAFE
- South Metropolitan TAFE
- Synergy

BAND 4

- Department of Biodiversity, Conservation and Attractions
- 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



Individual Membership

Individual membership 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 offers three main categories of individual membership: Personal, Young Professional, and Associate, each with its own set of benefits.

For the 2025-26 financial year, individual membership numbers decreased by 16%. The retention rate of individual members remained the same as the previous year (Figure 2).

INDIVIDUAL MEMBERSHIP STRUCTURE

PERSONAL MEMBERSHIP

Personal Membership represents the highest level of Individual Membership, with access to all individual member benefits. For the 2025-26 financial year, Personal Membership fees were $150 and they represented 43% of total Individual Membership. This category of membership had a 7% increase from the previous financial year.

ASSOCIATE MEMBERSHIP

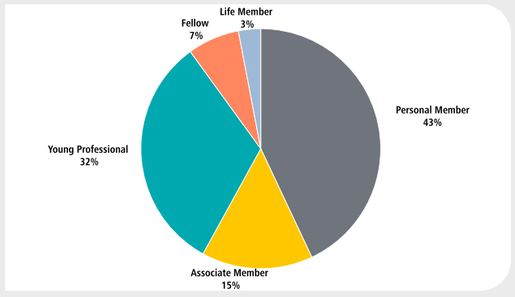
Associate members receive a limited set of individual member benefits. For the 2025-26 financial year, Associate Membership fees were $60 and they represented 15% of total Individual Membership. The Associate Membership category had the largest decrease of 29% from the previous financial year.

YOUNG PROFESSIONAL MEMBERSHIP

Young Professional (YP) Membership is open to anyone aged 35 or under. YP membership fees were $130 in the 2025-26 financial year. Select YPs may also be provided with a Complimentary YP membership by their organisation as part of the benefit provided to Corporate Members. The YP Membership category decreased by 19% from the previous financial year. During the 2025-26 financial year, YP members represented 32% of total Individual Membership.

Figure 5: Individual Membership By Sector

Figure 6: Individual Membership By Category



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 was established following a request from the Public Sector Commission for IPAA WA to expand its mentoring program. YP mentors are matched to YP mentees, providing YP mentors with the opportunity to share their experiences as well as gain extra leadership skills, and YP mentees with the opportunity to learn from other YPs who might have navigated similar challenges being faced by them.

53 mentees were matched to mentors for the 2026 program, with 39 in the general pool, and 14 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 participate in the program.



Life Members and Fellows

IPAA Fellows are members who have been recognised as having made outstanding contributions to public service and to IPAA. There are two categories of Fellows, IPAA WA Fellows FIPAA (WA) and IPAA National Fellows (FIPAA). Life Membership is the Institute's highest recognition, awarded to individuals who exceed the Fellowship criteria and have made an outstanding contribution to IPAA WA.

LIFE MEMBERS

Mr Tim Benjamin*
Mr Brian Burgess FIPAA*
Dr Wally Cox PSM FIPAA FIPAAWA
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 FIPAA FIPAAWA

*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.

2025 WA NATIONAL FELLOW RECIPIENTS

Mr Andrew Brien PSM FIPAA FIPAA (WA)



Mr Stuart Smith FIPAA FIPAA (WA)



IPAA NATIONAL (FROM WA) FELLOW RECIPIENTS

Mr Andrew Brien PSM FIPAA FIPAA (WA)
Mr Stuart Smith FIPAA FIPAA (WA)
Ms Elizabeth (Liz) MacLeod PSM FIPAA (WA)
Dr Garry Hunt PSM FIPAA
Ms Gail McGowan PSM FIPAA FIPAA (WA)
Ms Sue Ash AO FIPAA FIPAA (WA)
Mr Chris Dawson AC APM FIPAA (WA)
Ms Sue McCarrey FIPAA FIPAA (WA)
Ms Nina Lyhne FIPAA
Ms Susan Hunt PSM FIPAA FIPAA (WA)
Mrs Sharyn O'Neill AO PSM FIPAA
Mrs Cheryl Gwilliam FIPAA
Mr Richard Sellers FIPAA
Mr Colin Murphy PSM FIPAA FIPAA (WA)
Mr Grahame Searle FIPAA
Dr Peter Wilkins FIPAA
Mr Eric Lumsden PSM AM FIPAA*
Mr Christopher Williams FIPAA
Dr Lynn Allen FIPAA
Dr Wally Cox PSM FIPAA FIPAA (WA)
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
Mr Allan Skinner PSM FIPAA*
Dr Mike Wood FIPAA FIPAA (WA)
Mr Alan Peachment FIPAA*
Mr Robert MacKenzie FIPAA
Mr Digby Blight AO FIPAA
Mr Brian Burgess FIPAA*
Mr Ronald Robertson FIPAA
Prof. Gordon Reid AC FIPAA*
*Deceased

CURRENT IPAA WA FELLOWS

Mr Michael Andrews FIPAA FIPAA (WA)
Ms Sue Ash AO FIPAA FIPAA (WA)
Mr Michael Barnes PSM FIPAA (WA)
Mr Kane Blackman FIPAA (WA)
Mr Andrew Brien PSM FIPAA (WA)
Mr Sandy Clarkson FIPAA (WA)
Ms Emma Cole FIPAA (WA)
Mr Ian Cowie PSM FIPAA (WA)
Dr Wally Cox PSM FIPAA FIPAA (WA)
Mr David Etherton PSM FIPAA (WA)
Mr Graeme Gammie FIPAA (WA)
Mr Chris Hall AM FIPAA (WA)
Ms Susan Hunt PSM FIPAA (WA)
Ms Elizabeth (Liz) MacLeod PSM FIPAA (WA)
Ms Sue McCarrey FIPAA (WA)
Ms Gail McGowan PSM FIPAA FIPAA (WA)
Mr Colin Murphy PSM FIPAA FIPAA (WA)
Ms Lesley Nelson FIPAA (WA)
Ms Angie Paskevicius FIPAA (WA)
Mr Michael Piu BA LLB FIPAA (WA) FANZCN FGIA AFAIM
Ms Michelle Reynolds FIPAA (WA)
Dr Jim Rhoads FIPAA (WA)
Hon. Kerry Sanderson AC CVO FIPAA (WA)
Mr Grahame Searle FIPAA (WA)
Mr Andrew Sharpe FIPAA (WA)
Dr Ruth Shean AO FIPAA (WA)
Mr Stuart Smith FIPAA (WA)
Mr Dale Stewart FIPAA (WA)
Ms Jodie Wallace FIPAA (WA)
Ms Julie Waylen FIPAA (WA)
Dr Mike Wood FIPAA FIPAA (WA)



Young Professional Committee

The Young Professional Committee (YPC) acts as an advisory committee to the IPAA WA Council and represents emerging and early-career professionals across Western Australia's public service. Through professional development, networking, advocacy and engagement initiatives, the YPC works to connect, inform and empower the next generation of public service leaders.

YPC GOALS

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

2. Connect YPs from across the public service as well as other young professional groups through networking opportunities.

3. Inform and share knowledge regarding public service 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.

YEAR IN REVIEW

398 attendees at **5** YPC Events

5,000 impressions per month on the YPC LinkedIn page, and **1,049** followers

MAJOR SUPPORTER OF THE YPC PROGRAM **Deloitte.**

CHAIR'S REFLECTION

The 2025-26 year was one of growth and renewal for the YPC. Through the expansion of the L.E.A.D. program, the continued success of the Young Professionals Conference, and increased engagement across our digital channels, we continued to support young professionals at all stages of their public service careers.

What stood out the most this year was the willingness of young professionals to connect, learn and contribute to the broader public service. As Chair, it has been rewarding to see committee members step into leadership opportunities and continue building a stronger, more connected professional community across Western Australia.

I would like to thank our committee members, IPAA WA staff, speakers, sponsors and participants for their contributions throughout the year. Their ongoing support has been instrumental in helping the YPC create opportunities for connection, learning and professional growth across the sector.

2025-26 YPC EVENTS

ANNUAL CONFERENCE

The Young Professionals Conference remains the YPC's flagship event, bringing together emerging and established professionals to explore the challenges, opportunities and trends shaping the future of public administration.

The 2026 conference, The Only Constant is Change, attracted over 300 attendees from State, Commonwealth and Local Government agencies, Government Trading Enterprises and the not-for-profit sector. A scholarship was awarded to a regional public service professional, supporting regional participation.

The day was opened by Morgan Marsh, Vice President of IPAA WA, and Matt Judkins from the YPC's Corporate Sponsor, Deloitte. Attendees heard a keynote address from Leon McIvor, Director General, Department of Housing and Works, who shared insights from his leadership experience across housing, health and infrastructure portfolios, including leading organisations through significant periods of change and reform. The conference featured presentations from leaders across the public, private and not-for-profit sectors. Sessions explored leading organisational change, navigating non-linear career pathways, fostering high-performing team cultures, future-proofing government and developing resilient professional networks. The Deloitte session, Building a Change-Ready Team Culture, was a standout session of the conference, due to its highly interactive format, practical takeaways and Aran Zalewski's insights on teamwork, leadership and navigating change.

Conference feedback demonstrated strong results across all survey categories, with 96% of attendees indicating that the event met or exceeded their expectations.

Feedback

"The highlight for me was definitely the conference theme itself. It really resonated with where I am in my career right now and inspired me to say yes to opportunities, even when they feel a little scary"

"I loved hearing the different perspectives from each speaker, and the way they connected the theme to real public sector experiences made the sessions both practical and actionable."

Read more: page 66



COFFEE ROULETTE

Early-career professionals are often looking to expand their networks, learn from their peers and better understand the broader public service. Coffee Roulette was designed to support these goals by creating informal opportunities for connection and peer learning.

Throughout the year, YPs were matched for casual coffee conversations, creating opportunities to share experiences, discuss career development and build relationships across agencies and sectors.

SOCIAL EVENTS

The YPC closed out 2025 with a lively End of Year Sundowner that brought young professionals together to reconnect, reflect and celebrate the year's wins.

Held at Lot Twenty in Northbridge, the event provided young professionals with an opportunity to reconnect, build new professional relationships and reflect on the year's achievements. Across the evening, young professionals swapped stories about standout projects, shared insights into the diverse work happening across agencies, and compared the twists and turns of their career journeys. The atmosphere was warm, open and genuinely collaborative, a reminder of how powerful these informal spaces can be in strengthening sector-wide connections.

In addition to the Sundowner, the YPC delivered another successful networking event, Crust & Connect, designed to connect peers and expand professional networks.
Read more: page 64

L.E.A.D. SERIES

L.E.A.D. is the YPC's interactive professional development series, providing small-group masterclasses focused on contemporary skills and leadership capabilities. Designed for emerging professionals, the series offers practical learning opportunities delivered by experienced practitioners from across the public service.

During 2025-26, the YPC delivered two sold-out L.E.A.D. sessions, reinforcing the strong demand for targeted professional development opportunities for YPs.

Read more: page 60

OTHER YPC INITIATIVES

YPC POLICY, SURVEY, RESOURCES AND ENGAGEMENT

The YPC Policy Sub-Committee focused on supporting career development and progression for emerging public service professionals. A key focus was coordinating a survey of young professionals to understand what resources would be most useful when applying and interviewing for roles.

Promoted through the YPC's LinkedIn channel and monthly newsletters, the survey received 55 responses and provided insights into the challenges, preferences and support needs of young professionals seeking to progress their careers.

Drawing on this feedback, the Sub-Committee commenced development of practical resources to support YPs with job applications, selection criteria responses and interview preparation. These materials are expected to be published in the 2026-27 financial year, providing YPs with targeted guidance throughout their public sector career journey. The Sub-Committee began a review of the YPC's engagement methods. This work has included initial engagement with other jurisdictions to learn from different approaches and identify opportunities to enhance professional development support, strengthen participation and better respond to the needs of YPs across the sector.

Building on this work, the Sub-Committee commenced planning for the next comprehensive survey of YPs, exploring skills development, access to professional development opportunities, workplace challenges and preferred resources for building work-related knowledge and capability.

The Sub-Committee continued to provide policy support and guidance to other sub-committees as required, contributing to broader YPC activities and ensuring its work remained responsive to member needs.

YPC COMMUNICATIONS AND ENGAGEMENT

The YPC LinkedIn account recorded its strongest year of performance since its establishment, driven by a renewed communications strategy focused on authentic content, consistent engagement and stronger digital storytelling.

A key achievement was the substantial increase in post reach. From 2023 to 2025, the account averaged approximately 1,000 impressions per month. In 2026, this increased to approximately 5,000 impressions per month, a five-fold increase in reach.

The account also experienced strong audience growth. In January 2026, the YPC had 863 LinkedIn followers. By August, this had increased to 1,049, representing growth of 186 followers, or approximately 22%, in just seven months.

This success was driven by a more targeted social media strategy, prioritising authentic photography, consistent weekly posting, engaging hooks, strategic use of hashtags and tagging attendees to encourage engagement. This shift also reflects the YPC's broader move towards LinkedIn as its primary engagement and promotional channel, following a plateau in digital newsletter growth, providing greater organic reach and opportunities for two-way interaction.

Importantly, this increased reach has translated into tangible outcomes for the YPC's programs, such as increased attendance at events throughout the year, including L.E.A.D. sessions and the Young Professionals Conference.

REGIONAL YOUNG PROFESSIONAL SCHOLARSHIP

The Regional Young Professional Scholarship is an initiative established by the YPC in 2021. It is awarded annually to one regionally located Public Sector Young Professional, providing them the opportunity to attend the IPAA WA Young Professionals Conference, including travel assistance to and from Perth, accommodation, full conference registration fee, and a one-year IPAA WA Young Professional membership.

2026 REGIONAL YOUNG PROFESSIONAL SCHOLARSHIP RECIPIENT

Sienna Samuels
Town of Port Hedland





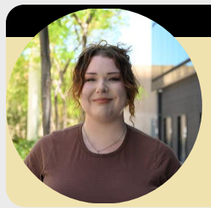
YPC Members

As at 30 June 2026



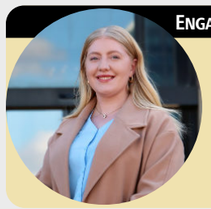
Chair

Harrison Wells
Department of Health



Vice Chair

Rachel Twiss
Mental Health Commission



Engagement and Communications Coordinator

Emily Briggs
Parliament of Western Australia

Until May 2026



Events Facilitator

Paula Della Gatta
Department of Transport and Major Infrastructure



Policy Coordinator

Penelope Deveson
Department of the Premier and Cabinet



Secretary

Fatima Merchant
Department of Communities



YPC Member

Gabriella Ochtman
Mental Health Commission



YPC Member

Grace Ieraci
Department of Treasury and Finance



YPC Member

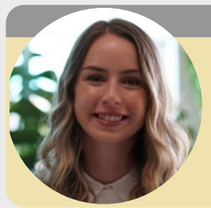
Vanessa Juliana
Deloitte (Until May 2026)

Westport (From May 2026)



YPC Member

Alyssa Pisano
Pharmaceutical Society of Australia



YPC Member

Sacha Arthur
WA Police Force



YPC Member

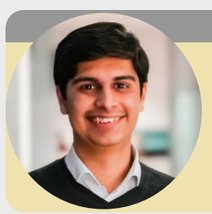
Chloe Wilcox
Department of Health

Until March 2026



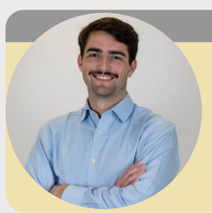
YPC Member

Liang Ming Lee
Department of Planning, Lands and Heritage



YPC Member

Om Sharma
Department of Communities



YPC Member

Wesley Brooke
Department of Creative Industries, Tourism and Sport

Until March 2026

OUTGOING YPC MEMBERS

We would like to thank all outgoing YPC members who served in the 2025 term for their time and commitment to young professionals:

> Mikaela Scuderi
> Lucy Gregory
> Samantha Edwards

Awards

IPAA WA promotes, recognises and rewards excellence in public administration through its prestigious awards programs. Each year, IPAA WA celebrates outstanding contributions of the WA Public Service through the IPAA WA Achievement Awards and the W.S. Lonnie Awards, recognising the people, teams and initiatives making a positive difference in our WA community and across the WA public service.

2025 Achievement Awards

12 December 2025, 12:00 - 14:30 | Perth Convention and Exhibition Centre

The IPAA WA Achievement Awards are the premier recognition of excellence across all levels of Western Australia's public service. Celebrating outstanding individual and organisational achievements, the awards provide an opportunity to showcase leaders, team members, and initiatives that demonstrate best practice and a strong commitment to public service excellence.

ATTENDANCE

620

SATISFACTION

36% 60% 4%

FEEDBACK

"Great opportunity for Government agencies and their leaders to celebrate and formally recognise positive work and achievements across the WA public sector."

"Showcased the diversity of work that happens in the WA public sector."

The Institute of Public Administration Australia WA (IPAA WA) recognised individual and organisational excellence in public administration at its 14th annual Achievement Awards ceremony on the 12th of December 2025.

Isaiah Walley-Stack opened proceedings with an inspiring Welcome to Country, and hosting this year's ceremony was IPAA WA Vice President, Morgan Marsh. In her opening remarks, Morgan outlined the rigorous three-stage judging process and acknowledged the high standard of nominations received once again this year.

IPAA WA was honoured to welcome Co-Vice Patron, Basil Zempilas MLA, Leader of the Opposition, who commented on the importance of a strong public service in providing frank and fearless advice, and how our state and communities benefit greatly from this.

Awards were presented across 21 categories. As was the case in recent years, the Awards saw an influx of nominations for the two collaboration categories and the Best Practice in Innovation award. To ensure a more even playing field for projects with smaller budgets, these awards were split into sub-categories based on project budget. The large number of nominations received in these categories continues to highlight the ground-breaking partnerships and innovative practices delivering better outcomes for the WA community.

In total, 36 awards were presented this year, recognising some of the outstanding projects and initiatives being delivered to the WA community, and the leaders and practitioners who make up the public service in Western Australia. This year's Patron's Award was presented to Sue McCarrey FIPAA in recognition of her significant impact on public administration in Australia.

JUDGING PANEL

	Commenced
Sharyn O'Neill AO PSM FIPAA (Co-Chair) Public Sector Commissioner	2019
Jenness Gardner (Co-Chair) President, Institute of Public Administration Australia WA	2024
Karen Ho Former Director General, Department of Training and Workforce Development	2024
Michelle Reynolds FIPAAWA Chief Executive Officer, City of Perth	2015
Alan Barrett Executive Director, Botanic Gardens and Parks Authority	2018
Janis Carren MIPAA Chief Executive Officer, VenuesWest	2024
Prof. Rick Cummings Fellow, Australian Evaluation Society; Emeritus Professor, Murdoch University	2019
Rob Delane PSM	2012
Chris Hall AM FIPAAWA Former Chief Executive Officer, Juniper	2023
Elizabeth MacLeod PSM FIPAAWA Former Chief Executive, East Metropolitan Health Service	2025
Jacqueline McGowan-Jones Commissioner for Children and Young People	2022
Susannah Nichols Lecturer, School of Humanities, Arts and Social Sciences, Murdoch University	2024
Duncan Ord OAM	2021
Prof. John Phillimore Executive Director, John Curtin Institute of Public Policy, Curtin University	2024
Antonella Segre Chief Executive Officer, ADHD WA	2023
Andrew Robertson CSC PSM Chief Health Officer; Assistant Director General, Public and Aboriginal Health Division, Department of Health	2021
Debra Zanella Chief Executive Officer, Ruah Community Services	2025



Sue McCarrey FIPAA, winner of the 2025 IPAA WA Patron's Award | 2025 IPAA WA Achievement Awards.



2025 Achievement Award Winners

INDIVIDUAL AWARD WINNERS

IPAA WA Patron's Award

Sue McCarrey FIPAA

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

Jodi Cant
Department of Finance

Leader of the Year Working within a Division, Team or Organisation

Melissa Pexton
Department of Fire and Emergency Services

Leader of the Year in the Not for Profit Sector

Prof. Bonnie Furzer
Thriving in Motion

Leader of the Year in Local Government

Dean Unsworth
Shire of Murray

Public Sector Commission Award for Young Achiever of the Year

Joel Lewis
Public Sector Commission

Human Resource Management Practitioner of the Year

Vicky-Lea Munro
Arts and Culture Trust

Policy Practitioner of the Year

Nicole Leggett
Department of Communities

Information Technology Practitioner of the Year

Shiv Meka
East Metropolitan Health Service

Department of Treasury and Finance Award for Finance Practitioner of the Year

Ludisha Kalasopatan
Department of Local Government, Sport and Cultural Industries

ORGANISATIONAL AWARD WINNERS

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

Category 1* Gold

First Responder Thrive at Work Prevent Harm Toolkit Project
Mental Health Commission; Future of Work Institute, Curtin University; Department of Fire and Emergency Services; Western Australia Police Force; Department of Justice; Department of Biodiversity, Conservation and Attractions; St John WA

Category 1* Silver

1800 4 Choice
Sexual Health Quarters, Women and Newborn Health Service

Category 2

Wadjemup Wirin Bidi
Wadjemup Project Steering Group; Aboriginal Productions and Promotions; Rottnest Island Authority

Category 3

Energy Ahead – Helping Customers Take Control of Their Energy Use and Bills Through Free Energy Coaching and Workshops
Financial Wellbeing Collective; Synergy; Horizon; Energy Policy WA

Best Practice in Innovation

Category 1* Gold

Smart Drainage Initiative for Flood Mitigation
City of Gosnells

Category 1* Silver

Western Australia Wastewater Surveillance Program
Communicable Disease Control Directorate and Environmental Health (WA Department of Health); PathWest; Water Corporation; Boorloo Public Health Unit (North Metropolitan Health Service) and WA Country Health Service (WACHS)

Category 1* Bronze

Kings Park Plant Development
Botanic Gardens and Parks Authority

Category 2* Gold

Health Justice Partnership
Department of Health; Women's Legal Service Western Australia

Category 2* Silver

Ruby's: A Youth Homelessness Prevention Program
Parkerville Children and Youth Care

Category 3

WA Virtual Emergency Department
WA Virtual Emergency Department, State Health Operations Centre; St John WA

Award for Best Practice in Collaboration Across Government Agencies

Category 1

Western Australia Wastewater Surveillance Program
Communicable Disease Control Directorate and Environmental Health (WA Department of Health); PathWest; Water Corporation; Boorloo Public Health Unit (North Metropolitan Health Service) and WA Country Health Service (WACHS)

* Award categories are determined based on the project budget as reported by the nominee.



2025 Achievement Award Winners (continued)

Category 2

Next Generation Warnings Project
Department of Fire and Emergency Services

Category 3

Spoilbank Marina Project
Pilbara Ports (Lead and Nominator); Department of Transport; Town of Port Hedland; Pilbara Development Commission; DevelopmentWA

Best Practice in Social Values

Gold

Friends of Fremantle Ports Volunteer Program
Fremantle Ports

Silver

Aboriginal Cultural Framework 2024-2034
Department of Communities

Department of Health Award for Best Practice in Health and Wellbeing

Dual Winner

Active in the Park
City of Melville

Dual Winner

Central Great Southern Dental Health Project
Department of Health; Department of Communities; Department of Education; Minderoo Foundation

Lotterywest Award for Best Practice in LGBTQIA+ Inclusion

DTMI's Pride Reach Out Group
Department of Transport and Major Infrastructure

Commissioner for Children and Young People Award for Best Practice in Children's Consultation

Broome Residential College – 'My Place, My Future' Project
Department of Education

Commissioner for Children and Young People Award for Best Practice in Child-Focused Complaints Handling

Complaints Management Improvement Project
Child and Adolescent Health Service

Department of Treasury and Finance Award for Best Practice in Procurement

Hybrid Procurement Model
South Metropolitan Health Service

Australian Evaluation Society Award for Best Practice in Public Sector Evaluation

Gold

Monitoring and Evaluation of Boorloo Bidee Mia
Department of Communities

Silver

The Process In Defining The Evaluation of Aged Accommodation to Support Seniors to Age in Place
Department of Primary Industries and Regional Development

Office of Digital Government Award for Best Practice in Digital Transformation

Gold

WA Digital Inclusion Project
Western Australian Council of Social Service (WACOSS)

Silver

WA Health Data Platform
Health Support Services, Department of Health

Award for Excellence in the Not-for-Profit Sector

Thriving in Motion
Thriving in Motion

AWARD SPONSORS

Australian Evaluation Society
Commissioner for Children and Young People Western Australia
Public Sector Commission – Government of Western Australia
Government of Western Australia
Department of Treasury and Finance
Department of Health
Department of the Premier and Cabinet Office of Digital Government
Lotterywest
MOORE
Murdoch University



2026 W.S. Lonnie Awards

27 March 2026, 12:00 - 14:30 | Perth Convention and Exhibition Centre

The W.S. Lonnie Awards recognise excellence in accountability and transparency in annual reporting across the WA government sector. The event honours agencies that demonstrate best practice in clear, independent performance reporting, promote excellence and improve standards of accountability, and encourage clear communication of information to the Parliament and the community.

ATTENDANCE

370

SATISFACTION

21% 72% 7%

FEEDBACK

"It was a well-run event and a great chance to celebrate the public service and the good work done in annual reporting."

Members of the Institute of Public Administration Australia WA (IPAA WA) and agencies from across the WA government sector recognised excellence in annual reporting at IPAA WA's 41st annual W.S. Lonnie Awards presentation on the 27th of March 2026.

IPAA WA President, Jenness Gardner, hosted the ceremony, with over 350 professionals in attendance.

Member of the W.S. Lonnie Awards judging panel, Professor Warren Harding AM, provided remarks on behalf of the panel, including observations on what made some reports stand out to the panel. Prof. Harding commented on the incredible opportunity annual reports have to tell a story about the public sector's achievements and the hard-working people behind them, as well as their important role in ensuring that agencies meet accountability requirements.

Of the 22 awards presented, several agencies received more than one award on the day. In particular, Main Roads Western Australia received three awards, including the ultimate award, the W.S. Lonnie Memorial Trophy and Shield.

JUDGING PANEL

	Commenced
Emeritus Professor Mike Daube AO (Chair) Emeritus Professor, Faculty of Health Sciences, Curtin University	2024
Dr Yvonne Haigh Adjunct Lecturer, Murdoch University	2018
Des Pearson AO FIPAA Former Auditor General of Western Australia (1991 – 2006) and Victoria (2006 – 2012)	2019
Michael Day Partner, KPMG	2019
Stephen Potter JP	2023
Prof Warren Harding AM Professor, School of Medicine, Macquarie University; VP Global Healthcare, Akkodis; Board Member, Australian Digital Health Agency; Chairman, Alzheimer's WA, Foresight Medical Ltd; Medivitals Ltd	2024

AWARD SPONSORS

Public Sector Commission – Government of Western Australia

Chartered Accountants Australia + New Zealand

Office of the Auditor General – Serving the Public Interest

CPA Australia

State Records Commission – Government of Western Australia



Alan Colegate, A/Executive Director Strategy and Communication, Main Roads Western Australia (left); Brianna Lonnie (centre) and Breyden Lonnie (right), from the W.S. Lonnie Family | 2026 W.S. Lonnie Awards.





2026 W.S. Lonnie Award Winners

MAJOR AWARD WINNERS

W.S. Lonnie Memorial Trophy
Awarded to the best annual report for the year.

- Main Roads Western Australia

Allan Skinner Trophy
Awarded to the best annual report in the General Government Sector.

- Ombudsman Western Australia

The Margaret Nadebaum Trophy
Awarded to the best annual report in the Government Enterprise Sector.

- Fremantle Ports

Margaret McAleer Special Commendation

- Main Roads Western Australia

SPECIALIST AWARD WINNERS

Office of the Auditor General Award for Transparency and Accountability

- Office of the Auditor General

State Records Commission Award for Excellence in Records and Information Management

- Western Australian Museum

Public Sector Commission Award for Good Governance

- Department of Fire and Emergency Services

CPA Australia Award for Performance Reporting

- Department of Fire and Emergency Services

Award for Complaints Handling

- East Metropolitan Health Service

Chartered Accountants Australia and New Zealand Award for Chief Financial Officer of the Year

- Sash Tomson – Chief Financial Officer, Health Support Services

CATEGORY AWARD WINNERS

Category 1
Agencies with 100 FTEs or fewer

Gold
- Goldfields-Esperance Development Commission

Silver
- Pilbara Development Commission

Bronze
- Ombudsman Western Australia

Category 2
Agencies with 101 to 1,000 FTEs

Gold
- Office of the Auditor General

Silver
- Department of Water and Environmental Regulation

Bronze
- Western Australian Museum

Category 3
Agencies with greater than 1,000 FTEs

Gold
- Main Roads Western Australia

Silver
- Department of Transport

Bronze
- Child and Adolescent Health Services

Category 4
Public Financial and Non-Financial Corporations

Gold
- Fremantle Ports

Silver
- Western Australian Treasury Corporation

Bronze
- Pilbara Ports Authority

Events

IPAA WA Events offer a diverse, high quality program, ranging from full-day conferences to intimate seminars and member-only gatherings. They bring together the latest thinking and innovation in public administration, while addressing topical issues shaping the public service. In addition to sharing knowledge and insights, IPAA WA Events create valuable networking opportunities for members and public service professionals to connect.

2025-26 Events Year in Review

Once again, the events portfolio delivered strong results aligned with the objectives of the IPAA WA Strategic Plan, attracting a total delegation of 2,428. This outstanding outcome reflects years of thoughtful, deliberate investment in developing high-quality services.

While overall attendance was lower than the record levels achieved in the previous two years, participation remained significantly above pre-pandemic levels and reflected the strong demand for IPAA WA's events, professional development, and networking opportunities.

During the year, a strategic decision was made to maintain the Events Team at reduced capacity while the professional development environment continued to experience significant change. This approach enabled IPAA WA to assess the impact of these changes and consider the future direction of the events program while continuing to deliver its regular high-quality program.

The lower attendance is largely attributable to a smaller Events program delivered during the year following the reduction in Events Team capacity, as discussed above. However, those which were delivered continued to perform strongly, with several key events meeting or exceeding attendance expectations and maintaining high levels of delegate engagement and satisfaction. This demonstrates the ongoing strength of IPAA WA's event offering and the team's ability to maximise value and deliver high-impact outcomes.



2025-2026 EVENTS OVERVIEW

TOTAL DELEGATION

During the 2025-26 financial year, the Events Team welcomed 2,428 delegates across the IPAA WA Events program. This level of participation reflects the continued strength and maturity of the program, built through the sustained efforts of the IPAA WA Council and team to expand participation, strengthen engagement and deliver value to members and stakeholders.

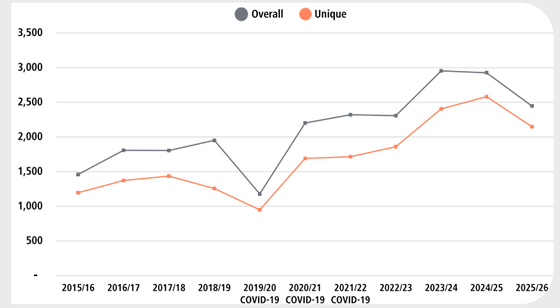
The consistency, quality and relevance of IPAA WA's Events program provide a strong foundation to respond to the evolving needs of the public service community and continue to create meaningful opportunities for connection, learning and collaboration.

UNIQUE DELEGATES

During the 2025-26 financial year, IPAA WA engaged 2,148 unique delegates, representing 88% of total delegates. Unique delegates are defined as distinct individuals who attended at least one session during the reporting period, with each person counted only once regardless of the number of sessions attended.

The proportion of unique delegates remained consistent with the previous year, continuing a steady trend observed over recent years (Figure 1).

Figure 1: Attendance over time - Unique and Total Delegates



This demonstrates that IPAA WA's Events program continues to attract a broad and diverse audience while also maintaining strong engagement from participants who attend multiple events throughout the year.

UNIQUE ORGANISATIONS: ORGANISATIONAL REACH AND SECTOR ENGAGEMENT

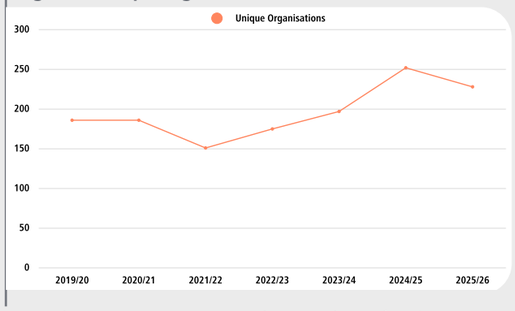
IPAA WA continued to maintain strong organisational reach in 2025-26, with events attracting participation from 228 unique organisations across government, not-for-profit and private sectors. While this represents a decrease from the record 252 organisations engaged in 2024-25, organisational participation remains significantly higher than in previous years, demonstrating the sustained relevance and reach of the IPAA WA Events program (Figure 2).



Jenness Gardner MIPAA,President, IPAA WA | 2026 W.S. Lonnie Awards.

2025-26 Events Year in Review (Continued)

Figure 2: Unique organisations over time



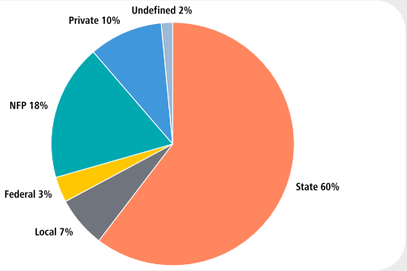
Over the past seven years, the number of unique organisations at IPAA WA events has grown from 186 in 2019-20 to 228 in 2025-26. This growth reflects the success of the Events Team in expanding engagement beyond traditional audiences and creating opportunities for a broader public administration community to connect, collaborate and share knowledge.

The slight reduction in unique organisations in 2025-26 aligns with the corresponding decrease in the number of events delivered. Despite this, IPAA WA continued to engage a diverse range of organisations, indicating strong ongoing interest in IPAA WA's Events program.

SECTOR DIVERSITY

The 2025-26 Events program continued to attract organisations from a range of sectors, including state, local and federal government, the NFP sector and private sector organisations. This diversity strengthens IPAA WA's role as a connector across the wider public service (Figure 3).

Figure 3: Unique Organisations by Sector

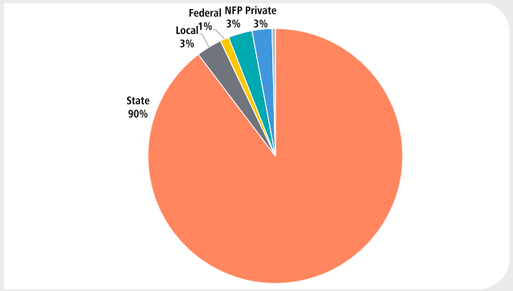


While state government agencies remain the core audience and continue to represent the largest group of organisations engaged, the Events program continued to demonstrate strong engagement with local government and the NFP sector.

DELEGATE PARTICIPATION BY SECTOR

The delegation remains weighted toward state government agencies (Figure 4), with 89.85% of delegates coming from state government.

Figure 4: Percentage of delegates by sector



The Events program also continued to attract delegates from local government, not-for-profit, federal government and private sector organisations. This cross-sector representation supports IPAA WA's role as a connector across the broader public service community.

The lower delegate representation from local government and NFP organisations (6.29% combined) reflects the workforce sizes and available resources of these sectors compared to larger state government agencies.

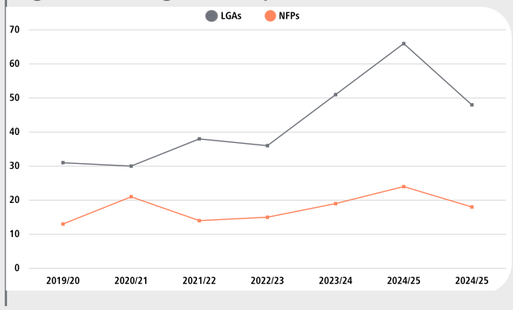
Despite representing a smaller proportion of delegates, participation from these groups demonstrates the ongoing relevance of IPAA WA events in providing valuable opportunities for professional development, networking and inter-sector engagement.

REACHING THE WIDER PUBLIC: LOCAL GOVERNMENT AND NOT-FOR-PROFIT SECTOR ENGAGEMENT

Engagement with the local government and NFP sectors has strengthened significantly in recent years, with both sectors representing important areas of growth for IPAA WA's events program.

Although participation from these sectors decreased slightly in 2025-26, engagement remained above earlier years, highlighting the continued strength of IPAA WA's connections with local government and NFP organisations across Western Australia. These sectors remain a key contributor to IPAA WA's broader public service (Figure 5).

Figure 5: Reaching the wider public service

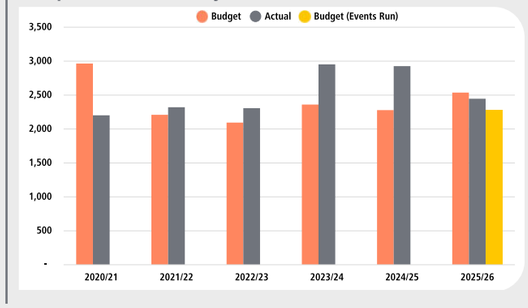


Engagement from local government and NFP organisations continues to be supported by key IPAA WA initiatives, including the Achievement Awards, which remain a significant drawcard for these sectors. These events provide an important platform to recognise excellence, celebrate public service achievements and strengthen connections between government, community and private sector organisations.

OVERALL ATTENDANCE

2,428 delegates registered for the IPAA WA Events program across the year (Figure 6).

Figure 6: Program Performance (registrations) against budget and previous financial years



The reduction in overall attendance reflects a smaller events program delivered during the year. Three planned events, including two seminars and one full day conference, were not delivered, reducing the number of opportunities available for delegate participation.

Despite the reduced number of events delivered, attendance at these events remained strong, with many events meeting or exceeding budgeted expectations. Notable results include the 2025 Achievement Awards, the 2026 W.S. Lonnie Awards and the 2026 Budget Briefing. As such, Figure 6 (yellow bar) includes the budgeted number of attendees only for the events which were delivered. For these events, actual registrations surpassed the budgeted numbers.



Delegates | 2026 IPAA WA Young Professionals Conference.

2025-26 Events Year in Review (Continued)

Key annual events continued to demonstrate strong appeal across the public service, including the Women in Public Service Leadership Conference (585 delegates) and Young Professionals Conference (317 delegates). These results highlight the continued value of IPAA WA events in providing opportunities for leadership development, networking and knowledge sharing.

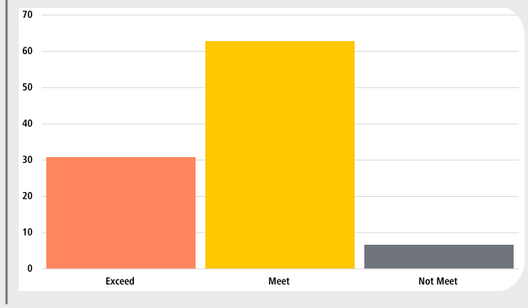
Overall, the 2025-26 results demonstrate the Events program maintained strong stakeholder engagement and continued to deliver high-value opportunities for the public service community.

OVERALL DELEGATE SATISFACTION

Delegate satisfaction and feedback are an important measure of the effectiveness and impact of IPAA WA's Events program. Feedback provides valuable insights into the quality, relevance and value of events from the perspective of participants, helping to inform future program design, identify opportunities for improvement and ensure events continue to meet the evolving needs of the public service community.

Delegate satisfaction remained strong across the 2025-26 events program, with an average of 93.39% of respondents indicating that sessions either exceeded or met their expectations. This included 30.66% of respondents rating sessions as exceeding expectations and 62.73% rating sessions as meeting expectations (Figure 7).

Figure 7: Overall delegate satisfaction (percent of survey respondents)



The consistently positive satisfaction results demonstrate the continued value of IPAA WA events in delivering relevant, high-quality opportunities for the public service community.

Several key events achieved particularly strong satisfaction outcomes, including the IPAA WA Young Professionals Conference, where 96.43% of respondents indicated that expectations were met or exceeded, and the WA Budget Briefing, which achieved a 100% satisfaction result. The Achievement Awards also recorded high satisfaction, with 95.67% of respondents rating the event as meeting or exceeding expectations.

Overall, the results reflect strong delegate engagement and confidence in the quality and relevance of IPAA WA's Events program. The satisfaction levels achieved during a year of reduced capacity demonstrate the team's continued ability to deliver valuable experiences for members and stakeholders.

REVENUE AGAINST BUDGET

The growing recognition and strong reputation of IPAA WA for delivering relevant, high-quality events continue to be reflected in the strong revenue performance achieved by the Events portfolio.

During the 2025-26 financial year, overall Events revenue exceeded the budgeted forecast.

This result reinforces the Events Team's important role as a consistent contributor to IPAA WA's financial sustainability, while continuing to support the organisation's strategic objectives and member value proposition. For more details, please refer to the financial reports from page 80.



Delegates | 2025 IPAA WA Women in Public Service Leadership conference.



All 2025-26 Events

Member Function — 16 October
2025 AGM and Member Meet and Greet
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Executive Education — 02 - 04 September
Policy in Practice (Days 1 to 3)
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Executive Education — 21 - 23 October
Policy in Practice (Days 4 to 6)
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YPC Series — 28 October
L.E.A.D. Session 1: Design Thinking
Page 60

Conference — 13 November
2025 Women in Public Service Leadership
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YPC Series — 27 November
2025 YPC End of Year Sundowner
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Awards — 12 December
2025 Achievement Awards
Page 40

Member Function — 18 December
2025 IPAA WA Christmas Celebration
Page 65

YPC Series — 12 February
L.E.A.D. Session 2: Power of Negotiation & Communicating with Influence
Page 60

YPC Series — 26 March
YPC Networking: Crust and Connect
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Awards — 27 March
2026 W.S. Lonnie Awards
Page 46

Conference — 30 April
2026 IPAA WA Young Professionals Conference
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Luncheon — 22 May
2026 IPAA WA Budget Briefing
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Policy in Practice

2 Sept; 3 Sept; 4 Sept; 21 Oct; 22 Oct; 23 Oct, 2025, 9:00 - 17:00 | Oaks Hotel Perth

Policy in Practice supports public servants and aspiring leaders in understanding contemporary policy, regulation, and service delivery, preparing them to contribute effectively to policy development and implementation. Created in 2014, the Policy in Practice program is now a core IPAA WA service. Developed in close consultation with the Public Sector Commission, it remains closely aligned to the standards required of public servants creating public policy in Western Australia.



Hon David Bartlett | 2025 Policy in Practice program.



Jenness Gardner MIPAA | 2025 Policy in Practice program.

ATTENDANCE

33

SATISFACTION

89% 11% 0%

FEEDBACK

"This training was incredibly engaging and interesting as someone new to the policy space."

"The facilitators were incredibly engaging, interesting, and able to draw from their own experience when needed."

The IPAA WA 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 250 delegates who have attended over 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.

Over the 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.

In 2024, IPAA WA proudly partnered with the Curtin University Graduate School of Business to provide graduates of the Policy in Practice program with one unit of Advanced Standing (optional unit), also known as credit or recognition of prior learning, across three Graduate School of Business programs. This initiative has continued for 2025.

FACILITATORS, HOSTS, AND GUEST SPEAKERS

Hon. David Bartlett (Facilitator)
Former Premier of Tasmania

Rhys Edwards (Facilitator)
Former head of the Tasmanian Department of the Premier and Cabinet

Jenness Gardner MIPAA (Host)
President, IPAA WA

Gail McGowan PSM FIPAA FIPAAWA (Guest speaker)

Emily Roper PSM (Guest speaker)
Director General Department of the Premier and Cabinet

Neil Fergus (Guest speaker)
Special Advisor, Office of the Hon. Roger Cook MLA, Department of the Premier and Cabinet

Michael Court (Guest speaker)
Deputy Under Treasurer, Department of Treasury and Finance



MAJOR SUPPORTER
OF THE YPC PROGRAM

Deloitte.

YPC L.E.A.D. Series

Two sessions held in 2025-26 (details are below)

The L.E.A.D. (Learn. Empower. Achieve. Develop.) Series brings together content experts to explore key learning areas for Young Professionals in the public service. The 'short course' style sessions are 90 minutes long, and attendee numbers are strictly capped to encourage active participation and networking. Practical takeaways are the key focus for these sessions, and they offer a taster of relevant IPAA WA courses.

SESSION 1: DESIGN THINKING

28 October 2025, 17:00 – 18:30 | Deloitte, Brookfield Place Tower 2 and Online

Participants explored how a Design Thinking approach can support more effective problem-solving by building empathy with customers, challenging assumptions with data, and encouraging new ways of thinking about potential solutions. The session highlighted the importance of prototyping and testing ideas based on a deeper understanding of the problem.

SESSION ATTENDANCE

16

MC AND SPEAKERS

Paula Della Gatta (MC)
Events Facilitator, IPAA WA Young Professional Committee

Evan Porter (Speaker)
Strategy and Culture Senior Consultant, Department of Housing and Works

SESSION 2: POWER OF NEGOTIATION & COMMUNICATING WITH INFLUENCE

12 February 2026, 17:00 – 18:30 | Albert Facey House and Online

This interactive workshop allowed young professionals to strengthen these skills, navigate challenging conversations, and expand networks through presentations and group exercises. Participants gained insights into negotiation frameworks and actionable techniques using real-world case studies and expert guidance.

SESSION ATTENDANCE

21

MC AND SPEAKER

Harrison Wells (MC)
Chair, IPAA WA Young Professional Committee

Jenness Gardner MIPAA (Speaker)
President, IPAA WA | CEO, Economic Regulation Authority



2025 IPAA WA Annual General Meeting and Member Meet and Greet

16 October 2025, 16:30 - 19:00 | Adina Apartment Hotel Perth

The Annual General Meeting is held each year to provide members with an overview of the Institute's performance, financial position and key governance matters. It offers a platform for members to vote, raise questions, and stay informed about the Institute's strategic direction. Following the AGM, members have the opportunity to meet and network with fellow IPAA WA members, Council and staff over light refreshments during the member meet and greet.

ATTENDANCE

30

Note: no evaluation survey conducted.

CHAIR OF THE AGM

Jenness Gardner MIPAA
President, IPAA WA



Delegates | 2025 IPAA WA AGM.



Delegates | 2025 IPAA WA AGM.



2025 Women in Public Service Leadership

13 November 2025, 9:15 - 15:15 | Optus Stadium

For nearly ten years, this conference has provided inspiration and insights for thousands of women committed to a gender-balanced leadership future, bringing together over 580 participants from local, state and federal governments, community organisations, and the not-for-profit sector. The 2025 IPAA WA Women in Public Service Leadership Conference focused on supporting diversity in times of change, emphasising inclusive leadership for a resilient public service amid global challenges to diversity. It explored representation, equity, and opportunities in public service.

ATTENDANCE

585

SATISFACTION

22% 60% 18%

FEEDBACK

"Diverse, broad and comprehensive discussions, the visible leadership in the room, the stellar speakers. It was an inspirational, reaffirming and stimulating gathering that left me confident in the WA Public Sector."

MC, HOST, AND FACILITATORS

Jenness Gardner MIPAA (Host)
President, IPAA WA

Kaylene Gulich PSM (MC)
CEO, Western Australian Treasury Corporation

Christine Thompson MIPAA (Facilitator)
Councillor, IPAA WA

Kirsty Moore MIPAA (Facilitator)
Councillor, IPAA WA

Emma Forrest MIPAA (Facilitator)
Secretary, IPAA WA

Teika Chinnery (Facilitator)
WA Chair, Women in Super | Relationship Manager, Australian Retirement Trust

Danielle Asarpota (Facilitator)
Principal Analyst, Economic Regulation Authority

SPEAKERS

Hon. Simone McGurk MLA (Minister's remarks)
Minister for Creative Industries, Heritage, Industrial Relations, Aged Care and Seniors, Women

Joann Wilkie PSM (Keynote Speaker)
Under Treasurer, Department of Treasury and Finance

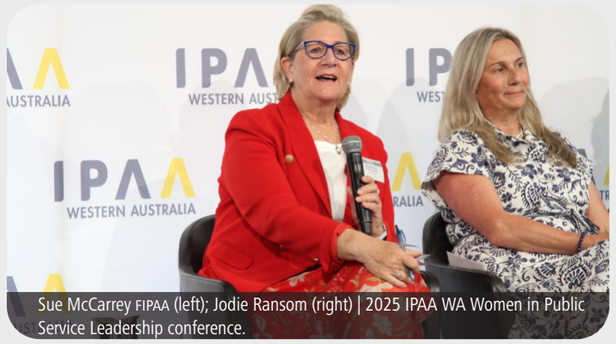
Marguerite Lourens
Director, Haynes Leeuwin Barristers and Solicitors

Carla Piggott
Partner, Richmond Private Wealth

Grace Molloy
Co-founder and CEO, Menopause Friendly Australia

Karren Stewart
General Manager Ambulance Operations Rural and Remote, St John Ambulance WA

Ruth O'Neill
Head of People and Culture, DevelopmentWA



Sue McCarrey FIPAA (left); Jodie Ransom (right) | 2025 IPAA WA Women in Public Service Leadership conference.



Kirsty Moore MIPAA (far left); Vanessa Kickett (left); Joyce Torres (right); Vanessa Elliott AM (far right) | 2025 IPAA WA Women in Public Service Leadership conference.

Vanessa Elliott AM
Non-Executive Director, Northern Australia Infrastructure Facility

Joyce Torres
Regional Manager Greater WA, National Indigenous Australians Agency

Vanessa Kickett
CEO, South West Aboriginal Land and Sea Council

Kate Wood
Director of Capability and Performance, Department of Communities

Shamsa Nasr
Director of Innovation and Strategy, Anglicare WA

Patrick Ky
Senior Assistant State Solicitor, State Solicitor's Office

Janie Plant
Chair, Women in Tech WA

Natalia Kacperek
Chair, WA Government AI Advisory Board

Premila Jina
Vice President, WA Innovation Technology and Talent Alliance

Sue McCarrey FIPAA
CEO, National Offshore Petroleum Safety and Environmental Management Authority

Louise Giolitto
CEO, WACOSS

Gail Bowman
CEO, City of Melville

Jodie Ransom
CEO, Fremantle Ports



MAJOR SUPPORTER
OF THE YPC PROGRAM

Deloitte.

Young Professional Committee Networking

Two sessions held in 2025-26 (details are below)

The Young Professional Committee Networking sessions provide opportunities for Young Professionals across the public service to build connections, broaden their networks and engage with their peers. These informal sessions created a welcoming space to connect beyond the workplace, share experiences and learn more about getting involved with the YPC and IPAA WA.

2025 YPC END-OF-YEAR SUNDOWNER

27 November 2025, 17:30 – 19:30 | Lot Twenty

The Young Professional Committee hosted an End of Year Sundowner to celebrate the year's achievements and encourage informal networking among members. The relaxed event provided an opportunity for reflection, connection, and meaningful engagement within the professional community.

SESSION ATTENDANCE

29

MC

Harrison Wells
Chair, IPAA WA Young Professional Committee

CRUST AND CONNECT

26 March 2026, 17:00 – 20:00 | Market Grounds

The IPAA WA Young Professionals Committee hosted an informal networking event designed to connect peers and expand professional networks over pizza. Attendees had the opportunity to meet committee members, learn about the organisation's work, and discover upcoming initiatives and involvement opportunities for young professionals.

SESSION ATTENDANCE

15

MC

Harrison Wells
Chair, IPAA WA Young Professional Committee



2025 IPAA WA Christmas Celebration

18 December 2025, 17:00 - 20:00 | EY | Nine The Esplanade

The Members' Christmas Gathering offered a relaxed, informal setting for IPAA WA members to come together and celebrate the year that was. The event was hosted by IPAA WA Premier Corporate Member, EY, at their new offices at Nine The Esplanade, the newest addition to Elizabeth Quay and a landmark of sustainable innovation honouring Aboriginal culture and heritage in the heart of Perth. The celebration provided an opportunity for casual networking, community building, and sharing holiday spirit, with Bill Scanlan, Partner at EY, welcoming members to mark the occasion.

ATTENDANCE

35

Note: no evaluation survey conducted.

OPENING REMARKS

Jenness Gardner MIPAA
President, IPAA WA

HOST

Bill Scanlan
Partner, EY



IPAA WA Members | 2025 IPAA WA Christmas Celebration.



Bill Scanlan, Partner EY | 2025 IPAA WA Christmas Celebration.



2026 IPAA WA Young Professionals Conference

30 April 2026, 9:15 - 16:00 | Optus Stadium

Each year the IPAA WA Young Professionals Conference provides a platform to discuss the important issues affecting young professionals and those who are in their early public service careers. The 2026 Conference explored how change shapes technology, career pathways and leadership. Through keynote insights, interactive panels and practical sessions, the conference unpacked change from multiple perspectives. The theme recognised that while change can be challenging, it also creates opportunities for growth, innovation, and collaboration. Ultimately, the program equipped young professionals with confidence and tools to not just manage change, but to lead it.

ATTENDANCE

317

SATISFACTION

41% 54% 4%

FEEDBACK

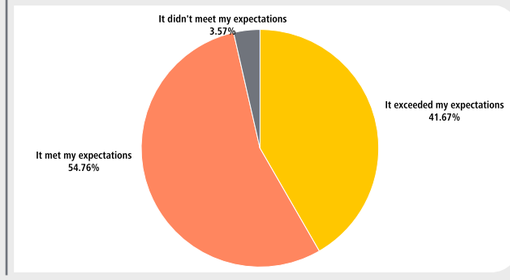
"The event exceeded my expectations, providing meaningful insights into leadership, change and professional growth. The engaging speakers and relevant content encouraged reflection on authenticity, purpose and values."

The Young Professional Committee again drew solid audiences to the Young Professionals' Conference, attracting 317 delegates.

Satisfaction was overwhelmingly positive (Figure 8), with many attendees describing the speakers' insights as both empowering and inspirational.

The conference's success can be attributed to a strong alignment between the efforts of the Young Professionals Committee and the IPAA WA office in significantly increasing awareness and improving processes to sustain quality, as the conference has grown in scope over the years.

Figure 8: 2026 YP Conference Satisfaction



MAJOR SUPPORTER
OF THE YPC PROGRAM

Deloitte.



Leon McIvor, Director General, Department of Housing and Works | 2026 IPAA WA Young Professionals Conference.



Gabriella Ochtman (left); Chad Martino (centre); Judith Stewart (right) | 2026 IPAA WA Young Professionals Conference.

MC, HOST, AND FACILITATORS

Paula Della Gatta (Opening and closing remarks)
Events Facilitator, IPAA WA Young Professional Committee

Morgan Marsh (Welcome on behalf of IPAA WA)
Vice President, IPAA WA

Harrison Wells (Conference overview and facilitation)
Chair, IPAA WA Young Professional Committee

Rachel Twiss (Facilitator)
Vice Chair, IPAA WA Young Professional Committee

Gabriella Ochtman (Facilitator)
Committee Member, IPAA WA Young Professional Committee

Vanessa Juliana (Facilitator)
Committee Member, IPAA WA Young Professional Committee

Penelope Deveson (Facilitator)
Policy Coordinator, IPAA WA Young Professional Committee

SPEAKERS

Trevor Stack (Welcome to Country)
Goolamwiin

Matt Judkins (Sponsor's Welcome)
Lead Partner - WA Government, Deloitte

Leon McIvor (Keynote Speaker)
Director General, Department of Housing and Works

Stuart Cowie
Assistant Director General People and Culture, Department of Communities

Candy Choo
Chief Executive, Leadership WA

Judith Stewart
Executive Director, Child and Adolescent Health Service

Chad Martino
Executive Director Transformation and Strategy, Health Support Services WA

Simon Pham
Head of Governance, Ruah Community Services

Malika McLeod
Senior Human Resources Business Partner, Department of Fire and Emergency Services

Claire Warwick
Project Manager, Women and Babies Hospital Project

Aran Zalewski
Human Capital Senior Consultant, Deloitte

Jonas Petersen
Chief Digital Officer, Office of Digital Government

Shamsa Nasr
Executive Director Innovation and Strategy, Anglicare WA



2026 IPAA WA State Budget Briefing

22 May 2026, 12:15 - 14:30 | Pan Pacific Perth

The IPAA WA State Budget Briefing provided public service professionals with expert insights into the State Budget, its implications for strategic planning, and WA's economic outlook. The session offered accessible analysis to support informed decision-making across a range of roles and responsibilities.

ATTENDANCE

357

SATISFACTION

32% 68% 0%

FEEDBACK

"The content was terrific. The speakers were strong and delivered confidently and clearly. The people I brought to the briefing got a lot out of it."

MC AND HOST

Jenness Gardner MIPAA (Host)
President, IPAA WA

Lance Glare (MC)
Director, KPMG

SPEAKERS

Isaiah Walley-Stack (Welcome to Country)
Noongar Nation Representative

Joann Wilkie PSM (Keynote Speaker)
Under Treasurer,
Department of Treasury and Finance

Kaylene Gulich PSM (Keynote Speaker)
Chief Executive Officer,
Western Australian Treasury Corporation

Laura Christiaens (KPMG Vote of Thanks)
Partner, KPMG



Joann Wilkie PSM



Laura Christiaens



Kaylene Gulich PSM

PRINCIPAL SPONSOR

KPMG



Event Administration

Event Administration is IPAA WA's comprehensive event management service provided for our Corporate Members, tailored to suit the unique requirements of each agency.

Depending on their needs, this service may include advertising and marketing, event logistics and venue management, event planning and development, delegate registration, event delivery, and evaluation and feedback.

2025 DAVID HAWKES ORATION

29 August 2025, 8:00 - 9:45 | Hilton Darwin

Once again, this area of business saw IPAA WA deliver the 2025 David Hawkes Oration for IPAA NT. The oration is an engaging breakfast event that celebrates excellence in public administration and explores pressing topics that shape our society.

The Hawkes Oration is named after David Hawkes, a highly respected figure in public administration. With a career spanning many years, David made significant contributions to the field and played a vital role in advancing innovative practices within the Northern Territory's public service.

HOSTS

Brent Warren (Welcome)
Vice President, IPAA NT

Nicole Hurwood (Closing remarks)
President, IPAA NT

SPEAKERS

Ken Davies PSM FIPAA (Keynote speaker)

Nicole Hurwood (Q&A Panel)
President, IPAA NT

Training

IPAA WA offers a comprehensive suite of training, with over 65 workshops available on the standard Public Training program. IPAA WA specialises in delivering bespoke In-Agency workshops and Leadership Programs, which are customised to meet the unique needs of each organisation. IPAA WA's training is designed to build the capability of WA public servants at every career stage, from graduates and those new to the public service to executive leaders. By proactively updating our content to align with the evolving public sector landscape, we ensure our training remains relevant and impactful.

Public Training

IPAA WA delivers professional development to the Australian public service and those organisations connected to it, offering a comprehensive suite of training, with over 65 workshops available throughout the standard Public Training program.

2025-26 PUBLIC TRAINING REPORT

The 2025-26 financial year saw the largest number of public training workshops delivered in one year. 166 public training workshops were delivered to 1,758 participants, with approximately 20% being delivered online to local, regional and interstate participants. Training was delivered to participants from state and local government organisations as well as not-for-profit and non-governmental organisations.

Demand was again highest for our writing skills workshops, with the top 5 writing workshops accounting for 26% of participant attendance and courses delivered on the public program this year.

OVERALL IPAA WA DELIVERED

> 166 public workshops to 1,758 participants
> Over 65 public training topics
> 10 new workshops

NEW COURSES IN 2025-26

This year we introduced 10 new workshops to our program in the categories of Career Development, Communication Skills, Diversity & Inclusion, Leadership and Psychosocial Safety.

There has been more appetite for courses focusing on self development, and how to integrate good AI policy into the workplace. The top 3 performing new courses were:

> AI in Action: Navigating the Future of AI in the Workplace
> Self-Awareness Through PRINT©
> Dynamically Sensing the Environment

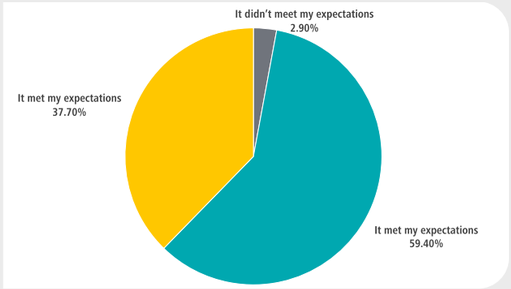
REVENUE AGAINST BUDGET

The Public Training revenue exceeded budget by 10%, due mainly to a higher number of courses being delivered. The average participant numbers per course were slightly lower than last year due to fewer registrations for courses in Q4.

OVERALL PARTICIPANT COURSE EVALUATION

From 1,297 responses the overall satisfaction with the workshops was 6.2 out of 7. 97.5% of participants indicated that the workshop met or exceeded their expectations (Figure 1).

Figure 1: Public training participant feedback



TOP 10 PUBLIC TRAINING WORKSHOPS (BY DELEGATES)

Workshop	Category	Delegates	Courses
Writing Skills for Government	Communication Skills	159	9
Writing Ministerial Letters and Briefings	Communication Skills	107	7
Getting Started in Project Management	Project Management	76	5
Executive Writing Skills	Communication Skills	71	5
Subject Matter Expert to Manager	Leadership & Management	70	5
Leadership: What Every New and Experienced Manager Needs to Know	Leadership & Management	60	5
Writing Policy Documents	Government & Policy	60	5
Intelligent Influence	Leadership & Management	57	4
Skilled Minute Taking	Communication Skills	56	3
Introduction to Policy Work	Government & Policy	47	4
Job Application and Interview Skills for the Public Sector	Personal Development	47	5

The top 10 most attended public workshops remain fairly consistent from year to year. This year, 'Intelligent Influence' and 'Skilled Minute Taking' performed strongly and made it into the top 10.

Writing and communication skills workshops continue to feature in our list of courses in greatest demand, demonstrating the ongoing need for strong written and verbal communication across the public service.



Training Workshops and Facilitators

LIST OF WORKSHOPS ON THE PUBLIC TRAINING PROGRAM

Category	Workshop
Business & Finance	Contract Management Fundamentals for Government
	Mastering the Art of Hiring the Right Talent
	Strategic Workforce Planning
Communication Skills	Administrative Support for Committees
	Brushing Up On Your Grammar and Punctuation
	Communicating Specialist Information to a Non-Specialist Audience
	Developing a Sound Business Case
	Developing Good Workplace Communication and Interpersonal Skills
	Effective Stakeholder Engagement within the Public Sector
	Excellence in Annual Reporting
	Executive Writing Skills
	How to Develop Good Report Writing Skills
	Master Editing and Proofreading Skills
	Negotiation Fundamentals
	Presenting with Confidence
	Skilled Minute Taking
	Writing Ministerial Letters and Briefings
	Writing Skills for Government
	Writing With Style: The Power of Plain English
Diversity & Inclusion	Cultivating Diversity and Inclusion in the Public Sector
	Culture Matters
	Develop Your Inclusive Leadership Mindset
	Empowering Women for Leadership in the Public Sector
	Improving Aboriginal and Non-Aboriginal Intercultural Communication
	The Neurodiversity Advantage: Supporting, Harnessing, and Leading Neurodivergent Talent
	Working with Pride: Creating Safe and Inclusive Spaces for LGBTIQA+ Staff, Clients and Communities
Governance & Risk	Creating a Culture of Strategic Decision Making: Skills, Tools and Strategies for WA Public Sector Leaders
	Introduction to Risk Appetite
	Introduction to Risk Management
	Strategic Decision Making for the WA Public Sector Professional
	The Assurance Trifecta
Governance & Policy	Introduction to Policy Work
	Investigations and Procedural Fairness: Your Rights and Obligations
	Policy Evaluation
	Understanding the WHS Legislation
	Writing Policy Documents

Category	Workshop
Leadership & Management	Accountability: Building a Performance Culture
	Agile Leadership for Changing Times
	AI in Action: Navigating the Future of AI in the Workplace
	Change Management for Team Leaders
	Coaching Style of Leadership
	Collaborative Leadership: Create a Culture to Empower Employees
	Creating a Psychosocially Safe Workplace
	Dynamically Sensing the Environment
	Fight the Imposter and Lead with Confidence
	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	Introduction to Monitoring and Evaluation
	Introduction to Program Logic
	Measuring the Impact of Public Service Initiatives through Stories of Change
Personal Development	Crafting the Perfect Cover Letter for Government Jobs
	CV/Resume Writing for Government Careers
	Developing Resilience
	How to Receive Feedback and Flourish
	Job Application and Interview Skills for the Public Sector
	Managing Priorities: Improving Workflow and Productivity
	Read at Speed
	Self-Awareness Through PRINT
	Thriving Through Change
Project Management	Getting Started in Project Management
	Project in Progress - Next Steps in Project Management

LIST OF FACILITATORS

Alan Hancock	Hannah van Didden	Leah Donovan	Sam Murphy
Alistair Box	Heather McGregor-Bayne	Lee Miles	Seth Nichols (Dr)
Amberley Laverick	Ian Malcolm	Lesley Smith	Susan Barrera
Amelia Twiss	Jamie Robertson	Mel Milton-Smith (Dr)	Susan Kurtjak
Catherine Sambell	Jan Saggers	Nancy Pavisich (Dr)	Susannah Nichols (Dr)
Claire Kennedy	John Harman	Nicole Heffernan	Suzanne Sandiford
Doug Watson	Jonathan Kurtjak	Paul O'Connor	Tanya Finnie (Dr)
Faye Martin	Karen Peradon-Alaga	Patsy Konigsberg	Teresa Riccio-Goodwin
Glenys Collard	Karen Schwenke	Rika Asaoka	Theo Nabben
Greg Bayne	Kim Cullen		



In-Agency Training

As a trusted provider of professional development to the WA Public Sector, IPAA WA tailors its training to the specific culture, needs, and challenges of each public service organisation it works with.

This includes the delivery of one-off workshops as well as comprehensive leadership programs that run over extended periods. Throughout 2025-26, IPAA WA has continued delivering multi-module leadership development programs to a number of large WA public sector organisations. Our facilitators travel to regional WA and interstate as well as delivering programs in Perth and online.

2025-26 IN-AGENCY TRAINING REPORT

The 2025-26 financial year saw another very strong year for IPAA WA's In-Agency workshops and Leadership Programs. Demand continues to be high for writing skills and project management workshops, and as in previous years, our Job Application and Interview Skills for the Public Sector workshop, also maintained its place in our top 5 most delivered workshops for this year.

195 people attended multi-module Leadership Programs and an additional 2,966 people attended one-off In-Agency workshops or coaching sessions.

Face-to-face training continues to be the most popular, and again this year our facilitators have travelled extensively in regional WA and delivered online training to organisations in the Perth metropolitan area, regional WA and interstate.

In addition to WA Public Sector, this year we have delivered workshops to:

> Not For Profit sector
> Federal Government
> Local Government
> Non-Government Organisations
> Statutory Authorities.

REVENUE AGAINST BUDGET

The 2025-26 financial year was a very strong year for In-Agency training, exceeding budget by 75%. This is in part due to the three major leadership programs delivered, however uptake of workshops slowed in the last four months of the year as we started to see the impact of the Skills Academy.

TOP 5 WORKSHOPS
(MEASURED BY NUMBER OF SESSIONS DELIVERED)

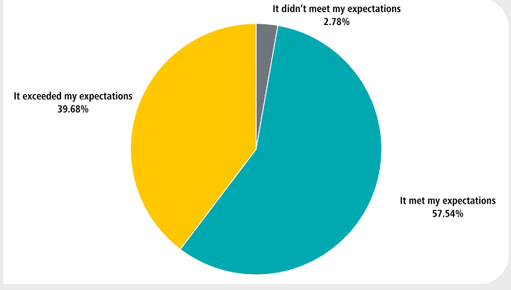
Workshop	Sessions
Writing Ministerial Letters and Briefings	18
Writing Skills for Government	14
Job Application and Interview Skills	13
Getting Started in Project Management	10
Executive Writing Skills	9

OVERALL PARTICIPANT WORKSHOP EVALUATION

1,764 evaluation responses were collected for our In-Agency programs. Over 97% of respondents indicated that the training met or exceeded their expectations (Figure 2).

The overall satisfaction rate for In-Agency workshops was 6.1 out of 7.

Figure 2: In-agency training participant feedback



ORGANISATIONS THAT USED IPAA WA IN-AGENCY SERVICES

- City of Joondalup
- City of Perth
- City of Rockingham
- City of Stirling
- City of Vincent
- Department of Biodiversity, Conservation and Attractions
- Department of Communities
- Department of Creative Industries, Tourism and Sport
- Department of Education
- Department of Employment and Workplace Relations
- Department of Energy and Economic Diversification
- Department of Fire and Emergency Services
- Department of Health
- Department of Housing and Works
- Department of Justice
- Department of Local Government, Industry Regulation and Safety
- Department of Planning, Lands and Heritage
- Department of Primary Industries and Regional Development
- Department of the Premier and Cabinet
- Department of Training and Workforce Development
- Department of Transport and Major Infrastructure
- Department of Treasury and Finance
- Department of Veterans' Affairs
- Department of Water and Environmental Regulation
- Economic Regulation Authority
- Fortescue
- Landgate
- Legal Aid WA
- Local Government Professionals
- LotteryWest
- Main Roads Western Australia
- Mental Health Commission
- Office of the Director of Public Prosecutions for Western Australia
- Ombudsman WA
- Peel Development Commission
- Perth Zoo
- Public Sector Commission
- Public Transport Authority
- Public Trustee
- Rottnest Island Authority
- Shire of Ashburton
- Shire of Carnarvon
- Small Business Development Corporation
- TAFE Western Australia
- VenuesWest
- Water Corporation
- Western Australia Police Force

Financial

Council advises members that the financial outcome for the 2025-26 financial year is a surplus of $756,359. This is now the 13th year that IPAA WA has achieved a net operating surplus.

Statement by Members of the Council

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

In the opinion of the Council as set in the accompanying financial report:

1. Presents a true and fair view of the financial position of the Institute of Public Administration Australia Western Australian Division Inc as at 30 June 2026 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: Lorraine Keane

Dated 6 September 2026



Independent Auditor's Report

Year Ended 30 June 2026

C&G Accounting Services

Certified Practising Accountants

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

Opinion

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 2026.

In our opinion the financial report of Institute of Public Administration Australia WA Division has been prepared in accordance with Part 5, Division 3 of Western Australia Associations Incorporation Act 2015, including:

a. giving a true and fair view of the registered entity's financial position as at 30 June 2026 and of its financial performance for the year 2026 then ended; and

b. complying with Australian Accounting Standards and Part 5, Division 3 of Western Australia Associations Incorporation Act 2015.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The responsible entities are responsible for the other information. The other information comprises the information included in the registered entity's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Responsible Entities for Financial Report

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the Western Australia Associations Incorporation Act 2015, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the registered entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the registered entity or to cease operations, or has no realistic alternative but to do so.

The responsible entities are responsible for overseeing the registered entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the registered entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by responsible entities.
- Conclude on the appropriateness of the responsible entities' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the registered entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the registered entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the responsible entities regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Signature of approved auditor

A J Griffiths

Mr Arthur John Griffiths FCPA
CPA Australia Registration 480012
Date: 22/08/2026

PO BOX 396 Parkwood
WA 6147

Make the right move

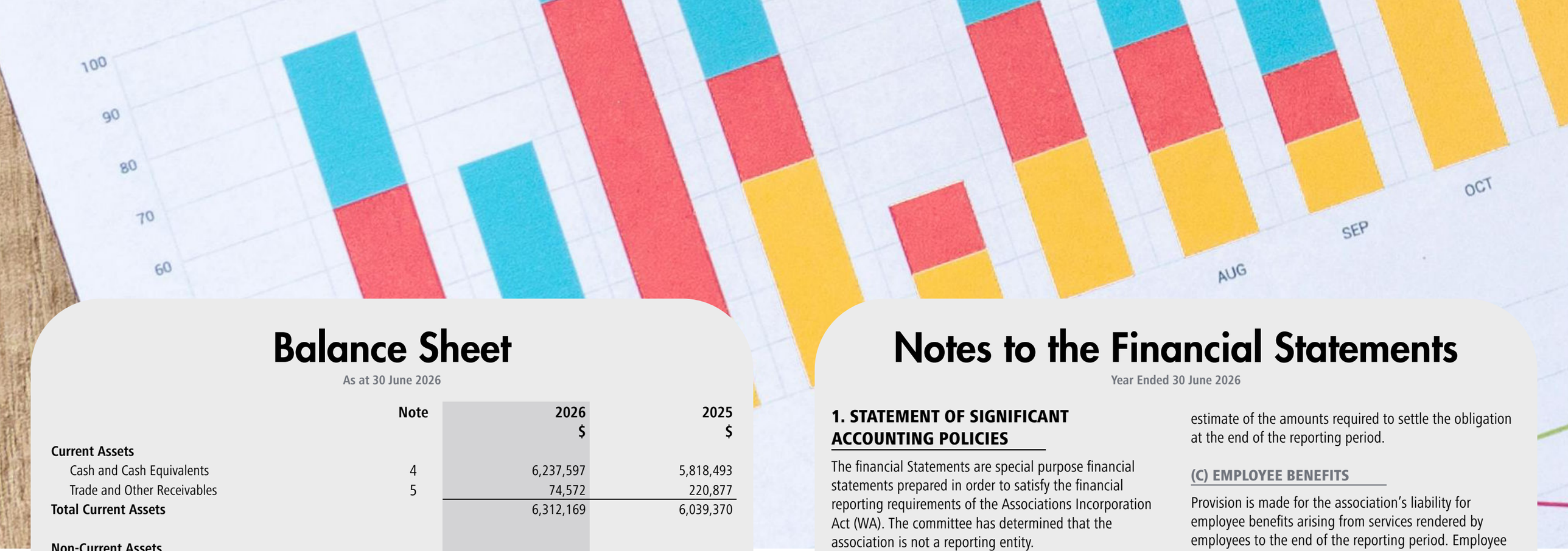
Liability limited by
a scheme approved
under Professional
Standards Legislation.



Income and Expenditure Statement

Year Ended 30 June 2026

	Note	2026 $	2025 $
Income			
Members Subscription		281,651	252,777
Professional Development		2,578,404	2,854,482
WS Lonnie Awards		53,577	48,018
Sponsorship		67,850	63,450
Achievement Awards		77,656	90,205
Other Income	2	297,947	237,394
		3,357,085	3,546,326
Less Direct Expenses			
Membership Subscription		63,897	62,488
Professional Development		1,780,828	1,954,121
Journals and Capitation Fees		23,929	23,929
Merchant Fees		15,777	16,633
	3	1,884,431	2,057,171
Gross Income from Business Activity		1,472,654	1,489,155
Other Expenses			
Auditor's Remuneration		3,300	3,300
Bank Charges		290	386
Depreciation		-	-
Insurance Cost		9,970	12,865
Office/Other Expenses		11,351	4,852
Printing & Stationery		2,609	2,772
Rent		47,852	45,573
Office Furniture, Equipment and Maintenance		0	5,000
Admin Salaries and Superannuation Contribution		599,799	610,104
Staff Amenities & Training		692	3,291
Telephone		583	711
Marketing, Promotion & Advertising		5,341	6,546
IT Expenses		34,074	71,958
PSC LI Program Expenses		434	73,854
Development of Course Material		0	21
Miscellaneous Expenses		-	-
	3	716,295	841,233
Net Surplus (Deficit) for Year		756,359	647,922
Accumulated Surplus at the beginning of the year		4,514,493	3,866,571
Accumulated Surplus at the end of the year		5,270,852	4,514,493



Balance Sheet

As at 30 June 2026

	Note	2026 $	2025 $
Current Assets			
Cash and Cash Equivalents	4	6,237,597	5,818,493
Trade and Other Receivables	5	74,572	220,877
Total Current Assets		6,312,169	6,039,370
Non-Current Assets			
Cash and Cash Equivalents	6	-	-
Property, Plant and Equipment	7	-	-
Total Non-Current Assets		-	-
Total Assets		6,312,169	6,039,370
Current Liabilities			
Trade and Other Payables	8	541,607	967,075
Short-Term Financial Liabilities	9	238,114	245,032
Provisions	10	261,596	312,770
Total Current Liabilities		1,041,317	1,524,877
Total Liabilities		1,041,317	1,524,877
Net Assets		5,270,852	4,514,493
Equity			
Retained Surplus		4,514,493	3,866,571
Current Year Earnings		756,359	647,922
Total Equity		5,270,852	4,514,493

Notes to the Financial Statements

Year Ended 30 June 2026

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 maturities of twelve 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 it is probable that an outflow of economic benefits will result, and that outflow can be reliably measured. Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

(C) EMPLOYEE BENEFITS

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the amounts expected to be paid when the liability is settled.

(D) PROPERTY, PLANT AND EQUIPMENT

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all fixed assets is 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.

(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.



Notes to the Financial Statements

Year Ended 30 June 2026

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)

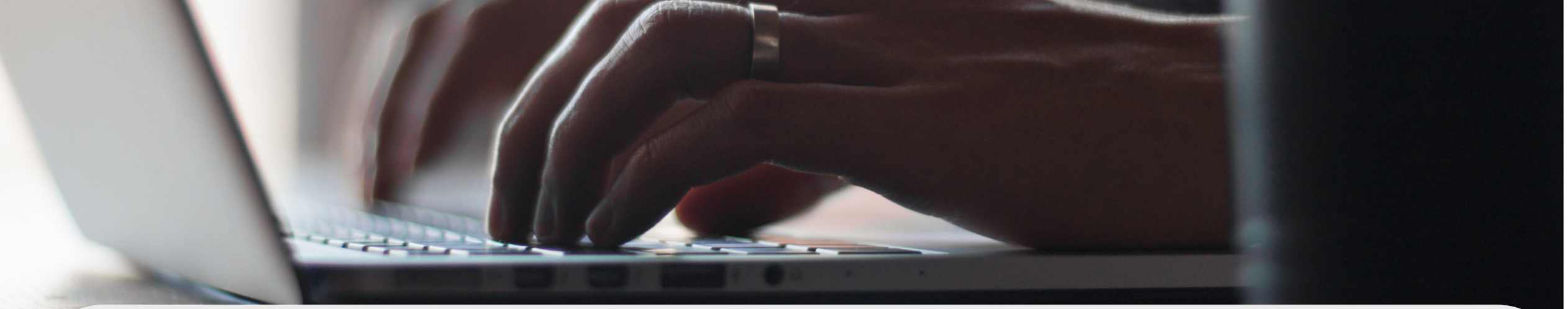
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

2. OTHER INCOME

	2026 $	2025 $
Income from Previous Years	71,982	5,814
Miscellaneous Income	225,965	231,580
	297,947	237,394

3. EXPENSES

COGS and Salary Expense	2,484,230	2,667,275
Depreciation and Amortisation	-	-
Bank Charges	290	386
Insurance Cost	9,970	12,865
Printing & Stationery	2,609	2,772
Rent	47,852	45,573
Office Furniture, Equipment and Maintenance	0	5,000
Telephone	583	711
Office/ Other Expenses	11,351	4,852
Auditor's Remuneration	3,300	3,300
Development of Course Material	0	21
Staff Amenities & Training	692	3,291
Marketing, Promotion & Advertising	5,341	6,546
IT Expenses	34,074	71,958
PSC LI Program Expenses	434	73,854
Miscellaneous Expenses	-	-
	2,600,726	2,898,404



Notes to the Financial Statements

Year Ended 30 June 2026

	2026 $	2025 $
4. CASH AND CASH EQUIVALENTS - CURRENT		
Term Deposit at Bank	5,000,000	3,549,863
Cash at Bank NAB	541,703	494,412
PFA Account at Bank NAB	695,894	1,774,218
	6,237,597	5,818,493
5. TRADE AND OTHER RECEIVABLES - CURRENT		
Accounts Receivables	67,731	211,949
Prepaid Deposit/Expenses	16,841	18,928
Bad Debts	-10,000	-10,000
	74,572	220,877
6. CASH AND CASH EQUIVALENTS – NONCURRENT		
Bank Guarantee Deposit with NAB	-	-
Deposit paid	-	-
Prepaid Expense	-	-
	-	-
7. PROPERTY, PLANT AND EQUIPMENT		
Plant and Equipment		
Plant and Equipment	202,775	202,775
Less Accumulated Depreciation & Impairment	202,775	202,775
	-	-
Furniture & Fittings	16,107	16,107
Less Accumulated Depreciation & Impairment	16,107	16,107
	-	-
Total Property, Plant and Equipment	-	-

	2026 $	2025 $
8. TRADE AND OTHER PAYABLES - CURRENT		
Sundry Creditors	376	0
Accounts Payable	75,438	138,565
Payroll Liabilities	13,908	14,344
GST Liabilities	62,264	86,282
Revenue Received in Advance	389,621	727,884
	541,607	967,075
9. FINANCIAL LIABILITIES		
VISA	605	1,685
Superannuation Payable	28,792	24,954
Membership Income in Advance	208,717	218,393
	238,114	245,032
10. PROVISIONS - CURRENT		
Employee Leave Entitlements	57,555	63,553
Provision for Expenses Previous Periods	9,561	35,666
Provision for Remuneration Program	150,000	156,800
Provision for Web Development	4,854	4,854
Provision for Engagement with Corp Members	0	15,000
Provision for Office Fit Out	5,000	27,372
Provision for End of Lease Make Good	34,626	9,525
	261,596	312,770



2025-26 GOLD CORPORATE MEMBERS

Deloitte.

GOVERNMENT OF WESTERN AUSTRALIA

Department of **Communities**
Department of **Housing and Works**
Department of **Mines, Petroleum and Exploration**

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