



IAP2 AUSTRALASIA

ANNUAL REPORT 2021

including the Financial Report for the
year ended 30 June 2021.

IAP2 Australasia proudly acknowledges Australia's Aboriginal and Torres Strait Islander community and their rich culture and pays respect to their Elders past and present. We acknowledge Māori as tangata whenua and Treaty of Waitangi partners in Aotearoa New Zealand. We recognise these First Peoples as custodians of the land and water on which we rely.

We celebrate the diversity of our First Peoples and their enduring connection to the lands and waters of Australasia. We value the ongoing contribution of Aboriginal and Torres Strait Islander people and communities to Australian life, and Māori and Pasifika to Aotearoa New Zealand, and how this enriches us.

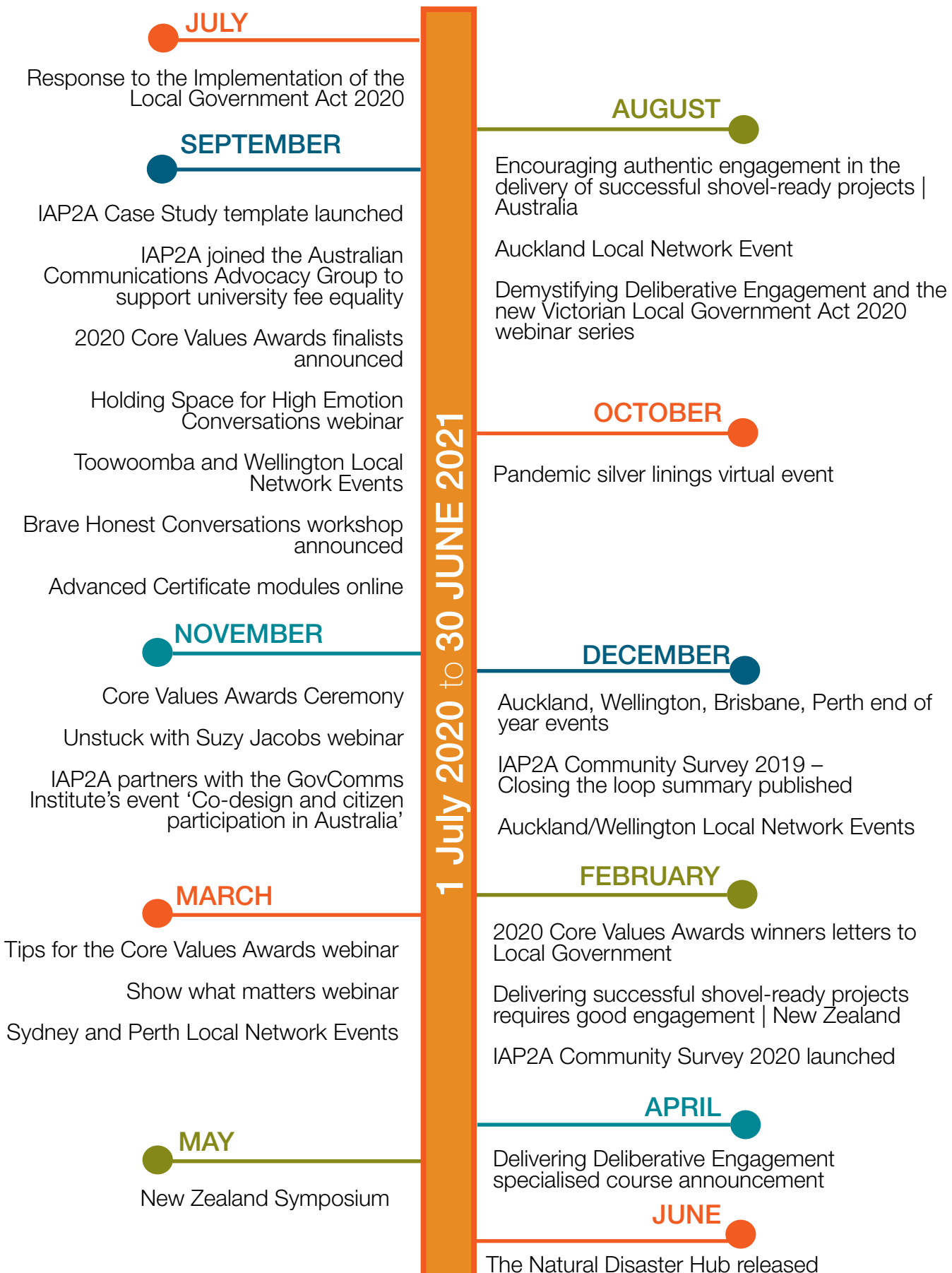
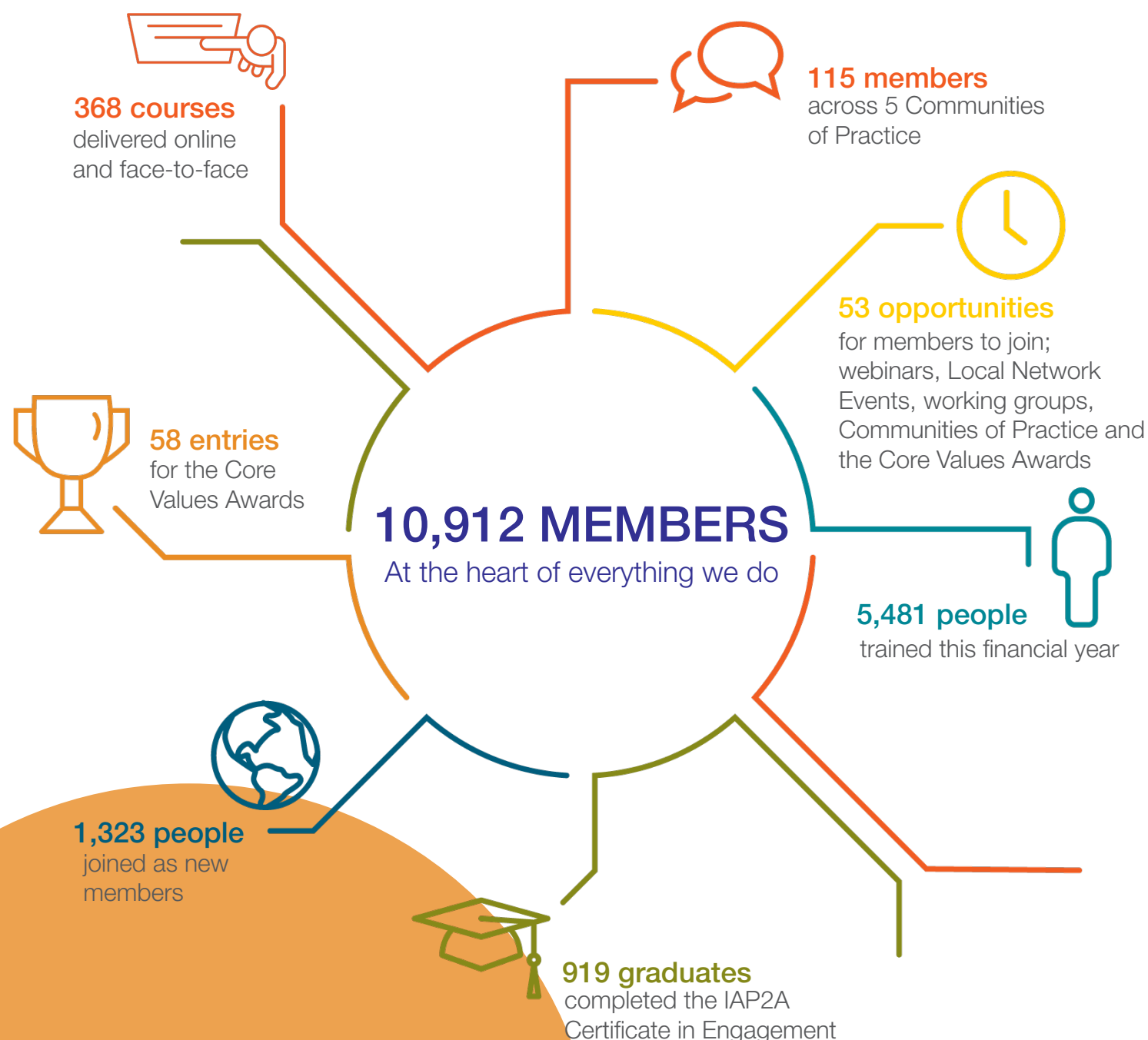
IAP2 Australasia embraces the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.



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IAP2A MEMBER HIGHLIGHTS



MESSAGE FROM

IAP2 AUSTRALASIA CHAIR AND CEO

Tony Clark, Chair and Marion Short, Chief Executive Officer

As we finish the 2020-2021 financial year, we reflect on an incredibly challenging year and how throughout Australia and New Zealand we have all responded to so many unknowns: a reversal of globalisation, a paradigm shift in the workplace and what the world of work looks like, and we have all become very proficient with technology as virtual meetings become our norm. Of course, all of this presents major challenges and opportunities across the globe where reaching people is crucial.

The ongoing challenge of COVID-19 impacts on our health and well-being, and other concerning events and behaviours highlight that quality engagement is needed now more than ever and is in fact critical to support our economic recovery.

*Vision: Authentic engagement,
everyday*

Our new world, with a changing global landscape, ambiguity becoming our new norm and the professionalisation of the engagement sector, it was timely for IAP2 Australasia to develop a new strategic plan focused on long-term benefits, with a new vision and mission. Your feedback was positive and very supportive of the strategies, objectives, and the roadmap – and we thank you for your contribution.

Strengthening our profession is a core focus. We had great success over the last five years and IAP2A has strong brand awareness and there is real and tangible recognition of the value of IAP2 training and how it contributes to many sectors. The introduction of post-nominals to recognise professional standing is an exciting step which will deliver real benefits in the years to come. We are looking forward to talking more about the first stage of the post-nominals program, to move the practice forward, which is at the centre of what we do, we will be testing our work with our members before confirming our model.

*Mission: Champion the world's
largest community of engagement
professionals by offering leading
professional development,
trusted services, events and
advocacy across Australia
and New Zealand.*

Aligned to the post-nominals is the importance of enshrining engagement into public policy. We are proactively advocating and working with governments in Australia and New Zealand to raise the profile and importance of engagement to quality outcomes. With the infra-structure led response to the pandemic for recovery, this is all the more important and we would welcome your involvement as members.

It has been an incredible year for IAP2 Australasia as we have been thrust into the virtual environment. Against the odds and despite COVID-19, we continue to see good growth in members and training. Our membership increased by 1,323 to 10,912, being an almost 14% increase. The successful transition to a virtual classroom model means that our training is now more accessible throughout Australia and New Zealand, and we provided training to 5,481 participants, representing a return to pre-COVID numbers.

A huge shout out to our licensed IAP2 Trainers who have walked alongside us and adapted and contributed to a major shift in training style, their efforts and commitments are to be applauded.

The financial result for the year has been remarkable given the massive change to how we have had to do our business with a complete shift from face-to-face training to online training. The financial result is a surplus of \$305,000 which is testament to the hard work and courage of the staff, trainers and Board.

The great progress made over the past year would not have been possible without the hard work and dedication of our Board members. Thank you to Tony Clark (Chair), Amy Hubbard (Deputy Chair), Lance Brooks, Kylie Cochrane, Nathan Connors, Alistair Kingston, Joel Levin, Priscilla Steel, Penny Townley and Jo Wilkins.

Many thanks also to the vast number of members who volunteer their time as Ambassadors, Core Values Awards Judges, IAP2A Research working group, the NZ Symposium working group (who delivered a fantastic face-to-face event in Auckland), Abstract Review Committee and other working group members.

Thank you to the IAP2 Trainers who contribute on so many levels to the ongoing success of IAP2A, and our Local Networks and Communities of Practice for their work into building and strengthening member networks.



Tony Clark, Chair, IAP2A

A sincere thank you is extended to organisations who have worked with IAP2 Australasia on important initiatives and projects throughout the year, and their incredible patience with us as we built our knowledge of this new world.

Thank you to our Chief Executive Officer, Marion Short and the IAP2 Australasia team for their dedication, enthusiasm, and hard work in supporting IAP2 Australasia in another remarkable year in challenging circumstances.

We do hope that the next twelve months brings more face-to-face opportunities for us to connect, share and learn – but until then we are going to embrace the opportunity to create more opportunities and value for our members in this new and changing world.



Marion Short, CEO, IAP2A

A handwritten signature in black ink, appearing to read 'Tony Clark'.

Tony Clark, Chair, IAP2 Australasia | Marion Short, Chief Executive Officer, IAP2 Australasia

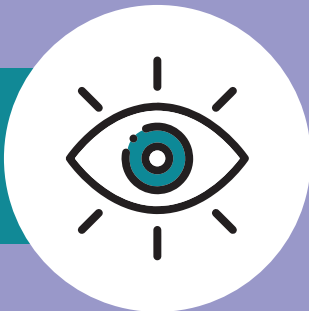
A handwritten signature in black ink, appearing to read 'Marion'.

[Check out the latest IAP2A news](#)

STRATEGIC PLAN

TO 30 JUNE 2025

VISION



Authentic engagement, everyday

OUR VISION STORY



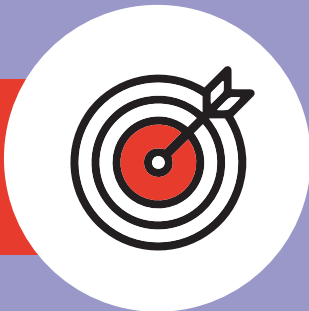
We believe that authentic engagement* improves economic, environmental, social, and cultural outcomes.

We believe that by evidencing the value of authentic engagement, it will become as routine as project plans, budgets, and impact assessments.

We believe that by championing authentic engagement it will be embraced and embedded globally.

We believe in authentic engagement, everyday!

MISSION



Champion the world’s largest community of engagement professionals by offering leading professional development, trusted services, events and advocacy across Australia and New Zealand.

*Authentic engagement is founded on the IAP2 Core Values and Code of Ethics, and it recognises the six principles included in the UN Human Rights Council Guidelines on the effective implementation on the right to participate in public affairs, being: enabling environment; safety; equality; empowerment; openness and remedies.

Download a copy of the
IAP2 Australasia
Strategic plan

OUR VALUES STORY

As the champion for the engagement sector, we value:

Our members' commitment and passion for authentic engagement.



Their unwavering belief that by including those affected by a decision in the decision-making process it will improve social, cultural, environmental, and economic outcomes.

Their courage, generosity, and ability to lean into tough conversations with respect and curiosity.

Their connectedness and commitment to learning, doing and being better, so that we all live in a better world.

The small team of caring professionals who put our members at the heart of our decision-making.



Their commitment to a culture of excellence, memorable service delivery to our members and a great can-do attitude.

How they work together to build a sustainable, contemporary learning and service model, that provides a valuable investment for our members.

The respect that is intrinsic in their work, and how they genuinely care for and support each other.

STRATEGIC GOALS

Leading professional development, products and services



Engagement embedded into policy and regulatory frameworks



Excellent organisational health



Championing Engagement



STRATEGIC GOALS

STRATEGIES

OBJECTIVES

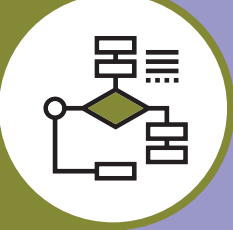
Leading professional development, products and services



- 1 Build on our existing services to grow the future learning practice and meet emerging professional development needs.
- 2 Provide more accessible, responsive and collaborative learning and service opportunities to our members to advance and strengthen engagement practice.
- 3 Recognise the diversity of the communities that our members work in and with, to support embedding authentic engagement.
- 4 Support the professionalisation of the engagement sector through the IAP2 Professional Recognition Program with post-nominals.
- 5 Build a community of engagement professionals by providing members access to high-value events and networking opportunities that support their professional development journey.

- 1 Introduce the living and multi-faceted IAP2 Future Learners Model (FLM) for ALL new learning offerings from 2022, with the FLM being fully realised by 2025. Develop a Tertiary accreditation program by late 2023 and launch it by mid 2024.
- 2 Develop and implement a digital strategy by late 2022, that provides access to quality learning opportunities, other products and services, together with case studies, research, tools, templates, and other resources. Invest in digital learning strategy to deliver more accessible, flexible and learner empowered professional development offerings using fit-for-purpose learning platforms and tools, that is implemented by mid-2022. IAP2A works with a panel of leading engagement professionals to deliver up to three new targeted learning opportunities each year.
- 3 Ensure that IAP2 FLM, intrinsically includes Diversity Equality and Inclusion (DEI) principles for ALL new offerings from 2022. Respectfully and authentically develop an Aboriginal & Torres Strait Islander strategy and a Māori strategy by mid-2022, to support our commitment to DEI.
- 4 Members have access to the IAP2 Professional Recognition Program, with post-nominals being introduced under a staged launch in 2021. To be fully implemented by 2025.
- 5 A living calendar of 25+ annual events, including forums, webinars, workshops, and networking opportunities, together with our conference and symposium, is published on our website and promoted through our social media.

Engagement embedded into policy and regulatory frameworks



- 6 Invest in a research agenda that provides evidence for the value of engagement and supports authentic engagement - everyday.
- 7 Empower and support our members to influence key decision-makers and others.
- 8 Showcase the value of authentic engagement, to support embedding engagement into policy and regulatory frameworks.

- 6 Our research agenda is published by late 2022, with a Research Plan and budget that supports our strategy approved by the Board annually.
- 7 Launch the "IAP2 Advocacy Recommendations and Calls to Action" and provide access to tools, resources, and templates by mid-2022. Build confidence and knowledge for our members for their advocacy efforts by developing a 'how to' guide by late 2022.
- 8 IAP2A will seek out 10+ opportunities each year to showcase the evidence of the impact and benefit of authentic engagement to key 'decision-makers'. Authentic engagement is recognised and valued by the IAP2 Assessment Tool (the IAP2 tick), which is to be launched by late-2024.

Excellent organisational health



- 9 Lead community engagement through world-class governance and leadership.
- 10 Build the brand and reputation of IAP2 so that we are recognised as the go-to organisation for engagement.
- 11 Ensure ongoing financial sustainability by introducing targeted products and services that provide member-value.
- 12 Continue to invest in our people and systems to drive organisational service standards and efficiencies and support our members.

- 9 Directors with the required skills and expertise, are elected in line with the Constitution, and supported with their on-going professional development as a Board, to ensure organisational sustainability, and to strengthen and advance engagement.
- 10 Promote IAP2 as the go-to organisation for trusted and contemporary training and services, access to standards, research, tools and resources, and compelling events, evidenced by a social media engagement of 50,000+ and 1,500+ event registrations annually.
- 11 Improve and build our contemporary learning and service model, incorporating member feedback, insights and research, and grow and diversify revenue streams with continued strategic investment approved by the Board annually.
- 12 Through active leadership, recruit and develop a caring, professional and skilled team that lives our values, delivers quality member service and achieves our KPIs. Continue to invest 10% of expenditure annually into our ICT platform, systems, database, and professional development for our team.

OUR STRATEGIC ROADMAP

	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Total members	10,000	10,000	11,000	12,000
Retention rate	<div><div></div></div> 55%	<div><div></div></div> 60%	<div><div></div></div> 62%	<div><div></div></div> 65%
Membership Revenue	\$550K	\$600K	\$700K	\$800K
Payment to IAP2 Int	(\$275K)	(\$300K)	(\$350K)	(\$400K)
New Member/ Strategic initiatives	Improved member experience Consultancy Register Speakers Bureau Young and Emerging Professionals program Searchable library of valued resources Revised Local Area Network model	Improved events (ICT) Member needs analysis Continue to build library & resources	Thought leadership Career support Develop IAP2 Assessment Tool (tick) Develop Tertiary Accreditation program – stage 1	Launch IAP2 Assessment Tool (tick) Launch Tertiary Accreditation program – stage 2 Established online library and resources valued by members
Advocacy	Showcase Engagement Empower members Provide tools & resources Research Agenda ROI project – stage 1	Publish the influencing the decision-maker ‘How to’ guide. ROI project – stage 2	Members actively advocating for Engagement ROI project finalised Research valued	
Prof Recognition Program (PRP)	Stage 1 - post-nominals	Stage 2 - post-nominals Stage 1 – CPD	Stage 2 – CPD	Full PRP in place
Future Learners Model	Stage 1 Digital Learning Strategy developed and implemented DEI principles included in all new offerings Develop Aboriginal & Torres Strait Islander Strategy, and Maori strategy by late 2021	Stage 2 Fit for purpose Digital Learning platform Develop and pilot other delivery modes Link to Professional Recognition Program Formal and Informal learning	Stage 3 Launch multi-mode and just in time learning Standards-based Trainers shift to multi-role learning partners	Stage 4 Learner/employer empowered learning Quality learning and career outcomes Review and consider other products and service offerings
New learning opportunities	Up to three new targeted learning opportunities Launch Advanced Mentoring Program	Up to three new targeted learning opportunities	Up to three new targeted learning opportunities	Up to three new targeted learning opportunities
Training Participants	5,000	5,500	6,500	7,500
Training revenue	\$3.3M	\$3.6M	\$4.3M	\$4.9M
Conference attendees	380	450	500	500
Conference GP	Break even	10%	15%	15%
NZ Symp attendees	100	100	120	140
NZ Symposium GP	Break even	Break even	10%	10%
FYE surplus/(deficit)	(\$200K)	(\$200K)	Break even	4%
Employees (FTEs)	11.5	14	15	16
Member to FTE ratio	833	714	733	750

ADVOCACY UPDATE

Shovel-ready project letters

This past year IAP2 Australasia reinforced with both the Australian and New Zealand Governments that to deliver sustainable and valued project outcomes, it will be critical that engagement with stakeholders and communities continue. We applauded their decisions to invest in shovel ready infrastructure, environmental and climate resilient projects, as well as transformative energy projects and enhanced regional digital connectivity – and supported and were encouraged by Government’s focus to work with industry and local government on nation building projects and critical infrastructure.

We received a very positive response from the Hon. Grant Robertson, Deputy Prime Minister – New Zealand, who expressed that the *“Government supports the role of effective community and stakeholder engagement to improve social, environmental and economic outcomes and increase transparency and trust in the democratic process.”*

Showcasing engagement excellence

The IAP2 Core Values Awards represent excellence in public participation and community engagement, build awareness and contribute to the practice. We showcased the 2020 Core Values Awards winners and finalists to Ministers, Premiers and/or elected officials – to very positive responses and the acknowledgement of the value of authentic engagement. Clover Moore, the Lord Mayor of Sydney responded *“We are thrilled to have our work to engage our communities on their vision for Sydney in 2050 acknowledged with this award. It’s gratifying to have good community engagement awarded, and we look forward to seeing it brought to life and enjoyed by the community into 2050.”*

Three new strategies

The new Strategic Plan includes three strategies to support embedding engagement into policy and regulatory frameworks, these are:

- Invest in a research agenda that provides evidence for the value of engagement and supports authentic engagement – everyday.
- Empower and support our members to influence key decision-makers and others.
- Showcase the value of authentic engagement, to support embedding engagement into policy and regulatory frameworks.

We look forward to sharing our progress towards these.

Visit the Advocacy page



NATURAL DISASTER HUB

The Natural Disaster Hub has been developed to house a range of resources to help engagement practitioners in the event of a natural disaster, such as; flooding, bush fires, earthquakes and cyclones.

Engagement practitioners will find a list of community engagement resources to help navigate the natural disaster landscape.

Resource highlights

- Podcast episode: “Engagement for Disaster Response and Recovery” with Anne Leadbeater OAM.
- Downloadable guide: IAP2 Australasia’s “A Guide to Engaging in Disaster Recovery”.
- Downloadable toolkit: “Community Trauma Toolkit”, courtesy of the Office for Mental Health and Wellbeing | ACT Health | ACT Government.
- Report: “Government’s Role in Supporting Community-led approaches to Recovery – Literature Review and Report”, courtesy of Louise Mitchell, National Consultant Disaster Recovery.

Visit the Natural Disaster Hub

WEBINAR THROWBACK

Have you discovered IAP2 Australasia’s webinars? IAP2A members can recap on these via the IAP2A member resources.

IAP2A held 5 informative and educational webinars with over 1,400 registered participants.

Demystifying Deliberative Engagement and the new Victorian Local Government Act 2020 – part 1

Part one of this online Q&A-style conversation provided practical information about deliberative engagement and how to adapt your approach to engagement to satisfy the new Victorian Local Government Act 2020.

Topics included:

- An overview of the relevant changes to the Victorian Local Government Act
- What the new legislation is aiming to achieve
- How to correctly align engagement with IAP2 principles (the IAP2 Spectrum and IAP2 Core Values)
- Where to find out more

Thank you to our panellists

- Hannah Duncan-Jones, Director Responsible for the Implementation of the Local Government Act 2020, Local Government and Suburban Development Group, Department of Jobs, Precincts and Regions
- Sharon Redmond, Project Manager, Legislation Implementation, Local Government Victoria, Local Government and Suburban Development Group, Department of Jobs, Precincts and Regions

Demystifying Deliberative Engagement and the new Victorian Local Government Act 2020 – part 2

Part two of this online Q&A-style conversation provided practical information about deliberative engagement and how to adapt your approach to engagement to satisfy the new Victorian Local Government Act 2020.

Topics included:

- What is deliberative engagement
- What makes deliberative engagement different from engagement?
- Deliberative engagement in the context of the Victorian Local Government Act
- How to achieve deliberative engagement with lower budgets
- Building capacity for deliberative engagement in councils
- Insights from the field
- Key tips from the thought leaders/experts

Thank you to our panellists

- Max Hardy, Director, Max Hardy Consulting
- Emanuela Savini, Doctoral Student and Industry Fellow, Institute for Public Policy and Governance, UTS
- Georgie Meyer, Team Leader Community Engagement and Partnerships, City of Melbourne



Keep on engaging: Holding Space for High Emotion Conversations

You often hear the term “holding space” in the engagement field – but what does it really mean?

Chief Stormrider and IAP2 International Trainer, Stephani Roy McCallum joined Kylie Cochrane for this very special webinar exploring what holding space requires from you and some tips on how to do it.

Keep on engaging: Unstuck with Suzy Jacobs

In this webinar Suzy shared her strategies on how to move from feeling stuck and disillusioned to empowered and unstoppable.

Suzy took us through - Identifying the intellectual, emotional & physical barriers to creating harmony with self, others and the planet; Exploring the paradox of choice and unpacking the assumptions that keep people unhappy, unfulfilled and under-performing; Understanding the mechanics of constructing a world view and how to reconstruct it to produce better outcomes; Choosing a universally applicable, self-first process for creating responsible, accountable communication.

Keep on engaging: Tips for the Core Values Awards 2021

Presented by 2020’s judges Anne Pattillo, Clare Murrell and Leisa Prowse, winner Alicia Pickering from Melbourne Water, and Emanuela Savini from the IAP2A Research Working Group, this webinar stepped you through the Case Study Template which formed the new entry template for those entering Project of the Year.

Keep on engaging: Show What Matters™

Jacinta Cubis and Cindy Lenferna de la Motte, Head of Customer and Community at Harvest, share a process that helps people to share their lived experience through photography. We don’t just have to ask people what they think, but instead, ask them to share photos that show what they think.

Catch up on past webinars



WHEN IS A MAP MORE THAN A MAP?

With Willow Hart, Border to Gowrie project Engagement Lead, Inland Rail

Who doesn't love a good map? In our opinion the pièce de résistance of a great infrastructure engagement session is the map!

Traditionally at Inland Rail, we have used large, rolled-up plot maps. Some have been up to 2.5m long, showing a range of information including the location of project (Inland Rail corridor), water flow paths, changes to roads, structures and so on. BUT we all know how fun it is trying to keep a once rolled-up map laid out flat, blu-tacked to the wall or tacked to a display panel without it inevitably returning to its rolled-up state. The right engagement tool but a challenging delivery technique.

Inland Rail is a once in a generation mega project, comprising 13 individual sections that span more than 1,700km. It is the largest freight rail infrastructure project in Australia and one of the most significant infrastructure projects in the world.

Maps showing each of Inland Rail's 13 individual projects don't always fit neatly on the back of an A3 newsletter with the level of detail our communities are seeking. More detailed and larger maps can be downloaded from the website however, in regional communities, slower internet speeds often mean this may take longer to download than making a cup of tea and offer no opportunity to search or interact with.

To ensure our communities had access to the level of detail they needed in a map, we chose to deploy interactive maps across the program. The maps feel familiar to users as they use Google Maps as the base and allow community members to drop comments and questions in real time. All questions and comments, as well as our responses, can be seen by the public which offers a transparent way of providing real-time feedback and addressing issues in various geographic areas. An added bonus is the maps integrate with our Customer Relationship Management system, Consultation Manager, and our GIS, which is a huge win for those of us who appreciate sharing information and the value of good record keeping but may not love data entry. The engagement platform mapping tool we chose to use was Social Pinpoint. We currently have 11 project maps live, with two more on the way.

For Inland Rail these interactive maps have added significant value to our engagement program and we love them! They have opened dialogue with parts of the community who may otherwise be hard to reach and don't like attending or participating in information sessions. At community information sessions they are a catalyst to start conversations and often, more importantly, hold conversations and take them to a more meaningful level. One example of this was at the Toowoomba Regional Show, where people might just take a handy branded shopping bag and provide a passing comment. Instead, people got involved with the map which we had on a huge touch screen and stayed interacting with the team and map, on average, for 20 minutes! People were sharing information about how land was used, where water flows, ideas for changes to local roads and seeking clarity on the proposed route. One stakeholder stayed for two hours and another landowner who was concerned their feedback would not be listened to about how they use their land and the impact of a proposed new road, chose to use the map as a public way of giving feedback. From this feedback, the design team were able to work to create a better solution that had less impact on the property. The landowner has since met with the project team and is grateful for the outcome.

Our interactive maps are holding their own in our arsenal of engagement tools. Our first maps launched in December 2018. Since then we have had over 58,600 users visit our 11 maps and 960 comments. One of the most successful engagement examples using the interactive maps has been the use of topic pins. On the Border to Gowrie project, where I work as one of the engagement leads, we sought feedback about how the local community and wider network uses roads. We received 147 comments over three months. The community shared information about their concerns as well as what types of vehicles they use, where they walk livestock, business use of roads, sizes of machinery on roads, school bus routes, emergency services routes, where roads flood and more. This information has been invaluable in the development of the proposed reference design for local road networks around the rail alignment.

Like other engagement tools there have been opportunities to make improvements and adjustments along the way. Over time we have developed a strong relationship with the platform's developers and our digital team meets with them monthly to pass on feedback from both the engagement team and communities. This feedback has resulted in more user-friendly and up-to-date maps. It is critical as engagement practitioners that we do not only use existing platforms, but we also feed into their development with on-the-ground experience.

Currently at Inland Rail we are using the interactive maps in the planning and construction phases of each of the 13 projects to seek feedback and keep the community informed. Going forward we are looking at more ways to include additional photos, video, feedback loops about particular topics, information about the Environmental Impact Statements and to learn more about landowner properties and potential impacts.

With recent world events highlighting the need for effective online engagement tools, it is critical as engagement practitioners we continue to look for ways to maintain relationships with our community, share information and stay connected.

Find out how you can have your voice featured in Engagement Matters by contacting us at info@iap2.org.au

Sign up for Engagement Matters e-newsletter

COLLABORATION AND CONSTRUCTION: A DREAM I DIDN'T KNOW I HAD

With Miranda Olsen, Stakeholder Engagement Advisor, ACCIONA

When I started a Bachelor of Business at Queensland University of Technology (QUT) I had very little direction and no idea what I wanted to be when I grew up. I definitely had no idea I would find myself wearing high vis and steel cap boots to engage and consult with key stakeholders on some of the biggest infrastructure projects in south east Queensland.

Since graduating from high school, I had been working in insolvency and assumed I was heading for a career in accounting. That was until I started my first marketing subject and was introduced to public relations. I was hooked, changed majors as soon as I could and learnt about everything from issues and crisis communication to industrial relations.

During my time at QUT I was lucky enough to intern at one of Brisbane's leading strategic communication, digital and creative agencies, where I worked with another student offering support to a not-for-profit organisation. My internship turned into a fulltime position where I got the opportunity to learn from leading industry experts—working with clients across a number of industries.

It wasn't long until I was seconded to an engineering and construction company to work in the Community and Stakeholder Relations team to help deliver a major road upgrade. It was here that I began to learn the fundamentals of stakeholder engagement and public participation.

Our scope included widening an arterial road, upgrading existing in-ground services (including water, power, sewer and gas) and public transport facilities, as well as enhancements to public areas such as iconic parks of historical significance to the local community. As I began to understand the impacts of the work we were doing, it became clear why the public, local community and impacted stakeholders needed to be involved in the decision-making process on matters that would directly impact them.

I quickly learnt public participation through stakeholder engagement is not a one size fits all approach—it takes careful planning, honest and open communication, and sometimes to succeed first you have to fail in one way or another. This tends to happen when balancing the internal and external priorities, establishing the negotiables verses the non-negotiables or when timeframes change because unfortunately, usually, something has got to give.

Thankfully, during this steep learning curve, I have been lucky enough to work in teams made up of not only remarkable engagement specialists but people with the same priorities and values, who pull together in times of high stress to lift each other up when we need it the most. Colleagues from all areas of projects become friends in the construction industry, working alongside one another as you face some very tough challenges and also being there to celebrate the wins, no matter how small. Their views and opinions are invaluable when you are weighing up different options and opportunities for public participation—I have found that some of the best ideas can come from the most unlikely candidates.



Miranda Olsen, on site.

I have also been very privileged with the mentors I have had so far throughout my career, both the stakeholder engagement professionals and the technical experts. Developing new skills is one thing but trying to design the perfect stakeholder engagement strategy while learning the theory, technique and execution of upgrading a road or replacing a watermain definitely has its own challenges. Having people to support you through this process and bounce ideas off has, at times, kept me sane.

They say practise makes perfect but, in my experience, you can't get it right every time, no matter how much you practise or how many years' experience you have. The most you can do is design your engagement based on best practice, previous learnings and in consultation with those who you are impacting.

Stakeholder engagement is not for everybody, but I have found that if you take those people who don't work in this area on the journey with you it helps them to understand what you are trying to achieve and how you are trying to achieve it. Having these key people then stand behind you and support your role and what you are doing makes all the difference. This process isn't a one-way flow of information either—the best way to achieve an outcome that is suitable for everyone is a mutual understanding of key priorities. While we may not always be able to achieve the outcomes we advocate for, any change that we can create makes a difference. No matter how small, these changes also encourage the consideration of public participation in future planning from those outside of stakeholder engagement.

In my opinion, there has never been a more exciting time to be working in stakeholder engagement in the construction industry. Our role is evolving, and our influence is growing as the importance of public participation is recognised across all aspects of major infrastructure projects. From concept, throughout delivery to completion, stakeholder engagement is no longer a nice to have—clients now mandate it and the community expects it. This means that the ideas we have had in the past that didn't seem possible are now becoming reality and we are able to see first-hand the positive change we can create for those we advocate on behalf of.

I owe where I am in my career today to a lot of people, particularly those who had faith in me when I was a fresh-faced graduate, and I would like to take this opportunity to say thank you.

Collaborating with engineers to develop and implement engagement strategies that echo the IAP2 core values was not where I thought I would end up, but I wouldn't have it any other way—I would pick words over numbers any day of the week.

Find out more about the IAP2A Certificate in Engagement

LOCAL NETWORKS



18

Local Network Events



236

Attendees

IAP2 Australasia has a strong and active volunteer network that delivers specialist programs, provides advice and insights on key issues, contributes their knowledge and know-how to committees and working groups, and participates in locally based activities and engagement for members.



2020 Auckland Local Network Event

The Local Networks program is a key element of IAP2 Australasia’s “Strengthening Engagement Networks” strategic pillar of the 30 June 2021 IAP2A strategic plan.

A network of local groups ensures the work of IAP2A is relevant and accessible to engagement practitioners, no matter where they are.



2020 Brisbane Local Network Event

Working closely with local network groups across Australia and New Zealand to coordinate a variety of local events and activities, the aim is to support engagement practitioners by providing ongoing networking, personal and professional development opportunities by:

- supporting practitioners within the IAP2A Network;
- providing networking and professional development opportunities for members; and
- providing members and prospective presenters within the IAP2A network with a platform to share knowledge, successes and experience.

During a year like no other, the financial year ending 2021 saw a total of 18 IAP2 Australasia local virtual and in person network events held across Auckland, Wellington, Sydney, Perth, Melbourne, Brisbane, Cairns, Toowoomba and Darling Downs.



2020 Brisbane Local Network Event

Find out more about IAP2A Local Networks

“Our members
are at the heart
of everything
we do.”



NEXT GENERATION ENGAGEMENT AT MELBOURNE WATER

2020 Core Values Awards Australasian Organisation of the Year Winner | Melbourne Water

In 2016, Melbourne Water embarked on one of the biggest organisational change programs ever undertaken in the water industry through the Next Generation Engagement Program (Next Gen).

Just as Melbourne Water's vision recognises the important role that water plays in enhancing life and liveability for greater Melbourne, Next Gen acknowledges the role we play in the lives of all Melburnians and the vast number of touchpoints that our work has across our city and beyond.

Next Gen set out to embed best practice engagement across all aspects of our organisation through three key building blocks: Policy, Practice and People. It was founded on a genuine commitment to the IAP2 Core Values and aimed to propel us from good practice to best practice and beyond. The project is now complete and operates as business-as-usual for our 1,000 staff.

Today, engagement at Melbourne Water is supported at the highest level. Our Board has endorsed our Community Engagement Policy, which drives our approach, and the Leadership Team has created an engagement-specific Strategic Key Performance Indicator (KPI) to drive performance and investment in engagement right across the organisation.

These are underpinned by a bespoke operating model, which adapts the IAP2 Spectrum and sets a consistent benchmark for the expected minimum level of engagement for everything we do, and toolkit of procedures, guides and templates that support engagement at every level. This ensures that Group-specific engagement objectives and needs are clearly articulated and aligned to the organisational goals.

We also have an organisation-wide Evaluation Framework that measures how we're doing and provides comparative data for all engagement activities across the organisation. This assists us to demonstrate the value of engagement and has driven investment by our Leadership Team to continually improve our engagement practice.

Core Values Awards 2020
Winner:
IAP2 Australasia
Organisation of the Year

Check out the 2020 Core Values Awards winners



Our practice is always evolving. We engage in a range of ways, from tried and tested methods such as community bulletins, focus groups, doorknocks and pop-up events to more innovative approaches such as deliberative panels, co-design, digital platforms and social media. Since our YourSay page was launched three years ago, we have had over 64,000 visits, received 1,215 insights and had over 1,800 community members register to follow our key projects. Recently, we developed an interactive game (Drip Trip) that takes players on a personalised urban water cycle adventure to educate the community about our services in support of engagement on our 2021 Pricing Submission.

We have successfully embedded the policy and tools for our people through internal communication campaigns and an enormously successful masterclass series that was attended by over 700 staff. Next Gen is supported by a competency framework for engagement which has helped to build capacity and capability across our technical teams and all new engagement staff are enrolled in IAP2 training as part of their induction.

Our commitment to innovate and evolve our engagement practices aligns with our commitment as signatory of United Nations Global Compact (UNGC) for the UN Sustainable Development Goals (SDGs).



IAP2A symposium 2021 delegates

ALL WRAPPED UP | A RECAP OF THE 2021 SYMPOSIUM

Jo Wilkins shares her reflections from the 2021 IAP2 Australasia New Zealand Symposium.

On Monday 24 and Tuesday 25 May, New Zealand engagement practitioners met at the Hilton Hotel in Tāmaki Makaurau for the ‘What’s on your mind?’ NZ Symposium.

Things started with waiata, a karakia and a mihi whakatau. Auckland Council’s Ngā Matarae team led us through a wonderful ‘hooking up’ ice breaker, so we could find out more about each other. They then talked to us about kia mataara (being prepared) – including the basics: communication (location is important), engaging early, whakawhanaungatanga (relationships), working collaboratively (use your colleagues), and ditch the kupu kino (jargon). It’s also important to remember that big decisions can be made over the kai (food)!

Diane Owenga and Jayne Foster from The Policy Project, Department of the Prime Minister and Cabinet – talked about the link between good policy advice/development and how best to reflect the views and perspective of those who will be affected by the policy. Check out their toolbox [here](#). Anne Pattillo gets a shout out for the assistance she provided in creating the Design Tool – to be used upfront by Policy Developers and Government Agencies

Day two began with a panel discussion titled ‘Engaging with Diverse Communities in a post COVID-19 world’, it was wonderfully facilitated by Eddie Tuivaii.

Key themes threaded throughout the discussion were:

- Being genuine and authentic
- Have the right people doing the engagement
- Going beyond your own ethnicity and culture...and being curious to find out more
- Understand the environment and the context

Kenneth Aiolutepa, from Auckland Council, gave those present an overview of what’s happening in the engagement space at Aotearoa’s largest council. There are some internal and external challenges of working in a large council, on behalf of a large, diverse population and often on complex projects.

Judge Andrew Becroft – Children’s Commissioner was a highlight, he started with a great vision/quote: “Take care of our children. Take care of what they hear, take care of what they see, take care of what they feel. For how the children grow so will be the shape of Aotearoa” Dame Whina Cooper.



IAP2A symposium 2021 delegates

Children have a right to participate...and in Aotearoa, children are 24% of the population. What does that look like in terms of best practice? For more on ethical engagement with children and young people visit: occ.org.nz/listening2kids/resources/.

There were lots of interesting topics covered throughout the symposium during the break-out sessions – one of the fun and informative ones was the pecha kucha style session. Ashlie Carlyle gave an insight into Ebeye and the Marshall Islands, including some of the challenges to engaging in this part of the world. Anna Mickell, self-described ‘old dog’, who’s learnt some ‘new tricks’ from recent IAP2A training and tools – great honest kōrero, we’re all still learning! And, John Henare presented wonderfully (and quickly) on the mahi he’s involved in for Te Arawhiti helping agencies lift their treaty response.

Finally, Dr Paula Blackett from the National Institute of Water and Atmospheric Research (NIWA) presented to the group about serious games to engage with people on the serious topic of climate change. The games NIWA have developed have real world outputs and as Paula says, you can gamify anything!

Check out more via:
niwa.co.nz/natural-hazards/our-services/serious-games-as-a-tool-to-engage-people

Key take-aways:

- One of my favourite points – children make up 24% of the population right now, but they are 100% of the future.
- Engagement professionals have an important role in healing the past, building a future and growing the spirit with, and through, our communities (Ngā Matarae).
- Think about how to procure services to get people in their community to do the work.
- Trust starts with showing people you are going to do what you said you were going to do...
- Communities have the solutions!

Find out about the 2021 IAP2 Australasia Conference

Finally, we took the opportunity to snap a picture of IAP2A NZ based Board Directors past and present.



L-R: Anne Pattillo, Moira Lawler, Carol Hayward, Ray Tye, Priscilla Steel, Jo Wilkins

For more perspectives, search #NZSymposium2021 on LinkedIn or Twitter.



2019 IAP2A Conference

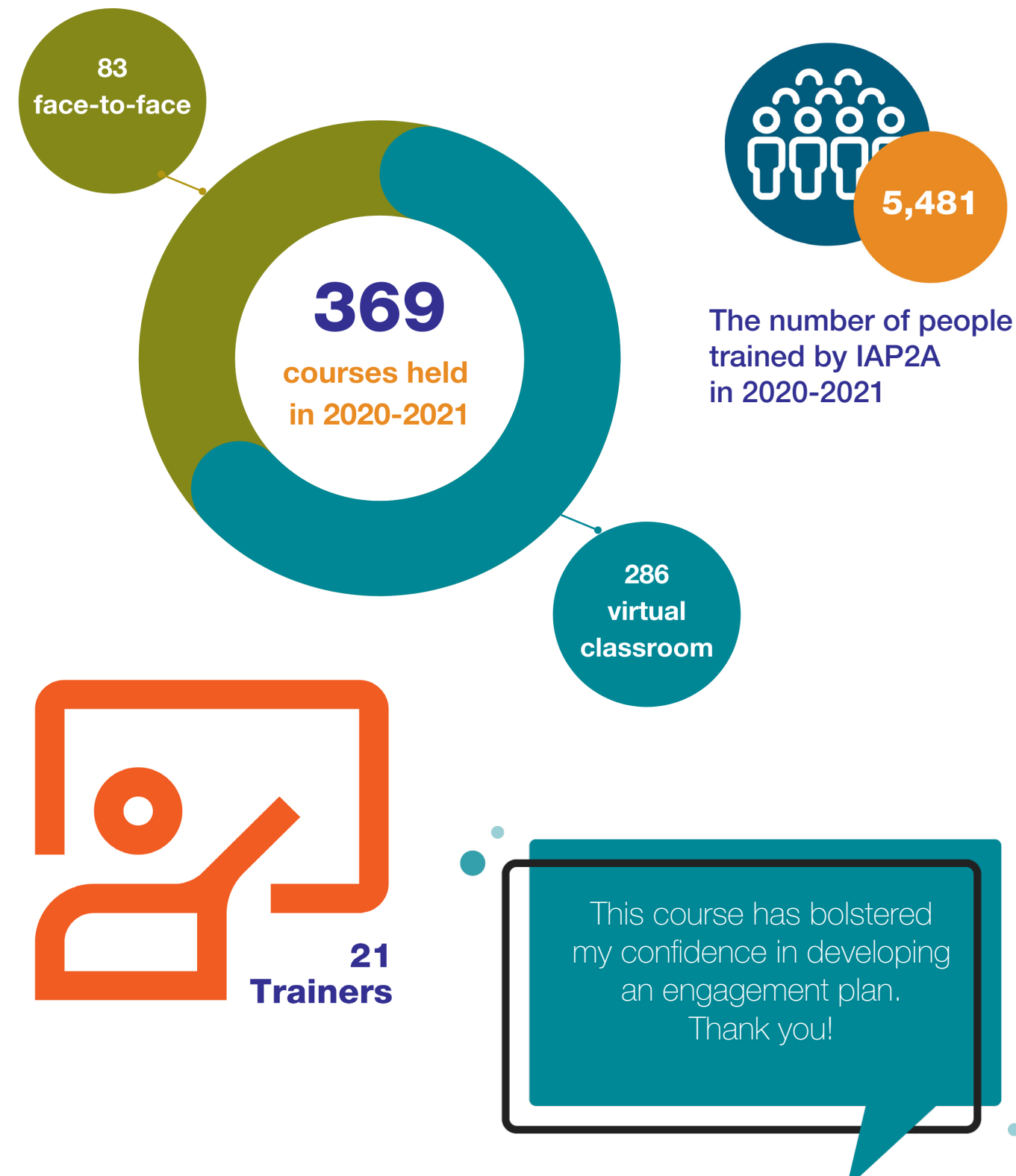
COMMUNITIES OF PRACTICE

Communities of Practice groups, across four key industry verticals/segments of Infrastructure, Environment & Sustainability, Emergency Management and Health Services, provide IAP2A members with a way to meet other practitioners, extend networks, learn from each other, and share ideas and issues. Members build their skills and knowledge, while supporting other professionals at all stages of development. A total of 115 people registered for the Communities of Practice meetings, where the member-lead chairs source speakers and presenters with relevant and topical content.

An ongoing focus over the coming year will be on supporting IAP2A's Young and Emerging practitioner members, with a view to developing and implementing strategies and programs for growing and integrating this key member segment.

[Find out more about IAP2A Communities of Practice](#)

IAP2 AUSTRALASIA TRAINING 2020-2021



IAP2 Australasia provides skill-based learning to people and organisations on what they need to know and do, so that they can successfully develop, deliver, and lead authentic engagement processes, and has been developed to meet the needs of the sector and industry. We are proud to say that it remains the must have engagement standard and is demanded by employers. It enables participants to achieve learning outcomes that improve performance on the job, as well as improve the quality of engagement processes and outcomes. It extends engagement knowledge and practice, and is delivered by our licensed trainers who are highly experienced Engagement Professionals.

Digital delivery goes from strength to strength

In response to the pandemic, IAP2A offered our first digitally delivered course in May 2020. By June 2021, a total of 12 courses were available to participate in online. This meant that Community Engagement and Stakeholder training was more accessible than ever before – regardless of location and lockdown restrictions.

New specialised course

In 2020 and 2021, IAP2A introduced limited edition specialised courses including Brave, Honest Conversations™ and Delivering Deliberative Engagement. New offerings on the horizon include Diversity, Equity and Inclusion in Engagement; Collaboration; Digital Engagement and Advanced Facilitation (Facilitating the Tough Stuff).

Advanced Mentoring Program: Mastering Engagement through Group Coaching and Mentoring

The Advanced Mentoring Program is a new concept in Professional Development for our Advanced Professionals. The program is co-created by the participants and features guidance in exploration of the Big 12 competencies by some of the industry's leading practitioners. Stay tuned for two pilot programs which will commence early in 2022.

Great format for virtual delivery, with the mixture of breakout rooms, group discussion and Jamboard. It was really engaging and an effective way to work together.

[Find out more about IAP2A training](#)

THANK YOU

Thank you to our stellar group of trainers for supporting IAP2 Australasia Training as we continue to navigate our way through the digital training realm. Your expertise and perseverance is appreciated by the many participants – past, present and future – completing IAP2 Australasia training.

“Great trainer, great content, great group of people. IAP2A always create a safe and supportive learning environment.”

DIGITAL STRATEGIES FOR DEALING WITH OPPOSITION AND OUTRAGE PARTICIPANT, MARCH 2021

“A high quality course with fantastic materials, organisation and facilitation. Thank you. Can’t wait for the next one.”

DIGITAL ENGAGEMENT ESSENTIALS PARTICIPANT, JULY 2021

“One of my key learnings from this course was the importance of good facilitation. Looking through the methods, there are many, but none are magic. The key in getting most out of any given method lies in being a smart, agile and adaptive facilitator. [The trainer] gave us a working masterclass in this and I didn’t even notice until after we were done. Bravo.”

DIGITAL ENGAGEMENT DESIGN PARTICIPANT, JUNE 2020



IAP2A trainers at the March 2019 Trainers Forum.

“Course content was great and covered well by [the trainer].”

DIGITAL ENGAGING WITH INFLUENCE PARTICIPANT, SEPTEMBER 2020

“Great course overall - got a lot out of it! Wonderful trainer and group of peers.”

DIGITAL ENGAGEMENT DESIGN PARTICIPANT, JUNE 2021



FROM OUR COMMITTEES

Professional Development Committee

Amy Hubbard

It has been another busy and rewarding year for our Professional Development Committee. We continue to work with IAP2 International on learning pathways for our members. This has been an exciting process that has highlighted the similarities and differences of engagement practices around the world. We have also been exploring different models for training to make it accessible, practical and rewarding for our learners.

Other initiatives have included developing a post-nominal framework, a methods matrix web-based tool, and an advanced mentoring program. As always, we have lots of great initiatives and projects - reflecting our members' desire for new skills, knowledge, and networks. Do you have an idea or a question? Please get in touch.

Advocacy Committee

Marion Short

The Advocacy Committee was formed to advance the profession by raising awareness of the value of engagement with key stakeholders. To read more about IAP2 Australasia's advocacy initiatives below take a look at page 18.

- **Shovel ready projects:** This past year IAP2 Australasia reinforced with both the Australian and New Zealand Governments that to deliver sustainable and valued project outcomes, it will be critical that engagement with stakeholders and communities continue.
- **Showcasing engagement excellence:** We showcased the 2020 Core Values Awards winners and finalists to Ministers, Premiers and/or elected officials – to very positive responses and the acknowledgement of the value of authentic engagement.
- **Three new strategies:** The new Strategic Plan includes three strategies to support embedding engagement into policy and regulatory frameworks, these are:
 - Invest in a research agenda that provides evidence for the value of engagement and supports authentic engagement – everyday.
 - Empower and support our members to influence key decision-makers and others.
 - Showcase the value of authentic engagement, to support embedding engagement into policy and regulatory frameworks.

Member Value Committee
Lance Brooks

The IAP2A Member Value Committee was established in 2020 to ensure that our organisation is continually striving to be both aware of and respond to our member’s current and future needs. The Member Value Committee comprises of a minimum of three directors appointed by the Board and up to three additional members from outside the Board.

Without a doubt, 2021 has proved to be the toughest and most challenging of years to ever face our industry and organisation. Having said that, it would also be fair to say that the IAP2A management team have done an outstanding job in ensuring that member’s services have not only been maintained throughout these difficult times but enhanced.

Our members and practitioners have once again led the way with innovative best practice community engagement across the industry throughout New Zealand and Australia.

One of the great strengths of the IAP2A organisation has been its ability, throughout the year, to manage and maintain its high standard and industry lead in the education and training of community engagement practitioners. Despite the times, IAP2A have managed to train a record 5,481 practitioners and as a result, have been able to register and welcome an amazing 1,323 new members.

This year’s conference will be the launchpad of IAP2A’s post-nominal program, the first stage in the rollout of the Professional Recognition Program, a major member initiative that the Board and management have been developing over the past two years. Full credit must go to both the management and the Professional Development Committee as this initiative will no doubt bring great value to the entire membership body of the IAP2A organisation.

Special mention must go out to Magdalena Malota, our new Membership Manager who joined IAP2A in late September 2020. Magdalena has been an absolute delight to work with and has brought great professionalism and insight into the role of membership services and has ensured that IAP2A has continued to support and develop the largest membership base across the whole IAP2 International network.

On behalf of all the membership body, I would also like to thank and acknowledge the following members who served on the committee over the last 12 months; Joanna Wilkins, Alistair Kingston, Amy Hubbard, Mike Butler, Adriana Pielak, and Pauline Murtagh, your service has been greatly appreciated and valued.

Research Working Group
Emanuela Savini – Chair | Dr. Robyn Cochrane – Deputy Chair

The Research Working Group (RWG) is dedicated to furthering IAP2 Australasia’s commitment to becoming the ‘go-to organisation for resources, research and advice’. At the beginning of 2021, we welcomed four new members. The RWG comprises up to 12 members who contribute diverse skills, expertise and experience from the higher education, local government, state government and private sectors.

The members of the working group for the year ended 30 June 2021 were Chair - E Savini, Deputy Chair - Dr R Cochrane, IAP2A Director P Townley and IAP2A Members C Hanley, D Jansen (resigned 30 November 2020), K Lewis, Dr R Mitchell, J Pham (resigned 30 November 2020), S Reeve, M Spencer, N Thompson (resigned 3 November 2020), and from April 2021 IAP2A Members B Kwan, E Lopes McInnes, P Narsey and SJ Pierce.

In 2020/2021 the RWG continued to undertake projects aligned with the Research Plan which included:

- Supporting the annual Community Survey which tracks member satisfaction as well as identifying emerging trends and needs of the sector.
- Building on work from the previous year, establishing strategies to generate a Case Study Library which aims to provide a valuable and practical resources for members. This included commissioning the development of some case studies as well as aligning the Case Study template with the Core Values Awards application process.
- Participating in the IAP2 International Research Group
- Undertaking support or speaking roles in IAP2 webinars.

In the coming year, the RWG will focus on the first stage of an Engagement Return on Investment project, expand strategies to build the Case Study Library and explore other channels to generate research outcomes for IAP2A members.

We would like to take this opportunity to thank all current and past RWG members for their contribution, time and expertise over the past year. Our appreciation also to Magdalena and Marion who provide invaluable support to the RWG.

THANK YOU TO OUR BOARD OF DIRECTORS



TONY CLARK

IAP2 Australasia Chair,
Director Communication and
Engagement, Department of
Health Victoria



AMY HUBBARD

IAP2 Australasia Deputy
Chair, Director and
Co-founder of Capire



LANCE BROOKS

Managing Director, Brooks
Community Consultants



KYLIE COCHRANE

IAP2 International Chair,
Managing Principal,
Communication &
Stakeholder Engagement
– Australia & New Zealand,
Aurecon



NATHAN CONNORS

Global Head of Product,
Bang the Table (now part of
Granicus)



ALISTAIR KINGSTON

Executive General Manager,
RPS, AAP Consultants



JOEL LEVIN

Principal Consultant and
Managing Director, Aha!
Consulting Australia



PRISCILLA STEEL

National Manager -
Community and Engagement,
Beca



PENNY TOWNLEY

Managing Director, Townley's
Environment Services



JO WILKINS

Team Leader - Local
Government Partnerships,
Waka Kotahi NZ Transport
Agency

[Find out more about the Board of Directors](#)



Financial Report 30 June 2021

ABN 20 165 006 511

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Statement of Profit or Loss and Other Comprehensive Income

for the year ended 30 June 2021

	Notes	2021 \$	2020 \$
Revenue	2	3,505,341	3,806,351
Expenses:			
Training and event costs		1,224,375	1,724,658
Governance expenses		24,387	36,914
Employment expenses		1,177,067	1,117,242
General expenses		718,827	748,591
Depreciation and amortisation expense		64,474	34,479
Total expenses		3,209,130	3,661,884
Surplus/(deficit) before income tax		296,211	144,467
Income tax expense	1h	-	-
Surplus/(deficit) for the year attributable to members		296,211	144,467
Other comprehensive income for the year		-	-
Total comprehensive income for the year attributable to members		296,211	144,467

The accompanying notes form part of these financial statements.

Statement of Financial Position

as at 30 June 2021

	Notes	2021 \$	2020 \$
Current assets			
Cash and cash equivalents	3	1,949,627	1,757,843
Trade and other receivables	4	200,275	251,642
Other financial assets	5	1,373,377	1,362,230
Total current assets		3,523,279	3,371,714
Non current assets			
Plant and equipment	6	14,450	773
Right-of-use assets	6	12,153	32,987
Intangible assets	7	148,002	190,288
Total non current assets		174,605	224,049
Total assets		3,697,885	3,595,763
Current liabilities			
Trade and other payables	8	1,233,945	1,413,598
Employee benefits	9	60,832	60,782
Lease liability and make good provision		20,124	19,788
Total current liabilities		1,314,901	1,494,169
Non-current liabilities			
Employee benefits	9	12,390	2,171
Lease liability		-	16,471
Total non-current liabilities		12,390	18,642
Total liabilities		1,327,290	1,512,810
Net assets		2,370,594	2,082,953
Members' equity			
Reserve	12	200,000	208,570
Retained earnings		2,170,594	1,874,383
Total members' equity		2,370,594	2,082,953

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

for the year ended 30 June 2021

Notes	Special projects reserve \$	Foreign currency reserve \$	Retained earnings \$	Total \$
2020				
Balance as at 1 July 2019	200,000	8,570	1,729,916	1,938,485
Surplus/(deficit)	-	-	144,467	144,467
Allocation to reserves	-	-	-	-
Balance as at 30 June 2020	200,000	8,570	1,874,383	2,082,953
2021				
Balance as at 1 July 2020	200,000	8,570	1,874,383	2,082,953
Surplus/(deficit)	-	-	296,211	296,211
Allocation to reserves	-	(8,570)	-	(8,570)
Balance as at 30 June 2021	200,000	-	2,170,594	2,370,594

Statement of Cash Flows

for the year ended 30 June 2021

Notes	2021 \$	2020 \$
Cash flow from operating activities		
Revenue and other receipts	3,908,221	4,445,214
Interest receipts	11,680	24,888
Payments to employees and suppliers	(3,701,939)	(3,733,708)
Net cash generated from operating activities	217,962	736,394
Cash flow from investing activities		
(Payments) / proceeds for intangible assets	-	(111,883)
(Payments) / proceeds for assets	(15,030)	-
(Transfer to)/proceeds from bank term deposits	(11,148)	(259,049)
Net cash provided by (used in) investing activities	(26,178)	(370,931)
Net increase/(decrease) in cash	191,784	365,462
Cash at the beginning of the year	1,757,843	1,392,381
Cash held at the end of the year	1,949,627	1,757,843

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

for the year ended 30 June 2021

1. Statement of significant accounting policies

The financial statements were authorised for issue on 28 September 2021 by the Board.

Basis of preparation

International Association for Public Participation Australasia Ltd applies Australian Accounting Standards – Reduced Disclosure Requirements as set out in *AASB 1053: Application of Tiers of Australian Accounting Standards*. The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements of the Australian Accounting Standards Board (AASB) and the Australian Charities and Not-for-profits Commission Act 2012. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards. Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

The functional currency is Australian dollars, and the amounts presented in the financial statements have been rounded to the nearest dollar.

Accounting policies

Adoption of new and revised Accounting Standards

No new or amended Accounting Standards have been adopted by the company during this financial period.

a. Revenue

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers, as per *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not-for-profit Entities*.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument. Interest revenue is recognised as it accrues, taking into account the effective yield on the financial asset. The gain or loss on disposal of non-current asset sales are recognised at the date control passes to the buyer, usually when an unconditional contract of sale is signed. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal (including incidental costs). All revenue is stated net of the amount of goods and services tax (GST).

b. Intangible assets - website development

Website development is recorded at cost. Website development has a finite life and is carried at cost less accumulated amortisation and any impairment losses.

c. Plant and equipment

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than its estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount, and impairment losses are recognised either in profit or loss. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(j) for details of impairment). Plant and equipment that have been contributed at no cost, or for nominal cost, are valued and recognised at the fair value of the asset at the date it is acquired.

Depreciation

The depreciable amount of all fixed assets is depreciated over the asset's useful life to the company commencing from the time the asset is held ready for use. Structural improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Class of fixed asset	Depreciation rate
Fixtures & fittings	20%
Office equipment	20% – 50%

Notes to the Financial Statements

for the year ended 30 June 2021

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise.

d. Leases

At inception of a contract, the company assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Entity where the Entity is a lessee. However, all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially, the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Entity uses the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options if lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset whichever is the shortest. Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Entity anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

e. Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset. Financial instruments are initially measured at fair value plus transactions costs except where the instrument is classified 'at fair value through profit or loss' in which case transaction costs are expensed to profit or loss immediately.

Classification and subsequent measurement

The company only has financial instruments that are measured at amortised cost using the effective interest rate method or cost. The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in the statement of comprehensive income.

Impairment

At each reporting date, the company assesses whether there is objective evidence that a financial instrument has been impaired. Impairment losses are recognised in the statement of comprehensive income.

Notes to the Financial Statements

for the year ended 30 June 2021

f. Cash and cash equivalents

Cash and cash equivalents include cash on hand; deposits held at-call with banks and other short-term highly liquid investments with original maturities of three months or less.

g. 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. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense. Receivables and payables in the statement of financial position are shown inclusive of GST. Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

h. Income tax

No provision for income tax has been raised as the company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

i. Provisions

Provisions are recognised when the company 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 recognised represent the best estimate of the amounts required to settle the obligation at reporting date.

j. Impairment of assets

At the end of each reporting period, the company assesses whether there is any indication that an asset may be impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

k. Comparative figures

Where required by Accounting Standards, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

l. Critical accounting estimates and judgments

The directors evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

m. Employee benefits

Short-term employee benefits

Provision is made for the company's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The company's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the statement of financial position.

Other long-term employee benefits

The company classifies employees' long service leave and annual leave entitlements as other long-term employee benefits as they are not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Provision is made for the company's obligation for other long-term employee benefits, which are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the remeasurement of obligations for other long-term employee benefits, the net change in the obligation is recognised in profit or loss classified under employee benefits expense.

Notes to the Financial Statements

for the year ended 30 June 2021

The company's obligations for long-term employee benefits are presented as non-current liabilities in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current liabilities.

n. Changes in foreign exchange rates

A foreign currency transaction shall be recorded, on initial recognition in the functional currency, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction. For practical reasons, an average rate for a month is used for all transactions in each foreign currency occurring during that period. However, if exchange rates fluctuate significantly, the use of the average rate for a period is inappropriate. At the end of each reporting period: foreign currency monetary items shall be translated using the closing rate; non-monetary items that are measured in terms of historical cost in a foreign currency shall be translated using the exchange rate at the date of the transaction; and non-monetary items that are measured at fair value in a foreign currency shall be translated using the exchange rates at the date when the fair value was measured.

2. Revenue

	2021 \$	2020 \$
Sales revenue		
Event income	54,549	444,972
Membership income	585,426	686,494
Membership income adjustment for prepayments	(79,880)	(36,871)
Training income	2,608,686	2,505,455
Other revenue		
Interest	7,605	24,888
Other income	328,955	181,413
Total revenue	3,505,341	3,806,351

3. Cash and cash equivalents

Note	2021 \$	2020 \$
Cash at bank and in hand - Australian	1,825,528	1,655,582
Cash at bank and in hand - New Zealand	124,099	102,261
Total cash and cash equivalents	11 1,949,627	1,757,843

4. Trade and other receivables

Note	2021 \$	2020 \$
Trade receivables	192,608	192,767
Provision for impairment	(3,485)	(24,133)
Prepaid expenses	10,772	45,555
Accrued income	380	37,453
Total trade and other receivables	200,275	251,642
Total trade and other receivables	200,275	251,642
Prepaid expenses	(10,772)	(45,555)
Total Financial assets classified as trade and other receivables	11 189,503	206,087

5. Other financial assets

Note	2021 \$	2020 \$
Term deposits	1,373,377	1,362,230
Total term deposits	11 1,373,377	1,362,230

Notes to the Financial Statements

for the year ended 30 June 2021

6. Plant and equipment

Note	2021	2020
	\$	\$
Office equipment & furniture at cost	5,428	5,428
Less accumulated depreciation	(5,428)	(4,655)
Total plant and equipment	-	773
Computer equipment at cost	15,030	-
Less accumulated depreciation	(580)	-
Total computer equipment	14,450	-
Right-of-use asset	41,668	41,668
Less accumulated depreciation	(29,515)	(8,681)
Total right-of-use asset	12,153	32,987
Movements in carrying amounts		
Balance at beginning of year	33,761	5,478
Additions (disposals)	15,030	41,618
Depreciation expense	(22,187)	(13,336)
Carrying amount at end of year	26,603	33,761

7. Intangible assets

Note	2021	2020
	\$	\$
Website & CRM at cost	211,431	211,432
Less accumulated amortisation	(63,429)	(21,143)
Total intangible assets	148,002	190,288
Movements in carrying amounts		
Balance at beginning of year	190,289	127,832
Additions (disposals)	-	83,600
Amortisation expense	(42,286)	(21,143)
Carrying amount at end of year	148,003	190,289

8. Trade and other payables

Note	2021	2020
	\$	\$
Accounts payable	415,797	597,508
Payable to taxation authorities	39,586	(9,915)
Accrued employment expenses	35,706	40,232
Customer deposits	231,720	275,333
Prepaid membership income	387,099	307,220
Prepaid income other	-	21,080
Accrued expenses	10,800	54,950
Royalty payable	113,237	124,790
Other payables	-	2,400
Total trade and other payables	1,233,945	1,413,598
Total trade and other payables	1,233,945	1,413,598
Payable to taxation authorities	(39,586)	9,915
Customer deposits	(231,720)	(275,333)
Prepaid membership income	(387,099)	(307,220)
Prepaid income other	-	(21,080)
Total Financial liabilities classified as trade and other payables	575,540	819,880

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Notes to the Financial Statements

for the year ended 30 June 2021

9. Employee benefits

Note	2021	2020
	\$	\$
Annual leave	60,832	60,782
Long service leave	12,390	2,171
Total employee benefits	73,222	62,953

10. Auditor remuneration

Note	2021	2020
	\$	\$
Audit services	12,500	12,500
Total auditor remuneration	12,500	12,500

11. Financial risk management

The company's financial instruments consist mainly of deposits with banks, term deposits, accounts receivable and payables. The entity does not have any derivative instruments at 30 June 2021. The totals for each category of financial instruments are as follows:

Note	2021	2020
	\$	\$
Financial assets		
Cash and cash equivalents	3 1,949,627	1,757,843
Trade and other receivables	4 189,503	206,087
Other financial assets	5 1,373,377	1,362,230
Total financial assets	3,512,507	3,326,159
Financial liabilities		
Trade and other payables	8 575,540	819,880
Total financial liabilities	575,540	819,880

12. Reserves

Note	2021	2020
	\$	\$
Special projects reserve	200,000	200,000
Foreign currency reserve	-	8,570
Total reserves	200,000	208,570

13. Key management compensation

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly, including any directors (whether executive or otherwise) of that entity is considered key management personnel. The totals of remuneration paid to key management personnel of the company during the year are as follows:

	2021	2020
	\$	\$
Compensation paid and payable	292,677	288,239
Total key management compensation	292,677	288,239

Notes to the Financial Statements

for the year ended 30 June 2021

14. Related party transactions

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other persons. The details of each related party transaction in 2021 is as follows:

Details of transaction	Amount paid (received) 2021 \$	Related member & position held with company	Related party & relationship	
Training courses for staff at RPS Manidis Roberts Pty Ltd	(2,050)	Alistair Kingston (Director)	RPS (Employee)	Continuing as Director
Amounts paid to RPS Manidis Roberts Pty Ltd for the delivery of training courses	38,008	Alistair Kingston (Director)	RPS (Employee)	Continuing as Director
Membership and training courses for staff at Capire Consulting	(1,761)	Amy Hubbard (Director)	Capire Consulting Group (Principal)	Continuing as Director
Training royalties	(22,120)	Joel Levin (Director)	AHA Consulting (Director)	Continuing as Director
Amounts paid to AHA! Consulting for the delivery of training courses	61,700	Joel Levin (Director)	AHA Consulting (Director)	Continuing as Director
Royalty Payments to IAP2 International	291,620	Kylie Cochrane (Director)	IAP2 International Board (members)	Continuing as Director
Membership and training courses for staff at Aurecon	(2,911)	Kylie Cochrane (Director)	Aurecon (Employee)	Continuing as Director
Membership and training courses for staff at Brooks Community Consultants	(1,140)	Lance Brooks (Director)	Brooks Community Consultants (Managing Director)	Continuing as Director
Training courses for staff at Beca Pty Ltd	(1,241)	Priscilla Steel (Director)	Beca Pty Limited (Employee)	Continuing as Director
Training courses for staff at Dept of Health & Human Services	(3,673)	Tony Clark (Director)	Dept of Health & Human Services (Employee)	Continuing as Director
Outsourcing of finance team	108,103	Nunzio Giunta (CFO)	Giuntabell Pty Ltd (Director)	Continues as outsourced Finance Team

Notes to the Financial Statements

for the year ended 30 June 2021

15. Governance expenses

Governance Expenses are the costs incurred by the company to hold Board meetings and the investment in Board development.

16. Contingent assets and contingent liabilities

Contingent assets

The company is not aware of any contingent assets as at 30 June 2021.

Contingent liabilities

The company is not aware of any contingent liabilities as at 30 June 2021.

17. Organisation details

The registered office of the company and principal place of business is Suite 902, level 9 Toowong Tower, 9 Sherwood Road, Toowong QLD 4066.

18. Events after reporting date

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has been financially neutral for the company up to 30 June 2021, it is not practicable to estimate the potential impact, positive or negative, after the reporting date. The situation is rapidly developing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

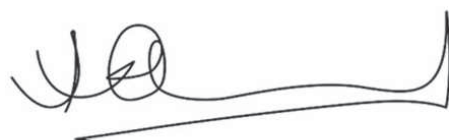
No other matter or circumstance has arisen since 30 June 2021 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

Directors' Declaration

The directors of the registered entity declare that, in the directors' opinion:

1. The financial statements and notes, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - a. comply with Australian Accounting Standards – Reduced Disclosure Requirements; and
 - b. give a true and fair view of the financial position of the registered entity as at 30 June 2021 and of its performance for the year ended on that date.
2. There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.



Tony Clark - Chair

Dated this 28th September 2021

International Association for Public Participation Australasia Ltd

Independent auditor's report to members

Report on the Audit of the Financial Statements

Opinion

We have audited the financial report of International Association for Public Participation Australasia Ltd. (the Company), which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion the financial report of International Association for Public Participation Australasia Ltd has been prepared in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- a) Giving a true and fair view of the Company's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- b) Complying with Australian Accounting Standards – Reduced Disclosure Regime and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

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 are independent of the Association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2021, 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.

ACCOUNTANTS & ADVISORS
Level 20, 181 William Street
Melbourne VIC 3000
Telephone: +61 3 9824 8555
williambuck.com

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 concluded 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 the Directors for the Financial Report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Regime and the ACNC Act and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Company'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 directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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 the 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 this financial report.

A further description of our responsibilities for the audit of these financial statements is located at the Auditing and Assurance Standards Board website at:
<http://www.auasb.gov.au/Pronouncements/Australian-Auditing-Standards/Auditors-Responsibilities.aspx>

This description forms part of our independent auditor's report.



William Buck Audit (Vic) Pty Ltd
A.B.N. 59 116 151 136



A.P. MARKS
Director
Dated: Melbourne 28th September 2021

AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION S60-49 OF THE AUSTRALIAN CHARITIES AND NOT-FOR-PROFITS COMMISSION ACT 2012 TO THE DIRECTORS OF INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION AUSTRALASIA LTD

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2021 there have been:

- no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.



William Buck Audit [Vic] Pty Ltd
ABN 59 116 151 136



AP MARKS
Director

Melbourne: 28th September 2021

ACCOUNTANTS & ADVISORS

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