



IPAA QUEENSLAND  
**ANNUAL REPORT**  
2022-23

INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
QUEENSLAND

# IT'S YOUR IPAA

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## ABOUT US

The Institute of Public Administration Australia (IPAA) Queensland is the professional association for public servants across all levels of government in Queensland and those from the community, business and university sectors engaged in public purpose work. We provide opportunities to build and strengthen professional connections, facilitate and stimulate discussions to challenge thinking, and inform on key topics, issues and policies relevant to public purpose work.

## OUR MISSION

To advance the capability and integrity of all engaged in public administration and public purpose work and to promote pride in service.

## OUR VALUES

Inclusiveness | Integrity | Service

This report has been produced to provide members with information on our performance and activities.

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## MESSAGE FROM OUR **PATRON**

As Governor of Queensland and Patron of the Institute of Public Administration Australia (IPAA), Queensland, I am once again very pleased to provide this foreword for your Annual Report covering the 2022-2023 financial year.

Serving communities is the focus of IPAA, and given the breadth of that task, I would like to express my gratitude, and that of all Queenslanders, for the dedication and commitment of our public administration workers to delivering an incredible array of public purpose outcomes.

IPAA continues to provide great support to the development and growth of its workforce, from those in leadership roles, to those starting out in public service work. Contemporary thinking about what constitutes the public interest and how to manage the interface between the public service and communities, informs the professional growth opportunities that are available, ensuring their relevance and value.



I was honoured to open and attend the inaugural International Women's Day Stewards on the Couch event this year, and the series continues to be a very popular feature of the IPAA annual program.

The Irene Longman Oration was another such highlight, with Emeritus Professor Peter Coaldrake speaking on the theme of "Pride and Purpose in Service", and with the commencement of a new Mastercraft seminar series, the reinvigoration of the Challenger Series and the reimagining of the flagship annual event into the Chief Executives and Emerging Leaders Breakfast, your ongoing mission to fully equip those who lead and innovate for a better public service for all Queenslanders was confirmed.

The Institute of Public Administration Australia is an upstanding organisation that continues to develop and implement valuable public purpose outcomes for all Queenslanders. My congratulations on another outstanding year.

**Her Excellency the Honourable Dr Jeannette Young  
AC PSM**

Governor of Queensland

## PRESIDENT'S MESSAGE

I am pleased to present the IPAA Queensland annual report for the 2022-23 financial year.

IPAA Queensland's mission of advancing the capability, integrity and professionalism of public administration and promoting pride in service, continues to be exceptionally relevant, perhaps now more than ever.

At a time when trust in government remains a challenge and integrity in public administration receives ever closer scrutiny, our goals of being a voice for the profession and promoting thought leadership and best practice in public administration, are increasingly important. This was highlighted by several high-profile independent reviews over the past 12-18 months, including the Royal Commission into the Robotdebt Scheme at a Commonwealth level, and in Queensland the Review of Culture and Accountability in the Queensland Public Sector (Coaldrake Review).

IPAA Queensland plays an important role in supporting the profession of public service, at all tiers of government in Queensland, to both inform and challenge thinking on such topics. To that end, we were pleased to deliver the first of our new Mastercraft Series on the topic of Royal Commissions and Public Inquiries. Further, we invited Emeritus Professor Peter Coaldrake AO to deliver the Irene Longman Oration. Professor Coaldrake painted an



engaging reflection on the theme of Pride and Purpose in Service, just a few months after he handed down his review of the Queensland public sector.

Further, I was particularly pleased to join my esteemed colleagues, Michelle Lees, Deputy CEO, Services Australia, and Sonia Cooper, CEO, Ipswich City Council, on a discussion panel for our inaugural International Women's Day Stewards on the Couch in March 2023, delivered in partnership with the Australia and New Zealand School of Government (ANZSOG) and moderated by Professor Catherine Althaus from ANZSOG.

We have an important and unique role in tackling some of the timely issues and challenges in public administration and supporting our members to develop best practice responses.

It has been my privilege to serve as President of IPAA Queensland since 1 January 2023, following the retirement from Council of our immediate past President, Ian Stewart AO. Ian was a founding member of the Council since our incorporation in 2018. In December 2022, we presented Ian with our inaugural award of Honorary Life Membership, in recognition of his outstanding and long-term contribution to IPAA Queensland and personal dedication to public purpose work.

This year Council farewelled former Public Sector Commissioner and our founding President, Robert Setter, and welcomed his successor Commissioner David Mackie. I would also like to acknowledge Rob's long-term commitment to IPAA Queensland. Without his passion and hard work leading our re-establishment in 2017-18, we would not exist. In January 2023, we were also excited to welcome Graham Fraine, CEO, Brisbane 2032 Coordination Office to Council and to see our Secretary, Tanya Hornick, take on additional responsibilities as Vice President of IPAA Queensland.

Our partners and sponsors are as committed as ever to supporting us in our mission. They support not only our thought-leadership program, but also our organisational capability. This year, we were assisted by our long-term partner, KPMG, to review our membership model. We thank KPMG for their expertise and look forward to building on the review with enhancements to our model in 2023-24.

Looking ahead, IPAA Queensland seeks to provide even more value to our members by staying at the forefront of the emerging issues and thinking in public administration, and by diversifying our value proposition. The next 12 months and beyond will be an exciting period for IPAA Queensland as we consolidate and reflect on the learnings from our first five years of operation and build on our success.

Finally and most importantly, I thank our members and partners, and everyone who engaged with us at events or online this year. I look forward to seeing you again in 2023-24.

**Deidre Mulkerin**  
President – IPAA Queensland

## DIRECTOR'S REPORT

The 2022-23 financial year was very successful for IPAA Queensland.

We continued to do what we do best – deliver a program of events that develop thought-leadership in public administration in Queensland. We also revitalised and enhanced this program.

We nudged thinking with our reinvigorated Challenger Series, on two topics both core to and emergent in the practice of public administration. We welcomed international thought-leader, David Snowden, who shared his latest thinking on complexity and citizen engagement. We also asked whether current thinking about crises and resilience should be challenged in the post-COVID world, through a stellar panel of local experts and practitioners.

Further, we strengthened and diversified our program with the launch of our new Mastercraft Series, a masterclass in a core topic or competency in the craft of public administration. The inaugural and very timely topic was also tackled by a leading expert in the field.

Growing engagement with our members and our presence as the professional association trusted by public purpose workers and organisations in Queensland, has been another area in which we excelled. We gained three new valued organisational members and developed several new partnerships with private sector organisations.



Combined, our members and partners are the lifeblood of IPAA Queensland. Membership is held by individuals and organisations who are truly invested in their craft of public administration. We exist to serve those who serve the public – our members. Our partners also play a key role, by providing complementary capabilities and attracting new audiences to our program, they are essential to our continued success.

As we look forward to 2023-24 and beyond, we are keenly focused on 1) ensuring that IPAA Queensland continues to build trust from the sector, and 2) delivering on our mission in new and engaging ways. This year we trialled hybrid events, which allowed both in-room and remote participation for some events. We also invested in delivering more “bite-sized” insights through our LinkedIn channel, which saw us increase our online presence and audience significantly. We also took on topics that straddle both public sector management and public policy, importantly placing us in the wider realm of public administration.

These are a taste of some of the developments members can expect from IPAA Queensland over the next two-to-three years.

I acknowledge our past Presidents, Ian Stewart and Robert Setter, for their leadership and passion for IPAA, and our current President Deidre Mulkerin and Vice President and Secretary Tanya Hornick, for taking up the mantle and leading IPAA Queensland’s robust and independent governance.

Finally, on behalf of the IPAA Queensland team, I thank our members for their support and trust, our partners for their collaboration, and the IPAA Queensland Council for their stewardship in 2022-23.

**Andrew Wills**

Director - IPAA Queensland

## OUR COUNCIL

2022–23 members include:



**PRESIDENT**  
**IAN STEWART**

Leadership Advisor and Director  
(until Dec 2022)



**PRESIDENT**  
**DEIDRE MULKERIN**

Director-General,  
Department of Child  
Safety, Seniors and  
Disability Services  
(President from Jan 2023)



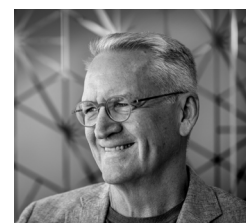
**VICE PRESIDENT &  
SECRETARY**  
**TANYA HORNICK**

Strategic Partnership  
Manager (Queensland),  
Australian Bureau of  
Statistics  
(Secretary until Dec 2022)



**TREASURER**  
**NEIL SCALES**

Director-General,  
Department of  
Transport and  
Main Roads



**EX OFFICIO**  
**ROBERT SETTER**

Public Sector  
Commissioner  
(until May 2023)



**EX OFFICIO**  
**DAVID MACKIE**

Public Sector  
Commissioner  
(from May 2023)



**RACHEL**  
**HUNTER**

Director-General,  
Department of the  
Premier and Cabinet



**MARK**  
**LE DIEU**

Group Manager  
(Community Grants  
Hub), Department of  
Social Services



**ASHLEY**  
**MARSHALL**

General Manager  
Government (Business,  
Government and  
International),  
Australia Post



**ANGELA**  
**MASSY**

Director of Corporate  
Services, Strive Community  
Care



**DR SCOTT**  
**PRASSER**

Public Policy Consultant  
and Commentator



**TIM**  
**REDEL**

Group Leader (Social  
Solutions), Institute  
for Social Science  
Research, University of  
Queensland



**GRAHAM**  
**FRAINE**

Chief Executive  
Officer, Brisbane 2032  
Coordination Office,  
Department of Premier  
and Cabinet  
(from Jan 2023)



IPAA Queensland is governed by an elected Council, supported by the Queensland Government Chief Executive Leadership Board. The Council is responsible to association members for the overall performance of IPAA Queensland. It sets the strategic priorities, goals and key performance indicators, and oversees its activities and operation. Council members are active champions of IPAA Queensland and promote the association’s value and activities. Membership during 2022–23 included chief and senior executives from state and commonwealth government, community services, industry, and academia.

### Council meeting attendance

	AUGUST 2022	NOVEMBER 2022	FEBRUARY 2023	MAY 2023
Angela Massy	✓	✓	✓	✓
Ashley Marshall		✓		
David Mackie				✓
Deidre Mulkerin	✓	✓	✓	✓
Graham Fraine			✓	✓
Ian Stewart	✓	✓		
Mark Le Dieu	✓	✓	✓	✓
Neil Scales			✓	✓
Rachel Hunter		✓		
Robert Setter		✓	✓	
Dr Scott Prasser	✓		✓	✓
Tanya Hornick	✓	✓	✓	✓
Prof Tim Reddel	✓		✓	

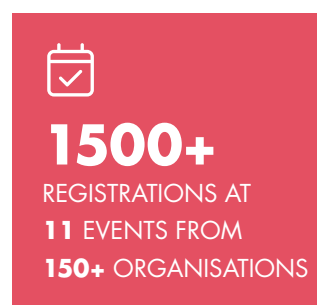
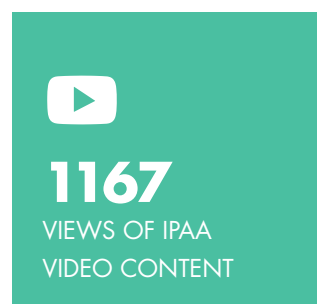
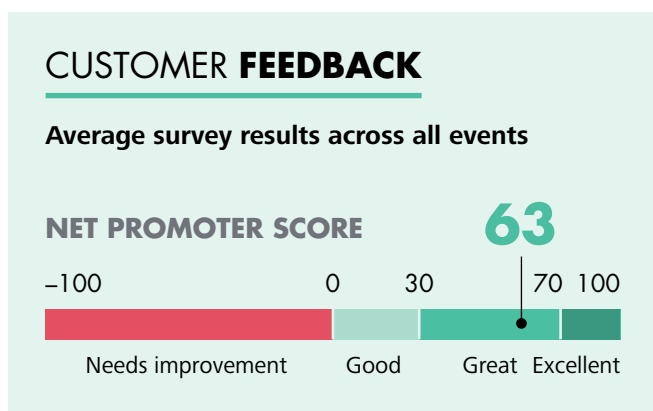
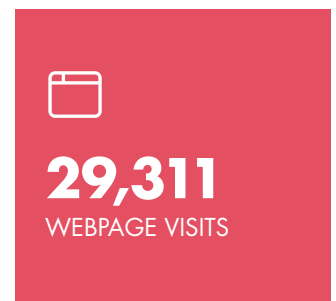
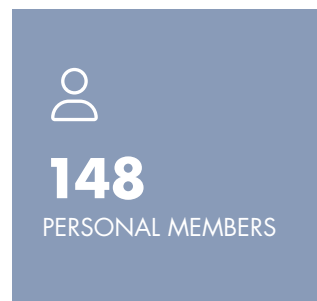
## YEAR AT A GLANCE

IPAA Queensland continued its focus on three strategic priorities throughout 2022-23:

1. Grow our membership across the public purpose ecosystem (government, university, community and business sectors) and among young professionals.
2. Provide opportunities for professional development through events and digital content that address good practice and challenge thinking.
3. Enhance the positive reputation of public purpose effort by bringing together the knowledge and experience from across the public purpose ecosystem to provide a safe and trusted platform for robust discussions and debates for the benefit of our members and broader community.

Our thought-leadership program of events and digital content continues to develop capability in public administration and encourage pride in service across the IPAA Queensland community.

This year, the reinvigorated Challenger Series, challenged thinking on key areas of public policy and public sector leadership, and our newly launched Mastercraft Seminar Series developed core knowledge in public administration. Further, we launched our inaugural International Women's Day event, which will become a new flagship celebration of inclusiveness and pride in service each year.



## OUR MEMBERS

This year we grew our organisational membership to 28 organisations, as we proudly welcomed the Office of the Inspector General Emergency Management (IGEM), the Queensland Curriculum Assessment Authority (QCAA), and the Public Trustee of Queensland to the IPAA Queensland member community.

Our 2022-23 financial year members included:

- Crime and Corruption Commission
- Department of Agriculture and Fisheries
- Department of Child Safety, Seniors and Disability Services
- Department of Education
- Department of Energy and Public Works
- Department of Environment and Science
- Department of Housing
- Department of Justice and Attorney-General
- Department of Premier and Cabinet
- Department of Regional Development, Manufacturing and Water
- Department of Resources
- Department of State Development, Infrastructure, Local Government and Planning
- Department of Tourism, Innovation and Sport
- Department of Transport and Main Roads
- Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts
- Department of Youth Justice, Employment, Small Business and Training
- Office of the Inspector General of Emergency Management
- Public Sector Commission
- Public Trustee of Queensland
- Queensland Audit Office
- Queensland Corrective Services
- Queensland Curriculum & Assessment Authority
- Queensland Fire & Emergency Services
- Queensland Health
- Queensland Police Service
- Queensland Treasury
- Queensland Treasury Corporation
- State Library of Queensland

Members are the backbone of IPAA Queensland. Their support enables us to deliver our trusted and highly-regarded program of events and initiatives.

Organisational members receive a number of benefits, including participation in flagship events such as the

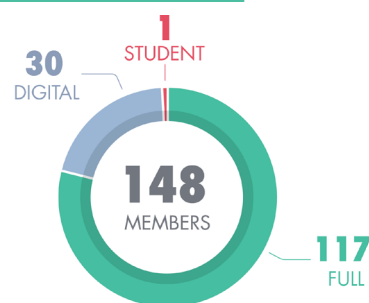
Chief Executives and Emerging Leaders Breakfast and the Irene Longman Oration, as well as priority registration for signature series such as the Stewards on the Couch series, Challenger series and newly established Mastercraft lecture series.

Our individual members are professionals who are deeply invested in the profession of public service and the advancement of public administration in Queensland. They receive additional personal benefits, including complimentary participation in our signature series events, networking opportunities, and discounted tertiary courses with our university collaborators.

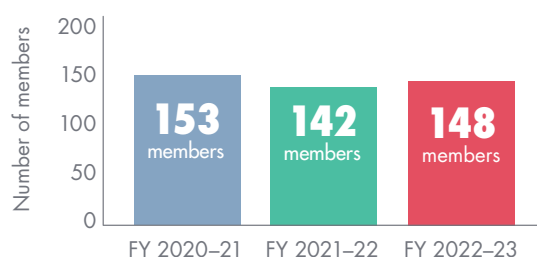
IPAA Queensland’s digital membership offering provides a cost-effective option for those located outside the Brisbane area, enabling them to stay connected with our activities through priority online access to recorded content.

In 2022-23 we undertook a review of our membership model, supported by our valued partners at KPMG. As we consolidate the findings of this review, we will deliver an optimised membership model and value proposition in 2023-24 and beyond.

## MEMBERSHIP STATISTICS



MEMBERSHIP BREAKDOWN (FY 2022-23)



## OUR PARTNERS

IPAA Queensland continues to grow a connected network of individuals and organisations engaged in public purpose work. The number and calibre of organisations interested in partnering with us is a testament to the value that IPAA Queensland brings. Partnerships enable us to harness the knowledge, experience, and connections of our partners for the benefit of our members and broader community.

These are essential to a sustainable and impactful IPAA Queensland and will continue to be a priority. Formal partnerships are in place with professional services firms, universities, and local government. IPAA Queensland is pleased to acknowledge and thank:

**OUR PARTNERS**

QSuper  
Part of Australian Retirement Trust

mgd.

HOLDING REDLICH

JBDO

LUMINARY

KPMG

optalent

Deloitte.

QBANK

ANZ SOG

CYNEFIN CENTRE

complexability

csia

Sharp & Carter

SUSANNE  
LE BOUTILLIER

**UNIVERSITY PARTNERS**

QUT eX  
Professional and executive education

THE UNIVERSITY OF QUEENSLAND  
AUSTRALIA

Griffith  
UNIVERSITY

## OUR EVENTS

This year IPAA Queensland diversified and strengthened our strategic thought-leadership program, delivering an impressive 11 significant events to over 1,500 public purposes professionals, featuring 28 sector leaders, international experts and thought-leaders.

Our program continued to attract a diverse audience with participants registered from government organisations, professional services firms, not-for-profit organisations, and universities – a reflection of the value offered by our high-calibre, influential program.

We reinvigorated our Challenger Series. This series aims to facilitate discussion on topics and issues that are challenging in their very nature, to spark conversations that can lead to real impact and to be a catalyst for transformation in public purpose work in Queensland. These interactive forums are based on respectful collaboration and are intended to provide a platform to promote ideas and discussion about emerging issues, innovation, and future public service reform.

Demonstrating our strongly held values of inclusiveness, integrity and service, in 2023 we launched what will become the newest addition to our program of annual events – our International Women’s Day Stewards on the Couch.

Our CEO and Emerging Leaders Breakfast is a hugely popular event on the public sector calendar in Queensland and this year was no exception. With international keynote speaker, Holly Ransom, we attracted one of our sell-out largest audiences to date for this event, pushing Brisbane’s iconic City Hall to capacity.

We also launched the brand-new Mastercraft Seminar Series. These interactive lectures are designed to promote evidence-based and thoughtful practice in public policy and public management, and to develop essential knowledge and skills in the craft of public administration (particularly amongst young professionals and those new to public service). A masterclass in a key capability in the craft of public administration.

Participant feedback from each and every event is exceptionally valuable and helps to shape our annual program. We were pleased to receive excellent feedback this year on all events and our overall program, boosting our net promoter score even higher this year.

The suggestions and requests of our members and participants helps to ensure our value proposition and our place as a trusted course of information and knowledge on contemporary public administration.



## OUR EVENTS SUMMARY



**CHALLENGER SEMINAR ON COMPLEXITY**  
August 2022



**CHALLENGER SEMINAR ON RETHINKING CRISES**  
September 2022



**IRENE LONGMAN ORATION**  
October 2022



**ON THE COUCH WITH MIKE KAISER**  
November 2022



**LOOKING BACK AND LOOKING FORWARD WEBINAR**  
December 2022



**COMMISSIONING FOR OUTCOMES ROUNDTABLE**  
February 2023



**INTERNATIONAL WOMEN'S DAY ON THE COUCH**  
March 2023



**BEHAVIOURAL SCIENCE IN THE WILD SEMINAR**  
March 2023



**CEO AND EMERGING LEADERS BREAKFAST**  
April 2023



**MASTERCRAFT SEMINAR**  
May 2023



**ON THE COUCH WITH SAMAY ZHOUAND**  
June 2023

## EVENTS **SPOTLIGHT**

### REINVIGORATED **CHALLENGER SERIES**

#### CITIZEN ENGAGEMENT THROUGH **COMPLEXITY**

15 August 2022 | In partnership with Cynefin Centre, Complexity and QUTeX

We re-launched our Challenger Series with a provocative and challenging conversation with international thought-leader Dave Snowden, creator of the Cynefin® Framework, which sought to share the latest in research and practice in citizen engagement, design thinking and community voice during complex times - challenges that are increasingly present for the modern public purpose worker.

Dave was joined by Beth Smith, Programme Manager for Citizen Engagement at the Cynefin Centre, in a conversational style event facilitated by Professor Brett Heyward, QUTeX.



#### RETHINKING CRISES IN A **POST-COVID WORLD**

14 September 2022 | Sponsored by QBANK

Events such as the bushfires, the COVID-19 pandemic, and floods across Australian jurisdictions over the last few years, have required adaptive responses from governments at all levels. At times they have called for unprecedented policy decisions. These have stretched the capacities, resilience and resources of public purpose organisations beyond previous bounds and indeed, that of the communities they serve.

This discussion, led by Dr Anne Tiernan, provoked thoughts and practical insights from our expert panelists: Alistair Dawson (Inspector General Emergency Management), Professor Cheryl Desha (Griffith University) and Collin Sivalingum (Australian Red Cross).



## EVENTS **SPOTLIGHT (CONT.)**

### IRENE LONGMAN **ORATION**

20 October 2022

Our flagship annual lecture, named after the first woman to enter the Parliament of Queensland, Irene Longman, was delivered in 2022 by Emeritus Professor Peter Coaldrake AO.

This timely lecture on the theme of 'pride and purpose in service' honoured Ms Longman's legacy as a public policy innovator, who challenged the status quo and was a true thought-leader of her time.

Professor Coaldrake drew on his long and distinguished career in public leadership and reform, offering learnings and reflections about the important burden, importance and meaning of public service work. Insights that resonated with seasoned leaders as well as new and emerging leaders in the service.

Following the lecture, he was joined by Professor AJ Brown, Griffith University, who opened and led an interactive question and answer session with IPAA Queensland members in attendance.





## EVENTS **SPOTLIGHT (CONT.)**

### INAUGURAL INTERNATIONAL WOMEN'S DAY **STEWARDS ON THE COUCH**

8 March 2023 | In partnership with ANZSOG

In collaboration with the Australia and New Zealand School of Government (ANZSOG), and building on the success of our Stewards on the Couch format, we celebrated this important day by showcasing a panel of impressive and innovative public sector leaders and stewards from across three tiers of government.

Our Stewards, Deidre Mulkerin - Director-General, Department of Children, Youth Justice and Multicultural Affairs, & IPAA Queensland President, Sonia Cooper – CEO, Ipswich City Council, and Michelle Lees – Deputy CEO, Services Australia, took to the couch for a candid and thought-provoking discussion about leadership, career journeys, challenges, overcoming barriers, catalysing change, and leading with courage and authenticity. They were joined by Dr Linda Colley, Queensland's first Special Commissioner, Equity and Diversity who set the scene.

We were honoured to be joined by Her Excellency the Honourable Dr Jeannette Young AC PSM, Governor of Queensland, IPAA Queensland Patron, who officially open our inaugural International Women's Day event.



## EVENTS **SPOTLIGHT (CONT.)**

### NEW **MASTERCRAFT SERIES**

#### ROYAL COMMISSIONS **PUBLIC INQUIRIES AND REVIEWS**

11 May 2023

Royal Commissions, such as the Robodebt Royal Commission, and other forms of public inquiry receive much notoriety and attention across the public and media spheres. But do they all have the potential to spur transformative change? What is their real public policy role? And – why should public servants and the wider public care about them?

This first in our new Mastercraft seminar series saw Dr Scott Prasser, Public Policy Consultant and IPAA Queensland Councillor, deliver a thought-challenging and interactive masterclass on this key area of knowledge in the craft of public administration.



## **IPAA AWARDS**

Each year, IPAA National bestows the Award of National Fellow to a select group of individuals across Australia who have made an outstanding contribution to the practice or study of public administration and to IPAA. Recipients of these awards are announced at the annual IPAA National Conference. The 2022 recipients were announced at the conference by IPAA National President, Professor Renée Leon PSM FIPAA.

The Queensland recipient of the 2022 National Fellow award was Ms Rachel Hunter PSM, Director-General, Department of Premier and Cabinet, and IPAA Queensland Councillor.

The Award recognised Ms Hunter’s distinguished service as an accomplished public purpose leader, having led various public sector portfolios over an extensive career where she has driven significant public sector development and reform. She brings an outcomes-focused and values-led leadership style.

She is the first female Director-General of the Department of the Premier and Cabinet in Queensland. She is a member of the Trade and Investment Queensland Board, Building Queensland Board and the National First Secretaries Group. She also serves as the Deputy Chancellor, Griffith University and has chaired the Board of Jobs Queensland providing industry and evidence-based advice on skills needs and workforce planning, and has served as the Chair of Children’s Health Queensland.

In 2020, Ms Hunter was awarded a Public Service Medal for outstanding public service to the community of Queensland.

Emeritus Professor Peter Coaldrake AO presented Ms Hunter with her award at the Irene Longman Oration on 20 October 2022.

## **OUR GOVERNANCE**

IPAA Queensland has continued implementation of sound corporate and financial governance arrangements, enabling us to meet our reporting obligations under the Associations Incorporation Act 1981 (Qld) and in line with the Australian Accounting Standards.

Implementing our financial governance arrangements and meeting all reporting requirements continues to benefit from the generous support from BDO Brisbane – a leading accountancy and advisory firm with extensive experience in servicing not-for-profit organisations in Queensland. BDO Brisbane provides in-kind professional advice, guidance and assistance to IPAA Queensland. We are grateful for their continued support for our mission.

## OUR **EMERGING LEADERS**

IPAA Queensland established its Emerging Leaders Working Group in 2021.

The working group supports IPAA Queensland’s priority for delivering initiatives that meet the needs of young professionals and emerging leaders engaged in public purpose work. IPAA Queensland recognises that emerging leaders have an important role to play as public service and public purpose work stewards of the future.

The working group provides an important opportunity for emerging leaders and early career professionals from IPAA Queensland member organisations and IPAA individual members to contribute to our vision, direction and activities. Comprised of early career and emerging leaders from the state government, commonwealth government and university sectors, the group provides valuable guidance and advice to ensure that IPAA activities and communications are relevant and engaging to new professionals and up-and-coming leaders. The group led the development of the topic and identification of speakers for the 2023 CEOs and Emerging Leaders Breakfast and played a hands-on role in the delivery of the event. Members of the group have also authored articles for the IPAA Queensland website, enriching and deepening the insights and perspectives shared with the IPAA community.



The group met several times throughout the year and is stewarded and mentored by IPAA Queensland Council Secretary and Vice President Tanya Hornick.

“The Emerging Leaders Working Group has provided fantastic opportunities to meet with other emerging leaders, as well as exposure to well-developed leaders throughout the public sector, while contributing to IPAA’s vision, direction and activities. My experience in the group has helped mold my own leadership style as I encountered a wide variety of leadership role models, a diverse arrange of experience, and valuable mentorship from IPAA stewards” Jeff Ikin, Emerging Leaders Working Group member.

## COMMUNICATIONS AND ENGAGEMENT

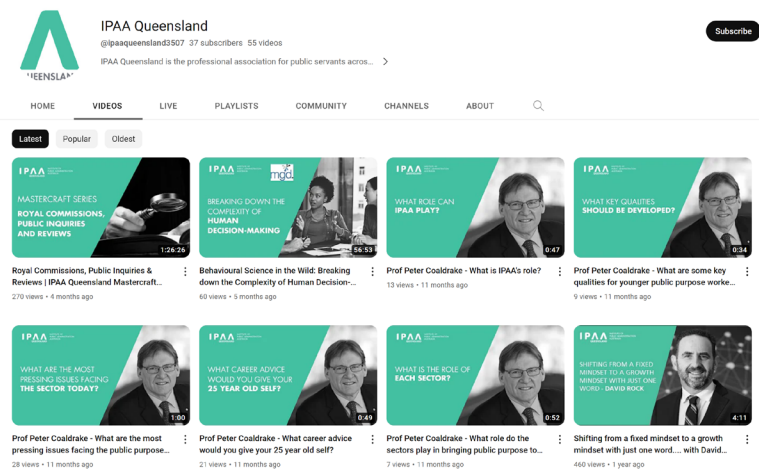
IPAA Queensland uses four key channels to engage with our members and community.

**Website:** the IPAA Queensland website features over 110 articles (with 30 published this year) – a curated collection of thought-leadership, sector interest and content pieces to keep our audience updated on the latest in best practice. Our website attracted just under 30,000 views.

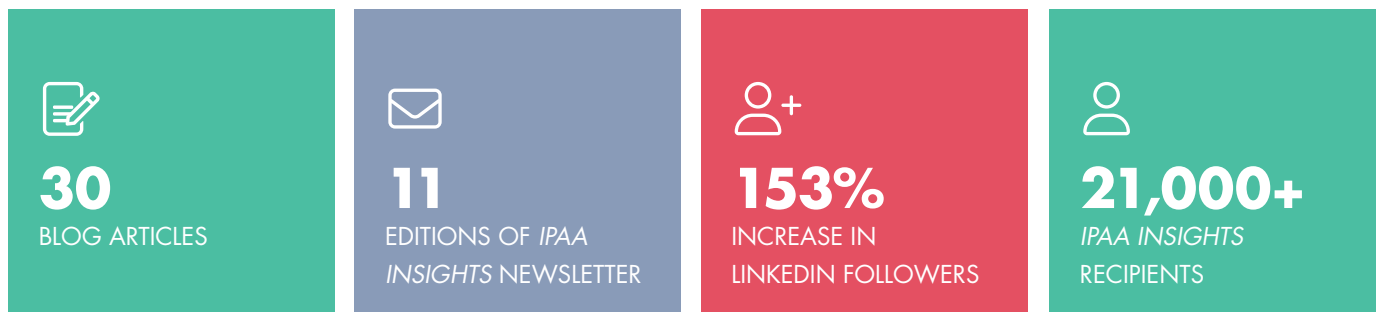
**Newsletter:** *IPAA Insights* also continues to engage our audience. We issued 11 editions during 2022-23, achieving an impressive average open rate (33 per cent) and click through rate (14 per cent), well above industry benchmarks. Importantly, our website and *IPAA Insights* regularly feature thought-leadership and the latest knowledge from our partners and collaborators.

**Social media:** our social media channels achieved solid organic growth during this financial year with nearly 84,000 impressions through our LinkedIn channel which also grew significantly (153 per cent during the reporting period). We are pleased to see more of the public purpose community connecting with us and engaging with our content.

**YouTube:** our YouTube channel features a growing collection of video content – from event highlights to full webinar recordings and vox pops of our most popular speakers, achieving 1,167 views.



### 2022-23 marketing highlights



## **FINANCIAL STATEMENTS**

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**Institute of Public Administration Australia (IPAA) Queensland  
Financial Statements  
For the year ended 30 June 2023**

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**For the year ended 30 June 2023**

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**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND  
ABN 74 210 810 471**

**Management Committees' Report**

**For the year ended 30 June 2023**

Your committee members present the financial report of the Institute of Public Administration Australia (IPAA) Queensland for the year ended 30 June 2023.

**Management Committee members**

The following persons were committee members of IPAA throughout the period:

Position	Committee member	Period
President	Ian Stewart	1 July 2022 to 31 December 2022
President	Deidre Mulkerin	1 January 2023 to 30 June 2023
Secretary	Tanya Hornick	1 July 2022 to 31 December 2022
Vice President & Secretary	Tanya Hornick	1 January 2023 to 30 June 2023
Treasurer	Neil Scales	1 July 2022 to 30 June 2023
Ex Officio	Robert Setter	1 July 2022 to May 2023
Ex Officio	David Mackie	5 May 2023 to 30 June 2023
Member	Graham Fraine	1 January 2023 to 30 June 2023
Member	Rachel Hunter	1 July 2022 to 30 June 2023
Member	Mark Le Dieu	1 July 2022 to 30 June 2023
Member	Ashley Marshall	1 July 2022 to 30 June 2023
Member	Angela Massy	1 July 2022 to 30 June 2023
Member	Deidre Mulkerin	1 July to 31 December 2022
Member	Scott Prasser	1 July 2022 to 30 June 2023
Member	Tim Reddel	1 July 2022 to 30 June 2023

**Principal Activities**

IPAA is a professional association for public servants across Queensland and anyone interested or engaged in public purpose work. IPAA's mission is to promote and enhance the professionalism, capability and integrity of public administration and pride in public service.

This is achieved through a strategic program of events, thought leadership forums and curated digital content that enable members to build their connections, challenge their thinking and stay informed about topics and issues relevant to public purpose.

**Operating result**

The surplus of IPAA for the year ended 30 June 2023 amounted to \$7,204.

Signed in accordance with a resolution of the members of the Management Committee:



.....  
Deidre Mulkerin  
President



.....  
Tanya Hornick  
Vice President & Secretary



.....  
Neil Scales  
Treasurer

Dated: 29 November 2023



**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Statement of Profit or Loss and Other Comprehensive Income**

**For the year ended 30 June 2023**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>Income</b>		
Event sales	38,805	256,002
Membership fees	326,732	295,151
Partnerships	78,117	42,091
<b>Total income</b>	<b>443,654</b>	<b>593,244</b>
<b>Expenses</b>		
Accounting and Audit Fees	3,622	3,482
Advertising and marketing	1,000	-
Audio visual	26,727	56,842
Bank fees	1,180	2,330
Catering	14,651	53,827
Digital content development	3,178	2,081
Insurance	2,640	404
Membership expenses	1,083	984
Office supplies	503	633
Partner investment	1,773	33
Program development	19,942	48,976
Travel expenses	1,660	850
Venue hire	31,734	25,946
Wages and salaries	279,400	276,500
Sub-Contractors	31,386	4,200
Web hosting and licensing fees	12,438	13,476
Other event expenses	3,533	43,623
<b>Total expenses</b>	<b>436,450</b>	<b>534,187</b>
<b>Profit for the period</b>	<b>7,204</b>	<b>59,057</b>
<b>Total comprehensive profit for the period</b>	<b>7,204</b>	<b>59,057</b>

*The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.*

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Statement of Financial Position**

**For the year ended 30 June 2023**

	Notes	2023 \$	2022 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	2	374,330	654,870
Trade and other receivables	3	31,061	37,085
Prepayments		8,842	9,365
<b>Total Assets</b>		<b>414,233</b>	<b>701,320</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables	4	-	310,546
Other current liabilities	5	20,335	4,080
<b>Total Liabilities</b>		<b>20,335</b>	<b>314,626</b>
<b>Net Assets</b>		<b>393,898</b>	<b>386,694</b>
<b>EQUITY</b>			
Accumulated surplus		393,898	386,694
<b>Total Equity</b>		<b>393,898</b>	<b>386,694</b>

*The above statement of financial position should be read in conjunction with the accompanying notes.*

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Statement of Changes in Equity**

**For the year ended 30 June 2023**

	<b>Accumulated surplus \$</b>	<b>Total equity \$</b>
<b>Balance at 1 July 2021</b>	<b>327,637</b>	<b>327,637</b>
Profit for the year	59,057	59,057
<b>Total comprehensive income for the year</b>	<b>59,057</b>	<b>59,057</b>
<b>Balance at 30 June 2022</b>	<b>386,694</b>	<b>386,694</b>
Profit for the year	7,204	7,204
<b>Total comprehensive income for the year</b>	<b>7,204</b>	<b>7,204</b>
<b>Balance at 30 June 2023</b>	<b>393,898</b>	<b>393,898</b>

*The above statement of changes in equity should be read in conjunction with the accompanying notes.*

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Statement of Cash Flows**

**For the year ended 30 June 2023**

	Notes	2023 \$	2022 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<i>Inflows:</i>			
Receipts from customers		38,805	199,636
Receipts from members		347,759	241,300
Receipts from sponsorships		78,117	32,091
GST collected from customers		46,512	52,432
<i>Outflows:</i>			
Payments to suppliers		(717,806)	(254,178)
GST paid to suppliers		(71,824)	(28,746)
GST remitted to ATO		(2,103)	(7,462)
<b>Net cash inflow from operating activities</b>	8	<b>(280,540)</b>	<b>235,073</b>
<b>Net increase in cash and cash equivalents held</b>		<b>(280,540)</b>	<b>235,073</b>
Cash and cash equivalents at beginning of the financial year		654,870	419,797
<b>CASH AND CASH EQUIVALENTS END OF YEAR</b>		<b>374,330</b>	<b>654,870</b>

*The above statement of cash flows should be read in conjunction with the accompanying notes.*

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Notes to the Financial Statements**

**For the year ended 30 June 2023**

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**Note 1: Summary of Significant Accounting Policies**

The financial statements cover IPAA Queensland as an individual entity. The Institute of Public Administration Australia Queensland Incorporated is a not-for-profit (NFP) association incorporated on the 5<sup>th</sup> November 2018 under *the Associations Incorporation Act 1981* (QLD).

IPAA's registered office and principal place of business is:

Level 27, 1 William St

Brisbane, QLD 4000

The financial report was authorised for issue by the Management Committee on 21 November 2023.

The functional and presentation currency of IPAA Queensland is Australian dollars.

**(a) Basis of preparation**

In the opinion of the Management Committee, IPAA is not a reporting entity, because there are no users dependent on general purpose financial statements. These special purpose financial statements have been prepared to meet the reporting requirements of the *Associations Incorporation Act 1981* (QLD).

These special purpose financial statements have been prepared in accordance with the requirements of the *Associations Incorporation Act 1981* (QLD) and the recognition and measurement aspects of all applicable Australian Accounting Standards ("AASBs") adopted by the Australian Accounting Standards Board ("AASB") and other authoritative pronouncements of the AASB that have a material effect.

The financial statements have been prepared on an accrual basis and are based on historical costs. They do not take into account changing money values or, except where stated specifically, current valuations of non-current assets.

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources.

Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

**(b) Revenue recognition**

Revenue is recognised when the amount of the revenue can be measured reliably, it is probable that economic benefits associated with the transaction will flow to IPAA and specific performance obligations relating to the types of revenue as noted below have been satisfied.

IPAA derives its revenues through its Membership fees and Events sales. Revenues collected are used to re-invest in services to benefit members and meet the strategic objectives of IPAA.

Membership fees are payable annually in advance. Only those membership fee receipts that are attributable to the current financial year are recognised as revenue.

Ticket sales for Events are refundable in the case the Event does not go ahead. Ticket sales will be recognised as revenue once the Event has been held.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Notes to the Financial Statements**

**For the year ended 30 June 2023**

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**Note 1: Summary of Significant Accounting Policies (continued)**

**(c) Income tax**

IPAA is a registered NFP organisation and is exempt from income tax.

**(d) Cash and cash equivalents**

Cash and cash equivalents comprise cash at bank.

**(e) Trade receivables**

Trade receivables are stated at their amortised cost less impairment losses.

**(f) Trade and other payables**

These amounts represent liabilities for goods and services provided to IPAA prior to the end of the financial year, which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months from the reporting date. They are recognised initially at their fair value and subsequently measured at amortised costs.

**(g) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority.

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 taxation authority is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

**(h) Rounding of amounts**

Amounts in the financial statements have been rounded off to the nearest dollar.

**(i) Adoption of new accounting standards**

The Association has adopted all standards which became effective for the first time at 30 June 2023, the adoption of these standards has not caused any material adjustments to the reported financial position, performance or cash flow of the Association.

**(j) New accounting standards for application in future periods**

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The committee has decided against early adoption of these Standards, but does not expect the adoption of these standards to have any impact on the reported position or performance of the Association.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Notes to the Financial Statements**

**For the year ended 30 June 2023**

	<b>2023</b>	<b>2022</b>
	<b>\$</b>	<b>\$</b>
<b>2 Cash and Cash Equivalents</b>		
<b>Current assets</b>		
Cash at bank	374,330	654,870
	<b>374,330</b>	<b>654,870</b>
<b>3 Trade and other receivables</b>		
Trade debtors	353	6,082
GST receivable from the ATO	30,708	31,003
	<b>31,061</b>	<b>37,085</b>
<b>4 Trade and other payables</b>		
<b>Current liabilities</b>		
Trade payables	-	310,546
	<b>-</b>	<b>310,546</b>
<b>5 Other current liabilities</b>		
<b>Current liabilities</b>		
Deferred revenue	20,335	4,080
	<b>20,335</b>	<b>4,080</b>
<p>Deferred revenue primarily relates to 2023/24 individual and organisational membership paid to IPAA prior to the commencement of the financial year.</p>		
<b>6 Contingent liabilities</b>		
<p>IPAA had no contingent liabilities at 30 June 2023. (30 June 2022: None)</p>		
<b>7 Auditors' remuneration</b>		
Auditing the financial statements	2,900	2,800
	<b>2,900</b>	<b>2,800</b>
<b>8 Cash flow reconciliation</b>		
Surplus for the year	7,204	59,057
Adjustment for:		
Movement in trade and other receivables	6,024	(1,082)
Movement in prepayments	523	45,818
Movement in trade and other payables	(310,546)	199,679
Movement in other current liabilities	16,255	(68,399)
<b>Net cash provided by operating activities</b>	<b>(280,540)</b>	<b>235,073</b>

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Notes to the Financial Statements**

**For the year ended 30 June 2023**

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**9 Related Party Transactions**

IPAA's related parties include the key management personnel, members of the Management Committee (refer to Management Committee's report) and each of the State Divisions of the Institute of Public Administration Australia, which include:

- Institute of Public Administration Australia Inc. (National)
- Institute of Public Administration Australia NSW Division Inc.
- Institute of Public Administration Australia ACT Division Inc.
- Institute of Public Administration Australia VIC Division Inc.
- Institute of Public Administration Australia TAS Division Inc.
- Institute of Public Administration Australia SA Division Inc.
- Institute of Public Administration Australia WA Division Inc.
- Institute of Public Administration Australia NT Division Inc.

IPAA had no related party transactions for the period ending 30 June 2023.

**10 Events Occurring after the Reporting Date**

No other matters or circumstances have occurred subsequent to year-end that has significantly affected, or may significantly affect, the operations of IPAA, the results of those operations or the state of affairs of IPAA in subsequent financial years.



**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND  
ABN 74 210 810 471**

**Management Committees' Declaration**

**For the year ended 30 June 2023**

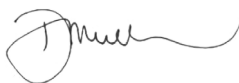
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The committee has determined that IPAA is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the management committees' opinion these financial statements:

- (a) Presents fairly the financial position of Institute of Public Administration Australia Queensland as at 30 June 2023 and its performance for the period ended on that date.
- (b) There are reasonable grounds to believe that IPAA will be able to pay its debts as and when they become due and payable.

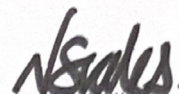
This declaration is made in accordance with a resolution of the Management Committee and is signed for and on behalf of the Management Committee by:



.....  
Deidre Mulkerin  
President



.....  
Tanya Hornick  
Vice President & Secretary



.....  
Neil Scales  
Treasurer

Brisbane  
Dated: 29 November 2023

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND  
ABN 74 210 810 471**

**Independent auditor's report to the members**

**For the year ended 30 June 2023**

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**Report on the Audit of the Financial Report**

**Opinion**

We have audited the accompanying financial report, being a special purpose financial report of Institute of Public Administration Australia (IPAA) Queensland (the Association), which comprises the statement of financial position as at 30 June 2023, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the management committees declaration.

In our opinion, the accompanying financial report of the Association for the year ended 30 June 2023 presents fairly, in all material respects, the financial position of the Association as at 30 June 2023, and of its financial performance and cashflows for the year then ended in accordance with the financial reporting requirements of the *Associations Incorporation Act (QLD) 1981* (as amended by the *Associations Incorporation and Other Legislation Amendment Act (QLD) 2020*).

**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 auditor independence requirements of 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.

**Emphasis of Matter - Basis of Accounting**

We draw attention to Note 1 of the financial report, which describes the basis of accounting. The financial report is prepared to assist the Association in complying with the reporting requirements of the *Associations Incorporation Act (QLD) 1981* (as amended by the *Associations Incorporation and Other Legislation Amendment Act (QLD) 2020*). As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

**Other Information**

Those charged with Governance are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the Management Committees' Report, 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 on the other information obtained prior to the date of this auditor's report, 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.

**INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA QUEENSLAND**  
**ABN 74 210 810 471**

**Independent auditor's report to the members**

**For the year ended 30 June 2023**

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**Responsibilities of Management and Those Charged with Governance**

Management is responsible for the preparation and fair presentation of the financial report in accordance with the *Associations Incorporation Act (QLD) 1981* (as amended by the *Associations Incorporation and Other Legislation Amendment Act (QLD) 2020*), and for such internal control as management determines is necessary to enable the preparation of the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Association'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 management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association'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 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 the financial report is located at the Auditing and Assurance Standards Board website at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of our auditor's report.

**SAAS Audit Pty Ltd (Authorised Audit Company 458246)**



James Kenward  
 Director

138 Juliette Street  
 Greenslopes QLD 4120

Dated: 29 November 2023

# IT'S YOUR IPAA

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## CONTACT US

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