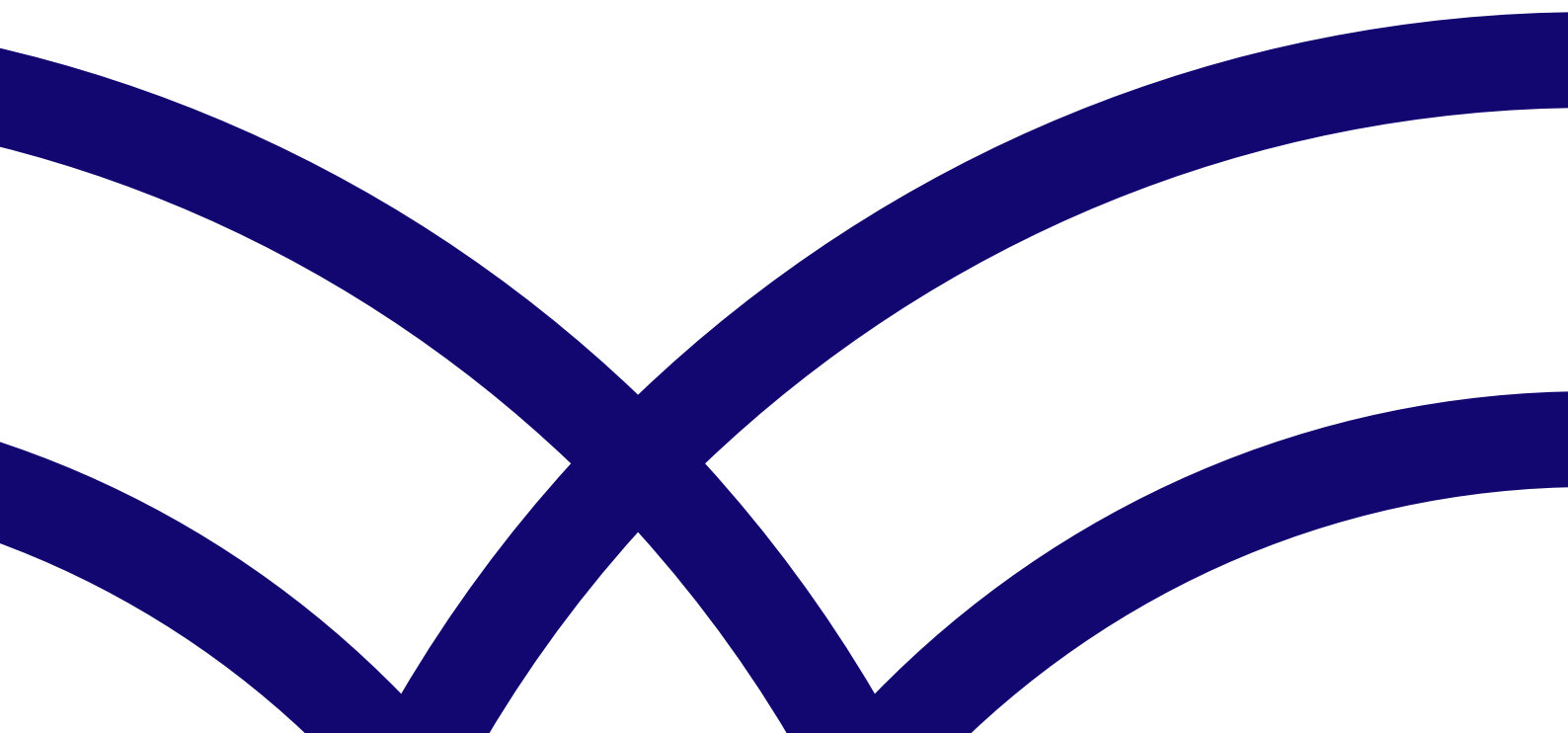


# Annual Report

2021–2022





**Policy  
innovation**



**Research  
collaboration**



**Pragmatic  
solutions**

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## Acknowledgement of Country

APPI acknowledges the Gadigal people of the Eora Nation upon whose ancestral lands our Institute stands. We pay respect to Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

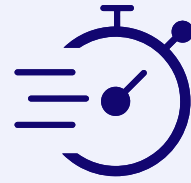
# Our first year at a glance

## 2

**collaborative projects**  
delivered  
to NSW  
Government



**One ongoing**  
collaborative  
project



**Two rapid**  
responses



## 3 Reports Published

**200** social  
posts across  
**3 platforms**

**1800+**  
new followers



## Over 540K social media impressions



Coverage  
in four major  
**media outlets**

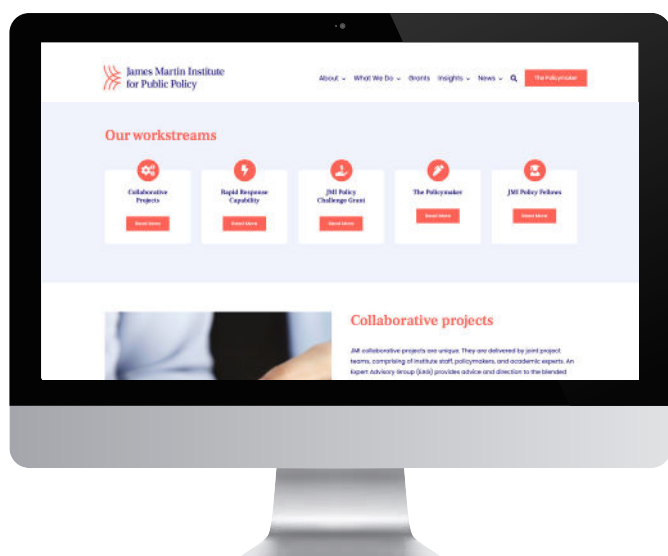
1st senior policy  
**research fellow**



**58**  
high quality  
**grant applications**

**State-of-the-art grants portal** for  
applicants and  
reviewers





# 16000+

website views in 2022

# 900+

newsletter registrations

Stay up to date

First Name

Last Name

Email Address

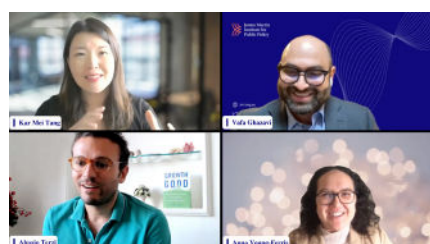
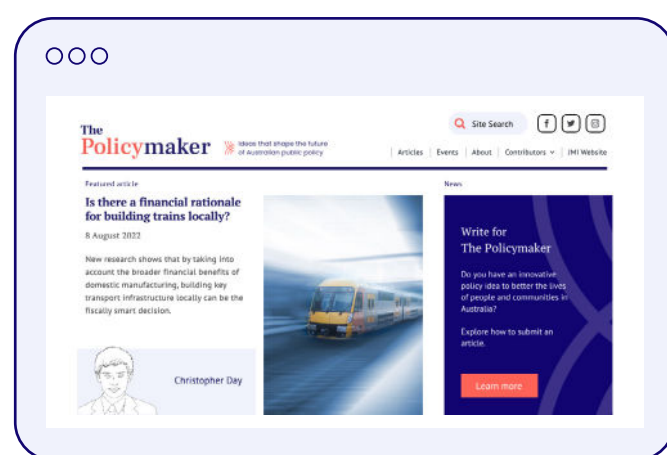
powered by MAILCHIMP



## The Policymaker

First 90 days:

- Launched in **May 2022**
- **13 articles** published
- **5,000+** website views



## 1st Policymaker Live Webinar

# 100+ Participants

## From our Chair

The NSW Government set out a bold vision for the Australian Public Policy Institute (APPI) as a non-partisan, independent and enduring policy institute for Australia. The Government's vision was to try something radically different; to create an institute that would harness the expertise of our academic, business and community leaders to inform policymaking, by putting collaboration and partnership at the heart of the model.

APPI publicly launched 12 months ago, at a moment of great policy opportunity for NSW and Australia. The COVID-19 pandemic – combined with quickening technological change, unprecedented economic challenges, and worsening environmental pressures – created new imperatives, and a demand for new approaches to solving public problems.

The concept of government, universities, industry and community groups all contributing their expertise and capacity in a shared endeavour, has come to the fore. In its vision and support for the Institute, the NSW Government demonstrated its commitment to being at the cutting edge of this movement; establishing APPI as a unique institute to transform public policy through smart collaborations that harness world-leading research and expertise.

I share a deep commitment to this mission and, as such, I was honoured to be invited to Chair the Australian Public Policy Institute (APPI) earlier this year. APPI is making a significant mark on the public policy landscape in NSW, delivering collaborative policy projects, workshops, events, reports, articles, grants

and fellowships. Our independent, non-aligned position has allowed us to tap into leading expertise across our university and government partners, as well as with wider stakeholders, to identify practical and deliverable public policy recommendations to government.

I would like to acknowledge the significant commitment, support and expert contributions of our outstanding Board members, alongside our advisory group members, many of whom have played an important role in this first year of operations. The clear vision and dedication of the Board have enabled APPI to lay down the foundations of a world-class institute with an incredible opportunity to make real change in the public policy landscape.

On behalf of the Board, I would like to thank Dr Patricia Azarias, the inaugural Chair of APPI, for her vision and dedication in establishing the Institute and instilling strong foundations from which APPI could grow.

I would also like to thank Professor Margaret Harding for chairing our Research Advisory Group, and Rowena Abbey for her contributions to the Finance, Audit and Risk Committee.

Finally, I would like to thank our government and university partners for setting the vision for APPI as a politically independent, non-aligned entity, and for the support provided as true partners in this establishment phase. Our sincere thanks go to the NSW Government, the University of Sydney, Western Sydney University, and University of Technology Sydney.



**Professor Peter Shergold AC**



# From our Chief Executive

In just 12 months since our public launch, the Australian Public Policy Institute (APPI) has become a significant contributor to the public policy landscape in NSW and Australia.

In this critical first year, our goal has been to demonstrate proof of concept of the APPI model of collaboration; bringing policymakers together with experts to generate practical policy ideas, build ongoing relationships across sectors, and deliver real impact for the public good.

This first annual report outlines our activities and achievements across our five workstreams and provides insight into our growth trajectory. Alongside our research and engagement activity, we have successfully implemented the governance and operating frameworks required for APPI to enter its second year with confidence.

Through our Collaborative Projects and Rapid Response capability, we have delivered four key projects for government, ranging from a global review of economic stimulus options to a highly targeted piece on domestic violence interventions. With all projects receiving positive feedback, and one whose proposals were taken up in the NSW budget, it is pleasing to see the pipeline of future projects growing across a diversity of topics. In parallel, we are actively developing an 'impact framework' that will help us better monitor the ongoing impact of our work and its positive influence on policy development.

In March, we launched the first APPI Policy Challenge Grant generating close to 60 expressions of interest from our partner universities, representing a very high standard of policy ideas and proposals. The level of interest we received demonstrates the growing opportunity, and latent capability, of many leading academics to work with policymakers to generate solutions to some of our hardest societal challenges. We look forward to announcing our 2022 grant winners shortly and then supporting them as they engage with policymakers.



**Libby Hackett**



*The Policymaker*, our digital publication, was launched in May 2022. Our ambition was to create a platform for the policy community that would showcase innovative, practical policy ideas from a diverse range of contributors. We have been delighted with the high quality of articles to date – from Nobel prize winners and First Nations Australian leaders to highly experienced government advisors and formidable emerging thinkers. The platform's growing followership, driven largely through our social media channels, enables APPI to play a uniquely constructive role in the public policy discourse in Australia.

Our first *Policymaker Live* event, 'Growth for Good', signalled our commitment to creating space for outstanding policy thinkers and engaged audiences to come together in public dialogue on Australia's biggest challenges. On this occasion, over 100 participants engaged with our panel on the potential for green economic growth.

In July, we welcomed Dr Angela Cummine as the inaugural Senior Policy Fellow, on leave from her role as Director, Sustainable Finance at NSW Treasury. This unique Fellowship provides public servants with the opportunity to pursue independent, in-depth research to advance policy innovation and reform in their area of expertise. Dr Cummine's research will focus on what form government sustainability reporting should take. Our parallel academic stream of Policy Fellows will come online shortly.

There is much to be optimistic about as we progress into our second year. We will deliver an active event program, including the inaugural APPI Oration, expand our engagement with governments and policymakers, and further extend and strengthen our networks.

We remain deeply thankful for the ongoing support and engagement of the NSW Government and our partner universities. We look forward to scaling up in the year ahead to deliver even greater public policy outcomes.

# About APPI



## Independent and non-partisan

APPI is an independent, non-partisan policy institute. Our mission is to bring government, academics and other experts together to develop practical solutions that address societal challenges and improve lives.

APPI was initially established in 2019 through a generous grant from the NSW Government in partnership with the University of Sydney, Western Sydney University, and the University of Technology Sydney.

## Answering the call of an increasingly complex society

We believe that for society to truly thrive, public policy should be informed by world-leading research.

We work toward this by bringing academic expertise into key stages of policy making, working in partnership with the government to enable the contestability of ideas.

By partnering policy makers and academics into bespoke teams and collaborating with industry and community stakeholders in a neutral space outside government, we can overcome complex policy challenges and deliver long-lasting public good.

## A unique partnership model

The Australian Public Policy Institute is a bold, ground-breaking venture that offers a unique partnership model based on advanced collaboration.

APPI provides a neutral space to bring government, academics, industry and community groups together to engage in joint projects to:

- Identify and define policy problems;
- Convene multi-functional and interdisciplinary teams of experts to work on solutions;
- Create new knowledge and translate existing knowledge into tangible public policy outcomes.

This collaborative and innovative approach enhances and mobilises the expertise of all participants through the following process:

- Joint problem scoping and co-design of policy research questions;
- Co-delivery of projects through multi and interdisciplinary collaborations to deliver relevant outputs ready for adoption in policy and service settings;
- Innovative communication and engagement methods that ensure a diverse range of voices and experiences shape any potential solutions.

**By partnering policy makers and academics into bespoke teams and collaborating with industry and community stakeholders in a neutral space outside government, we can overcome complex policy challenges and deliver long-lasting public good.**



# Mission, Vision & Values



## Vision

An independent, enduring institute that will transform how governments and universities harness world-leading research capability through collaboration to address key public policy challenges.



## Purpose

To support governments to deliver pragmatic and smart policy solutions, informed by leading academic research, that will have far-reaching benefits for the people of NSW and beyond.



## Mission

Through our partnership model, we bring government, universities, industry and communities together to deliver practical and relevant public policy outcomes through a process of co-design, co-delivery and collaboration that will harness leading academic research capability.



## Values

We are an independent, non-partisan organisation delivering public good. We provide a neutral space for collaboration to address complex issues. Our values include independence, academic excellence and partnership, boldness, pragmatism, and optimism.



## Model & Method

We offer a unique partnership model based on advanced collaboration. We provide a neutral space to bring government and interdisciplinary academic teams together to engage in joint projects. We are policy-agnostic, providing expertise in applying a method of collective engagement and joint working.



## Our Goals



### Mission

#### NSW Government Priorities

Deliver a high quality, rigorous public policy program that helps meet NSW Government priorities

#### Connect with NSW government

Routinely liaise with the NSW government, community and industry to set and manage a public policy program and associated research agenda

#### Outcomes for NSW

Translate its research for the purposes of improved outcomes for NSW

#### Independent Policy Advice

Provide the NSW government with an independent source of policy advice on critical government public policy issues

#### Expert Advisor

Build the university sector's research engagement with the NSW Government as an expert advisor



### Profile

#### Separate Identity

Develop an identity for the Institute separate from the Members

#### National Profile

Build an Institute with a distinctive national profile

#### Collaboration

Encourage membership and collaboration with other universities including from regional NSW



### Operating

#### Leadership

Have effective leadership for the Institute including through the CEO

#### Governance

Implement and maintain, for the Institute, the structuring and governance arrangements

#### Philanthropic Funding

Seek significant philanthropic funding for the Institute

#### PhD Students

Provide opportunities to participate in its research to Higher Degree by Research students from across Member universities

**The Institute is a bold, ground-breaking venture that offers a unique partnership model based on advanced collaboration.**



## Strategic Plan 2021-2025

APPI's *Strategic Plan 2021-2025* states the Institute's vision, purpose and mission as an independent, enduring public policy institute.

It articulates APPI's unique partnership model that aims to foster policy innovation, research collaboration and pragmatic solutions.

The Strategic Plan also sets out the governance framework, high-level financial plan, approach to diversity and equality, and reporting requirements for the Institute.

# Breadth and depth of public policy activity

**APPI's mission** is to drive policy innovation that will address societal challenges and improve lives.

**The APPI model** brings policymakers together with experts to generate practical policy ideas, build ongoing relationships across sectors, and deliver real impact for the public good.

## Policy areas

APPI's collaborative approach is designed to tackle complex problems, such as inequality, renewable energy, or accessible health care.

The Institute has identified several interconnected areas with a strong potential where APPI can support significant policy reform and innovation:

- The new economy
- Skills, education, and equality
- The transition to a net zero economy
- The social and economic vitality of our regions
- The future of healthcare and the care economy

APPI welcomes opportunities to engage with partners in these areas, whilst remaining open to working on other policy priorities as they arise.

## Five workstreams

### Collaborative projects

APPI collaborative projects are unique. They are delivered by joint project teams comprising Institute staff, policymakers, and academic experts. An Expert Advisory Group (EAG) provides advice and direction to the blended project team.

APPI collaborative projects:

- Tackle the significant, multi-dimensional policy challenges facing governments
- Leverage expertise from academics, policymakers, practitioners and the wider community to deliver innovative and pragmatic solutions
- Forge dynamic collaborations between academic experts and government policymakers that enable ongoing relationships

### Rapid response capability

In recognition of the pace and complexity of policymaking, APPI works with the government and other partners to deliver rapid response options that support robust policy development and outcomes. These rapid response options involve a variety of outputs and activities, including:

- Connecting policymakers to experts
- Facilitating analytical policy workshops
- Producing short policy briefs

## APPI Policy Challenge Grant 2022

This prestigious annual award program supports policy-focused research that tackles some of NSW's greatest challenges. Through a rigorous selection process, grants are awarded to outstanding academics undertaking applied policy research or translating existing research for a policy audience. Successful projects generate new insights, foster engagement between academics, policymakers and other stakeholders, and support policy outcomes that improve lives.

## APPI Policy Fellowship Program

APPI Policy Fellows pursue independent and rigorous policy-relevant research with a strong potential to generate public value and impact.

There are two streams for these fellowships.

### Public service stream

The stream provides suitably qualified public servants with the opportunity to pursue independent, in-depth policy research through the Institute.

### Academic stream

This stream allows researchers from our member universities to develop and share their policy-relevant insights.

All APPI Policy Fellows will analyse a significant policy challenge or opportunity for NSW and develop bold yet feasible recommendations for public policy and government action, backed by relevant evidence. Their work will contribute meaningfully to future policy options benefiting the people of NSW.

## The Policymaker

*The Policymaker* is a digital publication of APPI. It serves as a platform for policymakers and the public to access opinion articles on innovative and constructive ideas and proposals. *The Policymaker* is solution-driven and takes an independent and non-partisan stance.

## Collaborative projects

In its first 12 months APPI has delivered the following two collaborative projects and initiated a third with the Department of Education on boosting the reliance of schools in rural and remote NSW.

### Case study one

#### **Economic Stimulus Options for NSW: targeted stimulus initiatives to restore a confident and prosperous economy**

In August 2021 the Office of the NSW Treasurer invited APPI to undertake a project to provide recommendations on practical ways of revitalising the economy of NSW in a context influenced by the pandemic.

This was the first project APPI delivered employing its unique collaborative model that engages government and academia to work cooperatively on challenging policy issues.

The challenge at the time was to shift from support to stimulus, as the economic cost of the extended 2021 lockdown of Greater Sydney and NSW was widely recognised by the NSW Government.

The project drew on the experiences of other countries and jurisdictions which saw the deepening effect of successive lockdowns, resulting in reduced business and consumer confidence and lower consumption and investment.

Over 200 initiatives were considered from 40 jurisdictions, across 22 countries prioritising options that applied to the particular set of challenges in NSW, and that could be targeted to locations, industries and demographics where they would have the greatest impact.

From this APPI identified Top 10 Investment Proposals and Top 5 Reform Options that had proven success in other countries and jurisdictions. The initiatives were designed to address three short-term objectives to get the whole economy moving:

1. Accelerate business recovery
2. Support individuals returning to work
3. Increase consumer spending

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***Many thanks for this excellent and immensely practical document – it's exactly what we were after, and its quality (especially for a first report) speaks to a bright future indeed for the Institute.***

Office of the NSW Treasurer, August 2022

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**APPI collaborative projects are unique.** They are delivered by joint project teams, composed of Institute staff, policymakers, and academic researchers. An Expert Advisory Group (EAG), comprising government, academic, practitioner and community experts, provides advice and strategic direction to the blended project team.



## Case study two

### **Reducing domestic violence reoffending: Interventions to reduce domestic violence reoffending in the immediate post-offence period.**

In September 2021 the Department of Communities and Justice (DCJ), working with the Department of Premier and Cabinet (DPC), commissioned APPI to undertake a project to provide advice on reducing domestic violence reoffending. The project aligned to the NSW 'Premier's Priority' of reducing the number of domestic violence reoffenders by 25 per cent by 2023.

Consulting more than 20 experts in the field, and guided by an EAG of policymakers, academics, as well as community and industry practitioner experts, the project collated evidence and case studies of existing practices that could be used by the NSW Government as part of an intervention design process.

A secondary, and longer-term aim, was to build productive relationships between NSW Government policymakers, academic and practitioner experts, and interstate and international policymakers. These connections, post the formal project period, will be an ongoing asset for the NSW Government as it develops localised strategies for the state.

The report provided a set of considerations to assist policymakers in developing a multifaceted response to domestic violence reoffending. The approach taken sought to establish accountability for perpetrators while protecting victim-survivors from harm.

The project contributed analytical and ideational resources to policymaking and investments by the Department of Communities and Justice that aim to protect victim-survivors from further harm in the period immediately following an initial domestic violence offence. Depending on how the content of the report is used and shared more widely, it could also inform practice in the sector in relation to effectively engaging perpetrators and enhancing their accountability.

***The Institute's collaborative projects are a powerful means to tackle hard policy problems like domestic and family violence. This project addressed the especially complex challenge of reducing reoffending and developed possible ways forward in NSW, building on practical insights from efforts in other states and countries.***

Patricia Faulkner AO



## Rapid response capability

Recognising the fast pace of policymaking, and learning from our experience with collaborative projects, APPI has developed a “rapid response” capability to provide timely policy options supported by evidence, new strategic thinking, and input from a wide range of stakeholders and experts. Over the past 12 months, APPI has delivered the following two policy briefs and a multi-stakeholder policy workshop.

### Case study one

#### **Policy Brief: Unlocking data and behavioural insights to close the gender pay gap in NSW**

The gender pay gap is a significant challenge for the NSW and Australian economy, undercutting both economic and social outcomes. A multifaceted policy response is required. In response, APPI developed a policy brief to support the NSW Treasury’s work on the 2022 NSW Women’s Economic Opportunities Review. The brief considered innovative ways that existing government data can be unlocked, leveraged, and mobilised to enhance the performance of private sector employers towards closing the gender pay gap in NSW.

The Review provided a unique opportunity to consider innovative approaches to addressing gender inequality and enhancing women’s economic participation, for the benefit of all. APPI undertook desktop research, combined with expert interviews with academics, private sector practitioners and NSW and Commonwealth Government representatives, to consider:

- how the current Workplace Gender Equality Agency (WGEA) “Employer of Choice” citation could be better leveraged and amplified to increase uptake and change behaviours, and
- how existing gender pay gap data could be more transparently communicated to close the gender pay gap.

The policy brief proposed four key actions the NSW Government could take:

1. partnering with WGEA to engage with private and public sector job search platforms to display an Employer of Choice for Gender Equality (EOCGE) citation “badge” on job ads for relevant NSW employers;
2. partnering with WGEA and other gender equity organisations to invest in an information and advocacy strategy to increase the prominence and recognition of the WGEA EOCGE citation, and drive uptake among NSW employers;

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## ***Raising awareness of the importance of gender equality and empowering female employees with more information can help to tackle gender discrimination, which is the biggest driver of the gender pay gap.***

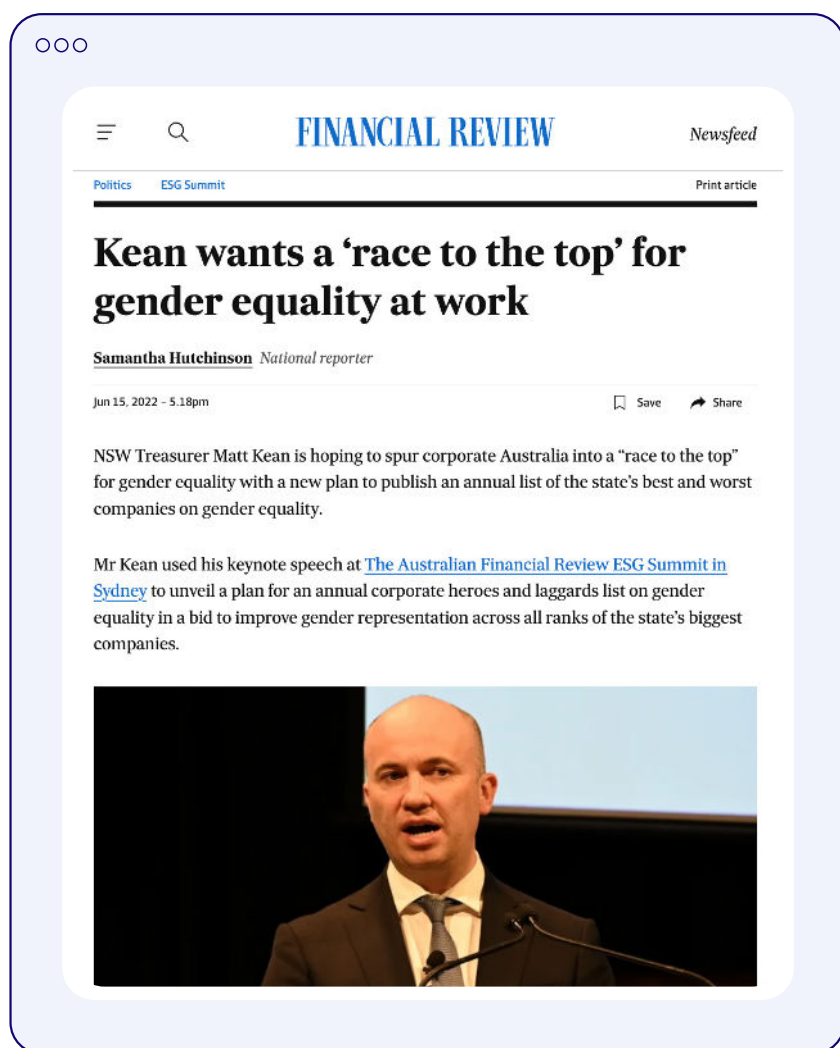
#### **NSW Budget 2022–23 Women’s Opportunity Statement**

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3. investing in randomised control trials on how best to advance commitments to gender equity in NSW workplaces, including practical insights on how best to influence key decision-makers in firms; and
4. working closely with the Commonwealth Government to ensure that WGEA data on individual organisations’ gender pay gap be made publicly available.

The policy brief informed the NSW Government’s new strategy to close the gender pay gap. Key recommendations from APPI were reflected in the NSW Budget 2022–23 Women’s Opportunity Statement. Importantly, the NSW government has committed to:

- working with recruitment platforms to display whether a company is a WGEA Employer of Choice on job search websites and ads;
- reporting their public service workforce data to WGEA (previously only private sector companies of 100+ employees were required to report); and
- publishing an annual statement on the gender equality achievements of the biggest listed companies operating in New South Wales.



APPI's research underlined the importance of disclosing data on gender equality performance and then using this in smart ways to drive real behaviour change among companies. The NSW Treasurer's plan to publish an annual corporate heroes and laggards list, based on data collected by the federal Workplace Gender Equality Agency, advances the strategic approach our report advocated.

***[T]he NSW Government will partner with recruitment platforms to display whether a company is a WGEA Employer of Choice on job search websites and ads which will help prospective employees identify workplaces that prioritise and act on gender equality in their workplace.***

NSW Budget 2022–23 Women's Opportunity Statement

## Case study two

### **Policy brief: NSW Women's Opportunity Fund: A proposal to support the entrepreneurship of disadvantaged women**

Less widely recognised than the gender pay gap is the challenge of a gender investment gap. This rapid response policy brief was commissioned by NSW Treasury to contribute policy ideas to the 2022 NSW Women's Economic Opportunities Review.

The policy brief proposed that NSW develop an impact fund that provides financial backing and in-kind assistance to women entrepreneurs from disadvantaged backgrounds, such as women living in regional areas and those from refugee backgrounds. The fund would aim to break down the financial and social barriers to accessing capital, thereby empowering women to realise their entrepreneurial potential and contribute to broader economic prosperity.

Aspects of APPI's research were reflected in the \$10 million Carla Zampatti venture capital fund announced by the NSW Government to support women-led start-ups, as well as in further measures to support women-led small businesses in the NSW Budget 2022-23 Women's Opportunity Statement.

The biggest impact of APPI's work in this area may, however, lie in the implementation of these initiatives. The Carla Zampatti venture capital fund is now in the design phase. APPI's research pushes the thinking on the potential of this new fund. An article by the Institute's Executive Director, Research and Policy, published in *The Policymaker*, has outlined at least three innovations which the new Zampatti fund could pursue based on APPI's research: make finance adaptive to women's lives and circumstances, including care responsibilities; build the relational infrastructure and human-centric design strategies to reach disadvantaged women and diverse communities; and prioritise investments that create good jobs. The Institute is actively sharing its insights on these innovations with those designing the Zampatti fund.

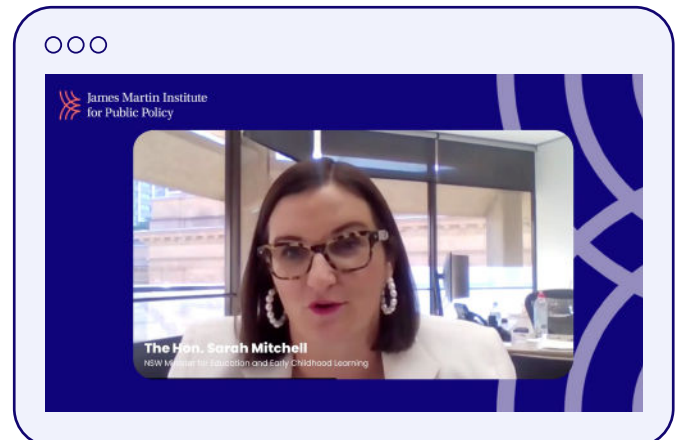
## Case study three

### **Policy workshop: Boosting resilience in rural and remote education**

The cumulative effects of natural disasters and the COVID-19 pandemic over the past two years has resulted in rural and remote communities experiencing unprecedented pressure. In this context, schools have shouldered heavy responsibilities to support students and their families, and have been frequently called upon to assist the broader community throughout the immediate response and post recovery period. More broadly, schools are increasingly being recognised as significant enablers of the civic life and resilience of the communities in which they are located.

Working with the NSW Department of Education, APPI facilitated an in-depth workshop to generate insights around boosting the resilience of schools in rural and remote NSW to the effects of natural disasters.

The event brought together government policymakers, academic experts, school principals and community leaders and representatives and was opened by the Minister for Education, the Hon. Sarah Mitchell MLC.



Following remarks by the Minister, participants split into three group topics: (1) what resilience for rural and remote schools in NSW looks like; (2) the respective challenges and opportunities to achieving resilience; and (3) the necessary actions to enable a more resilient future.

The workshop and resulting summary report directly led to the establishment of a collaborative project with the Department of Education beginning in July 2022.

## APPI Policy Challenge Grant 2022

In March 2022, APPI launched our first annual APPI Policy Challenge Grant program. In 2022, the overall grant pool was \$300,000, which will grow in future years.

The grant program seeks to award funding to academic researchers from our partner universities who wish to undertake applied public policy research that tackles a significant policy challenge facing the NSW Government. Through a rigorous selection process, the Institute identified projects that:

- Demonstrate an innovative approach to tackling a public policy challenge
- Have a strong potential to generate public value
- Engage with policymakers so that the research can be leveraged for public policy impact

APPI's independent Research Advisory Group, chaired by Professor Margaret Harding, played an important role in the selection process by providing expert advice on short-listed applications.

A snapshot of the 2022 APPI Policy Challenge Grant:

### Applications

- Total Expressions of Interest (EOIs): 58
- Long-list: 15
- Short-list: 9

Applications were received in a wide range of areas, including:

- artificial intelligence
- gender equality
- sustainability
- climate change
- resilience
- education
- public health

We look forward to working with our 2022 APPI Policy Challenge Grant recipients to support and amplify the findings and insights from their research, and to support their contribution to improved policy development and innovation in NSW.

Applications for the 2023 program will open in March 2023.

**58**  
High quality  
applications

**\$300K**  
Overall grant pool





## APPI Policy Fellowship Program

The APPI Policy Fellowship was launched this year. APPI Policy Fellows pursue independent and rigorous policy-relevant research with a strong potential to generate public value and impact.

The Fellowship has two streams:

- The public service stream provides suitably qualified public servants with a unique opportunity to pursue independent in-depth policy research through the Institute, helping them to advance policy innovation and reform.
- The academic stream provides researchers from our partner universities with the opportunity to develop and share their policy-relevant insights in a way that can generate significant public impact.

All APPI Policy Fellows analyse a significant policy challenge or opportunity for NSW and develop bold yet feasible recommendations for public policy and government action, backed by relevant evidence. Their work aims to contribute meaningfully to future policy options benefiting the people of NSW.

The inaugural Senior Policy Fellow is Dr Angela Cummine, who joins the Institute on leave from her role as Director, Sustainable Finance at NSW Treasury. Dr Cummine's research will focus on what form government sustainability reporting should take.



***The Policy Fellowship program offers public servants like me a unique opportunity to dive deeper into a specific policy challenge, combining practitioner expertise with sustained research to advance policy innovation and enhance public sector capability in NSW.***

Dr Angela Cummine



## The Policymaker

In May 2022, APPI launched *The Policymaker*, a digital publication for policymakers and the public to access opinion articles on innovative and constructive ideas and proposals. The platform is focused on highlighting positive policy ideas and solutions. The editorial stance is independent and non-partisan.

Contributors are invited to write opinion style articles, though with scope to provide more substantive analysis than is typical in that format. Articles are edited in-house by Editor Vafa Ghazavi and Deputy Editor Hugh Piper. Design and publication of articles is managed by Digital Editor Andreas Kaufmann. Editorial policies and the platform design were generated through a research and consultation process that surveyed the field of broadly comparable publications.

*The Policymaker* launched with a suite of seven articles, with articles published regularly since then. Topics so far have covered a broad range of public policy issues in Australia, including environment and climate policy, education policy, Closing the Gap, mental health, and economic policy. Prominent contributors include Professor Ian Hickie AM, Ms Pat Turner AM, Distinguished Professor Genevieve Bell AO, Professor Veena Sahajwalla and Laureate Professor Peter Doherty AC.

"A child friendly budget is one that adequately addresses children's issues, such as poverty, malnutrition, illiteracy or child protection."

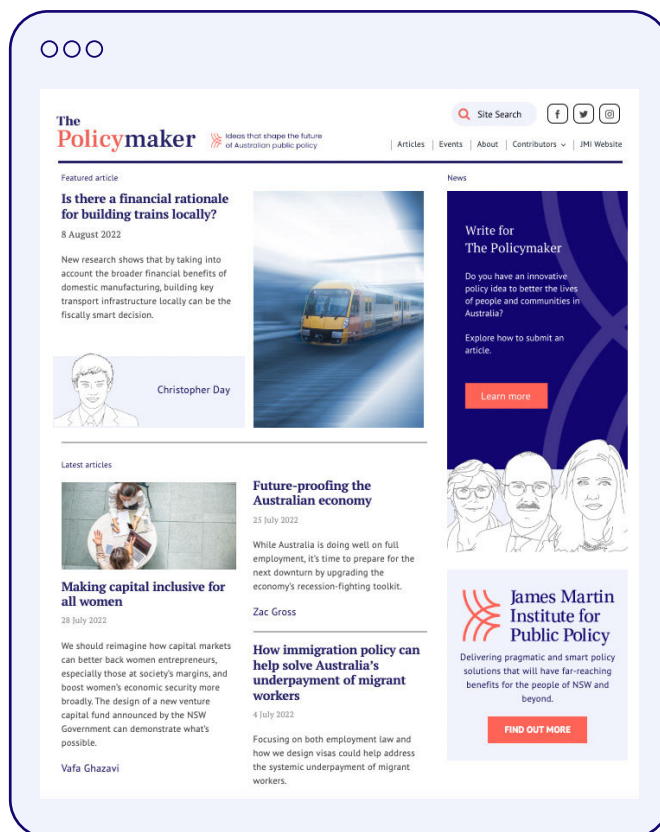
**Dr Alicia Mollaun**

"If Aboriginal and Torres Strait Islander peoples share in decisions about the policies that impact on us, the decisions and the quality of programs and services that flow from them will be vastly better; take account of our needs, cultures and circumstances; and achieve better outcomes."

**Pat Turner AM**

"Without a firm phasedown of coal, renewables investors have no clarity as to when existing capacity will exit the grid, and thus the supply and price to expect as new renewables come online."

**Assistant Professor Steven Hamilton**



**Twitter impressions grew by 538% in the first 90 days since the launch of *The Policymaker*.**

## Communications, engagement and events

### Launch

APPI was launched on 2 August 2021. It was not possible to host a public launch in Parliament due to lockdown restrictions but our launch release was widely circulated, including coverage in *The Australian* on 8 August 2021.

### Engagement

During the first year of operation, APPI leadership met with NSW Government Ministers and their staff, along with a wide range of colleagues from across NSW Government Departments, to introduce APPI and seek input into public policy priorities. As an independent, non-partisan organisation, government engagement also included meetings with the Leader of the Opposition and others, to ensure a wide range of perspectives and policy priorities are considered.

The APPI Team engaged at length with our partner universities during these first 12 months, in order to raise awareness of the opportunity to engage with APPI and to grow our networks of experts across these universities. From time to time, we also engaged with experts and university leaders beyond our membership.

At the project level, APPI staff frequently consulted relevant business and community leaders to feed their knowledge and expertise into developing and delivering APPI projects.

### Events

A dedicated events program has been implemented to further raise APPI's profile and reputation. The program is structured around an annual flagship event with high-profile speakers, public webinars hosted under the *Policymaker* brand, and exclusive business roundtables to raise awareness of APPI among industry leaders. These events complement policy workshops organised as part of ongoing APPI projects or initiatives.

After a series of introductory events at partner universities, APPI hosted its first public webinar on 21 July 2022. "Growth for Good" brought together leading economists to discuss how capitalism can be reshaped to save humanity from climate catastrophe.

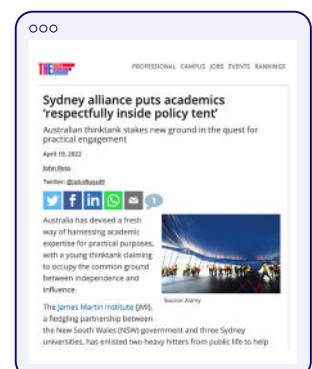
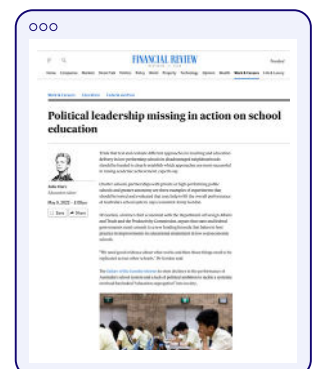
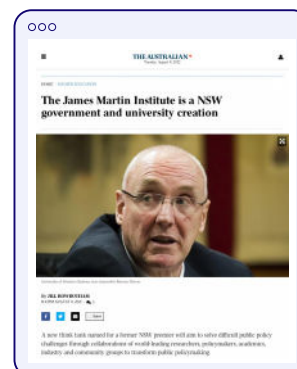
This first event was a success in terms of registration, attendance, and participant feedback.

- **Over 100** people registered
- **93% of survey respondents** rated the event as good or excellent
- **More than 80%** would likely recommend it to colleagues.

### Media coverage

APPI has been featured in several major media outlets during its first year of operation, shown below.

- 8 August 2021 – *The Australian*
- 30 March 2022 – *The Australian* (2 news articles)
- 19 April 2022 – *Times Higher Education*
- 9 May 2022 – *The Australian Financial Review*



**During its first year, APPI's communication approach has aimed to raise APPI's profile and reputation, increase its reach and influence, and connect audiences to the Institute's work.**



## Digital platforms

In its first year, APPI has established a growing presence in the public policy space in Australia by embracing digital innovation and developing state-of-the-art content.

Since its first launch in August 2021, the APPI website has developed into an interactive platform with a contemporary feel, showcasing “who we are” and “what we do.” Robust performance indicators are in place to track and analyse the website’s performance. The insights gained from these analytics will guide further technological development and bolster marketing initiatives. In 2022, more than 16,000 people visited the website, and nearly 1,000 visitors signed up to receive APPI newsletters.

Embracing digital innovation has been a priority across all workstreams. To streamline the application process for the Policy Challenge Grant, APPI built a state-of-the-art online grant portal. The intuitive design of the portal has allowed APPI to seamlessly collect and review applications during the program’s inaugural year. Grant applicants have rated the platform highly in terms of its user experience: 85% of applicants said the portal was either good or exceptional.

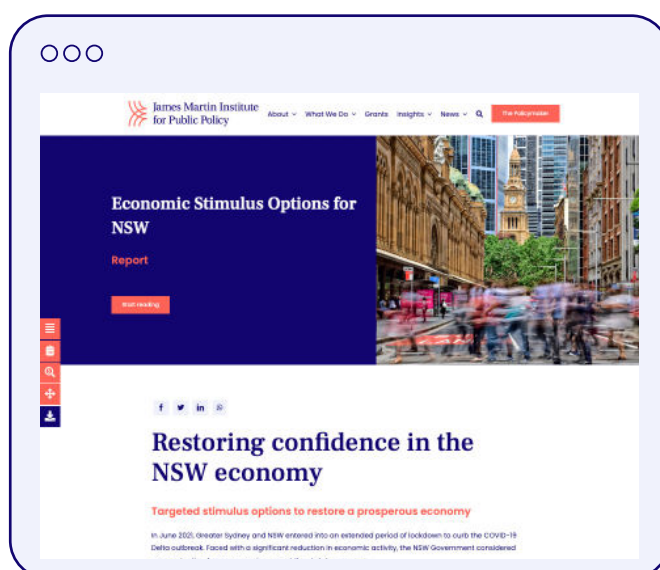
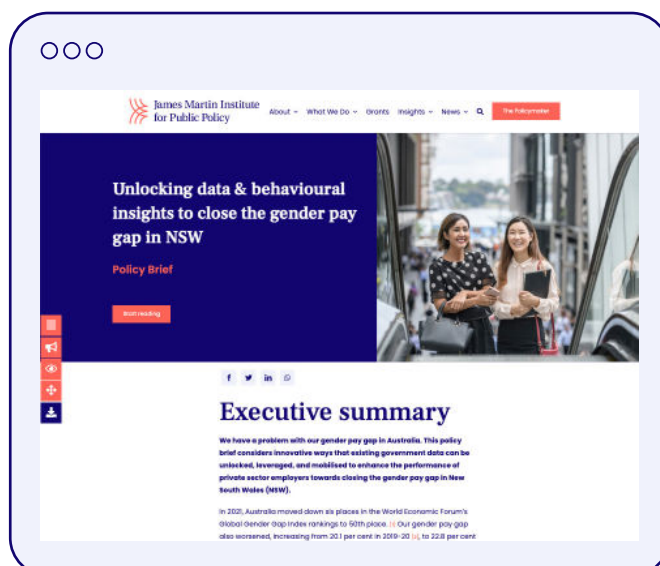
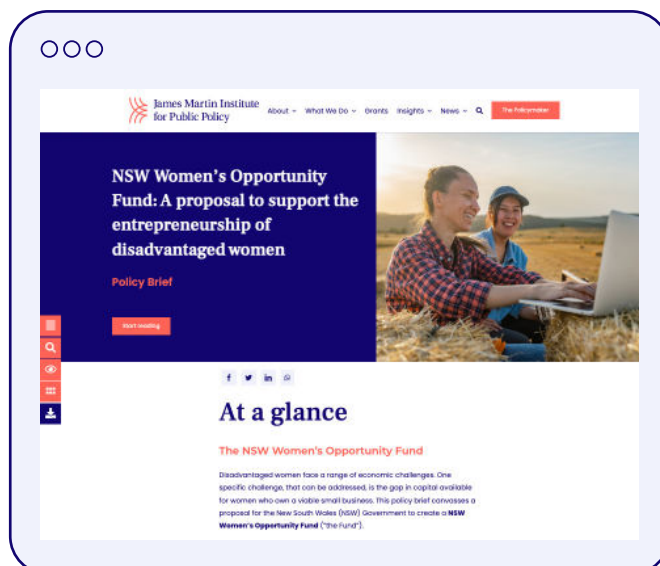
During its first year on social media, APPI published over 200 posts and gained 1,800 new followers across three platforms, which resulted in 504,000 impressions. By leveraging various platforms, our posts have sparked dialogue, debate, and networking among a growing community of public policy experts and practitioners in Australia.

## Cutting-edge content

The nature of information sharing has evolved, and APPI follows suit with cutting-edge content. APPI reports function as an integrated part of the website, delivering a superior user experience whilst enabling APPI and its audience greater control of the information.

## Access all publications

[appi.org.au/insights/publications](https://appi.org.au/insights/publications)



# Governance



## Our framework of governance

APPI's governance structure has set the foundations to ensure its independence and non-partisan stance, enabling the Institute to deliver frank and fearless advice to governments.

As an independent body APPI is governed by a Board of directors responsible for the overall governance and strategic direction. The Board comprises seven directors, including an independent Chairperson.

APPI has established a governance framework (Figure 1) outlining how the Institute is governed and held accountable for achieving our strategic and operational objectives. In the last 12 months, APPI's Board has put in place the following frameworks:

- Risk Register
- List of Financial Delegations
- Internal APPI Policies

The APPI Board has appointed Hardwicks as its external auditors.

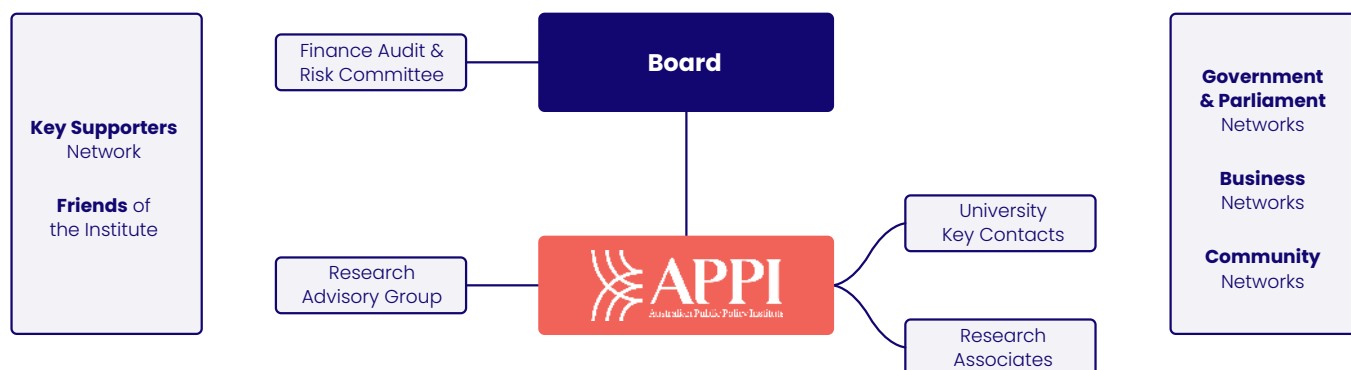


Figure 1



## Board Membership

APPI benefits from having an outstanding Board of Directors who bring considerable expertise, experience and networks across a range of public policy areas relevant to the Institute.



**Professor Peter Shergold AC**

Chair of the Board  
Chancellor of Western Sydney University

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**Martin Bowles AO PSM**

National Chief Executive Officer  
Calvary Health Care (Australia)  
Chair of Australia's Health 2040 Taskforce



**The Hon. Verity Firth**

Pro Vice-Chancellor (Social Justice and Inclusion)  
University of Technology Sydney  
Industry Professor, Education and Public Benefit  
NSW Minister for Education and Training (2008-2011)

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**Professor Duncan Ivison**

Deputy Vice Chancellor (Research)  
University of Sydney



**Jillian Kilby**

CEO and Founder  
The Infrastructure Collaborative

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**Professor Deborah Sweeney**

Deputy Vice-Chancellor and Vice-President  
(Research, Enterprise and International)  
Western Sydney University



**Trent van Veen**

Senior partner, Ernst & Young

## Research Advisory Group

The Research Advisory Group (RAG) provides expert advice to the Institute regarding the quality and governance of the Institute's research activities with a focus on public policy impact. The RAG plays a significant role in the APPI Policy Challenge Grants process, providing expert advice to the Executive on the shortlist of applications.



**Professor Margaret Harding**

Chair of the Research Advisory Group



**Peter Lee**

Senior Manager, Advisory team of the Institute for Public Policy and Governance, University of Technology Sydney



**Ann Hampshire**

Head of Research and Advocacy  
The Smith Family



**Associate Professor Philippa Colin**

Principal Research Fellow at the Institute for Culture and Society, Western Sydney University



**Luke Briscoe**

Chief Executive Officer, IndigiLab



**Dr Samantha Sharpe**

Research Director  
Sydney Institute for Sustainable Futures  
University of Technology



**Associate Professor Myra Hamilton**

Principal Research Fellow, ARC Centre of Excellence in Population Ageing Research, University of Sydney



**Professor Suresh Cuganesan**

Associate Dean (Student Success & Mobility)  
University of Sydney



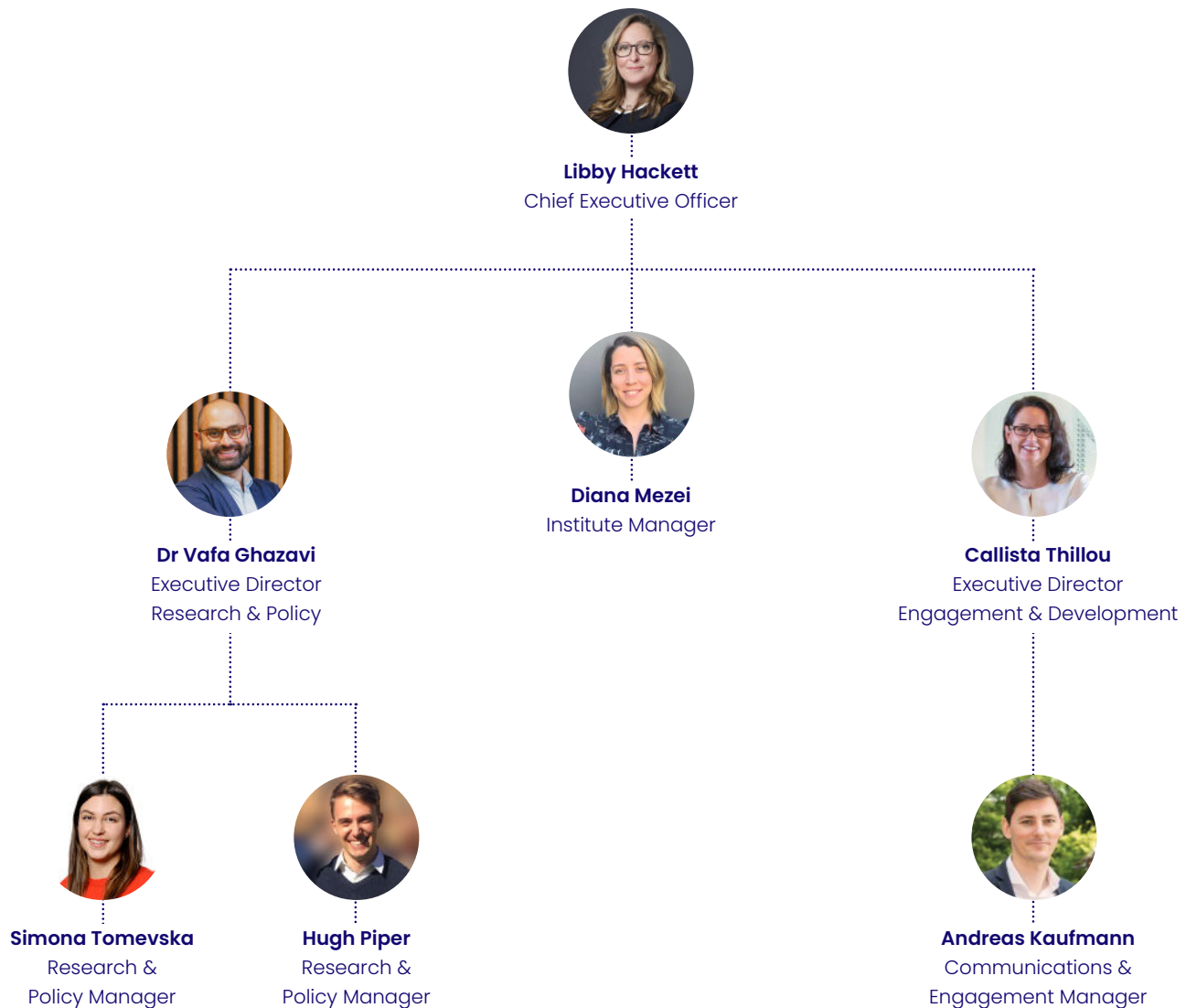
**Professor Nicky Morrison**

Professor of Planning, Western Sydney University

# APPI Team

In November 2021, the core Institute staff structure (Model 1) was completed with 7 full-time equivalent (FTE). As the Institute's work program evolves at this stage it is planned the team will grow gradually in line with output.

The APPI Team comprises public policy professionals and experts from across a wide range of disciplines.





## Looking ahead

In our first 12 months, the Institute focussed on establishing a clear operating framework, based on five research and policy workstreams and core engagement and communication activity. It was a year of 'firsts' and of building our capacity to connect policymakers with a wide range of expertise, putting us in a strong position to generate evidence and ideas that serve the public good.

In the coming year, we will grow the scale of activity and reach of the Institute in NSW and beyond. We hope to build on our learning and successes to deliver significant impact on public policy. In particular we will:

- Deliver the Inaugural APPI Oration;
- Announce the winners of the 2022 APPI Policy Challenge Grants;
- Support and empower our Grant recipients to maximise their public policy impact, as well as launch the 2023 APPI Policy Challenge Grant round;
- Deliver the collaborative project on boosting resilience of rural schools;
- Pursue new collaborative projects focused on priority policy areas for government;
- Further develop our 'Rapid Response' capability as a useful tool for government to harness advice from a wide range of experts;
- Publish the first APPI Insights Paper from a APPI Policy Fellow;
- Embed the APPI Policy Fellowship in both the public service stream and academic stream;
- Continue to build a repository of constructive and compelling policy ideas and proposals for Australian policymakers through *The Policymaker*;
- Build a business case for targeted, high-quality, capacity building activity across the public service and university sectors;
- Deliver a series of events and strategic workshops, linked to policy work, to broaden engagement and contribute to public discourse;
- Refine the APPI 'Impact framework' to ensure we remain firmly focused on our mission of contributing to the public good and systematically track outcomes to this end.

**The Australian Public Policy Institute gratefully acknowledges the support of its partners.**





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