

# Annual Impact Report

2022–2023



# About APPI

The Australian Public Policy Institute works to transform policymaking, for the good of the people, planet and future of Australia. Launched in 2021 as a formal partner of the NSW Government, APPI is a unique joint-venture between government and universities. An independent, non-partisan policy institute with charitable status, we forge collaborative networks and drive innovative solutions to complex challenges. Our approach enables policymakers to harness a wide range of expert advice and ensures that researchers can effectively inform policy development.

## A growing partnership

- University of Sydney
- Western Sydney University
- University of Technology Sydney
- University of New South Wales
- Charles Sturt University

Our university partnerships will continue to grow in 2023-24 and beyond.

*At the time of publication the Institute was known as the James Martin Institute for Public policy (JMI).*



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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.



## Building bridges between policymakers & experts: **Year in review**

**800+**

public policy professionals & researchers shared their expertise

**140 hrs**

facilitated collaboration between policymakers & experts



**Collaborative engagement**

**500+**

direct engagements with policymakers, researchers & other experts

**100+**

meaningful connections facilitated between policymakers & experts

**Tackling some of the most pressing policy challenges:**

- AI
- Energy transitions
- Economic growth
- Closing the gap
- Circular economy



**“The Institute is setting world standards in connecting policymakers with experts to solve complex challenges.”**

The Hon. Chris Minns MP  
Premier of NSW

**12**

projects to date, including six Policy Challenge projects

**73**

grant applications

**2**

policy fellows

**50+**

leading policy experts contributed to *The Policymaker*

**Workstreams**



**1.2K+**

senior leaders in government, academia, industry & community took part in our flagship events

**800K+**

post impressions on social media



**Interactions**

**17K+**

interactions with public policy professionals and researchers across Australia

**46K+**

website views



## From our Chair

Policymakers around the world are navigating uncharted territory, with growing concerns over the convergence of economic, social, technological, and environmental changes. The opportunity to be on the front foot with evidence-based public policies to address such challenges was a key rationale behind the establishment of the Australian Public Policy Institute. Enabling policymakers to access and tap into expertise, to improve the everyday lives of people in our community, is a role APPI undertakes seriously and with great pride.

**“The Institute has quickly established itself as a trusted knowledge-broker in just two years.”**

Given its unique focus, as a partner of government, public service agencies, and universities, APPI has quickly established itself as a trusted knowledge-broker in just two years. It continues to facilitate collaborative approaches to developing innovative policy solutions to complex challenges, breaking down traditional silos that have impeded smart collaboration. Too often in the past, valuable academic research has been lost in translation. No more.

We have worked to ensure that expertise continues to feed directly into pragmatic policymaking at all levels. Our focus on the democratic health of our state and nation has ensured bipartisan support for our shared mission for the public good.

APPI's work remains anchored in NSW but there is growing interest in our capabilities and mission further afield. As The Institute has continued to grow in prominence this year. Our impact has been felt across a wider range of issues and there has been a corresponding uptake of interest in our approach, which reflects the success achieved to date. More universities are joining and more academics are contributing to public policies, working with more public servants, across a wide range of issues.

In the year ahead, we will continue to support our government partners to explore the big questions facing policymakers, while making sure that our work continues to be guided by finding practical solutions that have a beneficial impact on our communities.

**Professor Peter Shergold AC**

## From our Chief Executive

This has been an exciting year of substantial growth and impact for APPI. Our collaborative projects and rapid response capability have helped policymakers tackle some of Australia's most complex, multidisciplinary challenges. Alongside this work, we have awarded our first Policy Challenge Grants, welcomed our first Policy Fellows from both our government and university partners, and established The Policymaker as a 'must read' for those interested in policymaking across Australia.

Across the full range of our five workstreams, we have contributed to issues such as the role of artificial intelligence, the future of the care economy, energy transitions, sustainable finance reporting, resilience of schools in rural and remote areas, the evidence base for effectively addressing modern slavery in New South Wales, and much more.

This year, APPI welcomed two new universities to its membership: the University of New South Wales (UNSW) and Charles Sturt University. The breadth and depth of UNSW's research capability together with Charles Sturt's commitment to regional and rural communities adds significant value to our mission. APPI also qualified for charitable status in March 2023, which has set us on a path to build lasting partnerships with likeminded and philanthropic organisations.

**“This has been an exciting year of substantial growth and impact for the Institute. Working closely with our government and university partners, we have made great strides in shaping the public policy landscape in Australia.”**

At the institutional level, we have built strong foundations to ensure an enduring policy institute for Australia. As an official partner of the NSW Government, we established our Policy Advisory Committee as a means of regularly engaging key decision-makers across government. We continue to benefit from the advice of our independent Research Advisory Group, and have been guided throughout by our expert Board of Directors who are actively involved in making APPI's vision a reality.

Working closely with our government and university partners, we have made great strides in shaping the public policy landscape in Australia. We thank all those who have generously given their time and expertise to help tackle some of our most pressing policy challenges and we look forward to working with you all to continue to shift the dial.

**Libby Hackett**

# Transforming public policy



## Research collaboration



## Policy innovation



## Pragmatic solutions



**“The Institute is setting world standards in connecting policymakers with experts to solve complex problems. We are delighted to have more universities joining and look forward to deepening our partnership in 2023.”**

The Hon. Chris Minns MP, NSW Premier



**“We are proud to be part of this important government-university partnership. Joining the Institute advances our long history of collaborating with government and other institutions to ensure the impact of our world-leading research. By working together, we can harness the multidisciplinary expertise needed to inform public policy that genuinely tackles emerging societal challenges, and ultimately , improves lives.”**

Professor Attila Brungs, Vice-Chancellor and President of UNSW



**“As Australia’s leading regional university, we are committed to supporting the development of policy solutions that address the needs and priorities of our communities. The partnership with the Institute provides an excellent opportunity for our researchers to work with policymakers and other stakeholders to develop evidence-based solutions to complex policy challenges.”**

Professor Renée Leon, Vice-Chancellor of Charles Sturt University



# Our approach and value-add

We seek a public policy ecosystem in Australia where there is seamless engagement between policymakers and a diverse range of experts, to effectively address our most complex challenges for the public good. To this end, we bring government, universities, industry and communities together to deliver practical and relevant public policy outcomes, harnessing leading academic research capability.



## Government-led & evidence-based

We actively engage with university, community and industry experts to respond to the government's most pressing public policy challenges, ensuring that evidence is translated into purposeful public policy outcomes.



## Networked & impact-oriented

We deliver high quality, rigorous policy research, forging collaborative networks of experts to convert ideas into reality. Laser-focused on impact, we generate timely, policy-relevant insights for decision-makers and contribute to public discourse to drive policy innovation in the public interest.



## Independent & trusted knowledge-broker

As a partner of both governments and universities, but sitting independently of either, we are uniquely positioned to convene the right actors at the right time to break down silos and deliver for all people more effectively. We provide government(s) with an independent source of evidence-based policy advice on critical public policy issues.

# 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.

## Five workstreams

### 1. Collaborative projects

APPI worked with four government partners on some of the most complex, long-term, multidisciplinary policy challenges facing NSW and Australia. We have used APPI's unique collaborative project model to connect experts into critical stages of policymaking by bringing together government and university colleagues into APPI collaborative project teams, convening Expert Advisory Groups, and holding workshops and consultations. More than 70 academics and 113 government experts have contributed to these multi-month projects to develop practical policy solutions in response to government's challenges.

Key APPI collaborative projects:

- Opportunities to boost resilience in rural, regional, and remote schools (Partner: NSW Department of Education)
- Identifying policy pathways to combat modern slavery in New South Wales (Partner: NSW Anti-slavery Commissioner)
- Regulating artificial intelligence: opportunities and risks for the NSW Government (Partner: NSW Chief Data Scientist)
- Policy and research support for the NSW government comprehensive review of the Vocational Education and Training (VET) system (Partner: NSW Department of Education)

### 2. Rapid response

In recognition of the pace and complexity of policymaking, APPI works intensively with government departments on highly targeted short-term projects. For example, we worked with the Department of Premier and Cabinet to develop options on how government can better harness artificial intelligence for the public good. We drew out insights and connected leading experts with policymakers by facilitating a multi-stakeholder expert workshop in December 2022, and undertook supplementary consultations with experts and desktop research. The Institute delivered a short policy brief to the Department in early 2023, outlining key insights and pathways for effective government use of AI.

### 3. APPI Policy Challenge Grants

In late 2022, APPI's inaugural grants program awarded six grants for applied public policy research to outstanding research teams from the University of Sydney, Western Sydney University and the University of Technology Sydney. Grant winners were celebrated at a launch event at NSW Parliament House in November 2022. Grantees enter into a partnership with APPI, receiving financial and dedicated support to maximise the public policy impact of their research, including through tailored engagement with policymakers.



NSW Anti-slavery Commissioner Dr James Cockayne with Sophie Otiende, CEO of the Global Fund to End Modern Slavery, and Dr Vafa Ghazavi, Executive Director for Research and Policy at APPI, after the launch of the Strategic Plan at NSW Parliament House on 22 June 2023.

The 2022 grant winners are addressing some of New South Wales’s biggest policy challenges, including:

- **Using facial recognition technology for digital identity: A governance framework for Service NSW**  
Lead researcher: Professor Edward Santow  
University of Technology Sydney
- **Characteristics and risk profiles for youth who go missing or run away from out-of-home care**  
Lead Researcher: Professor Amy Conley Wright  
University of Sydney
- **Building resilient Australian communities**  
Lead researcher: Associate Professor Ann Dadich  
Western Sydney University
- **Formalising community perspectives in disaster management**  
Lead researcher: Associate Professor Margot Rawsthorne  
University of Sydney
- **Research-informed principles for a gender equitable future of work in NSW**  
Lead researcher: Professor Rae Cooper  
University of Sydney
- **The impacts of COVID-19 on domestic and family violence service provision in culturally and linguistically diverse and faith-based communities**  
Lead researcher: Associate Professor Ghena Krayem  
University of Sydney

We are now assessing applications for the program’s 2023 grant round. This year, grant applications were invited for projects focusing on major policy challenges facing NSW under the following themes, where the proposed research has strong potential to catalyse policy innovation and generate public value for the benefit of the people of NSW:

1. The transition to a net zero economy: democratic, community and political economy aspects
2. Creating resilient and dynamic cities and towns
3. Building and sustaining the care economy we need
4. Boosting industrial capacity for a productive and resilient economy
5. Addressing educational disadvantage

We received 73 applications, involving 272 researchers from across NSW and Australia, of which 78 are early career researchers (ECR). 6 projects are led by First Nations researchers. Winners will be announced in late 2023.

#### 4. APPI Policy Fellowship

Two Policy Fellows joined APPI to pursue independent policy-relevant research, under the Fellowship’s two current streams, the public service stream and the academic stream.

##### Public service stream

APPI’s inaugural Senior Policy Fellow, Dr Angela Cummine (Director, Sustainable Finance, NSW Treasury), undertook her fellowship in mid-2022, producing pioneering insights into how governments, and the NSW Government in particular, should pursue sustainability reporting. *Sovereign Sustainability Reporting – New South Wales* and beyond was published in January 2023 and launched at a public launch event in April with an interactive panel at the University of Sydney. Panellists included policymakers, academics, and leading industry experts, and the discussion involved a wide range of stakeholders working on sustainability issues.

##### Academic stream

From March–September 2023, Associate Professor Dilupa Nakandala joined APPI as our first academic stream Policy Fellow. Her policy research focuses on opportunities for stimulating the adoption of industry 4.0 technologies by small and medium enterprises in NSW. This research responds to the pressing challenge of increasing productivity across the state, and the modernisation of critical industries such as advanced manufacturing.

#### 5. The Policymaker

APPI’s solutions-oriented digital publication *The Policymaker* published dozens of thought leadership pieces over the past year. It has provided a platform for Nobel Prize winners, First Nations leaders, senior policymakers and researchers, experienced government advisors and emerging thinkers to share groundbreaking policy ideas and creative solutions on key public policy challenges facing Australia.



**“The Institute has created an impactful platform for us to connect and solve the complex problems we are faced with today. The direct impact was clear when our contribution was considered in a parliamentary report!”**

Krystal Lockwood, Lecturer in criminology and criminal justice, Griffith University



**“The future of public policy in Australia is strengthened by courage and truth telling. Thanks for the voice of *The Policymaker*.”**

Professor Maree Teesson AC, Director of the Matilda Centre, University of Sydney



**“*The Policymaker* should be required reading for all public policy practitioners.”**

Dr Alicia Mollaun, Senior Manager for Economic Policy, Equity Economics & Development Partners



**“*The Policymaker* has become a go-to source for smart, thoughtful, punchy, but always well-informed takes on the big policy questions of the day.”**

Professor Duncan Ivison  
University of Sydney

The  
**Policymaker**



# Impact snapshots

## Collaborative project one

### Developing the first strategic plan to combat modern slavery in NSW

- 4 expert workshops
- 65+ experts involved
- 200+ launch event participants

### The challenge

Modern slavery is one of the most complex policy challenges facing governments across Australia and other countries across the world. It takes many forms, such as human trafficking, forced labour, debt bondage, organ trafficking, child sexual exploitation and forced marriage. Modern slavery is not a narrow issue, but something that intersects with central aspects of our economy and society. New South Wales is at the forefront of developing solutions to this challenge, having established an independent Anti-slavery Commissioner through dedicated legislation to address modern slavery.

### Collaboration

APPI partnered with the independent NSW Anti-slavery Commissioner and their Office to bring together experts and identify the key strategic priorities for combatting modern slavery in the state. This helped the Commissioner prepare the first Strategic Plan in the state. Through convening expert workshops and providing strategic, expert-informed policy development support, the collaboration harnessed the expertise of academics, not-for-profit leaders, business and industry leaders, unions, and government policymakers. APPI co-hosted an event with the Commissioner's Office to launch the Strategic Plan in June 2023, bringing together over 200 stakeholders working to address modern slavery and helping build a community of purpose to take the Plan forwards.

### Solutions

The NSW Anti-slavery Commissioner's Strategic Plan for 2023–2026, *Working Together for Real Freedom*, sets out the following five priorities:

- Build prevention capacity
- Enable remedy
- Foster responsible business practices
- Change the narrative
- Develop a community of purpose

### Impact

So far, the project has had impact by generating an evidence-base for policy change. APPI supported the Office of the Anti-slavery Commissioner's capacity to engage with evidence by providing dedicated policy strategy and modern slavery expertise. The NSW Anti-slavery Commissioner Dr James Cockayne noted that APPI provided his Office "significant surge capacity and domain expertise giving us great confidence we were effectively reviewing, synthesising and absorbing insights from a diverse evidence base." APPI designed a highly successful process that effectively integrated academic expertise, both through targeted consultation and on a continuous basis in the project team, in particular by seconding a specialist Research Associate into the team from the University of Sydney. Other key areas of impact include boosting collaborative relationships to support policy development and crafting innovative and transformative policy ideas. We anticipate learning more about the longer-term impact of this project as priorities are implemented in the years ahead.

**"The rapid response capability of the Institute has been critical to our ability to execute our statutory obligations to develop a strategic plan to take New South Wales forward in the fight against modern slavery."**

Dr James Cockayne  
NSW Anti-slavery Commissioner

## Collaborative project two

### Opportunities to boost resilience in rural, regional and remote schools

- 50+ stakeholders consulted
- 20+ practical ideas identified to boost school and community resilience across four focus areas

#### The challenge

Bushfires, floods, droughts, plagues, and COVID-19 have challenged the resilience of schools in regional, rural, and remote New South Wales. This project sought to identify holistic policy options to boost the resilience of those schools, so that they can proactively weather challenges, prepare for those in the future, and contribute to the resilience of the broader community, in order for schools and communities to thrive.

#### Collaboration

APPI brought together a project team to undertake research, collect evidence and identify practical policy opportunities. Comprised of Institute staff, two NSW Department of Education representatives, and a university post-doctoral researcher, the collaborative team worked together from mid-late 2022, with support from a dedicated Expert Advisory Group that included academic researchers, senior policymakers and school principals. The team conducted consultations with more than 50 individuals, harnessing the expertise of leading academic researchers, current and former principals of regional, rural or remote schools, policymakers with expertise in regional Australia, resilience and education, and community representatives and resilience practitioners.

#### Solutions

The collaborative project report, *Local links and learning: Resilience in regional, rural and remote schools*, identified four policy focus areas to boost school and community resilience:

- Student development and learning
- Leadership capacity of principals and teachers
- A whole-of-school resilience approach
- Ties between schools and their communities

**“The Department is committed to supporting regional, rural and remote learning communities across NSW. This research helps to build the evidence base around boosting resilience in regional, rural and remote schools and will help inform our work.”**

Ben Ballard, Executive Director – Regional, Rural & Remote Education Policy, NSW Department of Education

#### Impact

By drawing on the expertise of a broad range of researchers, community leaders and policymakers, the project provided strong examples of evidence-based practice that are now being actively drawn on by the Department of Education. The project generated innovative and transformative policy ideas, which have directly resulted in activity to support the wellbeing of school leaders, and which are informing future thinking on boosting resilience more broadly. The project also advanced collaborative relationships for policy development and built public sector capability.

## Policy Fellowship

### Why and how governments should disclose their Environmental, Social and Governance impact

- 19 experts consulted
- 5 recommendations made
- 12 jurisdictions compared

#### The challenge

Governments – as investors, issuers, regulators, procurers, and owners – are under growing pressure to become more sustainable financial entities. Legal and accounting standards are evolving to require disclosure of climate and other sustainability risks, as well as evidence of feasible action to support targets and commitments. Stakeholders such as investors, rating agencies and communities increasingly expect a consistent whole-of-government approach to Environmental, Social and Governance (ESG) risks and opportunities.

#### Collaboration

Dr Angela Cummine joined APPI as a Senior Policy Fellow from July–August 2022 to research whether and how governments should be disclosing their sustainability impact. Dr Cummine undertook the research at APPI while on temporary leave from her role as Director of Sustainable Finance at NSW Treasury. As part of the fellowship, Dr Cummine consulted a range of senior

**“The Policy Fellowship program allows public servants to combine practitioner expertise with sustained research to advance policy innovation and enhance public sector capability in NSW.”**

Dr Angela Cummine  
Inaugural APPI Senior Policy Fellow



NSW Attorney-General The Hon. Michael Daley MP during the launch of the NSW Anti-slavery Commissioner's Strategic Plan at NSW Parliament House on 22 June 2023.

executives from NSW government agencies, as well as peer government officials, standard setters, and researchers in sustainability. After the publication of her Policy Insights Paper in January 2022, the key themes were discussed at an interactive panel event at the University of Sydney, which brought together 50 experts from governments, financial institutions, peak bodies, think tanks and universities.

#### Solutions

The results of the research were presented in a APPI Policy Insights Paper, *Sovereign sustainability reporting – New South Wales and beyond*, which made five recommendations addressing the need, method, timing and approach for undertaking whole-of-government sustainability reporting.

#### Impact

Dr Cummine's fellowship and APPI Policy Insights Paper has already had significant positive impact. The insights have informed relevant briefing notes and advice within NSW Treasury and provided practical insights and ideas for how whole-of-government sovereign sustainability reporting could be framed. This has prompted broader discussion within government agencies as well as across peer jurisdictions on the role, content, scope and value of these reports. It also contributed to building internal capability and knowledge in core teams and across sectors responsible for reporting or disclosure. Through its method, the report encouraged teams to adopt a comparative and international best practice approach.



# Promoting engagement and expanding our reach

## Engagement

In the last 12 months, APPI leadership met with many NSW Government Ministers and their staff, along with a wide range of colleagues from across NSW government departments, to identify areas of collaboration and partnership, and seek input into public policy priorities.

With the creation of the Policy Advisory Committee (see Governance section of the report), these consultations have become formalised and continuous.

The APPI team engaged at length with our partner universities in order to raise awareness of the opportunity to engage with APPI and to grow our networks of experts across these universities.



NSW Minister The Hon. Rose Jackson MLC during the APPI Policymaker Summit.

## Events

We have expanded our events program to elevate our impact and build new audiences. In over a dozen research and policy events, we convened more than 1,200 experts and researchers.

### Big ideas series

In September 2022, we held the **first Australian Public Policy institute Oration** at Western Sydney University. Featuring a Headland Speech on the future of education by then NSW Premier, The Hon. Dominic Perrottet MP, the Oration brought together 150 senior policymakers, leaders from government, universities, business, and the community, as well academic and education experts.

### Policy Challenge Grant Winners

In November 2022, we celebrated the **2022 APPI Policy Challenge Grant winners** at NSW Parliament House, marking another cornerstone of our event program. In the presence of over one hundred senior leaders in government and academia, we showcased the six project teams and their cutting-edge policy work.

### Launch Event

In June 2023, we were delighted to co-host the **launch of the NSW Anti-slavery Commissioner's Strategic Plan** to tackle modern slavery in NSW. The event was attended by over two hundred participants at NSW Parliament House, including survivor leaders, policymakers, advocates, and business leaders. The launch of the Strategic Plan was widely covered in major news outlets, including ABC, SBS, and the Sydney Morning Herald, among others.



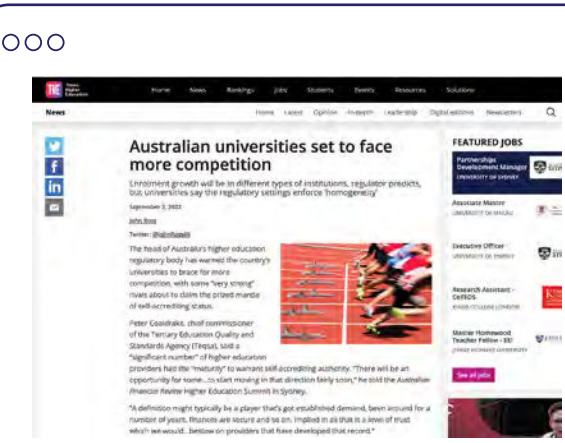
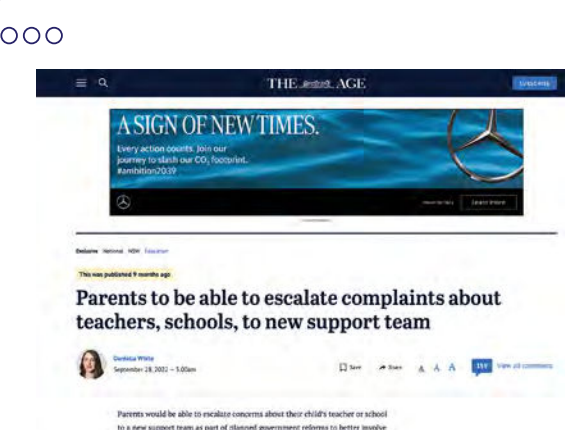
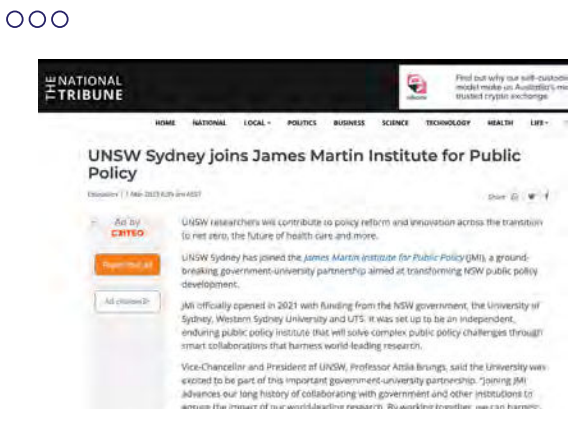
Almost **1000 government and university experts** engaged with us and shared their insights in a wide range of formats and channels.

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



Media coverage

- APPI has been featured in several major media outlets in the last 12 months.
- [FS Sustainability](#) (22 June 2023)
  - [The National Tribune](#) (1 March 2023)
  - [The Australian](#) (28 February 2023)
  - [Daily Mail Australia](#) (30 November 2022)
  - [Sydney Morning Herald](#) (28 September 2022)
  - [The Australian](#) (6 September 2022)
  - [Times Higher Education](#) (2 September 2022)



Moe Turaga during the launch of the NSW Anti-slavery Commissioner's Strategic Plan at NSW Parliament House on 22 June 2023.



# Impact framework

APPI has developed a rigorous approach to capturing the impact of our work.



APPI seeks to deliver impact by undertaking activities and producing social, economic, environmental and cultural outcomes that promote holistic, enduring public value and benefit. We consider that we are most able to deliver this value by pursuing complex challenges, and producing bold and innovative solutions that have the capacity to be implemented. APPI's impact principles guide the work we choose to do, and how we choose to do it, so that we prioritise impact for the public good:

- **Innovative ideas:** Generate compelling insights, fresh perspectives, and bold alternative policy approaches by working collaboratively with multidisciplinary experts.
- **Purposeful connections:** Work collaboratively and seek opportunities to foster enduring relationships.
- **Capability growth:** Embed sustainable capability uplift in our projects with partners, to promote long-term, evidence-based, and innovative policymaking.
- **Solutions focus:** Bold innovation with a focus on pragmatic solutions, capable of generating policy change in government.

- **Public benefit:** Focus on delivering benefit for individuals and communities that promotes public good.

Working closely with a group of expert advisors across our university partners, APPI has developed a rigorous approach to capturing the impact of our work through a dedicated Impact Framework.

APPI's Impact Framework sets out a theory of change that articulates how we use our resources and undertake activities to deliver outputs, and ultimately achieve our target outcomes. Each outcome has a range of qualitative and quantitative indicators, which seek to capture both the quality and impact of our work. While committed to capturing tangible data and insights, the Framework also recognises the inherent challenges of measuring the impact of complex collaborations in the policymaking process.

We anticipate that our approach to tracking impact will continue to evolve as the Institute learns and grows.



# Looking ahead

We are energised by the opportunities for policy innovation that lie before us. The challenges facing Australia and NSW demand innovative solutions, rigorous analysis, and, most importantly, collaborative approaches.

2023 will be a critical juncture for APPI as we look to expand our project pipeline and foster ever greater engagement between public servants and experts.

Bridging the gap between policy and research remains a major hurdle. Our vision for Australia is ultimately one where APPI is no longer needed – one in which there is seamless collaboration between policymakers and the research community. Until we get there, we will prioritise building capacity for collaboration and scaling up those areas of work that bring the greatest benefits for the public good.

**Our vision for Australia is ultimately one where the Institute is no longer needed – one in which there is seamless collaboration between policymakers and the research community.**

APPI is currently undertaking a number of collaborative projects that will be completed in the year ahead, including supporting an ongoing Government review. We also look to expand our rapid response capability to quickly tap into the expertise that policymakers may need on tight timescales.

In August 2023, we will also host the first APPI Policymaker Summit, a new flagship policy event for NSW, bringing together government policymakers, researchers and other experts around key themes to drive forward solutions.

In the year ahead, we will look to pilot a new capacity-building program that will equip policymakers and researchers with the necessary skills, tools and frameworks to work together effectively, ultimately boosting the practice of evidence-based policymaking in NSW.

Through thoughtful and strategic expansion with more university partners in the coming years, we will seek to leverage their unique research agenda and regional focus, and connect this knowledge to policymaking processes.

APPI remains committed to advancing evidence-based policymaking that will drive positive change and secure a prosperous future for our communities. We will continue to be at the forefront of shaping Australia's policy landscape.



From the left: Libby Hackett, CEO of APPI, with NSW Deputy Premier The Hon. Prue Car MP, and The Hon. Prof. Verity Firth AM.

# Governance

APPI is an independent, non-partisan policy institute with charitable status. It operates under a robust governance framework that encompasses an independent Board of directors, a formal Constitution, independent advisory groups including a Research Advisory Group. This is further supported by the governance and reporting structures in place with our government and university partners.

These structures and agreements ensure clear processes, integrity, accountability, and the pursuit of excellence in research, analysis and policy engagement. APPI remains committed to upholding the highest standards of governance and fostering collaborations that contribute to informed decision-making and positive societal impact.

## Constitution

APPI operates under a constitution that outlines the principles, objectives, and governance structure of the organisation. It delineates the roles and responsibilities of the Board of directors, ensuring transparency, accountability, and adherence to the highest ethical standards.

## Board of directors

APPI is governed by an independent Board of directors, which is responsible for providing strategic guidance and oversight to ensure the effective operation and fulfillment of APPI's mission. The Board is composed of distinguished individuals from various fields, including government, academia, the not-for-profit sector and industry who bring their expertise and experience to steer APPI's activities.



**Professor Peter Shergold AC**  
**Chair (Independent)**



**The Hon. Prof. Verity Firth AM**  
**Deputy Chair (University-appointed)**

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)



**Professor Emma Johnston**  
**AO FAA FTSE FRSN**  
**(University-appointed)**

Deputy Vice Chancellor (Research),  
The University of Sydney



**Martin Bowles AO PSM**  
**(Government-appointed)**

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



**Joseph Rizk AM**  
**(Independent)**

CEO and Managing Director,  
Arab Bank Australia



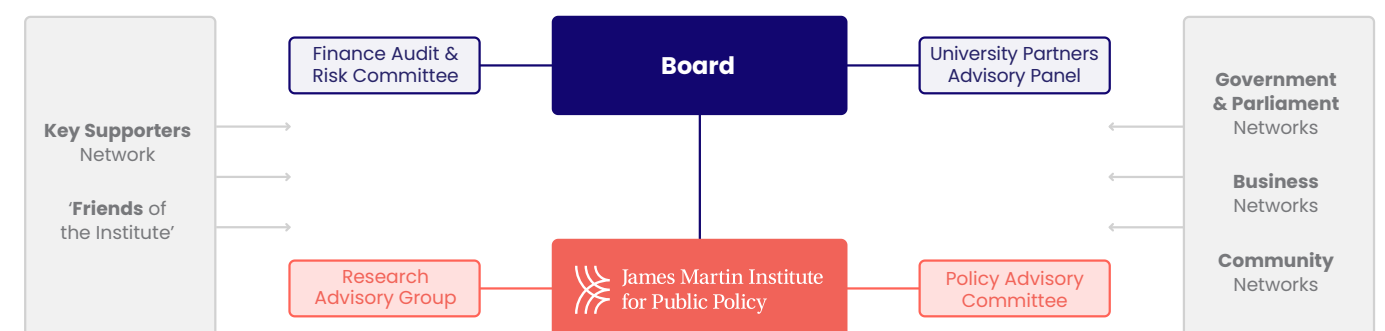
**Jillian Kilby (Independent)**  
**(Government-appointed)**

CEO and Founder,  
The Infrastructure Collaborative



**Fiona Docherty**  
**(University-appointed)**

Vice President, External Engagement,  
University of New South Wales







## Finance, Audit & Risk Committee (FA&R)

FA&R provides expert advice to the CEO in developing appropriate financial, audit and risk mechanisms, process and methods. On behalf of the APPI Board, the FA&R oversees critical reporting systems and checks, including the risk register.

## Government partnerships

- APPI has a Funding Agreement as well as a Memorandum of Understanding with the NSW Government. The Funding Agreement defines the reporting requirements and performance indicators for the Institute until 2024.
- APPI signed the Memorandum of Understanding with the NSW Government this year, which set out the nature of this unique collaborative partnership. It outlines shared goals, cooperation, and partnership principles, facilitating a fruitful partnership in addressing critical policy challenges.
- Complementing our existing governance structures, APPI formed a Policy Advisory Committee in October 2022 that serves as a vital platform for dialogue and exchange between APPI and key government stakeholders.

## University partnerships

APPI has either a Funding Agreement or Partnership Agreement in place with each of its university partners. These partnerships enable APPI to leverage the expertise and resources of its university partners, fostering a vibrant environment for collaboration and knowledge exchange at various levels.

### University Partners Advisory Panel

The University Partners Advisory Panel is a sub-committee of the Board, designed to maximise the contribution of university partners to the work and shared mission of APPI.

### University Key Contacts

Each of our universities provide APPI with a ‘key contact’ with dedicated time to supporting engagement with the Institute. Our University Key Contacts play a crucial role in helping APPI to identify and access research expertise, professional advice and facilities in support of our mission. Our key contacts are currently:

- **Nerida Dalton**, Senior Government Relations Adviser, University of New South Wales
- **Kim Pascoe**, Executive Officer, Office of the Deputy Vice-Chancellor (Research), University of Sydney
- **Rhonda O’Brien**, Executive Officer, Office of the Deputy Vice-Chancellor (Research), Charles Sturt University
- **Stella Vasiliadis**, Manager, Strategy & Operations, Centre for Social Justice and Inclusion, University of Technology Sydney
- **Dr Anette McLaren**, Senior Policy Advisor and Projects Manager, Office of the Deputy Vice Chancellor, Research, Enterprise and International, Western Sydney University

## Research Advisory Group

The Research Advisory Group provides expert advice to APPI regarding the quality and governance of the Institute’s research activities with a focus on public policy impact. The Research Advisory Group also provides expert advice to the Executive on the shortlist of applications for the APPI Policy Challenge Grants program.

The Group is made up of 3 university research-policy experts, 3 government research-policy experts, and 3 independent research-policy experts, including an independent Chair.

- **Professor Margaret Harding**, Chair of the Research Advisory Group
- **Anne Hampshire**, Head of Research and Advocacy, The Smith Family and Deputy Chair of the Research Advisory Group
- **Professor Karen Soldatic**, Professor, School of Social Sciences, Deputy Director of Research, Institute for Culture and Society, Western Sydney University and Institute Fellow, Whitlam Institute
- **Nathan Martin**, Office of the Deputy Secretary for Aboriginal Affairs and Outcomes, NSW Department of Premier and Cabinet
- **Tim McMin**, Director of Roadmap Governance, Office of Energy and Climate Change, NSW Treasury
- **Dr Samantha Sharpe**, Research Director, Institute for Sustainable Futures, University of Technology Sydney
- **Dr Aruna Sathanapally**, Executive Director, Macroeconomy, NSW Treasury
- **Associate Professor Myra Hamilton**, Principal Research Fellow, Social Policy Research Centre, University of Sydney



Yvette Proud at the launch of the NSW Anti-slavery Commissioner’s Strategic Plan at NSW Parliament House on 22 June 2023.



# APPI team

## Chief Executive Officer

- Libby Hackett

## Research & Policy

- Dr Vafa Ghazavi
- Peta Leigh
- Frances Kitt
- Hugh Piper
- Simona Tomevska
- Jo Attwooll

## Associates & Fellows

- Dr Angela Cummine
- Associate Professor Dilupa Nakandala
- Tim Heffernan
- Clare Bartrem
- Dr Jack Isherwood
- Noah Corbett

## Operations

- Yvonne Lui

## External Affairs

- Anthony Dursi
- Andreas Kaufmann
- Lara Bate

## Research and Policy Associates from our university partners:

- Noah Corbett  
University of Sydney (ongoing)
- Dr Jack Isherwood  
Western Sydney University (ongoing)
- Dr Timothy Heffernan  
University of New South Wales (completed)
- Clare Bartram  
University of Sydney (completed)

## Fellows

- Associate Professor Dilupa Nakandala  
Policy Fellow (Academic stream)  
March 2023 – present
- Dr Angela Cummine, Senior Policy Fellow  
(Public service stream) July – August 2022





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