

Annual Impact Report

2024–2025



Good public policy starts with evidence.

About us

The Australian Public Policy Institute (APPI) is a unique joint-venture between government and a coalition of universities dedicated to public benefit research. The Institute partners with government to identify public policy solutions by mobilising university expertise, accelerating collaboration between policymakers and researchers for the good of all Australians. Launched in 2021 as the James Martin Institute for Public Policy, APPI is an independent, non-partisan charity based in Sydney and Canberra.

A growing partnership

- NSW Government
- Australian Public Service Commission, Australian Government
- University of Sydney
- Western Sydney University
- University of Technology Sydney
- University of New South Wales
- Charles Sturt University
- University of Wollongong

Our university partnerships will continue to grow in 2025-26 and beyond.



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Acknowledgement of Country

APPI acknowledges the Gadigal people of the Eora Nation and the Ngunnawal people 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 New South Wales and the Australian Capital Territory.

Year in review

Uniting governments and universities to improve public policy in Australia

950+

Direct engagement with policymakers, researchers and other experts

1200 hrs

Facilitated collaboration with policymakers and experts



Collaboration

800+

Government policymakers and experts from various fields shared their expertise

25

New projects, including 9 grant projects and 5 fellowships

“The Institute is demonstrating what is possible around capacity-building and better engagement with universities.”

The Hon. Courtney Houssos MLC, NSW Minister for Finance, Domestic Manufacturing and Government Procurement



Contributors

71

Grant applications involving
200+ researchers

260+

Policymakers, researchers
and other experts contributed
to APPI government policy
projects

73

Leading experts contributed
to *The Policymaker*



Interactions

1.5K+

Senior leaders in government,
academia, industry and
community took part in our
flagship events

185K+

Website views

240K+

Social media impressions
on LinkedIn



Policy Areas

Tackling some of the most pressing policy
challenges, including:

- Child protection and out-of-home care
- Disability reform
- Health research and innovation
- Public finance and investment
- Transportation and mode shift

Chair's message

This has been a truly transformational year for the Australian Public Policy Institute, full of exciting new developments that will advance our mission of supporting government in lockstep with universities for positive public policy outcomes.

Our rebranding to APPI in April, from the James Martin Institute for Public Policy, is likely the most visible of these highlights. This was a crucial step in the organisation's trajectory and better articulates our work and scope.

As a reflection of this momentum and growing coalition, we formalised our relationship with the Commonwealth Government through a new Memorandum of Understanding with the Australian Public Service Commission in January 2025. The Institute has been engaging with Commonwealth Government departments for several years, and this MOU demonstrates the increased demand and growing recognition of APPI at all levels of government. We have invested in key staffing roles, including three policy leads in economic, social, and energy and environment policy as well as a Deputy CEO in Canberra, to further spearhead these efforts.

Our growing partnership with the Australian Government is a key component of the Board's new 2030 Strategy, positioning the organisation for continued success and growth. Following three years of exceptional service delivery to and collaboration with the New South Wales Government, the 2030 Strategy is a call to action to continue expanding our government and university partnerships across Australia and,

more importantly, our impact on evidence-based public policymaking. The Institute remains focused on maximising our impact on better public policy outcomes: for government, universities and, above all, for the benefit of all Australians.

The Board benefits greatly from the advice of our independent Research Advisory Group, Policy Advisory Committee from across government, and Finance, Audit and Risk Committee. We are also grateful to our fellow Board members for their strategic insights: Professor the Hon. Verity Firth AM, Peter Duncan AM, Amy Persson, Joseph Rizk AM, and Professor Deborah Sweeney along with Professor Emma Johnston AO before her appointment as Vice-Chancellor of the University of Melbourne.

As documented throughout this Annual Impact Report, the Institute has worked diligently this year, in service of its government and university partners, to accelerate progress and apply evidence and expertise to some of Australia's most pressing social, economic, and environmental challenges – and this is just the beginning.



Jillian Kilby
Interim Chair



Professor Peter Shergold AC
Former Chair

At its March 2025 meeting, the Board recognised the indelible mark left by Professor Peter Shergold AC, who chaired our Board for three years, completing his term in March 2025. His vision was crucial in getting the Institute to where it is today. The Board remains deeply thankful for his expert guidance.



Chief Executive's message

The Australian Public Policy Institute was created as a public partnership for the public good. Four years on, the Institute has established itself as a trusted partner of government and universities, with policy impact and public good at our core.

Much has changed in our government and university landscape over the past 12 months, at home and abroad, but public policy development in priority areas, such as housing supply and the energy transition, has continued at pace.

Through a year of elections, escalating global conflict, and broader economic uncertainty, the complexity of public policy continues to intensify. In Australia, rather than turning away from facts and evidence in the face of such change, policymakers continue to embrace the need for rich insights and expert engagement to guide their work. As the scope of these challenges expands across traditional boundaries, multidisciplinary expertise is increasingly required and in demand.

Likewise, universities increasingly recognise their role in contributing to public policy, with new generations of researchers seeking to apply their findings to real-world problems. Researchers draw great professional benefit from seeing the tangible results of their work in policy outcomes, with social, economic and environmental impact already major areas of strategic focus for universities across the country.

APPI is uniquely positioned to provide policymakers with pathways to access subject matter experts, matching the pace and pragmatism required by government. Conversely, we provide avenues for academics to inform policy solutions for the greater good. The Institute provides long-term value by ensuring that governments and universities can work arm-in-arm towards shared objectives that benefit society at large.

Our Government Policy Projects have supported policymakers in a range of strategic priorities over the last year. We are grateful to have had the opportunity to contribute towards the formation of policy solutions in NSW and Canberra, including on issues such as child protection and out-of-home care, 'mode shift' in transportation policy, disability support models, and health research. In each project, we mobilise the incredible depth of knowledge across the university sector to identify opportunities for government while building capabilities for both groups to work more effectively together on future challenges.

By the end of 2025, we will have distributed \$2 million in funds in Policy Challenge Grants to university research teams. This year, we published four of their reports on Net Zero and the role of Aboriginal Land Councils in the energy transition, disaster management and recovery, and electric vehicle uptake. We also welcomed several Policy Fellows from our government and university partners, three of whom completed their projects – on manufacturing and Industry 4.0 technology, strategic approaches to public finance and the nursing workforce.

Our Policy Futures workstream, which supports capability-building in government and universities, is off to a successful start. We had 1500 public servants and university colleagues register for a Masterclass on the NSW Budget process, to develop their understanding of how government budgets are formulated and evaluated. The first Policy Capability Clinic, which provides practical training applied to real-world issues, was conducted in collaboration with The Cabinet Office, yielding excellent feedback.

With the majority of NSW universities actively engaged in this shared public mission alongside government, we have been delighted to participate in a wide range of programs and activities to support their researchers. We have brought together researchers and other partners in a range of APPI events and digital features – from our annual Policymaker Summit to *The Policymaker* digital publication, which has marked 125 contributions to date, contributing to public discourse on evidence-based policymaking.

We look forward to continuing to expand our partnership in the years ahead for continued public policy impact and public benefit.



Professor Libby Hackett
CEO





Breaking new ground in 2024-25

This year, the Institute has expanded its partnerships, rebranded to better reflect our mission and audiences, and established a presence in Canberra to further expand our work.

Following three successful years as the James Martin Institute of Public Policy, we announced our rebrand as the Australian Public Policy Institute (APPI) in April. The NSW Government and university partners established the Institute as an “enduring policy institute for Australia”. This rebrand better reflects that mandate and **commitment to supporting governments in tackling pressing public policy challenges with world-leading university research.**

This development also builds off the Institute’s 2030 Strategy. Released simultaneously with that announcement, the Strategy accelerates our work to date and seeks to meet the **growing demand for expert policy advice at all levels of government.** This Strategy builds off a solid foundation and will accelerate our reach and scope.

We signed a Memorandum of Understanding (MOU) with the Australian Public Service Commission to work more closely to strengthen public policy capabilities. As a natural extension of our work to date, this MOU will allow for greater cross-jurisdictional advice and knowledge exchange at the state and federal levels. The Institute’s new Canberra presence, led by Dr Ant Bagshaw who was appointed as the Institute’s inaugural Deputy CEO in May 2025, will solidify our **growing relationships with the Commonwealth Government.**

While much has been accomplished this year, what has not changed is our deep commitment to improving policy outcomes for all Australians by **better mobilising our existing university expertise** – a mission shared by our coalition of partners and supporters. This unique feature of our work will continue to guide the Institute’s impact over the next five years.



“APPI’s 2030 Strategy outlines an ambitious vision for the Institute, building on its current success. Working across many public policy areas, this is a true success story for New South Wales, showcasing how collaboration between government and universities can positively change everyday lives.”

Jillian Kilby, Interim Chair of the Board



“University research and expertise are a powerful force for good. The Institute’s mission of harnessing university expertise for public policy impact will be reinforced in this next chapter of its development with expanded opportunities for engagement between researchers and policymakers.”

Professor the Hon. Verity Firth AM, Deputy Chair of the APPI Board and Vice-President of Societal Impact, Equity and Engagement, UNSW



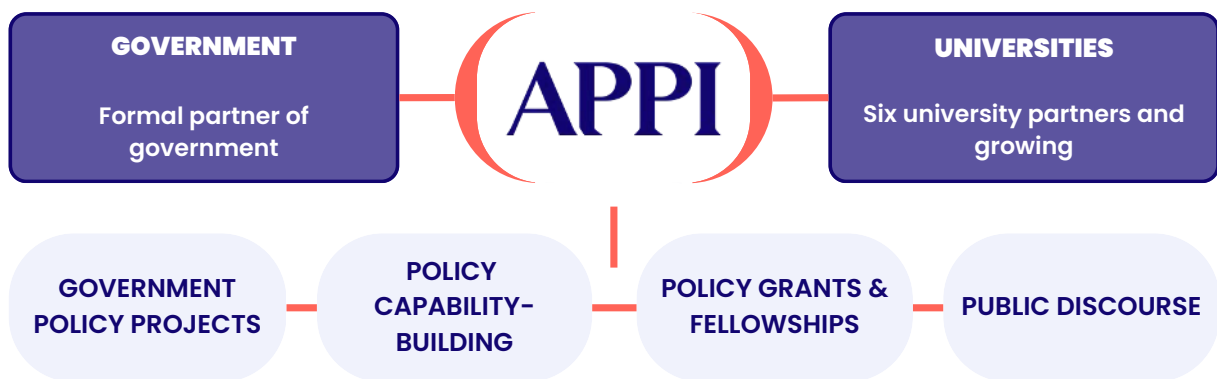
“The Australian Public Policy Institute provides a critical resource for government decision-makers. By leveraging public investment in research to solve our biggest public policy challenges, APPI is producing real public value for Australia and for its growing coalition of partners.”

Peter Duncan AM, APPI Board member and former Acting Secretary of the NSW Department of Premier and Cabinet

How we deliver: The APPI model

APPI drives effective policy outcomes in all areas. Our work is specifically designed to support Australian policymakers in a rapidly evolving policy landscape, harnessing leading university expertise to develop practical, evidence-based solutions.

We undertake **government policy projects**, mobilising university expertise and evidence to develop practical policy solutions; **build capabilities** of public servants and university researchers to develop long-term skills and knowledge exchange; support policy development and innovation through **grants and fellowships**; and organise a wide range of **events and thought leadership** to raise awareness and engagement of evidence-based public policy.



EMBEDDING EXPERTISE IN GOVERNMENT POLICY

Our government policy projects are designed to address **complex, multidimensional public policy challenges**, mobilising world-class expertise to outline pragmatic policy opportunities for government. We regularly undertake rapid response projects to meet the time-sensitive needs of government.



BUILDING CAPABILITIES FOR COLLABORATIVE POLICYMAKING

We aim to drive new opportunities for collaboration and capacity uplift for established and emerging policy experts. These practitioner-led programs **enhance skills and knowledge exchange** around collaborative, evidence-based policymaking.



IDENTIFYING INNOVATIVE SOLUTIONS

Our **Policy Challenge Grants** support research teams to advance policy research in critical areas that benefit all Australians. **Policy Fellows**, drawn from the public service and our partner universities, pursue public policy development supported by APPI experts.



BOOSTING ENGAGEMENT IN PUBLIC POLICY

We work to bolster local and **national dialogue on the importance of evidence-based public policy in everyday lives** through a range of events, interactive workshops and thought leadership, including our digital publication, *The Policymaker*.



Economy and productivity

We support policymakers in addressing Australia's key economic challenges.

Our model in action:

- 2 Policy Challenge Grants to develop solutions to key economic challenges
- 2 reports published
- 13 expert contributions to *The Policymaker* on productivity challenges
- 1240+ stakeholders engaged through consultations, webinars and other forums

Learn more



appi.org.au/policy-areas/economy-and-productivity

thepolicymaker.appi.org.au/challenges/productivity

APPI highlights from 2024–25

Australia's long-term prosperity depends on boosting productivity in ways that are equitable and future focused. From the Future Made in Australia agenda at the Commonwealth level to the new Industry Policy and Innovation Blueprint launched by the NSW Government this year, aligning public investment and innovation with long-term growth is under renewed focus. In a complex global economic landscape, with uncertainty over supply chains and global trade, these challenges have been further compounded. In this context, APPI supported its government partners in applying university expertise to active policy challenges.

“As Australia continues to grapple with complex productivity challenges and economic transitions, APPI’s work remains focused on supporting evidence-based solutions that view productivity not as an end in itself, but as a means of expanding Australians’ opportunities in life.”

Jordan Ward, Senior Manager and Head of Economic Policy

Leveraging public investment for economic growth and innovation

As part of his APPI Fellowship, Simon Rowell explored the pivotal role that public investment can play in shaping a more resilient, competitive NSW economy. His report, *A mission-oriented approach to public finance for NSW*, highlighted themes now reflected in the NSW Government’s Industry Policy and Innovation Blueprint, including the use of mission-oriented investment to accelerate the Net Zero transition, lift innovation in local manufacturing, and address housing supply.



In August 2024, APPI supported Investment NSW’s consultation with industry and academic experts, providing input that **helped inform the development of the new Industry Policy**.

During an APPI event in May 2025, NSW Minister for Innovation, Science and Technology, The Hon. Minister Chanthivong MP, reflected:

“We need to be ambitious. We need to encourage and motivate both the public and private sectors to work together to achieve these goals — because this is how we build the future economy.”

The Hon. Anoulack Chanthivong MP, NSW Minister for Innovation, Science and Technology



“Public financing isn’t just about filling a gap. It’s about leveraging the state’s assets to catalyse innovation and foster growth in critical industries. Through a mission-oriented approach to public investment, NSW can lead the way in shaping a more sustainable, resilient economy.”

Simon Rowell, report author

Reimagining productivity in manufacturing and construction

APPI's report by Policy Fellow, Professor Dilupa Nakandala from Western Sydney University, outlined key opportunities to **boost advanced technology adoption in NSW manufacturing**.

Several opportunities outlined in this report were reflected in the 2025–26 NSW Budget. This includes the establishment of a new Innovative Manufacturing Adoption Fund, intended to help manufacturing businesses integrate new technologies, and three Manufacturing Centres of Excellence.

In parallel, an ongoing APPI grant project led by Professor Srinath Perera, also from Western Sydney University, is identifying practical ways governments can support digital transformation in the construction sector through policies on procurement, workforce capability and technology investment.



“By tackling barriers and enhancing support, we can unlock SMEs’ full potential and boost productivity, resilience and sustainability.”

Professor Dilupa Nakandala, Western Sydney University

Forging a gender equitable future of work

Led by Professors Elizabeth Hill and Rae Cooper AO from the University of Sydney, this APPI-supported grant project outlined how the NSW Government can advance gender equity through its roles as an employer, service provider and procurer. The report reflected key themes from the NSW Women's Strategy 2023–26 and is already informing government policy. The lead researchers shared key findings from their work at an event for policy professionals, which featured a keynote address by NSW Minister for Finance, Domestic Manufacturing and Government Procurement, The Hon. Courtney Houssos MLC, and insights from Dr Annie Pettitt from NSW Treasury.

“I am happy to report that we [the NSW Government] have implemented one of your recommendations, which is around a gender impact assessment of policy.”

The Hon. Courtney Houssos MLC, NSW Minister for Finance, Domestic Manufacturing and Government Procurement



“The NSW Government, as the largest employer in the Southern Hemisphere and the largest employer of women in the country, is uniquely placed to drive workplace gender equality at scale.”

Professor Elizabeth Hill, Professor Rae Cooper AO, Talara Lee and Dr Suneha Seethatul, University of Sydney



From left: Jane Reynaud (APPI), Annie Pettitt (NSW Treasury), Professor Elizabeth Hill, Professor Rae Cooper AO (University of Sydney), and NSW Minister the Hon. Courtney Houssos MLC.

Mapping university capabilities for regional industry growth

In collaboration with the NSW Department of Primary Industries and Regional Development (DPIRD), APPI developed a **strategic analysis of the research capabilities, graduate pipelines and industry partnerships** of 11 universities across the state. The project focused on showcasing the strength of regional NSW as a destination for domestic and international investment, mapping university expertise against six priority trends: agrifood, clean economy, recycling and waste management, critical minerals, defence and aerospace, and technology.

In addition to our project work, APPI contributed to broader national dialogue around productivity. Through our digital publication, *The Policymaker*, we published policy-focused articles from experts highlighting practical solutions of how targeted investment, digital transformation and system design can drive long-term productivity.

Highlights from *The Policymaker*

- *From blueprint to impact: building a high-performance innovation system for NSW* – Dr Jarryd Daymond (University of Sydney), 30 April 2025
- *Making digitalisation work for construction in NSW* – Professor Srinath Perera, Dr Sean Jin and Dr Marini Samaratunga (Western Sydney University), 13 June 2025
- *How government can boost manufacturing SMEs* – Professor Dilupa Nakandala (Western Sydney University), 30 September 2024
- *The Policymaker Podcast Episode 2 on AI & equity*, featuring Julie Inman Grant (eSafety Commissioner), Associate Professor Ramona Vijayarasa (UTS) and Dr Juliette Tobias-Webb (Charles Sturt University), 11 November 2024



“Contributing to *The Policymaker* offered a valuable opportunity to translate my research into actionable policy advice and stay focused on how academic work connects to real-world impact. The editorial process was collaborative and seamless, and significantly enhanced the quality of the article, which has since helped shape conversations with policymakers on building a more effective innovation system in NSW.”

Dr Jarryd Daymond, University of Sydney

Energy and environment

We help shape policy solutions to Australia's pressing energy and environmental challenges.

Our model in action:

- 4 new Policy Challenge Grants and Fellowships awarded in energy and environment
- 4 reports published
- 10 expert contributions to *The Policymaker* on sustainability solutions
- 370+ stakeholders engaged through consultations, webinars and other forums

Learn more



appi.org.au/policy-areas/energy-and-environment

thepolicymaker.appi.org.au/challenges/sustainability

APPI highlights from 2024–25

Australia's energy and environment policy is at a pivotal juncture, as policymakers work to accelerate the Net Zero transition and other environmental imperatives while advancing economic growth and responding to community needs. In 2024–25, governments navigated this complex landscape through major clean energy investments and the development of Net Zero plans at state and federal levels. These efforts reflect a growing emphasis on whole-of-government solutions. APPI has supported its government partners by harnessing rigorous expertise and data, supporting the development of policy that delivers public value.

“Energy and environment policy is most effective when it looks ahead to future priorities and connects levers across all parts of government. APPI draws on university research to respond to government needs and support long-term impact.”

Bonnie Bley, Senior Manager and Head of Energy and Environment Policy

Enhancing public and active transport

APPI worked with Transport for NSW on its program of activities to **encourage a shift towards active and public transport** in NSW. The research explored behavioural, economic and policy levers to encourage sustainable transport pathways. Drawing on cross-jurisdictional case studies and interviews with transport experts in Australia and overseas, this project provided targeted insights to reduce car dependency and support more people-centred transport systems.

APPI has also supported a project led by Associate Professor Amelia Thorpe from UNSW that aims to promote a shift to active transport modes such as cycling. By integrating cycle journey data from food delivery services with empirical research, the project seeks to **identify infrastructure priorities and inform policy innovations** that enhance road safety, reduce emissions, and improve transport efficiency. This project is set to conclude in 2025.

Accelerating progress on clean energy

Led by a joint research team from UNSW and UTS, this grant project explored **pathways for clean energy development by activating Aboriginal Land Councils**, highlighting the role that these Councils can play in the energy transition. Case studies from Brewarrina, Hay, and Tibooburra highlight the alignment between community needs and government priorities – enhancing regional grid reliability, accelerating the development of Renewable Energy Zones, and ensuring that First Nations participation is embedded in infrastructure planning.

“With the right policy levers and support, there is a powerful opportunity to enable the leadership and participation of Aboriginal Land Councils in this energy transformation.”

Professor Heidi Norman, UNSW



Brewarrina LALC staff and researchers from the Indigenous Land and Justice Research Group and UTS Institute of Sustainable Futures, along with actuaries from Finity Consulting, after the renewable energy summit held in May 2024. Photo credit: UNSW Sydney.

Embedding community voices in disaster and climate resilience

Two APPI-supported grant projects led by research teams from the University of Sydney and Western Sydney University examined how governments can **better engage communities in climate and disaster preparedness and recovery**. The projects identified practical strategies to integrate local knowledge and practice into emergency planning, and offered recommendations to improve engagement across NSW's disaster management system.

“Infrastructure development, done correctly, can have a profound impact on long-term inclusive economic growth... Underlying this is a recognition of the need for sustainable solutions, disaster mitigation, and future-ready infrastructure that is fit for purpose for new economic opportunities.”

The Hon. Paul Scully MP, NSW Minister for Planning and Public Spaces, The Policymaker Summit, August 2024

In April 2025, APPI hosted an online event on this topic, where research teams shared their key findings with local government leaders, experts and community stakeholders – many from regions affected by floods and bushfires.



“There is a growing consensus, globally and locally, that shared responsibility is important in disaster management, and community engagement reduces disaster risks and enables better disaster responses.”

Associate Margot Rawshtorne, University of Sydney

“Building community resilience involves more than recovery. It's about creating stronger, more connected communities. With focused investment in social cohesion, NSW communities can be better prepared for future challenges, supporting their long-term wellbeing.”

Professor Ann Dadich, Western Sydney University



From left: Professor Amelia Thorpe (UNSW), Sonya Campbell (Deputy Secretary, NSW Treasury), Anthony Lean (Secretary, NSW Department of Climate Change, Energy, the Environment and Water), and Professor Ganna Pogrebna (Charles Sturt University).



“This research highlights how targeted and timely policy interventions can make electric vehicles a viable option for apartment residents, advancing broader adoption and contributing to the state’s emissions reduction goals.”

Dr Thomas Longden, Western Sydney University

Policy solutions and strategies to expand electric vehicle charging in Australia

A research team from Western Sydney University led an APPI-supported project to identify **policy solutions to improve access to electric vehicle charging in high-density housing**. Drawing on a 9-month research study capturing the views of 43 experts with experience of installing chargers in apartments, the project’s findings are helping to inform the NSW Government’s Electric Vehicle Strategy.

Building future-ready infrastructure through partnership

As part of APPI’s ongoing contribution to thought leadership on Australia’s key energy and environment challenges, we hosted a dedicated panel on future-ready infrastructure at the 2024 Policymaker Summit. The panel brought together senior voices from government, industry and academia to explore the future of infrastructure development in a changing climate. After an introductory message by NSW Minister for Planning and Public Spaces, The Hon. Paul Scully MP, the speakers emphasised the need to **align infrastructure development with evolving societal needs**, highlighting the role of collaboration between government, industry and communities – particularly in rural, remote and regional areas.

Highlights from *The Policymaker*

- *The Policymaker Podcast Episode 3: The Net Zero Transition*, featuring Dr Thomas Longden (Western Sydney University), Beth Mitchell (Beyond Zero Emissions) and Anthony Lean (NSW Department of Climate Change, Energy, the Environment and Water), 11 November 2024
- *Net Zero Cities: what Australia can learn from international success stories* – Dr Ehsan Noroozinejad Farsangi and Professor Greg Morrison (Western Sydney University), 13 November 2024
- *Using the past to inform sustainable policies for the future* – Professor Philippa Higgins (UNSW), Professor Chris Turney (UTS), Associate Professor Jonathan Palmer (UNSW), Dr Tristan Derham, Dr Lucinda Duxbury and Dr Matthew Fielding (University of Tasmania), 27 August 2024



Professor Attila Brungs, Vice-Chancellor and President of UNSW, delivers an address at the 2024 Policymaker Summit, August 2024.

Society and wellbeing

We work alongside government to address key social policy challenges and improve wellbeing across communities.

Our model in action:

- 8 key projects aligned with government priorities on child protection, health innovation and housing affordability
- 5 new Policy Challenge Grants and Fellowships awarded to address housing challenges
- 15 contributors to *The Policymaker* exploring cross-sector approaches to social policy
- 430+ stakeholders engaged through consultations, webinars and other forums

Learn more



appi.org.au/policy-areas/society-and-wellbeing

thepolicymaker.appi.org.au/challenges/wellbeing

APPI highlights from 2024–25

In 2024–25, governments in Australia progressed key reforms in social policy and community wellbeing. At the state and federal level, there is a growing shift toward more integrated, preventative approaches across housing, education, public health and aged care. There is also increased recognition that more joined-up, place-based systems are needed to improve outcomes, an approach APPI supports through evidence-informed projects spanning these areas.

“Public policy must be designed with people and place in mind. At APPI, we connect governments with multidisciplinary teams of experts to shape effective systems that strengthen local outcomes.”

Isabella Whealing, Senior Manager and Head of Social Policy



Advancing a new direction for child protection and out-of-home care

This project supported the NSW Government's child protection and out-of-home care reforms to shape a shared vision and strategic direction. In partnership with the NSW Department of Communities and Justice (DCJ) and the Centre for Relational Care, the project focused on developing an **integrated, child-centred approach** that prioritises early intervention, family support, and culturally safe practices, especially for Aboriginal children and families. This work has informed ongoing efforts aimed at improving outcomes by reducing reliance on statutory care, enhancing service integration, and supporting safer environments for children and young people.

“This report will be a guiding light as we embark on significant reform of the child protection system... To fix the broken child protection system in NSW, we must do things differently... This report confirms that there is another way when it comes to caring for and protecting children.”

The Hon. Kate Washington MP, NSW Minister for Families and Communities



Above: Michael Tidball, Secretary, NSW Department of Communities and Justice, at report launch, October 2024. Below, from left: Libby Hackett, APPI CEO, NSW Minister The Hon. Kate Washington MP, and Jarrod Wheatley OAM, Chair of the Centre for Relational Care.

Strengthening health and disability support systems

This project supported NSW Health in identifying opportunities to strengthen the policy, funding and collaboration settings that underpin **health research and innovation in NSW**. Conducted in partnership with NSW Health, this work supported efforts to build a more coordinated, equitable and outcomes-focused research and innovation ecosystem, aligned with the state's Future Health strategy.

APPI also partnered with the NSW Cabinet Office to outline policy opportunities and design considerations relating to **foundational supports**—a developing category of disability support services. This work was focused on two core challenges: attracting and retaining the workforce to deliver future services, and developing effective approaches to market stewardship.

To further support health workforce development, a report by APPI Policy Fellow Jodie Brabin of Charles Sturt University outlined **strategies to attract and retain more men in the nursing profession**. With Australia facing a significant shortage of nurses, this work contributes to broader state and national efforts to build a diverse and sustainable health workforce.



“Addressing the nursing shortage requires thinking beyond traditional solutions. By attracting more men into the profession, we can access an untapped pool of talent and help ensure a more resilient nursing workforce.”

Jodie Brabin, Charles Sturt University

Early interventions for intergenerational equity

At the 2024 Policymaker Summit, a panel explored how early support can help break cycles of disadvantage. An introductory message from the NSW Deputy Premier, The Hon. Prue Car MP, set the scene for a discussion featuring Susan Pearce, Secretary of NSW Health, Shane Hamilton PSM, Aboriginal Affairs NSW, and experts from the Centre for Western Sydney and the Paul Ramsay Foundation. The speakers emphasised the importance of working closely with communities and taking a **long-term approach to creating fairer opportunities** for future generations.

“The task of overcoming [intergenerational inequity] really does begin in our classrooms, because there is no force more powerful than education in ensuring every child has the chance to succeed.”

The Hon. Prue Car MP, NSW Deputy Premier





Expanding affordable housing options for essential workers and renters

With governments seeking new solutions to housing affordability, APPI is supporting applied policy research into innovative models. A key project, led by Caitlin McGee and Gordon Noble from UTS, is exploring the potential of **build-to-rent-to-own models** that offer renters a pathway to home ownership through secure, long-term leases and gradual equity-building. This work aligns with recent state and federal government commitments to expand the build-to-rent sector and increase housing supply.

Additional projects, also supported through Policy Challenge Grants, examine strategies to support essential workers and regional communities. Professor Louise Crabtree-Hayes from Western Sydney University is exploring how **community land trusts** could deliver permanent affordable housing, while Professor Scott Eacott from UNSW is assessing how the housing crisis is impacting **teacher supply and retention**. Professor Eacott's project highlights the intersection between housing, workforce and regional policy.

Highlights from *The Policymaker*

- *A case for universal school meals in NSW* – Dr Katherine Kent (University of Wollongong), Dr Liesel Spencer (Western Sydney University) and Dr Miriam Williams (Macquarie University), 3 April 2025
- *Men at work: tackling nursing workforce shortages in NSW* – Jodie Brabin (Charles Sturt University), 2 June 2025
- *Making housing more affordable: bridging the policy gap* – Dr Ehsan Noroozinejad Farsangi and Associate Professor Hassan Gholipour Fereidouni (Western Sydney University), 3 July 2024

“Publishing in *The Policymaker* gave me a practical tool to communicate complex research in a way that was credible but easy to share with non-academic audiences... It’s rare to find a platform that bridges research, policy, and practice so effectively.”

Dr Katherine Kent, University of Wollongong

Partnering with government for evidence-based policymaking

As governments confront increasingly complex policy challenges, collaboration with trusted, evidence-driven partners is more vital than ever. In 2024-25, APPI deepened its partnerships across government to promote policy development grounded in evidence and expertise.



Deepening our partnership with governments

In 2024–25, APPI strengthened its role as a trusted policy partner, working with government to shape practical solutions by mobilising university research expertise. Towards this aim, we facilitated hundreds of engagements that connected policymakers with research experts, promoting ongoing exchange across government portfolios and jurisdictions. These efforts reflect our commitment to building public sector capability and fostering evidence-based policymaking for the public good.

640+

Direct engagements with
government policymakers
across workstreams

690+

Policymakers across
government departments
and ministerial offices involved

960+

Hours of collaboration with
government policymakers
across workstreams

Highlights:

- In January 2025, **APPI and the Australian Public Service Commission** signed an MOU to strengthen collaboration on public policy and capability-building.
- Dr Ant Bagshaw joined APPI as **Deputy CEO**, leading the Canberra office and supporting APPI's 2030 Strategy to strengthen cross-jurisdictional policy collaboration.
- In August 2024, APPI hosted the **Policymaker Summit** at UNSW, bringing together 200 policymakers and researchers to explore practical strategies for advancing intergenerational equity across key policy areas including housing, energy, transport, education, and economic development.
- At the launch of the *Supporting Children and Families to Flourish* report, NSW Minister **The Hon. Kate Washington MP** delivered opening remarks endorsing the report's vision for a relationship-based approach to child protection reform in NSW.
- **Simon Rowell**, Senior Policy Fellow (Public Service stream) considered mission-based public investment to address key government priorities, including Net Zero and infrastructure development.
- **Meagan Kanaley** joined APPI as a Senior Policy Fellow (Public Service stream) in June 2025 to lead research on how heritage conservation areas affect development and housing supply in NSW.
- **Bernhard Ripperger** joined APPI as a Senior Policy Fellow (Public Service stream) in June 2025 to consider policy alternatives to pre-trial detention for remand populations.
- APPI CEO Libby Hackett moderated a panel on government cross-agency collaboration in emergency services at **The Mandarin Live**.



Participants and facilitators of the first Policy Capability Clinic in June 2025.

“Thank you to [APPI] for the work you do in contributing to public policy in New South Wales. You provide a pragmatic and reliable voice that is valued by government.”

The Hon. Prue Car MP, NSW Deputy Premier

“We are fortunate to work with [the Australian Public Policy Institute] as a formal government partner, leveraging the expertise in our universities, industry and community organisations. The Institute is a truly distinctive organisation; created by government, for government, arm in arm with our university sector for the public good.”

The Hon. Paul Scully MP, NSW Minister for Planning and Public Spaces

“The Australian Public Service Commission looks forward to expanding its engagement with the Institute. The APSC strives to build a trusted and contemporary APS and position the public service for the future. This Memorandum of Understanding will foster greater cooperation with the Institute and its university partners to support expert exchange of ideas and knowledge.”

Dr Subho Banerjee, APSC Deputy Commissioner and Head of the APS Academy

Building capabilities for the future

APPI works to enhance policymaking capabilities across government and universities as a key part of its mission. The Policy Futures program seeks to develop targeted skills and knowledge uplift, addressing the evolving challenges in public policy.

Program in numbers

- 1000+ participants in APPI's capability-building activities
- 50+ government departments, agencies and other organisations participated
- 830+ public servants attended
- 110+ university researchers attended

APPI partnered with the NSW Cabinet Office to deliver our first **Policy Capability Clinic**, an intensive, hands-on training experience designed to strengthen applied policy skills in June 2025. Hosted at UNSW, the Clinic brought together central policy teams to work through ongoing policy problems in a collaborative setting. The program focused on building capabilities through practical exercises and peer learning.

We hosted a Masterclass in October 2024 on "The where, what and how of automation and AI in Australian governments", delivered in partnership with the Australian Public Service Academy and Professor Kimberlee Weatherall from the University of Sydney. The session attracted over 100 public servants from across government and explored **lessons for developing effective AI governance frameworks**.



In February 2025, we also co-hosted another **Masterclass with NSW Treasury on the NSW State Budget**, welcoming over 900 participants from government and university partners. Designed to enhance understanding of the budget and its impact on policy portfolios across government, the session covered the budget cycle, fiscal strategy, and key metrics for evaluating policy options.



From left: Jane Reynaud (APPI), James Atkinson, Rhett Gibson and Sam Horin (NSW Treasury)

“Most of us join the public service to try and make a positive difference. Today, that involved raising awareness around the budget cycle, why everyone should care about it and how the different pieces all fit together.

We also shed light on all the interesting things we get to look at in a Treasury (it's not just numbers!) and perhaps we inspired a few people to think about a future career here.”

Rhett Gibson, NSW Treasury

Strategic foresight and cross-government support

APPI is committed to helping governments anticipate future challenges and opportunities. In April 2025, APPI collaborated with the NSW Department of Education on a project examining the **megatrends shaping society through 2035**. Drawing on expertise from six university partners, the project identified key trends across technology, AI, health, society, economics, ethics, geography, and behaviour change. Through expert insights and a rapid international literature review, it offered a forward-looking perspective on emerging shifts and their implications for policy and planning.

Fostering stronger networks among policy professionals

Policy Talks is a collaborative event series designed to support policy professionals through **thought leadership and cross-sector networking**. Hosted by APPI in partnership with the NSW Policy Community of Practice, the series brings together experts and practitioners to share insights and strengthen evidence-based policymaking.

After a successful first event in May 2024 on affordable and accessible housing, the second event focused on **advancing gender equity in the workplace**. The event featured an address by NSW Minister The Hon. Courtney Houssos MLC. Other guest speakers included Professors Rae Cooper AO and Elizabeth Hill from the University of Sydney, who presented insights from their APPI-supported project on creating a gender-equitable future of work in NSW. Dr Annie Pettitt from NSW Treasury also contributed to the discussion, emphasising the importance of integrating gender considerations into public policy.

In May 2025, we hosted the third Policy Talks event on **mobilising public finance for a future-ready economy**, featuring a keynote address by NSW Minister Anoulack Chanthivong MP and insights from APPI CEO Libby Hackett, Paul Peters from the Energy Security Corporation, Natalie Curach from HydGene Renewables, and former APPI Senior Policy Fellow Simon Rowell. The event explored strategies to advance Australia's economic resilience through mission-based public finance.



Election 2025: Policy opportunities for the next federal government

As the 2025 Australian election campaign approached its midway point, the Institute's policy team outlined several important policy areas in *The Policymaker* that are often overlooked on the campaign trail: from economic productivity to emerging technology, renewables to chronic health conditions.

APPI also published an interactive **Election Tracker**, allowing users to explore political commitments made by Australia's major parties in the lead-up to the election. The Tracker captured and categorised over 400 commitments through a rigorous methodology designed to deliver broad coverage. It quickly became the most viewed article ever on the platform, demonstrating its unique value-add for policy professionals.

“Taking a bird's eye view, we are seeing a shakeup of government policymaking worldwide ... Political leaders increasingly require access to impartial evidence to make real progress with their agendas.”

Libby Hackett, APPI CEO

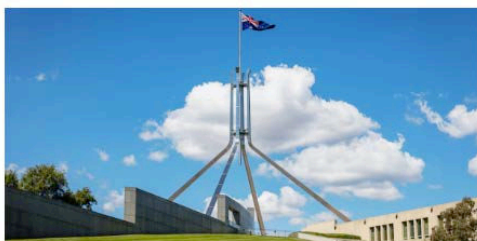
Launch of The Policymaker Podcast

In November 2024, we launched The Policymaker Podcast, a limited-edition podcast series exploring major public policy challenges through diverse expert perspectives. The first episode, "AI & Equity," included discussions with Australia's eSafety Commissioner Julie Inman Grant, Associate Professor Ramona Vijayarasa from UTS, and Dr Juliette Tobias-Webb from Charles Sturt University. The second episode on the Net Zero transition featured contributions from Dr Thomas Longden of Western Sydney University, Beth Mitchell of Beyond Zero Emissions, and Anthony Lean, Secretary of the NSW Department of Climate Change, Energy, the Environment and Water.



Election 2025: policy opportunities for the next federal government

APPI experts share their policy opportunities for the next term of government spanning productivity, artificial intelligence, energy, health, early childhood education & care, and defence & foreign policy.



Libby Hackett

CEO of the Australian Public Policy Institute

As the 2025 Australian election campaign approaches its midway point, the Institute's policy team – inspired by regular engagement with experts from across our university partners – has outlined several important policy areas that are often overlooked on the campaign trail: from economic productivity to emerging technology, renewables to chronic health conditions. While these may not always garner headlines, they're crucial for Australia's economic dynamism, long-term sustainability and wellbeing. Across each, our team sketches out specific opportunities for accelerated progress, regardless of which party is elected.

Taking a bird's-eye view, we are seeing a shakeup of government policymaking worldwide. Political leaders increasingly require rapid access to impartial evidence to make real progress with their agendas. At the same time, they face increasing budgetary pressure and the need to demonstrate transparent value for money in public expenditures.

This is where the role of "knowledge brokers" fits in: unlike think tanks or advocacy groups, which primarily focus on disseminating evidence-informed arguments or lobbying for specific reforms, knowledge brokers specialise in connecting policymakers with experts

Key collaborators in FY2024-25

- The Cabinet Office of NSW
- NSW Treasury
- Australian Department of Education
- NSW Department of Communities and Justice
- NSW Health
- NSW Department of Primary Industries and Regional Development
- Australian Public Service Commission
- Transport for NSW
- NSW Premier's Department, including Investment NSW
- Department of the Prime Minister and Cabinet



"[The Institute is] a success story of collaboration, and we're proud that it was established here in NSW."

The Hon. Paul Scully MP, NSW Minister for Planning and Public Spaces

Mobilising the expertise of our university partners

Universities play a vital role in shaping better policy outcomes. Connecting research with real-world impact requires strong, deliberate partnerships. In 2024-25, APPI worked closely with university partners to build skills, awareness and pathways that researchers need to inform public policy.



Deepening our partnership with universities

Over the past year, APPI deepened its partnerships with universities to **raise awareness and build skills for public policy engagement and impact**. These collaborations have helped strengthen the evidence base for practical, long-term policy solutions. APPI remains committed to developing new opportunities for researchers to contribute meaningfully to public policy development.

300+

Engagements with university researchers and other experts

540+

Researchers involved across workstreams

210+

Hours of collaboration

70+

Researchers contributed insights to *The Policymaker*

Highlights:

- Throughout the year, 21 Policy Challenge Grant teams, supported by APPI policy experts, led **hundreds of direct engagements between researchers and government policymakers** to maximise the impact of their work.
- **Nine successful projects** were awarded Policy Challenge Grants in October 2024, involving over 40 researchers from across partner universities and beyond.
- Following the **2025 Policy Challenge Grants** launch, the APPI team ran a webinar for interested researchers from all partner universities as well as several in-person sessions.
- **Dr Amanda Tattersall** from the University of Sydney began her Policy Fellowship (Academic stream) in August 2024 to conduct policy research on co-creating policies with communities.
- **Dr Archie Thomas** from UTS and **Samara Hand** from UNSW began their joint Policy Fellowship (Academic stream) in August 2024, focusing on breaking the school-to-prison nexus and improving educational outcomes for all students.
- **Dr Sarah Duffy** from Western Sydney University joined APPI as a Policy Fellow (Academic stream) in February 2025 to conduct policy research on parental supports.
- APPI launched **The Policymaker Podcast** in November 2024, debuting with episodes on AI & Equity and the Net Zero Transition.
- We launched a new feature on *The Policymaker* showcasing 100+ articles from leading experts across **key government priorities** of building a resilient economy, creating a fairer society, and managing systemic change.

Policy Challenge Grants

In October 2024, APPI awarded nine Policy Challenge Grants aligned with government priorities.

Selected through a competitive and rigorous process, grant applications were invited for projects that would catalyse policy innovation and generate public value. Grant applications were sought for the following five areas:

1. Improving the availability of social and affordable housing
2. Transitioning to a Net Zero economy: deepening economic inclusion and social license
3. Boosting industrial capacity for a productive and resilient economy
4. Redirecting public investment towards early intervention in education and population health
5. Driving greater equity in the distribution of wealth

Overall, APPI received 71 applications, involving more than 270 researchers and community practitioners from across NSW and Australia. 24 of these projects had early-career researcher (ECR) leads.

The Institute hosted a reception at The Mint for winning teams, bringing together one hundred project stakeholders and partners from government and the university sector.

The 2025 round was launched in March 2025 for projects focused on accelerating the **energy transition, driving manufacturing and productivity, and advancing early intervention models**. Winners will be announced in November 2025.



Supporting the next generation of policy experts

Throughout the year, APPI supported initiatives and events at partner universities designed to **build capability and momentum for policy engagement among early-career researchers**. By championing interdisciplinary efforts, we helped create opportunities for researchers to engage with policy audiences, share insights and strengthen the policy relevance of their work.

Among others, APPI participated in UTS's Higher Degree Research Induction Expo as well as similar engagements at Western Sydney University, the University of Wollongong, and Charles Sturt University. These events allowed APPI to connect with students and researchers to share information on our work program and highlight opportunities such as the 2025 Policy Challenge Grant round.

Ongoing collaboration with our University Key Contacts plays a vital role in facilitating these exchanges – helping to identify early-career researchers, facilitate access to policy networks, and create pathways for students and academics to contribute to real-world policy development.

At the 2024 Policymaker Summit, we hosted a **Policy Impact Exhibition** bringing together numerous research institutes to showcase their latest projects and impact. Many early-career researchers and students from across our university partners seized the opportunity to interact and build networks with senior policy professionals and other experts from across sectors.

Among other policy-focused institutes and partners, the Policy Impact Exhibition featured:

- The AI and Cyber Futures Institute at Charles Sturt University
- The Centre for Social Justice and Inclusion at UTS
- The Early Start initiative at the University of Wollongong
- The Social Policy Research Centre at UNSW
- The Sydney Centre for Healthy Societies at the University of Sydney
- The Urban Transformations Research Centre at Western Sydney University

Policy Pioneers: Spotighting early-to-mid career researchers

In 2024–25, APPI highlighted three impactful collaborations where early-to-mid career researchers from our university partners turned evidence into policy action:

- **Vaping regulation:** Dr Jody Moller and Dr Celine Kelso from the University of Wollongong led research analysing over 1,200 vaping products, providing critical insights that shaped vaping regulations at state and federal levels.
- **Misinformation response:** Dr Michael Davis from the UTS contributed to government approaches combating misinformation, helping strengthen public sector responses to digital threats.
- **Early childhood mental health:** Dr Sara Cibralic from UNSW advised policymakers on early intervention approaches to improve children's mental health policy and practice.

These examples demonstrate the vital role university researchers play in informing and shaping policy discussions on key issues affecting Australians.

Public discourse on research impact

- APPI Interim Chair Jillian Kilby was a speaker at the **CapTech2024 Summit** in Sydney, engaging with global leaders on higher education innovation and industry engagement.
- APPI CEO Libby Hackett joined national leaders at the **Universities Australia Solutions Summit 2025** to discuss how skills and innovation can drive productivity, sharing insights on cross-sector collaboration and policy impact.
- APPI CEO Libby Hackett participated as a speaker at the 2024 **Times Higher Education Summit** in Sydney, contributing to discussions on the role of universities in shaping public opinion.
- APPI co-hosted a **Higher Education Policy Institute (HEPI)** webinar focusing on Australia's Universities Accord and its lessons for the UK, and the Universities Policy Engagement Network (UPEN)'s **"Evidence to Policy" series**. We also welcomed a delegate from Insights North East (UK) to Sydney in November 2024 to share best practice across jurisdictions.

Reflections from Policy Challenge Grant winners

This year, APPI awarded Policy Challenge Grants to nine groundbreaking projects focused on developing practical, research-informed solutions aligned with government priorities: from social and affordable housing, the transition to a Net Zero economy, and directing investment to early intervention and prevention. Selected through a competitive and rigorous process, each project is led by a university-based team working to translate evidence into policy.



“The university world has brilliant ideas, but often struggles with translating them into concrete policy solutions. By being a bridge builder, APPI is able to help my research to become more powerful and effective.”

Associate Professor Amanda Tattersall (University of Sydney),
Bringing community voices into policy: renewables in the Hunter

“The Policy Challenge Grant offers an unparalleled opportunity to bridge the gap between research and real-world policy implementation.”

Dr Ehsan Noroozinejad (Western Sydney University), Integrated policies for Net Zero and affordable housing



“APPI plays a critical role in helping transform this research into action... and to provide a firmer footing for communities to proactively drive outcomes that deliver social and economic value and equity in the regions.”

Dr Simon Wright (Charles Sturt University), Advancing the Net Zero energy transition through co-design

“We relish this opportunity to work with APPI and leverage the Institute’s policymaking expertise and connections... to maximise impact, for housing as well as linked issues like regional revitalisation and caring for an ageing population.”

Caitlin McGee (UTS), A new ‘build-to-rent-to-own’ model for ‘generation rent’





“Collaborating with APPI is a unique opportunity to amplify our research to deliver far-reaching impact for not just teachers, but all those impacted by the quality of schooling.”

Professor Scott Eacott (UNSW), Housing affordability and the teacher shortage: systemic implications

“We will draw on APPI connections and expertise... essential to building partnerships and advancing systems change required to implement reinvestment in NSW.”

Associate Professor Fiona Allison (UTS), Aboriginal-led justice solutions: strategies for reinvestment



“The orientation towards practical and useable research made the framework of the Policy Challenge Grant directly relevant to our work at a time when the need for housing policy innovation has never been greater.”

Professor Louise Crabtree-Hayes (Western Sydney University), Generating affordable housing through community land trusts

“This grant presents a powerful opportunity to address lifelong geographical inequities by starting where it matters most — in early childhood experiences of non-parental care.”

Dr Jenna Condie (Western Sydney University), Developing a place-based Childcare Stress Index



“I was drawn to the Policy Challenge Grant program for its commitment to transformative research with real policy impact... I look forward to working together to ensure our research influences both public discourse and policymaking.”

Associate Professor Alfredo Paloyo (University of Wollongong), Integrating evidence on early intervention in government policy

Governance

APPI operates under a robust governance framework that encompasses a formal Constitution, an independent Board of Directors and advisory groups, and governing agreements with each of our government and university partners.

APPI is 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, and industry who bring their expertise and experience to steer APPI's activities.

- **Jillian Kilby**, Interim Chair of the Board (Government-appointed), CEO and Founder, The Infrastructure Collaborative
- **Professor The Hon. Verity Firth AM**, Deputy Chair of the Board (University-appointed), Vice-President Societal Impact, Equity and Engagement, UNSW
- **Peter Duncan AM** (Government-appointed), Chair of WaterNSW
- **Professor Deborah Sweeney** (University-appointed), Provost, Western Sydney University
- **Amy Persson** (University-appointed), Pro Vice-Chancellor (Social Justice and Inclusion), UTS
- **Joseph Rizk AM** (Independent), CEO and Managing Director, Arab Bank Australia

Professor Peter Shergold AC was the Independent Chair of the Institute until March 2025. Professor Emma Johnston AO was a university-appointed director until August 2024 when she was appointed Vice-Chancellor of the University of Melbourne and was replaced by Professor Sweeney.

Committees and Advisory Groups

- The **Finance, Audit and Risk** (FA&R) Committee 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. The Committee is chaired by Joseph Rizk AM.
- The **University Partners Advisory Panel** is a panel of senior representatives from partner universities, designed to maximise the contribution of these partners towards the shared mission of APPI.
- The **Policy Advisory Group**, formed of ministerial advisors and senior public servants, provides advice on government priorities and areas for collaboration.
- The **Research Advisory Group** provides expert advice on research activities with a focus on public policy impact. It also provides expert advice on the Policy Challenge Grant program and shortlist. The Group is made up of 3 university representatives, 3 government representatives, and 3 independent experts, including an independent Chair, Professor Paul Wellings CBE. The Group was previously chaired by Professor Margaret Harding.

Government partnerships

- APPI has a MOU with the Australian Public Service Commission.
- APPI has a Funding Agreement as well as a MOU with the NSW Government. The Funding Agreement defines the reporting requirements and performance indicators for the Institute.

University partnerships

APPI has a 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 Key Contacts

Each of our university partners appoints a **University Key Contact** with dedicated time allocated to supporting the Institute. These individuals play a crucial role in helping APPI to identify and access research expertise, professional advice and partnership support to advance our mission.

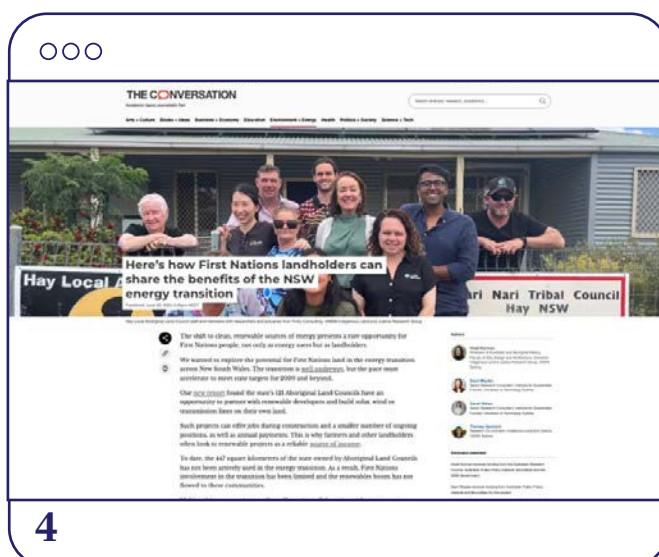
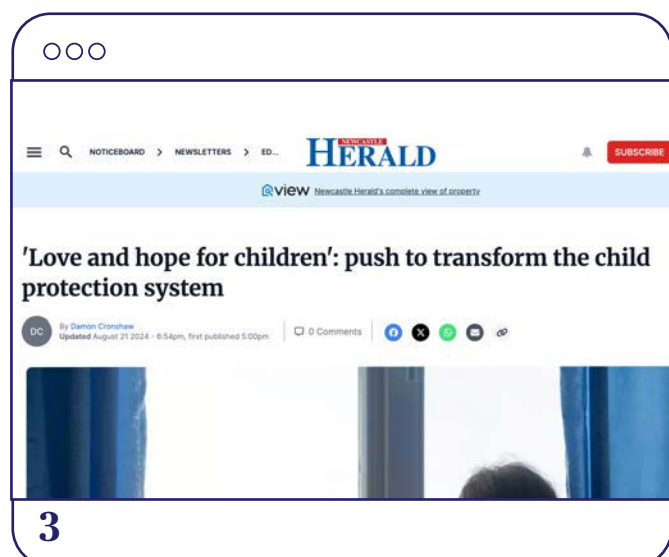
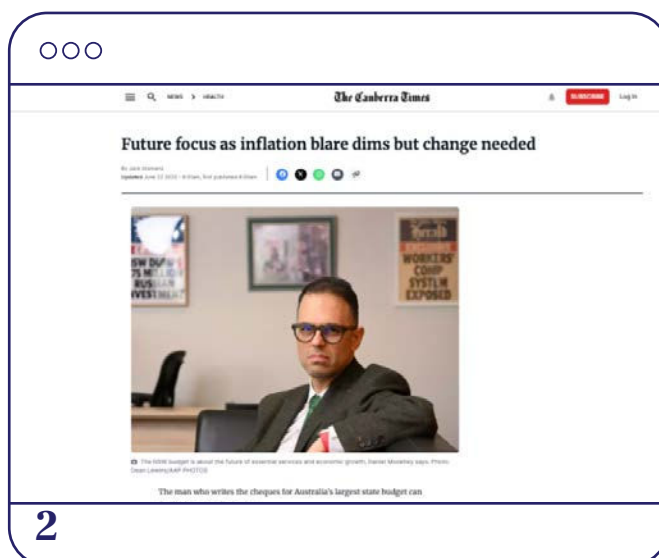
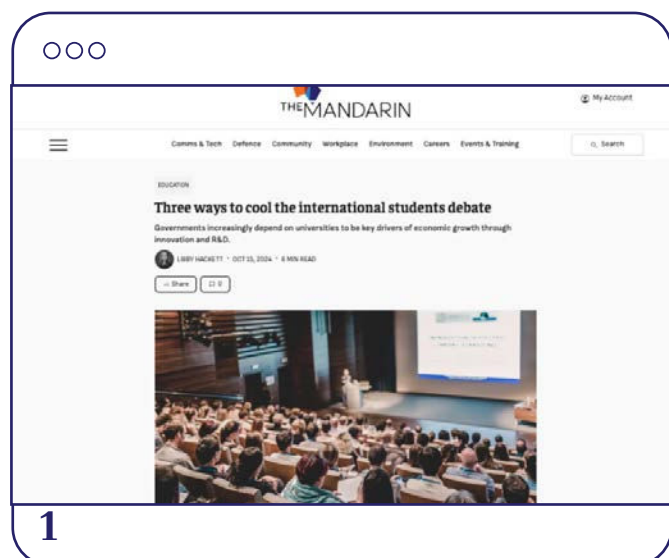
- Our key contacts are currently:
 - **Anne Irvine** (UNSW)
 - **Dr Anette McLaren** (Western Sydney University)
 - **Kim Pascoe** and **Shoshana Fogelman** (University of Sydney)
 - **Monique Smith** (Charles Sturt University)
 - **Chris Tulloch** (University of Wollongong)
 - **Fiona Versey** (UTS)



Top: Anne Irvine (University Key Contact, UNSW). Middle: Professor Margaret Harding, former Chair of the Research Advisory Group. Bottom: Professor Peter Shergold AC, former Chair of the Board. All three photos taken at the APPI Grant Winners Celebration at The Mint, November 2024.

Media highlights

APPI has been featured in several major media outlets in the last 12 months:



1. Libby Hackett, CEO, authored an op-ed for *The Mandarin* on international students.
2. Libby Hackett, CEO, was quoted in an *Australian Associated Press* article covering the 2025 NSW State Budget.
3. APPI's report "Supporting children and families to flourish" was featured in several media outlets, including *The Mandarin* and *The Newcastle Herald*.
4. The APPI-supported project led by Professor Heidi Norman (UNSW) was featured in several articles, including on *The Conversation* and the *Utility Magazine*.
5. The APPI-supported project led by Dr Thomas Longden (Western Sydney University) was covered in a range of articles, including in *The Driven*.



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