

# Annual Report



23  
24

# Contents

A note from our Chairman	3
Report from our CEO	5
Grattan's influence	7
Board members	8
Disability	9
Housing and Economic Security	10
Economic Prosperity and Democracy	11
Education	12
Energy and Climate Change	13
Health	14
Financial statement	15
Our supporters	16

## Grattan Institute

Grattan Institute produces high-quality public policy recommendations for Australia's future. Since we were established in 2008, our independent research has helped shape the Australian policy conversation, from childcare to the COVID-19 response, from superannuation to school funding, and well beyond.



## A note from our **Chairman**

---

**Lindsay Maxsted**

Chairman

**During this past year, Grattan Institute has continued to deliver on its promise of rigorous, independent, and practical research and analysis on public policy issues affecting Australians.**

In February, we welcomed Dr Aruna Sathanapally as the new Grattan Institute CEO. Aruna is our third CEO, following the inaugural chief executive, John Daley (2009-2020), and Danielle Wood, who departed at the end of last year to become Chair of the Productivity Commission. We were delighted to be able to appoint someone of Aruna's calibre, intellect, and standing, and we have seen her make a strong start in the role, quickly building her public standing as the new Grattan CEO. We were fortunate to have Tony Wood act as CEO in the transitional period, and I thank him for his work.

As you will see in the following pages, each of Grattan's Programs has been producing excellent work across the 'waterfront' of Australian public policy:

- Our **Energy and Climate Change Program**, headed by Tony Wood, continues to play a leading role in policy debates in what remains a dynamic policy field, examining the prospects for hydrogen in our energy mix, and how the nation's energy system can best deal with the looming post-coal era.
- Our **Health Program**, led by Peter Breadon, has made important contributions on primary care and preventative health measures, including salt and sugar reductions, and how Australia can improve vaccination rates.
- Our **Education Program**, led by Jordana Hunter, had a gratifyingly positive policy response after a significant report on transforming the way reading is taught in schools, followed by innovative recommendations on improving school organisation through trialling multi-school organisations.
- Our **Housing and Economic Security Program**, headed by Brendan Coates, delivered significant reports to finish out its work on migration policy (supported with our thanks by the Scanlon Foundation), with reports on student visa pathways and reforming points-based visas, both receiving significant engagement.
- Our new **Disability Program**, led by Sam Bennett, spent the year building its research and engagement with the stakeholders in disability in Australia. The Program's first report, released in September, focused on NDIS housing and support and was well received. We look forward

to what promises to be an important voice in a key area of Australian public policy.

- Lastly, our CEO's Program – **Economic Prosperity and Democracy** – started with the federal Budget and then developed a timely and impactful report on gambling in early September.

As ever, these are only snapshots of what has been a very busy year for Grattan. Through a year of change, Grattan continued to be a prominent voice in public policy debates, often cited, and ever in demand for its ideas and insights.

During the 2023-24 year, and in recent months, we have also had changes to our Board: Professor Duncan Maskell was succeeded by Professor Michael Wesley, maintaining our links to The University of Melbourne at the highest levels, and Dr Ian Watt AC recently retired as Grattan Institute director, ahead of taking up a position on the Board of the NDIA. I wish to express my thanks to Professor Maskell and Dr Watt for their many years of service to the Institute. Dr Watt in particular was a Board member for nearly 10 years and chaired our important Public Policy Committee for much of that time.

We are keenly aware that all of this good work is made possible in large part through our founding members, as well as our past and continuing donors and supporters. These contributions enable Grattan Institute to achieve its objectives and further its presence as an Australian public policy institution, helping improve the lives of all Australians through its work. My thanks to all who support Grattan Institute.

**Lindsay Maxsted, Chairman**



Aruna Sathanapally speaking at the National Press Club.  
Photo courtesy of The National Press Club  
and photographer Hilary Wardhaugh

## Report from our **CEO**

It has been a privilege, and a delight, to come on board as Grattan Institute's CEO this year.

My early months at Grattan confirmed all the things I had seen from the outside: the rigour of Grattan's work, the crispness of its communication, and the power of its practical recommendations for better public policy.

This year, I've learned how it all happens: an incredible team of researchers, a culture of curiosity, openness, and hard work, and an unwavering commitment across the organisation to improving the lives of Australians, today and in the future.

Grattan is an institution of Australian public policy, supporting Australians to make better collective decisions about what we want this country to be. We don't let our reports gather dust on the shelf, and our experts speak up to ensure that the facts and the evidence are heard. Over 2023-24, that

public voice was as prominent as it has ever been, in the media and on the road. The federal and state governments, and oppositions, have continued to welcome our work and discussions with Grattan's experts on the biggest challenges facing Australia.

In this report you will see the sheer breadth of topics on which Grattan released research and recommendations over the year, sometimes responding to the policy moment that has come, such as the crucial need to embed evidence-based teaching practices for our youngest learners; sometimes aiming to set an agenda for the future, such as an energy market fit for a post-coal Australia.

At the same time, Grattan researchers have worked with policymakers and political representatives across the spectrum on the design of policy solutions based on our previous research: on housing policy to address the failure of our housing system to meet one of our most basic needs, on the



funding of GPs to make sure that we're effectively investing in better health and keeping people out of hospital, on the design of a robust 21st Century industry policy that sets us up for a decarbonised world.

I'm especially proud of the work this past year by Sam Bennett and his team to establish Grattan's timely program of research in disability. Australia will benefit from their careful analysis and pragmatic approach to ensuring that the NDIS serves those for whom it is intended in a manner that is sustainable.

The research and advocacy conducted over 2023-24 resulted in large part from the tireless work of Danielle Wood, Grattan's previous CEO, and I want to thank Dani for her enduring contribution to the

organisation. I also want to thank Grattan's Chief Operating Officer, Alan MacKinnon, and Chief of Staff, Kate Griffiths, Grattan's fearless editor, Paul Austin, and our terrific Central Services team. The work you will see set out under each program update would not be or sound as good as it does without their skills and efforts across the organisation.

The need has never been greater for clear and impartial analysis of Australia's problems, and solutions that cut through complexity without ignoring it. I am grateful to Lindsay Maxsted and the Board for their guidance and support, and to each Grattan supporter for enabling this institution to play its role in improving Australian public policy.

**Aruna Sathanapally, CEO**

# Grattan's influence

“

**'The hugely successful Grattan Institute'**

Veteran Sydney Morning Herald Economics  
Editor Ross Gittins, May 2024

“

**'Australia's leading public policy think tank'**

ArtsHub, December 2023

“

**'I love the work of the Grattan Institute'**

Acclaimed Australian author Anna Funder,  
December 2023

“

**'The nation's most respected energy expert, Grattan Institute Energy and Climate Change Program Director Tony Wood'**

Adelaide Advertiser Editor-at-Large Paul  
Starick, December 2023

“

**'The legends at the Grattan Institute'**

Veteran business and finance commentator  
Christian Edwards, May 2024

“

**'If the ACT government needs to know how to implement this solution [on the best way to teach reading in schools], it can simply look up the recent Grattan Institute report'**

The Canberra Times, February 2024

“

**'The prestigious Grattan Institute'**

Veteran political journalist and commentator Paul  
Bongiorno, May 2024

For more detail on Grattan Institute's impact on Australian public policy, go to our [website](#).

# Board members



**Lindsay Maxsted  
(Chairman)**

Non-executive Chairman of UBS Australasia, Co-Chair of Tanarra Restructuring Partners, and Chairman of Coolmore Australia



**Carol Austin**

Chair of Housing Australia, Director of State Super and Infoxchange



**Andrew  
Cuthbertson AO**

Director of CSL and Centre for Eye Research Australia, Deputy Chancellor, University of Melbourne



**Geraldine Doogue  
AO**

Journalist and broadcaster



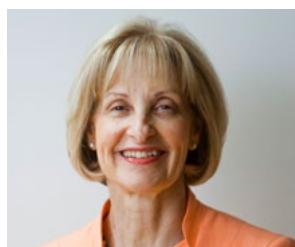
**Kathryn Fagg AO**

Board Chair of CSIRO, Chair of Breast Cancer Network Australia, Director of NAB, Medibank Private, and Djerriwarrh Investments



**Ian Marshman AM**

President of Queen's College Council, Chair of Yea and District Memorial Hospital Board, Director of the Australian National Academy of Music



**Jillian Segal AO**

Special Envoy to Combat Antisemitism in Australia, Chairman of the Sir John Monash Foundation



**Michael Wesley**

Deputy Vice-Chancellor, University of Melbourne

## PUBLIC POLICY COMMITTEE

Ian Watt AC (Chair to 9/8/24)  
Sally Auld  
Jeff Borland  
Karen Chester

Lindsay Maxsted  
Helen Silver AO  
Wesley Walden

## INVESTMENT COMMITTEE

Carol Austin (Chair)  
Lindsay Maxsted  
Kathryn Fagg AO

Jillian Segal AO (to 22/10/24)  
Andrew Sisson AO



# Disability



**Sam Bennett**  
Disability Program Director



Commencing in September 2023, it has been a big first year for the Disability Program. The Program, supported by the Summer Foundation, has hit the ground running and grasped the opportunity to contribute Grattan's rigorous and practical approach to policy reform in this new and critical area.

We are focused on reforms to ensure government expenditure is efficiently directed toward policy that improves the social and economic wellbeing of people with disability. Our early focus is on ensuring the NDIS remains sustainable and is there for future generations.

Grattan has been actively engaged in disability policy development through both formal submissions and informal consultation. For example, the report from the NDIS Provider Registration Taskforce, established by the government to consult on a substantial overhaul of the NDIS's regulatory framework, contained many recommendations in line with our submission and cited our analysis.

Our commentary in support of the NDIS Amendments Bill was cited in Parliament, with the Bill eventually passing.

In September 2024, we published our first major report, *Better, safer, more sustainable: How to reform NDIS housing and support*. We argued that people with the highest need for support from the NDIS are currently being failed by the system, with unsafe and low-quality services. The report shows there are better and cheaper alternatives to the group home model, but they are not widely available because NDIS policies are too rigid and inflexible. We recommend a more diverse and innovative range of services, and show how this can be done affordably while also improving safety for people with disability.

The team has established a highly credible voice with many external stakeholders in the disability sector and community, and we have established a program-wide Reference Group which ensures Grattan's research and advocacy priorities in this area are informed by the voices and perspectives of experts with disability.

# Housing and Economic Security



**Brendan Coates**  
Housing and Economic Security  
Program Director

This year, Grattan’s Housing and Economic Security Program (formerly the Economic Policy Program) has continued to influence housing, migration, tax, and retirement incomes policy.

Many federal and state government policies reflect our recommendations: the federal government’s Housing Australia Future Fund and New Homes Bonus – incentive payments to the states to build more homes; the further increase to Commonwealth Rent Assistance; and the NSW government’s Transport Orientated Development Program and the Victorian Government’s Housing Statement, both designed to get more homes built where people want to live and work and to make housing more affordable.

Our work has been influential in shaping the federal government’s migration reforms.

In October 2023, we published *Graduates in limbo: International student visa pathways after graduation*. In its Migration Strategy released in December 2023, the government reformed the Temporary Graduate visa in line with our recommendations, including

increasing the English language requirement, a lower maximum age, and scrapping visa extensions for graduates of certain degrees where the occupation is deemed in shortage.

In June, we published *It all adds up: Reforming points-tested visa*. It recommended that the government reform points-tested visas to select the most-skilled migrants. The government is expected to announce changes to points-tested visas in 2024-25.

Several of our recommendations from previous migration reports have now been implemented, including abolishing the Business Investment and Innovation visa, introducing a high-wage, employer-sponsored pathway without reference to occupation lists, making labour market testing less onerous for firms seeking to sponsor temporary skilled workers, and making greater use of data to better inform migration policy.

On superannuation, we helped defend the performance test from watering down, and we continued to lead the debate on reform of super tax concessions. The government’s plan to tax the earnings on balances above \$3 million at 30 per cent is consistent with a Grattan recommendation, and other Grattan recommendations have framed public debate on where the government could go next on super.

# Economic Prosperity and Democracy



## Aruna Sathanapally

CEO and Economic Prosperity and Democracy Program Director

The Economic Prosperity and Democracy Program (previously Budgets and Government) took new shape in 2023-24, after I joined Grattan in February 2024.

The CEO's program of research has always captured the bigger picture: the budget, tax reform, our public institutions, gender inequality, and intergenerational fairness. We will continue to focus on drivers of Australia's future economic prosperity, and the strength of our institutions to serve the public interest.

The federal Budget remains a priority for the Program. I delivered a pre-budget address to the National Press Club in May on the structural challenges facing the nation, and gave my budget reflections on ABC TV's Budget Night panel with David Speers.

My predecessor, Danielle Wood, made major speeches, one on intergenerational inequality, in August 2023, and another on tax reform, in October 2023. These themes remain central to our forward research and advocacy.

In 2024 the Program has used opinion pieces, submissions, and appearances before federal parliamentary inquiries to continue its advocacy to reduce the influence of money in politics, improve transparency around lobbying activity, and stamp out politicisation of public appointments.

The Program also began work on a report on gambling, with recommendations for federal and state governments on how to prevent gambling harm. Gambling is a policy area where vested interests have historically been particularly active in resisting reforms that would be in the public interest. *A better bet: How Australia should prevent gambling harm* was published in September 2024.



# Education



**Jordana Hunter**

Education Program Director

The Education Program had a busy year, publishing two major reports and engaging across the country on practical, evidence-based ways to strengthen the school system and boost learning.

In February, we published *The Reading Guarantee*, which was the culmination of 18 months of research into the best way to lift reading performance. We called on all states and territories to implement a reading guarantee for all children, including an ambitious commitment that 90 per cent of children meet Australia's new NAPLAN proficiency benchmark in reading. Our report made a major splash in the media and prompted political action. For example, in June the Victorian Education Minister, Ben Carroll, announced a major overhaul of that state's approach to reading instruction, mandating explicit teaching and synthetic phonics approaches in primary schools. In announcing the reform, Minister Carroll publicly recognised Grattan's work.

In March, we published *Spreading success*, which calls on states and territories to adopt a new model for school improvement. We recommend that Australia draw on lessons learnt internationally to trial new multi-school organisations, which are 'strong families' of schools united under shared executive leadership, where exceptional school leaders work shoulder-to-shoulder with other schools in their family to lift the performance of all of their students.

I was also a member of federal Education Minister Jason Clare's expert panel, which was convened to provide advice on the targets and reforms that should sit alongside new funding commitments for schools. The panel consulted extensively and visited 92 schools across the country, including several in remote communities. The panel's advice reflected much of Grattan's research and included setting more ambitious learning targets, introducing a Year 1 Phonics Screening Check, strengthening explicit instruction, supporting struggling students through catch-up tutoring, and better attracting, retaining, and developing teachers. The final report was published in December, and many of the recommendations have been incorporated into new Commonwealth-state funding agreements.

# Energy and Climate Change



**Tony Wood**

Energy and Climate Change  
Program Director

Reliability concerns about Australia's electricity system reduced in 2023-24, and there was some stabilisation in consumer prices. Yet, progress on emissions reduction has stalled, any semblance of bipartisan policy agreement has evaporated, and the role of gas has become increasingly uncertain. The Energy and Climate Change Program has contributed to the policy debates on these and other key issues through two reports and multiple submissions.

Our April 2024 report on the National Electricity Market, *Keeping the lights on: How Australia should navigate the era of coal closures and prepare for what comes next*, concluded that it will be best to muddle through the next few years with a messy combination of market interventions by governments while looking to a ministerial-led approach to what the future market should look like and how to get there. We are closely engaged with governments as such an approach is convened.

We have written three reports on the role of gas in Australia's energy system, the overarching theme being a planned, progressive reduction in use of natural gas. Our reports have directly influenced some government decisions, while we have also identified several complex issues, including a looming gas shortage in south-east Australia.



Progress in reducing emissions from electricity generation has slowed, with bottlenecks in delivering new transmission investment. In opinion pieces and submissions to governments, we have supported use of the Safeguard Mechanism to reduce heavy industry emissions. And the new vehicle efficiency standard aligns closely with our recommendations.

The federal government's actions on hydrogen, critical minerals, and industry policy also align closely with Grattan reports. Our focus now is the government's Future Made in Australia initiative, and we have engaged with the government and the parliament with a view to ensuring this becomes a policy framework for Australia becoming a green energy superpower.

# Health



**Peter Breadon**

Health Program Director

In 2023-24 the Health Program published three reports, continued to advocate for better prevention and primary care policy, and saw our work reflected in government decisions.

As part of our ongoing focus on prevention, we released a report that updated Grattan's previous proposal for a tax on sugary drinks. Drawing on new evidence, we refined the design of the proposed tax and modelled the costs and benefits of the plan in more detail. The report sparked substantial public debate and support, and our recommendation was picked up by the Parliamentary Inquiry into Diabetes. We also released a report on salt in manufactured foods, showing that setting mandatory salt limits would save lives, with negligible costs for industry and consumers.

Our report on adult vaccination showed that too many older people are missing out on potentially life-saving vaccinations for COVID, flu, shingles, and pneumococcal. And some groups are far more likely to miss out, including poorer people, people who

don't speak English at home, people living in aged care, and Indigenous Australians.

These gaps are getting worse, and we proposed a comprehensive strategy to make sure all older people have the chance to get vaccinated. Our report received extensive media coverage, and our recommendation to publish vaccination rates for individual aged care homes was implemented.

This year, general practice reforms that we had recommended moved closer to implementation, including new ways to fund GPs and dedicated funding to expand multi-disciplinary teams.

We have been advocating for the next steps in this reform agenda to be more ambitious, and there are promising signs that this advice may be taken up. In October 2024, an expert report commissioned by the federal government echoed many of our recommendations, including for more flexible and fairer funding, and more choices for clinics about how they are funded.

# Financial statement

	2022-23	2023-24
	\$'000	\$'000
Endowment income		
Interest and dividends	2,686	2,309
Realised gains (losses) from the sale of investments	64	118
Movement in the market value of investments	1,624	1,955
Investment rebates	75	78
Less: Investment management fees	(331)	(304)
Total interest and investment income	4,118	4,156
Additions to the endowment		
Donations	1,875	2,482
Total additions to the endowment	1,875	2,482
Total endowment income	5,993	6,638
Operating result		
Operating revenue	713	823
Operating expenditure	(5,174)	(5,515)
Operating surplus (deficit)	(4,461)	(4,692)
Total entity surplus (deficit)	1,532	1,946
Equity	32,520	34,466

# Our supporters

Grattan Institute gratefully acknowledges the support of our affiliates.



**Australian Government**



**BHP**

## ENDOWMENT SUPPORTERS

**\$1m+ over Grattan Institute's life**

The Myer Foundation  
National Australia Bank  
Scanlon Foundation  
Susan McKinnon Foundation

## AFFILIATE PARTNERS

**\$100,000+ annually**

Third Link Investment Managers  
Summer Foundation  
Origin Energy Foundation

## SENIOR AFFILIATES

**\$50,000+ annually**

Cuffe Family Foundation  
Medibank Private  
Wesfarmers

## AFFILIATES

**\$25,000+ annually**

Allens  
Ashurst  
Boston Consulting Group  
Maddocks  
McKinsey & Company  
PEXA  
Urbis  
Westpac



## PHILANTHROPIC SUPPORT

APS Foundation  
Be BlueRock Foundation  
Be BlueRock Foundation—  
Antipodean Endowment  
Berg Family Foundation  
Carla Zampatti Foundation  
Cranky Watermelon Pty Ltd  
Denbigh Foundation  
Harry Kestin Foundation  
Lambert Bridge Foundation  
Ross Family Giving Fund  
Sidney Myer Fund  
Stanford Brown Charitable  
Foundation  
The Cuthbertson Family Fund  
The Reed Family Foundation  
Yarranabbe Foundation

## INDIVIDUAL SUPPORT

### \$5,000 PLUS

Carol Austin  
Lachlan Edwards  
John Funder  
Paul & Susan Haworth  
Kate Long  
Frank Macindoe  
Lindsay Maxsted  
David Rickards  
Fred Woollard

### \$1,000 PLUS

Jillian Broadbent  
Alex Chernov  
Ant Clark  
Iain Cooper  
Charles Day  
Kathryn Fagg  
Peeyush Gupta  
Colin Hauff  
John Hill  
Alice Hill  
Peggy Horn  
Alison & David Lansley  
Mark Lawrence  
Diccon Loxton  
Alan MacKinnon  
Gerard Magner  
Ian Marshman  
Barry Novy  
Andrew Parker  
Joseph Roach  
Peter Selby Smith  
Tony Towler  
Noel Turnbull

Anne Twomey  
Jon Webster  
Alan Wilkinson  
Danielle Wood

## FRIENDS

Ian Abbey  
Les Anderson  
Jack Anglberger  
Julianne Arnold  
Barbara Ashworth  
Christine Bartlett  
Donald Bates  
Claire Bauer  
Melissa Biemond  
Justin Bokor  
Chris Brewer  
Ian Burnett  
Peter Callan  
Nicholas Capes  
Stan Capp  
Sylvia Carr  
Peter Carter  
Ralph Catts  
John Cherry  
Alice Chiew  
Catherine Ciret  
Samuel Clark  
Kevin Clark  
Claire Clift  
Bree Connolly  
James Conway  
Christopher Cooper  
Verity Cooper  
Barbara Corstorphan  
Ailsa Cowan  
Caroline Cox  
David Cragg  
David Crellin  
Michael Crommelin  
John Dahlsen  
Tony Dalton  
Philip Davis  
Sandie de Wolf  
Anne Donaldson  
Geoffrey Drucker  
Patrick Easton  
Petria Eaves  
Rachel Eberhard  
Hans Eisen  
Sally Evans  
Carol Ey  
Richard Farber  
Robert Fels  
Greg Fleming

Melissa Ford  
Simon Fraser  
David Frecker  
Donald G Gibb  
Ivor Gibbons  
Lionel & Desolie Goodacre  
Neil Gunn  
Graeme Hammer  
Bill Hampel  
Susan Hely  
Philip Henty  
Mary Higgs  
James Hipwood  
Christopher Holmes  
Vicky Hudson  
Gary Humphries  
Ronald Huva  
Gary Ingram  
Stephen Jagoe  
Paul James  
Francis Jarosek  
Ronald Jelleff  
Jonty Katz  
Michael Keating  
Peter Keogh  
Graeme Kerridge  
Nic Klar  
Alexander Levendel  
Simon Liley  
Gareth Lloyd  
Robin Youl  
Bryan M'Crystal  
James Mackenzie  
Alistair Mailer  
David Martin  
John Masters  
Emma Matthews  
Allan Mawdsley  
Alison McClelland  
Alison McIntyre  
Mark Metelmann  
Robin Millar  
Helen Millicer  
Alan Millis  
Jack Mitchell  
Jennifer Monaghan  
Jane Monk  
Askin Morrison  
Juliana Nankervis  
David Nicholds  
Adrian Nippres  
Geoff Oulton  
Gillian Paterson  
Chris Pattas  
William Pitt

Stephen Pritchard  
John Rasa  
Oliver Raymond  
Richard Rees  
John Richardson  
Eric Ripper  
Geoffrey Robinson  
Thomas Roe  
David Rohr  
Ann Schinkel  
Harry Seiffhart  
Abigail Senior  
Eloise Shepherd  
Natasha Sinclair  
Melissa Skillbeck  
Tanya Smith  
David Somerville  
Patrick Stakelum  
Paul Swain  
Geoff Swier  
Helen Swift  
Claire Thomas  
Nick Thornton  
Andrew Treble  
Greg Turnidge  
Ashley Voigt  
Colin Wain  
Jill Walker  
Stephen Wallace  
Grant Wardell-Johnson  
John Wares  
Dean Waters  
Geoff Webb  
Jim Welsh  
Rosemary White  
Lance Williamson  
Alan Withers  
Ronnie Wood  
David Yates  
Wojtek Zborowski

And 90 donors who have  
contributed a total of \$84,840

23

24

Grattan Institute  
8 Malvina Place  
Carlton VIC 3015  
[grattan.edu.au](http://grattan.edu.au)

---

GRATTAN  
Institute