

Commentary on Operations

Overview

In 2010-11 we continued to contribute substantive policy research and ideas, as well as building on our capabilities to communicate these effectively to policy makers, opinion leaders, and the public through the media, online, and presentations.

Program content

Each of the Programs continued, and began to make substantial contributions to public debate.

The **Cities** Program continued to work on core concerns outlined in its first report, *The cities we need*: giving residents more scope to shape their city; improving city design for social interaction; and redesigning construction market so that development aligns more closely with the future needs and desires of Australians. These issues were explored in the reports *Cities: who decides?* and *The housing we'd choose*.

The **School Education** Program published a report *Investing in our teachers: Investing in our economy*, the third in the series on improving teacher effectiveness, highlighting how investing in our teachers contributes to the economy. The report argues that improving teacher effectiveness would have a greater economic growth than any other reform before Australia governments. A subsequent report, *Better teacher appraisal and feedback: Improving performance*, focused on better teacher appraisal and feedback and how this would improve teacher effectiveness.

The focus then turned to organising *Learning from the Best: A Grattan Institute roundtable on education systems in East Asia*, which aimed to provide an opportunity for leaders of Australian education systems to discuss key policies from successful school education systems in Hong Kong, Shanghai, Singapore and South Korea.

The **Energy** Program looked at the history of government programs in Australia to reduce carbon emissions, and assessed their effectiveness. This resulted in the publication of *Learning the hard way: Australia's policies to reduce emissions*. Subsequently, the Program released a report *New protectionism under carbon pricing* which explained how Government's unduly generous assistance to industry under its carbon emissions package raised dangers of reintroducing protectionism.

Following the appointment of the Program Director, Tony Wood, external stakeholder interactions increased and the Program grew.

The **Productivity Growth** Program's research, which examined the history of Australia's economic progress over the last few decades, culminated with the release of the report *Australia's productivity challenge* in February 2011.

In addition to releasing the report, the Director of Grattan's Productivity Growth program undertook an extensive and comprehensive program of seminars, conferences, and other forms of advocacy to establish the facts of the deterioration in Australia's productivity performance, the reasons for it, and a high-level outline of what might be done to reverse it.

Published speeches by Saul Eslake included the Economics Society's Annual Tasmanian Economic Forum, Australian Business Economists' Annual Forecasting Conference and the International Conference of Commercial Bank Economists.

The **Higher Education** Program commenced with support from the Myer Foundation, and Andrew Norton was appointed as the Program Director at the end of the financial year.

Communications

A core part of Grattan Institute's work is contributing rigorous policy thinking to public debate. As Grattan Institute developed substantial policy analysis, it also continued to build institutional capability to bring this thinking to a wider audience. This includes relationships with online, electronic and print media outlets, and systems to track reports through the media. Grattan Institute was mentioned in the media 7,189 times over the financial year.

Grattan Institute further developed the website on which all Grattan Institute material is posted. 40,166 unique visitors viewed 280,847 pages, downloading reports 16,974 times.

The mailing list grew to 5,624 people over the year, and these people are sent routine emails about Grattan Institute publications and events. Grattan Institute also continued to build its profile on Facebook and Twitter to publicise reports and events, although these media currently serve relatively limited traffic.

Grattan Institute communicates directly to the public through speeches and public seminars. Over the year, Grattan Institute conducted 20 public seminars attended by 3,475 people, and facilitated this through building infrastructure to automate seminar invitations and acceptances. Podcasts and transcripts from most seminars are published on Grattan Institute's website.

Grattan Institute also aims to influence policy makers directly. Over the year, its staff have extended their professional networks to public sector officials, Ministers, and Shadow Ministers in all States. These and other stakeholders are routinely consulted for comment as Grattan Institute's work is in development, and the work is discussed with them once released publicly.

Staff

Grattan Institute ended the financial year with seventeen staff. Tony Wood commenced in May 2011 in the role of Energy Program Director. A significant number of interns have worked for Grattan Institute over the year, contributing to its work, as well as gaining opportunities for development. High demand for advertised roles and internships at Grattan indicate that we have become a highly desirable employer.

Physical infrastructure

Grattan Institute moved back to its permanent premises at Malvina Place in July 2010 following its refit. It is a light and pleasant workplace. This building is already much-loved by Grattan Institute staff, and we see this as Grattan Institute's home and business address for a number of years.

Major Reports

Grattan Institute published four major reports during the financial year. These reports were downloaded 16,974 times over the financial year from the website.

Australian Perspectives

Investing in regions: Making a difference

Author: John Daley and Annette Lancy

Published: 24 May 2011

A new Grattan report, *Investing in regions: Making a difference*, shows that unless governments recognize the fast-changing reality of regional Australia, they will continue to both waste money and deprive many citizens of much-needed services.

Cities

Cities: who decides?

Author: Jane-Frances Kelly

Published: 18 October 2010

Grattan Institute's second Cities program report is *Cities: who decides?*. The report investigates decision making in eight of the world's most successful cities, and asks what governance arrangements accompanied their broad-based improvement.

The housing we'd choose

Author: Jane-Frances Kelly

Published: 20 June 2011

The report presents original research on the housing preferences of Australians. The housing they would choose was a much more varied mix than either Sydney or Melbourne currently provides. The second part of the report examines recent construction trends and argues that there are barriers to delivering more of the housing people say they want.

Energy

Markets to Reduce Pollution: Cheaper than expected

Author: John Daley and Tristan Edis

Published: 15 December 2010

Market driven technology innovation is the key to reducing carbon emissions. Experience shows that markets may not be perfect, but they are consistently effective at identifying lower cost opportunities, promoting innovation, and responding flexibly to changes.

Learning the hard way: Australia's policies to reduce emissions

Author: John Daley and Tristan Edis
Published: 7 April 2011

Because Australian governments have introduced more than 300 programs to tackle climate change since Australia signed the Kyoto Protocol in 1997, we can assess the evidence of what works and what does not in reducing carbon emissions. The evidence shows that what reduces emissions most effectively and cheaply is the creation of a market.

Productivity Growth

Australia's productivity challenge

Author: Saul Eslake and Marcus Walsh
Published: 01 February 2011

Australia's productivity performance deteriorated over the past decade, with the broadest measure of productivity growth going backwards over the past five years. A broad range of industries have slowed. In the long run this will impair Australian quality of living, and our ability to respond to everything from an ageing population to climate change.

School Education

Investing in our teachers, investing in our economy

Author: Ben Jensen
Published: 15 November 2010

Improving teacher effectiveness would have a greater impact on economic growth than any other reform before Australian governments. The improvement in student learning could lift Australian students to the top of international performance tables.

Better teacher appraisal and feedback: Improving performance

Author: Ben Jensen
Published: 18 April 2011

A new system of teacher appraisal and feedback in Australia would improve teacher effectiveness, recognise our best educators and lift the outcomes of Australian students to the best in the world.

Other Publications

Over the financial year Grattan produced a range of other publications including opinion pieces, speeches and presentations, as follows.

Australian perspectives

A blueprint for the next government

20 August 2010

John Daley

Summer reading list for the prime minister

10 December 2010

Congestion charging for roads

31 Jan 2011

John Daley

Cities

Consultation key to successful cities

20 October 2010

Jane-Frances Kelly

Energy

No action on emissions is a costly option

15 July 2010

John Daley and Tristan Edis

More bark than bite

22 July 2010

John Daley and Tristan Edis

Putting a price on carbon

13 August 2010

Tristan Edis

Hybrid scheme the best of both worlds for cutting carbon

24 September 2010

John Daley and Tristan Edis

A hybrid design for carbon pricing

4 October 2010

John Daley and Tristan Edis

Nuclear power in context

17 November 2010
John Daley

Betting on nuclear power

6 December 2010
John Daley

Let the markets lead the way

15 December 2010
John Daley and Tristan Edis

Market best to reduce carbon

16 December 2010
John Daley and Tristan Edis

Groundhog day in climate change policy?

14 February 2011
John Daley and Tristan Edis

Why markets can best cut carbon

29 March 2011
John Daley

Productivity Growth

Australia's productivity performance and drivers of future prosperity

16 September 2010
Saul Eslake and Marcus Walsh

Australia's productivity performance

25 September 2010
Saul Eslake

Infrastructure investment and productivity - address to the economic society

3 December 2010
Saul Eslake

Australian business economists' annual forecasting conference

8 December 2010
Saul Eslake

Need to address productivity slump

8 March 2011
John Daley

Commodity prices

23 June 2011
Saul Eslake

School Education

Teacher quality key to better student performance and productivity

17 August 2010

John Daley and Ben Jensen

Five reforms to improve school education

25 September 2010

Ben Jensen

Teachers key to learning

12 October 2010

Ben Jensen

Teach teachers so students can learn

15 November 2010

Ben Jensen

Emerging Economic Powers' School Students Setting Global Pace

10 December 2010

Ben Jensen

Finance data to help teachers

4 March 2011

Ben Jensen

My School 2.0 step in the right direction

15 March 2011

Ben Jensen

Asian languages matter

23 March 2011

Ben Jensen

Public Events

Grattan Institute held 20 public events over the financial year.

Measuring progress and position in the US: Developing key national indicators

23 September 2010

Presenter: Bernice Steinhardt

Trading Our Way to More Jobs and Prosperity

7 June 2011

Presenter: Trade Minister Craig Emerson

Cities: Who Decides? - A Grattan Report

19 October 2010

Presenter: Jane-Frances Kelly

Australian Cities: Liveable and Sustainable?

26 October 2010

Presenter: Peter Newton

Resilient Cities

28 October 2010

Presenter: Neil McInroy

The Social Life of Cities

8 November 2010

Presenter: Geoff Mulgan

Understanding Australia's Productivity Performance - A Grattan Report

11 November 2010

Presenter: Saul Eslake

Effective performance management: the next challenge for our schools

23 November 2010

Presenter: Ben Jensen

Wellbeing in Public Policy Practice

25 November 2010

Presenter: Ken Henry, Don Henry, Gemma Van Halderen

Progress on Education Reform in Australia

17 March 2011

Presenter: The Hon. Peter Garrett MP

Progress on Education Reform in Australia

17 March 2011

Presenter: Minister Peter Garrett

Carbon Emissions: subsidies, incentives or taxes - what makes effective policy?

30 March 2011

Presenter: John Daley and Tristan Edis

Manufacturing Regained: New Prospects for Business and Regional Communities

5 April 2011

Presenter: Dan Swinney

Global Perspective: Implementing Carbon Pricing in a World of Political Resistance and Evolving International Participation

14 April 2011

Presenter: Professor Michael Grubb

Current Trends in Civic Engagement in America

19 April 2011

Presenter: Professor Robert Putnam

Better Teacher Appraisal and Feedback: Improving Performance

2 May 2011

Presenter: Ben Jensen

Sustainable Energy - At what cost?

25 May 2011

Presenter: Patrick Hearps, Andrew Stock, Terry Teoh

Investing in regions: Making a difference - Report Launch

2 June 2011

Presenter: John Daley and Annette Lancy

Trading Our Way to More Jobs and Prosperity

7 June 2011

Presenter: Trade Minister Craig Emerson

The Housing We'd Choose Report Launch

27 June 2011

Presenter: Jane-Frances Kelly

Private Events and Seminars

Grattan Institute held eighteen private seminars over the financial year. These were:

Restructuring the Australian Economy

Allen Arthur Robinson

29 July 2010

John Daley and Tristan Edis

Grattan Institute and Melbourne Energy Institute Workshop

31 August 2010

Cities Lunch

ARUP

2 September 2010

John Daley and Jane Frances Kelly

Australia's Productivity Performance

Department of Treasury

22 September 2010

Saul Eslake

Annual Conference

Australian Professional Teachers Association

28 September 2010

Ben Jensen

Teacher Evaluation and Feedback Workshop

Boston Consulting Group

19 October 2010

Confronting Educational Disadvantage

Harvard Club of Victoria

20 October 2010

Ben Jensen

Social Design of Cities

Geoff Mulgan

Department of Premier and Cabinet (Vic) - 8 November 2010

KPMG - 8 November 2010

University of Melbourne, Vice Chancellor Dinner- 8 November 2010

Treasury Executive Leadership Program - 9 November 2010

Social Innovation & Wellbeing

Department of Prime Minister and Cabinet / Department of Treasury joint seminar

9 November 2010

Geoff Mulgan

Cabinet Discussions, Department of Premiers and Cabinet (VIC)

31 January 2011

Saul Eslake

**Department of Education and Early Childhood Development (VIC) seminar,
Improving teacher effectiveness: A school reform agenda**

17 February 2011

Ben Jensen

Grattan Luncheon – Climate Change and Social Change

24 March 2011

Lord Deben

Academic seminar (The University of Melbourne): Religion in America

19 April 2011

Professor Robert Putnam

Roundtable discussion, Department of Premiers and Cabinet (VIC)

20 April 2011

Professor Robert Putnam

Grattan hosted Productivity Conference

21 April 2011

Saul Eslake and John Daley

Grattan Staff

At the end of the financial year Grattan Institute employed the following staff.

John Daley, *Chief Executive Officer*

Saul Eslake, *Program Director, Productivity Growth*

Ben Jensen, *Program Director, School Education*

Jane-Frances Kelly, *Program Director, Cities*

Tony Wood, *Program Director, Energy*

Tristan Edis, *Research Fellow, Energy*

Amelie Hunter, *Research Associate*

Katherine Molyneux, *Research Associate*

Helen Morrow, *Research Associate*

Daniel Mullerworth, *Research Associate*

Julian Reichl, *Research Associate*

Ben Weidmann, *Research Associate*

John Harris, *Manager, Strategic Communications*

James Button, *Manager, Communications*

Angela Henderson, *Office Manager / EA to the CEO*

Andrew McDonald, *Corporate Services and Company Secretary*

Ana Montes-Valencia, *Office Administrator*